



Kansas Workforce Development Region II

Local Workforce Development Areas I, IV, V Local Plans

Plan
2020 - 2024

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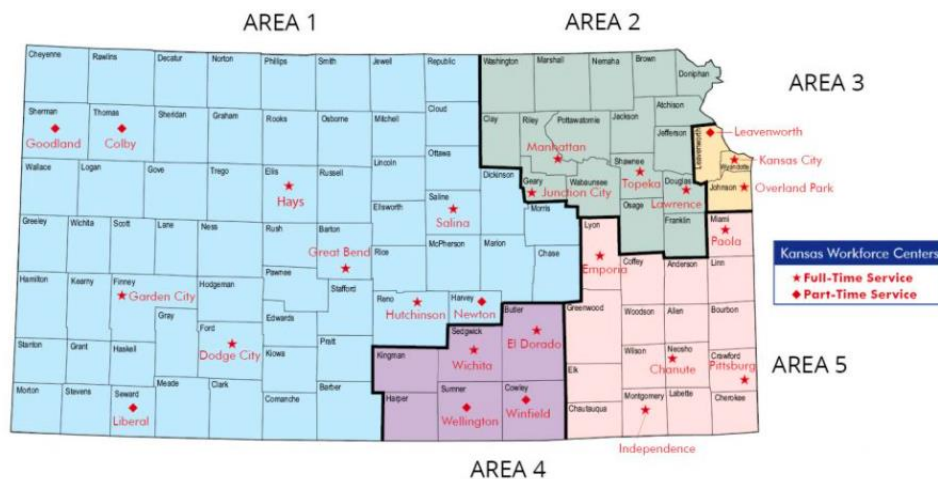
INTRODUCTION

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires Local Workforce Development Boards (WDB)s and Chief Elected Officials to participate in a regional planning process. The State of Kansas designated Local Workforce Areas 1, 4, and 5 to serve as Planning Region II for the purpose of establishing a four-year regional plan that will be modified every two years if necessary.

The purpose of this regional plan is to provide the framework for the participating Local Workforce Areas to define how their workforce development systems will achieve the intent of the Workforce Innovation and Opportunity Act. The regional plan will serve as an action plan to develop, align, and integrate job-driven workforce development systems and provide the platform to achieve strategic and operational goals.

Planning Region II includes the following diverse collection of counties that comprise Kansas Local Workforce Areas 1, 4, and 5 and include a large portion of the State of Kansas.:

Cheyenne, Rawlins, Decatur, Norton, Phillips, Smith, Jewell, Republic, Sherman, Thomas, Sheridan, Graham, Rooks, Osborne, Mitchell, Cloud, Wallace, Logan, Gove, Trego, Ellis, Russell, Lincoln, Ottawa, Greeley, Wichita, Scott, Lane, Ness, Rush, Barton, Rice, Ellsworth, Saline, Dickinson, Morris, Chase, Hamilton, Kearny, Finney, Hodgeman, Pawnee, Edwards, Stafford, Stanton, Grant, Haskell, Gray, Ford, Kiowa, Pratt, Morton, Stevens, Seward, Meade, Clark Comanche, Barber, Lyon, Coffey, Anderson, Miami, Linn, Greenwood, Woodson, Allen, Bourbon, Elk, Wilson, Neosho, Crawford, Chautauqua, Montgomery, Labette, Cherokee, McPherson, Marion, Reno, Harvey, Kingman, Sedgwick, Butler, Harper, Sumner, and Cowley.



The Mission Statements for the three collaborating Local Workforce Development Boards provide the foundation for collaboration opportunities beneficial to Region II jobseekers, youth, employers, and workforce system stakeholders:

The Local Area I Workforce Development Board exists to connect employers to a motivated workforce having skills to obtain and maintain meaningful employment throughout its 62-county community.

Supporting and advancing a competitive workforce in South Central Kansas

To meet the workforce needs of employers and individuals through partnerships and innovation

This plan will outline the individual and collective in-demand industry sectors and occupations evidenced by the economic and workforce data provided and will sketch out strategies for development and implementation of related sector initiatives.

Region II Local Workforce Development Area Workforce Development Boards will specify strategies for service integration and the use of cooperative service delivery strategies to connect jobseekers with employers.

ECONOMIC AND WORKFORCE ANALYSIS

A. Provide an analysis of the:

1. Economic conditions, including existing and emerging in-demand industry sectors and occupations (§679.560(a)(1)(i):
 - a. What are the targeted industries, high-impact industry clusters, and in-demand occupations in the region?

The top three **existing** targeted industries regionwide include Agriculture, Retail and Hospitality, and Information Technology which represent primarily Agricultural Equipment Operators, Customer Service Representatives, and Computer Occupations.

Projected **emerging** high-impact industry clusters and in-demand occupations regionwide include: Construction Laborers; Laborers and Freight, Stock, and Material Movers, Hand; General and Operations Managers; First-Line Supervisors of Office and Administrative Support Workers; Receptionists and Information Clerks; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Accountants and Auditors; Miscellaneous Assemblers and Fabricators; Landscaping and Grounds-keeping Workers; and Farmers, Ranchers, and Other Agricultural Managers.

Specific sector activity varies throughout Region II in recognition of the stark differences between rural counties and metropolitan areas.

- b. What industries and occupations have favorable demand projections based on growth?

There are two metrics that can be used to determine growth in an occupation. The numeric change between current employment and projected employment, or the percentage change between current employment and projected employment. Numeric change gives a quantity of jobs added, while percentage change gives an expected rate of change relative to the occupation. Below are tables for the top 25 growing occupations using both metrics, based on the long-term projections for the WIOA region. An important observation is that four occupations appear on both top 25 lists. Those occupations are Home Health and Personal Care Aides; Farmworkers and Laborers, Crop, Nursery, and Greenhouse; Financial Managers; and Market Research Analysts and Marketing Specialists.

Top 25 Long-Term Occupational Projections by Annual Numeric Change Local Areas I, IV, V				
SOC Code	Occupation	Base Year Employment (2016)	Projected Year Employment (2026)	Annual Numeric Change
31-1120	Home Health and Personal Care Aides	12,320	16,497	418
35-3023	Fast Food and Counter Workers	14,761	16,441	167
29-1141	Registered Nurses	14,118	15,101	99
13-2011	Accountants and Auditors	5,767	6,248	48
53-3032	Heavy and Tractor-Trailer Truck Drivers	10,859	11,299	45
11-1021	General and Operations Managers	8,894	9,329	44
35-3031	Waiters and Waitresses	10,333	10,713	39
35-2014	Cooks, Restaurant	4,351	4,734	38
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,129	2,468	35
37-3011	Landscaping and Groundskeeping Workers	4,677	5,020	34
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,532	5,847	32
31-1131	Nursing Assistants	12,968	13,277	31
49-9071	Maintenance and Repair Workers, General	7,070	7,346	28
49-9041	Industrial Machinery Mechanics	3,162	3,446	28
31-9092	Medical Assistants	2,330	2,611	28
11-3031	Financial Managers	1,739	2,023	28
13-1161	Market Research Analysts and Marketing Specialists	1,601	1,873	28
39-9011	Childcare Workers	4,492	4,756	27
47-2061	Construction Laborers	6,636	6,908	26
43-4051	Customer Service Representatives	10,616	10,864	24
25-9045	Teaching Assistants, Except Postsecondary	10,304	10,545	24
25-3031	Substitute Teachers, Short-Term	5,827	6,066	24
35-2021	Food Preparation Workers	5,178	5,413	24
41-1011	First-Line Supervisors of Retail Sales Workers	8,562	8,786	23
21-1093	Social and Human Service Assistants	2,429	2,664	23

Source: Kansas Department of Labor, Labor Market Information Services

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53-3032	Heavy and Tractor-Trailer Truck Drivers	10,859	11,299	45
11-1021	General and Operations Managers	8,894	9,329	44
35-3031	Waiters and Waitresses	10,333	10,713	39
35-2014	Cooks, Restaurant	4,351	4,734	38
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,129	2,468	35
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Source: Kansas Department of Labor, Labor Market Information Services

c. What industries and occupations have favorable demand projections based on replacements?

The long-term projections produced by the Kansas Department of Labor also include estimates for the expected number of exits and transfers that will occur for an occupation. Exits include those that have left the labor force, and transfers include those that have moved to different occupations. Projected exits and transfers show the frequency with which an occupation experiences turnover. Below is a table of the industries with the

largest number of projected annual exits and transfers.

Top 25 Long-Term Occupational Projections by Annual Exits and Transfers Local Areas I, IV, V				
SOC Code	Occupation	Total Annual Exits and Transfers	Annual Exits	Annual Transfers
41-2011	Cashiers	3,380	1,711	1,669
35-3023	Fast Food and Counter Workers	2,883	1,435	1,448
41-2031	Retail Salespersons	2,615	1,160	1,455
35-3031	Waiters and Waitresses	1,972	779	1,193
31-1120	Home Health and Personal Care Aides	1,960	1,113	847
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,558	789	769
31-1131	Nursing Assistants	1,462	798	664
43-4051	Customer Service Representatives	1,356	550	806
43-9061	Office Clerks, General	1,275	646	629
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,166	470	696
53-7065	Stockers and Order Fillers	1,157	502	655
25-9045	Teaching Assistants, Except Postsecondary	1,047	572	475
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,017	373	644
43-3031	Bookkeeping, Accounting, and Auditing Clerks	941	530	411
51-2090	Miscellaneous Assemblers and Fabricators	932	347	585
41-1011	First-Line Supervisors of Retail Sales Workers	905	321	584
35-2021	Food Preparation Workers	882	423	459
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	797	255	542
29-1141	Registered Nurses	736	418	318
11-1021	General and Operations Managers	730	188	542
49-9071	Maintenance and Repair Workers, General	695	294	401
47-2061	Construction Laborers	682	236	446
39-9011	Childcare Workers	662	376	286
25-3031	Substitute Teachers, Short-Term	641	363	278
35-2014	Cooks, Restaurant	629	266	363

Source: Kansas Department of Labor, Labor Market Information Services

d. What industries and occupations are considered important to the economy?

Location quotients (LQ) are ratios that use Quarterly Census of Employment and Wages (QCEW) employment data to compare the concentration of an industry within an area to the concentration of that same industry in a reference area. An LQ greater than 1 indicates an industry with a greater share of the local area employment than that of the reference area. The link provided is the Bureau of Labor Statistics (BLS) webpage that goes into further detail about the LQ metric: <https://www.bls.gov/cew/about-data/location-quotients-explained.htm>. Below are tables showing the top ten industries in the WIOA region with the highest LQ values when compared to the U.S. and Kansas, indicating that these industries represent a larger share of the regions employment than their share of total employment in the U.S. or Kansas. The tables also include 2019 annual employment for the WIOA region.

Top 10 Location Quotients Compared to US Employment LA I, IV, and V 2019			
NAICS Code	Industry	Employment	Location Quotient
112	Animal Production	6,659	5.64
336	Transportation Equipment Manufacturing	35,673	4.63
311	Food Manufacturing	23,745	3.27
211	Oil and Gas Extraction	1,704	2.70
333	Machinery Manufacturing	12,850	2.57
213	Support Activities for Mining	3,215	2.11
332	Fabricated Metal Product Manufacturing	11,705	1.78
326	Plastics and Rubber Products Manufacturing	5,646	1.74
447	Gasoline Stations	7,217	1.72
323	Printing and related support activities	3,241	1.72

Source: Kansas Department of Labor, Labor Market Information Services and the Bureau of Labor Statistics; Quarterly Census of Employment and Wages (QCEW)

Top 10 Location Quotients Compared to Kansas LA I, IV, and V 2019			
NAICS Code	Industry	Employment	Location Quotient
213	Support Activities for Mining	3,215	2.09
112	Animal Production	6,659	1.91
336	Transportation Equipment Manufacturing	35,673	1.88
211	Oil and Gas Extraction	1,704	1.86
335	Electrical Equipment and Appliance Manufacturing	2,746	1.70
111	Crop Production	3,133	1.69
311	Food Manufacturing	23,745	1.48
332	Fabricated Metal Product Manufacturing	11,705	1.46
333	Machinery Manufacturing	12,850	1.40
221	Utilities	4,100	1.39

Source: Kansas Department of Labor, Labor Market Information Services and the Bureau of Labor Statistics; Quarterly Census of Employment and Wages (QCEW)

- e. What industries and occupations are considered emerging in the regional economy?

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.

Top 25 High Demand Occupations LA I, IV, V 2020						
SOC	SOC Title	LT ¹	ST ²	KansasWorks ³	Total Score	Education
29-1141	Registered Nurses	10	10	10	30	Bachelor's degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	10	10	10	30	Postsecondary nondegree award
49-9071	Maintenance and Repair Workers, General	10	10	10	30	High school diploma or equivalent
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10	10	10	30	Some college, no degree
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	10	10	10	30	High school diploma or equivalent
43-4051	Customer Service Representatives	10	10	10	30	High school diploma or equivalent
43-9061	Office Clerks, General	10	10	10	30	High school diploma or equivalent
53-7065	Stockers and Order Fillers	10	10	10	30	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	10	10	10	30	No formal educational credential
41-2031	Retail Salespersons	10	10	10	30	No formal educational credential
31-1120	Home Health and Personal Care Aides	10	10	10	30	High school diploma or equivalent
47-2061	Construction Laborers	10	10	9	29	No formal educational credential
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	10	10	9	29	No formal educational credential
31-1131	Nursing Assistants	10	10	9	29	Postsecondary nondegree award
11-1021	General and Operations Managers	10	10	8	28	Bachelor's degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	9	10	9	28	High school diploma or equivalent
51-9198	Helpers--Production Workers	9	9	10	28	High school diploma or equivalent
43-4171	Receptionists and Information Clerks	9	10	8	27	High school diploma or equivalent
51-1011	First-Line Supervisors of Production and Operating Workers	8	8	10	26	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	9	9	8	26	High school diploma or equivalent
13-2011	Accountants and Auditors	9	9	7	25	Bachelor's degree
21-1093	Social and Human Service Assistants	8	7	10	25	High school diploma or equivalent
51-2090	Miscellaneous Assemblers and Fabricators	10	9	6	25	High school diploma or equivalent
37-3011	Landscaping and Groundskeeping Workers	9	9	7	25	No formal educational credential
11-9013	Farmers, Ranchers, and Other Agricultural Managers	9	10	5	24	High school diploma or equivalent

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

1. Long-term Projections Score is based off of the 2016-2026 round of projection data

2. Short-term Projections Score is based off of the 2019-2021 round of projection data

3. KansasWorks Score is based off of job openings posted on www.kansasworks.com during 2nd quarter 2020

Note: List only includes occupations with above average demand in one of the three categories and a total demand score greater than or equal to 10

f. What sources of supply and demand data were used to determine the targeted industries occupations and skills?

The primary source of information included throughout this regional plan is the Kansas Department of Labor, Labor Market Information Services. O*NET and the Bureau of Labor Statistics provided some data to validate information on skills and knowledge considerations. O*NET OnLine is a resource that provides detailed information for each occupation and includes skills and knowledges associated with each occupation. In addition, Wichita State University research was used for portions of the data used.

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations (§679.560(a)(1)(ii)).

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 was a total of 4,914 job vacancies posted on KANSASWORKS in second quarter 2020 for the WIOA region. The majority of these job postings, 2,023 jobs, list the required education level as high school diploma or equivalent. The only other education level with more than 1,000 job vacancies was bachelor's degree with 1,361 job postings.

The following table includes the 25 occupations with the highest number of vacancies in the WIOA region. The top three occupations by total number of job openings are agricultural equipment operators (150 job openings), customer service representatives (80 job openings), and computer occupations, all other (79 job openings).

