



Local Area IV
Workforce Innovation and Opportunity Act Plan
For the Period
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Strategic Elements

Economic, Workforce, and Workforce Development Activities Analysis

Economic and Workforce Analysis

Economic Analysis

Kansas Local Area IV (LAIV) contains six counties in south central Kansas and contains most of the Wichita Metropolitan Statistical Area. Wichita, the largest city in Kansas, is the primary urban area in this local area. The population of LAIV was estimated to be 674,120 in 2024. This represents an increase of 6,107, or 0.9%, over the year. The local area population has increased each year for more than twenty years. However, population growth has been slower in recent years, with annual growth rates at 0.0% in 2017 and 2021. The rate of population growth has increased since 2021, with estimates increasing by 0.7% in 2023 and 0.9% in 2024.

The 2020 Decennial Census provides a detailed population breakout by age. The population pyramid for LAIV indicates that there are two peaks in population, with the larger centered on the 10-14-year-old age group, and a smaller peak centered on the 60-64-year-old age group. The largest age group in this local area is 10-14-year-olds, representing 7.5% of the population. This was followed by the 15-19-year-old age group, accounting for 7.1% of the local area population.

For economic purposes, the two main age groups studied are the 16 and over population and the 25-54 population. The 16 and over population includes everyone who is eligible to be in the labor force, while 25-54-year-olds are considered prime age workers. The 16 and over population in LAIV increased by 28,964 people, or 6.0%, from 485,988 people in 2010 to 514,952 people in 2020. While the 16 and over population increased, the 25-54-year-old population declined over this time period, decreasing by 12,670 people, or 5.0%, to 243,238. Future labor force growth may be in jeopardy since the population under 25 decreased by 1.9% from 2010 to 2020. The 20-24-year-old age group, which would include recent college graduates, recorded an increase of 3.0%, or 1,296 people, from 2010 to 2020.

Poverty Status

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

According to the U.S. Census Bureau, it is estimated that 86,610, or 13.4%, of residents in Local Area IV were living below the poverty line in 2023. This is essentially unchanged from the 2018 rate of 13.6%.

When looking at poverty status by age group, 48,579, or 12.7% of individuals age 18-64 in the local area were living below the poverty level. When broken out into smaller groups, 23,964, or 16.5% of individuals age 18-34 were living below the poverty level, while 24,615, or 10.4% of individuals age 35-64 were living below the poverty level.

Looking broadly by gender, females were more likely to be living below the poverty level than males; with 14.5% of females, compared 12.3% of males living below the poverty level.

When looking at poverty status by educational attainment, 10,338, or 25.4% of adults 25 years and over who do not have a high school diploma or equivalent fell below the poverty level, while 16,284, or 14.4% of those with a high school diploma or equivalent fell below the poverty level. For adults with some college or associate degree and higher, 19,822, or 7.3% fell below the poverty level.

For employed workers age 16 years and over, 6.6% fell below the poverty line, compared to 35.4% of those who were unemployed. For employed individuals, females experienced higher

rates of poverty than males. For unemployed individuals, there was essentially no difference by gender, with 35.3% of males below the poverty level and 35.5% of females below the poverty level.

Veteran Population

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

According to the U.S. Census Bureau 7.3% of the civilian population age 18 and over in LAIV were veterans in 2023. This was a decrease from 8.8% in 2018.

The percentage of veterans who had at least a high school diploma is higher than non-veterans; 96.1% compared to 89.7%. However, there is a smaller percentage of veterans who have a bachelor's degree or higher level of educational attainment; 29.8%, compared to 31.0% for non-veterans.

When looking at poverty status, there were fewer veterans in the local area with an income below the poverty level than non-veterans; 6.7% compared to 12.4% for non-veterans.

Veterans report disabilities at nearly double the rate of non-veterans; 17.1% of non-veterans report having a disability, while 30.2% of veterans report having a disability.

Existing Demand Industry Sections and Occupations

Current labor demanded by Kansas employers is reflected in job openings data. The following information is based on online job postings collected and summarized by Geographic Solutions, Inc.

Industry

Source: Labor Market Information Division of the Kansas Department of Labor; Online Job Advertisements Compiled by Geographic Solutions, Inc.

In Local Area IV, two industry sectors dominated the list of job openings in 2024: health care and social assistance with 13,168 job openings and manufacturing with 10,171. The majority of the job openings in the health care and social assistance sector fell into the hospitals subsector, which accounted for 5,576 job openings, while ambulatory health care services accounted for 3,503 job openings, nursing and residential care facilities accounted for 2,525, and social assistance accounted for 1,565. In the manufacturing sector, transportation equipment manufacturing accounted for 3,922 job openings, while computer and electronic product manufacturing accounted for 2,502, and chemical manufacturing accounted for 1,313. The educational services sector came in third with 6,868 job openings, while each of the following industry sectors accounted for at least 4,000 job openings: retail trade; public administration; professional, scientific, and technical services; and administrative and support and waste management and remediation services.

Occupational

Source: Labor Market Information Division of the Kansas Department of Labor; Online Job Advertisements Compiled by Geographic Solutions, Inc.

In LAIV, the health care practitioners and technical occupations group had the most job openings by far, with 18,487 job openings advertised in 2024. This was followed by the management

occupations group with 6,434 job openings. Three additional occupational groups had over 3,000 job openings in 2024: office and administrative support, production, and sales and related. Three additional occupational groups had over 2,500 job openings: transportation and material moving; installation, maintenance, and repair; and architecture and engineering occupations.

Registered nurses topped the list of job openings by occupation in LAIV with 11,068 job openings. This was followed by licensed practical and licensed vocational nurses with 1,081 job openings and customer service representatives with 1,052 job openings. Retail salespersons recorded 956 job openings in 2024, while nursing assistants had 868 job openings. Five additional occupations recorded over 600 openings in 2024: critical care nurses; managers, all other; general and operations managers; inspectors, testers, sorters, samplers, and weighers; and physical therapists.

Emerging Demand Industry Sectors and Occupations

Industries and occupations with the highest projected growth rates can be an indicator of emerging demand. The following analysis is based on data from the long-term projections program, which assumes full employment in the projection year. This means that the projections are forecasting structural changes in the economy rather than predicting changes in the business cycle. It is important to note that these projections use 2020 as the base year and project employment for 2030, so some of the high growth industries such as arts, entertainment, and recreation represent a return to typical employment levels after significant declines in 2020 due to the pandemic.

Industry

Source: Labor Market Information Division of the Kansas Department of Labor and USDOL Employment & Training Administration; Employment Projections

In LAIV, the transportation and warehousing industry sector is projected to grow the fastest, adding 2,671 jobs and growing by 28.7% over the 2020-2030 projection period. The transportation and warehousing industry sector is made up of nine underlying subsectors; of these, the warehousing and storage subsector is expected to grow the fastest and add the most jobs, growing by 96.3% and adding 1,102 jobs over the 10-year projection period. This is followed by the couriers and messengers subsector, which is expected to grow by 33.6% and add 483 jobs.

The second fastest growing industry sector is projected to be arts, entertainment, and recreation; this industry sector is expected to grow by 24.4% and add 1,120 jobs over the 2020-2030 projection period. The arts, entertainment, and recreation industry sector is made up of three underlying subsectors; of these, the performing arts, spectator sports, and related industries subsector is expected to grow the fastest, growing by 50.5% and adding 170 jobs over the 10-year projection period. Meanwhile the subsector that is expected to add the most jobs over the 10-year period is amusement, gambling, and recreation industries; this subsector is expected to add 899 jobs and grow by 23.2%.

The third fastest growing industry sector is projected to be professional, scientific, and technical services; this industry sector is expected to grow by 18.0% and add 2,254 jobs over the 10-year period.

Two additional industry sectors are expected to grow by at least 10.0% over the 2020-2030 projection period: accommodation and food services and manufacturing. There are twelve subsectors that are expected to add at least 100 jobs and grow by more than 20.0% over the 2020-2030 projection period: warehousing and storage; motion picture and sound recording industries; performing arts, spectator sports, and related industries; computer and electronic product manufacturing; beverage and tobacco product manufacturing; couriers and messengers; support activities for transportation; amusement, gambling, and recreation industries; clothing and clothing accessories stores; accommodation, including hotels and motels; transit and ground passenger transportation; and personal and laundry services.

Occupational

Source: Labor Market Information Division of the Kansas Department of Labor and USDOL Employment & Training Administration; Employment Projections

In LAIV, the fastest growing occupational group from 2020 through 2030 is projected to be the architecture and engineering occupational group. This group is projected to gain 1,392 jobs and grow by 22.0% over the 10-year period. The architecture and engineering occupational group is made up of 34 detailed occupations; of these, industrial engineers is expected to grow the fastest and add the most jobs over the 10-year period, with a projected growth rate of 37.1% and a gain of 466 jobs by 2030.

The second fastest growing occupational group is projected to be the legal occupational group; this group is projected to grow by 15.1% and add 240 jobs over the 2020-2030 projection period. The legal occupational group is made up of eight detailed occupations; of these, paralegals and legal assistants is expected to grow the fastest and add the most jobs over the 10-year period, with a projected growth rate of 22.0% and a gain of 135 jobs by 2030.

The third fastest growing occupational group is projected to be the food preparation and serving related occupational group; this group is projected to grow by 14.2% and add 3,777 jobs over the 2020-2030 projection period. The food preparation and serving related occupational group is made up of 17 detailed occupations; of these, cooks, restaurant, is expected to grow the fastest, adding 564 jobs and growing by 28.3%. Fast food and counter workers is the detailed occupation from this group projected to gain the most jobs, growing by 15.7% and adding 1,569 jobs.

Four additional occupational groups are expected to grow by at least 10.0% over the projection period: personal care and service occupations; life, physical, and social science occupations; business and financial operations occupations; and computer and mathematical occupations. There are 18 detailed occupations that are expected to add at least 100 jobs and grow by more than 20.0% over the 2020-2030 projection period: industrial engineers; ushers, lobby attendants,

and ticket takers; cooks, restaurant; industrial truck and tractor operators; electrical, electronic, and electromechanical assemblers, except coil winders, tapers, and finishers; industrial machinery mechanics; mechanical engineers; nonfarm animal caretakers; fitness trainers and aerobics instructors; avionics technicians; paralegals and legal assistants; machinists; market research analysts and marketing specialists; financial managers; aerospace engineers; management analysts; production, planning, and expediting clerks; and aircraft mechanics and service technicians.

