Workforce Partnership
Local Area Integrated Workforce Plan

Strategic Elements

A. Economic, Workforce, and Workforce Development Activities Analysis

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

1. Economic and Workforce Analysis

Provide an analysis of the economic conditions and trends in the Local Area, including specific economic areas identified by the Local Board, including: Existing Demand Industry Sectors and Occupations (the industries and occupations for which there is existing demand), Emerging Demand Industry Sectors and Occupations (the industries and occupations for which demand is emerging), and Employers' Employment Needs with regard to the industry sectors and occupations identified in (A)(i) and (ii) – provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

The following economic and workforce analysis was conducted by the Labor Market Information Division of the Kansas Department of Labor – specific sources for various sections are noted below.

(A)(i) Existing Demand Industry Sectors and Occupations

Industry

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

In the Workforce Partnership workforce development area, the health care and social assistance sector recorded the most job openings by far in 2024, with 24,568 job openings. The majority of these job openings were in hospitals, which accounted for 14,166, while ambulatory health care services accounted for 4,501 and nursing and residential care facilities accounted for 4,469. Retail trade had the second highest number of job openings with 13,281, with 2,350 openings posted by food and beverage retailers and 1,957 openings posted by building material and garden equipment and supplies dealers. The professional, scientific, and technical services sector accounted for 10,981 job openings. The manufacturing sector accounted for 9,526 job openings. Computer and electronic product manufacturing accounted for 3,750 of these job openings, while food manufacturing accounted for 1,696. Educational services recorded 8,963 job openings in 2024. The following industry sectors each accounted for at least 4,000 job openings in 2024: administrative and support and waste management and remediation services; finance and insurance; information; accommodation and food services; public administration; and wholesale trade.

Occupational

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

In the Workforce Partnership area, the health care practitioners and technical occupations group had the most job openings, with 18,492 job openings advertised in 2024. This was followed by the management occupations group with 13,174 job openings. The office and administrative support occupations group recorded 7,025 job openings and the sales and related occupations group had 6,517 job openings. The transportation and material moving occupations group had the fifth highest total job openings with 5,750, followed by the architecture and engineering occupations group with 5,331. Three additional occupational groups had over 4,000 job openings in 2024: business and financial operations; health care support; and installation, maintenance, and repair occupations.

Registered nurses topped the list of job openings by occupation in the Workforce Partnership area with 7,352 job openings. This was followed by nursing assistants with 1,887 job openings, customer service representatives with 1,774 job openings, and retail salespersons with 1,750 job openings. Five additional occupations recorded over 1,000 openings in 2024: licensed practical and licensed vocational nurses, general and operations managers, first-line supervisors of retail sales workers, stockers and order fillers, and managers, all other.

(A)(ii) Emerging Demand Industry Sectors and Occupations

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

Industry

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

In the Workforce Partnership workforce development area, the arts, entertainment, and recreation industry sector is projected to grow the fastest, adding 1,836 jobs and growing by 36.6% over the 2020-2030 projection period. The arts, entertainment, and recreation industry sector is made up of three underlying subsectors; of these, the amusement, gambling, and recreation industries subsector is expected to grow the fastest and add the most jobs. The amusement, gambling, and recreation industries subsector is projected to grow by 30.6% and add 1,366 jobs over the 10-year projection period.

The second fastest growing industry sector is projected to be administrative and support and waste management and remediation services; this industry sector is projected to grow by 17.3% and add 5,874 jobs over the 2020-2030 projection period. The majority of this growth is expected to be in the administrative and support services subsector, which is expected to grow by 17.9% and add 5,864 jobs over the 10-year projection period.

The third fastest growing industry sector is projected to be accommodation and food services; this industry sector is expected to grow by 16.4% and add 5,014 jobs over the 10-year period. The accommodation and food services industry sector is comprised of two underlying subsectors: accommodation, including hotels and motels and food services and drinking places. Accommodation, including hotels and motels is expected to grow the fastest over the 10-year period, growing by 40.1% and adding 818 jobs; while food services and drinking places is expected to add 4,196 jobs and grow 14.7% over the same period of time.

Five additional industry sectors are expected to grow by at least 10.0% over the 2020-2030 projection period: transportation and warehousing; health care and social assistance; management of companies and enterprises; other services (except government); and professional, scientific, and technical services.

There are ten subsectors that are expected to add at least 100 jobs and grow by at least 20.0% over the 2020-2030 projection period: accommodation, including hotels and motels; electrical equipment, appliance, and component manufacturing; support activities for transportation; amusement, gambling, and recreation industries; clothing and clothing accessories stores; data processing, hosting and related services; transit and ground passenger transportation; warehousing and storage; non-store retailers; and social assistance.

Occupational

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

In the Workforce Partnership workforce development area, the fastest growing occupational group from 2020 through 2030 is projected to be the building and grounds cleaning and maintenance occupational group. This group is projected to gain 2,368 jobs and grow by 17.2% over the 10-year period. The building and grounds cleaning and maintenance occupational group is made up of nine detailed occupations; of these, landscaping and groundskeeping workers is expected to grow the fastest and gain the most jobs over the 10-year period. Landscaping and groundskeeping workers are projected to grow by 19.3% and gain 840 jobs by 2030.

The second fastest growing occupational group is projected to be the health care support occupational group; this group is projected to grow by 17.1% and add 3,101 jobs over the 2020-2030 projection period. The health care support occupational group is made up of 17 detailed occupations; of these, occupational therapy assistants is expected to grow the fastest over the 10-year period. Occupational therapy assistants are projected to grow by 27.4% and gain 51 jobs by 2030. The detailed occupation expected to add the most jobs by 2030 is home health and personal care aides, adding 1,458 jobs and growing by 22.1%.

The third fastest growing occupational group is projected to be the personal care and service occupational group; this group is projected to grow by 15.7% and add 2,005 jobs over the 2020-2030 projection period. The personal care and service occupational group is made up of 28 detailed occupations; of these, ushers, lobby attendants, and ticket takers is expected to grow the fastest, adding 205 jobs and growing by 83.3%. Fitness trainers and aerobics instructors is the detailed occupation from this group projected to gain the most jobs, growing by 26.4% and adding 550 jobs.

Six additional occupational groups are expected to grow by at least 10.0% over the projection period: food preparation and serving related occupations, community and social service occupations, health care practitioners and technical occupations, protective service occupations, management occupations, and transportation and material moving occupations.

There are 17 detailed occupations that are expected to add at least 100 jobs and grow by more than 20.0% over the 2020-2030 projection period: ushers, lobby attendants, and ticket takers; hotel, motel, and resort desk clerks; amusement and recreation attendants; respiratory therapists; cooks, restaurant; passenger vehicle drivers, except bus drivers, transit and intercity; fitness trainers and aerobics instructors; nurse practitioners; speech-language pathologists; phlebotomists; coaches and scouts; home health and personal care aides; market research analysts and marketing specialists; school bus monitors and protective service workers, all other; psychiatric technicians; substance abuse, behavioral disorder, and mental health counselors; and financial managers.

(A)(iii) Employers' Employment Needs

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

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

The top advertised tools and technologies for advertised jobs in the Workforce Partnership area were Microsoft (MS) Office, Microsoft PowerPoint, forklift, motor vehicles, and artificial intelligence software.

The most commonly reported certifications listed for job postings in the Workforce Partnership area were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Commercial Driver's License (CDL), Advanced Cardiac Life Support Certification (ACLS), and Basic Life Support (BLS) Certification

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

Employers' Employment Needs - Existing Demand Industry Sectors

In the Workforce Partnership area, the top industry sectors with existing demand, as measured by advertised jobs, include health care and social assistance; retail trade; and professional, scientific, and technical services.

- **Health Care and Social Assistance**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, must be flexible, critical thinking, and decision making.

The top advertised tools and technologies were Microsoft (MS) Office, personal protective equipment, motor vehicles, catheters, and Microsoft Word.

Finally, the most commonly reported certifications listed were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, Advanced Cardiac Life Support Certification (ACLS), and Certified Nursing Assistant (CNA).

- **Retail Trade**

  The most commonly reported skills required of advertised jobs were customer service, attention to detail, interpersonal skills, problem solving, and organizational skills.

  The top advertised tools and technologies were cash register, Microsoft (MS) Office, forklift, pallet jack, and freezers.

  Finally, the most commonly reported certifications listed were Commercial Driver's License (CDL), Pharmacy Technician Certification (CPhT), Certification in Cardiopulmonary Resuscitation (CPR), ASE Parts Specialist – Automobile Parts Specialist (ASE P2), and Pediatric Advanced Life Support (PALS).

- **Professional, Scientific, and Technical Services**

  The most commonly reported skills required of advertised jobs were problem solving, customer service, attention to detail, must be flexible, and interpersonal skills.

  The top advertised tools and technologies were Microsoft (MS) Office, motor vehicles, Microsoft PowerPoint, artificial intelligence software, and structured query language (SQL).

  Finally, the most commonly reported certifications listed were Certified Public Accountant (CPA), Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Certified Information Systems Security Professional (CISSP), and Cisco Certified Network Associate (CCNA).

Employers' Employment Needs - Emerging Demand Industry Sectors

In the Workforce Partnership area, the top industry sectors with emerging demand, as measured by projected growth rates, include arts, entertainment, and recreation; administrative and support and waste management and remediation services; accommodation and food services; transportation and warehousing; health care and social assistance; management of companies and enterprises; other services (except government); and professional, scientific, and technical services. Each of these sectors is expected to grow at an average annual rate greater than 1.0%.

- **Arts, Entertainment, and Recreation**

  The most commonly reported skills required of advertised jobs were customer service, stand for long periods, stand for long periods of time, interpersonal skills, and cash handling.

  The top advertised tools and technologies were Microsoft (MS) Office, Point of sale (POS) systems, safety shoes, cash register, and broiler.

Finally, the most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), First Aid Certification, CPR/AED Certification, TIPS Certification, and Personal Training Certification.

- **Administrative and Support and Waste Management and Remediation Services**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, attention to detail, must be flexible, and work independently.