Top 25 Occupations With Highest Number of Vacancies Local Area I, IV, V		
SOC code	Occupation Title	Job Vacancies
45-2091	Agricultural Equipment Operators	150
43-4051	Customer Service Representatives	80
15-1299	Computer Occupations, All Other	79
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	76
53-7065	Stockers and Order Fillers	73
21-1093	Social and Human Service Assistants	68
31-1121	Home Health Aides	67
41-2031	Retail Salespersons	67
29-1141	Registered Nurses	65
29-2061	Licensed Practical and Licensed Vocational Nurses	62
11-2022	Sales Managers	59
51-9198	Helpers--Production Workers	56
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	52
15-1232	Computer User Support Specialists	51
43-3031	Bookkeeping, Accounting, and Auditing Clerks	51
43-9061	Office Clerks, General	51
51-1011	First-Line Supervisors of Production and Operating Workers	51
53-3032	Heavy and Tractor-Trailer Truck Drivers	51
13-1071	Human Resources Specialists	49
49-9071	Maintenance and Repair Workers, General	48
21-1091	Health Education Specialists	47
11-3021	Computer and Information Systems Managers	44
25-1194	Career/Technical Education Teachers, Postsecondary	44
15-1252	Software Developers	41
31-1131	Nursing Assistants	40

Source: Kansas Department of Labor, Labor Market Information Services; www.kansasworks.com

There are ten 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 Construction Laborers; Laborers and Freight, Stock, and Material Movers, Hand; General and Operations Managers; First-Line Supervisors of Office and Administrative Support Workers; Receptionists and Information Clerks; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Accountants and Auditors; Miscellaneous Assemblers and Fabricators; Landscaping and Grounds-keeping Workers; and Farmers, Ranchers, and Other Agricultural Managers. This is an indication of emerging demand for these

occupations in the future.

3. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (§679.560(a)(2)).
 - a. What are the targeted career pathway clusters in the region?

Career pathways in Region II will support a combination of rigorous and high-quality education, training, and career services support for jobseekers. The career pathway clusters will align with the skill needs of industries in the economy of the region and prepare individuals to get, keep, and advance in their selected career path.

As evidenced in data included in this plan, the top three **existing** targeted industries regionwide include Agriculture, Retail and Hospitality, and Information Technology which represent primarily Agricultural Equipment Operators, Customer Service Representatives, and Computer Occupations.

Projected **emerging** high-impact industry clusters and in-demand occupations regionwide include: Construction Laborers; Laborers and Freight, Stock, and Material Movers, Hand; General and Operations Managers; First-Line Supervisors of Office and Administrative Support Workers; Receptionists and Information Clerks; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Accountants and Auditors; Miscellaneous Assemblers and Fabricators; Landscaping and Grounds-keeping Workers; and Farmers, Ranchers, and Other Agricultural Managers.

Specific sector activity varies throughout Region II in recognition of the stark differences between rural counties and metropolitan areas.

- b. What are the skills that are in demand in the region?

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 knowledges for each occupation, reveals trends in expected employer needs.

The following table includes long-term projections by education level through 2026

for the WIOA region. 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 nearly 300,000. Other categories with base employment of more than 120,000 include no formal educational credential and bachelor's degree. 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.

Long-Term Occupational Projections by Education							
Local Area I, IV, V							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
No formal educational credential	168,913	173,473	0.3%	11,161	14,363	452	25,976
High school diploma or equivalent	296,510	297,159	0.0%	13,688	18,639	77	32,405
Some college, no degree	21,774	21,760	0.0%	1,168	1,035	-1	2,202
Postsecondary non-degree award	52,533	53,772	0.2%	2,328	2,806	125	5,259
Associate's degree	14,059	14,683	0.4%	455	680	63	1,199
Bachelor's degree	121,204	126,655	0.4%	3,745	5,825	528	10,098
Master's degree	9,385	10,032	0.7%	302	450	60	812
Doctoral or professional degree	12,507	13,014	0.4%	300	296	45	641

{1} Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

The following table highlights the top ten skills in the Region II by annual total openings. Critical thinking, active listening, and speaking are at the top of the list; each with more than 66,000 expected annual openings.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Annual Total Openings							
Local Area I, IV, V							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Critical Thinking	628,993	641,284	0.2%	29,564	39,512	1,219	70,295
Active Listening	602,355	614,270	0.2%	29,532	38,286	1,179	68,997
Speaking	581,482	594,023	0.2%	28,795	36,591	1,236	66,622
Monitoring	534,923	544,716	0.2%	26,932	34,356	980	62,268
Reading Comprehension	516,831	525,227	0.2%	24,147	30,839	823	55,809
Coordination	456,025	467,360	0.2%	23,932	30,494	1,133	55,559
Social Perceptiveness	429,185	438,854	0.2%	23,217	27,675	970	51,862
Service Orientation	330,292	339,137	0.3%	19,398	22,013	887	42,298
Time Management	284,697	288,132	0.1%	15,327	17,958	364	33,649
Judgment and Decision Making	251,954	259,830	0.3%	12,477	15,371	789	28,637

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
{1} Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

In researching the average annual growth rate of skills in Region II data shows Systems Evaluation, Programming, Learning Strategies as having the highest skills

projected growth through 2026.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Average Annual Growth							
Local Area I, IV, V							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Systems Evaluation	9,591	10,294	0.7%	293	562	66	921
Programming	3,995	4,225	0.6%	67	200	21	288
Learning Strategies	67,705	71,559	0.6%	3,904	3,999	380	8,283
Science	9,340	9,866	0.5%	202	311	45	558
Active Learning	174,247	183,861	0.5%	7,964	9,191	952	18,107
Installation	5,084	5,362	0.5%	168	373	28	569
Systems Analysis	12,860	13,493	0.5%	303	666	60	1,029
Instructing	72,850	76,332	0.5%	3,879	4,250	346	8,475
Operations Analysis	6,278	6,578	0.5%	173	286	28	487
Management of Financial Resources	4,492	4,689	0.4%	122	248	18	388

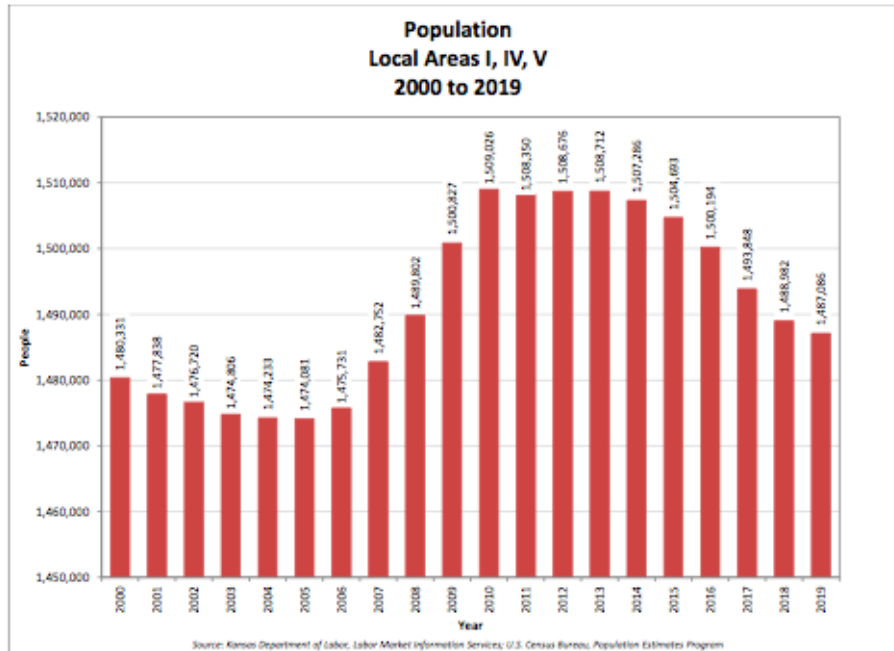
Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
 {1} Total Openings: Sum of Exits, Transfers and Numerical Change
 Source: Kansas Department of Labor, Labor Market Information Services
 Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

c. How well do the existing skills of job seekers match the demands of local businesses?

In the Fall of 2019, Local Workforce Areas I and V collaborated to contract with Wichita State University's Public Policy and Management Center to do a Customer Centered Design study relevant to Region II. Group interviews were held in nine locations with both employers and jobseekers. A total of fifty-two group interviews were conducted that included fifty-five (55) business leaders and one hundred fifty-six (156) jobseekers. Jobseekers cited needing skill building in areas mirroring the table above entitled **top 10 skills by annual total openings**. Employers indicated a need for applicants to have enhanced communication skills and overall pre- and post-hire essential skills. It is imperative that training opportunities and program design be tied to skills that are in-demand in Region II.

4. The characteristics of the regional workforce considering current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment (§679.510(a)(1)(iv) and §679.560(a)(3)).

The combined WIOA region for Local Area I, Local Area IV, and Local Area V includes 85 out of 105 Kansas counties. This region contains a mix of both rural and urban areas, including the Wichita metropolitan statistical areas (MSAs). The chart below shows the annual population of the WIOA region as measured by the Population Estimates Program at the U.S. Census Bureau from 2000 to 2019. Population growth over this period averaged 0.0 percent. This growth rate is slower than the statewide area which grew at an average annual rate of 0.4 percent over the 20-year period. The WIOA region population has decreased each year since 2013, reaching 1,487,086 people in 2019, approximately 51.0 percent of the total Kansas population.



Annual growth rates help 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 learning strategies at the top of the list.

The number of jobs statewide decreased slightly from 2016 to 2017 but increased again in 2018. In 2018, nonfarm employment grew by 12,200 jobs. This represented a 0.9 percent growth in nonfarm employment over the year. Increases were recorded in both the private and public sectors. In 2018, the private sector increased by 10,100 jobs (or 0.9 percent) while the public sector increased by 2,100 jobs (or 0.8 percent). The majority of the public sector job growth was in local government.

Multiple industries within the private sector statewide contributed to the sector's overall growth in 2018. Out of the ten major private sector industries, eight recorded job growth. The manufacturing industry experienced the largest increase in jobs in 2018 with 3,600 jobs gained. Most of this growth occurred in durable goods manufacturing. The next largest increase in jobs was in the education and health services industry, which added 2,500 jobs in 2018. Almost all the growth was in health care and social assistance, which increased by 2,300 jobs. Other industries that experienced growth in 2018 were: professional and business services (+1,700 jobs); trade, transportation and utilities (+1,400 jobs); leisure and hospitality (+1,200 jobs); construction (+800 jobs); other services (+200 jobs); and mining and logging (+100 jobs).

Two of the ten major private sector industries statewide decreased over the year. Financial activities lost 800 jobs, with job decreases in finance and insurance

exceeding the job gains in real estate and rental and leasing. Information lost 600 jobs from 2017 to 2018.

The labor force increased statewide in 2018 by 0.2 percent, marking the first over the year increase in the labor force since 2014. However, since 2016 the labor force is still down by approximately 3,100 people or 0.2 percent. The number of employed people in Kansas increased by 0.5 percent in 2018 to 1,432,387, a new Kansas record. The number of unemployed persons in Kansas continued to decrease, falling by 7.7 percent in 2018 to 49,833 unemployed. The unemployment rate was 3.4 percent in 2018. Both the number of unemployed and the unemployment rate are at their lowest since 1999.

Labor force data statewide is also available by disability status from the American Community Survey 5- year estimate program. In 2017, the most recent year available, 6.5 percent of Kansans in the labor force reported one or more disabilities including hearing, vision, cognitive, ambulatory, self-care, and/or independent living difficulty. The number of employed individuals with disabilities increased from 2016 to 2017 while the number of unemployed decreased. This caused the unemployment rate for individuals with disabilities to fall to 10.5 percent. Even with this improvement, the 2017 unemployment rate for individuals with disabilities remained more than double the unemployment rate for all individuals in Kansas.

The recent pandemic is expected to impact Region II unemployment and job growth significantly, particularly in the rural areas.

a. How is the region changing in terms of demographics, labor supply and occupational demand?

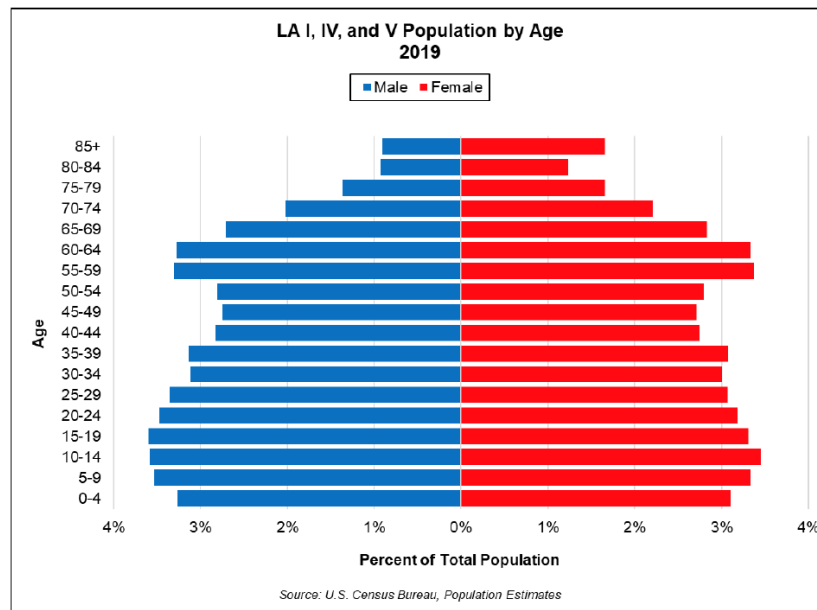
The Wichita MSA shows a static total population and is expected to continue that trend into the 2020's.

Wichita MSA - Total Population by Sex and Age from the American Community Survey (5-year estimates)	2014	2015	2016	2017	2018	2019
Total Population	636,095	638,884	640,505	642,339	643,765	637,690
Male	314,826	316,767	317,021	318,357	319,270	316,050
Female	321,269	322,117	323,484	323,982	324,495	321,640
Under 5 years				45,702	45,012	43,721
5 to 9 years				46,883	46,423	45,348
10 to 14 years				47,207	47,478	47,450
15 to 19 years				43,773	43,892	43,665
20 to 24 years				43,340	43,458	42,732
25 to 34 years				68,130	68,249	67,679
35 to 44 years				76,880	77,260	77,312
45 to 54 years				79,960	78,096	75,456
55 to 59 years				43,313	43,224	42,358
60 to 64 years				38,291	39,093	39,172
65 to 74 years				49,530	51,778	53,220
75 to 84 years				27,026	27,437	27,203
85 years and over				12,304	12,365	12,374
Median age (years)				36.8	36.9	36.0

Click on a row title to create a chart

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The chart below displays this region’s population overall by age group and gender. The population pyramid for the region shows that there is a peak in the population centered on the 10-14 year old age group. There is a smaller peak centered on the 55-59 and 60-64 year old age groups, representing the younger members of the Baby Boomer generation. The 10-14 year old age group represents 7.0 percent of the total regional population, followed by the 5-9 and 15-19 age groups, both with representing 6.9 percent of the population.

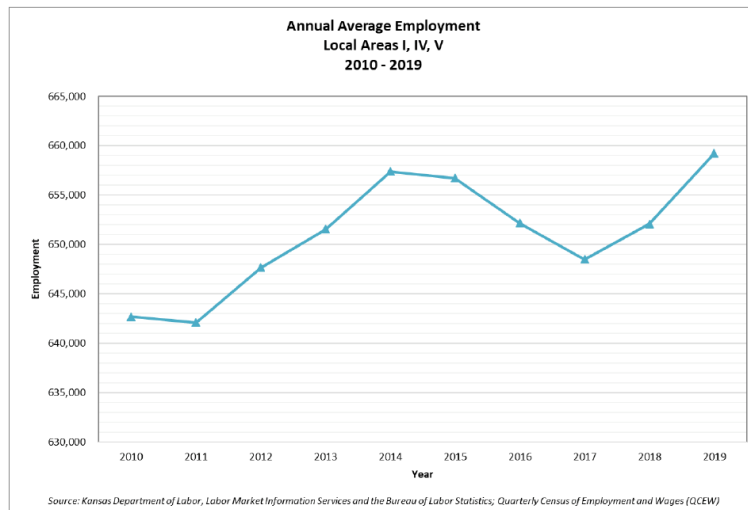


For economic purposes, the two main age groups that are studied are the 16 and over population and the 25-54 age group population. The 16 and over population in the region was 1,164,844 in 2019 showing an increase of .01 percent, or 1,023 people, from 2018. The 25-54 year old population was 526,099 in 2019, which was a decrease of .6 percent, or 3,251 people from 2018. The age group that saw the biggest decrease in prime age workers was the 50-54 year old age group, which saw a loss of 3,012, or 3.5 percent. This represents the largest of any of the five-year age groups. The largest increases were seen in the 60 and over age groups, with the 65-79 year olds accounting for an increase of 6,389 people.

Future labor force growth may be in jeopardy since the population under 25 decreased by 3,668 people, or 0.7 percent. Declines in the population under 25 were found in all of the five-year age groups with the exception of the 10-14 year old group with a small increase of 118 people, or 0.1 percent.