Employers' Employment Needs

Advertised jobs data provides information about common skills, tools, technologies, education, and certificates listed by employers for each industry and occupational group. In Local Area IV, the most commonly reported skills required of advertised jobs across all industries were customer service, preventative maintenance, risk management, developing new business, and discharge planning.

The top advertised tools and technologies for advertised jobs in LAIV were Microsoft (MS) Office, Microsoft PowerPoint, forklift, motor vehicles, and personal protective equipment.

The most commonly reported certifications listed for job postings in LAIV were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Advanced Cardiac Life Support Certification (ACLS), Commercial Driver's License (CDL), and Licensed Practical Nurse (LPN).

For advertised jobs in LAIV, high school diploma or equivalent was the most common educational level required, followed by bachelor's degree, associate degree, master's degree, and vocational school certificate.

Employers' Existing Employment Needs

Source: Labor Market Information Division of the Kansas Department of Labor; Online Job Advertisements Compiled by Geographic Solutions, Inc.

In LAIV, the top industry sectors with existing demand, as measured by advertised jobs, include health care and social assistance, manufacturing, and educational services.

Health Care and Social Assistance

- The most commonly reported skills required of advertised jobs were customer service, must be flexible, problem solving, direct nursing care, and discharge planning.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft Word, personal protective equipment, electronic medical record (EMR) systems, and Microsoft PowerPoint.
- Finally, the most commonly reported certifications listed were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Licensed Practical Nurse (LPN), Certified Nursing Assistant (CNA), and Advanced Cardiac Life Support Certification (ACLS).

Manufacturing

- The most commonly reported skills required of advertised jobs were problem solving, must be flexible, customer service, interpersonal skills, and attention to detail.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, forklift, Microsoft Excel, and personal protective equipment.
- Finally, the most commonly reported certifications listed were Commercial Driver's License (CDL), Certified Public Accountant (CPA), Certification in Cardiopulmonary Resuscitation (CPR), Fellow of the Casualty Actuarial Society (FCAS), and APICS Certified in Production and Inventory Management (APICS CPIM).

Educational Services

- The most commonly reported skills required of advertised jobs were customer service, positive attitude, obtaining information, interpersonal skills, and work independently.
- The top advertised tools and technologies were fax machine, Microsoft (MS) Office, Microsoft Word, Personal Computer (PC), and calculators.
- Finally, the most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Commercial Driver's License (CDL), Registered Nurse (RN), First Aid Certification, and CompTIA A+ Certification.

In LAIV, the top occupational groups with existing demand, as measured by advertised jobs, include healthcare practitioners and technical occupations, management occupations, office and administrative support occupations, production, and sales and related occupations.

Healthcare Practitioners and Technical Occupations

- The most commonly reported skills required of advertised jobs were: must be flexible, customer service, discharge planning, direct nursing care, and problem solving.
- The top advertised tools and technologies were electronic medical record (EMR) systems, Microsoft (MS) Office, personal protective equipment, catheters, and Microsoft Word.
- The most commonly reported certifications listed were Registered Nurse (RN), Advanced Cardiac Life Support Certification (ACLS), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, and Licensed Practical Nurse (LPN).
- High school diploma or equivalent was the most common educational level required, followed by bachelor's degree, associate degree, vocational school certificate, and master's degree.

Management Occupations

- The most commonly reported skills required of advertised jobs were customer service, problem solving, interpersonal skills, must be flexible, and attention to detail.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Microsoft Word, personal protective equipment, and Microsoft Excel.
- The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Certified Public Accountant (CPA), Commercial Driver's License (CDL), and Licensed Practical Nurse (LPN).

- Bachelor's degree was the most common educational level required, followed by high school diploma or equivalent.

Office and Administrative Support Occupations

- The most commonly reported skills required of advertised jobs were customer service, attention to detail, problem solving, interpersonal skills, and organizational skills.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Microsoft Word, Microsoft Excel, and keyboard.
- The most commonly reported certifications listed were Commercial Driver's License (CDL), Certification in Cardiopulmonary Resuscitation (CPR), Notary Public, Certified Professional Coder, and Accounts Receivable Specialist Certification.
- High school diploma or equivalent was the most common educational level required.

Production Occupations

- The most commonly reported skills required of advertised jobs were problem solving, customer service, attention to detail, must be flexible, and work independently.
- The top advertised tools and technologies were calipers, Microsoft (MS) Office, gauges, forklift, and saws.
- The most commonly reported certifications listed were Commercial Driver's License (CDL), Certification in Cardiopulmonary Resuscitation (CPR), Certified Event Rental Professional (CERP), Certified Information Systems Security Professional (CISSP), and CompTIA Security+ Certification.
- High school diploma or equivalent was the most common educational level required.

Sales and Related Occupations

- The most commonly reported skills required of advertised jobs were customer service, problem solving, must be flexible, interpersonal skills, and attention to detail.
- The top advertised tools and technologies were Microsoft (MS) Office, cash register, Microsoft PowerPoint, point of sale (POS) systems, and cash drawers.
- The most commonly reported certifications listed were Certified Insurance Service Representative (CISR), Chartered Property Casualty Underwriter (CPCU), Pediatric Advanced Life Support (PALS), Clinically Certified Forensic Interviewer (CCFI), and Licensed Insurance Agent.
- High school diploma or equivalent was the most common educational level required, followed by bachelor's degree.

Employers' Emerging Employment Needs

In LAIV, the top industry sectors with emerging demand, as measured by projected growth rates, include transportation and warehousing; arts, entertainment, and recreation; professional, scientific, and technical services; accommodation and food services; and manufacturing. Each of these sectors is expected to grow at an average annual rate greater than 1.0%.

Transportation and Warehousing

- The most commonly reported skills required of advertised jobs were customer service, verbal communication skills, work independently, attention to detail, and problem solving.
- The top advertised tools and technologies were forklift, cell phone, Microsoft (MS) Office, pallet jack, and school bus.
- Finally, the most commonly reported certifications listed were Commercial Driver's License (CDL), Certified Refrigeration Service Technician (CRST), Advanced Cardiac Life Support Certification (ACLS), Pediatric Advanced Life Support (PALS), and Nationally Certified Emergency Medical Technician (NREMT).

Arts, Entertainment, and Recreation

- The most commonly reported skills required of advertised jobs were customer service, be a team player, stand for long periods, stand for long periods of time, and professional demeanor.
- The top advertised tools and technologies were Microsoft (MS) Office, motor vehicles, structured query language (SQL), light trucks, and forklift.
- Finally, the most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), First Aid Certification, Personal Training Certification, CPR/AED Certification, and Lifeguard Certification.

Professional, Scientific, and Technical Services

- The most commonly reported skills required of advertised jobs were customer service, problem solving, interpersonal skills, attention to detail, and must be flexible.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, artificial intelligence software, Microsoft Excel, and global positioning systems (GPS).
- Finally, the most commonly reported certifications listed were Certified Public Accountant (CPA), Certified Information Systems Security Professional (CISSP), Registered Nurse (RN), Certified Insurance Service Representative (CISR), and Chartered Property Casualty Underwriter (CPCU).

Accommodation and Food Services

- The most commonly reported skills required of advertised jobs were customer service, restaurant management, food preparation, attention to detail, and time management.
- The top advertised tools and technologies were fryers, cash register, Point of sale (POS) systems, refrigerators, and Microsoft (MS) Office.
- Finally, the most commonly reported certifications listed were Food Handlers Card, Registered Dietitian or Registered Dietitian Nutritionist (RDN), Certified Registered Central Service Technician (CRCST), Certification in Cardiopulmonary Resuscitation (CPR), and Certified Diabetes Care and Education Specialist (CDCES).

Manufacturing

- The most commonly reported skills required of advertised jobs were problem solving, must be flexible, customer service, interpersonal skills, and attention to detail.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, forklift, Microsoft Excel, and personal protective equipment.

- Finally, the most commonly reported certifications listed were Commercial Driver's License (CDL), Certified Public Accountant (CPA), Certification in Cardiopulmonary Resuscitation (CPR), Fellow of the Casualty Actuarial Society (FCAS), and APICS Certified in Production and Inventory Management (APICS CPIM).

In LAIV, the top occupational groups with emerging demand, as measured by projected growth rates, include architecture and engineering occupations; legal occupations; food preparation and serving related occupations; personal care and service occupations; life, physical, and social science occupations; business and financial operations occupations; computer and mathematical occupations. Each of these sectors is expected to grow at an average annual rate greater than 1.0%.

Architecture and Engineering Occupations

- The most commonly reported skills required of advertised jobs were problem solving, must be flexible, interpersonal skills, attention to detail, and customer service.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, artificial intelligence software, Python, and computer assisted design (CAD) software.
- The most commonly reported certifications listed were Cisco Certified Network Associate (CCNA), Management Engineer (MgtEng), GIAC Security Essentials (GSEC), Palo Alto Networks Certified Network Security Engineer (PCNSE), and Certification in Cardiopulmonary Resuscitation (CPR).
- Bachelor's degree was the most common educational level required, followed by high school diploma or equivalent.

Legal Occupations

- The most commonly reported skills required of advertised jobs were: must be flexible, performing legal research, work independently, customer service, and attention to detail.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Juris, calendars, and motor vehicles.
- The most commonly reported certifications listed were Certified Paralegal, Certified Public Accountant (CPA), Enrolled Agent, and Certified Apartment Leasing Professional (CALP).
- High school diploma or equivalent was the most common educational level required, followed by specialized degree (e.g. MD, DDS).

