**Workforce Partnership**

**Local Area Integrated Workforce Plan**

**Strategic Elements**

**A. Economic, Workforce, and Workforce Development Activities Analysis**

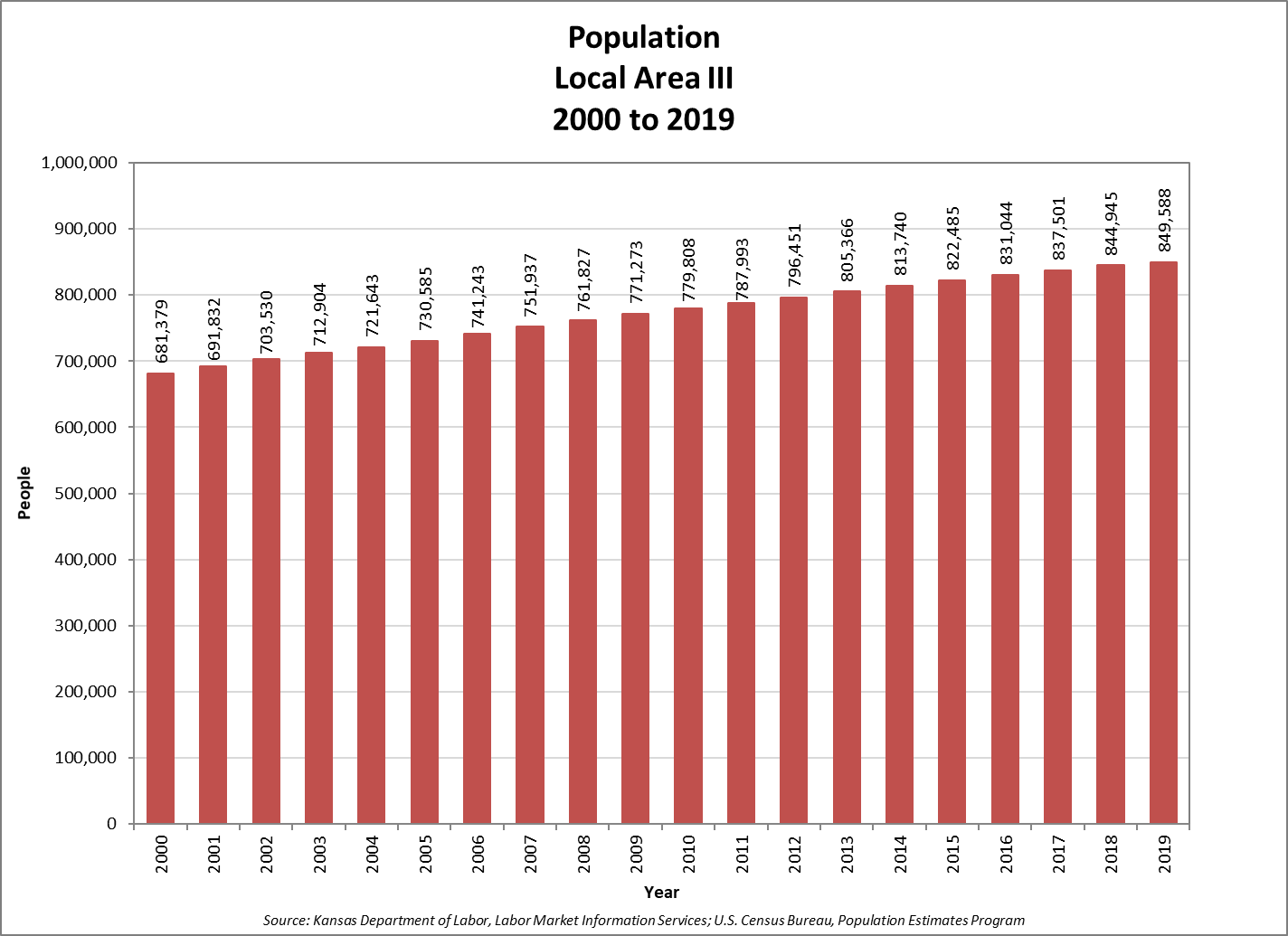
The Local Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the Local Area’s workforce system and programs will operate.

**1. Economic and Workforce Analysis**

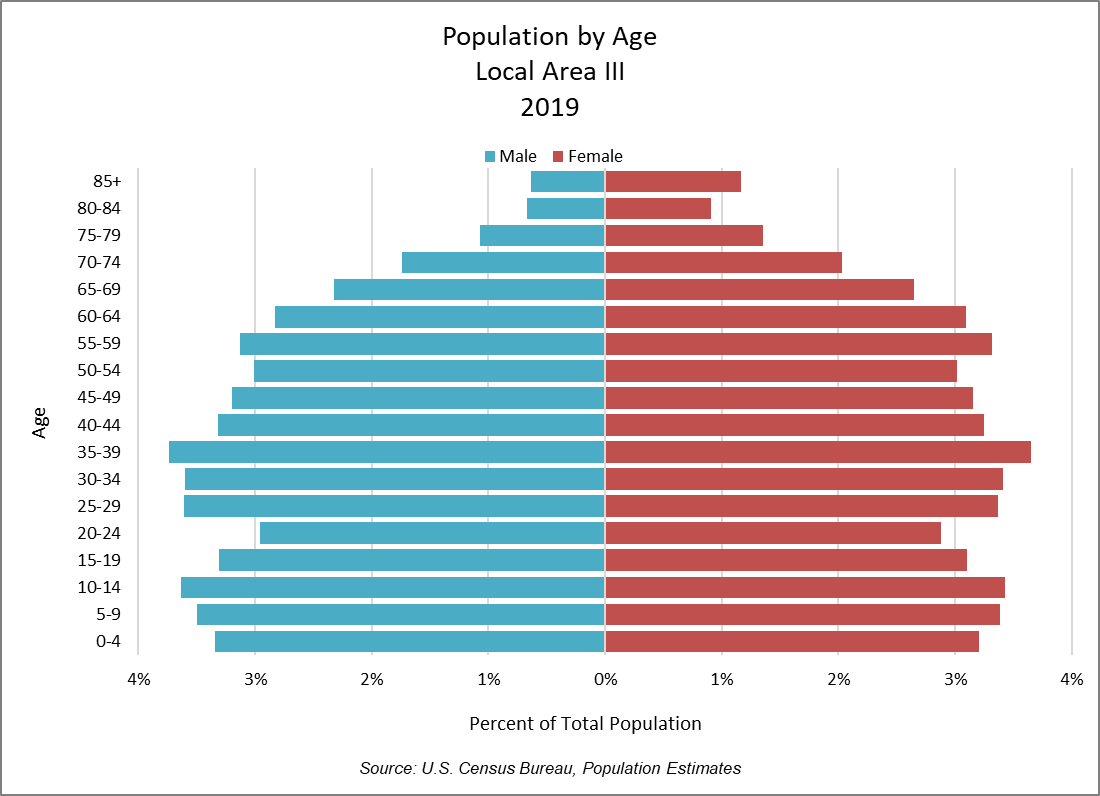
Provide an analysis of the economic conditions and trends in the Local Area, including specific economic areas identified by the Local Board, including: Existing Demand Industry Sectors and Occupations (the industries and occupations for which there is existing demand), Emerging Demand Industry Sectors and Occupations (the industries and occupations for which demand is emerging), and 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.

Local Area III is the three county region that surrounds Kansas City, Kansas. Five of the ten largest cities in Kansas are located in Local Area III: Overland Park, Kansas City, Olathe, Shawnee, and Lenexa, which have a combined population of 610,431 people as of 2019. Local Area III includes three of the five counties that make up the Kansas City Geographic Area, the Kansas portion of the Kansas City Metropolitan Statistical Area (MSA). Miami County and Linn County are in the Kansas City MSA but are not included in the Local Area III. In 2019, the population of Local Area III was 849,588.

The chart below shows the annual population of Local Area III as measured by the Population Estimates Program at the U.S. Census Bureau from 2000 to 2019. The population has been increasing at a steady pace over this 19-year period. The growth rate has averaged 1.2 percent annually adding an average of 8,853 people each year. This rate of growth outpaced the state, which averaged 0.4 percent annual growth over the same time period. Local Area III continued to lead the state in population growth in 2019, increasing by 0.5 percent as compared to a 0.1 percent increase statewide.



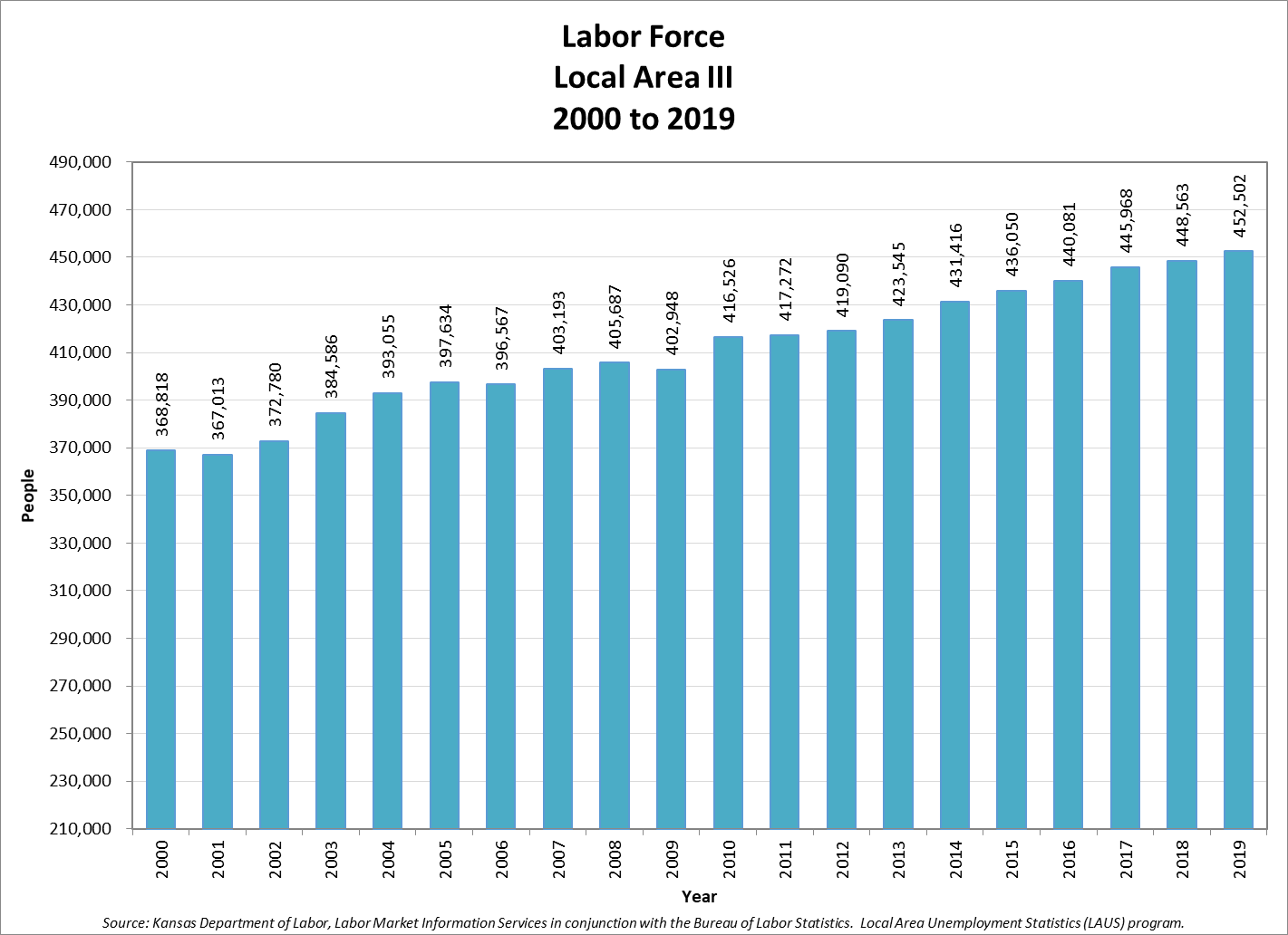
Thechart below displays the Local Area III population by age group and gender. There are two major peaks in population, one centering on 25-39 year olds, mostly representing the older members of the Millennial generation, and one centered on the 5-14 years of age group, most likely representing the children of the other population peak. The largest age group in this local area is 35-39 year olds, representing 7.4 percent of the population, with 10-14 year olds, 25-29 year olds and 30-34 year olds also representing at least seven percent of the population.



For economic purposes, the two main age groups that are studied are the 16 and over population and the 25-54 population. The 16 and over population includes everyone who is eligible to be in the labor force, while 25-54 year olds are considered prime age workers. The 16 and over population for Local Area III in 2019 was 663,462, an increase of 5,914, or 0.9 percent. The 25-54-year-old population was 342,619 in 2019, an increase of 238, or 0.1 percent. The age group which saw the biggest decrease in prime age workers was 50-54 year olds, which is most likely due to them aging out of this group. The 50-54-year-old age group saw a loss of 1,036, or two percent, the largest of any of the five-year age groups. The largest increases were seen in the 60+ age groups, with the 65-79 year olds accounting for an increase of 4,180 people.

Future labor force growth may be in jeopardy since the population under 25 decreased by 877 people, or 0.3 percent. All declines in the population under 25 were found in age groups under 14 years old. The age groups 15-19 and 20-24 both saw small increases of 298, or 0.5 percent, and 88, or 0.2 percent, respectively.

While growth in population has been steady in Local Area III, growth in the labor force fluctuated with the business cycle until around 2010, but since then the labor force has continued to trend upward. The nation experienced a relatively short recession from March 2001 to November 2001, subsequently the Local Area III labor force experienced a slight decline in 2000 and 2001. These changes were modest in nature and the labor force began to grow again in 2002, adding 5,767 people. In December 2007, the nation entered the Great Recession. This resulted in 2,739 people leaving the Local Area III labor force in 2009; however, the labor force rebounded in 2010 with a gain of 13,578 people and has continued to grow through 2019.



**Existing Demand**

Current demand can be measured through online job postings. The following analysis summarizes job listings posted on the KANSASWORKS website during the second quarter of 2020. A statewide Stay Home order went into effect March 30th in an effort to prevent the spread of COVID-19, followed by a phased reopening in May and June.

There were a total of 3,050 job vacancies posted on KANSASWORKS in second quarter 2020 for the Kansas City Area. The majority of these job postings, 1,886 jobs, list the required education level as high school diploma or equivalent. The only other education levels with more than 100 job vacancies are bachelor’s degree and associate degree with 877 and 155 job postings, respectively.

The following table includes the 25 occupations with the highest number of vacancies in Local Area III. The top three occupations for Local Area III by total number of job openings are registered nurses (114 job openings), software developers and software quality assurance analysts and testers (84 job openings), and computer systems analysts (71 job openings).



**Emerging Demand**

Each year the Kansas Department of Labor completes a high demand list of occupations for the state and each local area. The list of high demand occupations combines the number of projected job openings with the number of current job openings to rank all occupations by demand from Kansas employers. Occupations are ranked by the number of job openings at the current time (online job postings from KANSASWORKS), 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 nine occupations that rank in the top 25 list of high demand occupations that do not rank as highly in current openings posted on KANSASWORKS. These are First-Line Supervisors of Office and Administrative Support Workers; Bookkeeping, Accounting, and Auditing Clerks; Home Health and Personal Care Aides; Management Analysts; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Heavy and Tractor-Trailer Truck Drivers; Secretaries and Administrative Assistants, Except Legal, Medical, and Executive; Shipping, Receiving, and Inventory Clerks; and Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other. This is an indication of emerging demand for these occupations in the future.

**Employment Needs**

The Kansas Department of Labor produces long-term employment projections for a ten-year time horizon. The primary objective of the long-term projections process is to approximate the level of jobs ten years out from the base period. This level is projected using a variety of projection methods including those that consider historical trends and those that factor in outside variables. One important assumption is used in formulating long-term projections – it is assumed the Kansas labor market will be in full employment in the projected year. This means the labor market will be in equilibrium and labor supply will meet labor demand. In this way, the projections do not predict changes in the business cycle, and instead project the trend in long-term growth. Analyzing long-term occupational projections, including the associated education levels, skills, and competencies for each occupation, reveals trends in expected employer needs.