  The top advertised tools and technologies were Microsoft (MS) Office, artificial intelligence software, personal protective equipment, motor vehicles, and structured query language (SQL).

  Finally, the most commonly reported certifications listed were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Commercial Driver's License (CDL), Licensed Mental Health Counselor (LMHC), and Licensed Clinical Social Worker (LCSW).

- **Accommodation and Food Services**

  The most commonly reported skills required of advertised jobs were customer service, cash handling, restaurant management, food preparation, and attention to detail.

  The top advertised tools and technologies were Microsoft (MS) Office, fryers, cash register, point of sale (POS) systems, and personal protective equipment.

  Finally, the most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Food Handlers Card, Commercial Driver's License (CDL), ServSafe Alcohol certification, and Registered Dietitian or Registered Dietitian Nutritionist (RDN).

- **Transportation and Warehousing**

  The most commonly reported skills required of advertised jobs were customer service, verbal communication skills, attention to detail, problem solving, and preventative maintenance.

  The top advertised tools and technologies were Microsoft (MS) Office, forklift, personal protective equipment, pallet jack, and Microsoft PowerPoint.

  Finally, the most commonly reported certifications listed were Commercial Driver's License (CDL), Certified Refrigeration Service Technician (CRST), EnCase Certified Examiner (EnCE), Certified Strength and Conditioning Specialist (CSCS), and Nationally Certified Emergency Medical Technician (NREMT).

- **Health Care and Social Assistance**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, must be flexible, critical thinking, and decision making.

  The top advertised tools and technologies were Microsoft (MS) Office, personal protective equipment, motor vehicles, catheters, and Microsoft Word.

Finally, the most commonly reported certifications listed were Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, Advanced Cardiac Life Support Certification (ACLS), and Certified Nursing Assistant (CNA).

- **Management of Companies and Enterprises**

  The most commonly reported skills required of advertised jobs were decision making, common sense, critical thinking, advanced cardiac life support, and must be flexible.

  The top advertised tools and technologies were canes, crutches, walkers, motor vehicles, and Microsoft (MS) Office.

  Finally, the most commonly reported certifications listed were Registered Nurse (RN), Advanced Cardiac Life Support Certification (ACLS), Certified in Executive Nursing Practice (CENP), Basic Life Support (BLS) Certification, and Pediatric Advanced Life Support (PALS).

- **Other Services (except Government)**

  The most commonly reported skills required of advertised jobs were customer service, positive attitude, problem solving, must be flexible, and great communication skills.

  The top advertised tools and technologies were Microsoft (MS) Office, shears, cell phone, center TRACON automation systems (CTAS), and personal protective equipment.

  Finally, the most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Personal Training Certification, Licensed Massage Therapist (LMT), Certified Public Accountant (CPA), and Certified Biomedical Equipment Technician (CBET).

- **Professional, Scientific, and Technical Services**

  The most commonly reported skills required of advertised jobs were problem solving, customer service, attention to detail, must be flexible, and interpersonal skills.

  The top advertised tools and technologies were Microsoft (MS) Office, motor vehicles, Microsoft PowerPoint, artificial intelligence software, and structured query language (SQL).

  Finally, the most commonly reported certifications listed were Certified Public Accountant (CPA), Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Certified Information Systems Security Professional (CISSP), and Cisco Certified Network Associate (CCNA).

Employers' Employment Needs - Existing Demand Occupations

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

- **Healthcare Practitioners and Technical Occupations**

  The most commonly reported skills required of advertised jobs were customer service, must be flexible, prioritization skills, problem solving, and decision making.

  The top advertised tools and technologies were Microsoft (MS) Office, personal protective equipment, workstations, Microsoft PowerPoint, and Microsoft Word.

  The most commonly reported certifications listed were Registered Nurse (RN), Advanced Cardiac Life Support Certification (ACLS), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, and Licensed Practical Nurse (LPN).

  High school diploma or equivalent was the most common educational level required, followed by bachelor's degree, and associate degree.

- **Management Occupations**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, interpersonal skills, attention to detail, and decision making.

  The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Microsoft Word, Microsoft Excel, and motor vehicles.

  The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Certified Public Accountant (CPA), Project Management Professional (PMP), and Senior Professional in Human Resources (SPHR).

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

- **Office and Administrative Support Occupations**

  The most commonly reported skills required of advertised jobs were customer service, attention to detail, problem solving, must be flexible, and organizational skills.

  The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Microsoft Word, Microsoft Excel, and accounting software.

  The most commonly reported certifications listed were Accounts Payable Specialist Certification, Accounts Receivable Specialist Certification, Certification in Cardiopulmonary Resuscitation (CPR), Accounts Payable Manager Certification, and Notary Public.

  High school diploma or equivalent was the most common educational level required, followed by bachelor's degree, and associate degree.

- **Sales and Related Occupations**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, attention to detail, interpersonal skills, and organizational skills.

The top advertised tools and technologies were Microsoft (MS) Office, cash register, Microsoft PowerPoint, Microsoft Word, and point of sale (POS) systems,

The most commonly reported certifications listed were Pediatric Advanced Life Support (PALS), ASE Parts Specialist – Automobile Parts Specialist (ASE P2), Series 6 - Investment Company and Variable Contracts, Licensed Health Insurance Agent, and Chartered Property Casualty Underwriter (CPCU).

High school diploma or equivalent was the most common educational level required, followed by bachelor's degree, and associate degree.

Employers' Employment Needs - Emerging Demand Occupations

In the Workforce Partnership area, the top occupational groups with emerging demand, as measured by projected growth rates, include building and grounds cleaning and maintenance occupations, healthcare support occupations, personal care and service occupations, food preparation and serving related occupations, community and social service occupations, healthcare practitioners and technical occupations, protective service occupations, management occupations, and transportation and material moving occupations. Each of these sectors is expected to grow at an average annual rate greater than 1.0%.

- **Building and Grounds Cleaning and Maintenance Occupations**

  The most commonly reported skills required of advertised jobs were vacuum floors, mops floors, dusting, customer service, and empty trash.

  The top advertised tools and technologies were alarms, personal protective equipment, motor vehicles, Microsoft (MS) Office, and scrubbers.

  The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Commercial Driver's License (CDL), Certified in Executive Nursing Practice (CENP), Certified Nursing Assistant (CNA), and Certified Human Resources Analyst (CHRA).

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

- **Healthcare Support Occupations**

  The most commonly reported skills required of advertised jobs were customer service, must be flexible, answer phone calls, greeting patients, and word processing.

  The top advertised tools and technologies were crash carts, catheters, restraints, urinary catheters, and color blindness tests.

  The most commonly reported certifications listed were Certified Nursing Assistant (CNA), Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, and Certified Medical Assistant.

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

- **Personal Care and Service Occupations**

  The most commonly reported skills required of advertised jobs were customer service, interpersonal skills, must be flexible, attention to detail, and work independently.

  The top advertised tools and technologies were shears, motor vehicles, Microsoft (MS) Office, point of sale (POS) systems, and vans.

  The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Basic Life Support (BLS) Certification, Personal Training Certification, and First Aid Certification.

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

- **Food Preparation and Serving Related Occupations**

  The most commonly reported skills required of advertised jobs were customer service, food preparation, restaurant management, interpersonal skills, and positive attitude.

  The top advertised tools and technologies were freezers, fryers, point of sale (POS) systems, refrigerators, and personal protective equipment.

  The most commonly reported certifications listed were Food Handlers Card, TIPS Certification, Certification in Cardiopulmonary Resuscitation (CPR), ServSafe Food Protection Manager Certification, and ServSafe Alcohol certification.

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

- **Community and Social Service Occupations**

  The most commonly reported skills required of advertised jobs were problem solving, discharge planning, customer service, decision making, and must be flexible.

  The top advertised tools and technologies were Microsoft (MS) Office, wheelchair, vans, Microsoft Word, and motor vehicles.

  The most commonly reported certifications listed were Licensed Master Social Worker (LMSW), Registered Nurse (RN), Licensed Clinical Social Worker (LCSW), Certification in Cardiopulmonary Resuscitation (CPR), and Advanced Cardiac Life Support Certification (ACLS).

  Bachelor's degree and high school diploma or equivalent were the most common educational levels required, followed by master's degree.

- **Healthcare Practitioners and Technical Occupations**

  The most commonly reported skills required of advertised jobs were customer service, must be flexible, prioritization skills, problem solving, and decision making.

  The top advertised tools and technologies were Microsoft (MS) Office, personal protective equipment, workstations, Microsoft PowerPoint, and Microsoft Word.

The most commonly reported certifications listed were Registered Nurse (RN), Advanced Cardiac Life Support Certification (ACLS), Certification in Cardiopulmonary Resuscitation (CPR), Basic Life Support (BLS) Certification, and Licensed Practical Nurse (LPN).

High school diploma or equivalent was the most common educational level required, followed by bachelor's degree, and associate degree.

- **Protective Service Occupations**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, interpersonal skills, provide for public safety, and conflict management.

  The top advertised tools and technologies were special agent, alarms, Microsoft (MS) Office, motor vehicles, and personal protective equipment.

  The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Nationally Certified Emergency Medical Technician (NREMT), First Aid Certification, Lifeguard Certification, and Certified Information Systems Security Professional (CISSP).

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

- **Management Occupations**

  The most commonly reported skills required of advertised jobs were customer service, problem solving, interpersonal skills, attention to detail, and decision making.

  The top advertised tools and technologies were Microsoft (MS) Office, Microsoft PowerPoint, Microsoft Word, Microsoft Excel, and motor vehicles.

  The most commonly reported certifications listed were Certification in Cardiopulmonary Resuscitation (CPR), Registered Nurse (RN), Certified Public Accountant (CPA), Project Management Professional (PMP), and Senior Professional in Human Resources (SPHR).

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

- **Transportation and Material Moving Occupations**

  The most commonly reported skills required of advertised jobs were customer service, attention to detail, work independently, must be flexible, and problem solving.

  The top advertised tools and technologies were forklift, pallet jack, motor vehicles, delivery truck, and box truck.