The Local Workforce Areas of I, IV, and V as a region fluctuated in annual average employment between 2010 and 2019. The Great Recession in the broader U.S. economy from December 2007 to June 2009 resulted in significant job losses for the

region, which dropped to 642,676 jobs in 2010. However, the region began adding jobs again in 2012, and continued to expand into 2014, reaching 657,381 jobs. From 2014 to 2017, employment in the region experienced a net loss of 8,893. After 2017 employment began to rise again into 2019. From 2010 to 2019, the region experienced an average annual growth rate of 0.3 percent, while statewide Kansas experienced an average growth rate of 0.8 percent. The chart below shows the annual average employment for this region from 2010 to 2019.





Following years of expansion, the United States reached a peak in economic activity in February 2020. With this recession, the United States saw significant changes in the labor market as measures were taken to try and prevent the spread of COVID-19 throughout the country. This region lost 51,608 jobs from the first quarter to the second quarter of 2020. The industries most directly impacted by the pandemic were Arts, Entertainment, and Recreation with a decrease of 36.3 percent, and Accommodation and Food Services with a decrease of 22.0 percent. Manufacturing saw the largest decline in number of jobs lost, declining by 14,282. Follow is a table that shows the average employment for the second and third quarters of 2020 for this region, showing the initial recovery. Total jobs increased by 11,580 jobs, or 1.9 percent in this region from the second to the third quarter.

Change in Average Employment 2nd Quarter to 3rd Quarter, 2020 Local Areas I, IV, and V					
Sector #	Sector	Q2	Q3	Change	Percent Change
	Total	603,484	615,064	11,580	1.9%
	Total Private	481,472	503,683	22,211	4.6%
11	AGRICULTURE, FORESTRY, FISHING AND HUNTING	11,233	11,296	63	0.6%
21	MINING	4,765	4,629	-136	-2.9%
22	UTILITIES	4,382	4,361	-21	-0.5%
23	CONSTRUCTION	29,724	30,528	804	2.7%
31-33	MANUFACTURING	98,736	102,618	3,882	3.9%
42	WHOLESALE TRADE	22,315	22,252	-63	-0.3%
44-45	RETAIL TRADE	65,038	68,383	3,345	5.1%
48-49	TRANSPORTATION AND WAREHOUSING	16,915	17,061	146	0.9%
51	INFORMATION	6,798	6,923	125	1.8%
52	FINANCE AND INSURANCE	17,506	17,570	64	0.4%
53	REAL ESTATE AND RENTAL AND LEASING	5,706	5,810	104	1.8%
54	PROFESSIONAL AND TECHNICAL SERVICES	18,539	18,919	380	2.0%
55	MANAGEMENT OF COMPANIES AND ENTERPRISES	7,238	7,492	254	3.5%
56	ADMINISTRATIVE AND WASTE SERVICES	26,301	27,397	1,096	4.2%
61	EDUCATIONAL SERVICES	6,106	5,596	-510	-8.4%
62	HEALTH CARE AND SOCIAL ASSISTANCE	81,132	83,096	1,964	2.4%
71	ARTS, ENTERTAINMENT, AND RECREATION	5,109	7,293	2,184	42.7%
72	ACCOMMODATION AND FOOD SERVICES	41,994	49,242	7,248	17.3%
81	OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION	11,938	13,221	1,283	10.7%
	Total Government	122,012	111,381	-10,631	-8.7%
	Local Government	98,384	87,198	-11,186	-11.4%
	State Government	15,255	15,070	-185	-1.2%
	Federal Government	8,373	9,112	739	8.8%

Source: Kansas Department of Labor, Labor Market Information Services and the Bureau of Labor Statistics; Quarterly Census of Employment and Wages (QCEW)

Kansas statewide shows a similar static picture of population by sex and age.

Kansas - Total Population by Sex and Age from the American Community Survey (5-year estimates)	2017	2018	2019
Total population	2,903,820	2,908,776	2,910,652
Male	1,445,980	1,449,413	1,450,697
Female	1,457,840	1,459,363	1,459,955
Under 5 years	196,826	194,202	191,113
5 to 9 years	204,193	201,400	199,946
10 to 14 years	198,652	200,793	200,771
15 to 19 years	200,120	200,544	201,044
20 to 24 years	217,288	217,162	215,499
25 to 34 years	383,984	383,220	382,955
35 to 44 years	348,347	350,391	353,313
45 to 54 years	360,925	353,237	345,213
55 to 59 years	193,073	192,663	190,973
60 to 64 years	174,139	177,387	180,498
65 to 74 years	235,841	245,020	254,325
75 to 84 years	128,388	130,787	132,595
85 years and over	62,044	61,970	62,407
Median age (years)	36.3	36.5	36.7

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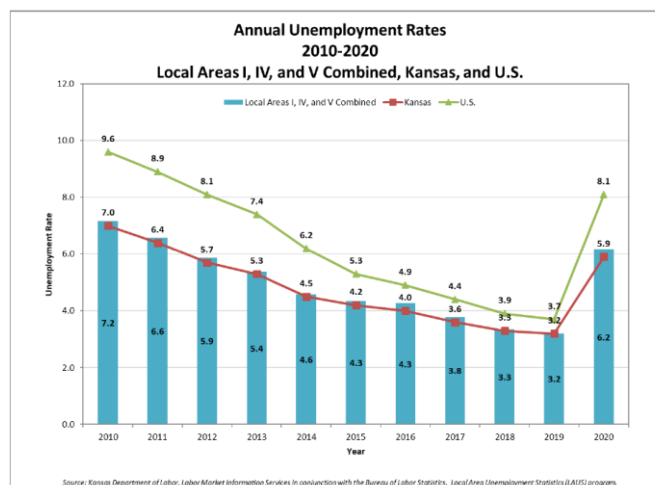
Statistics show the following occupational projections through 2026 and the projected changes in labor supply. Region II is expecting this to vary post-pandemic and plans to be flexible in program design to adjust to a new reality.

Long-Term Occupational Projections by O*NET Knowledges							
Top 10 Skills by Average Annual Growth							
Local Area I, IV, V							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Therapy and Counseling	78,071	85,068	0.9%	4,005	3,660	691	8,356
Biology	51,148	54,144	0.6%	1,879	2,204	294	4,377
Psychology	175,954	185,471	0.5%	8,827	9,555	947	19,329
Medicine and Dentistry	57,008	59,758	0.5%	2,243	2,149	268	4,660
Sociology and Anthropology	55,137	57,763	0.5%	2,071	2,305	260	4,636
Food Production	75,273	78,691	0.4%	4,971	7,036	342	12,349
Physics	28,685	29,949	0.4%	849	1,646	123	2,618
Philosophy and Theology	17,381	18,080	0.4%	652	821	66	1,539
Building and Construction	61,346	63,571	0.4%	2,166	3,873	222	6,261
Personnel and Human Resources	86,957	89,907	0.3%	3,077	5,438	294	8,809

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
(1) Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

The unemployment picture in this region showed steady improvement since 2010 until the measures taken to slow the spread of COVID-19. 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 the region peaked in 2010, along with Kansas statewide and the national rate. This region's unemployment rate matched the statewide rate in 2009 at 6.9 percent compared to a national rate of 9.3 percent.

The unemployment rate in the region has steadily improved since 2010. Starting in 2010, employers in the region 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 are the main reason the unemployment rate has continued to improve since 2010. By 2019, the unemployment rate had dropped to 3.2 percent, which matched the statewide rate of 3.2 percent and below the United States rate of 3.7 percent. Due to measures taken to slow the spread of COVID-19, this region saw its unemployment rate increase significantly from 2019 to 2020, increasing from 3.0 percentage points to 6.2 percent.



b. What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?

Region II has a diverse representation of special populations that coincide with the Workforce Innovation and Opportunity Act barrier populations. In addition, Veterans and Spouses of Veterans have a strong presence.

- Displaced Homemakers
- English Language Learners
- Ex-offenders
- Homeless Individuals
- Indians, Alaska Natives, and Native Hawaiians
- Individuals with Disabilities
- Individuals within 2 Years of Exhausting TANF
- Long-term Unemployed
- Low-Income Individuals
- Migrant and Seasonal Farmworkers
- Older Individuals
- Youth in or Aged out of Foster Care

In general, each of these special populations share in some universal barriers in addition to the unique barriers related to the population.

- Physical accommodations and technology knowledge
- Bureaucratic language
- Inability to navigate workforce system
- Distrust of sharing information
- Lack of support systems
- Transportation
- Access to designated service sites
- Transferable skills analysis
- Essential skills

The primary implication is that the more at-risk population that is served, the greater the need for basic and individualized career services to support training and education. In addition, individuals will need wrap-around services that make partnering essential to leverage resources and increase the menu of service options available to individuals.

Regionally, specific data was gathered to assist in each Local Workforce Area's consideration of priority rankings translated to primary, secondary, and tertiary due

to barrier populations being somewhat equal for priority of service.

Veterans who also meet a priority of service category are the highest priority, then the priority categories, and then the other barrier categories

Primary

Secondary

Tertiary

Barrier	LAI	LAIV	LAV
Veterans			
Low-income individual (at or below poverty and/or self-sufficiency.			
Individual is receiving public assistance including cash or food assistance;			
Individual who is basic skills deficient			
Homeless Individual			
Individuals with disabilities (low income - family of one)			
Lacking High School Diploma or GED			
Indians, Alaska natives, and native Hawaiians			
Older individuals (ages 55 or older)			
Ex-offenders			
Youth who are in or have aged out of the foster care system;			
Individuals who are English language learners			
Eligible migrant and seasonal farmworkers			
Single parents (including single pregnant women)			
Long-term unemployed individuals – unemployed for more than 27 weeks.			
Individuals lacking job skills and/or possess narrow job skills			

According to the American Community Survey, there are 687,823 people in the labor force in this region. Of those, 50,411 people or 7.3 percent reported having a disability. There are an additional 54,037 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.

Civilian Noninstitutionalized Population 18 to 64 years old 2019 American Community Survey 5-Year Estimates			
	United States	Kansas	Local Areas I, IV, and V
Total Population:	196,923,549	1,710,747	860,201
In the labor force:	152,331,540	1,379,691	687,823
Employed:	144,315,010	1,324,833	658,729
With a disability	7,491,797	85,211	45,849
No disability	136,823,213	1,239,622	612,880
Unemployed:	8,016,530	54,858	29,094
With a disability	1,017,666	8,407	4,562
No disability	6,998,864	46,451	24,532
Not in labor force:	44,592,009	331,056	172,378
With a disability	11,678,141	93,376	54,037
No disability	32,913,868	237,680	118,341

Source: Kansas Department of Labor, Labor Market Information Services. U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates.

SECTOR INITIATIVES FOR IN-DEMAND INDUSTRIES AND OCCUPATIONS

B. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region (§ 679.510(a)(1)(iii)). Plans must answer the following questions:

1. How will the workforce partners convene employers, labor, professional associations and regional institutions to help lead sector partnerships and make coordinated investments?

The three Local Workforce Development Areas will identify key cross-cutting sectors and coordinate the sharing of information among relative Sector Partnership Groups. Sector Partnership Groups will formalize the convening of industry and community leaders in business, education, economic development, labor, and community-based organizations to identify the needs and expectations of business, analyze existing jobseeker skills and knowledge, determine the gaps between business needs and jobseeker readiness, and work to establish training and education opportunities to fill the gaps. These coordinated industry partnerships will be done virtually to increase the potential for widespread engagement.

Coordinated investments will be explored when multiple Local Workforce Areas are engaged in like activities either through shared contracting or memorandums of agreement.

Region II Local Areas will coordinate outreach efforts, including a social media presence, for employers and jobseekers to communicate a common message. Marketing investments will be based on regionwide feedback from Shared Employer Forums and Rural Employer Conferences.

Core and required partners will be engaged in addition to community partners that can provide wrap-around services to support workforce activities. Kansas WorkforceOne will partner with ECO/DEVO across the area to promote career opportunities in the rural areas utilizing website outreach, social media, targeted community job search links, and mobile unit tours.

Finding effective ways of retaining talent is especially important for businesses located in rural areas, and is a priority in Planning Region II. A major focus of WIOA includes identifying work-based learning opportunities including registered apprenticeship or Earn and Learn. Retaining talented young people is key to addressing the labor shortage especially in rural communities and they have an opportunity to build a successful career without having to move to the city.

Informational sessions are held to apprise both employers and job candidates on the benefits related to work-based learning opportunities. Each local area is committed to working with employers in the region to develop training programs, and is committed to assisting low wage, underemployed individuals move into high-wage, self-sustaining positions. In addition to sharing best practices for engaging employers in work-based learning opportunities, areas will utilize Registered Apprenticeship Grants and other projects to identify resources to develop work-based learning opportunities to better serve both the employer and job seeker customers. Work-based learning opportunities include not just registered apprenticeship, but also OJT and Work Experience.

In Rural Kansas, in order to meet the future demand for workforce development, it is critical to connect with youth to ensure that youth are aware of the career opportunities in their communities and to encourage them to remain in their rural communities or to return after obtaining their education. A strong youth focus is present in the region. Building Bridges, an event designed to help develop connections between educators, students, and Business and Industry throughout the Region can assist in overcoming barriers in our rural communities in order to recruit and retain young jobseekers and recent graduates. Businesses and their employees of all skill and professional levels are encouraged to attend. Our mission is to prepare our students to be capable, contributing participants in a changing world. Building Bridges allows Unified School Districts the opportunity to secure classroom speakers, mentors for the students, tour sites, establish job shadowing sites, work experience sites and students have the opportunity to learn about employment opportunities within their community as well as the expectation of employers. These events will be expanded throughout Region I.

Planning Region II, involving all of its partners, will expand youth employment opportunities throughout each local area and collaborate when working together leverages resources and/or increases jobseeker and youth service menu options. In general, employers will benefit from job seeker services that will include pre-employment career exploration, job preparation workshops, and work experiences aligned with their career aspirations. Workshops designed to develop youth's life and employment skills will also be deployed across the region. Those workshops include Other Ways to Win, the Game of Life, How to Pay for College, Career Success, Job Search Tool Kit, Social Media, College 101, Leadership and Financial Literacy and others.

Region II rural areas will convene a wide variety of stakeholders to further develop and implement rural regional strategies. Stakeholders included regional WIOA core partners, businesses, community based organizations, economic development organizations, elected officials, public partners including, City, County, State and School District leaders from the region, education and training partners, and labor organizations.

2. What are the established and active industry sector partnerships in the region?

Region II has determined the following sector initiatives for in-demand industry sectors or occupations for the planning region. They are based on the Blueprint for Regional Economic Growth clusters and labor market data provided in this plan. The clusters include Advanced Manufacturing, Advanced Materials, Aerospace, Agriculture, Data Services and Information Technology, Healthcare, Oil and Gas, Transportation and Logistics.

3. What other sector-based partnerships exist in the region? If any exist, are they business-led and what is their role in planning?

Planning Region II will expand each business services network to convene coordinated communication to identify existing sector-based partnerships in the region. Local manufacturing associations, community college sector work, and labor industry specific groups will be approached to network and identify how the workforce system can help support the initiatives both employer driven and public/non-profit based.

4. What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?

Partnerships across core and required partners include public-private engagement and coordination throughout Planning Region II. The regionwide team will support career pathway models and their connection to and support of sector partnerships. This will be especially true for educational institutions, economic development agencies, and chambers of commerce.

5. What neutral conveners with the capacity to help establish sector partnerships exist in the region and what is their role in planning.

Planning Region II will tap into economic development agencies, universities, technical schools, and community colleges who serve as neutral conveners to co-sponsor sector partnership activities such as surveying needs and expectations as well as existing training programs available. These workforce system partners will participate in sector partnership groups and local and regionwide business service teams. In addition, each of these partners have representatives on the Local Workforce Development Boards who will provide progress reports on sector work and lead brainstorming on engaging the workforce system and/or assisting existing workforce system activities.

STRATEGIES FOR SERVICE INTEGRATION

This regional component of the plan must describe the regional service strategies, including use of cooperative service delivery strategies and the connection of job seekers with employers.

- A. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (§ 679.560(a)(4)). Plans must respond to the following:

Planning Region II has established several regional service strategies and has a history of working collaboratively to develop and implement regional services strategies including the WIRED initiative. However, no formal cooperative service agreements have been established. Regional service strategies include focusing on serving the unemployed, underemployed, and youth customers and providing high-performing workforce solutions for businesses.