Food Preparation and Serving Related Occupations

- The most commonly reported skills required of advertised jobs were customer service, food preparation, restaurant management, positive attitude, and attention to detail.
- The top advertised tools and technologies were refrigerators, freezers, cash register, fryers, and slicers.
- The most commonly reported certifications listed were Food Handlers Card, ServSafe Food Handler certification, Commercial Driver's License (CDL), ASE Auto Maintenance and Light Repair Certification (G1), and Certification in Cardiopulmonary Resuscitation (CPR).

- High school diploma or equivalent was the most common educational level required.

Personal Care and Service Occupations

- The most commonly reported skills required of advertised jobs were customer service, problem solving, new hire orientation, positive attitude, and stand for extended periods of time.
- The top advertised tools and technologies were fax machine, cell phone, weight machines, shears, and Personal Computer (PC).
- The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Pilates Certification, Personal Training Certification, Commercial Driver's License (CDL), and Registered Nurse (RN).
- High school diploma or equivalent was the most common educational level required.

Life, Physical, and Social Science Occupations

- The most commonly reported skills required of advertised jobs were customer service, organizational skills, interpersonal skills, must be flexible, and problem solving.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft Word, personal protective equipment, Microsoft PowerPoint, and Bobcat.
- The most commonly reported certifications listed were Licensed Clinical Social Worker (LCSW), Certification in Cardiopulmonary Resuscitation (CPR), Doctor of Psychology (PsyD), Licensed Master Social Worker (LMSW), and Licensed Professional Counselor.
- High school diploma or equivalent was the most common educational level required, followed by bachelor's degree.

Business and Financial Operations Occupations

- The most commonly reported skills required of advertised jobs were customer service, must be flexible, attention to detail, problem solving, and interpersonal skills.
- The top advertised tools and technologies were Microsoft (MS) Office, Microsoft Excel, Microsoft Word, Tableau, and Microsoft PowerPoint.
- The most commonly reported certifications listed were Certified Public Accountant (CPA), Enrolled Agent, Series 7 - General Securities Representative, Certified Information Systems Auditor (CISA), and Assessment Administration Specialist.
- Bachelor's degree was the most common educational level required, followed by high school diploma or equivalent.

Computer and Mathematical Occupations

- The most commonly reported skills required of advertised jobs were problem solving, must be flexible, customer service, attention to detail, and interpersonal skills.
- The top advertised tools and technologies were Microsoft (MS) Office, structured query language (SQL), Python, artificial intelligence software, and Microsoft PowerPoint.
- The most commonly reported certifications listed were Cisco Certified Network Associate (CCNA), Certified Information Systems Security Professional (CISSP), Certified Cyber Investigative Expert (CCIE), CompTIA A+ Certification, and CompTIA Security+ Certification.
- High school diploma or equivalent was the most common educational level required, followed by bachelor's degree.

Employment, Unemployment, and Labor Market Trends

There were 341,023 people in LAIV labor force in 2024, an increase of 5,074 people, or 1.5%, from 2023. The number of people working increased by 2,138, or 0.7%, to 327,727 in 2024, and the number of unemployed people increased by 2,936, or 28.3%, to 13,296 in 2024. Lastly, the unemployment rate increased 0.8 percentage points to 3.9% in 2024.

The LAIV labor force has increased for three consecutive years, and are the continuation of an overall increasing trend since 2015. Current labor force estimates are at the highest level on record for the local area, with records beginning in 1990.

The local area unemployment rate experienced a significant decline of 3.7 percentage points to 4.4% in 2021 and continued to decline to 3.1% in 2022. The unemployment rate remained at 3.1% in 2023, before increasing to 3.9% in 2024. This rate is 0.3 percentage points higher than the statewide rate of 3.6%, but the 2024 rate is 1.1 percentage points lower than the historical annual average of 5.0% for the local area.

Education and Skill Levels of the Workforce

Degrees and Certificates by Gender

Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

According to the U.S. Department of Education, 52,571 degrees and certificates were awarded in Kansas during the 2022-2023 academic year. Of these, 58.2% were awarded to women, while 41.8% were awarded to men. The largest gap in completions by gender was for certificates of less than 12 weeks. Men were awarded 547, or 12.6%, of these certificates, while women were awarded 3,789, or 87.4%. The only categories in which men received more degrees or certificates were the certificate of 12 weeks to less than 1 year category and certificates of at least 1 year but less than 2 years. Men were awarded 2,619, or 61.2%, of certificates of 12 weeks to less than 1 year, while women were awarded 1,658, or 38.8%. For certificates of at least 1 year but less than 2 years, men were awarded 2,726, or 51.1% of certificates, while women were awarded 2,607, or 48.9%.

Degrees Issued by Field of Study

Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

The most common field of study in Kansas was health professions and related programs, accounting for 21.8% of all degrees or certificates issued during the 2022-2023 academic year. Business, management, marketing, and related support services was the second most common field of study, accounting for 13.8%, while the third most common field of study was liberal arts and sciences, general studies, and humanities, accounting for 11.8%.

When accounting for gender, the most common field of study for women in Kansas was health professions and related programs; these degrees and certificates accounted for 30.7% of all degrees and certificates awarded to women during the 2022-2023 academic year. The second most common field of study for women was liberal arts and sciences, general studies, and humanities, which accounted for 12.5% of degrees issued to women.

Men in Kansas were most commonly issued degrees in the business, management, marketing, and related support field of study; these degrees accounted for 18.6% of all degrees and certificates awarded to men during the 2022-2023 academic year. The second most common field of study for men was liberal arts and sciences, general studies, and humanities, which accounted for 10.9% of degrees issued to men.

Educational Attainment

Source: U.S. Census Bureau, American Community Survey 2019-2023 5-year Estimates

Note: Data is for the civilian population ages 25-64

Educational attainment in LAIV is below the statewide average but higher than the national average. According to the U.S. Census Bureau's 2019-2023 American Community Survey (ACS) 5-year Estimates, 90.3% of local area residents have at least a high school diploma or equivalent; this is 0.9 percentage points higher than the national rate of 89.4% and 1.6 percentage points lower than the statewide rate of 91.9%. It is estimated that 31.0% of local area residents have a bachelor's degree or higher, compared to 35.0% nationally and 35.2% statewide.

When compared to the 2014-2018 ACS 5-year estimates, the percentage of Local Area IV residents reporting an educational attainment of at least a high school diploma or equivalent increased by 0.5 percentage points, while the percentage of local area residents reporting a bachelor's degree or higher increased by 1.4 percentage points.

The most commonly reported educational attainment level in LAIV was some college or associate degree at 32.5%; this was followed by high school graduate or equivalent at 26.8%, and bachelor's degree at 19.9%.

Disability

Population and Labor Force Statistics by Disability Status

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

In LAIV, it was estimated that 13.4% of residents aged 18-64 were living with a disability in 2023. The most common disabilities reported were cognitive difficulty (6.1%) and ambulatory difficulty (5.5%), followed by independent living difficulty (4.9%).

Estimates indicate that there were 25,984 residents aged 18-64 participating in the labor force in 2023 in LAIV who had at least one disability. Of these, 23,675 were employed, while 2,309 were unemployed. Local area residents with one or more disabilities experienced much higher rates of unemployment than those without, recording a rate of 8.9%, compared to 4.5% for those without a disability.

Employment by Occupational Group for Disabled Kansans

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Occupational employment estimates by disability status are available statewide, but not at the local area level. When comparing employment by occupational group, there are differences in the distribution of employment by occupation for Kansans with a disability and Kansans without a disability. Management, business, science, and arts occupations represents the largest occupational group for both Kansans with a disability and those without a disability. However, this occupational group only represents 31.3% of employed Kansans with a disability while it represents 42.2% of employed Kansans without a disability. When comparing employment for

service occupations, 21.3% of Kansans with a disability are employed in these occupations, compared to 15.1% for Kansans without a disability. Production, transportation, and material moving occupations also account for a higher share of employment for Kansans with a disability at 18.5%, compared to 14.0% for Kansans without a disability.

Employment by Industry Sector for Disabled Kansans

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Industry employment estimates by disability status are available statewide, but not at the local area level. When comparing employment by industry, disability status did not change the distribution significantly. Kansans with a disability were more commonly employed in arts, entertainment, and recreation; accommodation and food services; and retail trade sectors than Kansans without a disability. Conversely, Kansans with a disability were less likely to be employed in finance and insurance, and real estate and rental and leasing; professional, scientific, and management, and administrative and waste management services; and educational services and health care and social assistance sectors than Kansans without a disability.

Skills Gap

Adult Literacy and Numeracy

Source: U.S. Department of Education, National Center for Education Statistics, Program for the International Assessment of Adult Competencies (PIAAC)

The data presented in this section comes from the U.S. Program for the International Assessment of Adult Competencies (PIAAC). The state and county estimates are based on the combined PIAAC data collected in 2012, 2014, and 2017 and the data from the 2013–2017 American Community Survey (ACS).

Literacy

When comparing average literacy scores, Kansas ranks 19th out of all 50 states. When compared to the U.S., Kansas literacy levels are overall above the national average. It is estimated that 52.6% of Kansas adults can be considered proficient at working with information and ideas in texts; meaning that their higher literacy skills range from the ability to understand, interpret, and synthesize information across multiple, complex texts to the ability to evaluate the reliability of sources and infer sophisticated meanings and complex ideas from written sources.

Estimates indicate that 30.5% of Kansas adults have a literacy level of 2. Adults at this level can be considered nearing proficiency but still struggling to perform tasks with text-based information. Such adults may be able to read print and digital texts, relate multiple pieces of information within or across a couple of documents, compare and contrast, and draw simple inferences. They can navigate in a digital environment to access key information, such as finding two main benefits of one product over another. However, more complex inferencing and evaluation may be too difficult.

Finally, it is estimated that 16.9% of Kansas adults have a literacy level at or below 1. Adults at this level can be considered at risk for difficulties using or comprehending print

material. Adults at the upper end of this level can read short texts, in print or online, and understand the meaning well enough to perform simple tasks, such as filling out a short form, but drawing inferences or combining multiple sources of text may be too difficult. Adults who are below Level 1 may only be able to understand very basic vocabulary or find very specific information on a familiar topic. Some adults below Level 1 may struggle even to do this and may be functionally illiterate.