  The most commonly reported certifications listed were Commercial Driver's License (CDL), Certification in Cardiopulmonary Resuscitation (CPR), Practice Finance & Accounting Specialist (PFAS), Registered Nurse (RN), and Certified Nursing Assistant (CNA).

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

Workforce Partnership continues to support and invest in the following priority sectors based both on the number of recent and projected job openings, as well as the demand for jobs with higher than median wages: Healthcare/Life Sciences, Information Technology, Advanced Manufacturing, Construction/Skilled Trades, Transportation/Logistics and Financial/Insurance Services. Below is a table showing all industries for Local Area III, sorted by total demand. Any industry with average annual wages less than $50,000 (Local Area III's median wage) are greyed out. The remaining top 10 industries with the highest projected growth and above average wages are shown highlighted in yellow and include all six of Workforce Partnership's priority sectors.

	Local Area 3, 2024Q31										
		CURRENT			5-YEAR HISTORY		5-YEAR FORECAST				
NAICS	Industry	Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	78,955	$68,608	1.02	9,228	2.50%	42,371	17,821	21,288	3,262	0.80%
44	Accommodation and Food Services	37,493	$26,373	0.83	1,610	0.90%	34,217	14,275	19,246	696	0.40%
54	Retail Trade	48,447	$39,314	0.96	-125	-0.10%	32,040	13,763	19,044	-767	-0.30%
48	Transportation and Warehousing	37,928	$58,185	1.47	5,003	2.90%	21,685	8,412	12,341	932	0.50%
72	Administrative and Support and Waste Management and Remediation Services	36,737	$55,730	1.17	1,138	0.60%	21,555	8,374	12,599	581	0.30%
56	Professional, Scientific, and Technical Services	45,283	$106,089	1.2	720	0.30%	20,790	6,883	11,694	2,213	1.00%
31	Manufacturing	36,113	$81,979	0.89	5,077	3.10%	18,140	6,689	11,479	-28	0.00%
61	Educational Services	30,322	$50,644	0.73	-969	-0.60%	13,906	6,393	7,730	-216	-0.10%
23	Wholesale Trade	26,309	$102,361	1.36	605	0.50%	13,379	4,904	8,251	224	0.20%
52	Other Services (except Public Administration)	21,533	$42,174	0.98	1,299	1.30%	12,834	5,042	7,297	495	0.50%
42	Construction	27,870	$78,260	0.9	3,201	2.50%	12,553	4,422	7,568	563	0.40%
81	Finance and Insurance	26,910	$119,460	1.32	-2,267	-1.60%	11,773	4,282	6,894	597	0.40%
92	Public Administration	19,568	$79,179	0.81	1,418	1.50%	9,102	3,593	5,378	131	0.10%
55	Arts, Entertainment, and Recreation	10,897	$28,139	1.03	1,251	2.50%	8,438	3,232	4,875	332	0.60%
71	Management of Companies and Enterprises	12,270	$147,545	1.53	-4,868	-6.50%	5,648	1,948	3,276	424	0.70%
53	Real Estate and Rental and Leasing	8,421	$68,728	0.92	202	0.50%	4,141	1,786	2,249	106	0.20%
51	Information	8,277	$108,312	0.83	721	1.80%	3,921	1,323	2,306	292	0.70%
22	Utilities	1,659	$112,777	0.62	-728	-7.00%	777	271	462	44	0.50%
11	Agriculture, Forestry, Fishing and Hunting	851	$21,325	0.14	-52	-1.20%	508	245	273	-10	-0.20%
21	Mining, Quarrying, and Oil and Gas Extraction	500	$69,298	0.27	89	4.00%	228	79	151	-2	-0.10%
	Total - All Industries	**516,342**	**$70,201**	**1**	**22,553**	**0.90%**	**292,092**	**116,097**	**166,037**	**9,959**	**0.40%**

Source: JobsEQ®

Data as of 2024Q3

Note: Figures may not sum due to rounding.

1. All data based upon a four-quarter moving average

Exits and transfers are approximate estimates based upon occupation separation rates.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2024Q2 with preliminary estimates updated to 2024Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

(B)(i) Employment and Unemployment

Labor Force Statistics

Source: Labor Market Information Division of the Kansas Department of Labor and the Bureau of Labor Statistics; Local Area Unemployment Statistics (LAUS)

There were 480,435 people in the Workforce Partnership labor force in 2024, an increase of 1.4% from 2023. The number of people working increased by 3,347, or 0.7%, to 463,725 in 2024, and the number of unemployed people decreased by 3,249, or 24.1%, to 16,710 in 2024. Lastly, the unemployment rate increased 0.7 percentage points to 3.5% in 2024.

The Workforce Partnership labor force has increased every year since 2009, even in 2020 when labor markets were disrupted by the COVID-19 pandemic. Since 2009 the labor force has increased by 77,845 individuals, or 19.3%.

The local area unemployment rate was nearing pre-pandemic levels in 2021 and continued to decline to 2.6% in 2022. The rate started to increase in 2023, and reached 3.5% in 2024. This rate is 0.1 percentage points lower than the statewide rate of 3.6%. The 2024 rate is also 1.1 percentage points lower than the historical annual average of 4.6% for the local area.

Population and Labor Force Statistics by Disability Status

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

In the Workforce Partnership area, it was estimated that 8.6% of residents aged 18-64 were living with a disability in 2023. The most common disability reported was cognitive difficulty (4.1%), followed by ambulatory difficulty (3.0%) and independent living difficulty (3.0%).

Estimates indicate that there were 24,995 residents aged 18-64 participating in the labor force in 2023 in the Workforce Partnership area who had at least one disability. Of these, 22,957 were employed, while 2,038 were unemployed. Local area residents with one or more disabilities experienced much higher rates of unemployment than those without, recording a rate of 8.2%, compared to 3.2% for those without a disability.

Employment by Occupational Group for Disabled Kansans

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

Occupational employment estimates by disability status are available statewide, but not at the local area level. When comparing employment by occupational group, there are differences in the distribution of employment by occupation for Kansans with a disability and Kansans without a disability. Management, business, science, and arts occupations represents the largest occupational group for both Kansans with a disability and those without a disability. However, this occupational group only represents 31.3% of employed Kansans with a disability while it represents 42.2% of employed Kansans without a disability. When comparing employment for service occupations, 21.3% of Kansans with a disability are employed in these occupations, compared to 15.1% for Kansans without a disability. Production, transportation, and material moving occupations also account for a higher share of employment for Kansans with a disability at 18.5%, compared to 14.0% for Kansans without a disability.

Employment by Industry Sector for Disabled Kansans

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

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

(B)(ii) Labor Market Trends

Population

Source: U.S. Census Bureau; Population Estimates Program and the Decennial Census of Population and Housing

The Workforce Partnership workforce development area contains the three largest counties on the Kansas side of the Kansas City Metropolitan Statistical Area: Johnson, Leavenworth, and Wyandotte counties. The largest cities in this region are Overland Park, Kansas City, Olathe, Shawnee, and Lenexa. The local area population was estimated to be 886,364 in 2024. This represents an increase of 10,253, or 1.2%, over the year. The population of the Workforce Partnership area has consistently experienced growth for more than twenty years. The rate of population growth did temporarily slow down from 2019 to 2022, but population growth rates have accelerated the last two years.

The 2020 Decennial Census provides a detailed population breakout by age. The population pyramid for the Workforce Partnership area indicates that there are two peaks in population, one centering on 35-39 year-olds, representing the older members of the millennial generation, and one centered on the 10-14 year-old age group, most likely representing the children of the other population peak. The 35-39 year-old age group is the largest in the local area, representing 7.3% of the population. This group was closely followed by the 10-14 year-old age group, which represent 7.2% of the population in the Workforce Partnership area.

For economic purposes, the two main age groups studied are the 16 and over population and the 25-54 population. The 16 and over population includes everyone who is eligible to be in the labor force, while 25-54 year-olds are considered prime age workers. The 16 and over population in the Workforce Partnership area increased by 79,423 people, or 13.4%, from 593,180 people in 2010 to 672,603 people in 2020. The 25-54 year-old population also rose over this time period, increasing by 5,506 people, or 1.6%, to 343,041. Future labor force growth may be in jeopardy since the population under 25 only increased by 5.6% from 2010 to 2020. This is much slower than the 10.4% growth experienced from 2000-2010. The 20-24 year-old age group, which would include recent college graduates, recorded an increase of 13.9%, or 5,976 people, from 2010 to 2020.

Poverty Status

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

According to the U.S. Census Bureau, it is estimated that 68,090, or 8.0%, of residents in the Workforce Partnership area were living below the poverty line in 2023. This is an improvement from the 2018 rate of 8.8%.

When looking at poverty status by age group, 38,496, or 7.5% of individuals age 18-64 in this local area were living below the poverty level. When broken out into smaller groups, 18,737, or 10.1% of individuals age 18-34 were living below the poverty level, while 19,759, or 6.0% of individuals age 35-64 were living below the poverty level.

Looking broadly by gender, females were more likely to be living below the poverty level than males; with 9.0% of females, compared 6.9% of males living below the poverty level.

When looking at poverty status by educational attainment, 7,495, or 20.7% of adults 25 years and over who do not have a high school diploma or equivalent fell below the poverty level, while 11,000, or 10.6% of those with a high school diploma or equivalent fell below the poverty level. For adults with some college or associate degree and higher, 19,193, or 4.4% fell below the poverty level.

For employed workers age 16 years and over, 3.8% fell below the poverty line, compared to 21.4% of those who were unemployed. For both employed and unemployed individuals, females experienced higher rates of poverty than males.

Veteran Population

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

According to the U.S. Census Bureau 6.5% of the civilian population age 18 and over in the Workforce Partnership area were veterans in 2023. This was a decrease from 7.6% in 2018.

The percentage of veterans who had at least a high school diploma is higher than non-veterans; 97.1% compared to 93.2%. However, there is a smaller percentage of veterans who have a bachelor's degree or higher level of educational attainment; 43.1%, compared to 48.6% for non-veterans.