1. Analyze the strengths and weaknesses of workforce development activities in the region.

STRENGTHS	WEAKNESSES (AREAS FOR IMPROVEMENT)
Dedicated and long-serving executive staff in each local workforce area	Lack of funding flexibility
Regular communication between all of the executive staff	Lack of non-federal funds to allow for creativity and innovation
Chief Elected Officials who are engaged in the workforce system	Geographic distances between access points
Workforce Boards that are representative of local labor markets	Transportation in rural areas
Dynamic partnerships with community-based organizations, educational institutions and economic development	Very large planning region in travel miles and in the number of counties
Track record of serving hard-to-serve individuals with multiple barriers	Internet accessibility and technology in rural areas
Core and required partner involvement at the Board level and at the front-line	Covid-19 impact on recruitments and available work based learning opportunities

2. Analyze the capacity of the regional partners to provide workforce development activities to address the education and skill needs of the workforce including individuals with barriers to employment.

Planning Region II’s Local Workforce Areas have a diverse array of basic and individualized career services and training available to meet the needs of the full continuum of jobseekers ranging from needing a stackable credential to a need for essential and work preparation skills. Covid-19 has demonstrated the possibility of more virtual opportunities for education and skill building and will likely change the entire landscape of possibilities for jobseekers.

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 this region, 28.6 percent of the population has the educational attainment of a high school diploma, compared to 25.9 percent statewide and 27.0 percent nationwide. This region and the State of Kansas also have a lower proportion of people with less than a high school diploma, 10.8 percent and 9.0 percent, when compared to 12.0 percent nationally. This region has a higher percentage of people with some college or an associate’s degree, 34.6 percent compared to 31.7 percent statewide and 28.9 percent nationally.

The largest difference between the WIOA region and the statewide area is the percentage of people who have a Bachelor’s degree or higher. There is a different of 7.4 percentage points between this region, which has 26.0 percent, and Kansas statewide with 33.4 percent.

Population by Educational Attainment 2019 American Community Survey 5-Year Estimates			
Educational Attainment	Local Areas I, IV, and V	Kansas	United States
Less than a High school diploma	10.8%	9.0%	12.0%
High school graduate, no college ¹	28.6%	25.9%	27.0%
Some college or associates degree	34.6%	31.7%	28.9%
Bachelor's degree and higher ²	26.0%	33.4%	32.1%

¹ Includes persons with a high school diploma or equivalent
² Includes persons with bachelor's, master's, professional and doctoral degrees
 Note: Age group includes only 25 years and over.
 Source: Kansas Department of Labor, Labor Market Information Services. U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates.

3. Analyze the capacity of the regional partners to provide activities to address the needs of employers.

Business services has been a focus of all three Local Workforce Development Areas in Planning Region II. The engagement of sector partnership groups expands the capacity to work together to address employer needs that cut across workforce area

boundaries.

4. How well do existing training programs in the region and local areas prepare job seekers: to enter and retain employment with regional businesses; to make career advancement; to attain economic independence?

Planning Region II's Local Workforce Development Area has a long history of meeting and exceeding performance measures related to entering employment, keeping employment, and attaining a sustainable wage.

5. Summarize the commitments of each program partner to implement the selected strategies described in regional plan.

Region II has established several regional service strategies and has a history of working collaboratively to develop and implement regional services strategies including the WIRED initiative. However, no formal cooperative service agreements have been established. Regional service strategies include focusing on serving the unemployed, underemployed, and youth customers.

Here are some examples of strategies within the Planning Region II area:

- Local Workforce Area IV was awarded a \$5,995, 327 four year America's Promise Grant called the Kansas Advanced Manufacturing Program (KAMP). The KAMP grant includes tuition free skills training and work-based learning opportunities which can include on-the-job training to prepare customers for careers in the aviation and advanced manufacturing industries. All training for this grant will be employer driven and tied to employment opportunities in the region. KAMP focuses on moving unemployed, low-wage, and underemployed workers to high-paying manufacturing careers. Partners in the grant include Spirit Aerosystems, Wichita Area Technical College, Wichita State University, Hutchinson Community College, The Greater Wichita Partnership, Textron Aviation, XLT Ovens, JR Custom Metals, Flint Hill Industries, the Lowen Corporation, and the Bradbury Group.
- Active in Local Workforce Area's I and IV is the Blueprint for Regional Economic Growth (BREG). BREG's purpose is to grow the region's economy leading to more jobs and a better quality of life for our customers. BREG is a collaborative regional initiative to create a strategy for economic growth, composed of eight industry action plans. The collective action plans create a Blueprint for Regional Economic Growth. The Region is not defined by its borders but by its economic connections between local producers, their suppliers, and common resource organizations, such as schools or industrial sites. The Region has a diverse portfolio of industries and regional assets. To power growth of existing or new industry, BREG focuses on market-driven actions that use existing resources in new ways. BREG has generated action plans across the region's industries. These plans take the form of practical

commitments to actions that will accelerate competitive growth of our region's economic engines. BREG events are hosted across the

- Additionally, a strong youth focus is present in the region. Building Bridges, an event designed to help develop connections between educators, students, and Business and Industry throughout the Region can assist in overcoming barriers in our rural communities in order to recruit and retain young jobseekers and recent graduates. Businesses and their employees of all skill and professional levels are encouraged to attend. Our mission is to prepare our students to be capable, contributing participants in a changing world. Building Bridges allows USD school districts the opportunity to secure classroom speakers, mentors for the students, tour sites, job shadowing sites, work experience sites and students have the opportunity to learn about employment opportunities within their community as well as the expectation of employers. A second initiative is the Youth Employment Project (YEP). YEP is an opportunity to assist young adults in finding employment. Services to young adults through YEP include pre-employment career exploration, job preparation workshops and connection to employers who are hiring part-time and or temporary summer positions. For each pre-employment workshop young adults complete, they will earn a digital badge that can be displayed online through social media accounts or listed on a resume. When the series of pre-employment workshops are complete, the young adult will earn a Youth Essential Skills Certificate, which has been recognized by employers in the region to identify young adults who are work ready. Additionally, assistance is provided to connect young adults to potential employment opportunities based on their skills and interests. YEP hosts at least two job fairs annually specifically for young adults to meet directly with employers who have part-time or summer openings.
- Local Workforce Areas 1 and 5 jointly engaged Wichita State University's Public Policy and Management Center to research and create a Customer Centered Design Report to help drive individual and coordinated efforts related to jobseekers and business customers.

The workforce challenges faced by the bulk of counties in Planning Region II due to its rural nature provide unique and critical opportunities for the Region to draw upon and elicit best practices, shared expertise and knowledge as well as resources to address the current and future workforce development needs of the Rural Kansas.

Throughout the rural communities of various size, they have capitalized on opportunities for growth and expansion with much success. Workforce partners within Planning Region II will share models with similar rural communities to elicit the same level of success. Rural leadership believes that rural communities have a strong, workforce message that needs to be delivered to current and future businesses as well as job seekers. Through the convening of regional workforce partners, economic development, community partners, local government,

educational partners both secondary and post-secondary, along with the business community, specific strategies will be developed and deployed throughout the region. Planning Region II will utilize summits, forums and round tables to convene partners. In addition, when appropriate areas will partner together to leverage resources and seek grants that would allow us to expand or improve our rural workforce services within our region and continue successful transportation strategies within Wichita and its immediate surrounding counties.

B. Describe how transportation and other supportive services are coordinated within the region (§ 679.510(a)(1)(vi)). Plans must respond to the following questions:

1. What regional organizations currently provide or could provide supportive services?

Planning Region II has a strong presence of community-based, faith-based, and targeted service providers to assist with supportive services. Front-line workers assist jobseekers in identifying support needs including transportation, child care, food, shelter, clothing, tools, equipment, etc. Supportive services are those services an individual needs in order to be successful in finding and in keeping a job. Each workforce system access point in the Region has a community resource directory and information on eligibility requirements and contact information that serves as an important referral tool. United Way, Community Action Agencies, Food Pantries, and Clothing Closets are examples of agencies that assist jobseekers with supportive services.

2. What policies and procedures will be established to promote coordination of supportive services delivery?

This Regional Plan will serve as a blueprint for promoting coordination of support services delivery with core, required, and non-traditional partners encouraged to participate in service/support mapping of available resources.

C. Describe the coordination of services with regional economic development services and WIOA service providers (§ 679.510(a)(1)(vii)). Plans must answer the following questions:

1. What economic development organizations, WIOA service providers or businesses are actively engaged in regional planning?

Economic development agencies play a critical role in the local and regional workforce system planning and implementation including participating on the Local Workforce Development Boards, business service teams, and sector partnership groups. All WIOA service providers and core and required partners as well as community-based organizations that provide supportive services are actively engaged in regional planning and reviewing the proposed plan and its contents.

2. What economic development organizations, WIOA service providers

or businesses were invited to participate but declined?

No economic development, WIOA service providers or businesses invited to participate declined.

D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§ 679.510(a)(1)(v)).

The Local Workforce Areas in Planning Region II will collaborate on regional projects and pool administrative funds when appropriate either as a whole region or two of three areas in the region. Our goal will be to respond to regional needs quickly and by utilizing resources from all engaged partners. This pooling and braiding of funds will eliminate any duplication and will highlight strong partnerships within the region. Customers are served in the Workforce Center they go to without consideration of the customer's address. Customers are encouraged to visit the Workforce Center closest to them to receive services in the Region. At times, a customer being served by a partner in one area may be referred to another partner within the region for additional services. A common referral form has been created among area partners. Typically cost pooling will be braided rather than blended to simplify the coordination requirements and allow for quick response.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

This section will outline how the Local Board(s) will coordinate the regional workforce, education and economic development activities with regional activities that are carried out in the local areas. The responses must illustrate that business, education and workforce development stakeholders have provided input and are involved with the development of the strategies and to ensure alignment with other plans.

- A. Describe the local strategic vision to support state and regional economic growth (§ 679.560(a)(5)).

KansasWorks State Board set a vision that the Kansas workforce system will be the national leader in meeting business talent needs, growing the economy and providing access to quality careers for every Kansan through integrated service delivery.

Planning Region II Local Workforce Development Areas have embraced serving hard-to-serve individuals with a continuum of education, training, and coaching opportunities. A primary focus will be identifying the needs and expectations of business and providing the necessary foundational and job specific skills individuals will need to get and keep a sustaining wage job. The Region supports a career pathways model involving economic development and education. Core, required, and non-traditional partners will work together to create a customer centered approach that grows the economy of each community, regionwide, and statewide.

- B. Describe the local goals for preparing a diverse, educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators (§ 677.155(a)(1)).

The entire Planning Region II workforce system has agreed to building strong service designs that support meeting or exceeding required performance accountability measures but also meet the identified dashboard needs of business and industry. Regular meetings among representatives from the front-line, mid-management, and executive levels of each Local Workforce Area will take place to discuss successes, challenges, and promising practices.

- C. Provide a description of the regional and local strategies that will achieve the vision and goals of the Regional and Local Area Plans. This must include a description of the strategies and services that will be used in the local areas:
1. To facilitate engagement of employers in workforce development

programs, including small employers and employers in in-demand industry sectors and occupations (§ 679.560(b)(3)(i));

The three Local Workforce Development Boards each have industry leaders who actively participate in workforce system policies, procedures, and engagement. In-demand industries are representative of the business leaders engaged. These industry representatives will work with the Region to coordinate Sector Partnership Groups that have small, medium and large employers working together to establish some baseline needs and expectations in regard to assistance from the workforce system community. The local business service teams and the regional business service circle will engage economic development, chambers of commerce, industry associations, and other relevant parties to assist with strategies for enhancements. The Region will hold an annual information sharing session by demand industry and publish feedback from the forum participants.

2. To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii));

The talent pipeline needs employers have do not change or start over at county or local area borders. The coordinated conversation and communication across local areas described above will provide opportunities for innovative program designs that identify the needs and expectations of business, existing skills of jobseekers, and gaps. This information will provide informed program designs to meet the needs of business and create opportunities for career advancement and self-sufficiency to jobseekers.

3. To better coordinate workforce development programs and economic development (§ 679.560(b)(3)(iii));

As described throughout this plan, all local workforce areas in Region II have excellent coordination and engagement between economic development and workforce programs.

4. To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§ 679.560(b)(3)(iv));

Clearly unemployment insurance programs will be a pool of individuals likely to need assistance from a core or required workforce partner. Local unemployment insurance leaders will work with the Local Workforce Areas to negotiate customer flow steps and referral processes to include in the memorandums of understanding. The One-Stop Operator in each Local Workforce Area will engage unemployment insurance in partner convening meetings to review American Job Center flow and engagement.

5. To promote entrepreneurial skills training and microenterprise services (§ 679.560(b)(4)); and

Self-employment is a viable option, particularly in rural areas where job opportunities may be limited. Entrepreneurial information and training sessions will be held virtually across the Region at least two times a program year and include microenterprise information.

6. To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§ 679.560(b)(3)(v)).

Initiative implementation has been, and will continue to be, part of the communication regionally to share promising practices, strategic program designs, and innovative and creative employer solutions.

- D. Describe regional strategies that will increase apprenticeship and other work based learning opportunities.

Work-based learning will be central to jobseeker program designs. They offer an opportunity for jobseekers to be trained while earning revenue to stay afloat. Registered Apprenticeships will be encouraged and the business service teams will assist with the creation and sponsorship of them.

- E. Describe the steps that will be taken to improve and expand participation of job seekers with multiple barriers to employment through credential and postsecondary training and other services to meet the workforce development needs of employer-driven regional sectors.

The Planning Region II team supports expanding supportive service options, increasing work-based learning trainings, achieving short-term and stackable credentials, and providing essential work preparation skills. Key to the success of braiding these activities will be co-enrollment across core program partners. Participants with significant barriers may start with Adult Education and Literacy and flow to co-enrollment with the WIOA Title I Adult or Older Youth Program. This connecting and braiding of services will be a focus to engage individuals and meet them where they are at.