The following table includes long-term projections by education level through 2026 for the Kansas City Projection Region (Local Area III and Miami County). The education level for each occupation is intended to represent the typical entry-level education needed to enter the occupation. The most common entry-level education category is high school diploma or equivalent, with base employment of more than 200,000. Other categories with base employment of more than 100,000 include bachelor’s degree and no formal educational credential. These three educational categories also have the highest number of expected total annual openings. Total openings include openings due to exits (leaving the labor force, including retirements), transfers (moving to a different occupation, including promotions), and numerical change (overall growth or decline). Focusing on the numerical change and average annual growth rate, all postsecondary degree categories are expected to grow at a faster rate.



O\*NET OnLine is a resource that provides detailed information for each occupation. This information includes skills and competencies associated with each occupation. Skills are defined as “developed capacities that facilitate learning or the more rapid acquisition of knowledge” and knowledge is defined as “organized sets of principles and facts applying in general domains.” The following tables summarize the long-term projections data for the O\*NET skills and competencies categories. Note that multiple skills and competencies are associated with each occupation, so the sum of all categories will be greater than total employment for the region.

The following table highlights the top ten skills in the Kansas City Projection Region by annual total openings. Critical thinking, active listening, and speaking are at the top of the list; each with more than 50,000 expected annual openings.



In addition to looking at total openings, it is important to review annual growth rates to identify emerging trends in skills needed. The top ten skill categories by average annual growth rate shows faster growth for evaluation and analysis skills with systems evaluation, programming, and systems analysis at the top of the list.



The following table highlights the top ten knowledge categories in the Kansas City Projection Region by annual total openings. English language and customer and personal service are at the top of the list; each with more than 55,000 expected annual openings. Mathematics knowledge ranks third on this list, with just over 42,000 expected annual openings.



In addition to looking at total openings, it is important to review annual growth rates to identify emerging trends in knowledge needed. The following table includes the top ten knowledge categories by average annual growth rate. Foreign language, therapy and counseling, and sociology and anthropology are at the top of the list. However, it is important to note that foreign language is the smallest knowledge category with only 82 annual total openings.



**Labor Market Trends**

The Great Recession in the broader U.S. economy from December 2007 to June 2009 resulted in total job losses of more than one percent in both Kansas and Local Area III. The job market in Local Area III began adding jobs in 2011, and has continued to expand through 2019. During this period of expansion, from 2010 to 2019, average annual job growth was 1.8 percent in Local Area III, adding approximately 7,536 jobs on average per year. During this same time span, the state grew at an average annual rate of 0.8 percent or approximately 10,584 jobs on average each year.

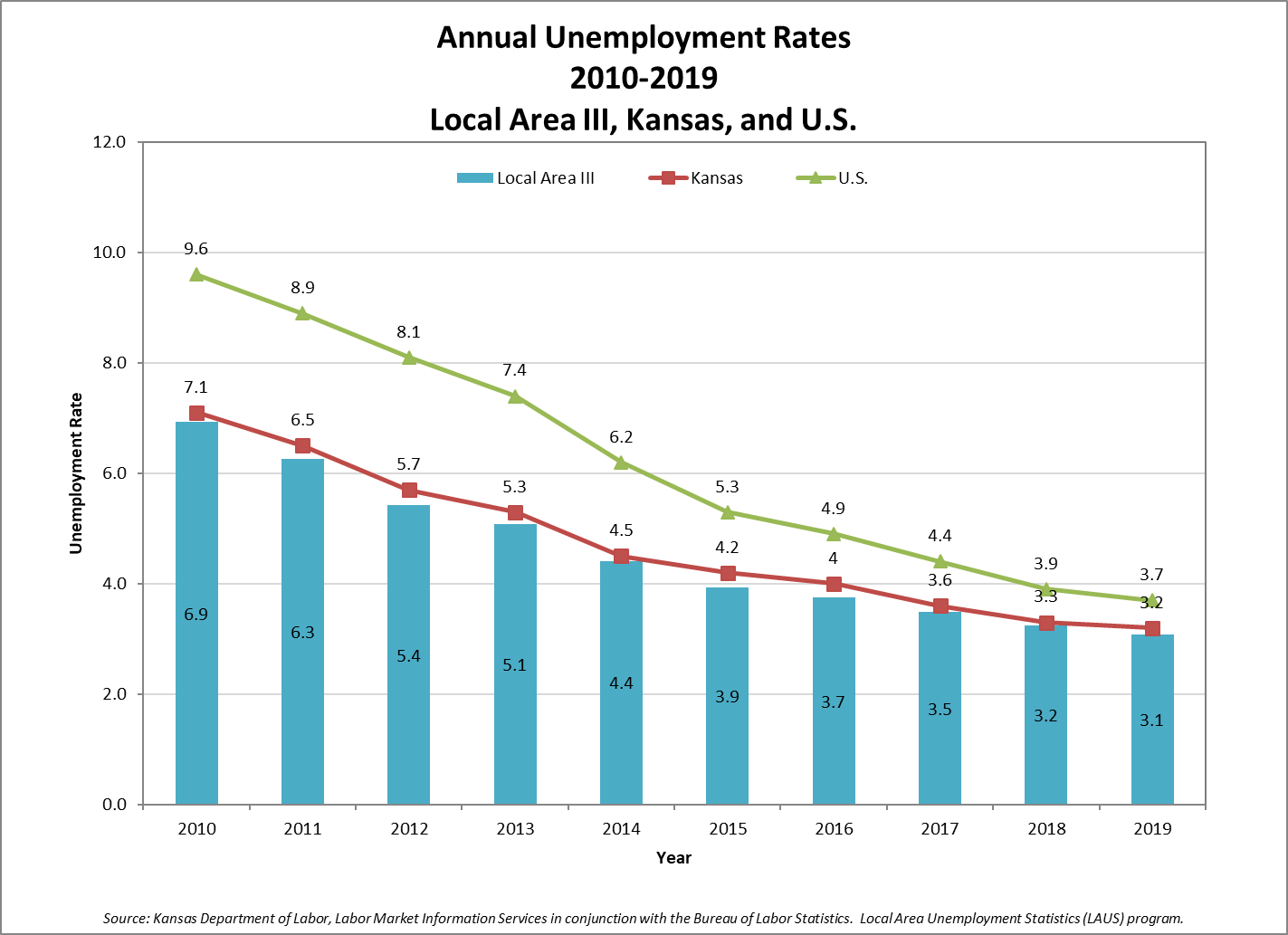
In 2019, Local Area III recorded 465,114 total jobs with 409,912 jobs being in the private sector. This was an increase of 4,276 total jobs, or 0.9 percent, with 3,472 of those jobs added being in the private sector. The chart below shows that 2019 marked the ninth consecutive year of job gains for Local Area III. In that time span 67,825 total jobs were added, an increase of 17.1 percent.



Following years of expansion, the U.S. reached a peak in economic activity in February 2020. With this recession, the U.S. saw significant changes in the labor market as measures were taken to try and prevent the spread of COVID-19 throughout the country. The following table includes average employment for 1st quarter and 2nd quarter 2020 for Local Area III. Total jobs decreased by 38,230 jobs, or 8.3 percent in the Kansas City Area from 1st to 2nd quarter. The industries most directly impacted by the pandemic were Accommodation and Food Services, Retail Trade, and Health Care and Social Assistance.



The unemployment rate is a measure of unemployed workers, workers not currently employed who are able and available to work and looking for a job, compared to the total labor force. The labor force includes two groups of people, those working and those who are unemployed. The unemployment rate in Local Area III peaked in 2009, a year before the statewide and national rates. The Local Area III unemployment rate was 7.4 percent in 2009, higher than the statewide rate, which was at 6.9 percent, and lower than the national rate which was at 9.3 percent.



The unemployment rate in Local Area III has steadily improved since 2009. Starting in 2010, employers in the Local Area III gained confidence in the economy and began to hire more workers, employment in the area increased as unemployed workers found jobs. People moving from unemployed to employed was the main reason the unemployment rate has continued to improve since 2009. By 2019 the rate had dropped to 3.1 percent, which is the second lowest unemployment rate recorded for Local Area III since 1990, when county and local area unemployment rates became available. This was also below the statewide rate of 3.2 percent and the U.S. rate of 3.7 percent.

**Education and Skill Level**

Local Area III has a notably higher percentage of its population that has completed a bachelor’s degree or higher compared with the state and the nation. The chart below shows data from the 2018 American Community Survey 5-year estimates, 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 Local Area III, 19.2 percent of the population has the educational attainment of a high school diploma, compared to 26.0 percent statewide and 27.1 percent nationwide. Local Area III and the state also have a lower proportion of people with less than a high school diploma, 7.7 percent and 9.3 percent, when compared to 12.3 percent nationwide. Local Area III has a lower percentage of people with some college or an associate’s degree, 27.3 percent compared to 31.8 percent statewide and 29.0 percent nationwide.

The largest difference between Local Area III and the statewide area is in the percentage of people who have a Bachelor’s degree or higher. There is a difference of 12.9 percentage points between Local Area III, which has 45.8 percent, and the statewide area with 32.9 percent. Compared to other local areas in the state, Local Area III has the highest ratio of its population that has completed a bachelor’s degree or higher.



**Disability**

There are 411,287 people in the labor force in the Local Area III according to the American Community Survey. Of those, 23,711 people or 5.8 percent reported having a disability. There are an additional 21,346 people age 18 to 64, outside of the labor force, who reported having a disability. The most common disability reported in Kansas is ambulatory difficulty, followed by cognitive difficulty and independent living difficulty. The presence of a disability is reported by the respondent and is not indicative of the respondent receiving disability benefits.



**Skill Gap**

There is much discussion in the labor market information community regarding skills gap. The research into skills gap analysis is costly and varies considerably. Some question its 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**

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.

Provide an analysis of the strengths and weaknesses of the local workforce development activities.

Provide an analysis of the capacity of Local Area entities to provide the workforce development activities.

**Workforce Development Activities**

***Partner Collaboration***

Workforce Partnership believes strong connections between Local Area III’s one-stop system and its partners is imperative to operating a comprehensive workforce development system which effectively meets the needs of employers and job seekers. Through the development of Memoranda of Understanding (MOUs), Workforce Partnership works to ensure each core and required partner under WIOA, as well as any “other” partner, establishes a commitment to supporting each program in the one-stop delivery system. The partner agencies in Local Area III’s one-stop delivery system have agreed to coordinate their services in a manner that helps maximize the local area's attainment of WIOA performance measure outcomes, as well as each party’s performance expectations and requirements. When appropriate, partner agencies co-enroll customers to ensure all available services are being leveraged for overall success.

Additionally, Workforce Partnership has established Infrastructure Funding Agreements (IFAs) with all WIOA core and required partners, outlining each partner’s contribution to the one-stop delivery system based on their overall relative benefit to the system. This process is designed to lessen the burden on one partner agency over the others by giving the partner agencies the opportunity to share the costs associated with operating the one-stop delivery system.

Workforce Partnership also believes an important aspect of establishing a coordinated system of services is designing a system which ensures customers gain access to needed services in a timely and efficient manner. To facilitate such a system, and to promote high-quality customer service and customer-centered focus, the local area partners share information about their program services and eligibility guidelines, provide career services, and make referrals as deemed appropriate. In addition, Workforce Partnership employs highly-trained and knowledgeable staff members, capable of providing information to customers regarding available services and how to access those services. Not only are staff members well-versed in the benefits of WIOA services, they are also able to assist customers navigate other funding sources available through the workforce development system.

***Training and Education***

Workforce Partnership works closely with job seekers, training providers, and businesses to ensure the training programs being offered in the region address the education and skill needs of job seekers and employers; focus is placed on programs in high-demand industry sectors.

In addition, Workforce Partnership reviews the local area’s labor market information provided by the Kansas Labor Information Center (KLIC) to confirm it is supporting the correct industry sectors, those in high-demand with high earning potential. From the data obtained, Workforce Partnership has chosen to concentrate training and education efforts in six (6) priority sectors; Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, Finance and Professional Services, and Construction and Building Trades. These sectors are in high-demand for the local area and have strong career pathways, which provide job seekers additional opportunities to attain economic independence.

The local area hosts two (2) WIOA Adult Basic Education partners; each community college represented has also been approved to receive WIOA funding for numerous training programs considered in-demand and specific to the region. Furthermore, the region hosts a WIOA Carl D. Perkins Technical Education program, which provides the local area an additional resource for in-demand training and education.

The local area currently has 47 training providers on the state’s Eligible Training Provider List (ETPL), and an additional six (6) providers on the Local ETPL. While every program approved on the ETPLs may not fall within the local area’s priority sectors, Workforce Partnership is confident all of the approved programs are in-demand and have the potential to assist job seekers in earning/maintaining a living wage.

In addition to formal classroom training, Workforce Partnership also supports work-based learning opportunities, including work experience, on-the-job training, incumbent worker training, and registered apprenticeship; however, the region has also identified growing the utilization of work-based learning opportunities as an opportunity for improvement in the future.

***Business Services***

Building relationships with various employers throughout the local area and surrounding counties is imperative to the success of work-based learning initiatives. To that end, Workforce Partnership has established a quality Business Services Team (BST) to promote and deliver services designed to improve and/or manage the local area’s current and future talent cycle; work-based learning, job development, recruitment, and consultation.

In addition to the efforts around work-based learning opportunities noted above, Workforce Partnership’s BST also focuses its attention on developing and hosting industry specific job fairs designed to address the needs of the workforce, as well as employment events for individuals with significant, yet specific barriers to employment (second chance, youth, mature workers, etc.) Prior to planning and hosting events, the BST consults with local economic development organizations, as well as Chambers of Commerce, to ensure they gather the information needed to best be able to serve the area’s businesses and job seekers.

***Virtual Services***

Workforce Partnership identified the need to develop and offer virtual services to job seekers, employers and partner agencies early during the COVID-19 pandemic, and responded accordingly. Workforce Partnership has placed a significant focus on increasing the number of services available, as well as the methods to deliver those services. After an infusion of new local and state funding to invest in various virtual technologies, Workforce Partnership can now effectively serve its job seekers and employers in the following ways:

* Virtual meetings and appointments for orientations, enrollments, and case management follow up through Zoom or FaceTime/Video Chat;
* Utilization of a secure link through Workforce Partnership’s new electronic signature platform to exchange enrollment documents and other necessary documentation;
* Remote phone and email access for staff who must work from home due to quarantine requirements or facility closures; and
* Virtual job fairs through participation in the Kansas Statewide Job Fair platform.

***Service of “Special” Populations***

Workforce Partnership also delivers specialized services and programs to targeted populations including:

* Summer Youth Employment Program - provides a 6-8 week summer employment experience for both in and out-of-school youth in order to learn essential job readiness skills, gain work experience and earn money.
* Mature Worker Program – provides access to AARP’s Back-to-Work 50+ Program (Workforce Partnership is a network provider for AARP) which includes a quarterly kick-off meeting covering seven key strategies for individuals aged 50+ who are interested in getting back into the workforce plus continued group coaching sessions for those desiring more personalized solutions. In between the quarterly BTW50+ meetings, the Mature Worker’s Group meets monthly to review key job search and networking strategies and to meet with local employers interested in hiring experienced individuals.
* Integrated ESL Programs – provides support to the Local Area’s ESL program partners with co-enrollment into WIOA for programs developed to integrate ESL instruction into job training so that participants learn English in a contextualized way that is tailored to their job training and career goals. To date, programs have been successfully developed for welding training, certified nurse aide training and commercial driver’s license training.
* JOCO KS Works and WYCO Works Programs – provide training funds and supportive services specifically to individuals whose employment has been negatively impacted by COVID-19 and/or who are currently unemployed or underemployed.
* Department of Corrections - development and implementation of customized training programs and work-based learning opportunities, in-facility assessment testing, and support of additional employment and training projects as they arise. Through these endeavors, Workforce Partnership is able to lessen the number of barriers many job seekers with a background face when reentering the workforce.

***WIOA Core Partners/Other Required Programs***

In addition to the work being done directly by Workforce Partnership, the workforce development activities performed by partner agencies in the local area are imperative to ensuring the local area has the most adaptable, informative and accessible workforce development system. An analysis of the workforce development activities being performed in Local Area III is below:

**Dynamic Workforce Solutions** – Workforce Partnership contracts with DWFS to provide employment and training services for all WIOA Title I Programs, including:

*Adult Program –* Serves generally (but not exclusively) individuals i) who receive cash payments under a Federal, state or local income-based public assistance program, ii) whose income does not exceed 200% of the federal poverty level; or iii) who qualify as homeless.

