Workforce Innovation
and
Opportunity Act
(WIOA)
Local Plan

Kansas Local Area V

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PART I

I. WIOA STATE PLAN TYPE
   WIOA State Plan Type Combined State Plan
   Kansas Departments of Commerce, Labor, Children and Families, and Kansas Board of Regents submitted a combined state plan. Optional combined state plan partner programs include Senior Community Service Employment Program, Jobs for Veterans State Grants (JVSG), Work Opportunity Tax Credit, Trade Adjustment Assistance and Foreign Labor Certification.

II. STRATEGIC ELEMENTS
   (a) Economic, Workforce, and Workforce Development Activities Analysis.
      (1) Economic and Workforce Analysis
         (A) Economic Analysis.
         The Local Area Plan must include an analysis of the economic conditions and trends in the Local Area, including specific economic areas identified by the Local Board. This includes:

         Southeast Kansas (Local Area V) is a 17 county area composed of mostly rural area. There are no cities in the region with more than 25,000 people. In 2014, there were 275,739 people living in Southeast Kansas, making it the smallest local area in the state by population. The five largest cities in Southeast Kansas are Emporia, Pittsburg, Parsons, Coffeyville, and Chanute. The combined population of these cities is 74,299 people, making up 26.9 percent of the local area.

         The population in Southeast Kansas experienced growth during the 1990s increasing annually at a rate of 0.3 percent. This is an average increase of 825 people each year. Population growth started to decline in 2000 with the rate of decline increasing in the last 7 years. The one notable exception was an increase of 999 people from 2006 to 2007, +0.4 percent.
The 2007-2009 recession in the national economy had a significant impact on the Southeast Kansas labor market. In one year, from 2008 to 2009, Southeast Kansas lost 6.0 percent of its jobs, approximately 7,000. This caused the unemployment rate to climb from 5.3 percent in 2008 to 8.2 percent in 2009. The number of unemployed increased from 7,948 to 12,375 over the year. These changes happened at a time when employers in the area had just rehired the number of people lost in the 2001 recession. In 2007, the number of jobs reached 118,000, a benchmark the area had previously reached in 2000.

The jobs lost in 2009, and resulting high unemployment, led people to leave the labor force in the following year. From 2009 to 2010 the labor force lost 5.4 percent, or 8,203 people. The American Community Survey five year estimates give us some detail as to what groups likely left the labor force in 2010. The 5 year estimates for the period 2005 to 2009 were compared to the estimates for 2006 to 2010. There were four counties that reported a loss in the labor force of more than 2.5 percent. These were Chautauqua, Wilson, Cherokee, and Greenwood counties. More males left the labor force than females. The age groups that reported the largest losses were the younger age groups, 16 to 19 year olds and 20 to 24 year olds. Generally speaking, these two age groups face the highest unemployment rate among all age groups. There are a couple of common reasons 16-24 year olds may drop out of the labor force. These are to attend school or vocational training, or to look after a family member.

Since 2010, the labor force has continued to decline on average 1,211 people annually, or 0.9 percent. During this same time period the number of jobs held steady and the population in
Southeast Kansas has declined by 1,416 people on average annually, which is 0.5 percent each year.

**Existing Demand**

(i) **Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.**

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

There were a total of 2,293 job vacancies reported in 2015 for Southeast Kansas. This is a decline from the number of vacancies reported in 2014 (2,759). Of the vacancies reported in 2015, 49.7 percent were permanent, full-time positions, down from 2014 when 51.1 percent of vacancies were permanent full time. The job vacancy rate in 2015 was 2.1 percent indicating there were 2.1 vacancies for every 100 positions. This was down from 2014 which was 2.6 percent. The 2015 vacancy rate for Southeast Kansas was slightly lower than the statewide job vacancy rate of 3.4 percent.

The three industry sectors with the greatest number of openings were Leisure and Hospitality (787 vacancies), Government (466 vacancies), and Education and Health Services (380 vacancies). Two of these three industry sectors also had the highest number of vacancies at the statewide level, these were Leisure and Hospitality and Education and Health Services. Government was 5th out of 11 at the statewide level. Professional and Business Services and Trade, Transportation, and Utilities both had a higher number of vacancies in the statewide area. The industry sectors in Southeast Kansas with the highest job vacancy rate were Leisure and Hospitality (8.4 percent), Information (4.7 percent), and Education and Health Services (2.6 percent).

Many of the Leisure and Hospitality vacancies are part-time positions. In 2015, 87.2 percent of these vacancies in Southeast Kansas were part-time. The Leisure and Hospitality industry is comprised of two sub-industries; these are Arts, Entertainment, and Recreation and Accommodation and Food Service.

Job vacancies are also reported by occupation. The 25 occupations with the highest number of vacancies are shown below. Also included are the job vacancy rate and a breakdown of permanent full-time, permanent part-time, temporary full-time, and temporary part-time.
Several of the occupations in the top 25 list for Southeast Kansas match those on the statewide list. However, there are nine occupations that show up on the Southeast Kansas top 25 list that do not appear on even the top 50 statewide list. These are Pre- school Teachers, Carpet Installers, Electrical Power-Line Installers and Repairers, File Clerks, Physical Therapists, Telecommunications Line Installers and Repairers, Production Workers, Water and Wastewater Treatment Plant and System Operators, and Occupational Therapists. Demand for these occupations is uniquely high in Southeast Kansas compared to the statewide area.

**Emerging Demand**

*(ii) Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.*

Each year the Kansas Department of Labor completes a high demand occupation list for the statewide and local areas. The list of high demand occupations combines the number of projected job openings with the number of current job openings to rank occupations by demand from Kansas employers. Occupations are ranked by the number of job openings at the current time (job vacancy survey), in the next two years (short-term projections program), and in the next ten years (long-term projections program). The high demand occupation list is weighted more heavily on projection data than current openings.
There are 11 occupations that rank in the top 25 list for high demand that do not rank as highly in current openings reported by the job vacancy survey. These are Teacher Assistants, Janitors and Cleaners, Elementary School Teachers, Heavy and Tractor-Trailer Truck Drivers, First-Line Supervisors of Retail Sales Workers, Construction Laborers, Stock Clerks and Order Fillers, Secondary School Teachers, Customer Service Representatives, Personal Care Aides, and Food Servers in non-restaurant establishments. These occupations are projected to have more openings in the long-term and short-term than are currently available as measured by the job vacancy survey. This is an indication that demand for workers in these occupations will be increasing in the future.

Employer Needs

(iii) Employers’ Employment Needs. With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

(B) Workforce Analysis.

The Local Area Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA. This population must include individuals with disabilities among other groups in the Local Area. This includes: —

Employment and Unemployment

(i) Employment and Unemployment. Provide an analysis of current employment and unemployment data and trends in the Local Area.
Looking at job growth historically, see chart below, Southeast Kansas experienced notable job loss from 2007 to 2010. This was the result of the broader nationwide recession. In 2009, the area lost more than 7,000 jobs along with smaller losses in 2008 and 2010. The industries that contributed the most to the loss over the three-year period were Transportation Equipment Manufacturing, Food Manufacturing, and Furniture and Related Manufacturing. Job growth has been anemic since 2010, averaging around 100 new jobs per year or 0.1 percent annual growth.

The U.S. unemployment rate reached 9.6 percent in 2010 as a result of the 2007-2009 recession. Unemployment in Southeast Kansas also peaked in 2010, with 8.8 percent of the labor force unemployed, 12,552 people. This was an increase of 5,595 unemployed people from 2007 when the number of unemployed was less than 7,000. Southeast Kansas fared worse than the statewide area, in Kansas the rate peaked at 7.1 percent. The unemployment rate has steadily declined since 2010. In 2014 the rate in Southeast Kansas fell to 5.5 percent.
Labor Market Trends

(i) Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.

Southeast Kansas experiences many of the same trends as the statewide area. The trend with the most impact will likely be the changing size and demographics of the labor force. The chart below shows the size of the labor force from 1990 to 2014. The labor force is made up of all the people working (employed) and all those who are not working but would like to be working (unemployed). These two groups make up the available labor pool. In Southeast Kansas as well as the state, there has been a notable decline in the size of the labor force. Looking at the chart below, the labor force in Southeast Kansas peaked in 2009 with 150,736 people. In the last 5 years the labor force has fallen by 13,045 people, or a decline of 8.7 percent.

Much of the decline took place from 2009 to 2010, -8,203 people. This notable decline in the labor force was correlated with high unemployment in the area. The high unemployment in 2010 discouraged workers who had lost jobs from finding new jobs. This is likely the reason many people decided to give up looking for a job and left the labor force. According to the U.S. Census American Community Survey (five year estimates), the age groups that declined the most were between 16 and 24 years of age and in those age groups more men left the labor force than women.

In 2009 and 2010, unemployment in Kansas and in the nation peaked. In 2009, the U.S. rate was 9.3 percent and 9.6 percent in 2010. This situation was uniquely difficult for young people looking for
a job. The unemployment rate for 16 to 24 year olds was 17.6 percent in 2009 and 18.4 percent in 2010 nationwide. These rates were much higher than the unemployment rate for all workers. With this high percentage of young people not able to find jobs, many of them decided to extend their education or enter training programs to learn new skills to give them an advantage in finding work. This also allowed them to put their job search on hold until the labor market showed signs of improving.

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

The chart below shows how the different age groups are distributed between categories from “in the labor force” to “not in the universe” based on Current Population Survey (CPS) data for Kansas in 2014. Those who are labeled as “not in the universe” are in some cases non responses, however in most cases they are institutionalized which includes those living in a group setting such as a retirement home, or incarceration facility. In other words these people are no longer working and likely will not be returning to work. The chart below shows how sharply the number of people “not in the universe” increases starting at age group 51-55.
The next chart focuses on those people outside of the labor force instead of all people over the age of 16. It shows the percentage of people who are classified as “not in the universe”. Again starting at age group 51-55 years old, 71 percent of those people who are not in the labor force are “not in the universe”.
Education and Skill Level

(ii) Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce in the Local Area.

Southeast Kansas has a higher percentage of its population that has completed high school than the state and the nation. The chart below shows data from the 2010-2014 American Community Survey administered by the U.S. Census Bureau. This data shows the highest level of education attained by people 25 years of age and over. In Southeast Kansas 33.4 percent of the population has completed high school compared to 27.2 percent statewide and 28 percent nationwide. Southeast Kansas also has the highest percentage of people with some college or an associate's degree, 35.5 percent compared to 32.1 percent statewide and 29.1 percent nationwide. Southeast Kansas has the highest percentage of people with some college or associate's degree among all the local areas in the state.

The largest difference between Southeast Kansas and the statewide area is in the percentage of people who have a Bachelor's degree or higher. There is a difference of 10.3 percentage points between Southeast Kansas which has 20.4 percent and the statewide area with 30.7 percent. Southeast Kansas has the lowest percentage of people with a Bachelor’s or higher degrees of any of the local areas.
There are 127,494 people in the labor force in Southeast Kansas according to the American Community Survey. Of those, 10,101 people or 7.9 percent reported having a disability. There are an additional 13,584 people age 18 to 64, outside of the labor force, who reported having a disability. The most common disability reported in Kansas is difficulty walking or climbing stairs, followed by deaf or serious difficulty hearing and difficulty remembering or making decisions. The presence of a disability is reported by the respondent and is not indicative of the respondent receiving disability benefits.

<table>
<thead>
<tr>
<th>Population by Educational Attainment</th>
<th>Southeast Kansas</th>
<th>Kansas</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a High school diploma</td>
<td>10.8%</td>
<td>10.0%</td>
<td>13.6%</td>
</tr>
<tr>
<td>High school graduate, no college</td>
<td>33.4%</td>
<td>27.2%</td>
<td>28.0%</td>
</tr>
<tr>
<td>Some college or associates degree</td>
<td>35.5%</td>
<td>32.1%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Bachelor's degree and higher</td>
<td>20.4%</td>
<td>30.7%</td>
<td>29.3%</td>
</tr>
</tbody>
</table>

1 Includes persons with a high school diploma or equivalent
2 Includes persons with bachelor's, master's, professional and doctoral degrees

Note: Age group includes only 25 years and over.

Skill Gap

(iv) Describe apparent ‘skill gaps’ in the Local Area as evidenced by the regional Job Vacancy Survey and Local Area business intelligence.

There is much discussion in the labor market information community regarding skills gap. The research into skills gap analysis is costly and varies considerably and there is some question to the current research’s reliability and usefulness. Kansas does not maintain a skills gap analysis.
Employer demand for skilled workers is reflected in the current openings, short-term, and long-term demand projections described above. To identify and understand a skills gap, the state would need more information on the workforce.

\[(2)\] Workforce Development, Education and Training Activities Analysis. The Local Area Plan must include an analysis of the workforce development activities, including education and training in the Local Area, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of –

(A) The Local Area’s Workforce Development Activities. Provide an analysis of the Local Area’s workforce development activities, including education and training activities of the core programs, Combined State and Local Plan partner programs and mandatory and optional one-stop delivery system partners.

The LA V workforce center system is designed to provide a full range of services and assistance opportunities to job seekers under one roof. Established under the Workforce Innovation and Opportunity Act, our centers offer referrals to employment, work-based learning opportunities, career counseling, job listings, recruitment and incentive services to employers, access to training programs and similar employment-related services. Customers can visit a center in person or connect to KANSASWORKS.com or sekworks.org for online services and resources.

Additionally, individuals in need of training, retraining, and skill upgrades may access, based on eligibility factors, opportunities in post-secondary training or technical skills training programs. LA V provides training opportunities through all three of its core WIOA programs:

Adult Program: Targets unemployed and underemployed job seekers, 18 and over, with the goal of obtaining full time, unsubsidized employment through job readiness preparation, short term work-based learning and occupational skill training. Individualized case management provides the necessary structure and support to assist Adult customers in identifying and reaching their career goals.

Dislocated Worker Program: Targets displaced customers, laid off workers or employees that have received notice of upcoming company closure or mass layoff. Dislocated Workers have access to the same services as offered to Adult customers. Additionally, Dislocated Workers have access to specialized services such as Rapid Response meetings and the Reemployment Services and Eligibility Assessment (RESEA) program as determined by the Kansas Department of Labor in conjunction with the Kansas Department of Commerce.

Youth Program: Targets young people who are in-school (ages 14-21) and out-of-school (ages 16-24) to assist them in their career and educational development. The types of services funded include job readiness workshops, paid internships, on-the-job training, occupational skills training, GED and High School Diploma attainment with a focus on providing the 14 required Youth WIOA elements. The combination of services the Youth receive are tailored to and congruent with their goals, strengths, and identified barriers.

All LA V core program services focus on providing post-secondary opportunities in career
pathways that lead to employment in high wage, high demand occupations that have been identified in the local area.

Universal job seeker services include online WorkReady assessment services, resume and interviewing assistance, links to labor market information, job ready workshops, job fairs, and reemployment services for unemployment insurance claimants. Other workforce development programs include Trade Adjustment Act (TAA), Workforce Opportunity Tax Credit (WOTC), federal bonding program, and the registered apprenticeship program.

LA V adheres to the WIOA Priority of Service that provides Veteran Priority to all WIOA Title I and Title III services, and gives special attention to individuals with disabilities, migrant seasonal farm workers, ex-offenders and older workers.