Local Area IV
Workforce Innovation and Opportunity Act Plan
For the Period
July 1, 2021 – June 30, 2024

Keith Lawing
President/CEO

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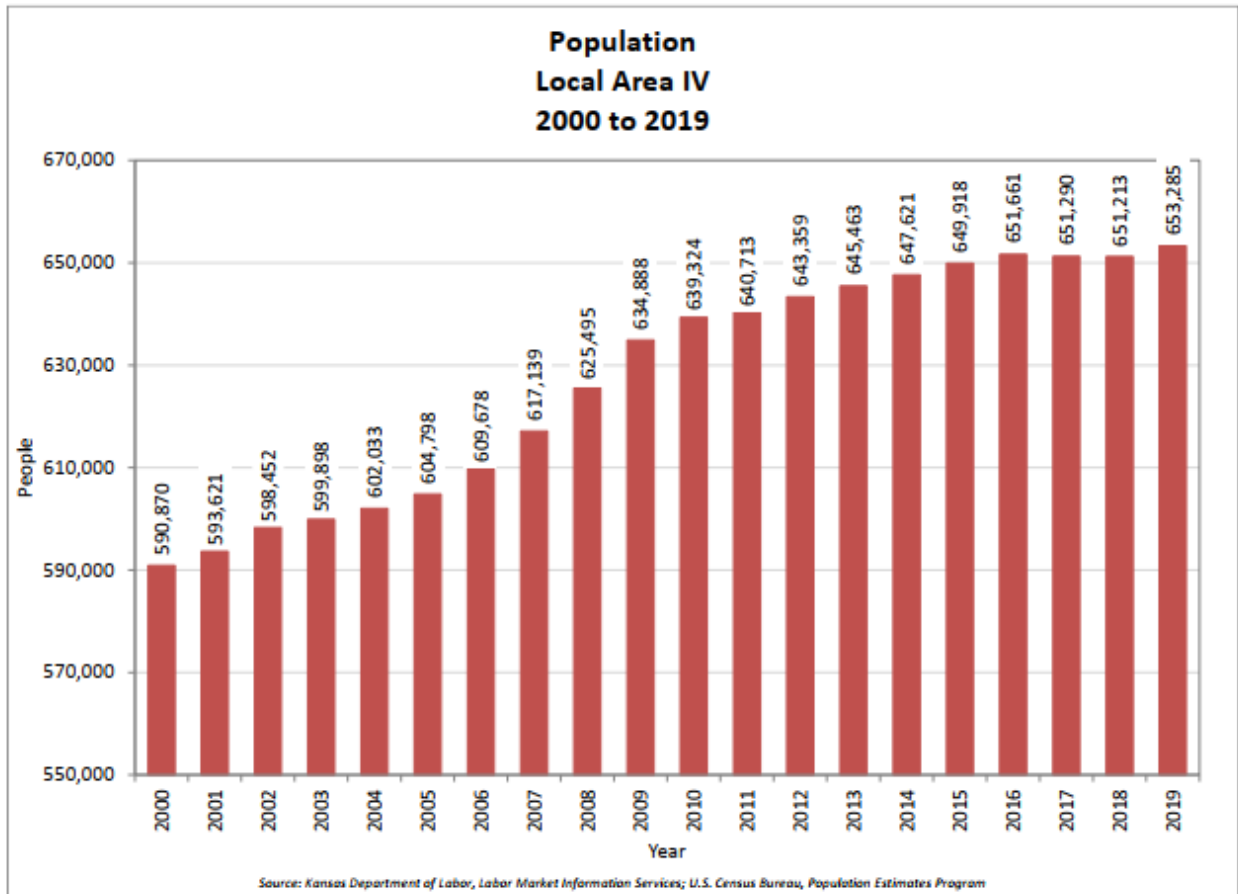
Strategic Elements

Economic, Workforce, and Workforce Development Activities Analysis

Economic and Workforce Analysis

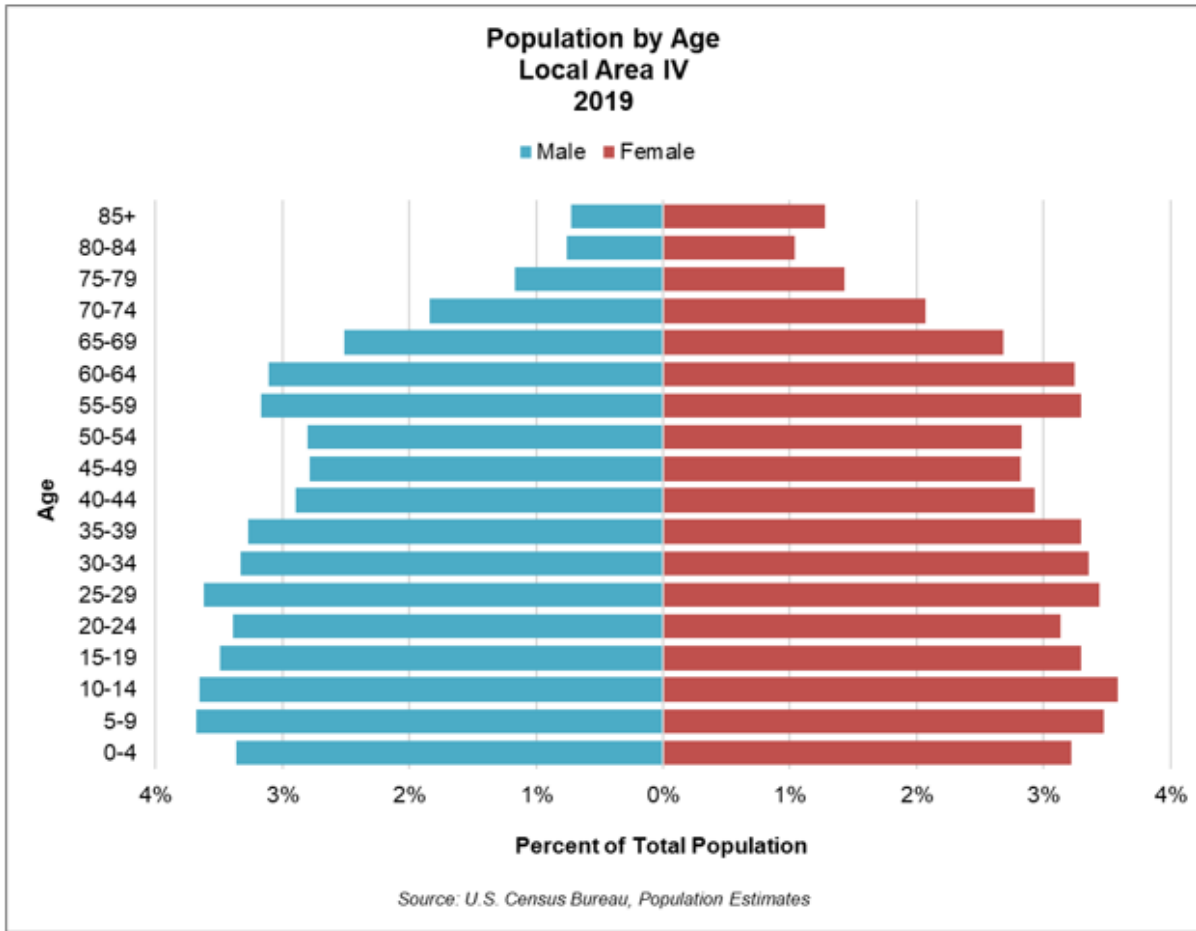
Economic Analysis

Local Area IV includes 6 out of 105 Kansas counties. This region contains a mix of both rural and urban areas, including most of the Wichita Metropolitan Statistical Area. Wichita, the largest city in Kansas, is the primary urban area in this local area. The chart below shows the annual population of Local Area IV as measured by the Population Estimates Program at the U.S. Census Bureau from 2000 to 2019. Population growth over this period averaged 0.5 percent per year. This is greater than the statewide population growth rate, which grew at an average of 0.4 percent annually over the 20-year period. During this time, the Local Area IV population increased every year, except 2017 and 2018, reaching 653,285 people in 2019, approximately 22.4 percent of the total Kansas population.



The chart below displays the Local Area IV population by age group and gender. There is a major peak in population centered on the 55-59 and 60-64 year old age groups, representing the younger members of the Baby Boomer generation. There is also a smaller peak around the 25-29 year old age group. While the 0-4 year old age group is smaller than would be expected, the 5-9 and 10-14 year old age groups have the largest populations of any age group in Local Area IV, with each making up 7.2 percent of the local area population.

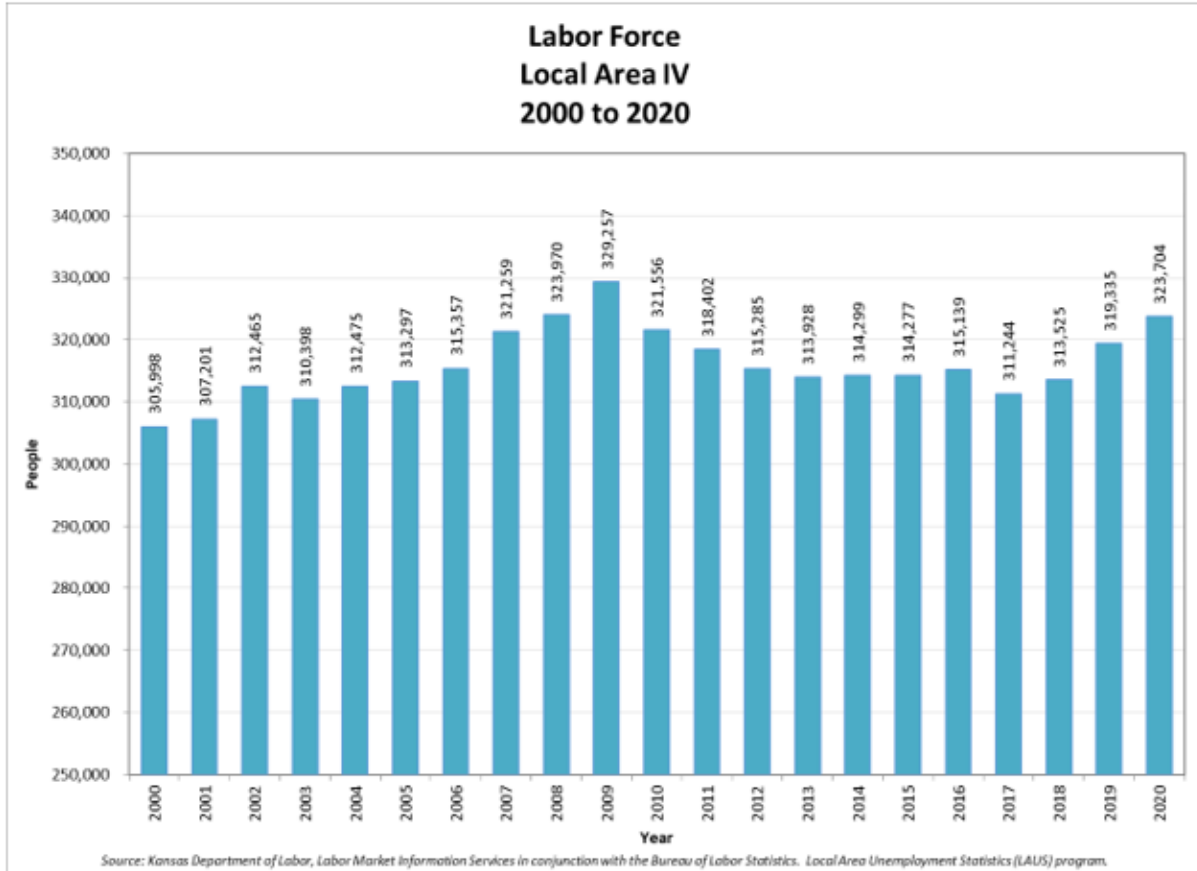
For economic purposes, the two main age groups that are studied are the 16 and over population and the 25-54 population. The 16 and over population includes everyone who is eligible to be in the labor force, while 25-54 year olds are considered prime age workers. The 16 and over population for Local Area IV in 2019 was 506,959, an increase of 2,979, or 0.6 percent. The 25-54 year old population was 244,211 in 2019, an increase of 236, or 0.1 percent. However, the largest decrease was in the 50-54 age group indicating that some of the decline may be due to people aging out of the 25-54 group. The largest increase was in the 70-74 age group, which increased by 1,206 people, or 5.0 percent.



Future labor force growth may be in jeopardy since the population under 25 also decreased by 1,010, or 0.4 percent. Every age group in this age range recorded a decrease in population with the exception of the 10-14 year old group, which saw an increase of 205 people, or 0.4 percent. The majority of the decline is in two age groups, the population of children under five years old and the 5-9 year old age group. The population of children under five decreased by 612 people, or 1.4 percent, while the 5-9 year old age group recorded a loss of 447 people, or 0.9 percent.

The impact of the increased population growth in Local Area IV is reflected in the size of the labor force. The number of people in the labor force in Local Area IV held fairly steady from 2012 to 2017 following the Great Recession; however, Local Area IV has seen an upward trend through 2020, gaining 12,460 people, or 4.0 percent, during that time. If population growth continues to increase, specifically for the 25-54 year old age group, the labor force is likely to continue to

increase.



Existing Demand Industry Sections and Occupations

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 was a total of 2,914 job vacancies posted on KANSASWORKS in second quarter 2020 for Local Area IV. The majority of these job postings, 1,289 jobs, have a typical entry-level education requirement of high school diploma or equivalent. The only other education level with more than 800 job vacancies was bachelor's degree with 803 job postings.

The following table includes the 25 occupations with the highest number of vacancies in Local Area IV. The top three occupations by total number of job openings are Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (66 job postings); Social and Human Service Assistants (63 job postings); and Customer Service Representatives (60 job postings).

Top 25 Occupations <u>With</u> Highest Number of Vacancies Local Area IV		
SOC code	Occupation Title	Job Vacancies
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	66
21-1093	Social and Human Service Assistants	63
43-4051	Customer Service Representatives	60
15-1299	Computer Occupations, All Other	56
53-7065	Stockers and Order Fillers	51
29-2061	Licensed Practical and Licensed Vocational Nurses	49
31-1120	Home Health and Personal Care Aides	44
41-2031	Retail Salespersons	42
43-3031	Bookkeeping, Accounting, and Auditing Clerks	42
11-2022	Sales Managers	39
15-1232	Computer User Support Specialists	38
51-1011	First-Line Supervisors of Production and Operating Workers	38
13-1071	Human Resources Specialists	37
29-1141	Registered Nurses	33
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	32
43-9061	Office Clerks, General	32
21-1021	Child, Family, and School Social Workers	31
43-1011	First-Line Supervisors of Office and Administrative Support Workers	30
53-3032	Heavy and Tractor-Trailer Truck Drivers	30
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	28
31-9092	Medical Assistants	26
33-9032	Security Guards	26
49-9071	Maintenance and Repair Workers, General	26
51-9198	Helpers--Production Workers	26
11-3021	Computer and Information Systems Managers	25
Source: Kansas Department of Labor, Labor Market Information Services; www.kansasworks.com		

Emerging Demand Industry Sectors and Occupations

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.

Top 25 High Demand Occupations Local Area IV 2020						
SOC	SOC Title	LT ¹	ST ²	KansasWorks ³	Total Score	Education
29-1141	Registered Nurses	10	10	10	30	Bachelor's degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	10	10	10	30	Postsecondary nondegree award
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10	10	10	30	Some college, no degree
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	10	10	10	30	High school diploma or equivalent
43-4051	Customer Service Representatives	10	10	10	30	High school diploma or equivalent
43-9061	Office Clerks, General	10	10	10	30	High school diploma or equivalent
53-7065	Stockers and Order Fillers	10	10	10	30	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	10	10	10	30	No formal educational credential
41-2031	Retail Salespersons	10	10	10	30	No formal educational credential
31-1120	Home Health and Personal Care Aides	10	10	10	30	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	9	10	10	29	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	10	10	9	29	High school diploma or equivalent
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	10	10	9	29	No formal educational credential
47-2061	Construction Laborers	10	10	8	28	No formal educational credential
43-4171	Receptionists and Information Clerks	9	10	8	27	High school diploma or equivalent
31-1131	Nursing Assistants	10	10	7	27	Postsecondary nondegree award
11-1021	General and Operations Managers	10	10	6	26	Bachelor's degree
13-2011	Accountants and Auditors	9	10	7	26	Bachelor's degree
51-1011	First-Line Supervisors of Production and Operating Workers	8	8	10	26	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	9	9	8	26	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	7	8	10	25	Postsecondary nondegree award
51-2090	Miscellaneous Assemblers and Fabricators	10	10	5	25	High school diploma or equivalent
31-9092	Medical Assistants	8	8	9	25	Postsecondary nondegree award
37-3011	Landscaping and Groundskeeping Workers	9	9	7	25	No formal educational credential
33-9032	Security Guards	8	8	9	25	High school diploma or equivalent

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

1. Long-term Projections Score is based off of the 2016-2026 round of projection data

2. Short-term Projections Score is based off of the 2019-2021 round of projection data

3. KansasWorks Score is based off of job openings posted on www.kansasworks.com during 2nd quarter 2020

Note: List only includes occupations with above average demand in one of the three categories and a total demand score greater than or equal to 10

There are eight 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 Construction Laborers; Receptionists and Information Clerks; Nursing Assistants; General and Operations Managers; Accountants and Auditors; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Miscellaneous Assemblers and Fabricators; Landscaping and Groundskeeping Workers. This is an indication of emerging demand for these occupations in the future.

Employers' 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 knowledges for each occupation, reveals trends in expected employer needs.

The following table includes long-term projections by education level through 2026 for Local Area IV. 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 141,000. Other categories with base employment of more than 60,000 include no formal educational credential and bachelor's degree. 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.