*Dislocated Worker Program –* Serves generally individuals who have been laid-off from their previous occupation due to no fault of their own, which could include trade-impacted dislocated workers as well as displaced homemakers.

*Youth Services –* Serves generally individuals aged 14-24, with a focus on out-of-school youth, who have certain barriers to employment such as (but not exclusively) living in poverty, having a disability, testing low basic skills, is a high-school dropout or pregnant and parenting.

**Strengths:** Program management and technical knowledge; intake and enrollment efficiency; customer service and partner relations.

**Areas for Growth:** Referral tracking via automation by and between partner agencies; sustaining Youth Program enrollment volume.

**Capacity:** Organizational and structural capacity is strong. Operational capacity in terms of sheer number of staff is adequate for WIOA programs.

**The Kansas Department of Commerce** – KDOC has been co-located and operating in an integrated environment with Workforce Partnership since 2009. KDOC represents one core and two required programs under WIOA. In support of WIOA Title III Wagner-Peyser, the co-location of KDOC staff advances Local Area’s III’s ability to quickly and efficiently serve job seekers and businesses because staff are able to share the responsibilities required to operate the local area workforce centers. Wagner-Peyser staff provide direct assistance to job seekers and serve as members of the local area functional teams; Welcome Team, Assessment Team, Skill Development Team and Business Services Team.

**Strengths:** Ability to adjust to changing program requirements resulting from new programs or changes in existing programs. This happens often in our current environment and is expected to continue. Nonetheless, KDOC has grown accustomed to shifting processes to meet the latest guidelines.

**Areas for Growth:** Staff turn-over and difficulty finding replacement staff results in reduced capacity and training challenges.

**Capacity:** KDOC is currently able to handle the workload for programs such as RESEA. However, we are anticipating great increases in program demand in the near future. KDOC is focused on filling all vacant positions to prepare.

**Johnson County Community College** – JCCC is one of two WIOA Title II Adult Basic Education and Family Literacy Program providers in the local area, and delivers Title II services at six locations in Johnson County. JCCC also provides ESL services and has been approved to receive WIOA (and other appropriate) funding for numerous training programs considered in-demand and specific to the local area.

**Strengths:** Johnson County Adult Education is the largest adult education program in Kansas. The program historically serves about 1400 adult education students per year (current enrollment during the pandemic is lower) from about 8 Kansas counties and 4 Missouri counties. The program offers classes at six locations throughout Johnson County, providing easier access for low-income students and those facing transportation challenges. Johnson County Adult Education has a long record of meeting and exceeding all state performance targets and expectations. It produces about 100 high school graduates per year and 60-70% of English language learners achieve performance level gains. Instructors and staff are highly qualified and experienced. The program currently offers six Accelerating Opportunities: Kansas (AO-K) career pathways in which students working toward a high school diploma may enroll in training at no cost to them and receive robust wrap-around services to support their success. English language learners can participate in career training classes tailored to meet their special language needs in areas such as welding, Certified Nurse Assistant, and commercial truck driving. Workforce actively supports these career training initiatives. Additionally, students in the program are eligible for many of the services provided to the credit students of Johnson County Community College, including counseling services and access to the college’s Basic Needs Center.

**Areas for Growth:**

* Digital literacy is an essential for success in today’s world, and reliable access to computer and internet resources for adult education students is essential. During the pandemic, most adult education classes have included online learning. To date, the ability to provide adult education students with the hardware and internet access needed for full participation in adult education classes has been limited.
* ESL classes have historically been oversubscribed. There is an ongoing need for additional classroom space for ESL classes and a need for additional funds to pay ESL teachers.
* Current classroom space at one library location will be lost when the library relocates. Because this space is in an area of unusually high need, there is an urgent requirement to identify low- or no-cost replacement space within the area.

**Capacity:** Pre-pandemic, adult basic education/GED students were able to enroll four times per year with no waitlist; however, ESL typically turned away more than 100 students each semester due to capacity limitations (primarily funding to pay instructors, but also space for classes within communities of need). During the pandemic, both capacity and demand for adult education classes has been reduced. Much instruction has transitioned online, but testing, technology setup and instruction still require in-person support and distancing requirements reduce classroom capacity. During the height of the pandemic, only students with access to appropriate technology were able to enroll in classes. Additionally, with public schools vacillating between in-person and online instruction, parents could not enroll and participate in adult education classes knowing that their children may require supervision at home. Many individuals who lost jobs in the pandemic have not yet recognized or have not yet enrolled for adult education classes that may be required to re-enter the workforce. We expect a surge in demand for adult education classes as the pandemic wanes.

**Kansas City Kansas Community College** – KCKCC is one of two WIOA Title II Adult Basic Education and Family Literacy Program providers in the local area, and delivers Title II services at three locations in Leavenworth and Wyandotte counties. KCKCC also provides ESL services and has been approved to receive WIOA (and other appropriate) funding for numerous training programs considered in-demand and specific to the local area.

**Strengths:** The ESL instructors are highly qualified and experienced.  Several of the GED instructors are highly qualified and experienced and willing to mentor those that are newer.  College and adult education program staff commitment to community is strong.  Gains for students consistently exceed state and federal standards.

**Areas for Growth:** Marketing of services can be improved.  Curriculum is being improved.  Depth of instructor cadre is being improved and process for instructor substitutions is being developed.  Consolidation of class location on main campus is being addressed.

**Capacity:** Currently, no student seeking services is denied based on capacity.  Fall 2021 should see a return to full classroom capacity compared to 50% capacity to meet social distancing guidelines.  Spring 2021 saw 236 students enrolled in adult education classes at KCKCC with a capacity to reach 450-500.

**The Kansas Department for Children and Families** – DCF supports the WIOA Title IV Vocational Rehabilitation Program by providing and coordinating a multiplicity of services and activities for individuals with a disability; education and training, supportive services, healthcare, adaptive equipment, case management and job development.

**Strengths:** Staff is knowledgeable about agency programs and community resources available to assist clients, and they demonstrate good listening skills to be able to evaluate and show concern for clients and their families. Staff are compassionate and go above and beyond to help their clients address their barriers, often thinking outside of the box. Collaborate with outside agencies and resources to address the needs of the whole family

**Areas for Growth:** Call wait and call back times are long. Application and change processing times may be longer due to not seeing clients in the lobby at this time due to COVID.

**Capacity:** Limitless, no client is turned away for services based on capacity

***WIOA Required Programs/Partners***

**Carl D. Perkins Career and Technical Education Act Program –** As a provider of this Program, KCKCC provides adult education and technical training to support the well-being of the community and businesses within the college service area. It delivers general academic and technical education, customized business and industry training, and economic development services.

**Strengths:** 944 individuals were served in 2019. KCKCC is the largest provider of trade programs in the local area.

**Areas for Growth:** Increase interest in trade programs

**Capacity:** Due to covid and the hands-on nature of many of the training programs, enrollment is more limited than usual.

**Trade Adjustment Assistance (TAA) Program –** KDOC is the provider of TAA services in Local Area III. TAA representatives provide assistance to job seekers who have been negatively affected by foreign trade. Such assistance includes education and training, supportive services, and relocation support.

**Strengths:** We have two great case managers. One of our TAA case managers is very experienced in administering this very complicated yet effective program. Our other TAA case manager is new and currently being trained but she is extremely bright, fastidious and conscientious. In addition, she has very good support from the more tenured case manager.

**Areas for Growth:** Program demand has increased exponentially as a result of lay-off activity across the state. Local staff are needed to support the statewide growth in the program.

**Capacity:** With the demand across the state and locally, staff are at full capacity. Hiring more TAA case managers in other areas will relieve local capacity constraints.

**Jobs for Veterans State Grants** - KDOC is the provider of services under this program and employs Veterans Representatives to ensure that Veterans remain a top priority in all employment programs. Under this grant, KDOC provides both assistance to job seekers and businesses.

**Strengths:** Our Veterans Representatives (Vet Reps) are very experienced in helping Veterans with barriers to employment, and all the remaining WFC staff are well-trained in providing veterans priority of service.

**Areas for Growth:** Some our Veteran clients are comfortable accessing services virtually and require in-person appointments.

**Capacity:** Currently we are able to serve Veterans with barriers with our Vet Reps. When demand for services increases, we will be able to use other workforce professional to assist Veterans with core services.

**Job Corps** – In support of the WIOA Title I Job Corps Program, The Flint Hills Job Corps Center provides residential education and career technical training to young adults ages 16 through 24. Job Corps representatives are co-located at the Johnson County workforce center; however, services are provided eligible individuals throughout the local area.

**Strengths:** Program has been in service since 1964. Job Corps offers career technical skills training in 10 high-growth industry sectors: Advanced Manufacturing, Automotive and Machine Repair, Construction, Finance and Business, Healthcare, Homeland Security, Hospitality, Information Technology, Renewable Resources and Energy, and Transportation. Job Corps also offers tuition-free housing, meals, basic health care, a living allowance, and career transition assistance.

**Areas for Growth:** Increase the level of program interest, resulting in increased enrollments.

**Capacity:** Due to covid, enrollment services are only being offered remotely.

**YouthBuild** – In support of the WIOA Title I YouthBuild Program, the United Way of Greater KC provides pathways to construction careers leading to employment, education, and entrepreneurship for low-income young adults ages 16-24.

**Strengths:** Trade-specific training programs for disadvantaged youth in the local area.

**Areas for Growth:** Increase marketing of the program, resulting in increased enrollments.

**Capacity:** The United Way was not awarded the most recent YouthBuild contract. As a result, there is a chance the local area could lose the program.

**Unemployment Compensation Program –** Kansas Department of Labor (KDOL) administers this program in Kansas providing Unemployment Benefits to individuals who have lost employment and who have earned sufficient wage credits.

**Strengths:** With recent federal action, pandemic unemployment compensation has been extended until Sept. of this year. Between March 15, 2020 and March 13, 2021, the Kansas Department of Labor (KDOL) has paid out over 4.2 million weekly claims totaling over $2.8 billion between regular unemployment, and the federal pandemic programs.

**Areas for Growth:** The drastic increase in unemployment insurance claims in 2020, coupled with the federal programs enacted, overwhelmed KDOL’s antiquated and archaic unemployment insurance IT system that processes and pays out these programs.  KDOL is in need of a complete overhaul of its system, which the agency is pursuing through a modernization project. We anticipated to be funded for the project by the end of the 2021 legislative session and plan to begin the upgrade late this year.

**Capacity:**  State and federal claims can be filed online or over the telephone.  Due to the volume of claims and the different UI programs in place, getting through to the contact center on the telephone to speak with a customer service representative can be frustrating for claimants. Therefore, accessing the website [www.getkansasbenefits.com](https://gcc02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.getkansasbenefits.com%2F&data=04%7C01%7CLaurel.Searles%40ks.gov%7C2a7a96d940a246a00e8d08d8eb276735%7Cdcae8101c92d480cbc43c6761ccccc5a%7C0%7C0%7C637517901747839843%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=Xvumcn98K2O1KJT0a3px6WYl7ehj3vLHxDZ2qxN7KAE%3D&reserved=0) is encouraged for all programs except Pandemic Unemployment Assistance (PUA).  PUA recipients should access [www.pua.getkansasbenefits.com](https://gcc02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.pua.getkansasbenefits.com%2F&data=04%7C01%7CLaurel.Searles%40ks.gov%7C2a7a96d940a246a00e8d08d8eb276735%7Cdcae8101c92d480cbc43c6761ccccc5a%7C0%7C0%7C637517901747839843%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=ZyWTEwTqrCyx7y%2FNJR7%2BVkAF9%2BPNKIaZ4vIc2UGcq8g%3D&reserved=0).

**Indian and Native American Employment and Training Programs -** The American Indian Council provides employment and training services under this Program for American Indians in Local Area III, as well as Iowa and Missouri.

**Strengths:** American Indian Council has been in existence since 1972 as an Employment and Training Program and their staff is compassionate about serving thousands of clients who are working and supporting their families.

**Areas for Growth:** As the organization grows, it will need to increase marketing in order to reach new clients.  We are working on a website and other social media ideas to help strengthen this process.

**Capacity:** Currently we have been able to provide services to all eligible clients that have applied.  We anticipate adding new clients in the upcoming year.

**Senior Community Service Employment Program -** SER Jobs for Progress, Inc. provides subsidized, service-based training for low-income (not more than 125% of the established federal poverty guidelines) persons at least 55 years of age who are unemployed and have poor employment prospects.

**Strengths:** SER National has been administering SCSEP for over 17 years. We have developed consistent policies and procedures the have stabilized the program for our participants and partners. We are developing avenues for remote trainings for our seniors.

**Areas for Growth:** Due to the pandemic, SER SCSEP is looking to foster remote training opportunities for our participants. As our senior population tends to lag beyond in technology, we find many seniors due not own computer or technology needed to access the numerous digital and virtual training opportunities.

**Capacity:** SER National has been authorized by the USDOL to administer SCSEP in 82 counties in the state of KS. Currently, we are seeking to enroll another 171 participants statewide. In addition to participants, SER is seeking to develop partnerships with government agencies and 501c3 non-profits in the community to serve as training site hosts for our participants.

**Reentry Employment Opportunities Program** - Connections to Success provides a comprehensive network of services and support to assist justice-involved individuals become economically self-sufficient.

**Strengths:** Service to special population. 46 individuals were served in 2019.

**Areas for Growth:** Increase marketing of program, resulting in increased enrollments.

**Capacity:** No concerns at this time; all eligible individuals are able to be served.

**Community Services Block Grant Employment and Training Program -** Economic Opportunity Foundation provides a comprehensive network of services and support to assist individuals overcome the six (6) conditions of poverty identified in the grant: meaningful employment, adequate education, making use of available income, adequate housing, obtaining emergency assistance, and improving nutrition.

**Strengths:** The Economic Opportunity Foundation, Inc. (EOF) has been a staple in Wyandotte County, Kansas City, Kansas for over fifty (50) years. EOF Programs are designed to strengthen families and individuals. EOF mobilizes resources to enable low-income families and individuals to obtain the knowledge and skills to become self-sufficient. EOF promotes coordination of community programs and services through its many partnerships. Families and individuals have been able to meet their emergent and crisis needs allowing for these families/individuals to focus on longer-term solutions to their overall housing stability.

**Areas for Growth:** Funding has sometimes been an issue although funding has greatly improved the past few years. The EOF Intake and Assessment Process is a little more detailed and in depth than what is required by some agencies. Plans to trim the application process are already in the making.

**Capacity:** EOF assist all families/individuals who seek/apply for assistance to the degree possible. Families/Individuals who are unable receive direct assistance from EOF for whatever reason, are directly referred to EOF Partner and/or other Agencies as the need dictates.

**HUD Employment and Training Program -** Kansas City Kansas Housing Authority’s Self-Sufficiency Program assists low-income individuals through education, training and employment support.

**Strengths:** The KCKHA Self-Sufficiency Program assists qualified individuals with training, education, and employment; interviewing, resume writing, job retention, and employment search. In addition, our new Family Self-Sufficiency Program that provides all the above programming to our Section 8 Participants.

**Areas for Growth:** Unable to market all programs due to COVID-19

**Capacity:** Residents not seeking the opportunities for the training programs.

***“Other” Local Area Partners/Programs***

**TANF/SNAP Programs** - Although exempted by the Governor of the State of Kansas from formal partnership with the WIOA workforce system, the Kansas Department of Children and Families continues to provide a variety of services for low-income individuals residing in Local Area III such as the Temporary Assistance for Needy Families (TANF) program, the Supplemental Nutritional Assistance Program (SNAP), education and training, and childcare assistance. A strong partnership with DCF allows the Local Area III’s one-stop system to serve the most vulnerable customers in a coordinated manner without duplicating services.

**Strengths:** Staff is knowledgeable about agency programs and community resources available to assist clients, and they demonstrate good listening skills to be able to evaluate and show concern for clients and their families. Staff are compassionate and go above and beyond to help their clients address their barriers, often thinking outside of the box. Collaborate with outside agencies and resources to address the needs of the whole family.

**Areas for Growth:** Call wait and call back times are long. Application and change processing times may be longer due to not seeing clients in the lobby at this time due to COVID.

**Capacity:** Limitless, no client is turned away for services based on capacity.

**Goodwill Industries** – Goodwill Industries of Western Missouri and Eastern Kansas provides opportunities to people with disabilities and barriers to employment seeking independent and productive lives. Goodwill works to fulfill its mission through a number of services to the community including job training, skills development, case management, GED and ESL programming, and supportive services.