LA V has established relationships with the technical and community colleges in the 17-county area. Working relationships are also in place with other educational institutions.

Services to employers include online posting of job vacancies, screening of applicants, job seeker resume searches, individual hiring events and job fairs, access to interview space within local offices, video conferencing accessibility for long distance interviews, and Rapid Response assistance to employers dealing with layoffs or company closure.

Strategies for improving employer services have been developed to address several goals:

- Redefining the employer as a core customer of the LA V workforce development system.
- Providing simplified access to an integrated menu of employer services.
- Linking employers to high quality information, responsive to their needs and interests.
- Improving the quality of Labor Exchange services for employers.
- Providing a single point of contact via the Business Service Representatives.

In LA V, our Adult Education Centers provide the following services to customers:

- Improve speaking, listening, reading, and writing skills for English as a Second Language (ESL) learners.

- Concurrent enrollment in adult education and Career Technical Education courses for career pathways identified as in-demand occupations.

- Preparation for the GED® Test or other high school equivalency exam.

- Upgrade job skills including critical thinking, locating information, digital literacy, time management, and interpersonal relationships.

- Develop family literacy skills in the following subjects: reading, math, writing, social studies, and science so they can assist their children with homework, become engaged in the community, and transition to better employment opportunities.
Provide tutoring in reading, writing, and math skills in preparation for college placement tests.

Vocational Rehabilitation Services provide a wide range of services to empower people with disabilities to achieve their employment goals, independent living, and self-reliance. Rehabilitation counselors are required to have a Master’s Degree in Rehabilitation Counseling or a related field to perform the duties as a counselor. When individuals are hired they also have to undergo New Counselor Training with Rehabilitation Services and required trainings for new employees through the Department for Children and Families. One of the trainings that new employees are required to take is Bridges Out of Poverty.

Vocational Rehabilitation Services has an employer development and marketing specialist who works with employers throughout the state of Kansas to network and cultivate ongoing professional partnerships. Our counselors reach out to employers in the communities, and we also have placement providers who do employer outreach and development. We plan to collaborate with the Southeast KANSASWORKS Business Service Team to expand our reach into the employer network. Rehabilitation Services has a large network of placement and support providers who know employers and their needs, develop new relationships, have experience with people with disabilities, and they are available to provide direct on-the-job supports.

(B) The Strengths and Weaknesses of Workforce Development Activities.

Provide an analysis of the strengths and weaknesses of the local workforce development activities identified in (A), directly above.

LA V is dedicated to meeting the needs of unemployed, underemployed and employed workers, seeking assistance with career decisions, skill training and job connections as well as universal career and training services. LA V, through the direct services model, serves as the One-Stop Operator and provides all WIOA Adult, Dislocated Worker, Youth, Wagner-Peyser, and TAA services throughout the local area. The strengths of the system are demonstrated through collaborative efforts with core partners, local community based organizations and educational institutions. Our job seekers have full access to allowable training services as well as supportive services. Our internal functional team model allows each staff to bring their BEST practice forward in order to fully integrate all services available to businesses and job seekers. This model gives stability and uniformity to those individuals seeking career or training services as well as our local businesses that may be seeking business specific services available in LA V.

LA V funds training through Individual Training Accounts (ITA), Internships, and On-the-Job (OJT) contracts. Registered apprenticeship programs are available through local employers and labor unions, with technical courses provided by the LA V community college system. LA V has developed a strong working relationship with employers in multiple industries that has generated numerous work-based learning opportunities that have built a strong foundation for a continued pipeline of skilled workers for our business community.
**Weaknesses** in the WIOA Adult/Dislocated Worker programs are the inadequate funding levels available to meet the customer needs of the 17 county area which is predominantly rural. Transportation across the local area is limited due to the lack of available public transportation systems. Another weakness is the lack of childcare availability to those that reside in rural areas, due to the lack of properly licensed or affordable providers.

Another **strength** are the many options for workforce development activities for youth ages 14-24. Activities provided directly to youth by LA V staff include: LifeWorks pre-vocational workshops, GED and various testing remediation, workshops, occupational credentialing, leadership and entrepreneurial activities, financial literacy training, basic skills, job placement, work experience opportunities, and on-the-job training opportunities. The WIOA Youth program provides focused case management that encourages successful completion of training programs by participants. The WIOA Youth program tailors career pathways to the commitment level and interests of the youth participants.

**Weaknesses** of the workforce development activities in WIOA Youth are highlighted as follows. The pre-apprenticeship programming has not evolved for young adults, but is a focus for the future. WIOA funding restrictions can limit training opportunities, and there is a lack of vocational training opportunities for youth that may not be college-bound, and workforce development activities for youth residing in rural areas is limited. A significant portion of the unemployed lack basic skills required by local employers. One of the deficiencies we continue to recognize in our job seekers is a lack of soft skills. Additionally, many customers lack basic computer skills, basic job skills, education/training/high school diploma, and child care.

**Strengths:** Wagner-Peyser Workforce development activities are delivered in LA V by Kansas Department of Commerce staff. Staff are stationed in three of the workforce centers within the Area, as well as one staff person located in a local community college. Staff are routinely updated on any changes or upgrades to the State of Kansas job search site, KANSASWORKS.com, as well as any related program changes, grant opportunities, other agency partnering activities, training opportunities, and skills upgrade opportunities. Wagner-Peyser staff serve as Business Service Representatives in three offices and have regular interaction with local businesses/employers as well as partner agencies and community organizations.

**Weaknesses:** There are limited staff to serve the entire Area which results in reduced availability of Wagner-Peyser services in all locations. There are nine Wagner-Peyser staff in LA V, two Veterans service representatives, and two TAA staff to serve the entire 17 county area.

**Strengths:** Vocational Rehabilitation Services provides assistance to individuals with disabilities to obtain and maintain employment. Our counselors are specially trained to assist individuals with barriers to employment. A dedicated agency serving this customer population is a significant strength for LA V. Rehabilitation Services works with the transition students from the high schools to start building relationships with students with disabilities at an early age. In year 2014, 21% of our persons served were transition youth with disabilities (21 years or younger), and 23% of our successful closures were youth with disabilities. The plan the counselor develops with the individual is unique to that person to maximize their employment potential. The plan for employment addresses the individual’s strengths, barriers to employment, and vocational goal. The plan is comprehensive and flexible to address the individual’s needs.
In year 2014, 95% of the successful rehabilitations were individuals with significant disabilities, meaning they had multiple functional limitations in major areas of life such as mobility, communication, self-care, interpersonal skills, work tolerance, self-direction and work skills. For the past ten years, 75% of our individuals who are successfully closed report their earnings as their largest financial support. The END-Dependence initiative emphasizes the use of evidence based practices throughout the VR service delivery system.

**Weakness:** An area of weakness would be counselors making direct relationships with employers. This is an area which can continue to develop through the state of Kansas. Rehabilitation Services has difficulty finding qualified applicants for the Rehabilitation Counselor positions. This is an area of weakness due to the turnover rate that we face.

**Strengths:**
Adult Basic Education (ABE) is committed to providing outstanding service to customers in LA V. ABE retains an educated and qualified staff with instructors holding at least a Bachelor’s degree. ABE staff have the opportunity to attend and participate in professional development opportunities which assist with program awareness and development. The instructional and administrative staff have developed appropriate curriculum to assist learners with completing the GED test and move into college certification programs. ABE locations are adept at dealing with variable budget funding year to year and are committed to providing the same high level of service by doing ‘more with less’. ABE also participates in the Accelerating Opportunities for Kansans (AO-K) pathways and understands the value of stackable credentials.

**Weaknesses:**
A primary difficulty faced by ABE relates to the current funding availability and structure, where funding is based on student outcomes that fluctuate with student base and enrollment in each office. As well, ABE programs would most likely benefit with a move away from year-to-year funding. Planning for long-term growth, and the ability to recruit and maintain staff is difficult based on both of these funding factors. Another challenge faced is the structure of ABE’s enrollment calendar and process that sometimes limits the number of entry points into the program. Many ABE customers seek services during times of need; unemployment, relocation, opportunities for promotion, etc. If the ABE program is already in mid-stream, customers may need to wait 4-6 weeks for our next entry point. Due to this, some customers will move on and will not or cannot be enrolled in ABE services.

(C) Local Area Workforce Development Capacity.
Provide an analysis of the capacity of Local Area entities to provide the workforce development activities identified in (A), above.

LA V maintains three WIOA Title I staff in four of our five locations to deliver services related to the Adult, Dislocated Worker and Youth Programs. Staff coordinate referrals and resources with our community partners and provide outreach to counties and customers that do not have a workforce center location.
Wagner-Peyser Workforce development services are delivered in each county within the Local Area, to job seekers and employers. While appointments or travel may need to be made to some of the less populated, rural counties in the Area, KANSASWORKS.com is readily available to anyone with internet access. In addition to job search and posting job openings, KANSASWORKS.com offers resume posting, search for training and education providers, youth program providers, disability resources, state offered training resources (KIT- Kansas Industrial Training and KIR- Kansas Industrial Retraining), career planning, occupational guides and resources, older worker resources, interview tools, veteran resources, resume writing tools and resources, layoff resources, as well as links to Local Area Workforce Boards, Work Ready companies in Kansas, labor marker information (including Bureau of Labor Statistics and Kansas Department of Labor) unemployment insurance and local temporary agencies. KANSASWORKS.com also offers details on programs available in the Area such as:

- A-OK (adult education related)
- CTE (tuition program for high school students)
- ECAAP (employer based certification program)
- Federal Bonding
- Business Incentive programs
- Incumbent Worker programs
- KANSASWORKS workforce policies
- KANSASWORKS State Board
- Registered Apprentice program
- OKEP (Older Kansas Employment Program)
- ROZ (Rural Opportunity Zones)
- SCSEP (Senior Community Service Employment Program)
- TAA (Trade Adjustment Act)
- WARN (Worker Adjustment Retraining Notification)
- Workforce AID (Aligned with Industry Demand)
- WOTC (Work Opportunity Tax Credit)

Vocational Rehabilitation: Order of selection is a possibility depending on if we have sufficient funds or personnel to serve all individuals who are eligible for services; therefore, we could have a waiting list for services. This will have to be monitored because of new requirements to set aside pre-employment transition services and potential one-stop infrastructure costs.

The transition youth with disabilities need more opportunities to obtain employment skills and to gain work experiences through paid summer programs.

Vocational Rehabilitation doesn’t have the staff to serve all individuals who have a disability in the state of Kansas. In the rural communities we have gaps in our service provider networks, therefore it limits the programs capacity to provide intensive job searching, job carving, and on-the-job support services in those communities.

ABE Emporia: As mentioned in in the previous section, we offer a wide variety of services to our clients in need of ABE offerings. However, due to funding/staffing limitations, we’re not always
able to offer timely entry into the program. It would be beneficial to our clients if we were able to stagger classes to provide more entry points. It would also be beneficial if we had the staffing to provide multiple classes in all 3 of our time slots. We’re best equipped to handle students in our morning classes. Due to staffing limitations, our afternoon and evening courses offer fewer options.

ABE Paola: In terms of capacity, the Paola Adult Education Center Consortium is limited to serving a three county area that include Miami, Linn and Anderson counties. Funding continues to be a major limitation. If additional funding was to be allocated, additional instructional staff could be hired and utilized appropriately. The rurality is also a limitation as it relates to transportation and availability of services in these areas.

Pittsburg ABE: Current location and staffing resources provide enough space for morning and afternoon classes. 20 per class would be the maximum. There would be room for them - but it wouldn’t be an ideal learning situation. Seats are available for all students who enroll at this time.

Eastern Kansas Adult Education Consortium: The Eastern Kansas Adult Education Consortium serves the counties of Neosho, Montgomery, Labette, Cherokee, Bourbon, and Allen. Adequate service delivery is always a concern due to the rural nature of our service area. If more funding was allocated, we could hire additional staff to provide supplementary classes/services which are limited to our current community college locations.

(b) Local Area Strategic Vision and Goals.

(1) Vision.
All residents of Southeast Kansas, particularly those with barriers to employment, will have access to innovative workforce services, integrated training and education programs, and direct support services. This collaboration between Core Partners will provide the required knowledge, skills, and credentials necessary for securing sustainable employment that strengthens the local economy and meets the needs of our local business community.

(2) Goals.

Goal 1. Foster a dynamic, integrated, and ever-improving workforce development system in which employers and individuals have ready access to a network of information and services responsive to their unique employment needs.

- LWDB V will strategically align its workforce development programs to ensure that employment and training services provided by the core programs identified in the Workforce Innovation and Opportunity Act (Workforce Development, Wagner-Peyser, Vocational Rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers’ needs.
- LWDB V will improve services to employers and continue to promote work based training to ensure that our services are employer driven and contribute to the economic growth and business expansion in our community.
LWDB V will continue to foster regional collaboration and alignment between this region’s workforce development programs and economic development organizations to meet the needs of local and regional employers.

Provide a ‘No Wrong Door’ approach to services by providing customers with easy access to information throughout the system.

**Goal 2: Provide local area residents with access to the literacy, education, vocational rehabilitation programs, and workplace skills necessary for self-sufficient employment and advancement.**

- LWDB V will work with our core program partners to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels, including those with disabilities to complete the education and training they need to obtain industry recognized credentials and to meet the skills requirement of businesses and in-demand industries and occupations.
- LWDB V will improve services to individuals with disabilities to increase their access to high quality workforce services and prepare them for competitive integrated employment.
- Promotes the integration of adult education with occupational education and training to emphasize activities within basic skills and literacy programs that increase an individual’s ability to transition to postsecondary education and obtain employment.
- Provide education and training activities that effectively use technology, including distance learning, linked social media, telephone, instant messaging and video chat to increase the amount and quality of learning.
- LWDB V will reinforce connections with registered apprenticeship and pre apprenticeship programs as these programs are proven models that provide workers with career pathways and opportunities to be earned while they learn.

**Goal 3: Empower Southeast Kansas youth with the knowledge, skills, and behaviors necessary for employment and economic independence in high-skilled, high-wage careers, and lifelong learning.**

- Encourage paid work based learning experiences for Youth so that may explore career options, develop universal, interpersonal and customer service skills needed in the workplace, and become self-reliant through employment as adults.
- LWDB V will increase the use of proven service delivery models and best practices in serving disconnected youth and other vulnerable populations.
- LWDB V will continue to further strengthen and improve coordinated delivery of services with the Job Corps Program.

**Goal 4: Implement an operational, system-wide set of performance measures to monitor, evaluate, and improve the effectiveness and accountability of employment, education, and training programs.**

- LWDB V will streamline and strengthen the strategic role of the Board so that it can provide continuous improvement that is supported through evaluation, accountability, identification of best practices, and data driven decision-making.
- LWDB V will support regional economic growth and economic self-sufficiency by ensuring that its employment and training programs and activities are designed and implemented, in coordination with its core program partners, to meet and/or exceed the primary indicators of performance.
(3) Performance Goals.
Describe the policies the Local Workforce Development Board will develop to make certain local staff and Operator staff do not use performance outcome assumptions to limit services, including credential/postsecondary training and work-based learning, to individuals otherwise eligible for those services. Provide a timeline for establishing this policy and for training local and operator staff to carry out the intent of and procedures for implementing the policy. [Once Performance guidance is received, Local Area Boards will be asked to submit expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)]

LA V will continue its policy of training staff to recognize both eligibility and suitability for services under WIOA and provide individualized and customized services for customers that best fit their career and training pathway. Targeted enrollment of customers for WIOA services is based on need and suitability of the customer, not assumptions based on performance predictions.