When looking at poverty status, there were fewer veterans in this local area with an income below the poverty level than non-veterans; 5.5% compared to 7.5% for non-veterans.

Veterans report disabilities at approximately double the rate of non-veterans; 11.4% of non-veterans report having a disability, while 25.9% of veterans report having a disability.

Jobs by Industry

Source: Labor Market Information Division of the Kansas Department of Labor and the Bureau of Labor statistics; Quarterly Census of Employment and Wages (QCEW)

The Quarterly Census of Employment and Wages (QCEW) program collects employment data for all jobs covered by Unemployment Insurance (UI) laws in Kansas. In 2023 the Workforce Partnership area recorded 483,262 total covered jobs, of which 428,321 were private sector jobs. Total jobs increased by 12,534, or 2.7%, over the year. This was due to an increase of 11,362 private sector jobs and an increase of 1,172 government sector jobs. Statewide, total covered jobs increased by 26,088, or 1.9%, to 1,416,825 jobs.

Job growth was experienced in 17 of the 19 private industry sectors in the Workforce Partnership area during 2023. The sector that added the most jobs over the year was health care and social assistance with a gain of 3,606 jobs, or 5.4%. Gains were recorded in each of the subsectors: ambulatory health care services, hospitals, nursing and residential care facilities, and social assistance. Accommodation and food services recorded job gains of 1,983, or 5.6%, in 2023. The food services and drinking places subsector increased by 1,850 jobs, or 5.7% while the accommodation food sector increased by 132 jobs, or 5.3%. Four additional sectors added more than 1,000 jobs in 2023: construction; professional, scientific, and technical services; wholesale trade; and other services (except public administration).

Job declines were experienced in 2 of the 19 private industry sectors in the Workforce Partnership area during 2023. The largest decrease was reported in administrative and support and waste management and remediation services, which declined by 2,702 jobs, or 7.0%. Utilities also experienced a small decline over the year, decreasing by 34 jobs, or 0.1%.

High Demand Occupations

Source: Labor Market Information Division of the Kansas Department of Labor; High Demand Occupations

High demand occupations are jobs expected to be in greatest demand by employers in Kansas. The High Demand Occupation Lists are intended to assist students, educators, administrators, and others in making informed decisions regarding career paths. The high demand lists combine occupational projection data with education, training, and wage information to give a complete picture of each occupation. Occupations are scored based on three measures of labor demand: current job openings, projected job openings over the next two years, and projected job openings over the next 10 years. Each of these scores are added together to get a total demand score. A cumulative score of 30 indicates the highest demand occupations, while a score of zero shows an average or below average demand relative to all occupations. LMI also identifies high demand occupations that pay high wages. This is a subset of the high demand occupations list in which the occupational median wage is higher than the median wage for the respective area.

In the Workforce Partnership area, there were 220 occupations that met the criteria to be included on the high demand list. Of those occupations, eleven received the maximum demand score of 30, which means they currently have the most openings and are projected to have the most openings through 2025 and 2030. Only four of the top 11 occupations require more than a high school diploma: general and operations managers; registered nurses; heavy and tractor-trailer truck drivers; and nursing assistants. Seven of the top 11 occupations require only a high school diploma or have no educational requirements and typically require one month or less of on-the-job training: laborers and freight, stock, and material movers, hand; customer services representatives; stockers and order fillers; retail salespersons; janitors and cleaners, except maids and housekeeping cleaners; cashiers; and fast food and counter workers. The lower education and training requirements for these occupations indicates they are attainable for workers with little to no education or training. However, the median wages of these seven occupations are all below the local area median wage of $49,132, as occupations requiring little training or education typically have lower wages. There is a high level of turnover in these occupations, which helps explain the high demand score. Many of the openings in these occupations are the result of people leaving the occupation to move to another, rather than the result of occupational growth. Furthermore, many of the occupations with the highest transfer rate are those that require only a high school education or less and little or no training.

In the Workforce Partnership area, there are 128 high demand occupations that also met the criteria to be considered high wage, which is defined as having a median wage higher than the median wage for all occupations in the local area. Unlike the main high demand occupations list, 12 of the top 15 occupations on the high demand high wage list either require a postsecondary degree or nondegree award, or moderate-term on-the-job training: general and operations managers; registered nurses; heavy and tractor-trailer truck drivers; software developers and software quality assurance analysts and testers; accountants and auditors; sales representatives of services, except advertising, insurance, financial services, and travel; market research analysts and marketing specialists; elementary school teachers, except special education; financial managers; medical and health services managers; computer systems analysts; and human resources specialists. Also noteworthy is that three high demand high wage occupations also had the maximum demand score

of 30: general and operations managers, registered nurses, and heavy and tractor-trailer truck drivers.

(B)(iii) Education and Skill Levels of the Workforce

Degrees and Certificates by Gender

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

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

Degrees Issued by Field of Study

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

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

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

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

Educational Attainment

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

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

Educational attainment in the Workforce Partnership area is well above the statewide and national average. According to the U.S. Census Bureau's 2019-2023 American Community Survey (ACS)

5-year Estimates, 93.5% of local area residents have at least a high school diploma or equivalent; this is 4.1 percentage points higher than the national rate of 89.4% and 1.6 percentage points higher than the statewide rate of 91.9%. It is estimated that 48.3% of local area residents have a bachelor's degree or higher, compared to 35.0% nationally and 35.2% statewide.

When compared to the 2014-2018 ACS 5-year estimates, the percentage of local area residents reporting an educational attainment of at least a high school diploma or equivalent increased by 1.2 percentage points, while the percentage of local area residents reporting a bachelor's degree or higher increased by 2.5 percentage points.

The most commonly reported educational attainment level in the Workforce Partnership area was bachelor's degree at 29.3%; this was followed by some college or associate degree at 26.6%. High school graduate or equivalent and graduate or professional degree accounted for 18.7% and 19.0%, respectively.

(B)(iv) Skill Gaps

Adult Literacy and Numeracy

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

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

Literacy

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

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

Finally, it is estimated that 16.9% of Kansas adults have a literacy level at or below 1. Adults at this level can be considered at risk for difficulties using or comprehending print material. Adults at the upper end of this level can read short texts, in print or online, and understand the meaning well enough to perform simple tasks, such as filling out a short form, but drawing inferences or combining multiple sources of text may be too difficult. Adults who are below Level 1 may only be able to understand very basic vocabulary or find very specific information on a familiar topic. Some adults below Level 1 may struggle even to do this and may be functionally illiterate.

Wyandotte County had an average literacy score of 241.5, this is 29.8 points lower than the statewide average literacy score of 271.3. Leavenworth County had an average literacy score of 271.8, while Johnson County recorded the highest score in the Workforce Partnership area and the state, 289.6. This is 18.3 points higher than the statewide average literacy score.

Numeracy

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

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

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

Wyandotte County had an average numeracy score of 221.5, this is 36.6 points lower than the statewide average numeracy score of 258.1. Leavenworth County had an average numeracy score of 259.6, while Johnson County recorded the highest score in the Workforce Partnership area and the state, 280.4. This is 22.3 points higher than the statewide average numeracy score.

2. Workforce Development, Education and Training Activities Analysis

Provide an analysis of the Local Area's workforce development activities, including education and training activities of the core programs, Combined State and Local Plan partner programs and mandatory and optional one-stop delivery system partners.

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

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

Workforce Development Activities

Partner Collaboration

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

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

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

Training and Education

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

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

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

The local area currently has 167 approved training programs across 42 training providers on the state's Eligible Training Provider List (ETPL), and an additional six (6) providers on the Local ETPL. While every program approved on the ETPLs may not fall within the local area's priority sectors, Workforce Partnership

is confident all of the approved programs are in-demand and have the potential to assist job seekers in earning/maintaining a living wage.

In addition to formal classroom training, Workforce Partnership also supports work-based learning opportunities, including work experience, on-the-job training, incumbent worker training, and registered apprenticeship. The region has also grown substantially its use of registered apprenticeship and work experience in the last two years and has committed to continuing this trend. Workforce Partnership, through the MeadowLARK grant, has hired an Apprenticeship Manager who not only seeks to develop Youth registered apprenticeship programs that are sponsored by Workforce Partnership, but she also provides significant technical assistance to employers and eligible training providers desiring to sponsor their own programs.

Business Services

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

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

As part of Workforce Partnership's most recent strategic plan, the BST has committed to developing two operating sector partnerships by the end of PY26-27. These first two sector partnerships will be in the areas of health care and advanced manufacturing. The plan is to develop two more sector partnerships in the following three years.

Virtual Services

Workforce Partnership identified the need to develop and offer virtual services to job seekers, employers and partner agencies early during the COVID-19 pandemic, responded accordingly and continues even now to offer many services through virtual formats in the following ways:

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

In addition, in spring 2025, Workforce Partnership will launch the capability of all Board Staff to work fully remote, as needed.

Service of "Special" Populations

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

- Low-Income Youth – Workforce Partnership's WIOA Youth program has recently reorganized its service offerings into a youth pre-apprenticeship model, focused on delivering services and

supports such as essential job readiness and in-demand skills and certifications to prepare youth for apprenticeships and other work-based learning experiences so that they may more quickly enter the job market and earn money.