**Strengths:** Goodwill has been serving the community for 125 years with committed and knowledgeable staff members.

**Areas for Growth:** Increase marketing of program, resulting in increased enrollments

**Capacity:** All eligible individuals are able to be served at this time.

**Catholic Charities of Northeast Kansas** – Through specialized programs and services, Catholic Charities is able to serve those most in need. Eight Family Support Centers, eight food pantries and two mobile resource buses assist more than 25,000 times each month, providing food for the hungry, clothing for those in need and shelter for the homeless. Financial literacy and job placement services are available for those who move past the crisis phase and are ready to take the next steps towards self-sufficiency.

**Strengths:** Founded in 1956, the organization has committed to serving not only the Catholic community but all faiths across 21 counties in Northeast Kansas. Seven Family Support Centers, eight food pantries and two mobile resource buses assist more than 25,000 times each month, providing food for the hungry, clothing for those in need and shelter for the homeless.

**Areas for Growth:** Increase marketing of program, resulting in increased enrollments.

**Capacity:** All eligible individuals are able to be served at this time.

**The American Indian Enterprises and Business Council** – The AIEBC provides employment and training services and programs for American Indians who reside in Kansas and Missouri including tuition assistance, supportive services and job development.

**Strengths:** Committed and knowledgeable staff serving a special population.

**Areas for Growth:** Increase marketing of program, resulting in increased enrollments.

**Capacity:** All eligible individuals are able to be served at this time.

While the list of partner agencies and programs above is extensive, it does not represent all of Workforce Partnership’s established relationships/partnerships with local area organizations such as middle and high schools, faith-based organizations, correctional institutions, and economic development agencies.

**B. Local Area Strategic Vision and Goals**

Describe the LWDB’s strategic vision for its workforce development system.

Describe the goals for achieving this vision based on the analysis in (a) above of the Local Area’s economic conditions, workforce, and workforce development activities; include goals for preparing an educated and skilled workforce (including preparing youth and individuals with barriers to employment and other populations including individuals age 55 and over) and the workforce needs of employers.

**Vision:**Workforce Partnership’s strategic vision is to produce a high-quality workforce meeting the changing talent needs of our local area and state enterprises, so they are well-prepared to compete in the global marketplace.

We strive to accomplish this vision through targeted strategies and investments in training and education and the promotion of inclusive economic prosperity for all.

**Workforce Goals – Educated and Skilled Workforce**

**Goal #1:** Ensure customers timely and efficient access to job search and training services focusing on target populations identified in WIOA such as youth, unemployed/underemployed, veterans, older workers and those with other barriers to employment.

**Goal #2:** Ensure training programs offered are in high-demand and/or confer an industry recognized credential or degree.

**Goal #3:** Ensure continuous improvement and integration of the one-stop delivery system.

**Workforce Goals - Employers**

**Goal #1:** Ensure one-stop system responsiveness to the talent needs of Local Area employers.

**Goal #2:** Promote and deliver services designed to improve and/or manage Local Area employers’ current and future talent cycle.

**Goal #3:** Increase the number and variety of work-based learning opportunities for job seekers with Local Area employers.

**Performance Goals**

1. Describe the policies the LWBD 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.
2. 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.

Workforce Partnership aligns local policies and procedures with the most current State and Federal guidelines, as required, and develops such policies and procedures in a manner that maximizes the efficiency of the organization in serving job seekers and employers.

In an effort to ensure staff do not use the fear of negative performance outcomes to limit employment and training-related workforce services to individuals otherwise eligible for those services, Workforce Partnership adheres to the Priority of Service guidelines set forth by WIOA and also focuses its attention on addressing an individual’s preparedness and readiness for the services available to them through the one-stop delivery system. Workforce Partnership strives to match services to individual need(s), rather than on defined performance measure outcomes and coordinates services with partner agencies whenever appropriate.

**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 and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

Workforce Partnership utilizes a number of assessment methods to determine the overall effectiveness of the local area’s workforce investment system in relation to the strategic vision and goals set forth above. The information obtained from the tools described below is utilized to make continuous and quality improvements to the system in Local Area III.

*WIOA Performance Outcomes*: Workforce Partnership strives to meet or exceed all WIOA performance measure outcomes as established under WIOA. Performance measure outcomes are reviewed by OSO and Board staff leadership on a quarterly basis to ensure appropriate progress is being made; results are shared with the Board through the Quarterly Monitoring Reports.

*KPI Dashboard*: In addition to the federally established WIOA performance measures, Workforce Partnership has identified key performance indicators it feels assist in determining the overall performance of the organization. These indicators are reviewed and presented to the Board for review on a quarterly basis. The key performance indicators identified include: program participants served, training dollar expenditures, youth work experience expenditures, number of work-based learning enrollments, participant demographics by county, customer/employer satisfaction, county data, career events and attendance, Top 6 training programs attended, and employer engagement by sector and county.

*Partner Agency/Public Feedback*: To ensure the needs of Local Area III’s job seekers, businesses, employees, and partners are being met, customer satisfaction surveys are completed quarterly at each workforce center location, as well as career events. Workforce Partnership also garners feedback from partner agencies, workforce center staff, and other community agencies through the use of yearly surveys and direct communication; feedback is used to determine best practices and opportunities for growth.

*Quarterly Monitoring Report*

Monitoring activities serve as a functional management tool for maintaining the quality of programs, and help ensure that WIOA funds are used as intended in Local Area III (LA III). The findings also help serve as a gauge for appropriate service levels, customer service satisfaction and equal opportunity to programs and services. LA III’s Director of System Performance is responsible for independent and objective oversight and monitoring of the performance and operations of the various programs under Title I of WIOA.

Pursuant to section 107(d)(8) of WIOA, the local board, in partnership with the chief elected officials for the local area, has developed an annual schedule of activities to be reviewed on a quarterly basis. The Director of System Performance may choose to monitor a particular area(s) more frequently if deemed necessary, and review areas may also be moved to different quarters depending on scheduling needs and other activities that might arise. Each program year, the following activities under Title I of WIOA will be monitored on a quarterly basis:

|  |  |
| --- | --- |
| **First Quarter (July – Sept)**  OJT –Adult and Dislocated Worker Programs  Customer Satisfaction  Contract Reviews–Incumbent and Customized  Fiscal/Procurement/Program Costs  Contract Performance Standards | **Second Quarter (Oct –Dec)**  Adult/Dislocated File Review/Eligibility  ITA Process Review  Data Validation –Adult and Dislocated  Enrollment Totals for Integration  Fiscal/Procurement/Program Costs  Contract Performance Standards |
| **Third Quarter (Jan – Mar)**  Youth File Review  Data Validation – Youth  Work Experience – Youth  Fiscal/Procurement/Program Costs  Contract Performance Standards | **Fourth Quarter (April – June)**  One-Stop Delivery System  LEOB/LWIB and Youth Council  Enrollment Totals for Integration  Grievance/EO  Fiscal/Procurement/Program Costs  Contract Performance Standards |

Quarterly monitoring reviews may utilize a combination of methods for documentation, including, but not limited to, participant case file review, review of participant information in KansasWorks, participant, staff and employer interviews, customer service reports and other administrative reports available through KansasWorks.

Upon completion of each quarterly review, the Director of System Performance will address any findings in the form of a report, which will be provided to the Executive Director for review. All reports, checklists and additional materials will be available for review by any interested parties. All reports of monitoring activities and any review findings will also be shared with the Local Workforce Investment Board and the One-Stop Operator.

**C. Local Area Strategy**

1. 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 above. Include discussion of specific strategies to address the needs of populations provided in the analysis.
2. - Describe the strategies the Local Area will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).
3. - 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.
4. - 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.

**1. Workforce Strategies to Achieve Goals**

**Workforce Strategies - Educated and Skilled Workforce**

***Strategies for Goal #1: Ensure customers timely and efficient access to job search and training services focusing on target populations identified in WIOA such as youth, unemployed/underemployed, veterans, older workers and those with other barriers to employment.***

* Maintain and promote a high-quality, coordinated workforce development system among all WIOA One-Stop partners.
* Promote and support Workforce Partnership’s Summer Youth Employment Program including expansion of the program across all three counties served in Local Area III.
* Promote the Mature Worker Program including maintaining Workforce Partnership’s status as a network provider for AARP’s Back-to-Work 50+ Program.
* Promote opportunities to serve individuals with disabilities through local and state partnerships.
* Actively seek to serve and support individuals whose employment has been negatively impacted by the COVID-19 pandemic.

***Strategies for Goal #2: Ensure training programs offered are in high-demand and/or confer an industry recognized credential or degree.***

* Focus Local Area services and funding on the following LWDB-approved priority sectors: Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, Finance and Professional Services, and Construction and Building Trades.
* Assist Local Area training providers in developing new training programs based on employer talent/skill/credential needs.
* Work with Local Area higher-education institutions and other training providers to ensure programs and schedules are being offered that appeal to Adult learners and address their needs.
* Promote shorter-term, industry-specific certificate programs to younger individuals, individuals looking to transition careers, and individuals with multiple barriers to employment, to aid job seekers in entering or reentering the workforce in a shorter amount of time.

***Strategies for Goal #3: Ensure continuous improvement and integration of the one-stop delivery system.***

* Build upon the established partner agency relationships and enter into MOUs with new partners when appropriate.
* Explore opportunities with system partners for joint grant applications, when appropriate, to support the continuation of blending and braiding of funding for employment, training and supportive services.

**Workforce Strategies - Employers**

***Strategies for Goal #1: Ensure one-stop system responsiveness to the talent needs of Local Area employers.***

* Build upon the established connections with local industry associations and chambers of commerce as a means to convene employers, labor, and other professional associations in order to ensure responsiveness to the needs and/or desires of area businesses.
* Conduct regular meetings of the Local Area BST to cross-pollenate ideas and opportunities with employers and relay employer needs to the larger Team.
* Develop Financial and Professional Services as a new priority sector.

***Strategies for Goal #2: Promote and deliver services designed to improve and/or manage Local Area employers’ current and future talent cycle.***

* Work in partnership with local area employers to improve and/or manage their current and future talent cycle by offering job development, recruitment, and labor market consultation services.
* Support the development and launch of the KCK FAME Chapter to support long-term talent development in the manufacturing sector.
* Support talent development in high-demand health care careers.
* Support the development of Registered Apprenticeships in the Information Technology Sector.

***Strategies for Goal #3: Increase the number of work-based learning opportunities for job seekers with Local Area employers.***

* Educate employers on the value of work-based learning opportunities such as paid internships, on-the-job training, incumbent worker training, and registered apprenticeship.
* Develop a process for connecting job seekers interested in work-based learning experiences with employers willing to offer such.

**2. Sector Development Strategies**

Based on the data obtained from numerous employment and training-based organizations, Workforce Partnership has chosen to concentrate the local area’s training and education efforts in six (6) priority sectors; Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, Finance and Professional Services, and Construction and Building Trades. These sectors are in high-demand for the local area, have strong career pathways, and solid earning potential, which provide job seekers additional opportunities to attain economic independence. In addition to benefiting local area job seekers, Workforce Partnership’ sector strategies and engagement are designed to meet the workforce needs of area businesses in all priority sectors.

Local Area III boasts many industry and business-led partnerships in key economic sectors. Below is a list of sector partnerships with which Workforce Partnership is engaged and will continue to be engaged as part of its sector strategy work and career pathway development:

ADVANCED MANUFACTURING

* **Kansas Manufacturing Solutions** - KMS is the only federally supported Manufacturing Extension Partnership Program center in Kansas, serving approximately 3,100 manufacturers and 161,000 employees in the manufacturing sector. KMS hopes to grow Kansas manufacturing by delivering solutions to small and medium sized manufacturers with value-driven results. Workforce Partnership meets monthly with KMS leadership and regularly receives business referrals from KMS for our employer services. Workforce Partnership’s Executive Director and BST also have hosted presentations for KMS membership to share Workforce Partnership services and work-based learning opportunities.
  + **Strategies**: Continue tight collaboration with KMS including receiving business referrals for employer services, making presentations to KMS membership, referring employers to KMS who need assistance optimizing their manufacturing processes, collaborate on applications for funding to support manufacturing workforce development and support KMS in the development of the first Kansas FAME Chapter (below).
* **Federation of Advanced Manufacturing Education (FAME) KCK Chapter** – Wyandotte County Economic Development Council (WYEDC), Kansas Manufacturing Solutions (KMS), Kansas City Kansas Community College (KCKCC) and Workforce Partnership have worked to assist local manufacturing companies in the development and launch of a new FAME chapter in Kansas City, Kansas. The highly successful FAME model was originally developed by Toyota in the State of Kentucky; but has now spread throughout the Southeast United States as a highly regarded education and training model for all types of manufacturing companies. The basic FAME model is much like an apprenticeship model with both work-based learning and classroom-based learning incorporated into the program. This employer-led program begins with the establishment of a FAME chapter comprised of local manufacturers who are willing to sponsor participants in the program. Participants may be recent high school graduates or incumbent workers in whom the sponsoring company wishes to invest. KMS will serve as the backbone organization for the KS FAME model, and will support not only this Kansas City, KS inaugural chapter, but also lead the expansion of FAME chapters across the state of Kansas.
  + **Strategies**: Continue Workforce Partnership’s organizational leadership in the development and launch of the first FAME Chapter in the State of Kansas including recruitment of additional employer chapter members, recruitment of high schools seeking opportunities for graduates in the manufacturing sector, recruitment of job seekers looking to enroll in the FAME program who need an employer sponsor, assist in the registration of the FAME program as an apprenticeship program in the State of Kansas in order to access any state or federal registered apprenticeship funds.

CONSTRUCTION AND BUILDING TRADES

* **The Greater KC Building and Construction Trades Council** - The Council represents Construction Trades within Kansas City and surrounding areas and provides its local trades and their memberships expertise in commercial and residential construction by driving economic development, committing resources to workforce development, and marketing the trades, apprenticeships and journey person upgrading.
* **Home Builders Association of Greater Kansas City** – The HBA serves as the voice of the housing industry and a source for housing information for the greater KC area, and provides advocacy on behalf of the residential construction industry to local government and the public. Comprising approximately 550 member companies, the KCHBA represents an industry supporting thousands of jobs in the greater Kansas City metropolitan area.
  + **Strategies**: Continue collaboration with the Council and the HBA including receiving business referrals for employer services, making presentations to their respective memberships, referring employers to these organizations, collaborate on applications for funding to support workforce development in the construction trades, and connect the Council’s and HBA’s membership to the YouthBuild program for mentoring and work-based learning opportunities.

HEALTHCARE SECTOR

* **Kansas Hospital Association** - The KHA is a non-profit organization providing leadership and services to member hospitals. KHA is the lead organization in a group of companies and affiliates offering a wide array of services to the hospitals of Kansas and the Midwest region. The hospitals of Kansas founded the Kansas Hospital Association to improve hospital care by providing its membership with opportunities to share information, receive continuing education and develop approaches to legislative and regulatory reforms.
* **KC Metropolitan Healthcare Council** – The KCMHC is the policy division of The Health Alliance of MidAmerica, a two-member organization comprised of the Kansas Hospital Association and the Missouri Hospital Association. The Council works with local KC hospitals on areas of collective interest, in particular talent attraction and development. The Council meets quarterly to discuss and resolve the talent needs and challenges in the healthcare industry.
  + **Strategies**: The Kansas Health Profession Opportunity Project (KHPOP), from which Workforce Partnership has received approximately $500,000 annually, is scheduled to end in fall 2021. Workforce Partnership will lose substantial funding to support the nursing career pathway and other health care jobs such as respiratory therapists, physical and occupational therapists, pharmacy technicians and medical lab technicians. Workforce Partnership will work to engage the KHA and the Council to obtain investments by key hospitals and long-term care companies into the training and support of workforce development in these healthcare positions.
  + **Strategies:** Increase engagement with the KHA and continue engagement with the Council at its quarterly meetings, and make presentations to KHA and Council members about Workforce Partnership services to job seekers and employers.