The Core Partners will propose performance targets and applicable policies when the federal guidance on the Statistical Adjustment Model is received.

(4) Assessment.
Describe how the Local Board will assess the overall effectiveness of the workforce investment system in the Local Area in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

LA V will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. Our current high-performing board fosters customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals.

Policies, practices and processes that define this high-performing board and the way it conducts business include, but are not limited to, the following:

- The LA V Board maintains a strong focus on performance, results and measures of success by reviewing strategic alternatives and making appropriate adjustments based on changing conditions. The LA V Board monitors the implementation of these established strategies and their impact on current and future performance. The LA V Board will:
  - Bring key stakeholders together to develop an integrated, job-driven system that links diverse talent to business.
  - Develop and maintain Board led committees of our local partners and employers focused on system-wide workforce challenges that impact our region.

- The LA V Board’s agenda includes financial, strategic, operational and other key workforce issues that provides the structural framework for the board’s oversight. As part of this oversight the Board will routinely and periodically evaluate:
• Budget, resource allocations, cost sharing and expenditures;
• Quality of operational management and leadership including developing succession and contingency plans.
• The effectiveness of the local workforce system by reviewing customer feedback, economic and labor market data, employer demand, staff and participant performance.

- The LA V Board maintains a governance structure/framework that is responsive to its stakeholders and solicits and considers input from the community and customers.

(c) Local Area Strategy.

The Local Area Plan must include the Local Board’s strategies to achieve its strategic vision and goals. These strategies must take into account the Local Area’s economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided Section (a).

(1) Describe the strategies the Local Area will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).

Based on the knowledge, expertise and insight shared by our diverse stakeholder community, we are well positioned to implement WIOA and to meet our vision of increasing the number of individuals who have earned an industry-valued, post-secondary degree or credential. We will meet this vision by fostering and expanding employer-driven, high-quality partnerships, building more sector strategies and career pathways by focusing training investments on industry-valued training. The LA V Board will implement these strategies by:

- Focusing literacy and training programs on career pathways
- Designing and implementing practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, Registered Apprenticeships, and competency models to help drive skill-based initiatives.
- Connecting skilled and trained customers to our Employers

(2) Describe how the Local Board will support Sector Strategy development, including any work groups, sector associations or other, formal groupings of multiple employers/companies which make up the sector.

Businesses need simple paths to the workforce system and a better understanding of the benefits, whether it’s filling open positions with qualified applicants or shaping training programs to ensure workers have industry-specific skills. In addition, once businesses and industries are engaged through sector strategies, the workforce system must build and sustain these partnerships. The system’s essential promise to these partnerships is streamlined and integrated services that are easy for an employer to navigate and perceive value.

The LA V region is made up of a diverse group of businesses and industry, from healthcare, to manufacturing, transportation and utilities. As the economy continues on an upward trend, the region is anticipating a bright outlook of increased job creation and business development in the
area. The data indicates that within the next five years the fastest growing demand occupations within the LA V region are as follows:

- Registered nurses
- Nursing assistants
- Maintenance and repair workers
- Heavy and tractor trailer truck drivers
- Personal care aides
- Electrical line worker installers and repairers
- Telecommunication installers and repairers
- Waste and wastewater treatment plant and system operators
- Occupational and physical therapists

On an annual basis and periodically throughout the year the Board may:

- Access data through the Kansas Department of Labor, Labor Market Information Services Department to obtain the most current labor market information for the LA V area. Information requested will include, but not be limited to, the following by occupational area (SOC and ONET codes) localized for the LA V area:
  - Annual data from job vacancy reports;
  - Projected annual growth in number of job vacancies for one, two, and five years;
  - Average entry wage, average mean wages;
  - Occupations in declining industries;
  - Data on largest employers hiring.
- Evaluate outcomes attained locally by participants by occupational training area.
- Evaluate reports for longitudinal data.
- Conduct industry surveys to collect relevant data.
- Hold business forums and seminars where input from attendees will be requested.
- Attend local industry forums, presentations and business meetings to gather information on employer’s workforce needs.

(2) Describe the strategies the Local Area will use to align the core programs, any Combined State Plan partner programs, mandatory and optional one-stop partner programs, and any other resources available to the Local Area to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to gaps identified in the Local Area’s workforce analysis.

One of the goals of LA V is to achieve its strategic vision is to tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in the WIOA (Workforce, Wagner-Peyser, Vocational rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers’ needs.

LA V plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs’ key staff to discuss and determine how we can best coordinate and complement our service delivery so that
job seekers acquire the skills and credentials that meet employers’ needs.

- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities’ key staff will be invited to participate in these strategic meetings and work with LA V to determine what changes, if any, are needed based on this input from local employers.
- LA V will work with core partners to assess the skill levels gaps of the local area residents to include literacy, English language proficiency, aptitudes and abilities, and supportive service’s needs.
- Continue to urge Vocational rehabilitation and Adult Education to offer services on an itinerant basis within LA V workforce centers whenever possible and feasible and explore aligning resource / cost arrangements where and when practical to achieve the Board’s strategic vision, goals and objectives.
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated Memoranda of Understanding with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- Advocate for an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.

III. OPERATIONAL PLANNING ELEMENTS

The Local Area Plan must include an Operational Planning Elements section that supports the Local Workforce Development Board’s strategy and the system-wide vision described in Section II(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the State Plan as well as to core programs. This section must include—

(a) Local Strategy Implementation.

The Local Area Plan must include—

(1) Local Workforce Development Board Functions.

Describe how the Local Board will implement its functions under section 107 (b)(3); (4)(A-C) and (5) of WIOA (i.e. provide a description of Local Board operational structures and decision making processes to ensure such functions are carried out).

The Workforce Innovation and Opportunity Act (WIOA) requires the governor, in partnership with the state board, to establish criteria for use by the chief elected official (CEO) in the local areas to appoint members to the local workforce development board (LWDB or local board). The state agency designated by the governor to be responsible for the administration of WIOA in Kansas is the Department of Commerce (Commerce).
Members of the local board that represent organizations, agencies, or other entities shall be those individuals within the organization who have optimum policymaking authority. A majority of the members of the local board shall be representatives of business in the local area. LA V Board shall elect a chairperson from among their business representatives.

LWDB composition and certification shall be in accordance with the criteria established in WIOA Section 107 (a)-(c) and with the Department of Commerce Policy 5-01-00.

Members to a local board shall be appointed from among nominations received from such organizations and entities as the proposed member would represent. Appointments to a local board shall reflect, to the greatest extent possible, a diverse, representative cross section of the local area. No individual shall be appointed as a representative of more than one required category on a local board.

Appointment of Local Board Membership
WIOA Section 107(c) directs the CEO in LA V to appoint the members of the local board, in accordance with established state criteria. In a case in which a local area includes more than one unit of general local government, the CEOs of such units may execute an agreement (CEO Agreement) that specifies the respective roles of the individual CEOs in the appointment of the members of the local board and in carrying out other responsibilities assigned to such officials under WIOA. If, after a reasonable effort, the CEOs are unable to reach an agreement, the Governor may appoint the members of the local board from individuals nominated or recommended.

The CEO(s) of a local workforce development area (local area) shall appoint members to the local board for a specified term and from among nominees received from those entities and organizations specified in this document.

Membership Criteria
Local boards established after the enactment of WIOA (July 22, 2014) shall include members who are:

1. Representatives of Business:
   a. A minimum of 51% of the membership shall be representatives of business in the local area who are owners of businesses, chief executive or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority, and
   b. represents businesses, including small business or organizations representing businesses with employment opportunities that provide that, at a minimum, include:
      i. high-quality, work-relevant training and development in high demand industry sectors or occupations in the local area, and
   c. are to be appointed from among individuals (plural) nominated by local business organizations and business trade associations;
2. Representatives of the Workforce
   a. A minimum of 20% of the membership shall include representatives of the workforce (workers) in the local area who:
      i. Shall include representatives (plural) of labor organizations nominated by local labor federations in local areas where employees are represented by labor
organizations.

1. If no employee is represented by a labor organization in the local area, other representatives of employees, and,
ii. Shall include a representative from a joint labor-management apprenticeship program in the local area who shall be a labor organization representative or training director.

1. If no such program exists, a representative of a Registered Apprenticeship program in the local area, if such a program exists, and,
iii. May include (optional) representatives of organizations with demonstrated experience and expertise in addressing the employment, training or education needs of WIOA eligible youth, including out of school youth.

3. Representatives (plural) of Education and Training
   a. Each local board shall include representatives of entities administering education and training activities in the local area who:
i. Shall include a representative of eligible providers administering adult education and literacy activities under WIOA title II, and
ii. Shall include a representative of institutions of higher education providing workforce activities (including community colleges), and
iii. May include (optional) representatives of organizations with demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment.

4. Representatives of Government, Economic and Community Development
   a. Each board shall include members of governmental and economic and community development entities serving the local area who:
i. Shall include a representative of economic and community development entities, and
ii. Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act serving the local area, and
iii. Shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973 (other than section 112 or part C) serving the local area, and
iv. May include (optional) representatives of local agencies or entities administering programs related to transportation, housing and public assistance, and
v. May include (optional) representative of philanthropic organizations serving the local area

5. Discretionary Representatives
   a. Each local board may include such other individuals as the CEO may determine to be appropriate

Board Size
The LA V Board appointed under WIOA not only has minimum requirements as to what stakeholders are represented; it also establishes minimum percentages of representation in two stakeholder categories; business and workforce.
The minimum size of a Local Workforce Development Board would be 19 members under the
following scenario:

<table>
<thead>
<tr>
<th>Category</th>
<th>Calculation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>9 + 1 (to maintain &gt;50%) =</td>
<td>10</td>
</tr>
<tr>
<td>Workforce</td>
<td>3 (2 labor org + 1 joint apparent.) + 1 (to maintain 20% min) =</td>
<td>4</td>
</tr>
<tr>
<td>Ed/Trng</td>
<td>2 (1 adult ed./lit + 1 higher ed.) =</td>
<td>2</td>
</tr>
<tr>
<td>Gov’t, Eco/Comm Dev.</td>
<td>3 (1 eco./comm. + 1 WP + 1VR) =</td>
<td>3</td>
</tr>
<tr>
<td>MINIMUM SIZE:</td>
<td></td>
<td>19</td>
</tr>
</tbody>
</table>

CEOs may appoint additional members at their discretion but must assure the majority business representation and 20% minimum workforce representation is preserved.

Vacancies and Appointments

Local board vacancies must be filled by the next regularly scheduled meeting of the CEO, or 60 calendar days from the date of the vacancy, whichever is later. Term limits or other conditions of appointment must be reflected in the bylaws (if incorporated) or governance policies of the local board.

Only the CEO has the authority to appoint/reappoint members from among nominations received. Local board bylaws cannot usurp this CEO responsibility. All appointments (e.g., new and reappointments) must be reported on the attached LWDB Appointment Notice (see Attachment A) and sent by e-mail to the following address within five business days of appointment.

In addition, the following activities must also be reported (to the same e-mail) within five business days:
1. Member resigns (or otherwise leaves) the board resulting in a vacancy;
2. Chair resigns (or otherwise leaves) the chair position; or
3. New chair is elected or acting chair is appointed.

Certification of the LWDB

Initial Certification

A local board shall be initially certified for a period not to exceed two years if it is determined that its appointments and resulting membership composition are consistent with criteria established under WIOA Section 107 and State established criteria.

Subsequent Certification

WIOA Section 107(c)(2) provides that once every two years one local for each local area in the state will be certified. Department of Commerce shall subsequently recertify each local board every two program years if it is determined that its appointments and composition have remained substantially consistent with WIOA and state policy, and it is determined that the local board has carried out its workforce activities in the local area to enable the local area to meet its local performance standards. Failure of a local board to achieve certification shall result in reappointment and certification of another local board for the local area pursuant to the process described in WIOA Section 107(c)(2), et al..

Request for Initial and Subsequent Certification

LA V submit a written request for certification to the Department of Commerce no later than 60
days before the beginning of the program year for which subsequent certification is being requested.

The request for certification must include the following information:

1. Membership list (submit the following):
   - Name of each local board member, title, business address, and telephone number;
   - Brief description of the member's functional employment responsibilities and qualifications to serve on the LWDB;
   - Representation affiliation
     - AEL Adult Education/Literacy
     - BUS Business
     - CBO Community Based Organization
     - ECD Economic and Community Development
     - EDU Local Education
     - WPS Employment Services/WP
     - HUD Housing and Urban Development
     - LBR Organized Labor
     - OTH Other
     - PSC Post-Secondary/Carl Perkins
     - VOC Vocational Rehabilitation
   - Term of appointment (begin and end dates); and Identification of local board officers.

2. Nomination Process
   The CEO's process for soliciting LWDB nominations must be consistent with WIOA and state policy. Submit a statement indicating that a process was adopted and documented and that records on the nomination/selection process are on file that includes the names of all candidates nominated, including their qualifications to serve on the LWDB.

3. CEO Agreement
   Submit a fully executed copy of the CEO agreement pursuant to WI0A Section 107(c) and state policy that describes how the CEOs in the local area carry out their respective roles.

4. Bylaws
   Submit most recent copy of the Local Workforce Development Board bylaws describing its governance policies, including a conflict of interest clause in compliance with WIOA and state policy.

5. Information concerning the extent to which the local board carried out its workforce activities.
   LA V Board will provide information concerning the extent to which the board carried out its workforce activities, including regional planning activities, to enable the local area to meet its performance measures. The information will include an explanation of how and to what extent the board was actively involved in negotiating the area’s performance standards, establishing performance outcomes consistent with these standards for the various programs and one-stop operators, and monitoring the progress in meeting these standards. In addition, the board will provide information about how it provided assistance to service providers who fell below
acceptable standards and what corrective action measures were required in the event performance did not improve.

(2) **Implementation of Local Area Strategy.**
Describe how the lead local agency with responsibility for delivery of each core program or a Combined State Plan partner program included in this plan will implement the Local Board’s Strategies identified in II(c) above. This must include a description of—

(A) **Core Program Activities to Implement the Local Board’s Strategy.**
Describe the activities the entities carrying out the respective local core programs will fund to implement the Local Board’s strategies. Also describe how such activities will be aligned across the core programs and other Combined State Plan partner programs and among the entities providing the programs, including using co-enrollment and other strategies.

For WIOA Titles I and III, the state workforce agency will fund outreach, employment assistance, case management, and staff supervision through state merit staff funded through Wagner-Peyser labor exchange and career services; Reemployment Assistance programs; Veteran’s Employment and Training programs, including those for Disabled Veterans; Registered Apprenticeship; Agricultural Outreach; Work Opportunity Tax Credit; and Foreign Labor Wage Certification programs through formula and dedicated funds. The LA V Board will fund outreach, employer assistance, case management and staff supervision of the local area WIOA funding streams (Adult, Dislocated Worker and Youth) and other grants. All of these activities will move LA V toward the strategic goals described in the Section II of this plan. These activities will be aligned across the Core Programs through avenues defined during the first two years of the implementation of this local plan, such as cross-training, referrals, co-enrollment, coordinating resources as agreed in eventual Memoranda of Understanding.