Long-Term Occupational Projections by Education							
Local Area IV							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
No formal educational credential	74,250	77,858	0.5%	5,119	6,324	362	11,805
High school diploma or equivalent	141,259	144,169	0.2%	6,590	9,118	288	15,997
Some college, no degree	9,587	9,838	0.3%	505	465	25	995
Postsecondary non-degree award	23,000	23,925	0.4%	1,022	1,232	92	2,346
Associate's degree	7,838	8,266	0.5%	259	378	42	679
Bachelor's degree	62,510	66,590	0.6%	1,936	3,072	399	5,407
Master's degree	4,260	4,695	1.0%	133	206	43	382
Doctoral or professional degree	6,016	6,356	0.6%	140	138	29	307

(1) Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

O*NET OnLine is a resource that provides detailed information for each occupation. This information includes skills and knowledges 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 knowledges categories. Note that multiple skills and knowledges 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 Local Area IV by annual total openings. Critical thinking, active listening, and speaking are at the top of the list; each with more than 30,000 expected annual openings.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Annual Total Openings							
Local Area IV							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Critical Thinking	296,239	308,452	0.4%	13,944	18,737	1,209	33,890
Active Listening	282,784	294,489	0.4%	13,940	18,174	1,157	33,271
Speaking	276,281	288,485	0.4%	13,699	17,674	1,206	32,579
Monitoring	244,297	254,535	0.4%	12,449	15,908	1,020	29,377
Reading Comprehension	248,588	257,872	0.4%	11,544	15,114	913	27,571
Coordination	208,227	218,605	0.5%	11,136	14,193	1,038	26,367
Social Perceptiveness	199,925	209,262	0.5%	11,016	13,089	933	25,038
Service Orientation	155,748	163,723	0.5%	9,298	10,609	797	20,704
Time Management	127,776	132,565	0.4%	6,940	8,257	480	15,677
Writing	140,508	146,228	0.4%	6,254	7,767	557	14,578

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
(1) Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

In addition to looking at total openings, it is important to review annual growth rates to identify emerging trends in skills needed. The top skills by growth rate include learning strategies, systems evaluation, and programming.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Average Annual Growth							
Local Area IV							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Learning Strategies	29,231	31,867	0.9%	1,769	1,816	261	3,846
Systems Evaluation	6,280	6,822	0.8%	179	361	53	593
Programming	2,678	2,899	0.8%	47	138	21	206
Instructing	32,217	34,794	0.8%	1,762	1,952	255	3,969
Active Learning	87,608	94,369	0.7%	4,032	4,785	665	9,482
Systems Analysis	8,307	8,893	0.7%	199	444	57	700
Installation	2,634	2,809	0.6%	89	198	17	304
Operations Analysis	4,858	5,150	0.6%	132	216	28	376
Science	5,622	5,949	0.6%	125	189	28	342
Equipment Maintenance	16,322	17,205	0.5%	601	1,031	88	1,720

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
(1) Total Openings: Sum of Exits, Transfers and Numerical Change
Source: Kansas Department of Labor, Labor Market Information Services
Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

The following table highlights the top ten knowledge categories in Local Area IV by annual total openings. English language and customer and personal service are at the top of the list; each with more than 30,000 expected annual openings. Mathematics knowledge ranks third on this list, with over 25,000 expected annual openings.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Annual Total Openings							
Local Area IV							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
English Language	294,942	307,534	0.4%	14,209	18,828	1,246	34,283
Customer and Personal Service	281,256	294,498	0.5%	13,923	18,095	1,317	33,335
Mathematics	219,861	226,137	0.3%	10,286	14,664	624	25,574
Education and Training	194,354	204,910	0.5%	9,393	12,542	1,048	22,983
Administration and Management	171,781	179,758	0.5%	7,988	11,200	785	19,973
Computers and Electronics	168,235	171,855	0.2%	7,382	10,359	350	18,091
Clerical	134,677	138,329	0.3%	5,807	8,251	357	14,415
Public Safety and Security	98,181	103,001	0.5%	5,155	6,836	484	12,475
Sales and Marketing	84,062	87,188	0.4%	4,837	6,455	310	11,602
Psychology	84,588	91,640	0.8%	4,355	4,760	705	9,820

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
 {1} Total Openings: Sum of Exits, Transfers and Numerical Change
 Source: Kansas Department of Labor, Labor Market Information Services
 Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

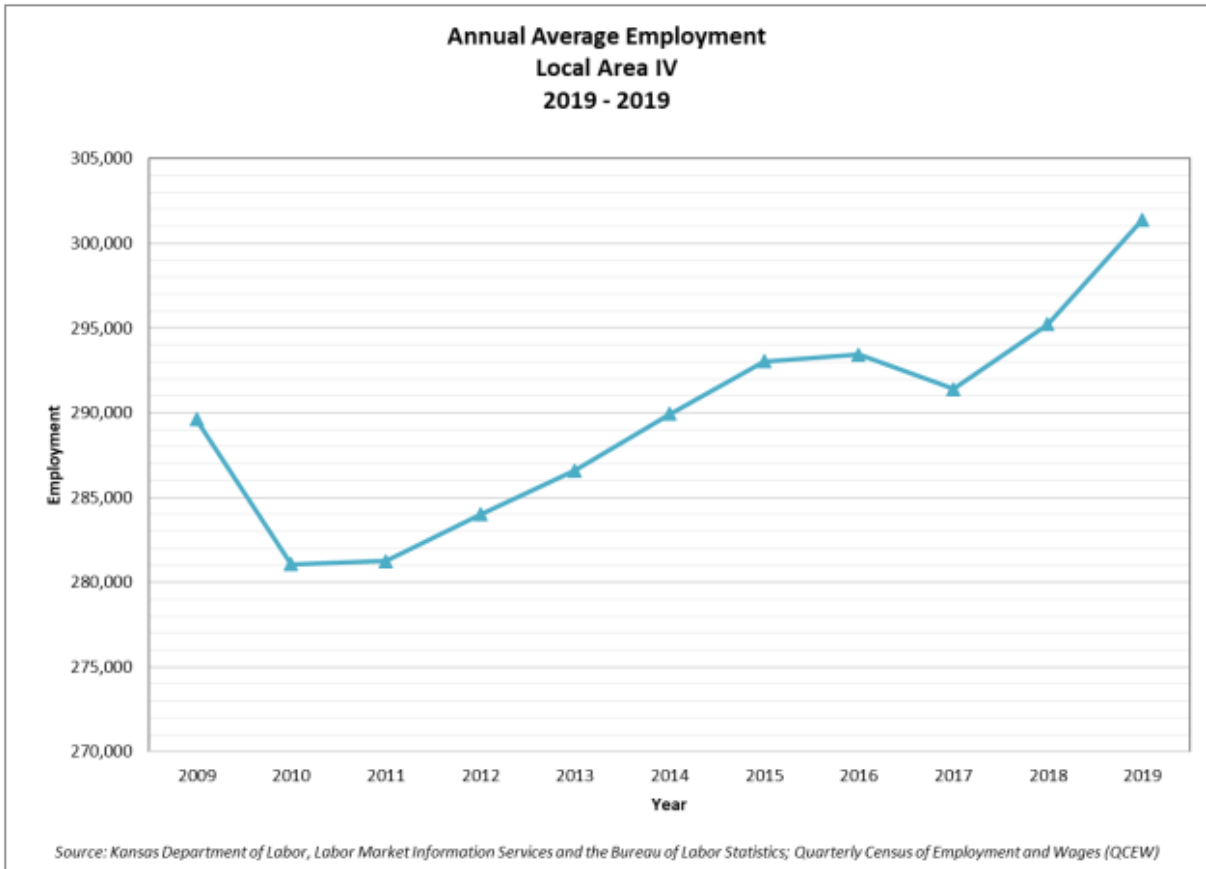
In addition to looking at total openings, it is important to review annual growth rates to identify emerging trends in knowledge needed. The following table includes the top ten knowledge categories by average annual growth rate. Therapy and counseling, psychology, and biology are at the top of the list.

Long-Term Occupational Projections by O*NET Skills							
Top 10 Skills by Average Annual Growth							
Local Area IV							
	Base Year Employment (2016)	Projected Year Employment (2026)	Average Annual Growth Rate	Annual Exits	Annual Transfers	Annual Change	Annual Total Openings ¹
Therapy and Counseling	34,563	38,676	1.1%	1,781	1,623	410	3,814
Psychology	84,588	91,640	0.8%	4,355	4,760	705	9,820
Biology	19,127	20,683	0.8%	639	700	152	1,491
Sociology and Anthropology	24,393	26,295	0.8%	922	1,041	190	2,153
Philosophy and Theology	7,717	8,288	0.7%	298	379	56	733
Food Production	30,901	32,991	0.7%	2,230	2,915	212	5,357
Medicine and Dentistry	26,907	28,601	0.6%	1,047	1,006	168	2,221
Chemistry	32,937	34,873	0.6%	1,585	2,042	191	3,818
Law and Government	25,830	27,282	0.5%	945	1,411	141	2,497
Education and Training	194,354	204,910	0.5%	9,393	12,542	1,048	22,983

Each occupation may be included in multiple skill categories, so the sum of all categories will be greater than total employment for the region
 {1} Total Openings: Sum of Exits, Transfers and Numerical Change
 Source: Kansas Department of Labor, Labor Market Information Services
 Projections are funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration (ETA)

Employment, Unemployment, and Labor Market Trends

Local Area IV lost more than 8,000 jobs, from 2009 to 2010 due to the Great Recession; however, from 2010 to 2016 Local Area IV rebounded with a gain of 12,393 jobs. Following that increase, Local Area IV experienced a slight drop in 2017, decreasing by 2,048 jobs. Since 2017, Local Area IV has seen an increase of 10,009 jobs, or 3.4 percent. In 2019, Local Area IV recorded 301,406 total jobs with 259,115 of those being private sector jobs. Additionally, Local Area IV saw its largest gains in the Manufacturing and Professional and Business Services, sectors, increasing by 1,304 and 2,201 jobs respectively. Local Area IV has seen an increase of 20,534 jobs from 2010 to 2019, an increase of 7.2 percent.

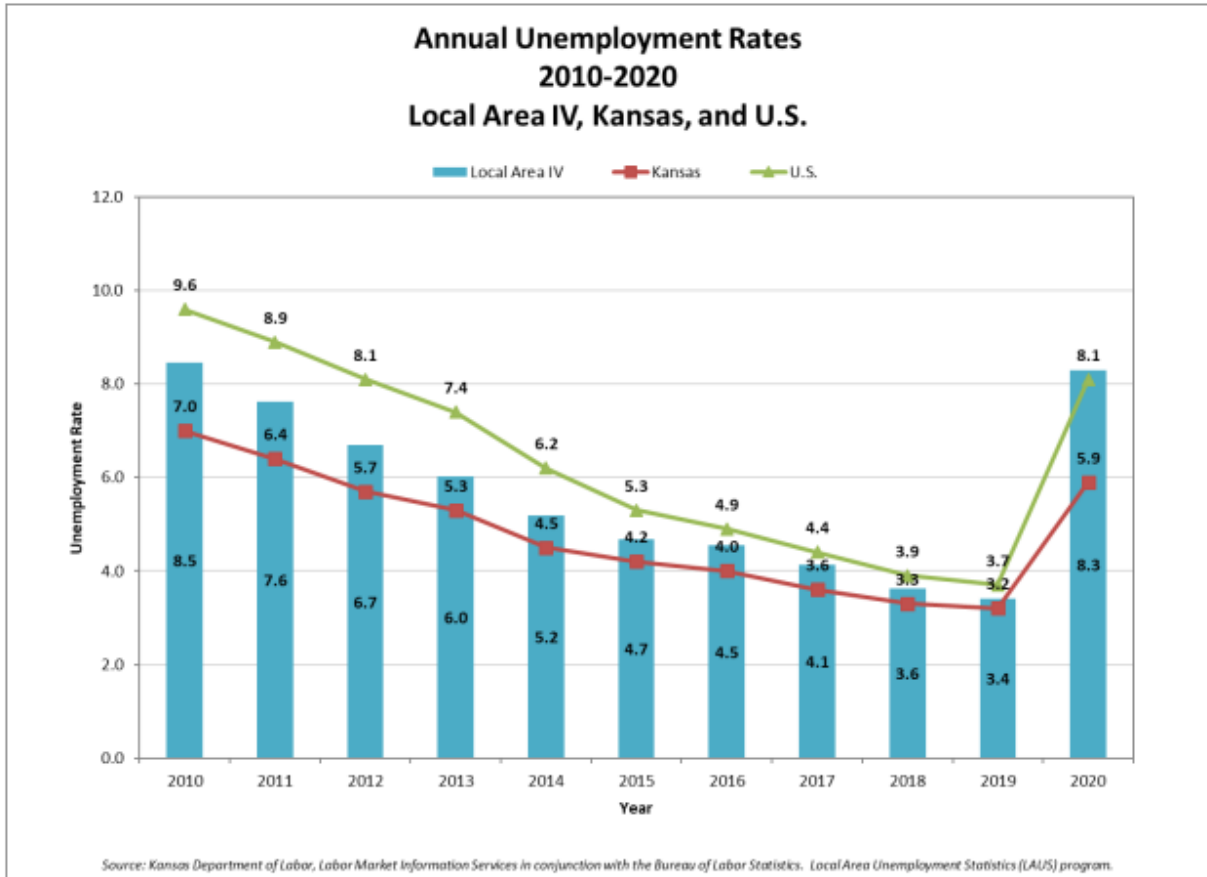


Following years of expansion, the U.S. reached a peak in economic activity in February 2020. In March of 2020, the U.S. saw significant changes in the labor market as measures were taken to try and prevent the spread of COVID-19 throughout the country. Local Area IV lost 34,130 jobs from 1st quarter to 2nd quarter of 2020. Private sector industries most directly impacted by the pandemic were Manufacturing and Accommodation and Food Services. Local Government saw a loss of 2,659 jobs in the 2nd quarter, which was followed by a loss of 4,617 jobs in the 3rd quarter. The following table includes average employment for the 2nd quarter and 3rd quarter of 2020 for Local Area IV. Total jobs increased by 10,194 jobs, or 3.8 percent in Local Area IV from 2nd to 3rd quarter. Manufacturing has recovered 3,691 of the 11,893 jobs lost during the 2nd quarter while Accommodation and Food services has recovered 3,625 of the 6,144 jobs lost during the 2nd quarter.

Change in Average Employment 2nd Quarter to 3rd Quarter, 2020 Local Area IV					
Sector #	Sector	Q2	Q3	Change	Percent Change
	Total	267,876	278,070	10,194	3.8%
	Total Private	226,637	241,160	14,523	6.4%
11	AGRICULTURE, FORESTRY, FISHING AND HUNTING	440	446	6	1.4%
21	MINING	702	658	-44	-6.3%
22	UTILITIES	655	686	31	4.7%
23	CONSTRUCTION	15,738	16,169	431	2.7%
31-33	MANUFACTURING	42,645	46,336	3,691	8.7%
42	WHOLESALE TRADE	8,404	8,384	-20	-0.2%
44-45	RETAIL TRADE	29,151	31,015	1,864	6.4%
48-49	TRANSPORTATION AND WAREHOUSING	8,016	8,040	24	0.3%
51	INFORMATION	3,489	3,575	86	2.5%
52	FINANCE AND INSURANCE	7,755	7,794	39	0.5%
53	REAL ESTATE AND RENTAL AND LEASING	3,713	3,761	48	1.3%
54	PROFESSIONAL AND TECHNICAL SERVICES	11,286	11,724	438	3.9%
55	MANAGEMENT OF COMPANIES AND ENTERPRISES	4,511	4,658	147	3.3%
56	ADMINISTRATIVE AND WASTE SERVICES	16,944	17,793	849	5.0%
61	EDUCATIONAL SERVICES	4,301	3,879	-422	-9.8%
62	HEALTH CARE AND SOCIAL ASSISTANCE	38,591	39,835	1,244	3.2%
71	ARTS, ENTERTAINMENT, AND RECREATION	3,145	4,797	1,652	52.5%
72	ACCOMMODATION AND FOOD SERVICES	20,985	24,610	3,625	17.3%
81	OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION	6,166	7,001	835	13.5%
	Total Government	41,239	36,909	-4,330	-10.5%
	Local Government	30,753	26,136	-4,617	-15.0%
	State Government	5,409	5,359	-50	-0.9%
	Federal Government	5,077	5,414	337	6.6%

Source: Kansas Department of Labor, Labor Market Information Services and the Bureau of Labor Statistics; Quarterly Census of Employment and Wages (QCEW)

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. In 2019, Local Area IV experienced its second lowest unemployment rate ever recorded (records begin in 1990) at 3.4 percent. The only year lower than this was 1998, which saw an unemployment rate of 3.3 percent. Again, due to measures taken to slow the spread of COVID-19, Local Area IV saw its unemployment rate increase significantly from 2019 to 2020, increasing 4.9 percentage points to 8.3 percent. Since 1990, Local Area IV has only experienced a higher unemployment rate in 2010 at 8.5 percent, at the end of the Great Recession. Local Area IV had a slightly higher unemployment rate than the nation during 2020 but had a much higher rate than the state, which had an unemployment rate of 5.9 percent.