In LAIV, Butler and Kingman counties recorded the highest literacy scores of 276.7 and 275.5, respectively. Both Butler and Kingman scored higher than the statewide average literacy score of 271.3. Four counties scored lower than the statewide average: Sumner (267.7), Sedgwick (267.4), Cowley (265.3), and Harper (262.6).

Numeracy

When comparing average numeracy scores, Kansas ranks 19th out of all 50 states. When compared to the U.S., Kansas numeracy levels are overall above the national average. It is estimated that 41.7% of Kansas adults can be considered working with mathematical information and ideas; meaning their higher numeracy skills range from the ability to recognize mathematical relationships and apply proportions to the ability to understand abstract representations of mathematical concepts and engage in complex reasoning about quantities and data.

Estimates indicate that 33.3% of Kansas adults have a numeracy level of 2. Adults at this level can be considered nearing proficiency but still struggling to perform numeracy tasks. Such adults can successfully perform tasks requiring two or three steps involving calculations with whole numbers and common decimals, percentages, and fractions. They can conduct simple measurement and interpret relatively simple data and statistics in texts, tables, and graphs. However, more complicated problem solving (where the information is not explicit or is in an unfamiliar context) may be too difficult.

Finally, it is estimated that 25.0% of Kansas adults have a numeracy level at or below 1. Adults at this level can be considered at risk for difficulties with numeracy. Adults at the upper end of this level can understand how to add, subtract, multiply, and divide and can perform basic one-step mathematical operations with given values or common spatial representations (e.g., calculate how many bottles of soda are in a full box with two levels when only the top level can be seen). Adults who are below Level 1 may only be able to count, sort, and do basic arithmetic operations with simple whole numbers and may be functionally innumerate.

In LAIV, Butler and Kingman counties recorded the highest numeracy scores of 265.0 and 263.8, respectively. Both Butler and Kingman scored higher than the statewide average numeracy score of 258.1. Four counties scored lower than the statewide average: Sumner (253.2), Sedgwick (253.1), Cowley (250.6), and Harper (247.3).

Workforce Development, Education and Training Activities Analysis

The comprehensive American Job Center in Local Area IV is the Wichita American Job Center. Collocated partners are onsite providing services at the American Job Center. The following partners are collocated at the Wichita American Job Center:

- Adult Education, Orion Education & Training
- Job Corps, Flint Hills Job Corps
- Jobs for Veterans State Grant, Kansas Department of Commerce
- Native American Workforce Program, American Indian Council
- Older Kansans Employment Program, Workforce Alliance of South Central Kansas
- Partners for Reentry Opportunities in Workforce Development, Kansas Department of Commerce
- Re-Employment Service, Kansas Department of Commerce
- Senior Community Service Employment Program, Workforce Alliance of South Central Kansas
- Wagner-Peyser, Kansas Department of Commerce
- Workforce Innovation and Opportunity Act (WIOA) Title I, Workforce Alliance of South Central Kansas

The following non-collocated partners ensure service availability by cross trained staff and/or a direct linkage:

- Adult Education, Butler Community College
- Adult Education, Cowley College
- Adult Education, NexStep Alliance
- Career and Technical Education (Carl Perkins), Butler Community College
- Career and Technical Education (Carl Perkins), Cowley College
- Career and Technical Education (Carl Perkins), WSU Tech
- Community Services Block Grant-Workforce Services, City of Wichita-Housing and Community Services
- National Farm Worker Program, SER Corporation of Kansas
- Trade Adjustment Assistance, Kansas Department of Commerce
- Unemployment Insurance, Kansas Department of Labor
- Vocational Rehabilitation, Kansas Department of Children and Families

Strengths and Weaknesses of Workforce Development Activities

Strengths:

- Co-enrollment and collaborative case management strategies in the Local Area
- Integrated service delivery model including co-enrollment amongst several partners
- Consistently meet or exceed common performance measures
- Ability to secure non-WIOA resources and leverage resources and align services by braiding multiple funding streams

Weaknesses:

- Improved, but still somewhat lacking, engagement with SNAP E&T
- Lack of co-location with all WIOA core partners at comprehensive American Job Center

- Limited engagement with TANF programs

Local Area Strategic Vision and Goals

Vision and Goals

The mission of the Workforce Alliance of South Central Kansas (WA) is to grow the regional economy through a skilled workforce. The vision of the WA is to support and advance a competitive workforce in South Central Kansas.

To achieve this vision, the Local Workforce Development Board (LWDB) adopted three strategic goals with several tactics associated with each goal. The strategic goals and tactics are as follows:

- Exceed Workforce Innovation and Opportunity Act (WIOA) performance goals in program and One-Stop operations
 - WIOA Title I
 - Senior Community Service Employment Program (SCSEP)
 - Integrated service delivery model
- Leverage resources and align services to create community impact beyond annual WIOA allocations.
 - Generate non-WIOA funds
 - Develop creative and innovated partnerships
 - Strategic communication
- Support youth employment and career awareness through work-based learning and applied learning models
 - Youth Employment Project (YEP)
 - Work-based learning (WBL)
 - Roadtrip Nation

The development of these goals and tactics consisted of an inclusive strategic planning process targeting key stakeholder groups, and focusing on topics deemed significant for the overall operations of an effective LWDB. Key stakeholders included: WIOA mandated partners, Businesses, Community Based Organizations, Economic Development Organizations, Elected Officials, public partners from the region, and education and training partners. 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.

Performance Goals

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

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

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

Eligible training providers are required to provide performance information about each program they have on the Eligible Training Provider List annually. Providers are required to provide performance information on the number of students participated, exited, completed, number employed in the second quarter after exit, number employed in the fourth quarter after exit, number who attained credentials, median earnings in the second quarter after exit, average earnings in the second quarter after exit, and average earnings in the fourth quarter after exit. Providers must meet the minimum levels of program performance to remain on the Eligible Training Provider List. Additionally, consideration is given to whether or not a training program relates to an in-demand industry or occupation within the State when deciding whether to add or continue with a training provider. Ensuring programs are in-demand and are performing at an acceptable level ensure that providers are meeting the needs of local employers and job seekers.

All mandated partner programs are outcome based. The effectiveness of each program is measured by capturing customer performance information, collected through KANSASWORKS. WIOA performance measures are:

Common Measures

- Entered Employment Rate – The percentage of program participants who are in education or training activities, or in unsubsidized employment during the second quarter after exit
- Entered Employment Rate – The percentage of program participants who are in education or training activities, or in unsubsidized employment during the fourth quarter after exit
- Median Earnings – The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct UI wage records, Federal or military employment records, or supplemental wage information
- Credential Attainment - The percentage of participants enrolled in an education or training program (excluding those in OJT and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program
- Measurable Skills Gain - The percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, towards a credential or employment
- Effectiveness in Serving Employers – Retention with the same employer measures the percentage of participants who exit and were employed by the same employer in the second and fourth quarters after exit and repeat business customers measures the percentage of employers who have used WIOA core program services more than once during the last three program year

Program Year 2024 and Program Year 2025 Negotiated Performance Standards			
	WIOA Adult	WIOA Dislocated Worker	WIOA Youth
Employment Rate 2 nd Quarter after Exit	79.0%	86.0%	78.0%
Employment Rate 4 th Quarter After Exit	78.5%	87.0%	78.0%
Median Earnings	\$8,600.00	\$12,000.00	\$4,500.00
Credential Attainment	76.5%	86.9%	66.3%
Measurable Skills Gains	68.0%	80.0%	51.2%
Effectiveness in Serving Employers	None	None	None

Assessment

The LWDB is committed to the regular review of service delivery practices to ensure an ongoing focus on continuous improvement within the American Job Centers of Local Area IV. The One Stop Operator will manage/oversee the delivery of integrated services, and work in coordination with the Regional Operations Manager for the Kansas Department of Commerce and other partner programs.

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

The LWDB will conduct ongoing oversight and monitoring of services, customer files, eligibility documentation, customer payments, level of integration, effectiveness of functional supervision, and performance, to ensure compliance with federal and state laws, regulations, and local policies and procedures. In addition, the LWDB will conduct customer interviews on a quarterly basis. The LWDB also contracts with a 3rd party monitor to do regular reviews of programmatic and financial documents.

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

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

During the strategic planning process along with the strategic plan goals, the planning process also identified several tactics associated with each goal. The tactics for each defined goal are 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.

Local Area Strategy

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

A major initiative supporting the LWDB's vision includes Preparation for Advanced Career Employment System (PACES), a National Fund for Workforce Solutions (NFWS) project that began in 2008. The mission of PACES is to create a more accessible and flexible employment and training system to move low-skilled job seekers into high demand and high skill careers in the aviation and advanced manufacturing, healthcare, technology, and construction industries. To date, PACES has invested over \$4 million in the region, through partnerships with 93 employers and 13 community organizations, to serve more than 3,500 job seekers, including over 2,500 job placements reported.

Under the NFWS's solutions framework, PACES is focused on job quality, equipping workers for success, and changing the systems that hinder their access to opportunity and advancement, for prosperous and thriving workers, employers, and communities. Its vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive services is designed to be a catalyst for sustainable systems change and implementation of policy based on best practices and demonstrated results. Since 2008, PACES has made significant moves to ensure employment and training resources are aligned with the demands of industry. These include:

- Investment in capacity building for adult education, leading to an increased focus on connecting participants to skills training programs
- Formation of the Regional Manufacturing Council on Career and Technical Education (RMCTE), conducting research on best practices and raising awareness and access to career and technical education programs for high school students; including support for technical education for high school students through Excellence in CTE, encouraging employers to provide tuition incentives for employees enrolling in and earning postsecondary technical degrees and certifications, and developing career ladder opportunities
- Supported training strategies for approximately 8,400 individuals, and promoted the WorkKeys test to employers, resulting in more than 4,000 individuals earning the National Career Ready Credential
- Investment in job quality strategies including financial literacy and budgeting, cross training, supervisory training, and employer retention strategies
- Investment in digital literacy and access programs to assist individuals impacted by COVID-19 reconnect to the workforce

Career Pathways and Sector Strategies

The Greater Wichita Partnership is the lead economic organization in Local Area IV and has helped coordinate multiple regional cluster analysis by Wichita State University that have resulted in the Regional Growth Plan (RGP). RGP is a multi-year action plan featuring seven target industry sectors with 13 niche sectors, five strategic pillars, 32 key initiatives and a regional framework to support implementation. The purpose of the RGP is to grow the greater Wichita region's economy, attract new businesses and expand existing industries, leading to more jobs and a better quality of life for our citizens.