LA V has an existing relationship with WIOA Title II, Adult Basic Education (ABE) and WIOA Title IV, Vocational Rehabilitation (VR) in our region. For Title II, the Kansas Board of regents will fund Adult Education and Literacy activities including instruction and support services as described below. ABE providers facilitate educational services that provide basic literacy and Adult General Education services to address the goals and objectives of both local, state and national priorities. For Title IV, the Department of Children and Families funds the Vocational Rehabilitation programs which provides a wide range of services to empower people with disabilities to achieve their employment goals, independent living, and self-reliance. Depending on the individual’s disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services. These core partners commit material resources and professional staff to maintain the partnership between all core partners in the area.

LA V continues to work collaboratively with the Adult Education community to implement WIOA. One of LA V goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including ABE and VR, are coordinated and complementary so job seekers acquire skills and
credentials to meet employers’ needs.

The Six CORE WIOA Programs are outlined below:
- Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL)
- Title II – Adult Education and Literacy programs administered by the Department of Education (DoED)
- Title III – Wagner-Peyser employment services administered by DOL; and
- Title IV – Rehabilitation Act of 1973 programs administered by DoED

<table>
<thead>
<tr>
<th>WIOA Title I</th>
<th>Youth Employment &amp; Training</th>
<th>WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Title I</td>
<td>Adult Employment &amp; Training</td>
<td>WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.</td>
</tr>
<tr>
<td>WIOA Title I</td>
<td>Dislocated Worker Employment &amp; Training</td>
<td>WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.</td>
</tr>
<tr>
<td>WIOA Title II</td>
<td>Basic Education for Adults</td>
<td>Adult Education and Literacy services include: adult education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.</td>
</tr>
<tr>
<td>WIOA Title III</td>
<td>Wagner-Peyser Employment Services</td>
<td>Wagner-Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment</td>
</tr>
</tbody>
</table>
services through self-service or staff assisted job orders.

Vocational Rehabilitation Services provide a wide range of services to empower people with disabilities to achieve their employment goals, independent living, and self-reliance. The priority is competitive, full time employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs provide access through the one-stops:

- Career and Technical Education (Perkins)
- Community Services Block Grant
- HUD Employment and Training Programs
- Job Corps
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- National Farmworker Jobs Program
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs; and
- Unemployment Compensation Programs

Outlined below is a description of roles and resource contributions of these partners:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Contributions/Roles/Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career and Technical Education (Perkins)</td>
<td>• Adult Education – basic skills training, GED training and testing</td>
</tr>
<tr>
<td></td>
<td>• Post-Secondary- occupational Skills Training through ITAs</td>
</tr>
<tr>
<td></td>
<td>• Job placement assistance</td>
</tr>
<tr>
<td><strong>Job Corps</strong></td>
<td>• Promotes LA V programs and services in their Career and Technical Education Centers by providing collateral materials flyers, etc.</td>
</tr>
</tbody>
</table>
| **Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program** | • Planning and coordination of services  
• Co-location of staff onsite at the workforce center  
• Training services provided  
• Job placement assistance  
| **National Farmworker Jobs Program** | • Promotes LA V programs and services in their offices by providing collateral materials, flyers etc. |
| **Senior Community Service Employment Program** | • Planning and coordination of services  
• Co-location of staff onsite at the One Stop Career Centers  
• Job placement assistance  
• Promotes LA V programs and services in their offices by providing collateral materials flyers, etc. |
| **Trade Adjustment Assistance Programs** | • LA V provides direct services as approved by the Kansas Department of Commerce |
| **Unemployment Compensation Programs** | • Information and local navigation assistance to customers receiving Unemployment Insurance. |

(B) **Alignment with Activities outside the Local Plan.**

Describe how the activities identified in (A) will be aligned with programs and activities provided by mandatory one-stop partners and other optional one-stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.

As stated above, Kansas will use the first two years of this State plan period to define, determine and formalize exactly how and to what extent outside activities will be included in alignment, as guided by the Kansas Workforce State Board’s (KWSB) Alignment Committee and KWSB action. Currently, many programs offered across state agencies are provided in partnerships brought about by state statute:
The Older Kansans Employment Program provides specialized training, career assessment, job matching, and job search assistance to Kansans age 55 and older regardless of their income and facilitates the development of job opportunities for older Kansans in private industry.

Wyandotte Nation serves members of federally recognized tribes in Cherokee and Crawford counties in LA V. They utilize their own specific WIOA funds for vocational schooling assistance as well as undergraduate studies. They also have some funding for On-the-Job Training. Wyandotte Nation is available to partner with LA V in serving Native American Tribal Members in these counties.

The State Legislature in 2013 placed into law Senate Bill 155 which provides postsecondary Career and Technical Education (CTE) to high school students, allowing some students to graduate with both a high school diploma and a postsecondary credential.

In 2014, the State Legislature added the Ao-K Proviso to this law, extending funding to adults co-enrolled in CTE and Title II-funded Adult Education.

Workforce AID (Aligned with Industry Demand) provides targeted training to jobseekers based on the specific needs of a specific employer. Workforce AID utilizes local workforce systems to recruit trainees and funds the individual’s postsecondary credential program.

In addition, Kansas has been awarded competitive federal grants which will continue to align services offered through collaboration among multiple entities, such as:

The Health and Human Services Health Professions Opportunity Grant award will allow the Kansas workforce system to partner with local systems serving low-income participants as they complete postsecondary education and achieve placement in jobs along a career pathway leading to self-sufficiency.

Workforce Innovation Fund grant to cross-train staff of all WIOA partners, provide funding for on-the-job training for targeted individuals such as those with barriers to employment, and develop a single-entry portal to information about some WIOA services.

Kansas utilizes federal formula funds to align the following activities which, while a part of the combined state plan, are not core activities:

The Trade Adjustment Assistance (TAA) programs assist workers who have lost their jobs as a result of foreign trade. Benefits from the TAA may include job training, income support, job search and relocation allowances, a tax credit to help pay the costs of health insurance, and a wage supplement to certain reemployed trade-affected workers 50 years of age and older.

Veterans Services are provided priority in job placement, training activities and placement services. Case management services are provided to qualified veterans and qualified individuals.

Finally, Kansas utilizes federal funds to coordinate and align the following programs: The Alternative Workforce Specialist brokers relationships across state agencies to increase
engagement with the offender population regarding employment. A specialist identifies market relevant training opportunities for offenders to obtain industry recognized credentials which can assist in the development of meaningful portfolios for job interviews.

The H-1B Engineering program provides on-the-job training incentives to employers for on-the-job training to support the hiring of new engineers. Individuals eligible for training through this program can be recent graduates not currently employed in the field, dislocated or unemployed engineers, and unemployed engineers in the grant’s targeted population groups which include veteran, women and minority candidates. This program runs through June 30, 2016.

Registered Apprenticeship is a structured system for training employees in a variety of occupations that require a wide range of skills and knowledge. It combines full-time employment, through on-the-job learning, under the supervision of experienced journey level workers, and related technical instruction. Early Childhood Associate Apprenticeship Program (ECAAP), a Kansas Registered Apprenticeship Program, is a training model based on the skills and knowledge the early childhood industry needs from its employees. It combines RTI with planned, day-by-day training on the job under the supervision of a skilled worker.

The Work Opportunity Tax Credit Program (WOTC) encourages the hiring of targeted employees so they move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers. Participating employers receive compensation by reducing their federal income tax liability.

Reemployment and Eligibility Assessment (RESEA) assists claimant’s efforts to find new employment. This reemployment service results in shorter claim durations and fewer erroneous payments. Individuals filing UI claims are active job seekers who, through the state’s UI REA program, are made aware of the wide variety of reemployment services that are available to them through the state workforce center system. They are referred to reemployment services appropriate for their individual needs.

Foreign Labor Certification allows employers to fill job openings with foreign labor when they are unable to fill positions with qualified US workers.

The Federal Bonding program provides individual fidelity bonds to employers who hire job applicants who have been, or may be, denied coverage by commercial carriers.

(C) Coordination, Alignment and Provision of Services to Individuals. Describe how the entities carrying out the respective local core programs, Combined State Plan partner programs, and mandatory and optional one-stop partner programs will coordinate activities and resources (including Infrastructure Cost Sharing procedures) to provide comprehensive, high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B). The activities described shall conform to the statutory requirements of each program.

Jobseekers as Customers: Coordination, Alignment, and Provision of Services for jobseekers, especially for those jobseekers who are unemployed or who face barriers to employment,
involves an approach in which LA V will strive to ensure customers who are receiving multiple services across agencies are not discouraged or disenfranchised by unnecessary bureaucracy. Instead, our customers will feel encouraged and assisted by the workforce system, because the WIOA partners will continue to communicate often and effectively, taking action to align efforts across programs whenever possible.

The WIOA partners will meet on a monthly or bi-monthly basis through the Core Partners Group to discuss implementation and alignment efforts, and to address the progress and opportunities for improvement, which would include training opportunities for staff. LA V will use multiple avenues and access points to provide efficient and effective services and systems for customers to access resources and services needed to achieve their goal. To help operationalize alignment efforts, local workforce partners are committed to cross training employees and sharing resources and data, as appropriate and when possible.

The co-location of resources, when possible, will further foster improved customer service, as it will help to identify commonalities and to ensure that processes are in place that will provide more service to shared customers. The WIOA partners are also committed to meeting frequently to discuss issues, best practices, and challenges to ensure continued collaboration. The WIOA partners are further committed to placing job seekers in the center of all they do and are. LA V Core Partners are committed to serving the following target populations:

- Individuals with Barriers to Employment
- Displaced Homemakers
- Eligible migrant and seasonal farmworkers
- Ex-offenders
- Homeless individuals
- Low-income individuals (including TANF and SNAP recipients)
- Native Americans, Alaska Natives, and Native Hawaiians
- Individuals with disabilities, including youth who are individuals with disabilities
- Older individuals
- Individuals facing substantial cultural barriers
- Individuals who are English language learners
- Individuals who are unemployed or underemployed
- Individuals who have low levels of literacy
- Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act
- Individuals without a High School Diploma
- Long-term unemployed individuals
- Single parents (including single pregnant women and non-custodial parents)
- Veterans
- Youth who are in or have aged out of the foster care system

These individuals face challenges that require innovative strategies, solutions, and tools to meet their needs throughout the job acquisition, training, and business recruitment processes.

LA V’s WIOA system will:

1. Incorporate continuous staff training, which is paramount to understanding and properly
utilizing the tools available to facilitate assessment, to disseminate information on services available throughout the system, and to refer customers to appropriate WIOA partner organizations.

2. Provide multiple access points to increase outreach and balance efficiency among the various persons involved with the customer experience.

3. Create a robust menu of services and appropriate referrals that can effectively meet the needs of a diverse customer base.

4. Establish relationships, competence, and accountability among all partners and customers involved in the system. Through the Core Partners Group will establish deeper relationships and accountability to enhance our customers’ experiences.

5. Encourage sharing of information among partners, such as creating a resource map, explore development of a workforce network blog, WIOA list serve, and a common customer service management system. The Core Partners Group will provide guidance to the system.

6. Encourage greater business involvement in workforce processes and in the sharing of “industry-related” work skills and behavioral expectations. This includes a collaborative role for community colleges and industry organizations in developing programs that meet labor market needs in the local area.

7. Reduce duplicative processes to expand staff’s ability to serve customers more efficiently. The Core Partner Group will provide guidance, and the WIOA work groups will continue to work on customer flow models, and common intake.

8. Establish guidelines for WIOA partners to manage and refer customers to other partners.

9. Identify liaisons among the various partners to assure that customers experience a seamless flow and referral to appropriate services.

10. Develop a mechanism for clear identification of resources and service responsibilities among the partners and within the community.

11. Place people before performance by putting customers at the center of policy decisions regarding service delivery.

**Supportive Services**

Supportive services provide financial assistance to participants who would not be able to participate otherwise. As needed and able, the WIOA partners may offer supportive services to eligible participants with transportation, suitable attire for business, tools, work or training equipment, child or dependent care, graduation fees, clothing for interviews or work, and more. Using a systems approach, the WIOA partners are committed to working together to ensure supportive service resources are leveraged effectively for job seekers.
Programs working with out-of-school youth ages 16-24 are strongly encouraged to work with LA V to plan and implement supportive services that respond to the needs of youth in their respective areas.

(D) Coordination, Alignment and Provision of Services to Employers.
 Describe how the entities carrying out the respective local core programs, any Combined State Plan partner program, mandatory and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs. The activities described shall conform to the statutory requirements of each program.

Businesses must play a central role in the workforce system. Businesses create jobs and employ residents of LA V. They directly benefit from the creation of a pipeline of skilled and knowledgeable workers. As such, businesses are a key customer of the workforce system. Recognizing this fact, the majority of the LA V Workforce Development Board, consistent with the requirements of WIOA, is comprised of business leaders. The Board is dedicated to promoting comprehensive planning and coordination of employment and training programs in the local area.

Business can play an important role in developing training criteria and identifying emerging jobs. LA V will dedicate resources in an effort to establish a business engagement committee to ensure that business is engaged in the delivery of workforce services. The committee will provide strategies to the WIOA partners on providing outreach to businesses in the LA V region, utilization of labor market information, development of innovative practices and workforce development training needs.

LA V intends to provide a greater business voice in local workforce services. To that end, the WIOA partners agree to work together to ensure quality customer service to businesses. Previous business outreach efforts have been disjointed as agencies independently built relationships with LA V business leaders without collaboration or coordination. As a result, multiple agencies from State and local entities make multiple, and sometimes overlapping inquiries to and of local businesses. In moving toward the goal of single point of contact, LA V has an internal Business Services Team (BST), which is currently staffed by both Wagner-Peyser and Board staff. The BST will reach out to core partners and other locally determined partners to participate on the team to foster the single point of contact. The team exists to help companies grow and thrive, to foster economic growth and stability, and to ensure that the residents of LA V have opportunities for gainful employment. Together, the members of the BST work with companies throughout the area to understand specific business needs and to proactively assist businesses with growth and workforce development strategies.

Team members have participated, and will continue to participate, in joint training sessions and will work collaboratively to develop relationships with local businesses, meet with leaders and provide consulting services related to company stabilization and growth throughout the business life cycle. In frequent communication, the Business Services Team will develop a deeper understanding of the services each offer, and, after identifying and understanding a
business’s needs, will be able to refer the business to the services of fellow team members.

Businesses should also be considered partners in the WIOA system. Recognizing that a workforce system that is disconnected from business fails to meet the needs of jobseekers, the WIOA partners are dedicated to creating an industry-driven solution to workforce development that places businesses in the center of the identification of workforce needs, the development of curriculum, the design of trainings, and the placement of successful participants. Deep involvement of business in the process breeds confidence from employers that program participants are proficient in relevant skills that create contributing employees.