INFORMATION TECHNOLOGY

* **KC Tech Council** - The KC Tech Council is an independent non-profit focused on making Kansas City a great home for tech and being the voice of Kansas City’s tech industry. KC Tech Council is comprised of 130+ member and sponsor companies ranging from large enterprises to small businesses. It divides its work into three strategic pillars: workforce development, industry access and policy advocacy.
  + **Strategy**: Workforce Partnership will engage with the KC Tech Council in its Greater Kansas City launch of the Apprenti program, an apprenticeship program in the Information Technology sector, assisting in the recruitment of job seekers interested in the program as well as assisting in the registration of the program, if desired, with the State of Kansas.
* **KC STEM Alliance** – The KC STEM Alliance is a collaborative network of educators, business partners and organizations that inspires interest in Science, Technology, Engineering and Math careers to generate a robust workforce of related professionals for the Greater Kansas City area.
  + **Strategy**: Workforce Partnership will continue to be a representative on the STEM Connect KC leadership team and provide information to the team about OSY needs and concerns as they relate to the KC STEM Alliance and STEM Connect KC programming.

TRANSPORTATION AND LOGISTICS

* **KC Smartport** - KC Smartport is a non-profit economic development organization working to attract freight-based companies, such as manufacturing, distribution and warehouses, to the 18 county, bi-state Kansas City region. It supports its members by connecting them to a variety of workforce development initiatives and manufacturing, transportation and logistics programs throughout the metropolitan area.
  + **Strategies**: Promptly respond to any and all requests for information from KC Smartport to assist with its attraction efforts including providing applicable labor market information and details about the employer services offered (talent attraction, job fairs, KansasWorks job board, etc.) by Workforce Partnership for companies relocating to the Local Area.
* **Elevate Edgerton** – Elevate Edgerton (EE) is an economic development organization designed to drive the economic development of the City of Edgerton and to meet the needs of employers primarily at the Logistics Park Kansas City and its surrounding area.
  + **Strategies**: Continue to attend EE’s HR Roundtable to connect with employers at the Logistics Park KC and address their talent needs, collaborate with the EE including receiving business referrals for employer services, making presentations to its membership, and refer new employers to EE, as appropriate.

FINANCE AND PROFESSIONAL SERVICES

* The Finance and Professional Services sector is a ***new priority sector*** for Workforce Partnership. This sector includes the insurance industry and is particularly robust in Johnson County.
  + **Strategies**: Workforce Partnership will use the expertise of many of its LWDB members to determine which industry associations would be exceptional partners in the development of career pathways in these industries.

ORGANIZATIONS COVERING ALL SECTORS

The following organizations and initiatives cover many of Workforce Partnership’s priority sectors. As part of its sector strategies, Workforce Partnership will continue to engage with these organizations and initiatives, at many levels, providing information about workforce services to job seekers and employers and providing leadership around the intersection of the multiple efforts across the Greater Kansas City Area to grow the region’s talent base:

* **KC Rising** – KC Rising is a business-led metropolitan business plan to grow the Kansas City regional economy for everyone. It is a collaboration of four major civic organizations in the region: The Civic Council of Greater Kansas City, MARC, the Kansas City Area Development Council and the Greater Kansas City Chamber of Commerce KC Risings work revolves around seven pillars of prosperity: enterprise, industry, inclusion, connectivity, culture, neighborhoods and education. The education pillar includes regional work designed to provide equitable access to quality education to meet evolving workforce needs. Workforce Partnership is actively engaged with KC Rising leadership and its Executive Director serves on the Diversity, Equity and Inclusion Advisory group.
* **Mid-America Regional Council** – MARC plays an important convening role as the metropolitan planning organization for the bi-state Kansas City metropolitan area. MARC is widely considered a neutral convener of business and industry and has several workforce development initiatives in place that Workforce Partnership participates in:
  + *Regional Workforce Intelligence Network (RWIN) -* RWIN was developed to encourage greater collaboration among the region's workforce data and information professionals. RWIN is a collaboration of economic development professionals and workforce centers which meets monthly. RWIN is a collaboration of economic development and workforce center leaders from throughout the KC region and provides a forum to share, review and discuss economic development and workforce data. Workforce Partnership is a member of RWIN and regularly participates in its monthly meetings. The data and work shared at these meetings assists in planning workforce initiatives and activities across the metropolitan area.
  + *GradForce KC-* GradForce KC guides postsecondary attainment initiatives in the Kansas City region. GradForce KC was formed in 2014 when Lumina Foundation invited Kansas City to join its Community Partnership for Attainment. Lumina’s Goal 2025 aims to have 60 percent of the U.S. population hold an associate degree or higher by the year 2025. *GradForce* KC focuses on helping two primary populations — first-generation college students and adults who are returning to college. Postsecondary degrees can help these individuals find career pathways and quality jobs, and a more educated workforce helps attract and retain businesses strengthening our regional economy. *GradForce* KC’s work is guided by a steering committee including secondary and postsecondary leaders, as well as representatives from regional nonprofit and philanthropic organizations which include postsecondary attainment in their missions. Workforce Partnership is an active steering committee member and is deeply engaged with two of its three initiatives. *GradForce* KC works closely with other regional initiatives such as KC Rising.

In 2016, *GradForce* KC launched three distinct initiatives designed to improve postsecondary attainment and develop a talented workforce:

* **KC Degrees** supports adults to return and finish college. In Kansas City, approximately 300,000 adults between the ages of 25 and 64 have started but not yet finished a postsecondary degree. Launched in September 2016, KC Degrees provides in-person, phone and online advisement to adults to help them navigate the process to return to college and offers continuing support as they work toward degree completion. Since 2017, Workforce Partnership has supported the work of KC Degrees by embedding a KC Degrees Career Navigator at its Wyandotte County and Johnson County workforce centers and by integrating information about the KC Degrees program into its WIOA orientations.
* **Talent-to-Industry Exchanges (TIEs)** provide a comprehensive regional approach to talent development. This business-led, sector-based system is designed to improve the labor supply in key industry sectors, growing the human capital necessary to attract and retain companies in the Kansas City region. The process begins with a labor market analysis conducted by MARC’s economists through data analysis and employer surveys. The second step in the process is the vetting of the data with sector leadership and the development of a work plan to address the most pressing workforce issues for that sector. Workforce Partnership actively participates in the TIE process both by assisting in the recruitment of employers to participate in the data collection and surveying process, as well as by reviewing the resulting data and participating in the planning meetings to develop a regional work plan. To date, MARC has produced TIE reports and work plans for the following sectors: Life Sciences, Architecture/Engineering, and the Skilled Trades.
* **Gateways KC** aims to create a broad and shared understanding of the economic value of immigrants to our region, and ensure businesses and organizations are culturally competent in welcoming immigrants as part of their workforce. Initially, Gateways KC will work with colleges and universities to help retain college graduates and consider community partnerships to expand immigrant entrepreneurship.

In addition to the initiatives listed above, Local Area III is also engaged with the chambers of commerce and economic development organizations listed below, which have embedded industry or business-led partnerships within their organizational structures. As part of its sector strategies, Workforce Partnership will continue to engage with these organizations to ensure the free flow of information about business needs to our education and training providers as well as to our job seeker customers.

* **Olathe Chamber of Commerce** – The Olathe Chamber is the voice of business that advances the economic well-being and quality of life in Olathe by acting as a chamber of commerce for businesses, an economic development council to promote expansion of existing business in Olathe and enticement of new businesses to Olathe, and a convention and visitor’s bureau. The Chamber has an active Human Resources Roundtable that meets regularly to discuss a wide range of talent attraction and retention issues for local businesses. Workforce Partnership is a member of the Chamber and its BST regularly engages with the Chamber and its HR Roundtable and attends its employer events.
* **Lenexa Chamber of Commerce** – Similar to the Olathe Chamber, the Lenexa Chamber operates as a chamber, an economic development council and a visitor’s bureau for the Lenexa area. It has over 90 years of service creating and preserving the best possible business climate and quality of life for Lenexa. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.
* **Overland Park Chamber of Commerce** – The OP Chamber exists to make Overland Park prosper. It is the bold voice for business - the resource, advocate, convener and change maker - that drives economic success forward in the city, county and state. The OP Chamber serves as both a chamber of commerce and as an economic development council for the Overland Park area. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events. In addition, the Chamber’s Director of Workforce and Business Growth is a member of the LWDB.
* **Kansas City, Kansas Chamber of Commerce** - The KCK community has experienced exponential economic growth over the last decade and the KCK Chamber helps drive and sustain that success by enhancing and leveraging the talents and resources of its diverse business members to sustain and catapult development opportunities throughout the Kansas City Metropolitan area. The KCK Chamber is well-known for its monthly Congressional Forum public policy series which features local, state, and federal representatives speaking about issues relevant to the area’s business community. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.
* **Wyandotte County Economic Development Council -** The WYEDC is the economic development organization for Wyandotte County and believes there must be a strong connection between the current and future workforce in Wyandotte County to existing, well-paying jobs to help drive economic development. The WYEDC’s Workforce Solutions Committee was designed to bring both public and private sector organizations to address barriers to education and employment that exist within the County. In 2018, this Committee agreed to take on a large portion of the County Health Improvement Plan (CHIP) as it was determined many of the public health disparities in the County have socio-economic roots and solutions thus could come from the breaking down of various barriers to education and employment. The Committee now has several active sub-committees working on the CHIP in the areas of: post-secondary attainment, English language learning, employment for individuals with criminal backgrounds, child care challenges for working parents and transportation. Workforce Partnership is a member of the WYEDC and serves on the Workforce Solutions Committee as well as has several staff members engaged in the CHIP sub-committee work. In addition, the President of WYEDC is a member of the LWDB.
* **Leavenworth-Lansing Chamber of Commerce** – The Leavenworth-Lansing Chamber is an independent non-profit 501(c)(6) organization of businessmen and women who invest their resources in community development programs and who work together to improve the economic, civic and cultural strength of the Leavenworth, Lansing, and Fort Leavenworth area. The Chamber has over 350 members. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.
* **Leavenworth County Economic Development Corporation** – The Leavenworth EDC is the catalyst for economic growth in four distinct communities: Leavenworth, Lansing, Tonganoxie and Basehor Kansas. This powerful coalition ensures access to critical partners to accelerate and maximize investment for companies looking to startup, relocate or expand. The EDC has streamlined permitting, customized incentives, and market-ready inventory.

**3. Program/Partner Agency Collaboration Strategies**

To align the WIOA core programs, WIOA required partners, and optional “other” partner agency programs, Workforce Partnership developed a high-quality, customer-centered process for assisting job seekers and businesses meet their employment and training needs by accessing the local area’s available services.

**Strategy #1:** Ensure Local Area III Partners share information about program services and eligibility, provide career services, and make referrals.

* Partners will share information through either direct linkage, cross-training and/or technology.
* Partners will refer to the “Service Delivery Matrix,” which outlines the currently available option(s) for all partner agencies, including information regarding co-location, direct linkage, cross-training, staff contact information, office location(s), and available programs and services, and is updated as needed on a quarterly basis.
* Partners will attend, in-person or remotely, the Local Area III Partner Agency Meeting; hosted quarterly. This meeting serves as a conduit for partner agencies to provide program updates, coordinate services, cross-train staff, update contact information, and discuss best practices regarding referrals and how to most effectively serve job seekers with barriers to employment through co-enrollment, integrated service delivery, and blending and braiding of funds.Business Services and case management staff are encouraged to attend in order to gain a better understanding of the activities and needs of the local area.

**Strategy #2:** Partners will explore opportunities to support Local Area III’s one-stop delivery system through joint grant applications, letters of support, or other activities with the potential to meet the unique needs of the Local Area.

**Operational Planning Elements**

**A. Local Strategy Implementation**

**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).

In compliance with the compositional requirements mandated by WIOA, the LWDB represents a diverse cross-section of industries that reflect the make-up of the local area’s three counties. The LWDB meets bi-monthly to discuss relevant workforce related activities, coordination and alignment of workforce programs, grant endeavors, local area statistical data, and relevant policies and procedures.

The LWDB employs ten full-time staff members and one part-time staff member responsible for oversight of the system-level activities and administrative duties of the workforce system, including, but not limited to workforce research and labor market analysis, engagement of and service to employers, program oversight, development and submission of Regional and Local Plans, grant development, coordination of education and training providers, policy and procedure development and implementation, workforce center accessibility, and partner agency collaboration.

|  |  |
| --- | --- |
| **Local Area III Board Staff Members:** Individuals tasked with ensuring the vision(s) of the Local Board are being met through employment, education and training services | |
| **Representative Name** | **Title** |
| Keely Schneider | Executive Director |
| Tom Wilhauk | Executive Assistant |
| Jo Adams | Chief Fiscal Officer |
| Emily McGrew | Director of System Performance |
| Candis Yarsulik | Chief Technology Officer |
| Forrest Bowmaker | Systems Support Technician |
| Lars Leininger | Director of Business Services |
| Sloane Gage | Director of Program & Resource Development |
| Chad Johnson | Communication Outreach Coordinator |
| Roberta Rowland | Business Services Representative |
| Celeste Gruhin Jasperson | Business Services Representative |

Additionally, the LWDB has contracted with Dynamic Workforce Solutions (DWFS) to support the integrated service delivery system by serving as the One-Stop Operator. As the One-Stop Operator, DWFS has functional management over any co-located partner agency staff in addition to its own. DWFS also serves as the service provider for Local Area III’s WIOA Adult and Dislocated Worker programs, as well as WIOA Youth Services.

The Chief Elected Officials Board (CEOB) has designated the LWDB as the administrative entity and fiscal agent for Local Area III, with Board staff members providing many of these services. To ensure appropriate fiscal controls and segregation of duties, the LWDB has also contracted with the accounting firm of Allen, Gibbs & Houlik, L.C. (as part of a competitive procurement) to serve as paymaster for Local Area III and to provide certain other fiscal services.

The LWDB has also formed several Standing Committees for the Local Area, including an Executive Committee, a Youth Committee, an Accessibility Committee, and a One-Stop Committee, and will create ad hoc committees when needed. These committees meet on an as needed basis and are compliant with all agenda and minutes. Each committee is comprised of LWDB members, Board staff and community/partner agency representation.

**2. Implementation of Local Area Strategies**

Implementation of Workforce Partnership’s strategies requires the skills and knowledge of all core, required and otherwise defined partners within the local area. Local Area III partners will work together to ensure customers, particularly those most in need of a broad-range of services, have uncomplicated and timely access to needed services through the utilization of a well-coordinated one-stop delivery system operated by highly-trained and knowledgeable staff members. Below is a description of how Workforce Partnership, in coordination with the appropriate partner(s), will implement the strategies established above both with respect to Core Programs (under “A” below) and with respect to other non-required partners (under “B” below).

1. **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.

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, integrated resource teams and other strategies.

**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.

Workforce Partnership entered into MOUs with all core and required partners, which outline each partner’s specific commitment to supporting WIOA and the partner Program within the context of Workforce Partnership’s one-stop delivery system. Each partner is individually responsible for funding workforce development activities as outlined in the MOUs. To ensure a streamlined approach to meet the needs of the one-stop delivery system, Workforce Partnership also receives assistance from other local area partners, including non-WIOA partners, not just core partners (all Core, Required and non-Required partners are referred to from time to time herein as “system partners”). Local are partners meet on a quarterly basis to assess the functioning of the one-stop delivery system, align referral methods, discuss and coordinate available services, and brainstorm opportunities for growth and improvement. Core partners, required partners and other non-required partners will support and assist in the implementation of Workforce Partnership’s strategies as detailed below.

**Workforce Strategies - Educated and Skilled Workforce**

***GOAL#1: Ensure customers timely and efficient access to job search and training services focusing on target populations identified in WIOA such as youth, unemployed/underemployed, veterans, older workers and those with other barriers to employment.***

Strategy #1: Maintain and promote a high-quality, coordinated workforce development system among all WIOA One-Stop partners.

Strategy #2: Promote and support Workforce Partnership’s Summer Youth Employment Program including expansion of the program across all three counties served in Local Area III.

Strategy #3: Promote the Mature Worker Program including maintaining Workforce Partnership’s status as a network provider for AARP’s Back-to-Work 50+ Program.

Strategy #4: Promote opportunities to serve individuals with disabilities and veterans through local and state partnerships.

Strategy #5: Actively seek to serve and support individuals whose employment has been negatively impacted by the COVID-19 pandemic.