- Mature Worker Program – provides services and supports to adults who are aged 55+ who are interested in getting back into the workforce or transitioning into new jobs, including group and one-on-one coaching sessions for those desiring more personalized solutions. The Mature Worker's Group meets monthly to review key job search and networking strategies and to meet with local employers interested in hiring experienced individuals.
- Integrated ESL Programs – provides support to the Local Area's ESL program partners with co-enrollment into WIOA for programs developed to integrate ESL instruction into job training so that participants learn English in a contextualized way that is tailored to their job training and career goals. To date, programs have been successfully developed for welding training, certified nurse aide training and commercial driver's license training.
- Returning Citizens – delivers deep career coaching and wrap-around services and supports for individuals who are releasing from incarceration, including development of a personal employment plan, options for continued training (both classroom and work-based), and housing supports among other services. Through these endeavors, Workforce Partnership is able to lessen the number of barriers many job seekers with a background face when reentering the workforce.
- Recently Disabled – provides customized workforce supports for individuals who have a recently diagnosed disability which impacts their ability to work. Workforce Partnership's staff works side by side with participants' medical providers in order to develop highly customized return-to-work plans for its clients including robust assistive devices, technologies and supports.
- Migrant Seasonal Farm Workers - Under this federally mandated program, the Kansas Department of Commerce (KDOC) ensures MSFWs have access to a full range of employment services, including access to agricultural or and non-agricultural job opportunities. Staff are charged with identifying and serving all farmworkers in an equitable manner. KDOC staff provide MSFWs with services that include registration for Wagner-Peyser services, assistance with registering in KANSASWORKS.com, job searching and the provision of Labor Market information. KDOC also conducts outreach to MSFW to locate and contact those who are not being reached by normal intake activities conducted by the job centers. Through outreach, MSFWs receive information about the services available at the local one-stop center. Additionally, outreach workers provide a basic summary of farmworker rights and the Job Service Complaint System.

WIOA Core Partners/Other Required Programs

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

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

Adult Program – Serves generally (but not exclusively) individuals i) who receive cash payments under a Federal, state or local income-based public assistance program; ii) who are low-income, or when local areas funds are sufficient to allow such, who are unemployed or under-employed and whose income does not exceed 200% of the federal poverty level; or iii) who qualify as homeless.

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

Youth Services – Serves individuals aged 14-24, with a focus on out-of-school youth, who have certain barriers to employment such as (but not exclusively) living in poverty, having a disability, are justice-involved, test low (deficient) in basic skills, are high-school dropouts, or are pregnant or parenting.

Strengths: DWFS possesses strong program management and technical knowledge, and well-established and efficient intake and enrollment procedures, as well as a demonstrable emphasis on quality customer service and system partner relations.

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

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

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

Strengths: Ability to adjust to changing program requirements resulting from new programs or changes in existing programs; a need which has increased and is expected to continue. KDOC has grown accustomed to shifting processes to meet the latest guidelines.

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

Capacity: KDOC is currently able to handle the workload for programs such as RESEA; however, in anticipation of a large increase in program demand, KDOC is focused on filling all vacant positions in order to adequately prepare.

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

Strengths: Johnson County Adult Education is the largest adult education program in Kansas. The program historically serves about 1600 adult education students per year from about 8 Kansas counties and 6 Missouri counties. The program offers classes at six locations throughout Johnson County, providing easier access for low-income students and those facing transportation challenges. Johnson County Adult Education has a long record of meeting and exceeding all state performance targets and expectations. It produces about 150 high school graduates per year and 70-73% of English language learners achieve performance level gains. Instructors and staff are highly qualified and experienced. The program currently offers five Accelerating Opportunities: Kansas (AO-K) career pathways in which students working toward a high school diploma may enroll in training at no cost to them and receive robust wrap-around services to support their success. English language learners can participate in career training classes tailored to meet their special language needs in areas such as welding, Certified Nurse Assistant, and commercial truck driving. Workforce Partnership actively supports

these career training initiatives. Additionally, students in the program are eligible for many of the services provided to the credit students of Johnson County Community College, including counseling services and access to the college's Basic Needs Center. All JCAE students have several additional skills integrated into their daily classes; digital literacy, financial and health literacy and work place clusters and readiness skills. These additional areas of focus ensure that JCAE students are prepared to enter the labor force or continue to education at either a two or four-year institution.

Areas for Growth: JCAE has been successful with working with local businesses to meet their labor force need through English language instruction, however, there is a huge area of need for most local employers to take advantage of the educational opportunities JCAE offers. During the Pandemic and since, the population attending ABE/GED classes has shifted to a younger population. JCAE is aware that there is still a need for services among older, working adults. JCAE continues to market its program to this population.

Capacity: JCAE has worked to obtain additional classroom space at both its West Park and Center of Grace locations. Due to the increased number of classrooms, JCAE has been able to increase the number of learners it is serving. Additionally, in August 2024, JCAE opened a new ABE/GED location at Roeland Park Community Center. This location replaced the Antioch Library location that closed due to a relocation of the library. JCAE continues to work to meet the public demand for its classes. It has made great strides in FY25 through classroom and instructor expansion.

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

Strengths: KCKCC ESL and GED instructors are highly qualified and experienced, and they possess a strong commitment to the surrounding community; newer staff members are mentored by more seasoned staff for a successful transition. Additionally, student gains consistently exceed state and federal standards.

Areas for Growth: KCKCC is currently working to redevelop/modify many of its traditional programs in order to serve the needs of the ever-changing workforce; curriculum, depth of instructor cadre, marketing of services, process for instructor substitutions, and class consolidation/expansion.

Capacity: Students who are seeking ELA classes during the morning sessions have not been denied services based on capacity; however, those seeking classes in the evenings have been denied services based on capacity as those classes typically fill first. Those ELA students who are denied services based on capacity are placed on a waitlist or asked to return during the next registration period. Additionally, no students seeking services for the GED programs have been denied services based on capacity. FY2025 (current year) program participants to date: 439 FY2024 (last year) total program participants: 611. This year's enrollment is currently 71.85% of last year's, so it is probable the program will exceed FY2024 enrollment**.** Constraints around increasing capacity for evening ELA classes include the need for more space and funding for more instructors.

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

Strengths: Rehabilitation Services Counselors are specifically trained in working with people with disabilities to obtain and maintain employment, and rehabilitation services provide a continuum of support for transitioning high school students to help them prepare for employment as adults. This continuum begins with Pre-Employment Transition Services (Pre-ETS). Pre-ETS Transition Specialists provide job exploration, self-advocacy training, workplace readiness training, counseling on comprehensive transition or post-secondary education, and work-based learning experiences. The services are designed to provide an early start at job exploration and to assist students with disabilities in making the transition from secondary to post-secondary education/training and competitive, integrated employment. The Pre-ETS Transition Specialist assists a student to apply for VR services if desired. In year 2019, 23% of our persons served were transition youth with disabilities, and 23% of our successful employment outcomes were youth with disabilities.

The IPE the counselor develops with the VR customer is unique to that person and is intended to maximize their employment potential. The IPE addresses the individual's strengths, barriers to employment, vocational goal and services to be provided. The plan is comprehensive and flexible to address the individual's needs. For the past 15 years, more than 90% of the VR customers who achieved employment have been individuals with significant disabilities, meaning they had multiple functional limitations in major areas of life such as mobility, communication, self-care, interpersonal skills, work tolerance, self-direction and work skills. Also, consistently over the past 15 years, about 75% of VR customers who are successfully employed report their own earnings as their largest source of financial support. This is a significant milestone toward self-sufficiency and less reliance on public benefits.

Areas for Growth: A stronger and more direct connection with the employer and business community is needed in order to increase employment options and opportunities for Kansans with disabilities. Rehabilitation Services would also like to expand our partnership with community providers and schools in order to increase the opportunities for transitional youth with disabilities to obtain employment skills and to gain work experiences.

Capacity: With fewer than 70 VR counselors statewide at any given time, VR does not have the staff capacity to serve all working age individuals who have a disability in the state of Kansas. There are 191,769 civilians ages 18-64 with disabilities living in the community, and 46.4% are employed. 81% of their non-disabled peers are employed, resulting in an employment gap of 34.6%. (Source: 2018 Disability Statistics Compendium). Rehabilitation Services is authorized to have 20 Pre-ETS transition specialists to provide direct services. However, at any given time, about 20,000 youth ages 14 to 21 are receiving special education services through an Individual Education Plan. This number does not include students in the gifted program and students with Section 504 accommodation plans. In rural communities, gaps in our service provider networks exist, therefore it limits the program's capacity to provide intensive job searching, job carving, and on-the-job support services in those communities.

WIOA Required Programs/Partners

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

Strengths: KCKCC is the largest provider of skilled-trade and technical education programs in the local area. Staff is highly committed to educating the surrounding community in areas designed for

growth and income stability. KCKCC offers a wide variety of programs, and many of the skills needed to meet the talent pipeline need of local and regional business and industry.

Areas for Growth: KCKCC is currently working to add new programs, expand high-demand programs (e.g. advanced manufacturing), and add short-term certificates which provide an opportunity for students to enter the workforce sooner and with high-demand skills. These adjustments are intended to meet the needs of the ever-changing workforce. In addition, KCKCC is working to expand work-based learning by expanding the use of apprenticeships with local employers. These work-based programs allow for more efficient employer-based training programs and stronger relationships with area businesses.

Capacity: Over the past several years, KCKCC has seen a steady increase in enrollment and continues to trend upward. As enrollment numbers continue to grow, space will become a challenge for several programs. Also, the competition for instructional talent remains a constant challenge. KCKCC requires the same talent required to instruct high-demand/high-paying careers as those needed in the field – thus creating a major challenge to draw individuals from industry into higher education instruction (which historically pays significantly less than industry).

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

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

Areas for Growth: Many Veteran clients are not comfortable accessing services virtually and require in-person appointments; increase awareness of and tools for accessing technology.

Capacity: KDOC is currently recruiting additional Vet Reps to be able to serve all eligible Veterans and, when demand for services increases, KDOC will be able to use other workforce professionals to assist Veterans with core services.

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

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

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

Capacity: 217 Residential Students.

YouthBuild – Workforce Partnership and its Title I Service Provider, DWFS, jointly operate the YouthBuild KCK program, providing pathways to skilled trades careers leading to employment, education, and entrepreneurship for low-income young adults ages 16-24.

Strengths: Dedicated staff with the desire to improve the community and those living in it through the development and implementation of trade-specific training programs for disadvantaged youth in the local area. Another strength is the 2024 conversion of the program from the US DOL model into a new Youth Apprenticeship model, providing a real job and real wage to our participants as they continue to focus on their GED attainment (rather than small stipends).

Areas for Growth: Since the 2024 transition of the program to a Youth Apprenticeship model, the need for more employer sponsors is one of our top priorities as we start to graduate trainees from the pre-apprenticeship portion of the programming. In addition, while our current Program Manager is an exceptional, enthusiastic leader, retention of other program staff has been a challenge and continues to be a focus for both Workforce Partnership and DWFS.