The LA V WIOA partners agree that building on the success of this industry-driven model will ensure that the needs of businesses and jobseekers are met. LA V WIOA partners are also dedicated to the expansion of industry-led partnerships that allow participants to obtain industry-recognized credentials. In placing an emphasis on both industry-led partnership opportunities and industry-recognized credentials, LA V is ensuring that its talent pipeline is responsive to the needs of in-demand careers and industry sectors. To that end, LA V will promote and cultivate industry-led partnerships in the delivery of workforce training opportunities. Education/Career Pathways will be explored and implemented in order to establish a bridge to participation for low-skilled individuals and others with barriers to employment.

(E) Partner Engagement with Educational Institutions.
Describe how the Local Board’s Strategies will engage local education and training providers, including community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system.

LA V will continue to foster relationships between the workforce development and post-secondary and secondary education systems to ensure system alignment, programs of study that support job seeker and employer needs, and leveraging of resources to provide students with the best possible chance for success. This includes continuing to look for ways to partner with education through competitive grant opportunities.

LA V has strong, already existing relationships with local training partners, including the Community College system which provides the majority of our customers training opportunities. LA V will invite them to the table to discuss issues that relate directly to our local area - such as employers demand for industry credentials (as described in the previous section), career pathways that feed directly into local employer and business needs and continued best practice strategies for ensuring easy movement and referrals between educational institutes and workforce development system.

(F) Leveraging Resources to Increase Educational Access.
Describe how the Local Board’s strategies will enable the Local Area to leverage other local investments that have enhanced access to workforce development programs at the above institutions, described in section (E)

LA V will look to work hand in hand with our other local and state investments to provide our
customers a wide range of supportive programs that may enhance their access to educational institutions and their occupational and vocational training programs. Examples of such programming include:

- **Accelerating Opportunity: Kansas (AO-K)** and Partners for Change which include postsecondary instruction or transition to postsecondary education, and are supported by LA V, can also be funded and supported by federal TANF and SNAP dollars administered by the Kansas Department of Children and Families.
- The Kansas Board of Regents administers the Carl D. Perkins Career and Technical Education grant for Kansas. LA V educational institutions can request Perkins program improvement funding for activities to prepare special populations for high skill, wage, or demand occupations that will lead to self-sufficiency.
- Senate Bill 155 (SB155) provides free college tuition for in-school high school students in postsecondary technical education courses and incentives to school districts for students earning industry-recognized credentials in high demand occupations.
  - The AO-K proviso to SB155 pays tuition for technical courses for adults without a high school diploma who are enrolled in adult education.
  - Customers receiving assistance through Senate Bill 155 may need additional assistance to cover Fees and Books which can be leveraged through LA V with targeted and appropriate dual enrollment.
- The Kansas Career Technical Workforce Grant is available to students enrolled in an eligible career technical education program operated by a designated Kansas educational institution that has been identified as offering a technical certificate or associate of applied science degree program in a high cost, high demand, or critical industry field.

(G) **Improving Access to Postsecondary Credentials.**

Describe how the Local Board’s strategies will improve access to activities leading to recognized postsecondary credentials, including Registered Apprenticeship certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

LA V will use data, both from real time surveys and historical business performance, to work with employers to identify the skills and competencies necessary to attain sustainable wage employment and to offer high quality training to individuals to obtain those skills. LA V will also work closely with employers, Industry Partnerships, Organized Labor and other community partners to identify or develop the short-term credentials, certifications and other recognized industry credentials that adequately represent attainment of those skills. LA V will promote the attainment of postsecondary credentials in a number of ways and local initiatives. Examples include:

- All training providers will be encouraged to seek inclusion on the State Eligible Training Provider List which will require them to describe the credential(s) to be earned.
- Education programs, including secondary and postsecondary and adult basic education, will provide professional development opportunities to help providers understand and
navigate the full credentialing spectrum and develop expertise in occupational counseling.

- Registered Apprenticeship and Organized Labor apprenticeship programs will be advertised to local job seekers and LA V will connect and educate employers on access to and the benefits of apprenticeship programs.
- LA V will promote and utilize the State of Kansas ‘Front Door’ web dashboard that will market postsecondary education through a web dashboard which will allow customers to get information on high demand jobs and link to postsecondary institutions where training is available in Kansas. This dashboard is a joint effort developed through the partnership of the Kansas Board of Regents, Kansas Department of Labor, Kansas Department of Education, and Kansas Department of Commerce.

**Coordinating with Economic Development Strategies.**

Describe how the activities identified in (A) will be coordinated with economic development entities, strategies, and activities in the Local Area.

The Kansas Department of Commerce is the state’s Economic Development Agency and coordinates economic development strategies with the activities provided across the Kansas workforce development system. The Business Services Division of Commerce provides both state-level intelligence regarding industries establishing operations in the state and local-level intelligence regarding growth and expansion of particular companies.

Alignment with economic development is a critical component of local workforce programs and workforce development must also be a critical component of the local area’s future economic growth strategies. LA V must strengthen the relationships with local area economic development in a number of ways, to include: coordinating strategic planning between workforce and economic development; using economic data to drive workforce development decisions; and recognizing workforce development programs contribute to the pipeline of skilled workers for business and industry.

LA V works with economic development offices and chambers of commerce to disseminate information about the services offered by the local workforce centers. These organizations are key partners and serve as ambassadors to connect the local business community and employers with various resources. LA V will continue to support customers with training and skill development activities to match the needs of our local area industries to continue to improve the probability of successful employment placement.

**Coordinating with Unemployment Insurance Strategies.**

Describe how the Local Board’s strategies will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Employment services are provided as part of the one-stop delivery system. Currently each local workforce delivery area in Kansas has at least one comprehensive workforce development center that includes, WIOA Adult, Dislocated Worker and Youth services and Wagner-Peyser Labor Exchange services, which also includes the previously referenced RESEA services. Although Unemployment Insurance is handled by the Kansas Department of Labor, and they are
currently not co-located in LA V’s centers, each center provides phone, internet and fax access to the Kansas Unemployment Service Center – which is located in Topeka.

LA V will continue to coordinate with Unemployment Insurance Services for Rapid Response events that provide direct and expedient services to workers who are or are about to lose their employment due to their employers’ reduction in force or company or facility closure.

Coordination with Unemployment Insurance also occur within the Trade Adjustment Assistance (TAA) program that is co-located with the comprehensive workforce development centers. If a customer contacts the Kansas Department of Labor Unemployment Service Center to file an unemployment insurance claim, the customer will be instructed to go to the nearest workforce center to make application for TAA benefits if they have been laid off by a company having a certified TAA petition.

**(b) Local Operating Systems and Policies.**

The Local Area Plan must include a description of the Local operating systems and policies that will support the implementation of the Local Board’s strategy described in Section II Strategic Elements. This includes—

1. The local operating systems that will support the implementation of the Local Board’s strategies.

   This must include a description of—

   A) Local Area operating systems that support coordinated implementation of Local Board’s strategies (e.g., labor market information systems, data systems, communication systems, case-management systems, job banks, etc.).

LA V utilizes the KANSASWORKS system as the primary operating system for all functional activities across WIOA and Wagner-Peyser programs. KANSASWORKS provides ready access to Labor Market information, job openings, job seeker resumes, hiring events, job fairs and other resources sought by both job seekers and employers. LA V staff use KANSASWORKS as the data and case management system for customers receiving employment and training services through WIOA Title I and Title III. KANSASWORKS provides a unified system for data tracking and reporting that allows all Board program strategies to be monitored, managed and implemented in a consistent manner between our local workforce centers and across our 17 counties.

B) Data-collection and reporting processes used for all programs and activities, including those present in one-stop centers.

LA V uses the KANSASWORKS system to collect, process and report information relating to WIOA Adult, Dislocated Worker and Youth programs as well as Wagner-Peyser Labor Exchange services. LA V also utilizes the PAGES system for case management and random assignment of the KHPOP 2.0 Impact study. KHPOP customer data is also stored in the KANSASWORKS system to facilitate fiscal processing.

2. The Local Board policies that will support the implementation of the State Board’s system integration strategies (e.g., co-enrollment policies and universal intake processes).

LA V is committed to an integrated service delivery model and has already developed functional
teams across co-located partner staff and Board staff. These functional teams assist with developing customer flow policies to ensure that customers have access to the entire range of services available regardless of their entry point into the workforce center. Co-enrollment policies have been developed for customers that have a demonstrated need to be supported in services across multiple programs including Labor Exchange, WIOA and KHPOP.

Integrated service delivery has four major components:

A commitment to and a process for an integrated customer pool (co-enrollment), so job seekers (whenever eligibility permits) are registered simultaneously in the performance measures calculation of all of the following programs: Wagner-Peyser, WIOA Adult or Dislocated Worker program, TAA and VETs.

An integrated job seeker customer flow which clearly defines a service delivery process of demand-driven, universal services not emphasizing program eligibility and program participation. This flow has three required services to be offered and provided to all job seekers:

- (1) administration of a skills assessment (staff will administer the appropriate assessment based on business requirements and job seekers’ career interests) to build a service plan to help job seekers create “best fit” service options;
- (2) selection of most appropriate demand-driven, skill enhancement products (including, but not limited to, occupational training); and,
- (3) creation of a market attachment strategy based on the available labor market openings and, whenever possible, verification of skills prior to referral to employers.

An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Functional teams will staff the adopted customer flow and team membership will include staff funded by different funding sources, with affiliation by team and not by program funding. The identified manager and team members will be named without regard to funding source and shall coordinate the functional teams in the implementation of the integrated flow.

All workforce centers will have an integrated, business services function responsible for connecting local employers to the local workforce system. This team also has as a major function ensuring that all KANSASWORKS services continuously improve and are responsive to the needs of local employers and the local economy.

(3) Local Area Program and Local Board Overview.

(A) Local Board

Provide a description of the Local Board, including---

Southeast KANSASWORKS is a business-led workforce development organization dedicated to meeting the workforce skill needs of employers and to helping individuals gain the knowledge and skills to find a first, new or better job. As the LWDB for the 17 counties in Southeast Kansas that comprise LA V, the Board makes investment decisions to promote a demand-driven workforce development system responsive to local businesses, workforce and economic development needs. Their goal is to provide businesses with greater access to a skilled labor
pool and to provide individuals with greater employment opportunities. LA V strives to meet its mission – to meet the workforce needs of employers and individuals through partnerships and innovation – by continually evolving as the needs of businesses and job seekers change.

The 17 counties in the southeast region of Kansas include: Allen, Anderson, Bourbon, Chautauqua, Cherokee, Coffey, Crawford, Elk, Greenwood, Labette, Linn, Lyon, Miami, Montgomery, Neosho, Wilson and Woodson.

(i) Membership Roster. Provide a membership roster for the Local Board, including members’ organizational affiliations.

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa Brumbaugh</td>
<td>Economic Development</td>
<td>Public</td>
</tr>
<tr>
<td>Phillip Chappuie</td>
<td>Community Based Organization</td>
<td>Public</td>
</tr>
<tr>
<td>Virginia Crossland-Macha</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Mike Donnelly</td>
<td>Vocational Rehabilitation</td>
<td>Public</td>
</tr>
<tr>
<td>Joe Knight</td>
<td>Organized Labor</td>
<td>Public</td>
</tr>
<tr>
<td>Sam Budreau</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Ron Marrone</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Teri Porter</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Vacant</td>
<td>Higher Education</td>
<td>Public</td>
</tr>
<tr>
<td>Coralie Cooper</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Jon Pettus</td>
<td>State Employment Svcs/WP</td>
<td>Public</td>
</tr>
<tr>
<td>Gabe Pfefferkorn</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Mark Pottorf</td>
<td>Organized Labor Apprenticeship</td>
<td>Public</td>
</tr>
<tr>
<td>Connie Goodnight</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Angela Trimble</td>
<td>Business</td>
<td>Private</td>
</tr>
<tr>
<td>Karen Ulanski</td>
<td>Adult Literacy</td>
<td>Public</td>
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<tr>
<td>Megan Vohs</td>
<td>Business</td>
<td>Private</td>
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<tr>
<td>Mike Wolonik</td>
<td>Organized Labor</td>
<td>Public</td>
</tr>
<tr>
<td>Tony Wood</td>
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<td>Private</td>
</tr>
<tr>
<td>Clay Kubicek</td>
<td>Business</td>
<td>Private</td>
</tr>
</tbody>
</table>
(ii) Board Activities. Provide a description of the activities that will assist Local Board members and staff in carrying out Local Board functions effectively.

LA V will utilize several activities to assist local board members and staff in carrying out local board functions effectively. The following details the functions of the LA V Board as well as the responsibilities of the four committees that provide strategic guidance of the day-to-day activities of the workforce system in LA V. The functions of the local board shall include the following:

1. Local plan - Develop and submit a local plan to the Department of Commerce.

2. Convene local workforce development system stakeholders to assist in the development of the local plan [and] in carrying out the functions described in this subsection.

3. Employer engagement - Lead efforts to engage with a diverse range of employers to promote business representation on the Board and to develop effective linkages with employers.

4. Ensure that workforce activities meet the needs of employers and support economic growth and develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers of LA V.

5. Career pathways development - Lead efforts in the local area to develop and implement career pathways that align with in-demand occupations.

6. Proven and promising practices - Lead efforts in the local area to identify and promote workforce development best practices that align with local and regional needs.

7. Technology - Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and jobseekers.

8. Program oversight - Conduct oversight for local adult and youth employment and training activities, the one-stop delivery system in the local area and ensure the appropriate use and management of the funds [and] ensure the appropriate use, management, and investment of funds to maximize performance outcomes. Appoint a local Equal Employment Opportunity Officer to review complaints and provide training and oversight to all programs.

9. Negotiation of local performance accountability measures - Negotiate and reach agreement on local performance accountability measures with the Department of Commerce.

10. Coordination with education providers - Coordinate activities with education and training providers in the local area.

11. Budget and administration - Develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected officials. The chief elected officials in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds.
allocated to the local area under sections 128 and 133.

(12) Accessibility for individuals with disabilities - Annually assess the physical and programmatic accessibility for customers of the workforce system.

LA V will use designated standing committees to assist with operational and other issues related to the one-stop delivery system, which may include representatives of the one-stop core partners as members. The following are the standing committees and a description of their functions:

A **Youth Committee** will be used to assist with planning, operational, and other issues related to provision of youth services, which shall include community-based organizations with demonstrated record of success in serving eligible youth. The Youth Committee will be focused on placing a priority on out of school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches to be adopted on a wider scale. The group will identify best practices and will incorporate where appropriate.

The **Business Services Committee** will be designated to promote engagement of a diverse range of employers to support their utilization of and participation in the local workforce system. The committee will help in development of strategies for the workforce staff in strengthening connections with employers. The committee will assist in the establishment of performance indicators on the effectiveness of services to employers. The group will enhance the communication among economic development entities that will support economic growth in LA V.

The **Fiscal Committee** will be comprised of members of the Executive Committee of the Board. The committee will convene members to address strategic and fiscal preparedness for the requirements of WIOA. The group will determine needed and required fiscal and monitoring policies, review current allocation methodology, review operational budgets and review resource sharing and infrastructure costs.