The south-central Kansas economic region is not defined by county borders, but by its connections between significant employers, major supply chains, education institutions, local governments, and community-based organizations such as chambers of commerce, labor

organizations and non-profit organizations. The regional economy and labor shed of south-central Kansas is an area with a diverse economic portfolio and many regional assets.

To build the next generation economy, the RGP focuses on five strategic pillars to serve as the foundational elements necessary to drive economic growth. Seven target sectors and 13 niche sectors represent the region's core economic strengths and economic opportunity. Ten key initiatives were identified from the 32 total initiatives to highlight the most impactful and highest priority efforts for the region to pursue and accelerate positive change. These plans take the form of practical commitments to actions that will accelerate competitive growth of our region's economic engines.

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

A key tool in developing career pathways is the investment by the state of Kansas in technical education for high school juniors and seniors. The Excel in CTE Initiative enacted by the Kansas legislature in 2011 provides tuition support for high school students taking career and technical classes from local community and technical colleges in selected industries. In some cases, a person could graduate high school with a diploma, an industry recognized credential and possibly even an associate's degree. The LWDB developed career pathways in coordination with the local school districts and post-secondary institutions, supported by WIOA and the American Job Centers. Pathways are updated quarterly and published at <https://workforce-ks.com/careerpathways/>.

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

Local level:

- Employer Industry Roundtable meetings (sector strategies) - LWDB convenes employers, grouped by industry, to discuss their current and future employment and training needs. Customized training programs have developed from these conversations. For example, in response to the needs of manufacturers in the area, the LWDB and WSU Tech have pursued grant opportunities, expansion of Registered Apprenticeships, and collaborated on innovative approaches for education and training.
- Strategic Planning Process - Every two years the LWDB hosts a series of public meetings to develop an updated strategic plan. Each meeting focuses on a specific area of planning such as employer needs, youth services, etc. Attendees include board and committee members, partner entities, stakeholders from local and state organizations, and policy makers such as local elected officials.
- President/CEO is a Trustee for Wichita State University, serves on the Greater Wichita Partnership Executive Committee and Strategic Advisory Team, chairs the Wichita

Regional Chamber of Commerce Workforce Solutions Subcommittee, serves on the Returning Citizen's Consortium, and is member of the Childcare Access Work Group

- Staff serve on multiple boards and committees and belong to organizations in the Local Area including: Flagship Kansas Tech, Greater Wichita Partnership Economic Mobility and Talent Taskforces, Haysville Hope, McConnell Air Force Base Honorary Commanders, Regional Economic Area Partnership (REAP), Sumner County Economic Development Board Associate Advisory Committee, Veterans Advocacy Board Employment Subcommittee, Wichita Area Outlook Team, Wichita Manufacturers Association (WMA), and the Women's Network.

State level:

- President/CEO serves on the Governor's Education Council
- Kansas Association of Workforce Boards (KAWB) – KAWB convenes leadership from the local areas in Kansas and provides a forum to discuss projects and collaboration opportunities

National level:

- National Association of Workforce Boards (NAWB), members attend annual conferences to network with peers and learn best practices and current policy issues
- National Skills Coalition and Business Leaders United for Workforce Partnerships, National Manufacturing Panel
- National Fund for Workforce Solutions, member of site collaborative network; attend annual meetings, peer learning opportunities, and implementing workforce partnership grants focused on helping workers access good jobs, businesses finding the talent they need, and communities generating prosperity for all

Partnerships

Coordination and alignment of the Local Area's workforce programs are supported by 25 partners in the Local Area; 18 who have chosen to collocate their programs/activities in the American Job Center.

Local Area IV Partners:

- Butler Community College FastTrack GED*
- Cerebral Palsy Research Foundation
- City of Wichita- Wichita Sedgwick County Community Action Partnership (CSBG)
- DCF- Kansas Rehabilitation Services
- DCF- Temporary Assistance for Needy Families Programs (TANF)
- Goodwill Industries of Kansas*
- Job Corps*
- Kansas Department of Commerce – Business Development*
- Kansas Department of Commerce – Disability Services and RETAIN*
- Kansas Department of Commerce – Migrant Seasonal Farm Worker*
- Kansas Department of Commerce—Partners for Reentry Opportunities in Workforce Development (PROWD)*
- Kansas Department of Commerce - RESEA *
- Orion Education & Training*

- REAP*
- Senior Community Service Employment*
- Senior Services Inc.
- SER Wichita
- Trade Adjustment Act
- US Department of Commerce Export Assistance Center*
- Veterans Programs*
- Wagner-Peyser*
- WIOA Adult*
- WIOA Dislocated Worker*
- WIOA Native American*
- WIOA Youth*
- WSU Tech/NexStep Alliance ABE

**denotes co-location*

Many of the partners, including all WIOA mandated partners, have signed a Memorandum of Understanding (MOU). The MOU operationalizes the collaboration and contains details to further coordinate policies, protocols and practices. See attachment VV. Cross-training and partner interaction follows a regular schedule. These activities support the coordination and alignment of the workforce programs. Specific strategies for aligning and leveraging services and resources among WIOA mandated partners are listed in the Operational Planning Elements section of this plan. Infrastructure costs follow state policy and the Kansas Combined WIOA State Plan. Infrastructure cost sharing information is outlined as an attachment to the MOU. See attachment VV.

Operational Planning Elements

Local Strategy Implementation

Local Workforce Development Board Functions

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

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

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

- **LWDB Executive Committee:** The LWDB Executive Committee provides leadership to the LWDB and other standing committee and task forces. The Executive Committee is empowered to act on behalf of the entire LWDB when action by the LWDB is not

possible due to timing of full Board meetings and action is required, or delegated by an approved motion from the LWDB. In addition, the Executive Committee is responsible for tasking the committees of the LWDB, and setting the agenda for LWDB meetings. The Executive Committee is appointed by the LWDB Chair. Members include the LWDB Chair, Vice-Chair, designee from the Chief Elected Officials Board, Chairs of other Standing Committees, other Board members, and at large members appointed by the LWDB Chair. This committee is scheduled to meet monthly and the meetings are open to all interested LWDB members and the public.

- LWDB Executive Committee Purpose:
 - Identify and assess workforce issues and needs of business and the community and endeavor to establish partnerships to align services to meet the community's workforce needs
 - Solicit input and participation from the public and private sectors for joint planning and the provision of services to the residents of Local Area IV
 - Provide overall policy guidance and oversight on the use of funds and on the approach to delivery of services
 - Establish a committee structure that ensures adequate review of proposals, oversight of program operations, long-range planning, and outreach to the business community
 - Act on behalf of the Board as needed
- Program Operations and Performance Committee: The Program Operations and Performance Committee is appointed by the LWDB Chair. The Committee oversees the program operations, reviews performance, approves Eligible Training Providers for the WIOA Adult, Dislocated Worker, and Youth programs, and approves industries and occupations for training in Local Area IV. Members are not required to be on the LWDB and may include representatives from WIOA mandated partners, community-based organizations and other stakeholders. This committee meets every other month.
- Program Operations and Performance Committee Purpose: To advise the LWDB and Executive Committee on WIOA Adult, Dislocated Worker, Senior Worker and Youth programs, initiatives, and performance.
- Youth Employment Committee: The Youth Employment Committee is appointed by the LWDB chair. Membership is not exclusive to the LWDB members and may include representatives from the HYPE collaborative, community-based organizations and other stakeholders.
- Youth Employment Committee Purpose: To support operations of the Workforce Alliance Youth Employment Project (YEP), identify and create partnerships to sustain and expand the Helping Youth Prepare for Employment (HYPE) collaborative, monitor performance and leverage the WIOA Youth program to help improve outcomes.
- Finance Committee: The Finance Committee is appointed by the LWDB Chair. The Finance committee oversees WIOA funds from the U.S. Department of Labor. Funding

streams include Adult, Dislocated Worker, Youth, Senior Employment, grants and special projects. The Committee also reviews annual audits and fiscal monitoring reports. Membership is not exclusive to the LWDB members and may include representatives from WIOA mandated partners, community-based organizations and other stakeholders. This committee meets two to three times a year as needed.

- Finance Committee Purpose: To develop an operating budget for the LWDB on an annual basis. Oversee and review audits of WIOA funds. Oversee and review procurements and the RFP process for the LWDB. Identify sources of revenue.

Implementation of Local Area Strategy

The vision for customer service in Local Area IV is to leverage, align, and create more effective formalized communication across mandated partners as well as other community partners to simplify and maximize process efficiency. Through enhanced communication throughout the workforce system, customers will benefit from easy access to services, a no-wrong door approach, and greater collaboration among partners in service delivery. This will create new opportunities to build career pathways and sector strategies leading to greater community impact in the region. To implement this vision partners will implement the below strategies to establish an aligned and collaborative system.

Enhanced Customer Referrals and Release of Information Processes

Partners will commit to making referrals if/when the customer could benefit from the services of another partner program, if/when the customer agrees, and/or if the customer so requests. Referrals will be made on an individual customer-by-customer basis, and not as a blanket referral throughout the workforce system. This means that referrals will be based on customer needs, rather than characteristics. For example, not all customers with disabilities require Vocational Rehabilitation (VR) services. Not all VR customers need to be referred for American Job Center services. Not all customers with learning disabilities need to be referred to Adult Education. Focusing on the customer's needs rather than the types of characteristics illustrated in these examples, will help ensure an effective use of resources across the entire workforce development system.