Operational Elements:

* + System partners will provide quality referrals to Workforce Partnership’s employment and training programs, including work-based learning opportunities.
  + System partners will participate in Integrated Resource Teams for any job seeker needing such support.
  + System Partners will cooperate to blend and braid funding streams, as appropriate and necessary, to ensure job seekers have access to job search, training and supportive services.
  + System Partners will supply Workforce Partnership with data regarding the number of Veterans being served, as well as the expressed the needs of said Veterans.
  + System Partners will refer transitioning or otherwise labeled Veterans to Workforce Partnership’s employment and training programs.
  + Staff will undergo professional development/training on COVID-19 economic impact and forecasted recovery models, learning which occupations were hardest hit and which will be in highest demand so that they can serve job seekers better.
  + LWDB leadership will work with DeBruce Foundation and MARC to implement the Agile Work Profiler as a tool to job seekers in their job search and education goals.
  + Develop communication and outreach messaging that speaks to the education/training and job needs of women and people of color.

***GOAL #2: Ensure training programs offered are in high-demand and/or confer an industry recognized credential or degree.***

Strategy #1: Focus Local Area services and funding on the following LWDB-approved priority sectors: Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, Finance and Professional Services, and Construction and Building Trades.

Strategy #2: Assist Local Area training providers in developing new training programs based on employer talent/skill/credential needs.

Strategy #3: Work with Local Area higher-education institutions and other training providers to ensure programs and schedules are being offered that appeal to Adult learners and address their needs.

Strategy #4: Promote shorter-term, industry-specific certificate programs to younger individuals, individuals looking to transition careers, and individuals with multiple barriers to employment, to aid job seekers in entering or reentering the workforce in a shorter amount of time.

Operational Elements:

* + System partners will provide quality referrals to Workforce Partnership’s employment and training programs.
  + System partners will become adequately trained in the local area’s labor market data and priority sectors, as well as what training is available in those sectors and how to access the training providers/programs.
  + DWFS will continue to support and grow the Summer Youth Employment Program.
  + Work with Local Area Training Providers and the KC Degrees leadership to design programs that suit the schedules and needs of Adult learners, such as non-semester based programming, alternative schedules, prior learning credits and hybrid models.
  + Work with regional initiatives, such as KC Rising, to support micro-credentialing efforts across the KC metropolitan region.

***GOAL #3: Ensure continuous improvement and integration of the one-stop delivery system.***

Strategy #1: Build upon the established System Partner relationships, and enter into MOUs with new partners when appropriate.

Strategy #2: Explore opportunities with system partners for joint grant applications, when appropriate, to support the continuation of blending and braiding of funding for employment, training and supportive services.

Operational Elements:

* + Partners will become adequately trained in the Local Area’s labor market data and priority sectors, as well as the training available in those sectors and how to access the training providers/programs.
  + System Partners will share information about their program services and eligibility guidelines, provide career services, and make referrals, through utilization of direct linkage, cross-training and technology.
  + Core and Required Partners will utilize the “Service Delivery Matrix” when navigating a customer’s needs.
  + Core and Required Partners will ensure the information provided for their respective agencies on the “Service Delivery Matrix” is up-to-date and accurate.
  + System Partners will actively attend the quarterly Local Area System Partners Meeting.
  + System partners will research opportunities to expand financial support for the one-stop delivery system and will communicate those opportunities, or any needs, to Workforce Partnership.
  + System Partners will co-enroll job seekers in order to blend and braid funding streams, as appropriate and necessary, to ensure job seekers have access to job search, training and supportive services.
  + System partners will provide required data elements for any grant applications submitted by Local Area partner agencies.
  + All Core Partners will provide an annual report to the LWDB to review programming elements, performance and challenges/needs.
  + Core Partners will ensure that they maintain a representative on the LWDB as required by WIOA.

**Workforce Strategies - Employers**

***GOAL #1: Ensure one-stop system responsiveness to the talent needs of Local Area employers.***

Strategy #1: Build upon the established connections with local industry associations and chambers of commerce as a means to convene employers, labor, and other professional associations in order to ensure responsiveness to the needs and/or desires of area businesses.

Strategy #2: Conduct regular meetings of the Local Area BST to cross-pollenate ideas and opportunities with employers and relay employer needs to the larger Team.

Strategy #3: Develop Financial and Professional Services as a new priority sector.

Operational Elements:

* + Continue to build-out the scope of the BST with additional members from other chambers of commerce and economic development organizations.
  + System partners with employer-facing staff will work with Workforce Partnership’s BST to develop additional companies interested in supporting the employment and training needs of the Local Area.
  + System Partners will share employer contacts and refer employers to Workforce Partnership for employer services.
  + System partners will provide data related to the number of individuals interested in training in each of the priority sectors.
  + Tap into expertise of LWDB members in the financial/insurance industries to determine with which industry associations Workforce Partnership should engage.

***GOAL #2: Promote and deliver services designed to improve and/or manage Local Area employers’ current and future talent cycle.***

Strategy #1: Work in partnership with local area employers to improve and/or manage their current and future talent cycle by offering job development, recruitment, and labor market consultation services.

Strategy #2: Support the development and launch of the KCK FAME Chapter to support long-term talent development in the manufacturing sector.

Strategy #3: Support talent development in high-demand health care careers.

Strategy #4: Support the development of Registered Apprenticeships in the Information Technology Sector.

Operational Elements:

* + Update outreach materials for the BST.
  + Develop social media outreach campaigns and short employer videos that share how the workforce system has supported the employer and its talent needs.
  + Partner BST members will work with Workforce Partnership’s BST to develop additional manufacturing companies interested in supporting the employment and training needs.
  + Increase engagement with the Kansas Hospital Association; KHA to provide information on which certifications/skills are most in demand.
  + Support KC Tech Council’s launch of the Apprenti apprenticeship program by assisting in the recruitment of job seekers to the program and assisting in the registration of the program, if desired, with the State of Kansas.
  + System partners will provide quality referrals to training programs across all priority sectors (classroom, work-based or hybrid)
  + System partners will share employer contacts with BST.

***GOAL #3: Increase the number of work-based learning opportunities for job seekers with Local Area employers.***

Strategy #1: Educate employers on the value of work-based learning opportunities such as paid internships, on-the-job training, incumbent worker training, and registered apprenticeship.

Strategy #2: Develop a process for connecting job seekers interested in work-based learning experiences with employers willing to offer such.

Operational Elements:

* + System partners will provide quality referrals to Workforce Partnership’s work-based learning programs.
  + System partners will become adequately trained in the benefits of work-based learning so they are able to discuss and promote the opportunities with job seekers and employers.
  + Workforce Partnership and VR will financially support work-based learning opportunities for eligible individuals through their respective WIOA funding and other funding sources.
  + JCCC and KCKCC Adult Education programs will prepare individuals who need remedial/basic skills assistance for work-based learning opportunities.
  + VR will provide additional services/equipment needed by individuals with disabilities in order to participate in a work-based learning experience.
  + System partners with employer-facing staff will work with Workforce Partnership’s BST to develop additional work-based learning sites.

**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.

To align the WIOA core programs, WIOA required partners, and optional “other” partner agency programs, Workforce Partnership developed a detailed process for assisting job seekers and businesses access the local area’s available services, including supportive services. Each partner is responsible for determining how they will deliver basic and individualized services; however, they have agreed upon a coordinated system for communication with and referral to each other which maximizes the efficiency of serving the local area’s job seekers and businesses.

Workforce Partnership makes available a full range of workforce services as described in sections 129(a) and (c), and 134(c) of the WIOA through three (3) comprehensive workforce centers and three (3) satellite site locations in the local area:

*Comprehensive One-Stop Workforce Centers*

Johnson County Workforce Center, 8535 Bluejacket, Lenexa, KS 66214

Leavenworth County Workforce Center, 515 Limit Street, Leavenworth, KS 66048

Wyandotte County Workforce Center, 626 Minnesota Avenue, Kansas City, KS 66101

*Satellite Site Locations*

Johnson County Community College, 12345 College Boulevard, Overland Park, KS 66214

Kansas City Kansas Community College, 6500 State Avenue, Kansas City, KS 66112

Learning and Career Center, Logistics Park Kansas City, 30750 W. 193rd St, Edgerton, KS 66021

Workforce Partnership entered into a Memorandum of Understanding (MOU), as well as an Infrastructure Funding Agreement (IFA), with all core and required partners as outlined under WIOA, which describe each parties’ specific commitments of services through the one-stop system and their required contribution to the one-stop operating budget based on their relative benefit received from participating in the one-stop delivery system. Each MOU describes the coordination of services and activities between partners in support of WIOA and the partner program within the context of Workforce Partnership’s one-stop delivery system.

Partners also attend, in-person or remotely, the Local Area III Partner Agency Meeting; hosted quarterly. This meeting serves as a conduit for partner agencies to provide program updates, coordinate services (including supportive services), cross-train staff, update contact information, and discuss best practices regarding referrals and how to most effectively serve job seekers with barriers to employment without duplicating services and activities.

Since the current system does not allow for co-location of all partners within a workforce center, in order to promote high-quality customer service, Workforce Partnership and local area partners make a concerted effort to ensure customers are provided information and/or referred to services in a direct manner utilizing one of the following options:

Option 1. Have a program staff member physically present at the Workforce Center;

Option 2. Have a cross-trained staff member physically present at the Workforce Center who is able to provide information to customers about the programs, services and activities available through all partner programs; or

Option 3. Make available a direct linkage through technology to a program staff member who can provide meaningful information or services.

When seeking information regarding a partner agency, or when referring a one-stop customer to a partner agency, staff will contact the agency directly utilizing the contact information found in the “Service Delivery Matrix”, which utilizes the currently available option(s) for all partner agencies, including information regarding co-location, direct linkage, cross-training, staff contact information, office location(s), and available programs and services, and is updated as needed on a quarterly basis. If direct linkage cannot be established within a reasonable amount of time, staff will utilize their own knowledge, or seek the knowledge of an adequately cross-trained staff member to assist the customer. The cross-trained staff member will provide basic program and eligibility information to the customer, as well as information on how to access and complete an enrollment application (if appropriate and/or required). Staff will also utilize the local area’s “Partner Referral Form” to connect customers to a partner agency representative who can further assist navigation of available services.

Utilization of the referral, training, and communication techniques listed above allows the local area workforce development system to feel confident they are providing the most comprehensive services (including supportive) available without duplication of services or adding strain to one partner agency over another.

**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.

Workforce Partnership’s Business Services Team (BST) represents the entire workforce system in Local Area III, not just one particular funding stream or program. It is comprised of LWDB business services staff, LWDB marketing staff, DWFS’ Work-Based Learning Placement Specialist, Workforce Center Site Directors, KS Department of Commerce Veteran Employment Representative, KS Department of Commerce Regional Operations Manager and Workforce Services Supervisor, KS Department of Commerce Economic Development staff, and representatives from local chambers of commerce. The BST members assist with a variety of employer needs, including creating and posting job descriptions/requirements, job seeker recruitment, resume searches, screening and referring potential candidates, determining and conducting appropriate assessments, determining market-competitive salaries, assisting with tax incentives, developing work-based learning opportunities, and arranging internship and registered apprenticeship opportunities.

To meet the needs of area employers in a more comprehensive and coordinated manner, Local Area III’s BST will:

* Connect with new businesses to share the employer services of all partners
* Regularly meet with each other
* Engage economic development organizations to learn about business expansions and new business attraction projects in order to know the current and future labor demand and talent needed
* Gather industry and hiring trend information
* Recruit qualified candidates to meet employer needs
* Refer qualified candidates to job vacancies shared with the BST
* Assist in development of positions for individuals with disabilities and other special needs
* Assist employers interested in recruiting veterans
* Serve on industry/sector advisory boards

**E. Partner Engagement with Educational Institutions**

Describe how the Local Board’s Strategies will engage local education and training providers, including adult education and literacy programs, 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.

To ensure education and training activities in Local Area III result in gainful employment or the next level of a job seeker’s career pathway, Workforce Partnership has identified six (6) priority industry sectors it deems to be in high-demand with high-earning potential and works with approved training providers to make sure their training programs are in alignment with these sectors. Workforce Partnership also considers the degree to which a training provider/program offers industry-recognized credentials and targets those offering an industry-recognized degree or certification that can be obtained in 12-18 months. Workforce Partnership strives to maximize customer choice in making decisions about which activities will best result in acquiring the skills needed to attain a customer’s short-term and long-term goals by and employ appropriately trained staff to assist guide customers through this process.

Local Area III’s workforce system proudly hosts education and training providers able to serve job seekers at every level of their educational journey, including basic remedial and developmental education designed to improve a student’s general competencies and develop their readiness for future training or employment opportunities. Basic remedial education includes preparation for the general education degree (GED) or basic literacy skills (reading/writing) and bilingual education/English as a second language (ESL). Basic developmental education includes non-credit courses required to prepare people for vocational or technical training such as pre-requisite courses.

Local Area III currently hosts 47 approved training providers and 433 approved training programs; however, the strategies established above provide the local area an opportunity to increase both of these items. The strategies listed above are geared toward creating more robust relationships between educational providers, employers, and partner agencies in the local area, and having strong industry-sector goals allows these entities to be more targeted in their approaches.

Engaging our Local Area education and training providers will assist in the implementation of the LWDB’s strategies and achievement of its goals in the following ways:

* Tight connections with education and training providers ensure that information about employer talent needs flows freely and quickly so that new programs can be built and outdated programs can be retired.
* Higher education representation on the Local Area III Partner meetings helps prevent duplication of training programs and services in our area through regular program and service updates from our partners.
* Collaboration with education and training providers assists in the development of customized training programs for employers who need a tailored training solutions – and not just an “off the shelf” program.
* Open dialogue between the Workforce Center staff and education and training providers informs how certain programs may need adjustments or accommodations for different types of students.
* Staying engaged with higher education institutions provides access to potential joint grant applications and other funding streams for the workforce system.
* Engagement with higher education institutions also provides access to certain supportive services for job seekers that may not be available through WIOA.

**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 the section above***.***

Workforce Partnership has found that its broad engagement with many of the Greater Kansas City community organizations listed above regularly generates opportunities to seek additional funding for the work of the LWDB and additional educational and training dollars for job seekers and employers. For example, tightening our connections with JCCC’s leadership team over the past four years has yielded multiple opportunities for collaborations on federal grant opportunities including H1B grant funded training dollars. Our deep engagement with MARC has recently resulted in a successful federal grant award from the EDA which included both training funds and comprehensive capacity building and training for our workforce center staff. Connections to county elected officials and economic development leaders resulted in Cares Act investments into workforce development for both Johnson and Wyandotte counties. The opportunity to lead Cares Act workforce investments for Johnson County later turned into a new grant from Johnson County funded exclusively with local county dollars. Workforce Partnership has also received funding recently from local private foundations to help fund technology to implement virtual services. None of these opportunities would have been possible without a broad-base of community connections.

Workforce Partnership is confident that its continued efforts to engage with all manner of local officials, local foundations, local service providers, local community colleges and other nonprofits will allow it to supplement its vital WIOA funds with additional resources needed to serve both job seekers and employers in our community.

**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), including credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

The Local Area’s strategies will improve access to activities that lead to postsecondary credentials by increasing not only the types and number of programs being offered, but also by ensuring that those programs are accessible to the schedules and needs of adult learners in our community. The more accessible and affordable programs are for job seekers with barriers to employment, the higher the likelihood that those job seekers will enroll in and complete relevant credentials that are highly prized by our Local Area employers. Workforce Partnership’s strategies also provide an opportunity for the local area to connect with organizations not previously explored and to expand upon the already established connections.

Improved and regular connections to employers will generate more customized, hybrid training models that combine work-based learning with classroom learning. These models tend to provide increased job placement for students and often produce more opportunities for them to earn stackable credentials over time.

Workforce Partnership’s strategies around leveraging non-WIOA resources will provide more funding to support the needs of our job seekers – both in terms of tuition assistance as well as supportive services. Increased funding for training and supportive services will allow Workforce Partnership to serve more individuals, as well as those with more extensive needs, resulting in improved access for many to post-secondary credential completion.

In addition, the local area’s strategies make it easier for partners to communicate with each other in an effective and timely manner, which enhances the opportunities for shared support of individual’s wishing to obtain a postsecondary credential.