Capacity: The current YouthBuild program is able to serve approximately 50 young adults per year in the pre-apprenticeship phase. Capacity to serve that same number in the Youth Apprenticeship phase will depend heavily on recruiting more employers as YRAP sponsors.

Unemployment Compensation Program – The Kansas Department of Labor (KDOL) administers this program to provide unemployment benefits to individuals who have lost their employment and have earned sufficient wage credits.

Strengths: The Unemployment Compensation Program has successfully launched a modernized system, improving efficiency, scalability, and user experience. This achievement highlights our commitment to innovation, operational excellence, and staying ahead in a rapidly evolving digital landscape.

Areas for Growth: As we continue refining our system, our focus will be on optimizing performance, improving user adoption, and integrating emerging technologies to further streamline operations. Ongoing feedback, training, and iterative improvements will guide our sustained growth and adaptability.

Capacity: Our new system is designed with scalability at its core, ensuring we can meet increasing demand, support future enhancements, and address evolving industry needs. By maintaining a proactive, forward-thinking approach, we are well-positioned to adapt and expand, delivering seamless and efficient solutions for our stakeholders.

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

Strengths: The American Indian Council has been in existence since 1972 as an Employment and Training Program and employs compassionate staff dedicated to serving thousands of clients who are working and supporting their families in the local area and surrounding communities.

Areas for Growth: As the organization grows, it will need to increase marketing in order to reach new clients. The American Indian Council is currently working to develop a website and other social media outlets to assist them with this endeavor.

Capacity: The American Indian Council is currently able to provide services to all eligible applicants; new enrollments are anticipated in the upcoming program year.

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

Strengths: SER National has administered the Senior Community Service Employment Program (SCSEP) for over 22 years, establishing consistent policies and procedures that have stabilized the program for participants and partners. Currently, SER SCSEP is developing remote training avenues for seniors. Our staff has been equipped to provide services remotely, ensuring that individuals can access the program even when they cannot visit our physical offices.

Areas for Growth: SER SCSEP is enhancing remote participant training options as the workforce increasingly embraces remote job opportunities. We have identified a gap in access and ability to utilize the technology required for digital and virtual training, particularly among our senior population, which often lags in technological skills. To address this, SER National offers our SCSEP participants computer classes.

Capacity: SER National has been authorized by the U.S. Department of Labor (USDOL) to administer SCSEP in 80 counties across Kansas. Currently, we oversee 316 SCSEP slots and are seeking to enroll an additional 147 participants statewide. Furthermore, SER is looking to develop partnerships with government agencies and 501(c)(3) non-profits in the community to serve as training site hosts for our participants.

Reentry Employment Opportunities Program – Workforce Partnership operates the RespectWorks program through funding from the Pathway Home grant, a Reentry Employment Opportunities Program (under the Second Chance Act). Through this program, Workforce Partnership provides comprehensive workforce development services and support to assist individuals being released from incarceration in a Kansas state prison with a goal of increasing economic success for those individuals and reducing recidivism.

Strengths: In addition to offering no-cost short-term training and certification programs for participants, the program also provides extensive supportive services including personal laptops, cell phones (and 3 months of service), as well as housing, transportation, and other individualized assistance, as needed. To date, the program has demonstrated 2nd Quarter and 4th Quarter "After Exit" employment rates of 74.6% and 77.8%, respectively, a 75% measureable skills gain rate and a recidivism rate of only 3.6%.

Areas for Growth: While we are able to provide digital tools (computer and cell phone) to participants, many lack the digital literacy to effectively use those tools for online training, job search/application and resume development. There exists a dearth of digital literacy/computer literacy programming in our local area to help fill this gap.

Capacity: The RespectWorks program funding will sunset in fall 2025. Without continued funding to support staffing and supports for these job seekers, Workforce Partnership will no longer be able to concentrate on this population in a meaningful way. However, Workforce Partnership is currently leading a Returning Citizen Consortium though a 9-10 month planning process to develop a comprehensive model to serve returning citizens and the employers seeking to hire them. This planning work is currently being funded by the Kauffman Foundation and could potentially lead to future funding from the Foundation for an implementation grant. Ideally, any such program developed during this planning period should serve individuals with a felony history, particularly those who are soon to release and those who have recently released, from a Kansas state prison or from local county/city jails.

Community Services Block Grant (Employment and Training Activities) - The Economic Opportunity Foundation, Inc. (EOF) is one of the eight (8) Community Action Agencies in the State of Kansas. Community Action Agencies help communities fight poverty. EOF is a mandatory partner of Workforce Partnership through the Workforce Innovation and Opportunity Act
(WIOA) through its Community Services Block Grant (CSBG).

Strengths: EOF has been in business for over sixty (60) years and is well established and known in the community. EOF has integral partnerships with supporters and providers of services to low-income families and individuals. EOF has been a Workforce Partnership Partner for many years working in conjunction with Workforce Partnership to provide a comprehensive mix of services and supports, that help individuals overcome the conditions of poverty as outlined in the CSBG. These services can/may include access to meaningful employment and employment support, adequate education, making use of available resources, adequate housing, obtaining emergency assistance and improving nutrition. Between July 1, 2023, and June 30, 2024, EOF Provided Employment Assistance Services to seventy-one individuals. Assistance included securing employment (full and part-time), employment supports such as work clothing and uniforms, steel toed boots, work tools, personal hygiene items, car insurance, and/or tags. EOF directly assisted eighteen (18) individuals in securing employment and/or maintaining employment. Individuals were also assisted with rent and/or utility assistance as the need dictated.

Areas of Growth: EOF has largely existed on Federal Funding. Lack of diverse funding often creates limited ability to serve more individuals due to funding and staffing constraints. EOF has been seeking other funding opportunities in order to better serve the community.

Capacity: EOF's Capacity to serve varies with each funding cycle. This may increase or decrease depending on the funding. Projected numbers assisted are typically based on two (2) years of trend data and adjusted as the needs dictate.

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

B. Local Area Strategic Vision and Goals

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

Vision: Workforce Partnership's strategic vision is to produce a high-quality workforce meeting the changing talent needs of our local area and state enterprises, so they are well-prepared to compete in the global marketplace. We strive to accomplish this vision through targeted strategies and investments in training and education and the promotion of inclusive economic prosperity for all.

Workforce Goals – Educated and Skilled Workforce

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

Goal #2: Ensure a sufficient number of training programs offered are in high-demand fields offering higher than median wage (or lead to a career path offering such wage), and/or confer an in-demand industry recognized credential or degree.

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

Workforce Goals - Employers

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

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

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

Performance Goals

Describe the policies the LWBD will develop to make certain local staff and Operator staff do not use performance outcome assumptions to limit services, including credential/postsecondary training and work-based learning, to individuals otherwise eligible for those services.
Provide a timeline for establishing this policy and for training local and operator staff to carry out the intent of and procedures for implementing the policy.

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

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

Assessment

Describe how the Local Board will assess the overall effectiveness of the workforce investment system in the Local Area in relation to the strategic vision and goals stated above and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

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

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

KPI Dashboard: In addition to the federally established WIOA performance measures, Workforce Partnership has identified key performance indicators (KPIs) it feels assist in determining the overall performance of the organization. These indicators are reviewed and presented to the Board for review on a quarterly basis. Workforce Partnership will adopt new KPIs which will be in place for PY25 to align better with this Local Area Plan and Workforce Partnership's own organizational strategic plan goals. KPIs will include WIOA performance tracking, organizational goal tracking, work-based learning activities, and customer/employer satisfaction among other items.

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

Quarterly Monitoring Report

Monitoring activities serve as a functional management tool for maintaining the quality of programs, and help ensure that WIOA funds are used as intended in Local Area III. The findings also help serve as a gauge for appropriate service levels, customer service satisfaction and equal opportunity to programs and services. The Executive Director, or his/her board staff designee, is responsible for independent and objective oversight and monitoring of the performance and operations of the various programs under Title I of WIOA.

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

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

Quarterly monitoring reviews may utilize a combination of methods for documentation, including, but not limited to, participant case file review, review of participant information in KansasWorks, participant, staff

and employer interviews, customer service reports and other administrative reports available through KansasWorks.

Upon completion of each quarterly review, the Executive Director, or his/her board staff designee, will address any findings in the form of a report. All reports, checklists and additional materials will be available for review by any interested parties. All reports of monitoring activities and any review findings will also be shared with the LWDB and the OSO.

Annual Financial Audit
Workforce Partnership undergoes an annual financial audit to ensure its financial statements accurately reflect the organization's financial position, to ensure sufficient internal controls are in place and to ensure that it is in compliance with its major federal programs.

Title I Contractor Incentive Review
If Workforce Partnership's Title I Contractor, or other contractor, has the opportunity to earn performance incentive bonuses in its contract, Workforce Partnership conducts a thorough review after the most recently completed program year to determine what, if any, incentives have been earned for work accomplished during such year. This often requires a detailed review of performance data and activity trackers, which also serve as yet another means for assessing the work of our contractors.

C. Local Area Strategy

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

- Describe the strategies the Local Area will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).
- Describe how the Local Board will support Sector Strategy development, including any work groups, sector associations or other, formal groupings of multiple employers/companies which make up the sector.
- Describe the strategies the Local Area will use to align the core programs, any Combined State Plan partner programs, mandatory and optional one-stop partner programs, and any other resources available to the Local Area to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to gaps identified in the Local Area's workforce analysis.

1. Workforce Strategies to Achieve Goals

Workforce Strategies - Educated and Skilled Workforce

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

- Maintain and promote a high-quality, coordinated workforce development system among all WIOA One-Stop partners.
- Continue the re-design of the WIOA Youth program into a pre-apprenticeship program to prepare youth for registered apprenticeship programs (Youth and Adult) and other in-demand employment.
- Promote the Mature Worker Program which meets the particular needs of those aged 55+ who are looking to transition into new positions or come back to work.
- Promote opportunities to serve individuals with disabilities through local and state partnerships, including continuation of the RetainWorks program, serving individuals with recent disabilities

which impact their ability to work, and the launch of the KnectY program, serving disabled youth transitioning from high school into work or post-secondary education.
- Provide digital literacy services for those job seekers who have poor computer or technological skills that impede their ability to job search and obtain employment effectively.