Mandated partners are committed to making referrals to mandated partners using a standardized form. This form will be sent with all the necessary documentation, once a release of information is obtained by the customer. The mandated partners will ensure all personal identifying information is sent securely to the receiving partner. See Partner Referral Form Attachment UU.

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

Effective Communication among All Partners in the Local Areas

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

Mandated partners are invited to serve on the One Stop Advisory Council. The One Stop Advisory Council consists of leadership from partners in the American Job Center. The Council oversees the American Job Centers System in Local Area IV and regional partnerships focusing on system integration and preventing duplication of services among WIOA mandated partners and community-based organizations. Membership is not exclusive and may include representatives from WIOA mandated partners, community-based organizations and other stakeholders. This council meets quarterly and is coordinated by the One-Stop Operator. Participating members will be required to keep contact information updated. This council will be focused on:

- Serving as the liaison from agency to One Stop Advisory Council and American Job Centers
- Service delivery system improvement and enhancement
- Training opportunities
- New developments with each partner
- Assisting in developing communication tools

The purpose of the One Stop Advisory Council is to advise the LWDB and Executive Committee on actions and strategies to leverage resources and align services and resources through the American Job Center System to enhance partnerships and performance. Members of the One Stop Advisory Council will be responsible to ensure that the listed points of contact for referrals are kept current and easily accessible to relevant parties. Partners are encouraged to establish web-based listings and links to facilitate easy access.

Easy Access to Information for Customers

Easy access to information for customers will promote use of the workforce system and ensure that access is available to all jobseekers. Each mandated partner shall provide on-site, direct linkage, or cross trained staff to ensure access to resources about their services, application process, eligibility requirements, as well as links to other resources, including employment opportunities available to all customers and partners. The LWDB will collect this information and create Partner Referral Guidelines (Attachment TT) that may be shared across partners, accessible online, and updated routinely due to program changes.

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

Collaborative Case Management and Co-enrollment

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

Coordination, Alignment, and Provision of Services to Employers

It is the goal of the Local Area IV LWDB to implement a collaborative and coordinated business outreach process to streamline employer and economic development engagement among partners. The purpose for this strategy is to improve services to employers, and increase engagement of the business community in the public workforce system.

Outreach

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

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

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

Cross-Training

To strengthen knowledge of partner services, their customers' employment needs and strengths, and to enhance coordination, the partners will conduct regular cross-training and engage in continuous improvement meetings. Training will include enough relevant information to give trainees the tools necessary to speak to an employer about the other mandated partner programs/incentives, piquing interest and facilitating the introduction of mandated partners into the relationship for specialized knowledge. Individuals speaking to employers about other partner programs will not have the authority to commit services or funds without prior approval of the partner.

Training on each program is not intended for the purpose of staff determining eligibility for an agency's program (i.e. American Job Center staff would not complete eligibility for Kansas Rehabilitation Services, etc.). Partners in the local area will meet regularly to ensure open communication and high-quality cross-training is maintained.

Partner Engagement with Educational Institutions

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

- Regional Growth Plan activities that brought together education institutions from K-12, vocational trainers, community colleges, universities to develop career pathways that allow job seekers, students, and parents to explore educational requirements and career opportunities in prevalent industry clusters with in the region
- Annual Review of Demand Occupation List
- LWDB and its committees have representation from Higher Education, Adult Education, and the K-12 system

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

Leveraging Resources to Increase Educational Access

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

Grant Summaries

Leading:

Grant: Brownfields Job Training	
Recipient: WA Granting Agency: US Environmental Protection Agency	Summary: Through partnerships with community organizations and local employers, unemployed and underemployed individuals will have access to job training in the environmental sector including asbestos abatement, CDL for hazardous waste transportation, and more.
Grant: Older Kansans Employment Program (OKEP)	
Recipient: WA Granting Agency: Kansas Department of Commerce	Summary: Program for older job seekers to help bridge the digital divide by providing technology education and equipment.
Grant: One Workforce	

<p>Recipient: WA</p> <p>Granting Agency: USDOL</p>	<p>Summary: Consortium with local employers, educational institutions, economic development and others to engage industry through sector partnerships to develop and deploy innovative workforce solutions to equip workers with emerging technical skills to build a stronger pipeline for employers in the Information Technology and Advanced Manufacturing sectors.</p>
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Grant: Preparation for Advanced Career Employment System (PACES)

<p>Recipient: WA</p> <p>Granting Agency: National Fund for Workforce Solutions (NFWS)</p>	<p>Summary: PACES works to create a more accessible and flexible employment and training system to move unemployed and under-employed workers into high demand and high skill careers in the aviation, healthcare and advanced manufacturing industries.</p>
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Grant: Senior Community Service Employment Program (SCSEP)

<p>Recipient: WA</p> <p>Granting Agency: Kansas Department of Commerce</p>	<p>Summary: Program for older Americans needing assistance updating work place skills to be competitive in today’s job market.</p>
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Grant: Supplemental Nutrition Assistance Program Education & Training (SNAP E&T)

<p>Recipient: WA</p> <p>Granting Agency: Kansas Department for Children and Families</p>	<p>Summary: Assists SNAP recipients gain skills and find work that moves them forward to self-sufficiency by providing access to training and support services.</p>
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Partnering:

Grant: MeadowLARK—Leading Apprenticeship Results in Kansas

<p>Recipient: Kansas Department of Commerce</p> <p>Granting Agency: USDOL</p>	<p>Summary: Grant provides targeted support to state Registered Apprenticeship Programs and expands program efforts by developing multi-employer intermediaries focusing on high-demand, high-wage occupations to meet industry needs.</p>
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Grant: Retaining Employment and Talent After Injury/Illness Network (RETAIN)

<p>Recipient: Kansas Department of Commerce</p> <p>Granting Agency: Office of Disability Employment Policy (ODEP)</p>	<p>Summary: Program to assist individuals who become ill or injured to remain in the labor force, benefiting the individual, their family, employers, and the economy. The program also aims to reduce long-term work absences among project participants, and lessen the need for individuals to seek Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefits.</p>
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Improving Access to Post Secondary Credentials

Registered Apprenticeship

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

As part of a strategy to expand the use of RA and create new programs the LWDB has designated a full-time staff person to this task. The Business Services Group are trained on RA and use this as an employer engagement strategy.

Additionally, the WA serves as an intermediary for RA programs for individual employers or consortiums of employers. As intermediary, the WA assumes full responsibility for the development, registration, and administration of apprenticeship programs as requested by participating employers.

Coordinating with Unemployment Insurance Strategies

Kansas Department of Labor (KDOL) is an active participant in the One Stop Advisory Council that is facilitated by the One Stop Operator. KDOL has provided the local area with a primary contact for staff to reach out when service challenges arise for UI Claimants. KDOL is also an active participant in the LWDB and provides updates to staff and board members on operations impacting our local area. KDOL also conducts training for American Job Center staff on a routine basis on unemployment insurance policies and processes to ensure staff can assist American Job Center customers.

Local Operating Systems and Policies

Local Area Operating Systems that Support Implementation of Local Board's Strategies

Local Area IV utilizes KANSASWORKS for its labor market, data system, case management system, job bank, Eligible Training Provider List, and fiscal system. KANSASWORKS is the data management system provided by the State of Kansas. KANSASWORKS has many modules with differing functionality. Labor market data is available and utilized to assist customers with

career guidance. Services, notes, and other case management information are all stored in KANSASWORKS. Customers can store resumes and look for jobs, and employers can post jobs and look for employees. KANSASWORKS is also used to manage eligible training providers for Adult, Dislocated Worker, and contracted element providers for Youth. Additionally, all client payments are entered and processed through KANSASWORKS. All performance information is entered and managed there as well.

Data-Collection and Reporting Processes Used for All Programs and Activities

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

Local Board Policies that Support Implementation of the State Board's System Integration Strategies

Integration of all WIOA Titles including Wagner-Peyser Services

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

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

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

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

Integrated Service Delivery and Functional Management

In accordance with KANSASWORKS policy the LWDB implements enhancements to customer flow and service delivery that support and advance the integration of employment and training services in Local Area IV. To oversee these efforts a “Functional Manager” is designated to oversee the day to day operations of service integration strategies in Local Area IV. The Functional Manger in Local Area IV is the One Stop Operator. The One Stop Operator coordinates with the Regional Operations Manager for the Department of Commerce and Director of Integrated Job Seeker Services for the WA to lead integration efforts.

Integration continues to focus on mandated partner staff operating within the Local Area IV Career Centers and Business Services, while allowing opportunities to expand to include other partners within the system as activities progress. The comprehensive center houses the American Indian Council and Flint Hills Job Corp as mandated partners. While striving to integrate on site the Migrant Seasonal Farmworker program, Vocational Rehabilitation, and traditional Department of Children and Family programs such as TANF.

All actions are aimed at reducing duplication of services and streamlining customer flow throughout the workforce system.

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

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

Career Center Group: Members of the Career Center Group are responsible for providing both the Welcome and Skills Functions in the Integrated Services Delivery model.

Welcome Function: Career Center Group members responsible for the initial greeting of all customers entering the American Job Centers. As the first point of contact for all customers, staff members are expected to provide exceptional customer service and be knowledgeable of all partner programs within the Centers. Additional functional activities are to:

- Provide information and demonstration of available services, including on-line registration, occupational and labor market information, and other employment related tools
- Participate in all aspects of Career Center daily operations, including the following: Information Desk, Resource Area (including job search computers), initial assessment with customers
- Be knowledgeable of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance

- Document and maintain customer contacts, services and activities in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist job seekers with identification of basic skills deficits using generally available resources

Skills Function: The Skills function focuses on the assessment and enhancement of job seeker skills. Staff meet with customers one-on-one to provide individualized job search assistance as well as in group settings to conduct workshops. Additional functional activities are to:

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

Training Group: Members are responsible for providing Training Functions in the Integrated Services Delivery model.

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

- Determine suitability and eligibility for local, state, and federal programs
- Provide one-on-one case management services to customers enrolled in local, state, and federal programs in accordance with policies, procedures, and forms
- Provide or connect customers to short-term pre-vocational training services and the enhancements to customer flow within the American Job Centers. The Career Services Group has a larger menu of services available to offer job seekers who may need only minimal skills upgrading to be successful in their job search.