**H. 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.

Workforce Partnership’s Local Area strategies and activities derive from its engagement and coordination with the economic development organizations and chambers of commerce listed in Section (C)(2) above, as well as with other bi-state regional initiatives such as those under the KC Rising and GradForce KC umbrella also described in the same section. Accordingly, the Local Area strategies and activities are naturally coordinated with economic development needs since the entire analysis begins there. The workforce and labor market information secured through those connections is what drives the Local Area strategies and activities identified in (A) and (B) above. How Workforce Partnership engages with economic development initiatives is described fully under the Sector Strategies Section (C)(2) above. In addition, the LWDB has representation from two separate economic development entities (Wyandotte County Economic Development Council and Overland Park Chamber) and those representatives are actively engaged in the day-to-day work of the BST and Workforce Partnership leadership.

**I. Coordinating with Unemployment Insurance Strategies**

* + 1. Describe how the Local Board’s strategies will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

*Unemployment Insurance Claimants –* UI claimants are individuals that are currently receiving UI benefits or have exhausted UI benefits. Claimants most in need of reemployment assistance are identified through the Worker Profiling Reemployment System (WPRS) during the initial claims process and the claimants most likely to exhaust their benefits are scheduled for staff-assisted, Re-Employment Services. Re-Employment Services (RES) provided include: **KANSAS**WORKS registration, RES Orientation, Initial Assessment, and development of an Individual Employment Plan. Claimants may also be required to participate in workshops or complete assessments and may be referred to other service providers in the local area.

UI claimants may also be enrolled into the Reemployment and Eligibility Assessment (REA) program. REA staff provide one-on-one services to claimants including RES, a review of the job seekers’ UI eligibility, core and intensive services needed to reduce barriers to employment, and case management services. REA claimants are required to follow-up with staff every 30 days until they are reemployed or are no longer receiving UI.

*Long-Term Unemployed* – LTU individuals are defined as having been unemployed more than 26 consecutive weeks. These individuals will have a priority of training services when training funds are limited and there is an excess of applicants seeking eligibility under the Adult Exception category.

The Local Board’s strategies will strengthen linkages between the one-stop delivery system and UI programs in the following ways:

* Connect Unemployment Benefit recipients with employment faster than those who do not access workforce center services.
* Shorter/more flexible, adult-based trainings allow people to go to work sooner, reducing time on unemployment or need to file an initial claim at all.
* UI participation in the Local Area Partner meetings improves communication between UI representatives and local area partners so that all remain up to date on UI operations and other federal unemployment benefits.
* Cross-training of RES staff will ensure solid referrals to other workforce programs in the Local Area
* JOCO KS Works and WYCO Works programs specifically marketed to individuals who are on Unemployment Benefits.

**B. Local Operating Systems and Policies**

**1. Operating Systems**

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

**A. Operating Systems**

*America’s Job Link Alliance (AJLA) Management Information System* – AJLA tracks workforce center programs and services to meet the requirements of the United States Department of Labor, Employment and Training Administration for data collection and reporting. The system AJLA developed for the state of Kansas ([www.KANSASWORKS.com](http://www.KANSASWORKS.com)) provides the public with access to labor market information, postsecondary training provider and program information, job seeker resources, and job postings. In addition to searching qualified job applicant resumes, employers may post their current job openings in KANSASWORKS.com.

*Kansas Labor Information Center* – KLIC provides resources for local area labor market information and can be accessed through the Kansas Department of Labor at [www.klic.dol.ks.gov](http://www.klic.dol.ks.gov).

*Kansas Management Information System* – KMIS is utilized by Rehabilitation Services to collect consumer demographic information, track customer milestones as they progress through their individual plans for employment, and compile data necessary for state and federal reports. KMIS is the fiscal management tool through which consumer services are authorized and paid. Data will be extracted for compilation of WIOA-required common accountability measures.

*The Portal for Adult Basic Literacy Outreach* – PABLO is the student information, program accountability, and reporting system for Kansas Adult Education. The Kansas Higher Education Data System (KHEDS) supports informed decision-making through the collection, analysis and reporting of post-secondary data in Kansas.

Workforce Partnership communicates in numerous ways with partners, job seekers and employers maximizing the number of services provided; phone, email, zoom, and in-person meetings. In addition, Workforce Partnership utilizes technology and social media to connect with local area customers. Workforce Partnership currently operates the following online communication platforms:

**Website**: www.workforcepartnership.com

**Twitter**: @WFPKansasCity

**Facebook**: @WorkforcePartnershipGreaterKC

**LinkedIn**: Workforce Partnership Greater KC

Hard copy flyers advertising job fairs, special training programs, and employer hiring events are also available at all workforce centers.

Detailed information regarding all forms of available communication between Local Area III partners is located in the “Service Delivery Matrix”.

**B. Data-Collection and Reporting Processes**

Partners have agreed through MOUs with Workforce Partnership to comply with applicable data collection procedures, data sharing requirements or related policies developed by the State of Kansas and the Department of Labor.

The LWDB requires various reports be submitted by the One-Stop Operator on a monthly basis, which provide the data Workforce Partnership needs to ensure its vision, goals, and strategies are being met throughout the program year. Workforce Partnership is able to adjust service strategies as the data shows the fluctuation of customer needs and requested services. The OSO is required to submit the following reports:

***Business and Industry Report*** – Provides information on business outreach and business services that were provided during the previous month.

***Career Center Report*** – Provides information on daily center traffic including new customers counts, workshop attendees, counts on services provided, reasons for customer visits, recruiting events and career center trends.

***Customer Satisfaction*** – Proves information on customer service levels for the previous month and year-to-date.

***Multi Area Report*** – Proves information on collaboration efforts with area partners and other workforce investment boards.

***WorkKeys Report* –** Provides information on WIN new registrants and study hours. Also provides the number of WorkKeys certificates that have been issued and the levels of the certificates.

The LWDB also collects data elements from KansasWorks and KDOL related to the local area’s key performance indicators established by the Board; data elements are reviewed and presented to the Board for review on a quarterly basis. The key performance indicators identified include: program participants served, training dollar expenditures, youth work experience expenditures, number of work-based learning enrollments, participant demographics by county, customer/employer satisfaction, county data, career events and attendance, Top 6 training programs attended, and employer engagement by sector and county.

Local Area III complies with state level policies regarding data collection, maintenance and record retention and has established local policies on WIOA data information/collection/maintenance, record maintenance/retention, eligibility determination/documentation, and performance accountability.

**2. Local Board Policies that Support State Board’s System Integration Strategies**

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).

Workforce Partnership complies with federal and/or state policies which require co-enrollment of WIOA customers and has developed a universal intake process by which individuals complete a designated Initial Assessment Form upon entering the workforce centers, which is then utilized to determine the most appropriate service options based on the individuals needs and goals. Workforce Partnership, while highly supportive of co-enrollment when appropriate, views co-enrollment as a flexible, not mandatory strategy for the local area. Co-enrollment is entered into when an individual’s needs and goals warrant such, and partners work together to reduce the bur den of duplicating documentation, paperwork, and data entry across partner systems on behalf of the customer.

Workforce center personnel are deployed based on function, rather than based on their employer or their program funding source, to ensure an integrated system of support to job seekers and employers. Below is an outline of each job function in the workforce centers along with descriptions of what services are included in that function as well as a chart showing current staffing allocations.

**Welcome Function**:

• 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

**Assessment Function**:

• Comprehensive assessment

• Career Pathways counseling

• Referrals to community services

• Workshops

**Skills/Employment Function:**

• Basic skills training

• Comprehensive assessment

• Career Pathways counseling

• Labor Market information

• Skills certification

• Individual Training Accounts

• Customized training

• Pre-vocational training

• Work-based training, including on-the-job training and Registered Apprenticeship

• Referrals to community services

• Workshops

• Employment retention skill development

**Business Services Function:**

• Business outreach

• Recruitment and referral for priority industry job vacancies through

• KANSASWORKS.com

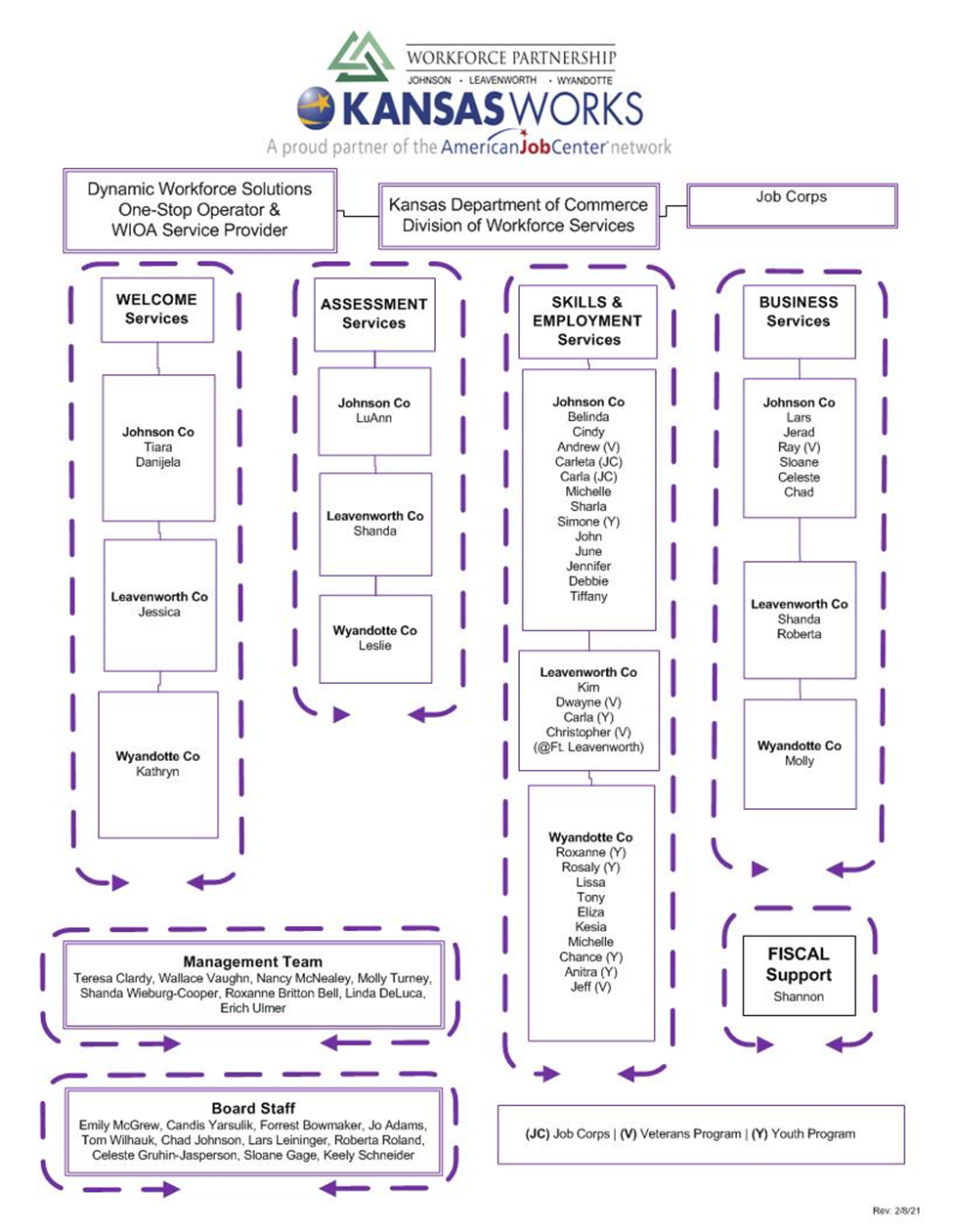
• Job seeker qualifications review

• Provision of economic, business and workforce trends information

• Organized service delivery around priority industry system

• Information on human resource services

• Referral to community services



**3. Local Area Program and Local Board Overview**

(A) Local Board. Provide a description of the Local Workforce Development Board, including Membership Roster with members’ organizational affiliations. Provide a description of the activities that will assist Local Board members and staff in carrying out Local Board functions effectively.

* + - 1. (B) Chief Elected Officials Board. Provide a membership roster for the Chief Elected Officials Board, including members’ governmental affiliations.

**Local Board –** Workforce Partnership’s board of directors serves as the LWDB for Local Area III. The LWDB represents a diverse cross-section of industries that reflect the make-up of the three counties in our community. In addition, the LWDB has representatives from partner organizations that are not only required by WIOA, but also represent the local service delivery systems. The LWDB consists of 21 members; 19 are required under WIOA. Eleven Board members are in the business category (52%) and 5 members are in the workforce category (24%). The LWDB also includes representatives from Adult Basic Education, Vocational Rehabilitation, Wagner-Peyser, Economic Development and Higher Education. The LWDB meets on a bi-monthly basis and is compliant with agendas, attendance and minutes.

**Activities:**

1. The Local Area III Local Workforce Development Board (LWDB) is structured as mandated by WIOA
2. and carries out all functions as required by the WIOA legislation either itself or through its Board Staff including, but not limited to:

* Develop and submit the local plan
* Conduct workforce research and regional labor market analysis
* Convene, broker and leverage stakeholders to the workforce system
* Engage employers
* Develop and support career pathways
* Identify, promote and disseminate information on promising practices
* Develop strategies to improve system accessibility/effectiveness through technology
* Program oversight
* Negotiate local performance measures
* Select program operators/providers
* Coordinate education and training providers
* Develop budget and administer grants
* Assess and improve accessibility for disabled customers

In addition to the above duties, the board has oversight responsibility in the following areas:

* Plan for the future
* Establish broad policies, including financial and personnel policies and procedures
* Monitor grant applications
* Review/approve annual audit and monitoring reports
* Review financial information
* Identify and proactively address emerging issues
* Interpret the organization’s mission to the public
* Solicit prospective contributors
* Hire, evaluate and work with the Executive Director
* Establish and maintain programs and systems designed to ensure compliance with terms of contracts and grants

The LWDB is chaired by an area business leader and membership incorporates individuals with optimal decision-making authority within the categories required by the legislation. The current LWDB Membership Roster is below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Business:** At least 51% of the Board must be comprised of business representatives either owners, chief executives, or individuals with hiring authority and/or organizations representing businesses, including small businesses | | | |
| **Representative Name** | | **Title** | **Company** |
| Trudi Andernacht, ***Chair*** | | HR Business Partner | Farmers Insurance |
| Melissa Bennett | | Senior Director, Workforce Strategy | Netsmart |
| Brian Cavataio | | President | BWC Executive Group |
| Molly Dodson | | AVP | Armed Forces Insurance |
| David Elliott | | President | Construction & Planning Services |
| Tony Goodson | | Logistics and Project Manager | Nazdar Ink Technologies |
| Derrick Nelson | | AVP, Corporate Inclusion & Diversity Mgr. | Commerce Bank |
| Stephanie Hayes | | Talent Acquisition Coordinator | FedEx |
| John Hutzenbuhler | | Director, HR Business Partner | Quest Diagnostics |
| Mike Potorti, ***Vice Chair*** | | Manufacturing Manager | RBC Medical Innovations |
| Gail Schuetz | | Director of Maternal Child Services | The University of KS Hospital |
| JoAnn Stone | | Human Resources Recruiter | UPS |
| **Workforce:** At least 20% of the Board (4 seats minimum); at least two (2) labor organization representatives and at least one (1) representative or training director for a joint labor management apprenticeship program | | | |
| **Representative Name** | | **Title** | **Company** |
| Andy Collins | | Business Agent | IBEW |
| Todd Jordan | | President | United Way of Wyandotte Co. |
| Greg Kindle | | President | Wyandotte Economic Development Council |
| Alise Martiny | | Business Manager | Greater KC Building & Construction Trades Council |
| Michele Roberts-Bauer | | President | ABC Heart of America Chapter |
| **Education & Training:** At least two (2) seats on the Board; at least one (1) Adult Education representative and at least one (1) Higher Education representative | | | |
| **Representative Name** | | **Title** | **Company** |
| Janice Blansit | | Director of Adult Education | JCCC |
| Cheryl Runnebaum | | Dean, Workforce & Technology | KCKCC |
| **Government, Economic & Community Development:** At least three (3) seats on the Board; at least one (1) State Employment Service representative, at least one (1) Economic & Community Development representative and at least one (1) Vocational Rehabilitation representative | | | |
| **Representative Name** | **Title** | | **Company** |
| Daniel Decker | Director | | DCF- Vocational Rehabilitation |
| Tim Holverson | Director of Workforce and Business Growth | | Overland Park Chamber |
| Wallace Vaughn | Regional Operations Manager | | KDOC Wagner-Peyser |

**Chief Elected Officials Board -** The Chief Elected Officials Board consists of seven (7) members; three (3) members from Johnson County, one (1) member from Leavenworth County and three (3) members from Wyandotte County. The CEOB meets on a monthly basis and is compliant with agendas, attendance and minutes. The CEOB Membership Roster is below.

|  |  |
| --- | --- |
| **Chief Elected Officials:** Separate Board; appoints the local board members and provides additional oversight for certain federal funding streams | |
| **Representative Name** | **Title** |
| David Alvey | Mayor, Unified Government of Wyandotte County & Kansas City, KS |
| Ed Eilert | Johnson County Commissioner |
| Harold Johnson | Wyandotte County Commissioner |
| Vicky Kaaz | Leavenworth County Commissioner |
| Jeff Meyers | Johnson County Commissioner |
| Jane Philbrook, ***Chair*** | Wyandotte County Commissioner |
| Donald Roberts | Mayor, Edgerton |

**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.

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

(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.