Strategies for Goal #2: Ensure a sufficient number of training programs offered are in high-demand fields offering higher than median wage (or lead to a career path offering such wage), and/or confer an in-demand industry recognized credential or degree.

- Focus Local Area services and funding on the following LWDB-approved priority sectors: Healthcare, Information Technology, Advanced Manufacturing, Transportation and Logistics, Finance and Professional Services, and Construction and Building Trades.
- Assist Local Area training providers in developing new training programs based on employer talent/skill/credential needs.
- Work with Local Area higher-education institutions and other training providers to ensure programs and schedules are being offered that appeal to Adult learners and address their needs.
- Promote shorter-term, industry-specific certificate programs to younger individuals, individuals looking to transition careers, and individuals with multiple barriers to employment, to aid job seekers in entering or reentering the workforce in a shorter amount of time.
- Promote registered apprenticeship as a high-quality earn and learn pathway and provide technical assistance to employers wishing to set up such training programs within their organizations.
- Continue to sponsor Youth registered apprenticeship programs in high-demand industries.

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

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

Workforce Strategies - Employers

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

- Develop sector partnerships that lead to quality jobs, building upon established connections with local industry associations and chambers of commerce as a means to convene employers, labor, and other professional associations in order to ensure responsiveness to the needs and/or desires of area businesses. Workforce Partnership will focus on two different industry sectors every three years.
- Conduct regular meetings of the Local Area expanded BST to cross-pollenate ideas and opportunities with employers and relay employer needs to the larger Team.
- Collaborate with LWDB members to develop more industry partnerships within the financial and insurance services sector.

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

- Work in partnership with local area employers to improve and/or manage their current and future talent cycle by offering job development, recruitment, and labor market consultation services.
- Continue to support the KCK FAME Chapter in long-term talent development in the manufacturing sector.

- Develop a trackable and repeatable process for all workforce center partners to refer job seekers to active employers for specific jobs.
- Provide regular technical assistance to local employers wishing to develop their own Registered Apprenticeship programs within our priority sectors.

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

- Educate employers on the value of work-based learning opportunities such as paid internships, on-the-job training, incumbent worker training, and registered apprenticeship.
- Refine a process for connecting job seekers interested in work-based learning experiences with employers willing to offer such.
- Continue to engage employers in the development and offering of work-based learning experiences for all K-12 students in our local area to provide career awareness, career exploration and career preparation opportunities.
- Promote the development of Registered Apprenticeship Programs as a tool for employers to train, retain and promote talent.

2. Sector Development Strategies

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

Workforce Partnership's Board of Directors adopted a set of three strategic goals as of July 1, 2024. One of those goals is to develop sector partnerships that lead to quality jobs. The Board selected Healthcare and Advanced Manufacturing as the two industry sectors that would be the focus for PY24 – PY26, with the intent on building very specific, granular sector strategies for these two industries first and then adopting two additional priority sectors for work in the following years. Building clear sector strategies will include deep conversations with engaged employers to determine pain points in talent attraction, development and retention, data collection, analyses of supply/demand in key occupations and the development of strategies to address employer needs. Our sector strategy development in these two industries will also align to the ongoing Kansas City metro efforts to create a regional Talent Pipeline Management (TPM) system. Workforce Partnership's Executive Director will undergo formal training in this TPM system (which is housed with the US Chamber of Commerce Foundation) and will be Workforce Partnership's representative for the KC Rising Workforce Action Committee's work in this area. These regional efforts will be assimilated into Workforce Partnership's sector strategy work.

In addition to the focus on Healthcare and Advanced Manufacturing over the next two years, Workforce Partnership will continue to remain engaged in the following ways with a variety of sector and industry partnerships, intermediaries and initiatives focusing on career pathway development:

ADVANCED MANUFACTURING

- **Kansas Manufacturing Solutions** - KMS is the only federally supported Manufacturing Extension Partnership Program center in Kansas, serving approximately 3,100 manufacturers and 161,000 employees in the manufacturing sector. KMS hopes to grow Kansas manufacturing by delivering solutions to small and medium sized manufacturers with value-driven results. Workforce Partnership

meets monthly with KMS leadership and regularly receives business referrals from KMS for our employer services. Workforce Partnership's Executive Director and BST also have hosted presentations for KMS membership to share Workforce Partnership services and work-based learning opportunities.

  - **Strategies**: Continue tight collaboration with KMS including receiving business referrals for employer services, making presentations to KMS membership, referring employers to KMS who need assistance optimizing their manufacturing processes, collaborate on applications for funding to support manufacturing workforce development.

- **Federation of Advanced Manufacturing Education (FAME) KCK Chapter** – Wyandotte County Economic Development Council (WYEDC), Kansas Manufacturing Solutions (KMS), Kansas City Kansas Community College (KCKCC) and Workforce Partnership worked to assist local manufacturing companies in launching a new FAME chapter in Kansas City, Kansas. The highly successful FAME model was originally developed by Toyota in the State of Kentucky; but has now spread throughout the Southeast United States as a highly regarded education and training model for all types of manufacturing companies. The FAME employer chapter sponsors apprentices who split their time each week between taking classroom courses at KCKCC and working at their sponsoring employer. The basic FAME model is much like an apprenticeship model with both work-based learning and classroom-based learning incorporated into the program. Some FAME employers are exploring registration of this program as an apprenticeship.
  - **Strategies**: Continue Workforce Partnership's leadership in the recruitment of additional employer chapter members, recruitment of high schools seeking opportunities for graduates in the manufacturing sector, and recruitment of job seekers looking to enroll in the FAME program who need an employer sponsor.

<u>CONSTRUCTION AND BUILDING TRADES</u>

- **Metropolitan Energy Center (MEC)** – MEC is a Kansas City nonprofit with a nearly 40-year history of transforming energy use in the building and transportation sectors while raising awareness to improve the air quality for our entire region. MEC received a U.S. Department of Energy grant to support training of the incumbent construction workforce in newly adopted energy codes, to support the development of new curriculum to teach such codes, to establish apprenticeship programs in specific occupations that support energy rating programs for both residential and commercial building, and to support the training of youth in the skilled trades. Portions of this grant support Workforce Partnership's YouthBuild Program.
- **Midwest Energy Efficiency Alliance (MEEA)** – MEEA is a collaborative network, promoting energy efficiency to optimize energy generation, reduce consumption, create jobs and decrease carbon emissions in all Midwest communities. They are a core partner in the above-referenced USDOE grant.
  - **Strategies**: Continue collaboration with MEC and MEEA on recruitment of youth into the skilled trades through our YouthBuild program, provide technical assistance to MEC/MEEA in the development and registration of apprenticeships in Kansas to support energy rating occupations and other occupations for which employers are seeing an increase in demand, receive business referrals for employer services, make presentations related to apprenticeship models and YouthBuild programming to their respective memberships, referring employers to these organizations, collaborate on applications for funding to support workforce development in the construction trades, and connect the MEC's membership to the YouthBuild program for mentoring and work-based learning opportunities.

HEALTHCARE AND LIFE SCIENCES SECTOR

- **Kansas Hospital Association** - The KHA is a non-profit organization providing leadership and services to member hospitals. KHA is the lead organization in a group of companies and affiliates offering a wide array of services to the hospitals of Kansas and the Midwest region. The hospitals of Kansas founded the Kansas Hospital Association to improve hospital care by providing its membership with opportunities to share information, receive continuing education and develop approaches to legislative and regulatory reforms.
- **KC Metropolitan Healthcare Council** – The KCMHC is the policy division of The Health Alliance of MidAmerica, a two-member organization comprised of the Kansas Hospital Association and the Missouri Hospital Association. The Council works with local KC hospitals on areas of collective interest, in particular talent attraction and development. The Council meets quarterly to discuss and resolve the talent needs and challenges in the healthcare industry.
- **Kansas City BioHub (KC BioHub)** – The KC BioHub, and initiative of BioNexus KC, works with leading public, private, academic and philanthropic partners to develop and commercialize equitable solutions to the global biomanufacturing need. It advances solutions to the worldwide threat of infectious diseases by building industry infrastructure, entrepreneurship, and community relationships.
    - **Strategies**: With the recent establishment of Kansas' first Registered Apprenticeship program in nursing, Workforce Partnership will assist both the KHA and the KCMHC in the recruitment of new apprentices for healthcare employer sponsors; provide financial support, as needed and as available, to apprentices for related technical instruction or other needs such as work-related equipment/clothing, etc.; provide technical assistance to other non-hospital healthcare providers who wish to establish apprenticeship programs for other demanded occupations in the care economy; continue engagement with the KHA and continue engagement with the Council at its quarterly meetings, and make presentations to KHA and Council members about Workforce Partnership services to job seekers and employers.
    - **Strategies:** As a new member of the KC BioHub, Workforce Partnership will engage in workgroups designed to address the talent pipeline in the biosciences, including Biomanufacturing; collaborate on any new grant opportunities to support talent development in this sector.

INFORMATION TECHNOLOGY

- **KC Tech Council** - The KC Tech Council is an independent non-profit focused on making Kansas City a great home for tech and being the voice of Kansas City's tech industry. KC Tech Council is comprised of 130+ member and sponsor companies ranging from large enterprises to small businesses. It divides its work into three strategic pillars: workforce development, industry access and policy advocacy.
    - **Strategy**: Workforce Partnership will continue to engage with the KC Tech Council in its Apprenti program, an apprenticeship program in the Information Technology sector, assisting in the recruitment of job seekers interested in the program as well as assisting in the registration of the program, if desired, with the State of Kansas. It will also be partnering with KC Tech Council as a planning partner in the development of a sector strategy around tech talent in the KC region as part of a Kauffman Foundation collective impact planning grant.
- **KC STEM Alliance** – The KC STEM Alliance is a collaborative network of educators, business partners and organizations that inspires interest in Science, Technology, Engineering and Math careers to generate a robust workforce of related professionals for the Greater Kansas City area.