Under WIOA, the **Operations Committee** will develop measurement parameters to assess the effectiveness, accessibility, and continuous improvement of the local workforce system. The committee will assist in the integration of needed and available resources and services in the system to meet the workforce development and employment needs of the local employers and job seekers.

*(B) Chief Elected Officials Board –*
Membership Roster. Provide a membership roster for the Chief Elected Officials Board, including members’ governmental affiliations.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lonie Addis</td>
<td>County Commissioner</td>
<td>Reg. 2 - Cherokee, Labette &amp; Neosho</td>
</tr>
<tr>
<td>Eugene Highberger</td>
<td>County Commissioner</td>
<td>Reg. 4 - Anderson, Allen, Wilson &amp; Woodson</td>
</tr>
</tbody>
</table>
Vacant County Commissioner Reg. 3 - Chautauqua, Elk, & Montgomery
Bonnie (Rob) Roberts County Commissioner Reg. 5 - Miami, Linn, Bourbon & Crawford
Robert Saueressig County Commissioner Reg. 1 - Coffey, Greenwood & Lyon

(4) Program Data

(A) Data Entry and Integrity. Describe the policies the Local Board will establish to ensure participant data is recorded in a timely manner and the procedure for assessing the implementation of the policies.

To meet required reporting and performance measures, service and outcome data for LA V workforce system customers must be timely and accurately entered into the KANSASWORKS system. This data is used to generate reports and information that the Kansas Department of Commerce and Boards use to:

• manage, monitor, and assess Board performance;
• fulfill reporting requirements of the U.S. Department of Labor, U.S. Department of Health and Human Services, and the Veterans Commission.

The LA V Board will develop a policy to ensure that data are entered on a daily or other regular basis throughout the month and to ensure that the most up-to-date information is available for reporting,

(i) Describe the Local Board’s procedure for requiring, at a minimum, weekly data entry of all participant enrollments/co-enrollments.

LA V will review and update, if needed, current existing procedure related to staff data entry of customer enrollments and file management. LA V requires that data entry be entered by staff on a consistent and expedient basis, and that any potential delays are documented at the time they occur and passed on to the management team for review and any necessary resolution.

(ii) Describe the Local Board procedure to require Local Board staff and Operator staff to enter participant activity when it occurs, or within two days of the activity.

LA V requires that program staff input data into the KANSASWORKS case management system at the time that program activity occurs, including enrollment, initiation of employment or training service and required contact through the duration of a customer’s participation in such programs as WIOA, KHPOP or other intensive case management programs. Delays in data entry are required to be documented in a timely manner and provided to the appropriate supervisor for review and resolution.

Labor Exchange services provided by Wagner-Peyser or Board staff are expected to be entered on the same day that the service was received by the customer or entered by the next business day if restricted by time constraints or staffing.
Describe how the Local Board’s data policies will support assessment and evaluation of the Local Workforce System, including all local partners.

LA V will continue, and update if necessary, its data validation policy for all intensive case managed program including WIOA Adult, Dislocated Worker and Youth programs, and all other case managed programs. LA V data validation includes review by management staff on a monthly, bi-monthly and quarterly basis of system data entry, required customer contact and fiscal processes. Core programs are also monitored on a quarterly basis by a contracted monitor. Monitoring reports are provided to the Board for review and are utilized to correct, adjust and improve current operational procedures. LA V will work with Wagner-Peyser formal management to ensure that employment services and the required data entry entered by Wagner-Peyser staff are accurate and complete.

Planning Note: Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education.

Assessment of Participants’ Post-Program Success.
Describe how the Local Board will assess the progress of participants who are exiting from core programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment. Local Areas may choose to set additional indicators of performance.

LA V will use the federal measures prescribed in WIOA to measure participants’ post-program success. Available data supports the evaluation of programs at the local level. The service delivery model and economic conditions will be assessed annually against the outcomes achieved during the prior year. Options for continuous improvement will be discussed and performance targets will be adjusted accordingly.

Adult Basic Education will track participants who have exited into employment and postsecondary education. A wage record match will be conducted to determine employment of adult education and literacy participants following program exit. The wage record match occurs through an agreement with the Kansas Department of Labor. Participants will be tracked into postsecondary education. Vocational Rehabilitation receives UI wage data through the Kansas Department of Labor and will track client progress in maintaining employment through the four quarter period following closure.

Participant Tracking Outside of the Use of Unemployment Insurance (UI) Wage Record Data.
Explain how the Local Area will track participant employment outcomes, including wages and retention, other than through the use of UI Wage Data.

In addition to the UI wage match data that occurs at the state level, LA V will, as included in local policy, continue to conduct follow-up with exited participants to confirm continued employment and to verify wages. These contacts will occur by phone, U.S. mail, or via electronic means (e-mail, Facebook, or other social media tools). LA V will also coordinate with core and community partners to track participant outcomes for shared customers and will utilize required release of information documents to obtain employment data from employers that may not be
required to participate in the state UI system.

(D) Privacy Safeguards.

Describe the privacy safeguards incorporated in the Local Area’s workforce development system, including safeguards required by section 444 of the General Education Provisions Act (20 U.S.C. 1232g) and other applicable Federal laws.

State law, rule and policy provide security controls to govern processes, procedures, data systems, information release, and audits at the local level. These controls are designed to make sure all confidential information is protected from the time the information is received to the time it is destroyed. Employees and partners are also trained on the appropriate use and security of confidential information, and the penalties for its misuse.

To protect Personally Identifiable Information (PII), LA V adheres to USDOL guidance provided in Training and Employment Guidance Letter 39-11, “Guidance on the Handling and Protection of PII” as well as 444 of the General Education Provisions Act (20 U.S.C. 1232g). Whenever possible, LA V will continue to use unique identifiers (participant identification number - PID) issued through KANSASWORKS for participant tracking instead of Social Security Numbers (SSNs). While SSNs may initially be required for performance tracking purposes, subsequently staff will use a unique identifier referred to as a PID to link each individual record back to the SSN. Once the SSN is entered for performance tracking, the PID will be used in place of the SSN for tracking purposes.

Maintaining data confidentiality is contained in a program layer within the State data tracking system KANSASWORKS. Workforce center staff must collect data in order to document eligibility and provide services for customers. LA V staff and partners will make every effort to collect and store data in a manner that ensures it will not be accessible to anyone without authorized access. Data collected will only be used to document eligibility for the provision of a WIOA or other approved grant service. Any other use of customer data will require written consent from the customer or customer’s parent/legal guardian. Upon request, data can be released to the subject of the information.

Access to Data: Upon request, LA V shall make available to its designated agents, as well as to government authorities and its designated agents, access to all documents and working papers. Access includes the right of designated agents to obtain copies of working documents, as is reasonable and necessary to determine compliance with and ensure enforcement of the provisions of the Workforce Innovation and Opportunity Act.

(5) Priority of Service for Veterans.

Describe how the Local Board will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the Department of Labor. Additionally, describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program’s Disabled Veterans’ Outreach Program (DVOP) specialist.
In accordance with the Jobs for Veterans Act of 2002 and the Veterans’ Benefits, Health Care, and Information Technology Act of 2006, LA V offers covered Veterans and eligible spouses “Priority of Service.” The purpose of Priority of Service is to give first consideration for program participation to covered Veterans and eligible spouses who also meet the eligibility criteria of a USDOL training, employment, or placement service in any workforce preparation program. A covered Veteran or an eligible spouse must receive access to services earlier in time than a non-covered person or, if resources or space is limited, the covered Veteran or eligible spouse must receive access to the service instead of, or before, the non-covered person.

To receive Veterans Priority of Service for a specific program, a Veteran or eligible spouse must meet the statutory definition of a “covered person” and also must meet any other statutory eligibly requirement applicable to the program. Depending on the type of service or resource being provided, Priority of Service may mean:

- Covered person gains access to services or resources earlier than the non-covered persons;
- Covered person receives service or resources instead of a non-covered person when resources are limited.

Veterans Priority of Service should take precedence before applying WIOA Priority of Service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

For universal access programs, such as Wagner-Peyser services, covered persons must receive Priority of Service over all other program participants. However, for programs with specific eligibility criteria, such as the WIOA Title I Adult program, covered persons must first meet all statutory eligibility requirements for the program to receive Priority of Service. For programs that target specific populations without statutory mandate, covered persons must receive the highest priority for enrollment, similarly to the Priority of Service applied to universal access programs. LA V understands that Priority of Service must be followed. As established by statute, LA V understands that we do not have the discretion to establish further priorities within the overall Priority of Service; this right is reserved for the U.S. Secretary of Labor only.

LA V ensures that the local workforce area incorporates a Veterans Priority of Service policy that is consistent with the requirements of State policy and the law.

Identifying Veteran Status

Each LA V workforce center will inform covered persons, that by identifying as a Veteran or covered spouse, they are entitled to Priority of Service. In Local Area V the designated veteran representatives are Disabled Veterans Outreach Program (DVOP) reps. They are also to ensure that signage and detailed sign-in sheets exist at both the physical service delivery point and through the KANSASWORKS service delivery point. Also, one of their responsibilities is to ensure that each local office incorporates the Veteran’s Initial Intake Form (VIIF) when a customer identifies themselves as a veteran or a covered spouse. This will assist in the determining if the customer qualifies for additional intensive services from the
LA V staff will ensure that covered Veterans and eligible spouses are made aware of:

- Priority of Service entitlement;
- The full array of employment training and placement services available; and,
- Applicable eligibility requirements for programs and services.

Verifying Veteran Status

Any individual self-identifying as a covered person should be provided immediate priority in the delivery of employment and training services. No covered person should be denied access on a priority basis to any services provided by program staff in order to verify covered person status.

The only services that require eligibility verification are those that involve the use of outside resources, such as classroom training. For example, to receive training services under WIOA Title I programs, veteran status must be verified. In cases such as these, verification is only necessary where a decision is made to commit outside resources to a covered person over another individual. For all other purposes, covered persons should be enrolled and provided immediate priority before providing verification as a covered person.

It is neither necessary nor appropriate for any staff to require verification of the status of a Veteran or eligible spouse at the point of entry, unless the individual who self-identifies as a covered Veteran or eligible spouse:

1. Is to immediately undergo eligibility determination and must be registered or enrolled in a program; or,
2. The applicable Federal program rules require verification of covered Veteran or eligible spouse status at that time.

To receive Priority of Service for career services, covered persons may self-attest their Veteran or eligible spouse status. To receive training services under WIOA, however, Veteran status must be verified.

Addressing the Accessibility of the One-Stop Delivery System.

Describe how the Local one-stop delivery system (including one-stop center operators and the one-stop delivery system partners), will comply with section 188 of WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the Local Area’s one-stop center accessibility compliance policy.

Current practices in LA V designed to broaden the composition of those considered for participation
and employment at the LA V Workforce Centers include but are not limited to the following:

- Designated bilingual positions postings
- Recruitment of applicants with bilingual skills and experience
- Identification and testing of staff with bilingual skills
- Information exchange and collaboration with community organizations regarding translators, interpreters and resources for Limited English Proficiency
- Publication of selected materials in languages other than English.
- Use of telephone interpreters and contract interpreters as needed to provide language assistance to customers on a case-by-case basis.
- Disability awareness and cultural sensitivity training for staffs
- Accessibility to auxiliary aids and assistive devices and staff who have been trained
- Participation in local and statewide job related events. Among these are job fairs, school career days, media features stories, seminars and networking groups.

LA V is in compliance with all nondiscrimination and equal opportunity requirements provided for in federal and state law and regulations. LA V’s Equal Access for Persons with Disabilities document the actions and policies the state takes to ensure compliance. The LA V Board is responsible for implementing and monitoring compliance with nondiscrimination and equal opportunity provisions of WIOA, ADA and other relevant laws and regulations.

The LA V workforce centers strive to be physically and programmatically accessible to all customers, including individuals with disabilities. We are currently working with the Department of Commerce to improve the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. To further support service to individuals with limited English proficiency, LA V employs bilingual staff.

The LA V Board mandates that all workforce centers provide reasonable accommodations, reasonable modifications, architectural accessibility, programmatic accessibility, and accessibility for persons with disabilities. We continue to work on equipping each workforce center adequately with assistive technologies and accessibility features to meet the needs of our customers. Staff members will be trained on the maintenance and operation of available assistive technology devices.

A recent evaluation of the accessibility equipment was conducted by Assistive Technology for Kansans (ATK). The evaluation provided a recommendation to each workforce area in the state to determine compliance with ADA. We are currently working to bring of the centers in compliance for physical accessibility and information technology accessibility. The workforce system accessibility will be evaluated annually to be sure that LA V residents with a disability are able to fully avail themselves to services.

LA V staff members receive training on disability awareness which includes sensitivity and etiquette, outreach for employers and guidance concerning Social Security and related topics.

LA V offers a variety of resources and information on services available to persons with disabilities including: information on training opportunities and links to online training; technology guides for using screen enlargement software, and screen reading software.
IV. COORDINATION WITH COMBINED STATE PLAN PROGRAMS.

*Describe the methods used for joint planning of the local core programs, community-based organizations and the other programs and activities covered by the Combined State Plan.*

LA V employs Core Partner meetings on a quarterly and occasionally monthly or bi-monthly schedule to discuss programs and services being offered, changes to partner programs and updates on local and regional initiatives that will impact our local programs and communities. Core Partner meetings are instrumental in assisting with refining and improving our service delivery as each partner agency has a seat at the table to offer suggestions, provide best practices and continue to more fully integrate all of our services under WIOA. LA V also holds local partner meetings in some of its workforce center locations that bring together agencies, community groups and training partners to discuss specific city and local county opportunities and challenges. These local meetings provide a chance to share information and educate other partners on what services each organization can provide to the community. LA V will look to expand these meetings to more localities within our area as part of our continued plan to provide and make available workforce services to all of our 17 counties.
Part II

I. Specific Local Area Procedures, Policies and Practices

(a) Workforce Center Organization.
Describe each Workforce Center organization and delivery systems for the programs covered in the plan, including the organizational structure.

LOCAL AREA V—ONE-STOP SYSTEM STRUCTURE

LOCAL CHIEF ELECTED OFFICIALS BOARD
Rob Roberts, Chair

LOCAL WORKFORCE DEVELOPMENT BOARD
Virginia Crossland-Macha, Chair

MANAGEMENT TEAM
Leanne Kehres, Executive Director
Irene Brennon, Project Director
Lynn Minor, Fiscal/HR Manager
Joe Sharpe, Operations Manager
Janet Reppert, Youth Program Director
Matt McNally, Assistant Program Director
Jon Pettus, Regional Operations Manager

Fiscal Committee
Youth Committee
Operations Committee
Business Services Committee

ONE-STOP PARTNERS

Adult Education
- Emporia - Lyon and Coffey counties
- Pittsburg - Crawford, Bourbon and Cherokee counties
- Paola - Miami, Linn and Anderson counties
- Chanute - Labette, Neosho, Montgomery, Allen and Bourbon counties

Department of Commerce
- Wagner-Peyser
- TAA
- Veterans Programs
- RESEA

WIOA Title I
- Adult
- Dislocated Worker
- Youth

Hint Hills Job Corps

WIOA removes the sequence of services for customers, instead instituting a “No Wrong Door” approach for customers seeking workforce programs. LA V will utilize this approach, in conjunction with our Core
Partners, to ensure that customer flow is open and that services and programs are available at whatever entry point the customer may interact with the workforce system. The following two charts illustrate what LA V and its Core Partners can provide and how customers may access shared resources and services.
i. **Describe how each Workforce Center will implement Functional Management as required in State Board Policy.**

LA V has been operating with a functional management model as required by State Board Policy. The purpose of the model is to provide a truly seamless workforce system to all customers, both job seekers and employers and to improve their access to quality services. At the same time, it also reduces management duplication.