(iii) Describe how the Local Board’s data policies will support assessment and evaluation of the Local Workforce System, including all local partners.

Workforce Partnership and DWFS data entry procedures help ensure that participant data is recorded in a timely manner. OSO leadership, as well as the Board’s Director of System Performance, complete yearly staff training on data entry and integrity. In addition, monthly internal quality improvement monitoring takes places at both the OSO and Board levels to check data entry is completed timely, thoroughly and accurately. The LWDB’s Monitoring Policy is designed to assess quarterly participant data by reviewing a random selection of case files. Should the monitoring process uncover problems with participant data entry, the Director of System Performance will use examples from the case files to work with staff on improving their data recording practices and will continue to monitor the problem areas until remedied.

Each system partner has the responsibility to ensure their customer data is entered accurately and timely into their respective data reporting systems and will determine the methods utilized to capture and store the required data. Leadership staff within each partner organization will ensure the data is accurate and timely by routinely reviewing the system data either when approving customer eligibility/enrollment, when approving services, during the closure of the customer’s record, and/or during special monitoring reviews. Workforce Partnership encourages its system partners to share best practices around data entry and monitoring.

**B. 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.

To assess job seeker success after the completion of education and employment goals, Workforce Partnership provides an optional 12 months of “follow-up” services for individuals who have entered employment, providing the job seeker continued workforce services during their transition period. During this time, case management staff works with the job seeker to ensure the following performance measures established under WIOA are met or exceeded.

|  |  |
| --- | --- |
| Performance Measures | PY20 Goal |
| Adult |  |
| Employment Rate (2nd Q After Exit) | 76% |
| Employment Rate (4th Q After Exit) | 74% |
| Median Earnings | $5,751 |
| Credential Rate (4Qs After Exit) | 74.6% |
| Measurable Skills Gain | 53.2 |
| Same Employer Retention (2nd & 4th Q After Exit) | Not Yet Est. |
| Dislocated Worker |  |
| Employment Rate (2nd Q After Exit) | 82.5% |
| Employment Rate (4th Q After Exit) | 79% |
| Median Earnings | $9,100 |
| Credential Rate (4Qs After Exit) | 78.6% |
| Measurable Skills Gain | 69.3% |
| Same Employer Retention (2nd & 4th Q After Exit) | Not Yet Est. |
| Youth |  |
| Placement in Employment, Education or Training (2nd Q After Exit) | 72.5% |
| Placement in Employment, Education or Training (4th Q After Exit) | 69.1% |
| Median Earnings | $4,145 |
| Credential Rate (4Qs After Exit) | 59% |
| Measurable Skills Gain | 57.6% |
| Same Employer Retention (2nd & 4th Q After Exit) | Not Yet Est. |
| Employer Effectiveness | |
| Repeat Business Customers | Not Yet Est. |

Additionally, Exit Forms are also completed for each customer that assist the LWDB in tracking the progress of participants’ post-program success by recording the following information:

* Employment Status
* Education Status
* Credential Attainment
* Training-Related Employment

Each system partner also has the responsibility to ensure the follow-up needs of their customers are being met and will determine the methods utilized to capture and store the required data.

**C. Participant Tracking Outside of the Use of Unemployment (UI) Wage Record Data**

Explain how the Local Area will track participant employment outcomes, including wages and retention, other than though the use of UI Wage Data.

DWFS staff, as Local Area III’s Title I contractor, maintain communication with customers every 3 months during the exit process giving them the opportunity to obtain supplemental data regarding employment utilizing the “Supplemental Wages Data Sheet”. For WIOA Adult, Dislocated Worker, or Youth enrolled customers who do not present as employed in post-program quarters after exit through the **KANSAS**WORKS system and its interface with KDOL, DWFS staff will pursue supplemental wage data by contacting the alternate contacts provided by the customer, the last known employer of the customer and/or social service agencies approved by the customer; applicable information obtained will be entered into the **KANSAS**WORKS system.

Each system partner has the responsibility to ensure wage data is appropriately tracked and will determine the methods utilized to capture and store the required data.

**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.

Workforce Partnership has the following privacy and confidentiality safeguards in place:

* All staff must complete an annual PII and security training offered through the KS Department of Commerce.
* Staff access to participant data contained in the KansasWorks data system is tiered according to the role of the staff member.
* The LWDB has approved a Personally Identifiable Information (PII) policy that applies to and provides guidance for LWDB staff, LWDB contractor staff and staff of any co-located partner in the workforce centers involved in the handling and protecting of PII under governing guidelines including federal law, OMB guidance, United States Department of Labor, Employment and Training Administration policies (see Training and Employment Guidance Letter No. 39-11), as well as any relevant state and local requirements.
* Hard copy participant files awaiting shredding are centrally located in a storage room contained in locked cabinets. Active hard copy participant files are stored in locked cabinets located in staff offices.
* Fiscal and LWDB personnel files are locked in the office of the LWDB’s CFO.

Each system partner has the responsibility to ensure it is in compliance with all privacy and confidentiality safeguards with respect to its own clients and its own applicable laws and regulations and will determine the methods utilized to do so.

**5. Synchronize Certification, Regional/Local Area Planning, and MOU/IFA**

A) Describe how the Local Board will align MOU/IFA processes, negotiations and MOU execution and subsequent review dates as required by State Policy #5-3-17 with the regional/local area plan review, and the bi-annual regional/local area plan development and review requirement.

(B) Describe how the Local Board will re-certify their LWDB’s and their AJC’s according to State Policies 5-01-00 and 5-28-00 to mirror the MOU/IFA and regional/local area plan timeline.

**A. MOU/IFA**

Current MOUs took effect July 1, 2020 and shall remain in effect until September 30, 2022 or until (i) terminated by the repeal of WIOA or otherwise by action of law, or (ii) the date on which either party withdraws from the MOU pursuant to Section VI thereof. In order to align MOU/IFA processes, negotiations, execution, and subsequent review dates with the review and development of the regional and local plans, the MOUs and any applicable Infrastructure Funding Agreement will be reviewed on a yearly basis. Any change in the calculated relative benefit percentage of 10% or higher will result in renegotiation or the partner’s contribution(s) to the workforce system; applicable changes will take effect upon agreement of all parties.

**B. Recertification**

**1. LWDB –** The Board Staff is responsible for submission of all documentation requested by the KS Department of Commerce every two years to re-certify the LWDB to demonstrate that its appointments and composition have remained substantially consistent with WIOA and state policy, and to demonstrate that the LWDB has carried out its workforce activities in the local area to enable it to meet local performance standards. The Board Staff also from time to time submits revised LWDB and CEOB roster information to the KS Department of Commerce, as requested, to demonstrate the LWDB’s compliance with WIOA compositional requirements and to show proper appointment of LWDB members by the CEOB.

**2. AJCs**

Comprehensive Centers shall be certified by the Local Certification Team (the “Team), comprised of LWDB members appointed by the LWDB. Affiliate Sites and Specialized Centers may also be certified by the Team, at the discretion of the Board. The OSO completes and submits the “Certification Packet” and then delivers the packet to the Team for review no later than the 15th of the month prior to the month in which certification will be voted on by the LWDB (*e.g.*, August 15 for a September board meeting). The Team, at its discretion, may review the Certification Packet for completeness and/or errors and may provide feedback to the OSO regarding any omissions or errors prior to the packet being officially submitted to the Board. After submission of the Certification Packet to the Team, the Team shall conduct an objective, comprehensive review of each center which shall include:

* Interviews of the Project Director, the Commerce Supervisor and 10% of the front line staff, randomly selected to include a blend of state and WIOA partner staff;
  + Front line staff interviews should be sufficient to determine staff knowledge of all WIOA core partner programs and services, State and local policies and procedures, contribution to performance and awareness of accessibility requirements and available adaptive technologies;
* Review of customer satisfaction survey data; and
* Evaluation of the center’s satisfaction of the relevant certification criteria based on materials presented in the Certification Packet.

As a group, the Team shall determine if a Center has sufficiently met the certification criteria by utilizing the Certification Review Form to determine the extent to which certification criteria is met (comprehensive, affiliate or specialized).

After submission of the Certification Packet, the staff interviews and a Team meeting to review all data, the Team shall submit the Certification Packet, plus any interview notes, to the LWDB along with a recommendation as to whether the center should be certified and, if so, under which category. The LWDB will vote on the certification of each center separately.

The LWDB will submit any application for State recognition of comprehensive certification to [workforcesvs@ks.gov](mailto:workforcesvs@ks.gov) for any workforce center approved for certification by the LWDB.

Workforce Partnership shall ensure that the criteria for Comprehensive Center certification are reviewed and updated, as necessary, as part of its bi-annual Local Plan review.

**6. 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.

Priority of Service for veterans and eligible military spouses is mandated by law, and further defined in Training and Employment Guidance Letter (TEGL) 10-09, and in Veteran Program Letter VPL 07-09. Local Area III staff provide priority of service to veterans and/or veteran spouses over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means veterans and eligible military spouses are entitled to precedence over non-covered persons for services.

Veteran – Covered veterans include the following individuals:

* A veteran;
* Active military who are within 180 days of separation/retirement; and

Eligible Military Spouse – The spouse of any of the following individuals:

* Any veteran who died of a service-connected disability;
* Any member of the Armed Forces serving on active duty who, at the time of application for assistance is listed, and has been so listed, for a total of more than 90 days as:
* missing in action,
* captured in line of duty by a hostile force, or
* forcibly detained or interned in line of duty by a foreign government or power;
* Any veteran who has a total disability resulting from a service-connected disability; or
* Any veteran who died while a disability so evaluated was in existence.

Local Area III has also incorporated guidance regarding veterans’ priority for limited WIOA adult funds per WIOA TEGL 3-15:

*“Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:*

*i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.*

*ii. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.*

*iii. Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.*

*iv. Last, to non-covered persons outside the groups given priority under WIOA.”*

Dedicated staff for Veteran services are located at each workforce center in Local Area III and a number of well-coordinated steps are taken to ensure Veterans and eligible military spouses not only receive priority service, but high-quality customer service and seamless referral to a Veteran Representative if appropriate.

Identification and referral of eligible Veterans and military spouses includes the following steps:

1. Veteran accesses workforce center and completes the universal Initial Assessment Form

2. Veteran completes the Veteran Intake Form (VIF) - optional

3. VIF is uploaded into KW

4. Workforce Center staff review the Veteran’s information and, if appropriate, they refer the individual to the local area’s DVOP

5. DVOP meets with Veteran and provides appropriate services

Priority of service to veterans will be provided and applied within the context of existing state and local priority of service policies, operational procedures, and related work processes, noted within this Plan and elsewhere within workforce center policies and procedures.

**7. 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.

As described in Workforce Partnership’s Accessibility Compliance Policy, no otherwise qualified individual, by reason of having a "disability" as defined by law, shall be denied employment, be excluded from participation in or denied the benefits of services, programs, or activities of the one-stop system. Local Area III partners will comply with all applicable Federal and State laws and regulations, including Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA), and the non-discrimination and equal opportunity provisions of Section 188 of WIOA.

Workforce Partnership and all WIOA core and required partners have committed to ensuring physical and programmatic accessibility for all programs and services as established under existing MOUs.

Workforce Partnership locations are fully compliant with ADA requirements and the accessibility of all facilities will be considered at the time of future workforce center relocations or the addition of new workforce center locations.

Workforce Partnership will utilize all available resources to provide situational-specific assistance to individuals requiring special accommodations when necessary. Such accommodations or arrangements may include, but are not limited to TTY/TDD access, interpretation services, materials, computer technology, and other adaptive equipment.

In addition to being physically accessible, Workforce Partnership also provides customer-driven, needs-based services to individuals with disabilities, improving service delivery, training opportunities, and employment outcomes. Workforce Partnership collaborates with a number of partner agencies to serve individuals with disabilities, including:

Vocational Rehabilitation – Workforce Partnership is currently under contract with VR to deliver the Pre-ETS program in Local Area III. This program is designed to assist in-school disabled youth in obtaining work experience and other supports while in high school.

Johnson County Developmental Supports – Johnson County Project SEARCH is an education and employment program for people with Intellectual and Developmental Disabilities 18 years of age or older who are interested in community employment. During Project SEARCH, interns will spend nine months immersed in a host business site completing three unpaid internship rotations designed to teach them marketable, transferable work skills. The goal of the program is paid employment for each intern, which is defined as a minimum of 16 hours per week in a competitive, integrated setting earning prevailing wage or higher. Workforce Partnership has support Project SEARCH by providing paid work-experiences for participants, as well as transportation assistance.

Business Assistance – Workforce Partnership works with local businesses and non-profits interested in developing customized training for its developmentally disabled workforce and new hires. Workforce Partnership partners with the business by providing training provider resources as well as reimbursement for portions of the customized training of these employees.

Both DWFS and KS Department of Commerce staff who work directly with customers have received the following training and resources within the last year to assist them in working with some of our most vulnerable populations:

* Training on how best to work with and serve individuals with criminal backgrounds in their quest to re-enter the labor market;
* Training on Migrant Seasonal Farm Worker support;
* Complaint system training; and
* Desk Reference guide to assist staff with community resources for accommodations and referral options to serve individuals with disabilities.

Workforce Partnership will ensure that all DWFS staff, KDOC staff and LWDB staff undergo training in the identification and prevention of discrimination and harassment and/or diversity, equity and inclusion training. DWFS requires all new employees to undergo such training and all incumbent employees to do so annually; DWFS staff last underwent such training in October 2020. In addition, Wichita State University is scheduled to conduct DEI training for all KDOC staff and LWDB staff in spring 2021.

**8. Addressing the Accessibility of Services When Needed**

Describe policies and procedures in place to ensure customers’ equal access to services, including tuition assistance for postsecondary/certification training and supportive services, throughout the program year.

Each partner has the responsibility to ensure their customers receive equal access to services, including training and supportive services, and will determine the methods utilized to provide those services.

Workforce Partnership recruits, enrolls, and financially supports local area customers in their training and employment efforts throughout the program year based on budget availability and priority of services.

WIOA Adult, Dislocated Worker, and Youth Program funds are allocated to customers at the time of confirmed eligibility and are tracked as “anticipated expenditures” until an invoice for services is received.

Additionally, Workforce Partnership reviews the local area’s demographics by county on a quarterly basis to ensure the services being provided adequately meet the needs of the populations being served in the local area. Workforce Partnership prides itself on being able to quickly adjust to the ever-changing needs of the local area both in regard to job seeker needs and the needs of area businesses; program development and implementation, customized services, on-location enrolments, etc.

1. **COORDINATION WITH COMBINED STATE PLAN PROGRAMS**
   1. 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.

This Local Area III plan was drafted with the input of key partners in the system. The plan workgroup consisted of LWDB members representing businesses, labor, and higher education as well as Workforce Partnership’s Executive Director and Director of System Performance. This workgroup was a subset of the Regional Plan Workgroup which also included representatives from Adult Education and Rehabilitation Services. Kansas Department of Labor and MARC provided valuable labor market information data and assisted with identifying demand occupations. This group worked together through both the finalization and submission of the Regional Plan (together with Local Area II) as well as the Local Area III plan. Workgroup members analyzed workforce development activities in the area, identifying strengths/weaknesses/capacities. They provided input to vision, goals and strategies and provided early editing for the document prior to its release for public comment. During the public comment period, Board Staff sent the draft plan to all Local Area III required partners, as well as to other key stakeholders, such as chambers of commerce and economic development organizations for feedback. After the plan is approved, further development of goals and strategies, as well as the monitoring of the implementation of strategies/policies outlined in this plan, is overseen by Board Staff and the LWDB.