- Document and maintain customer contacts, services and activity in KANSASWORKS in accordance with standard procedures, rules and regulations for the purpose of coordinating partner services and documenting program performance
- Maintain contact with customers, track progress and performance outcomes
- Maintain electronic customer files
- Be aware of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assist as needed with Career Services in LA IV American Job Centers

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

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

- Conduct prevailing wage surveys to assist agricultural employers who are in need of foreign workers to meet their business demands

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

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

The Business Services Group determines preferred skills assessments and establishes the minimum basic skill level necessary for job seekers based on input from area employers. This information guides the selection of assessments and service offerings for job seekers utilizing the American Job Centers to gain employment.

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

Functional Supervision

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

The American Job Centers have outlined the characteristics of functional and formal supervision as follows:

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

- Provide oversight of daily activities/group functions
- Organize and maintain staffing schedule for group
- Direct and assign/reassign group members based upon operational needs
- Monitor and track services provided by group
- Provide coaching and feedback based upon observations and staff inquiries
- Identify and facilitate the timely resolution of questions, problems, concerns/complaints and other issues affecting or involving group
- Respond to questions/concerns of group members
- Address customer issues that involve group members or services provided by group
- Coordinate approvals of leave requests for group members

- Schedule and conduct staff meetings and trainings for group members
- Communicate any meaningful action of the above-mentioned tasks timely to Formal Supervisors

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

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

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

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

Co-Enrollment

A major component of streamlining services and eliminating duplication is the co-enrollment of eligible customers in mandated partner programs in Local Area IV when appropriate. Customers who progress to a Career Services level are co-enrolled. This commitment to building an integrated customer pool allows WP, WIOA Adult and Dislocated Workers, Youth, Trade Adjustment Assistance and Jobs for Veterans State Grant staff to be fully integrated and able to provide the same services to any customer without concern for programmatic guidelines, and the documentation requirements which need to be followed. Thus, defining a service delivery process which does not emphasize program eligibility and program participation.

WIOA Title I and WP services currently utilize KANSASWORKS, the web-based customer tracking system, and allows for the automatic collection of enrollment and (certain) eligibility information. Using KANSASWORKS, staff is able to determine eligibility, track customers services, and record case notes. Other mandated partners will maintain current systems for Case Management tracking.

Local Area Program and Local Board Overview

Local Board

Local Workforce Development Board Membership Roster			
Last Name	First Name	Position	Member Category
Bates	Dr. Rachel	Vice President	Higher Education

Blackburn	Rod	Development Director	Business & Industry
Chance	Andrew	Apprenticeship Coordinator	Labor
Childers	Cheryl	Human Resources Manager	Business & Industry
Clark	John	Training Director	Labor
Clemons-Ajibolade	Ebony	Community Relations Manager	Business & Industry
Curran	Marcus	Organizer/Executive Board	Labor
Gifford	Michele	Director, Workforce & Employee Dev.	Business & Industry
Heinz	Robin	Director of Human Resources	Business & Industry
Hunt	Eric	Director	Vocational Rehabilitation
Hunt	Kevin	Vice President	Business & Industry
Istas	Jessica	Director	Business & Industry
Jewett	Kathy	Human Resources Consultant	Business & Industry
Jonas	Patrick	President & CEO	Business & Industry
Longwell	Jeff	Outreach Director--Chair	Business & Industry
McNary	Alana	Chief People Officer	Business & Industry
Moore	B.J.	Midwest Director	Labor
Munoz	Alex	Human Resources Manager	Business & Industry
Naylor	Tony	Training Director	Labor
Ramos	Erica	Regional Operations Manager	Wagner-Peyser
Rodriguez	Luis	President	Business & Industry
Rolfe	John	President & CEO	Business & Industry
Saudino	Jeimeson	Business Manager	Labor
Schlickau	Gabe	Senior Relationship Manager, Regional Agribusiness Banking Group	Business & Industry
Stang	Sally	Director, Housing & Community Svcs.	Community Services Block Grant
Stiles	Scott	Director of Business Development	Business & Industry
Utash	Sheree	President	Higher Education
Vietti	Dr. Jacqueline	Interim President	Higher Education
Whitley	Lisa	Directing Business Representative	Labor
Witt	Bruce	KS Chief Advocacy Officer	Business & Industry

Board Activities

The LWDB monitors the effectiveness of the local workforce system through committees and reports of activities of the staff/partners. The LWDB has designated staff to monitor compliance, outcomes, and overall effectiveness of the workforce system in Local Area IV. This is done through ongoing reports provided by staff and partner programs. Each report that staff provides identifies which Board strategy it supports.

In addition to internal monitoring the LWDB and CEOB has contracted with an external independent monitor to conduct monitoring reviews of the WIOA operations to ensure proper firewalls. The external independent monitor will provide reports to the LWDB and CEOB on

compliance regarding WIOA rules, regulations, and local policy. The focus will be specifically for the delivery of job seeker/participant services. Monitoring reports will be submitted twice a year.

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

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

Chief Elected Officials Board

The Chief Elected Officials Board (CEOB) appoints members to the LWDB from business and industry nominations. The CEOB is comprised of representatives of the counties of Butler, Cowley, Harper, Kingman, Sedgwick, Sumner and the City of Wichita. CEOB members are selected by members of the board of county commissioners or city council from its members.

Chief Elected Officials Board (CEOB) Membership Roster			
Last Name	First Name	Title	County/City Representing
Murphy	Marc	Commissioner	Butler County
Hoheisel	Mike	Council Member	City of Wichita
Wu	Lily	Mayor	City of Wichita
Thompson	Greg	Council Member	Cowley County
Wilt	Wayne	Commissioner	Cowley County
Noblit	Carol	County Clerk	Kingman County
Baty	Ryan	Commissioner	Sedgwick County
Howell	Jim	Commissioner--Chair	Sedgwick County
Norris	Debbie	Master County Clerk	Sumner County
Kuehny	Jill	Council Member	Sumner County

Program Data

Data Entry and Integrity

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

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

Assessment of Participants' Post-Program Success

Employment information and work history is gathered at every customer interaction. When customers first come into the American Job Center, previous work history is gathered. Then, an update is obtained at every interaction with the customer. The information gathered includes employer name, employment start date, employment end date, job title, wages, hours worked per week, type of termination, whether or not the customer applied for Unemployment Insurance and the outcome of the Unemployment Insurance application. Staff gathers this information at every interaction, and records the information in KANSASWORKS. Once customers begin education or training, a training progress update is obtained at every interaction. If a credential has been obtained by the customer staff gather the credential at the time it is issued. Staff also gathers employment and credential information at the time of customer exit. Case note templates and forms are provided to staff to assist in gathering this information. Gathering employment data and training progress at every interaction allows for up to date tracking of credentials, outcomes, wages, and retention.

Participant Tracking Outside of the Use of Unemployment Insurance Wage Record Data

The Local Area will use supplemental wage information to track participant employment outcomes, including wages and retention, other than through the use of Unemployment Insurance wage data. Supplemental wage information will be collected from the customer or employer by staff. Acceptable forms of wage information include:

Tax documents, payroll records, and employer records

- Copies of quarterly tax payment forms to the Internal Revenue Service
- Copies of paystubs (minimum of two pay stubs)
- Signed letter or other information from employer on company letterhead attesting to an individual's employment status and earnings

Other supplemental wage records

- Follow-up survey (self-reported) from program participants
- Income earned from commission in sales or other similar positions
- Detailed case notes verified by employer and signed by the staff, if appropriate to the program
- Automated database systems or data matching with other partners with whom data sharing agreements exist
- One-Stop operating systems' administrative records, such as current records of eligibility for programs with income-based eligibility
- Self-employment worksheets signed and attested to by program participants

If staff knows or predicts that UI wage data will not be available for individuals, staff shall collect supplemental wage information as soon as possible following the close of the second and fourth full quarters after exit.

Privacy Safeguards

Federal law and local policy require that personally identifiable information (PII) and other sensitive information be protected. Employees ensure that PII is not transmitted to unauthorized users and all PII transmitted via email or stored on CDs, DVDs, thumb drives, etc. is encrypted using a Federal Information Processing Standard 140-2 compliant and National Institute of

Standards and Technology validated cryptographic module. PII is stored in areas that are physically safe from access by unauthorized persons at all times, and data is processed on issued equipment, information technology services and designated locations. Additionally, if staff has to transport PII to another approved location, they must do so by using locked containers provided to them and with approval of their supervisor. Policies and procedures outline these requirements for staff. Staff must also sign off on their acknowledgment of these policies. Please see Attachment GG: Handling and Protection of Personally Identifiable Information policy.

The LWDB has a Memorandum of Agreement (MOA) with each Eligible Training Provider in the Local Area that outlines the relationship, roles, and expectations. Included in the MOA is the agreed upon release of information to be used to request information from training providers in order to protect the privacy of education records in accordance with section 444 of the General Education Provisions Act.

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

Program Policies

Adult and Dislocated Worker Transitional Jobs Policy

Transitional jobs are time-limited subsidized work experiences for clients with barriers to employment who are chronically unemployed or have an inconsistent work history. Transitional jobs are designed to assist those clients in developing a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention in unsubsidized employment. Transitional job services shall be combined with comprehensive employment and supportive services. See Attachment A.

Adult and Dislocated Worker Training Policy

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

Adult, Dislocated Worker and Youth Credential Policy

Credential documents are recognized in accordance with the following:

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

Adult Needs Related Payments Policy

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

Adult Supportive Services Policy

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

Apprenticeship Policy

Apprenticeship is an employer-driven training model that combines on-the-job training with related technical instruction. Apprenticeship training may be available to assist participants in obtaining the requisite skills associated with demand occupations, as determined by the LWDB, in order to obtain permanent, unsubsidized employment in the Local Area IV labor market at a self-sufficient wage. See Attachment F.