All customers of LA V experience workforce centers as seamless, service-driven facilities, served by dedicated staff of Southeast KANSASWORKS rather than by staff of individual partner agencies. All partner staff members of each facility understand the function they are to serve, creating increased responsiveness to customer needs. LA V has a single, identifiable person who is responsible for the day-to-day operation of the workforce system. This individual has the authority to direct the function(s) of each staff member.

In LA V, there are four functional teams. They are as follows:
Welcome Team
Those staff serving in the Welcome Function will strive to meet all customers at the front door and will not wait passively behind the desk for customers to come to them. Welcome Function staff work with customers to determine the best set of services available for each job seeker. This team processes Kansasworks.com registrations, conducts a preliminary evaluation of service needs based on the job seeker's skills and interests and provides access to labor market information (in center and online). This team coordinates with the Skills/Employment and Business Services teams to manage and direct job seekers to appropriate services.

Every new job seeker will receive a service-needs evaluation and will be offered a skills assessment in the welcoming process. This includes determination of the customer’s need for auxiliary aides and services (e.g. sign language interpreter, Braille or large print documents, assistance with completing forms, etc.) in order to access workforce services. If a job seeker desires a skills assessment, he or she will be channeled to the Skills/Employment Function. The service-needs evaluation will assist in triaging individuals to the next appropriate set of services. Service choices may include:

- Greeting
- Orientation to center services
- Identification of basic skills deficits
- Referral to next service/functional service team
- Registration – real-time data entry into the system
- Resource Room services
- Self-assisted referral and placement

Skill Development Team
This functional team is responsible for implementing the service strategies for new job seekers as recommended by the Welcome Function team and providing ongoing assistance to returning job seekers based on need. This team provides information on intensive job search methods and best practices, provides skill assessments, creates training and skill development plans and promotes training opportunities. Innovative service delivery is guided through the use of comprehensive labor market information. Service choices may include:

- Basic skills training
- Comprehensive assessment
- Career Ladders counseling
- Provision of Labor Market Information
- Skills certification
- Individual Training Accounts
- Customized training
- Pre-vocational training
- Registered Apprenticeship
- Referrals to community services
- Workshops
- Employment retention
**Business Services Team**

Every staff member assigned to the Business Services Team shall build relationships with employers, identify opportunities to address the human resource challenges of employers, and market a robust product line designed to assist them in meeting their human resource needs. Business Services staff shall ensure the entire array of KANSASWORKS employer products and services are offered. Specific team functions shall include:

- Business outreach
- Recruitment and referral for priority industry job vacancies through KANSASWORKS.com
- Job seeker qualifications review
- Provision of economic, business and workforce trends
- Organized service delivery around priority industry system
- Information on human resource services
- Referral to community services

**Youth Team**

The focus on Youth services will be on out of school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches to be adopted on a wider scale. Each LA V workforce location has dedicated Youth Career Advisers to provide case management services.

- Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential;
- Preparation for postsecondary educational and training opportunities; Strong linkages between academic instruction and occupational education leading to the attainment of recognized postsecondary credentials;
- Preparation for unsubsidized employment opportunities, in appropriate cases; and
- Effective connections to employers, including small employers in in-demand industry sectors and occupations of the local and regional labor markets
- Referral to community services

*ii. Include an organizational chart for each Workforce Center illustrating Functional Management.*

Listed below is an organizational chart identifying the area wide Functional Management structure. Immediately following the area wide chart are organizational charts for each workforce center location in LA V.
FUNCTIONAL ORGANIZATION CHART

Paola Workforce Center
- Project Director
  - Irene Brenon
- Fiscal Manager
  - Lynn Minor
  - Welcome Team
    - Jon Pettus
      - Paola Career Advisor
        - Tracey Wade
    - Skill Development Team
      - Joe Sharpe
        - Asst. Operations Manager
          - Matt McNally
        - Paola Career Advisor
          - Marisa Henness
        - Paola Career Advisor
          - Tracey Wade
        - Regional TAA Specialist
          - Tom Gibson
        - Emporia Veteran's Rep
          - Richard Snook
    - Youth Services Team
      - Janet Reppert (EEO)
        - Paola Career Advisor
          - Marisa Henness
    - Business Service Team
      - Irene Brenon
        - Paola Business Service Rep
          - Chasity Trosel

= KANSASWORKS User Group
= Staff assistance provided in Career Center
- = Board Office
- = Emporia Office
- = Independence Office
- = Paola Office
- = Pittsburg Office
- = Chanute Office

All Staff with the asterisk are shared on the Welcome Team
FUNCTIONAL ORGANIZATION CHART

Pittsburg Workforce Center

Fiscal Manager
Lynn Minor

Project Director
Irene Brenon

Welcome Team
Jon Pettus
- Pittsburg Program Specialist
  Debbie Cherry

Skill Development Team
Joe Sharpe
- Asst. Operations Manager
  Matt McNally
- Pittsburg Career Advisor
  Gareth Eldred
- Pittsburg Career Advisor
  Mindy McConkie
- Pittsburg Program Specialist
  Wendy Justice
- Pittsburg Veteran’s Rep (DVOP)
  Mike Felczak

Youth Services Team
Janet Reppert (EEO)
- Pittsburg Youth Career Advisor
  Christine Abbott

Business Service Team
Irene Brenon
- Pittsburg Business Service Specialist
  Jolene Ray

= KANSASWORKS User Group
= Staff assistance provided in Career Center
- = Board Office
- = Emporia Office
- = Independence Office
- = Paola Office
- = Pittsburg Office
- = Chanute Office
(b) Workforce Center Service Delivery.

Describe how the local workforce system will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Workforce Center staff will ensure access to services for all customers through Kansasworks.com registration and other activities available within the workforce center. LA V will adhere to the WIOA policies and rules as it pertains to services for eligible individuals in need of training and education services and will implement policies and procedures to assure services for those most in need. Staff will work closely with customers in need of targeted services to help develop individual employment plans that align their education and/or skill upgrade requirements with our local demand occupations. Not all customers will enter into occupational training, so LA V will continue to develop and implement earn-and-learn job opportunities with employers through on-the-job training, paid internships and apprenticeships. Work based learning programs act like stepping stones for employment from initial entry, continuing advancement, to long-term career establishment. LA V will provide access to the Kansas WorkReady Certificate, an excellent example of a portable, employer recognized certificate that can assist in job search and in employment retention.

iii. Describe how the Local Area Board will facilitate the development of career pathways and co-enrollment in core programs which expand access to activities leading to a recognized postsecondary.

LA V will facilitate conversations between our postsecondary education providers, Adult Basic Education and other core partners to ensure that common customers, who may be dual enrolled if applicable to their career goals, have knowledge of and easy access to in-demand occupational training. LA V will also continue to work our Employer partners to assess their need for customized certifications and how our training providers can be flexible to meet the needs of job seekers and employers with short term, industry focused training that leads to recognized credentials.

iv. Describe how the Local Area Board will ensure equal access to comprehensive services throughout the Program Year (i.e. quarterly fund expenditure limits; reserving percentage of funds for late-year training activities, etc.).

LA V continues to serve customers in new and creative ways that promote expanded access. Demand for services funded through the WIOA Adult program typically result in limited availability of funds by the midway mark of the Program Year. In an effort to continue meeting the needs of customers that would qualify as WIOA Adults, LA V will leverage co-case management and dual enrollment with Core Partners like the TANF program (Kansas Department of Children and Families). Customers would receive intensive case management and job search assistance via WIOA case managers while assistance for training could be provided via TANF funding.

In addition, LA V will promote opportunities for training through the Kansas Health Profession Opportunity grant (KHPOP), a five-year impact study running through 2020 funded by United States Department of Health and Human Services that focuses on low income adults seeking to enter Allied Health occupations. Customers interested in healthcare occupations via training and career laddering may be selected for KHPOP enrollment and receive their ongoing training and supportive service assistance through that program. LA V expects, at minimum, 80 KHPOP enrollments a year through the duration of the Impact Study. Based on historical participation in the prior KHPOP program, these
customers would have otherwise been served out of WIOA Adult funding.

LA V will implement a strategy of targeted dual enrollment to aid potential reservation of funds for later program year training. By working toward ensuring that WIOA Adult funds are accessible throughout the entire program year, enrollment opportunities for customers will not necessarily limited to the time of year in which they apply for services.

LA V has a demonstrated track record of providing our business customers with work based learning opportunities in a variety of occupations and industries. By reserving WIOA funds by leveraging other resources for job seeker customers, we are able to be flexible to our Employer hiring needs and timeline. This ensures that an employer or industry partner that begins to ramp up their hiring at any time during the year will still have access to work based learning assistance such as On-the-Job Training reimbursement.

(C) Employer Engagement and Service Delivery.

Describe how the Local Area Board will facilitate engagement of multiple employers, including small employers in in-demand industry sectors and occupations, and how it will include the entire local workforce system in the development and delivery of employer services.

The LA V Business Service Team (BST) works with area employers to identify their talent needs and refer qualified candidates to fill those positions. This includes referring candidates for on-the-job or customized training where the referred individual is not immediately ready to take on the full duties of the position. The BST will have access to labor market information that can be helpful to employers in setting wages and benefits that will attract high-quality candidates. Employers also have access to Kansasworks.com, the statewide online job posting system.

v. Describe how the Local Area Board will include Core and Required Partners in development and delivery of coordinated employer services.

BST will communicate and collaborate with core partners and other community organizations which may have direct liaison activities with employers and regional economic development partners to avoid business fatigue from multiple contacts and ensure coordination of services. This will also include coordination and connection with school districts, career and technical centers and post-secondary education providers who can serve as a source of talent for employers.

vi. Describe how the Local Area Board will engage businesses which provide potential employment opportunities for all job seekers once barriers to employment are removed.

The BST assists businesses to understand and obtain the best value possible from the services offered through LA V. To this end, the BST will evaluate potential employers that are willing to give consideration to job candidates who have addressed the issues that prevented them from employment in the past.

vii. Describe any policies or procedures the Local Area Board uses to ensure all employers with in-demand jobs are provided equal access employer services.

BST employer engagement and outreach activities focus on in-demand industries and small employers. Sector Partnerships provide an opportunity to focus on specific industries. LA V staff focus on supporting
employers in the healthcare, manufacturing, and professional services industries with their workforce needs. Most employers in these industries (and throughout LA V) are small businesses and because of this the LA V will seek to form strategic partnerships with local economic development agencies, chambers of commerce and a variety of business associations. These partners are key to engaging small business and the BST’s ability to assist with solutions to their workforce challenges. Staff will serve on local advisory boards and chamber committees in order to gain contacts with employers of all size.

**Specific Work-based Strategies to Serve both individuals and Employers.**

Describe the policies and or procedures the Local Area Board will institute to implement work-based training.

Work-based learning (WBL) provides more opportunities for workers to earn income while gaining critical job skills. The positive impact to workers, employers, and the economy is substantial through properly implemented and effective work-based learning programs. The following three sections detail the policies and procedures for the LA V WBL components:

viii. Describe Local Area Board policies and procedures for providing incumbent worker and customized training programs.

LA V has the option to set aside a percentage of its annual Adult and Dislocated Worker funding for incumbent worker training. Due to limited amount of funds available for incumbent worker projects, the LA V staff must be involved in any customized training program from the outset in order to plan, budget and prioritize projects. If local funds are limited, LA V will request State-Set-Aside funds.

Incumbent worker training can be considered for customers as long the following requirements are met:

- Chooses to voluntarily upgrade skills or
- Is identified by his/her employer to be in need of skills upgrade to retain employment and
- Will receive an income of no less than 100% of the current wage upon successful completion of training.

Incumbent worker initiatives will only be conducted in demand occupations identified in LA V. Employer partner projects requesting assistance through incumbent worker training will be given priority in the following categories.

- address a strategy to avoid a significant layoff
- identify a model that will make Kansas’ current or future workforce more competitive
- allow employees to achieve significant upgrade in skills
- operate industries or programs that have been targeted by the Local Workforce Investment Board
- address a significant occupational demand, and/or
- demonstrate strong partnerships with a Local Workforce Investment Board in the identification, development and delivery of the project.

LA V policy requires the following additional criteria for employer partners in these projects.

- Is located in LA V and has been in operation in Kansas for at least three years prior to the application date;
- Is current on all federal, state and local obligations, including compliance with existing employment, health and safety laws and regulations;
● Provides a 50% matching cash contribution to the project (50% cash match must be from the business’ resources. The match cannot come from federal, state, other public or private funding, or in-kind contributions); match may include those extraordinary costs associated with the costs of employing and training the incumbent worker (i.e. wages, instruction, equipment/materials required for training) but does not include normal fixed costs of operation (i.e. overhead, workplace facilities, utilities, equipment/materials used to produce goods for sale);
● Demonstrates a commitment to retaining operations and employees in Kansas;
● Is willing to support and build the local workforce investment system through continued use of programs and services under the oversight of the board;
● Commits to retaining employees once the individual has successfully completed the IWT; the training must result in obtaining or retaining full-time employment.

Training must be industry or company specific and provide technical and skill upgrades. Training may be conducted at the applicant’s facility, at a public or private training provider site or at a combination of sites best meeting the needs of the organization. LA V allows the following types of training for employer projects meeting the above criteria:

● Customized occupational training designed to meet the special requirements of an employer (including a group of employers) conducted with a commitment by the employer to continue to employ an individual upon successful completion of the training.
● Customized on-the-job training relating to the introduction of new technologies, introduction to new production or service procedures, or upgrading to new jobs requiring additional skills.
● Any combination of on-the-job training and classroom instruction necessary to provide the worker the necessary skills to perform the job or upgrade their skills.
● Training certifications, licenses, credentials
● Training Software and Information Technology

ix. Describe Local Area Board policies and procedures for proving On-the-Job training.

On-the-job training (OJT) is accomplished while the client is engaged in productive work for an employer, either in the public or private sector. An OJT must provide occupationally specific knowledge and skills essential to the full and adequate performance of the job that is delivered by the employer. The client is referred by LA V staff to the employer after an assessment and occupational planning are completed. The client must have an offer of employment by the employer and have an OJT contract authorized by LA V staff before training commences. On-the-job training may include training programs operated by the private sector including those operated by labor organizations or by consortium of private employers utilizing the employer’s on-site facilities, equipment, and personnel to train workers.