Education and Skill Levels of the Workforce

Local Area IV has a higher percentage of its population that has completed some college or earned an associate degree when compared to the state and the nation according to the American Community Survey data collected during the years 2015 to 2019. Of the Local Area IV population, 33.4 percent had some college or associate degree compared to 31.7 percent at the statewide level and 28.9 percent at the national level. Local Area IV is in line with the nation registering 27.0 percent of its population as high school graduates while Kansas registers 25.9. Of the population in Local Area IV, 29.8 percent have completed a Bachelor’s degree or higher which is lower than the nation at 32.1 percent as well as the state which registers 33.4 percent. Local Area IV has a slightly higher population with less than a high school diploma, at 9.9 percent, as compared to 9.0 percent at the statewide level; however, it is much lower than the national rate of 12.0 percent.

Population by Educational Attainment			
2019 American Community Survey 5-Year Estimates			
Educational Attainment	Local Area IV	Kansas	United States
Less than a high school diploma	9.9%	9.0%	12.0%
High school graduate, no college ¹	27.0%	25.9%	27.0%
Some college or associate degree	33.4%	31.7%	28.9%
Bachelor's degree and higher ²	29.8%	33.4%	32.1%

¹ Includes persons with a high school diploma or equivalent
² Includes persons with bachelor's, master's, professional and doctoral degrees
Note: Age group includes only 25 years and over.
Source: Kansas Department of Labor, Labor Market Information Services. U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates.

Disability

There are 305,014 people in the labor force in Local Area IV according to the American Community Survey. Of those, 20,191 or 6.6 percent reported having a disability. There are an additional 23,205 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 finally independent living difficulty. The presence of a disability is reported by the respondent and is not indicative of the respondent receiving disability benefits.

Civilian Noninstitutionalized Population 18 to 64 years old			
2019 American Community Survey 5-Year Estimates			
	United States	Kansas	Local Area IV
Total Population:	196,923,549	1,710,747	381,940
In the labor force:	152,331,540	1,379,691	305,014
Employed:	144,315,010	1,324,833	290,438
With a disability	7,491,797	85,211	20,191
No disability	136,823,213	1,239,622	270,247
Unemployed:	8,016,530	54,858	14,576
With a disability	1,017,666	8,407	2,349
No disability	6,998,864	46,451	12,227
Not in labor force:	44,592,009	331,056	76,926
With a disability	11,678,141	93,376	23,205
No disability	32,913,868	237,680	53,721

Source: Kansas Department of Labor, Labor Market Information Services. U.S. Census Bureau, 2019 American Community Survey 5-Year Estimates.

Skills 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.

Workforce Development, Education and Training Activities Analysis

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

- Job Corps, Flint Hills Job Corps
- Jobs for Veterans State Grant, Kansas Department of Commerce
- Native American Workforce Program, American Indian Council
- Re-Employment Service, Kansas Department of Commerce
- Senior Community Service Employment Program, SER National
- Senior Community Service Employment Program, Workforce Alliance of South Central Kansas
- Trade Adjustment Assistance, Kansas Department of Commerce
- Wagner-Peyser, Kansas Department of Commerce
- Workforce Innovation and Opportunity Act (WIOA) Title I, Workforce Alliance of South Central Kansas

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

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

Strengths and Weaknesses of Workforce Development Activities

Strengths:

- Dislocated Worker and Trade Adjustment Assistance co-enrollment and collaborative case management strategies in the Local Area
- Integrated service delivery model including co-enrollment amongst several partners
- Consistently meet or exceed common performance measures
- Ability to secure non-WIOA resources and leveraging resources and aligning services by braiding multiple funding streams

Weaknesses:

- WIOA Youth enrollment
- Lack of co-location with all WIOA core partners at comprehensive American Job Center
- Limited engagement of SNAP E&T and TANF programs

Local Area Strategic Vision and Goals

Vision and Goals

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

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

- Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact
 - Conduct internal and external monitoring of WIOA programs to identify continuous improvement opportunities
 - Have the Program Operations and Performance Committee regularly review WIOA performance during the Program Year
 - Utilize labor market data to update the list of demand occupations in the region
 - Leverage the Helping Youth Prepare for Employment (HYPE) initiative to achieve WIOA Youth Program goals
- Enhance youth employment opportunities by expanding partnerships with business, schools, and other community organizations
 - Increase promotion of the programs through allowable outreach efforts
 - Build better partnerships with school counselors
 - Collaborate more with other youth programs, including those from state agencies
 - Keep a focus on issues of race, equity, inclusion, and diversity
 - Make the program elements as “work-like” as possible to help build soft skills, industry knowledge, and financial literacy
 - Find ways to continue and collect more outcome data
 - Show and talk about success stories with more employers
- Increase the awareness of workforce programs and services throughout South Central Kansas
 - Higher usage of social media to reach potential employers and job-seekers
 - Work to have a visible presence in all six counties in Local Area IV by collaborating with more organizations and employers
 - Keep a focus on issues of race, equity, inclusion and diversity
 - Strengthen branding and outreach partnerships with KANSASWORKS, including more usage of the mobile workforce center
 - Expand the use of technology tools to reach more customers
 - Continue to take advantage of opportunities to promote programs through the media
- Expand the community impact of the Workforce Alliance through higher level of board member participation

- Increase board member utilization of workforce services
 - Review of existing committee structure to improve efficiencies and participation through a comparative analysis of other local area committee structures
 - Board members help promote the Workforce Alliance and the Workforce Centers through social media and their network of stakeholders
 - Board members share their occupational and industry knowledge to help develop and promote programs, including with potential funding opportunities
 - Continue to be a proactive board and find ways to be “ahead of the curve” compared to other local and national workforce boards
- Continue to increase non-WIOA funding
 - Continue to pursue federal discretionary grants and identify grant and funding opportunities at an accelerated rate to allow for the most time possible to develop proposals
 - Build more relationships with foundations locally and nationally in pursuit of additional funding opportunities
 - Start the conversation in Kansas to replicate workforce models that integrate TANF and other workforce/social welfare programs into their service delivery model
 - Continue to hold the annual Jobs FORE Youth Golf Tournament
- Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today
 - Continuously improve WIOA performance and one-stop partnerships
 - Utilize the best data available to help identify growing, in-demand, and shrinking occupations
 - Identify skills gaps to future jobs
 - Keep a focus on issues of race, equity, inclusion, and diversity
 - Utilize transferable skills as often as possible for jobs of the future
 - Seek out input of board members and local employers to identify emerging growth areas
 - Work closely with board members and other employer/partners to better identify their needs in order to create more realistic grant proposals
 - Build coalitions with training providers to ensure they are ready to meet the training needs of the future
 - Increase presence on advisory councils of training providers and keep the board informed of advisory council meeting results

The development of these goals and tactics consisted of an inclusive strategic planning process targeting key stakeholder groups, and focusing on topics deemed significant for the overall operations of an effective LWDB. Key stakeholders included: WIOA mandated partners, Businesses, Community Based Organizations, Economic Development Organizations, Elected Officials, public partners from the region, and education and training partners. The strategic plan goals were identified through a combination of virtual stakeholder planning sessions, board and staff interviews, electronic surveys, and through conversation on the topic at board and executive committee meetings.

Performance Goals

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

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

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

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

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

Common Measures

- Entered Employment Rate – The percentage of program participants who are in education or training activities, or in unsubsidized employment during the second quarter after exit
- Entered Employment Rate – The percentage of program participants who are in education or training activities, or in unsubsidized employment during the fourth quarter after exit
- Median Earnings – The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct UI wage records, Federal or military employment records, or supplemental wage information
- Credential Attainment - The percentage of participants enrolled in an education or training program (excluding those in OJT and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program

- Measurable Skills Gain - The percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, towards such a credential or employment
- Effectiveness in Serving Employers – Retention with the same employer measures the percentage of participants who exit and were employed by the same employer in the second and fourth quarters after exit and repeat business customers measures the percentage of employers who have used WIOA core program services more than once during the last three program year

Program Year 2020 and Program Year 2021 Negotiated Performance Standards			
	WIOA Adult	WIOA Dislocated Worker	WIOA Youth
Employment Rate 2 nd Quarter after Exit	76.0%	82.5%	72.5%
Employment Rate 4 th Quarter After Exit	74%	79.0%	69.1%
Median Earnings	\$5,751.00	\$9,100.00	\$4,145.00
Credential Attainment	74.6%	78.6%	59.0%
Measurable Skills Gains	53.2%	69.3%	57.6%
Effectiveness in Serving Employers	None	None	None

Assessment

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

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

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

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

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

During the strategic planning process along with the strategic plan goals, the planning process also identified several tactics associated with each goal. The tactics for each defined goal are in a format that allows the board and its committees to continue to work on and measure progress

towards these goals and tactics over the next two years. This framework is meant to be looked at, talked about, and continuously worked on.

Local Area Strategy

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

A major initiative supporting the LWDB's vision includes Preparation for Advanced Career Employment System (PACES), a National Fund for Workforce Solutions (NFWS) project that began in 2008. The mission of PACES is to create a more accessible and flexible employment and training system to move low-skilled job seekers into high demand and high skill careers in the aviation and advanced manufacturing, healthcare, technology, and construction industries. To date, PACES has invested over \$3.9 million in the region, through partnerships with 91 employers and 13 community organizations, to serve more than 3,100 job seekers, including over 2,200 job placements reported.

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

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

Career Pathways and Sector Strategies

The Greater Wichita Partnership is the lead economic organization in Local Area IV and has helped coordinate multiple regional cluster analysis by Wichita State University that have

resulted in the Regional Growth Plan (RGP). RGP is a multi-year action plan featuring seven target industry sectors with 13 niche sectors, five strategic pillars, 32 key initiatives and a regional framework to support implementation. The purpose of the RGP is to grow the greater Wichita region's economy, attract new businesses and expand existing industries, leading to more jobs and a better quality of life for our citizens.

The south-central Kansas economic region is not defined by county borders, but by its connections between significant employers, major supply chains, education institutions, local governments, and community-based organizations such as chambers of commerce, labor organizations and non-profit organizations. The regional economy and labor shed of south-central Kansas is an area with a diverse economic portfolio and many regional assets.

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

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

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

The LWDB currently convenes the Regional Manufacturing Council on Technical Education (RMCTE). The RMCTE works to:

- Increase awareness in the region regarding high skilled manufacturing jobs and careers, promote youth employment strategies, including more than 150 manufacturing related jobs for 16-19 year old's in the Wichita region in 2021
- Address the skills gap in the labor pool, both short term and long term, through direct contact with local educators
- Promote careers in manufacturing to young adults through internships and work experience opportunities
- Evaluate labor market data

- Analyze, identify, and implement strategies and tactics to enhance the ‘soft skills’ of students, job seekers and current workers

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

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

Local level:

- Employer Industry Roundtable meetings (sector strategies) - LWDB convenes employers, grouped by industry, to discuss their current and future employment and training needs. Customized training programs have developed from these conversations. For example, in response to the needs of manufacturers in the area, the LWDB and WSU Tech have pursued grant opportunities, expansion of Registered Apprenticeships, and collaborated on innovative approaches for education and training.
- Strategic Planning Process - Every two years the LWDB hosts a series of public meetings to develop an updated strategic plan. Each meeting focuses on a specific area of planning such as employer needs, youth services, etc. Attendees include board and committee members, partner entities, stakeholders from local and state organizations, and policy makers such as local elected officials.
- President/CEO serves on the Business and Education Alliance, the Greater Wichita Partnership Strategic Advisory Team, chairs the Wichita Regional Chamber of Commerce Workforce Solutions Subcommittee, and Childcare Access Work Group
- Staff serve on multiple boards and committees and belong to organizations in the Local Area including Dress for Success, FlagshipKansasTech, Greater Wichita Partnership Business and Education Alliance, Wichita Manufacturers Association (WMA), Wichita Independent Business Association (WIBA), South Central Kansas Economic Development District board, Regional Economic Area Partnership (REAP), Achieve Kansas, and the Wichita Area Outlook Team

State level:

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

National level:

- National Association of Workforce Boards (NAWB), members attend annual conferences to network with peers and learn best practices and current policy issues
- National Skills Coalition and Business Leaders United for Workforce Partnerships, National Manufacturing Panel

- Midwest Urban Strategies, members attend quarterly meetings to network with member peers, collaborate on grants and develop strategy on current issues
- National Fund for Workforce Solutions, member of site collaborative network; attend annual meetings, peer learning opportunities, and implementing workforce partnership grants focused on helping workers access good jobs, businesses finding the talent they need, and communities generating prosperity for all

Partnerships

Coordination and alignment of the Local Area’s workforce programs are supported by 26 partners in the Local Area; 19 who have chosen to collocate their programs/activities in the American Job Center.

Local Area IV Partners:

- Butler Community College FastTrack GED*
- Cerebral Palsy Research Foundation
- City of Wichita- Wichita Sedgwick County Community Action Partnership (CSBG)
- DCF- Kansas Rehabilitation Services
- DCF – PreETS*
- DCF- Temporary Assistance for Needy Families Programs (TANF)
- Eckerd Connects*
- Job Corps*
- Kansas Department of Commerce – Business Development*
- Kansas Department of Commerce – Disability Services and RETAIN*
- Kansas Department of Commerce – Migrant Seasonal Farm Worker*
- Kansas Department of Commerce - RESEA *
- REAP*
- Senior Community Service Employment*
- Senior Services Inc.
- SER National*
- SER Wichita
- Trade Act Adjustment*
- US Department of Commerce Export Assistance Center*
- Veterans Programs*
- Wagner-Peyser*
- WIOA Adult*
- WIOA Dislocated Worker*
- WIOA Native American*
- WIOA Youth*
- WSU Tech/NexStep Alliance ABE

**denotes co-location*

Many of the partners, including all WIOA mandated partners, have signed a Memorandum of Understanding (MOU). The MOU operationalizes the collaboration and contains details to further coordinate policies, protocols and practices. See attachment VV. Cross-training and partner interaction follows a regular schedule. These activities support the coordination and alignment of the workforce programs. Specific strategies for aligning and leveraging services

and resources among WIOA mandated partners are listed in the Operational Planning Elements section of this plan. Infrastructure costs follow state policy and the Kansas Combined WIOA State Plan. Infrastructure cost sharing information is outlined as an attachment to the MOU. See attachment VV.

Operational Planning Elements

Local Strategy Implementation

Local Workforce Development Board Functions

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

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

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

- **LWDB Executive Committee:** The LWDB Executive Committee provides leadership to the LWDB and other standing committee and task forces. The Executive Committee is empowered to act on behalf of the entire LWDB when action by the LWDB is not possible due to timing of full Board meetings and action is required, or delegated by an approved motion from the LWDB. In addition, the Executive Committee is responsible for tasking the committees of the LWDB, and setting the agenda for LWDB meetings. The Executive Committee is appointed by the LWDB Chair. Members include the LWDB Chair, Vice-Chair, designee from the Chief Elected Officials Board, Chairs of other Standing Committees, other Board members, and at large members appointed by the LWDB Chair. This committee is scheduled to meet monthly and the meetings are open to all interested LWDB members and the public.
- **LWDB Executive Committee Purpose:**
 - Identify and assess workforce issues and needs of business and the community and endeavor to establish partnerships to align services to meet the community's workforce needs
 - Solicit input and participation from the public and private sectors for joint planning and the provision of services to the residents of Local Area IV
 - Provide overall policy guidance and oversight on the use of funds and on the approach to delivery of services
 - Establish a committee structure that ensures adequate review of proposals, oversight of program operations, long-range planning, and outreach to the business community

- Act on behalf of the Board as needed
- Program Operations and Performance Committee: The Program Operations and Performance Committee is appointed by the LWDB Chair. The Committee oversees the program operations, reviews performance, approves Eligible Training Providers for the WIOA Adult, Dislocated Worker, and Youth programs, and approves industries and occupations for training in Local Area IV. Members are not required to be on the LWDB and may include representatives from WIOA mandated partners, community-based organizations and other stakeholders. This committee meets every other month.
- Program Operations and Performance Committee Purpose: To advise the LWDB and Executive Committee on WIOA Adult, Dislocated Worker, Senior Worker and Youth programs, initiatives, and performance.
- Youth Employment Committee: The Youth Employment Committee is appointed by the LWDB chair. Membership is not exclusive to the LWDB members and may include representatives from the HYPE collaborative, community-based organizations and other stakeholders.
- Youth Employment Committee Purpose: To support operations of the Workforce Alliance Youth Employment Project (YEP), identify and create partnerships to sustain and expand the Helping Youth Prepare for Employment (HYPE) collaborative, monitor performance and leverage the WIOA Youth program to help improve outcomes.
- Finance Committee: The Finance Committee is appointed by the LWDB Chair. The Finance committee oversees WIOA funds from the U.S. Department of Labor. Funding streams include Adult, Dislocated Worker, Youth, Senior Employment, grants and special projects. The Committee also reviews annual audits and fiscal monitoring reports. Membership is not exclusive to the LWDB members and may include representatives from WIOA mandated partners, community-based organizations and other stakeholders. This committee meets two to three times a year as needed.
- Finance Committee Purpose: To develop an operating budget for the LWDB on an annual basis. Oversee and review audits of WIOA funds. Oversee and review procurements and the RFP process for the LWDB. Identify sources of revenue.