Dislocated Worker Needs Related Payments Policy

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

Dislocated Worker Supportive Services Policy

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

Eligibility Determination Policy for WIOA Adult Program

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

Eligibility Determination Policy for WIOA Dislocated Worker Program

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

Eligibility Determination Policy for WIOA Youth Program

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

Priority of Service for Veterans and Eligible Spouses Policy

Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person. See Attachment L.

Priority of Service Policy

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

Registered Apprenticeship Intermediary Policy

The Workforce Alliance of South Central Kansas (WA) will serve as an intermediary for registered apprenticeship (RA) programs for individual employers or consortiums of employers for occupations within the nine industries identified by the State of Kansas: Advanced Manufacturing, Construction, Energy, Finance & Business, Healthcare, Hospitality, IT, Telecommunications, and Transportation. Other industries may be considered based on local demand as requested by employers.

As an intermediary, the WA assumes full responsibility for the development, registration and administration of apprenticeships program as requested by participating employers. This includes providing services to businesses to assist with program development and responsibility for collection and maintenance of required documentation from participating employers and apprentices. Programs are submitted for approval to the Kansas Office of Apprenticeship. See Attachment VV.

Senior Community Service Employment Program Participant Termination Policy

There are six (6) reasons a participant may be involuntarily terminated from the Senior Community Service Employment Program (SCSEP). This policy is followed fairly and equitably when involuntarily terminating participants. Participants are not terminated based on age as there is no upper age limit for participation in SCSEP. Except for the case of serious violations, participants will receive progressive discipline and an opportunity for corrective action before a formal termination notice is issued. In all cases, participants will receive a 30 day termination letter notifying them of the exit date, reason for termination, and the right to appeal under the Grievance and Complaint Policy. A copy of the policy will be attached to the termination letter. Participants will receive both a copy and a verbal explanation of the SCSEP Participant Termination Policy during orientation. This policy is based on the Older Americans Act Amendments of 2006 and the SCSEP Final Rule, effective on October 1, 2010. See Attachment N.

Senior Community Service Employment Program Rotation Policy

The purpose of placing SCSEP participants at a specific Host Agency (HA) is to help them gain and develop skills in order to be job ready and self-sufficient. When the HA can no longer provide a participant with any new job skills, the process for finding another suitable HA will begin. See Attachment O.

WIOA Work Based Training Policy

Work based training includes On-the-Job Training, Customized Training, and Incumbent Worker Training. See Attachment P.

Youth Customer Incentive Policy

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

Youth Supportive Services Policy

Supportive services may be available when necessary to enable a client to participate in employment and education activities. The Supportive Services made available in this policy have been chosen due to their limited availability from other federal, state, local, and community-based agencies. Supportive services may only be provided when the service is necessary to

participate in employment or education activities; and the client complies with all aspects of Service and Training plans. See Attachment R.

Youth Training Policy

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

Youth Work Experience Policy

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

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

Administrative Policies

Adult Education Provider Application Review Process Policy

The Kansas Board of Regents (KBOR) has implemented a competitive process for distributing federal WIOA Title II (Adult Education) funds and allow eligible entities to compete for these funds by demonstrating their proven success in providing adult literacy services and by indicating how their programming aligns to and supports the 13 considerations found in Sec. 231(e) of the WIOA legislation. The competition application process will include the involvement of Local Workforce Development Boards. See Attachment U.

Attendance, Nominations, and Succession Policy

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

Audit, Audit Resolution, and Sanctions Policy

The Workforce Alliance requires an annual independent audit of its own operations and all contractors and/or recipients of WIOA funds. The required audit shall be conducted using appropriate WIOA procurement guidelines including relevant WIOA Regulations, OMB Circulars, and other Federal, State, and local directives. Findings, Inquiries, Corrections, Corrective Action Plans and or Comments requiring corrective action arising as a result of the

Audit shall to be transmitted to the Workforce Alliance administrative office, in writing, within 30 days of receipt of the Audit. The Workforce Alliance reserves the right to impose sanctions on any recipient determined to be in non-compliance with relevant Federal, State or Local regulation and/or in concurrence with, or in addition to, any sanction, exclusion or debarment issued by the USDOL, USOMB, State of Kansas, Local Area, and/or other Local Workforce Development Boards. See Attachment W.

Board Member Conference Attendance Policy

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

Code of Business Conduct and Ethics

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

Compensation Policy

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

Continuity of Operations Plan

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

Cost Allocation Plan Policy

The Cost Allocation Plan Policy details the LWBD's compliance with 2 CFR 200.430(a)(1)(2) & (3) as well as the Board's general accounting policies and cost allocation methodology including salaries and wages, fringe benefits, rent, utilities, unallowable costs and other expenses incurred in the course of business. See Attachment WW

Development and Issuance of Policy

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

Equal Access Policy

In order to comply with the requirement that a public entity must operate each service, program, or activity so that the service, program or activity, when viewed in its entirety is readily accessible to and useable by individuals with disabilities the Workforce Alliance adheres to all rules, laws, and regulations applicable to providing workforce development services in Local Area IV. These may include but are not limited to: WIOA Section 188; Americans with Disabilities Act Section 35.150; Wagner-Peyser Act; and U.S. Department of Labor Regulations 29 CFR, Part 37. See Attachment CC.

Equal Opportunity and Affirmative Action

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

Financial Management Systems Policy

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

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

Grievance Policy

All workforce programs operated by or under the LWDB shall be operated in conformance with all applicable laws and regulations. No program or provision of services under those programs shall allow discrimination on the basis of race, color, national origin including limited English proficiency, age, sex including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status, and gender identity, political affiliation, belief, religion, citizenship or disability. See Attachment FF.

Handling and Protection of Personally Identifiable Information Policy

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

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

Internal Control Reporting System

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

Inventory and Capitalization Policy

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

Limited English Proficiency Policy

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

Local Area IV Certification Policy

The Local Area IV Certification Policy outlines the policy and procedures for certification of the American Job Centers. See Attachment KK.

LWDB Member Job Description, Code of Conduct, and Conflict of Interest Policy

Policy outlining the LWDB member job description, code of conduct, and conflict of interest requirements. See Attachment LL.

Monitoring Policy

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

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

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

Occupations/Industries Approved for Training in Local Area IV

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

Process for Appointment to the Board of Directors

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

Procurement Policy

All procurement activities must comply with requirements imposed by federal/state statute, regulations or the terms of a federally/state funded grant. In general, compliance with standards established for federal/state funds will ensure acceptable procurement practices. All must follow these standards and guidelines for the procurement of goods and services for all programs. Please see attachment PP.

Public Comment Policy

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

Record Maintenance and Retention Policy

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

Transportation of Confidential Information Policy

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

Synchronize Certification, Regional/Local Area Planning and MOU/IFA

The One Stop Operator regularly hosts One Stop Advisory Council (OSAC) meetings with all the required partners and other community partners. The MOU/IFA is drafted and negotiated with all partners through the OSAC meetings. WA staff work with the partners to finalize the individual partner MOUs and to establish the budget (including infrastructure costs) and the contributions to satisfy the IFA budget requirements of each partner. The entire MOU will be reviewed annually during an OSAC meeting (typically March/April of every year). If any partner requests changes, those will be reviewed by all the partners through the process established in the MOU. The MOUs are renewed every two years with each partner.

The LWDB has adopted policies and procedures regarding the re-certifications of the LWDB and the Wichita American Job Center. Those processes are undertaken every two years and reviewed by the LWDB and CEOB. Current MOUs are valid through June 30, 2026. MOUs are reviewed annually for any changes and renewed every two years to coordinate with the certification requirements of the LWDB and American Job Center.

Priority of Service for Veterans

Customers, when first entering an American Job Center, are greeted and processed at an information desk. At the information desk, a variety of customer information is obtained,

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

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

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

LVER Responsibilities:

- Ensure veterans are provided the full range of labor exchange services to meet their employment and training needs. Work with other workforce development providers to develop their capacity to recognize and respond to these needs. Examples may include the following activities:
 - Train other staff and service delivery system partners to enhance their knowledge of veteran's employment and training issues
 - Promote veterans to employers as a category of job candidates who have highly marketable skills and experience
- Advocate on behalf of veterans for employment and training opportunities with businesses and community-based organizations. Examples may include the following activities:
 - Plan and participate in job fairs to promote services to veterans

- Work with unions, apprenticeship programs, and business communities to promote employment and training opportunities for veterans
- Promote credentialing and training opportunities for veterans with training providers and credentialing bodies
- Establish, maintain, or facilitate regular contact with employers to develop employment and training opportunities for the benefit of veterans. Examples may include the following activities:
 - Develop employer contact plans to include identified federal contractors. Components of the plan may include: telephone contacts, employer visits and ongoing research and analysis of local market conditions and employment opportunities
 - Coordinate with business outreach representatives in the American Job Center to facilitate and promote employment and training opportunities for veterans
 - Provide and facilitate a full range of employment and training services to meet the needs of newly separated and other veterans and especially address the needs of transitioning military personnel

DVOP Responsibilities:

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

Addressing the Accessibility of the One-Stop Delivery System

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

Addressing the Accessibility of Services When Needed

Policies are in place for supportive services and training services for Adult, Dislocated Worker, and Youth participants. The policies outline the criteria for each service and follow the WIOA law. The policies ensure equal access to these services and ensure they are available throughout the program year. Please see Adult, Dislocated Worker, and Youth Supportive Services and Training Policies Attachments B, E, H, R, and S.

Coordination with Combined State Plan Programs

Joint planning was conducted as part of an inclusive strategic planning process targeting key stakeholder groups, and focusing on several topics. Key stakeholders included: WIOA mandated partners, Businesses, Community Based Organizations, Economic Development Organizations, Elected Officials, public partners from the region, and education and training partners. The planning process included a combination of approximately 13 virtual stakeholder planning sessions, interviews, electronic surveys, and through conversation on the topic at board and committee meetings including the One Stop Advisory Council.

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Local Area IV Regional and Local Area Plan
Signature Page

By: _____ Date:

Jeff Longwell, Chair, Workforce Alliance Local Workforce Development Board

By: _____ Date:

Jim Howell, Chair, Local Area IV Chief Elected Officials Board
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