Businesses seeking LA V funding for OJTs need to be currently on all federal, state and local obligations and be compliant with existing employment, health and safety law and regulations in their operating area. Each business must have been in operation within the state of Kansas for a minimum of 120 calendar days and be able to demonstrate a commitment to retaining operations within Kansas to help support, and build, the local economy. No company is allowed to utilize any OJT funding to displace current employees, deter unionization or have experienced a layoff or reduction of work force over the previous 12 months where any employee is subject to recall or has recall rights for posted positions or
possess the minimum qualifications for said posted position. (Additional Business Eligibility Criteria is located in the WIOA Adult/Dislocated Policy)

All business participating in the OJT program in LA V needs to be responsible for accurate time reporting and attendance of each OJT participant. During the contracted period of the OJT, overtime will not be reimbursed at the employer’s rate, instead any hours worked will be at the contracted reimbursement rate, although the Employer will still be required to pay their employee under relevant Kansas Overtime regulations. LA V requires only the tracking of hours worked by an OJT employee, recognizing that OJT reimbursement is offered to offset the extraordinary cost of training incurred by an employer for an employee with an identified skill gap. Sick leave, vacation and or personal leave are not reimbursable hours. LA V employers entering into an OJT understands that they will provide workers compensation insurance coverage and contribute to unemployment insurance for the participant as well as complying with all applicable laws, ordinances of State, Federal and local governments as they would with any unsubsidized employee.

Local businesses are selected for possible OJTs based on their entry level wage, or wage for posted positions in which an OJT is established for. This wage needs to meet or exceed the self-sufficiency guidelines established in LA V unless granted a waiver by the Program Director. Additional criteria includes: stability of the employer and its workforce, work schedules, environment, available supervision and previous placement and retention of completed OJTs. With the goal being unsubsidized, full time, employment after the successful completion of any OJT, it is pertinent that each business stay in communication with the LA V representative to convey issues with participant performance, duration of training or changes in training tasks. This communication allows a fostering of professionalism and drive that expands on the needs of local employers and keeps LA V engrained in the local labor market and the changes in the local, and regional, economies.

**Determination of Contract Lengths and Reimbursements:**

All OJT contracts established within LA V have a maximum length of time that cannot exceed 6 months, without the written permission of the Project Director; these written exceptions cannot exceed 12 months in total duration. OJT payments made to the employer for training purposes are negotiated on each individual contract, based on 50% of the hourly wage. Every OJT contract has the ability to be written up to a maximum 7000.00 limit, without special exception, based on the hourly wage reimbursement and duration of the contract. When determining the eligibility of a position listed by a business who is interested in an OJT, several factors are taken into account. The minimum entry wage for an OJT enrollment will be no less than federal minimum wage or an amount that will, according to the size of the participant’s family, provide wages that meet or exceed the self-sufficiency level in LA V. OJT contracts paying less than the LA V definition for “self-sufficiency” will require the Project Director’s approval. Positions that derive income that is based on commission, incentives, per mile or a piece-rate will not be eligible for the OJT program in LA V. Each participant taking part in an OJT is required to be eligible for the same benefits, compensation and wage increases as similar trainees or employees situated in similar occupations by the same employer if they have similar training, experience and skills. Each OJT contract length is based the United States Department of Labor (DOL) O*Net occupational code, for the listed position. Within each occupational code listed by DOL lies the SVP (Specific Vocational Preparation) level indicating the average length of time that DOL has determined it would take to be properly trained for proficient output. Based on the SVP level and its overall length of time for training, LAV has established a crosswalk of SVP levels to maximum weeks that training can be reimbursed. These maximum hours are the parameters in which LA V Staff work within when identifying
the contractual length in which the individual participant would need to utilize in order to fulfill the requirements of the business. LA V staff also utilize a breakdown of the participant’s prior education, relevant work experience and the job requirements of the OJT position when determining the final allowable reimbursement.

Employers must notify a LA V workforce center and request a list of possible referrals from an applicant pool prior to making a hiring decision. LA V will review eligible customer’s skills, abilities, aptitudes and interests. They will then make appropriate referrals. Referrals from employers may be accepted for OJT only if the customer’s assessment and employment plan documents an OJT would be an appropriate training activity.

LA V Pattern of Failure: The granting of further agreements to existing OJT employers will be based on the performance of that employer at it relates to previous OJT contracts and to current laws and policies. The Project Director has the ultimate authority to deny OJT contracts to an employer who has not demonstrated acceptable performance standards.

LA V’s Pattern of failure is defined as:
Employers unable to maintain a suitable retention rate of not less than 75% of OJT participants. A suitable retention rate for participants is a minimum of 12-months from the date of hire. Employers that are unable to meet the suitable retention rate for participants with wages and working conditions at the same level and to the same extent as other similarly situated employees shall be ineligible to enter into further WIOA OJT contracts. Dismissal of OJT participants due to economic factors that impact the employer or additional employees shall not constitute a pattern of failure.

x. Describe any policies or procedures the Local Area Board uses to develop career pathways with industry input which include a work-based element.

LA V will convene education and employer partners, as well as community-based organizations and other stakeholders, to identify the intersection of potential collaborative work and develop Sector Partnerships. Partner roles and responsibilities will be established and partner resources will be identified so there is a global understanding of the resources each partner brings to the table and for which outcomes they are accountable. Key industry leaders from targeted industries will be engaged to ensure our career pathways align with business needs. Adult Education partners will be engaged to ensure English language acquisition and Basic Skills students have entry points to the pathways. Vocational Rehabilitation providers will be involved so individuals with disabilities are well served in pathways to integrated competitive employment.

A labor market analysis will be conducted to identify high demand and growing industries. Labor Market Information (LMI) will be used to learn what skills employers are looking for, which occupations in our area are growing, which industries are hiring, what working conditions are like for specific industries, and what education and training is need.

LA V will work to sustain and expand business partnerships. Employers will have multiple roles in the career pathway development including, affirming the required certificates and credentials needed, help with designing education and training programs, providing mentoring or work-based learning opportunities, and affirming the set of foundational academic, work readiness, and technical skills,
abilities and knowledge needed for occupations within the pathway.

Partners will work together to identify existing education/training partnership activities, using the WIOA career pathway definition, and identify areas needing growth. Pathways will be developed with multiple entry and exit points for WIOA title I adults, especially priority of service populations, and out-of-school youth population. LA V will allocate resources to support individuals in career pathway programs in order to provide career services, case management, and comprehensive supportive services.

Paid Internships and paid Work Experience opportunities are a core element in assisting customers in their career pathways. LA V offers Youth Program participants access to paid and unpaid work experience opportunities with local worksites, where LA V is the employer of record and local businesses and organizations offer supervision and a place of work in occupations and positions that align with the customers stated career goal. LA V will also explore these same paid internship/work experience opportunities for Adult customers for transitional jobs now allowed under WIOA. Work based programs in this case will target customers who are unemployed or have an inconsistent work history, to try and establish a work history for the customer that demonstrates success in the workplace, and develops the skills that lead to unsubsidized employment. LA V will identify employer and community partners that may be provide this type of transitional opportunity, but will not limit these opportunities to specific occupations, rather LA V will attempt to match transitional opportunities for the benefit of the customer and the employer with regard to identified career goals and pathways.

II. Engagement of Local Workforce Development Board and Chief Elected Officials Board.

The Local Workforce System must demonstrate the engagement of both the Local Area Board members and the Chief Elected Officials in system policy development and other activities such as Cost Sharing Agreements.

The LWDB and the CEO Boards’ are responsible for and are engaged in reviewing local performance, policy and procedure development, the local budgeting process, providing advice on One-Stop Partner issues, youth services, services to individuals with disabilities, and oversight of workforce board committees. The LWDB Executive Committee addresses and discusses such issues at the regularly scheduled monthly committee meetings. The full Board meets quarterly at which time the CEO Board meets to ratify decisions made by the Board.

WIOA Section 121 requires that the local area reach agreement on shared costs to fund infrastructure of the One-Stop system. The LA V Board will negotiate with core partners and will document the cost-sharing agreement via MOU’s. The MOU’s will be developed based on Department of Labor guidelines. In that guidance, it states that infrastructure costs must be shared by all of the required partners in the system. If local officials are unable to reach consensus, they will be required to use the infrastructure funding methodology determined by the Governor.

(a) Local Area Board and Chief Elected Officials Training.

i. Describe the process for initial and on-going training of Local Board members regarding their roles and responsibilities.

LWDB members will be provided with the Southeast KANSASWORKS, Inc., Board Member Job Description, Board Member Code of Conduct and Board member Conference Attendance &
Reimbursement Policies. All current and new board members will also be provided with a copy of the CEOB Agreement and the CEOB/LWDB Agreement and receive access to the Workforce System 101 training modules to provide them an initial introduction to the Workforce System. The Workforce System 101 introduction will include the following topics: Workforce System Governance, the Mechanics of Workforce System Funding, Workforce System Accountability, The Wagner-Peyser and Reemployment Services, WIOA Act Overview, Employer Services, Job Seeker Scenario and Employer Services Scenario. All current and new LWDB members will also be provided with training from the Policy, Guidance and Technical assistance staff from the Department of Commerce and the LWDB Board Executive Director on an annual basis at a minimum to educate them on their roles and responsibilities under the Workforce Innovation and Opportunity Act.

ii. Describe the process for initial and on-going training of Chief Elected Officials regarding their roles and responsibilities.

LA V CEO’s will be provided with the Kansas Department of Commerce, Workforce Development, Roles of Chief Elected Officials Policy and Procedures Manual and receive a link to the Workforce System 101 training modules to provide them an initial introduction to the Workforce System. The Workforce System 101 introduction will include the following topics: Workforce System Governance, the Mechanics of Workforce System Funding, Workforce System Accountability, The Wagner-Peyser and Reemployment Services, WIOA Act Overview, Employer Services, Job Seeker Scenario and Employer Services Scenario. CEO’s will also be provided with training from the Policy, Guidance and Technical assistance staff from the Department of Commerce and the LWDB Board Executive Director on an annual basis.

iii. Describe Board Committees established for WIOA implementation.

The LA V Board has established designated standing committees to assist with operational aspects of the workforce development system. The committees are business-led and include representatives of the one-stop core partners as well as other community members with related connections to the committee. The committees will meet, at a minimum, quarterly. The following are the standing committees and a description of their functions:

A Youth Committee will be used to assist with planning, operational, and other issues related to provision of youth services, which shall include community-based organizations with demonstrated record of success in serving eligible youth. The Youth Committee will be focused on placing a priority on out of school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches to be adopted on a wider scale. The group will identify best practices and will incorporate where appropriate.

The Business Services Committee will be designated to promote engagement of a diverse range of employers to support their utilization of and participation in the local workforce system. The committee will help in development of strategies for the workforce staff in strengthening connections with employers. The committee will assist in the establishment of performance indicators on the effectiveness of services to employers. The group will enhance the communication among economic development entities that will support economic growth in LA V.

The Fiscal Committee will be comprised of members of the Executive Committee of the Board. The
committee will convene members to address strategic and fiscal preparedness for the requirements of WIOA. The group will determine needed and required fiscal and monitoring policies, review current allocation methodology, review operational budgets and review resource sharing and infrastructure costs.

Under WIOA, the Operations Committee will develop measurement parameters to assess the effectiveness, accessibility, and continuous improvement of the local workforce system. The committee will assist in the integration of needed and available resources and services in the system to meet the workforce development and employment needs of the local employers and job seekers.

(b) Describe how staff members responsible for daily operation of the system and for implementing Local Board policy regularly communicate with both Local Area Board members and Chief Elected Officials.

The Executive Director has regular communication with the LWDB, the LWDB Executive Team and the CEO board to keep them informed of the status of operations and to communicate important information between regular board meetings. The CEO Board and the LWDB meet on a quarterly basis. The Executive Team and the Executive Director have a standing monthly meeting to discuss operational issues and concerns that need to be addressed prior to the next regularly scheduled board meeting. All entities are provided with access to all policies and meeting materials and have the ability to contact the Executive Director or the Management Team with questions or concerns.

Operational management team members including the Project Director and Operations Manager communicate on a regular basis with both LWDB and CEOB members by providing quarterly operational reports that are distributed at each quarterly LWDB meeting. Operational staff also provide a verbal presentation and summary of the report at each LWDB meeting and respond to any questions posed by Board Members. The Project Director also attends each Executive Committee meeting to communicate progress, report challenges or barriers and provide ongoing operational updates.

III. Continuous Improvement.

(a) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State Board.

Continuous improvement looks at how well the workforce system supports the achievement of the negotiated local levels of performance. Other continuous improvement factors include – a regular process for identifying and responding to technical assistance needs, - a regular system of continuing professional staff development, and – having systems in place to capture and respond to specific customer feedback.

The LA V Board has entered into a contract with a third-party monitor to assure compliance with federal, state and local policies and procedures. The monitor, who is experienced and well versed in workforce development policy and procedure, will utilize a set schedule for programmatic and Board policy review. The monitor will issue a draft report of recommendations, findings and corrective actions. Upon receipt of the report, the Executive Director, Project Director and Operations Manager review the draft report and discuss any issues. Once the report is issued in final form, the Executive Director shares the report and any corrective actions with the Executive Committee and later with the full Board. Any corrective
actions require a written response from Operations Management staff detailing actions taken to correct the identified issues.

At the operational level, the management team conducts periodic monitoring of participant case records and electronic files. Career Advisors are expected to maintain the coordination of services for the assigned program participants and maintain regular contact. All case management staff are expected to perform at predetermined levels. Performance goals are established at the beginning of every program year and are evaluated to determine individual performance outcomes.

If during the monitoring process, the data reveals consistent issues that dictate additional staff training, the management team will conduct training during the regularly scheduled weekly conference calls. If it is determined that additional training is required system-wide, the quarterly half day or the annual Staff Development Day will be considered as the forum for such training.

(b) Describe the strategies the Local Board will use to comply with the State Board Training Expenditure Monitoring policy.

The State Workforce Development Board has set forth a benchmark that requires 40% of WIOA adult and dislocated worker expended allocation be used for training (excluding obligations). The 40% benchmark is reviewed quarterly by means of the KANSASWORKS State Board Quarterly Report. To provide a means for improvement, a local area below 35% must submit a brief narrative with the quarterly report explaining why the benchmark was not attained. To provide a means for sharing best practices, a local area exceeding 45% must submit a brief narrative with the quarterly report explaining how the benchmark was exceeded.

Upon determination of the adult and dislocated worker allocations, the local area budget process begins. To ensure that the local area is able to meet and/or exceed the training expenditure rate established by the State Board, 40% of the adult and dislocated worker allocations are earmarked for training, work based learning, and supportive services. Expenditures are monitored by the operations staff monthly as well as by the local board at their quarterly board meetings.

(c) Describe how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers.

The workforce development system in LA V is committed to robust continuous improvement to leverage high quality services and outcomes for job seekers, workers and employers. The purpose of continuous improvement is to strive for excellence, innovation, and the best service delivery possible. Continuous improvement requires regular self-evaluation of policies and practices. LA V will use a data driven evaluation process, utilizing on-going customer service surveys, regularly scheduled employer surveys and the facilitation of trainings and informational sessions for industry groups or individual employers that have shared needs. This real time local data, combined with state labor market information, helps inform LA V on how to adapt to changing economies, growing and declining occupations and provide targeted programs and services to customers in our area that meets their specific, and often localized, need.
(d) Describe how the Local system plans to develop, implement and transition to an integrated, technology enabled intake and case management information system for all programs carried out under this Act and programs carried out by other one-stop partners.

LA V and our Core Partners will address this issue once more guidance is received from the Kansas Department of Commerce.