Implementation of Local Area Strategy

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

Enhanced Customer Referrals and Release of Information Processes

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

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

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

Effective Communication among All Partners in the Local Areas

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

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

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

The purpose of the One Stop Advisory County is to advise the LWDB and Executive Committee on actions and strategies to leverage resources and align services and resources through the

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

Easy Access to Information for Customers

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

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

Collaborative Case Management and Co-enrollment

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

Coordination, Alignment, and Provision of Services to Employers

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

Outreach

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

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

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

Cross-Training

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

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

Partner Engagement with Educational Institutions

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

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

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

Leveraging Resources to Increase Educational Access

The LWDB has set a strategic priority to leverage and align education and training programs in the region with WIOA Title I funds serving as the foundation. The LWDB is active in pursuing

additional funding opportunities and has secured the following funds that are aligned with WIOA programs.

Grant Summaries

Leading:

Grant: H-1B Kansas Advanced Manufacturing Project (KAMP)	
<p>Recipient: WA</p> <p>Granting Agency: USDOL</p>	<p>Summary: Provides training funds for education in Advanced Manufacturing occupations, with an earn and learn component, utilizing innovative approaches, expansion of existing programs, targeted outreach and promotion strategies to train workers for, and connect to, well-paying middle and high-skilled manufacturing jobs based on the demand of employers in the region.</p>
Grant: Midwest Urban Strategies Dislocated Worker Grant	
<p>Recipient: WA</p> <p>Granting Agency: Midwest Urban Strategies</p>	<p>Summary: Provides career and training services to dislocated workers, recently dislocated workers, mature dislocated workers, dislocated workers with less than a high school diploma, and underemployed workers.</p>
Grant: National Dislocated Worker Grant (NDWG)	
<p>Recipient: WA</p> <p>Granting Agency: USDOL</p>	<p>Summary: Provides career services to support Trade Adjustment Assistance adversely impacted workers and career and training services to non-trade dislocated workers.</p>
Grant: One Workforce	
<p>Recipient: WA</p> <p>Granting Agency: USDOL</p>	<p>Summary: Consortium with local employers, educational institutions, economic development and others to engage industry through sector partnerships to develop and deploy innovative workforce solutions to equip workers with emerging technical skills to build a stronger pipeline</p>

	for employers in the Information Technology and Advanced Manufacturing sectors.
Grant: Pathways Home Grant	
<p>Recipient: WA</p> <p>Granting Agency: Midwest Urban Strategies</p>	<p>Summary: Program to prepare incarcerated individuals with workforce services prior to release and to continue services after release by transitioning the participants into reentry programs in communities to which they will return. Program is job-driven and designed to build connections between returning citizens and local employers that will enable these transitioning offenders to secure, maintain employment and lower current local recidivism rates.</p>
Grant: Preparation for Advanced Career Employment System (PACES)	
<p>Recipient: WA</p> <p>Granting Agency: National Fund for Workforce Solutions (NFWS)</p>	<p>Summary: PACES works to create a more accessible and flexible employment and training system to move unemployed and under-employed workers into high demand and high skill careers in the aviation, healthcare and advanced manufacturing industries.</p>
Grant: Senior Community Service Employment Program (SCSEP)	
<p>Recipient: WA</p> <p>Granting Agency: Kansas Department of Commerce</p>	<p>Summary: Program for older Americans needing assistance updating work place skills to be competitive in today's job market.</p>
Grant: United Way Patient Care Assistance Program (PCA)	
<p>Recipient: WA</p> <p>Granting Agency: United Way of the Plains</p>	<p>Summary: Program to assist with entry level health care certifications.</p>

Partnering:

Grant: Kansas Health Profession Opportunity Project (KHPOP)	
<p>Recipient: Kansas Department of Commerce</p> <p>Granting Agency: HHS</p>	<p>Summary: Funds provide healthcare education, training and employment for SNAP and TANF recipients and other low-income individuals statewide.</p>
Grant: Registered Apprenticeship State Expansion Grant (RASEG)	
<p>Recipient: Kansas Department of Commerce</p> <p>Granting Agency: USDOL</p>	<p>Summary: Program is a catalyst to create lasting strategies to grow and diversify apprenticeship opportunities for under-served populations; engage employers, expand and diversify Registered Apprenticeship to new sectors; and promote innovation and excellence in critical earn and learn apprenticeship opportunities.</p>
Grant: Retaining Employment and Talent After Injury/Illness Network (RETAIN)	
<p>Recipient: Kansas Department of Commerce</p> <p>Granting Agency: Office of Disability Employment Policy (ODEP)</p>	<p>Summary: Program to assist individuals who become ill or injured to remain in the labor force, which benefits the individual, their family, employers, and the economy. The program also aims to reduce long-term work absences among project participants, and lessen the need for individuals to seek Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefits.</p>

Improving Access to Post Secondary Credentials

Registered Apprenticeship

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

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

Coordinating with Unemployment Insurance Strategies

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

Local Operating Systems and Policies

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

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

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

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

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

Integration of all WIOA Titles including Wagner-Peyser Services

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

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

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

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

Integrated Service Delivery and Functional Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Assist placing WIOA participants in employment opportunities consistent with WIOA performance goals
- Develop and maintain relationships with new and existing employer customers.
- Identify and discuss needs, explain how needs can be met by special products and services
- Obtain, input and review job orders. Perform search to match applicants with job requirements, using manual and/or computerized file searches. Contact applicants to inform them of employment opportunities.
- Be aware of key employment sectors with regional impact
- Provide outreach to economic development
- Identify qualified applicants for referral to employers based on employer's preferences through pre-screening, application review, assessments or other identified criteria
- Document and maintain customer contacts, services and activity in KANSASWORKS in accordance with standard procedures, rules and regulations

for the purpose of coordinating partner services and documenting program performance

- Be aware of current human resource related laws and how to access resources for customers
- Be knowledgeable of available internal and external resources and applicable referral processes to eliminate customer barriers to meeting employment goals and program performance
- Coordinate job fairs for employer customers
- Participate as needed in job fairs, career day events, workshops, seminars, Rapid Response, networking events and other employment related activities
- Assigned to businesses based on sectors to develop greater expertise to meet employers needs
- Conduct prevailing wage surveys to assist agricultural employers who are in need of foreign workers to meet their business demands

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

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

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

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

Functional Supervision

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

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

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

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

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

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

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

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

Co-Enrollment

A major component of streamlining services and eliminating duplication is the co-enrollment of eligible customers in mandated partner programs in Local Area IV when appropriate. Customers who progress to a Career Services level are co-enrolled. This commitment to building an integrated customer pool allows WP, WIOA Adult and Dislocated Workers, Youth, Trade Adjustment Assistance and Jobs for Veterans State Grant staff to be fully integrated and able to provide the same services to any customer without concern for programmatic guidelines, and the

documentation requirements which need to be followed. Thus, defining a service delivery process which does not emphasize program eligibility and program participation.

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

Local Area Program and Local Board Overview

Local Board

Local Workforce Development Board Membership Roster			
Last Name	First Name	Position	Member Category
Anderson	Jennifer	Director	Adult Basic Education
Blackburn	Rod	Development Director	Business & Industry
Chance	Andrew	Apprenticeship Coordinator	Labor
Clark	John	Training Director	Labor
Clemons-Ajibolade	Ebony	Community Relations Manager	Business & Industry
Decker	Dan	Director	Vocational Rehabilitation
Diemart	Josh	Business Manager	Labor
Falletti	Kerri	Director	Economic Development
Gifford	Michele	Director, Workforce & Employee Dev.	Business & Industry
Hands	Laura	Community Affairs Director	Business & Industry
Heinz	Robin	Director of Human Resources	Business & Industry
Hink	Dan	Coordinator	Labor
Hughes	Jennifer	Human Resources Manager	Business & Industry
Jewett	Kathy	Human Resources Manager	Business & Industry
Jonas	Patrick	President & CEO	Business & Industry
Kennedy	Russell	Business Manager	Labor
Kilpatric	Jessica	Director of Human Resources	Business & Industry
Krull	Kimberly	President	Higher Education
Langrehr	Kristina	Senior Director, Human Resources	Business & Industry
Longwell	Jeff	Outreach Director	Business & Industry
Moore	B.J.	Midwest Director	Labor
Munoz	Alex	Human Resources Manager	Business & Industry
Musgrave	Melissa	Head of Employment	Business & Industry
Naylor	Tony	Training Director	Labor
Peterson	Matt	Human Resource Business Leader	Business & Industry
Plummer	Gary	President	Business & Industry
Ramos	Erica	Regional Operations Manager	Wagner-Peyser
Rodriguez	Luis	President	Business & Industry

Scheideman	Ashley	Executive Director	Business & Industry
Schlickau	Gabe	Senior Relationship Manager, Regional Agribusiness Banking Group-Chair	Business & Industry
Scott	Suzanne	Global HR Services Director	Business & Industry
Stang	Sally	Director, Housing & Community Svcs.	Community Services Block Grant
Utash	Sheree	President	Higher Education

Board Activities

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

In addition to internal monitoring the LWDB and CEOB has contracted with an external independent monitor to conduct monitoring reviews of the WIOA participant operations to ensure proper firewalls. The external independent monitor will provide reports to the LWDB and CEOB on compliance regarding WIOA rules, regulations, and local policy. The focus will be specifically for the delivery of job seeker/participant services. Monitoring reports will be submitted twice a year.

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

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

Chief Elected Officials Board

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

Chief Elected Officials Board (CEOB) Membership Roster			
Last Name	First Name	Title	County/City Representing
Woydziak	Dan	Commissioner	Butler County
Cerullo	Jared	Council Member	City of Wichita
Whipple	Brandon	Mayor	City of Wichita
Thompson	Greg	Council Member	Cowley County
Wilt	Wayne	Commissioner-Chair	Cowley County
Waldschmidt	Brian	Commissioner	Harper County
Murphy	Aaron	Mayor	Kingman County
Noblit	Carol	County Clerk	Kingman County
Cruse	Lacey	Commissioner	Sedgwick County

Howell	Jim	Commissioner	Sedgwick County
Norris	Debbie	Master County Clerk	Sumner County
Kuehny	Jill	Council Member	Sumner County

Program Data

Data Entry and Integrity

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

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

Assessment of Participants’ Post-Program Success

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

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

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

Tax documents, payroll records, and employer records

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

Other supplemental wage records

- Follow-up survey (self-reported) from program participants

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

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

Privacy Safeguards

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

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

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

Program Policies

Adult and Dislocated Worker Transitional Jobs Policy

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

employment. Transitional job services shall be combined with comprehensive employment and supportive services. See Attachment A.

Adult and Dislocated Worker Training Policy

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

Adult, Dislocated Worker and Youth Credential Policy

Credential documents are recognized in accordance with the following:

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

Adult Needs Related Payments Policy

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

Adult Supportive Services Policy

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

Apprenticeship Policy

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

Dislocated Worker Needs Related Payments Policy

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

Dislocated Worker Supportive Services Policy

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

Eligibility Determination Policy for WIOA Adult Program

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

Eligibility Determination Policy for WIOA Dislocated Worker Program

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

Eligibility Determination Policy for WIOA Youth Program

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

Priority of Service for Veterans and Eligible Spouses Policy

Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services. This means that a veteran or an eligible

spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person. See Attachment L.

Priority of Service Policy

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

Senior Community Service Employment Program Participant Termination Policy

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

Senior Community Service Employment Program Rotation Policy

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

WIOA Work Based Training Policy

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

Youth Customer Incentive Policy

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

Youth Supportive Services Policy

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

community-based agencies. Supportive services may only be provided when the service is necessary to participate in employment or education activities; and the client is in compliance with all aspects of Service and Training plans. See Attachment R.

Youth Training Policy

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

Youth Work Experience Policy

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

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

Administrative Policies

Adult Education Provider Application Review Process Policy

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

Attendance, Nominations, and Succession Policy

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

Audit, Audit Resolution, and Sanctions Policy

The Workforce Alliance requires an annual independent audit of its own operations and all contractors and/or recipients of WIOA funds. The required audit shall be conducted using appropriate WIOA procurement guidelines including relevant WIOA Regulations, OMB Circulars, and other Federal, State, and local directives. Findings, Inquiries, Corrections,

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

Board Member Conference Attendance Policy

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

Code of Business Conduct and Ethics

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

Compensation Policy

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

Continuity of Operations Plan

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

Development and Issuance of Policy

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

Equal Access Policy

In order to comply with the requirement that a public entity must operate each service, program, or activity so that the service, program or activity, when viewed in its entirety is readily accessible to and useable by individuals with disabilities the Workforce Alliance adheres to all rules, laws, and regulations applicable to providing workforce development services in Local Area IV. These may include but are not limited to: WIOA Section 188; Americans with

Disabilities Act Section 35.150; Wagner-Peyser Act; and U.S. Department of Labor Regulations 29 CFR, Part 37. See Attachment CC.

Equal Opportunity and Affirmative Action

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

Financial Management Systems Policy

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

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

Grievance Policy

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

Handling and Protection of Personally Identifiable Information Policy

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

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

Internal Control Reporting System

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

Inventory and Capitalization Policy

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

Limited English Proficiency Policy

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

Local Area IV Certification Policy

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

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

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

Monitoring Policy

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

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

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

Occupations/Industries Approved for Training in Local Area IV

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

Process for Appointment to the Board of Directors

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

Procurement Policy

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

Public Comment Policy

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

Record Maintenance and Retention Policy

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

Transportation of Confidential Information Policy

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

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

The One Stop Operator (currently Eckerd Connects) regularly hosts One Stop Advisory Council (OSAC) meetings with all the required partners and other community partners. The MOU/IFA is drafted and negotiated with all partners through the OSAC meetings. WA staff work with the partners to finalize the individual partner MOU's and to establish the budget (including infrastructure costs) and the contributions to satisfy the IFA budget requirements of each partner. The entire MOU will be reviewed annually during an OSAC meeting (typically March/April of every year). If any partner requests changes, those will be reviewed by all the partners through the process established in the MOU. The MOUs are renewed every two years with each partner. New MOU negotiations are currently ongoing with the plan of new MOU's in place by July 1, 2021.

The LWDB has adopted policies and procedures regarding the re-certifications of the LWDB and the Wichita American Job Center. Those processes are undertaken every two years and reviewed by the LWDB and CEOB. New MOU's will be in place July 1, 2021 and will be reviewed annually for any changes and renewed every two years to coordinate with the certification requirements of the LWDB and American Job Center.

Priority of Service for Veterans

Customers, when first entering an American Job Center, are greeted and processed at an information desk. At the information desk, a variety of customer information is obtained, including their veteran status. Local Area IV utilizes an online check in and customer management system. Customer information, including their veteran's status, is recorded in the online system. The system keeps track of customers who need to be seen, and the order they should be seen. Customers who indicate they are veterans are automatically moved to the top of the customer queue by the customer management system. Highlighting a customer's veteran

status, and moving veterans to the top of the queue of customers to be seen, ensures veterans are provided priority. Additionally, KANSASWORKS handles priority of service for veterans for job postings by providing job posting information to veterans before the general public. All referral forms also indicate veteran's status, to ensure priority is provided when referrals are made to internal and external partners.

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

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

LVER Responsibilities:

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

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

DVOP Responsibilities:

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

Addressing the Accessibility of the One-Stop Delivery System

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

Addressing the Accessibility of Services When Needed

Policies are in place for supportive services and training services for Adult, Dislocated Worker, and Youth participants. The policies outline the criteria for each service and follow the WIOA

law. The policies ensure equal access to these services and ensure they are available throughout the program year. Please see Adult, Dislocated Worker, and Youth Supportive Services and Training Policies Attachments B, E, H, R, and S.

Coordination with Combined State Plan Programs

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