- **Strategy**: Workforce Partnership will continue to be a representative on the STEM Connect KC leadership team and provide information to the team about OSY needs and concerns as they relate to the KC STEM Alliance and STEM Connect KC programming.

TRANSPORTATION AND LOGISTICS

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

FINANCE AND PROFESSIONAL SERVICES

- The Finance and Professional Services sector is a relatively new priority sector for Workforce Partnership. This sector includes the insurance industry and is particularly robust in Johnson County.
    - **Strategies**: Workforce Partnership has identified a number of industry associations would be exceptional partners in the development of career pathways in these industries, including
        - Insurance Agency Owners
        - Mortgage Services Professionals
        - Commercial and Business Banking Professionals
        - Financial Service Advisors
        - Wealth Management
        - Community Advocacy emphasized on Financial Education an Empowerment.
        - Commercial and Residential Title Companies
        - Builders
        - Business Brokers

      In addition, there is opportunity to branch out to industries that would seem unrelated, but which also have a financial component, such as healthcare, technology and retail. These industries all have financial service professionals that are essential pieces.

ORGANIZATIONS COVERING ALL SECTORS

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

- **KC Rising** – KC Rising is a business-led metropolitan business plan to grow the Kansas City regional economy for everyone. It is a collaboration of four major civic organizations in the region: The Civic Council of Greater Kansas City, MARC, the Kansas City Area Development Council and the Greater Kansas City Chamber of Commerce. KC Rising's work revolves around seven pillars of prosperity:

enterprise, industry, inclusion, connectivity, culture, neighborhoods and education. The education pillar includes regional work designed to provide equitable access to quality education and training to meet evolving workforce needs. Workforce Partnership is actively engaged with KC Rising leadership and its Executive Director serves on the Workforce Action Team for KC Rising. As part of this work, select members of the Workforce Action Team, including Workforce Partnership's Executive Director, will be formally trained in the US Chamber of Commerce Foundation's Talent Pipeline Management (TPM) system. This is the foundational work to develop an employer-led, replicable system to develop talent pipeline solutions for challenges across any sector.

- **Mid-America Regional Council** – MARC plays an important convening role as the metropolitan planning organization for the bi-state Kansas City metropolitan area. MARC is widely considered a neutral convener of business and industry and hosts the Regional Workforce Intelligence Network (RWIN). RWIN was developed to encourage greater collaboration among the region's workforce data and information professionals. RWIN is a collaboration of economic development and workforce center leaders from throughout the KC region and provides a forum to share, review and discuss economic development and workforce data. Workforce Partnership is a member of RWIN and its Executive Director currently serves as its co-chair. The data and work shared at these meetings assists in planning workforce initiatives and activities across the metropolitan area.

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

- **Olathe Chamber of Commerce** – The Olathe Chamber is the voice of business that advances the economic well-being and quality of life in Olathe by acting as a chamber of commerce for businesses, an economic development council to promote expansion of existing business in Olathe and enticement of new businesses to Olathe, and a convention and visitor's bureau. The Chamber has an active Human Resources Roundtable that meets regularly to discuss a wide range of talent attraction and retention issues for local businesses. Workforce Partnership is a member of the Chamber and its BST regularly engages with the Chamber and its HR Roundtable and attends its employer events.
- **Lenexa Chamber of Commerce** – Similar to the Olathe Chamber, the Lenexa Chamber operates as a chamber, an economic development council and a visitor's bureau for the Lenexa area. It has over 90 years of service creating and preserving the best possible business climate and quality of life for Lenexa. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.
- **Overland Park Chamber of Commerce** – The OP Chamber exists to make Overland Park prosper. It is the bold voice for business - the resource, advocate, convener and change maker - that drives economic success forward in the city, county and state. The OP Chamber serves as both a chamber of commerce and as an economic development council for the Overland Park area. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events. In addition, the Chamber has recently embarked on a new workforce development initiative called "Opportunity Now," which is designed to support Overland Park businesses in their quest for talent. Workforce Partnership is deeply engaged with both the Chamber and this initiative providing leadership to the Chamber and its members on Registered Apprenticeship, co-sponsoring special events and job fairs, and coordination of enhanced rapid response programming for Overland Park employers suffering layoffs or closures.
- **Kansas City, Kansas Chamber of Commerce** - The KCK community has experienced exponential economic growth over the last decade and the KCK Chamber helps drive and sustain that success by enhancing and leveraging the talents and resources of its diverse business members

to sustain and catapult development opportunities throughout the Kansas City Metropolitan area. The KCK Chamber is well-known for its monthly Congressional Forum public policy series which features local, state, and federal representatives speaking about issues relevant to the area's business community. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.

- **Wyandotte County Economic Development Council -** The WYEDC is the economic development organization for Wyandotte County and believes there must be a strong connection between the current and future workforce in Wyandotte County to existing, well-paying jobs to help drive economic development. The WYEDC's Workforce Solutions Committee was designed to bring both public and private sector organizations to address barriers to education and employment that exist within the County. Both in 2018 and 2023, this Committee agreed to take on a large portion of the County Health Improvement Plan (CHIP) as it was determined many of the public health disparities in the County have socio-economic roots and solutions thus could come from the breaking down of various barriers to education and employment. The Committee has already begun planning for the 2024-2028 CHIP and has several active sub-committees working in the areas of: post-secondary attainment, English language learning, employment for individuals with criminal backgrounds, child care challenges for working parents and transportation. Workforce Partnership is a member of the WYEDC, serves on the Workforce Solutions Committee and has agreed to take the lead on the criminal background subcommittee. In addition, the President of WYEDC is a member of the LWDB and one of its staff members is on Workforce Partnership's Youth Committee.
- **Leavenworth-Lansing Chamber of Commerce** – The Leavenworth-Lansing Chamber is an independent non-profit 501(c)(6) organization of businessmen and women who invest their resources in community development programs and who work together to improve the economic, civic and cultural strength of the Leavenworth, Lansing, and Fort Leavenworth area. The Chamber has over 350 members. Workforce Partnership is a member of the Chamber and its BST regularly attends its employer events.
- **Leavenworth County Economic Development Corporation** – The Leavenworth EDC is the catalyst for economic growth in four distinct communities: Leavenworth, Lansing, Tonganoxie and Basehor Kansas. This powerful coalition ensures access to critical partners to accelerate and maximize investment for companies looking to startup, relocate or expand. The EDC has streamlined permitting, customized incentives, and market-ready inventory.
- **DeSoto Chamber of Commerce** – The De Soto Chamber of Commerce supports local area businesses by increasing visibility and promoting growth for its members while serving and holding fast to our community values and also houses its economic development initiatives. With the announcement of the building of Panasonic Energy's new EV battery plant scheduled to go online in 2025, the DeSoto Chamber has reorganized and has become extremely active in the economic development space. The Chamber's new President is a LWDB member and sits on Workforce Partnership's Executive Committee. Workforce Partnership is a Chamber member and its Director of Business Services also sits on the Chamber's Board, providing guidance on a variety of workforce challenges.

3. Program/Partner Agency Collaboration Strategies

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

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

- Partners will share information through either direct linkage, cross-training and/or technology.

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

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

Operational Planning Elements

A. Local Strategy Implementation

1. Local Workforce Development Board Functions

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

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

The LWDB employs 11 full-time staff members responsible for oversight of the system-level activities and administrative duties of the workforce system, including, but not limited to workforce research and labor market analysis, engagement of and service to employers, program oversight, development and submission of Regional and Local Plans, grant development, coordination of education and training providers, policy and procedure development and implementation, fiscal management of all revenue resources and expenditures, workforce center accessibility, all marketing, branding and social media endeavors and partner agency collaboration. In addition, the LWDB also currently employs three full-time staff to deliver the RetainWorks program services.

Local Area III Board Staff Members: Individuals tasked with ensuring the vision(s) of the Local Board are being met through employment, education and training services	
Representative Name	**Title**
Keely Schneider	Executive Director
Chelsea Wilson	Executive and Accounting Assistant

Rohit Dhakal	Chief Fiscal Officer
Candis Yarsulik	Chief Technology Officer
Logan Pendergraft	Systems Support Technician
Roberta Rowland	Director of Business Services
Sloane Gage	Director of Work Based Learning and Employer Engagement
Chad Johnson	Communication and Outreach Manager
Cannon Crane	Business Services Representative
Makayla Hagenhoff	Apprenticeship Manager
Danijela Crncic	Work Based Learning Liaison
Shellie Sharp	RetainWorks – Employer Coordinator
Caitlyn Dice	RetainWorks – Workforce Coordinator
Zuleica Gerardo	RetainWorks – Workforce Coordinator

Additionally, the LWDB has contracted with Dynamic Workforce Solutions (DWFS) to support the integrated service delivery system by serving as the OSO. As the OSO, DWFS has functional management over any co-located partner agency staff in addition to its own. DWFS also serves as the service provider for Local Area III's WIOA Adult and Dislocated Worker programs, as well as WIOA Youth Services. DWFS is also under contract to deliver portions of the YouthBuild program, which is tightly aligned with WIOA Youth services.

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

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

2. Implementation of Local Area Strategies

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

respect to Core Programs (under "A" below) and with respect to other non-required partners (under "B" below).

A. Core Program Activities to Implement the Local Board's Strategy

Describe the activities the entities carrying out the respective local core programs will fund to implement the Local Board's strategies.
Describe how such activities will be aligned across the core programs and other Combined State Plan partner programs and among the entities providing the programs, including using co-enrollment, integrated resource teams and other strategies.

B. Alignment with Activities Outside the Local Plan

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

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

Workforce Strategies - Educated and Skilled Workforce

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

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

Strategy #2: Continue the re-design of the WIOA Youth program into a pre-apprenticeship program to prepare youth for registered apprenticeship programs (Youth and Adult) and other in-demand employment.

Strategy #3: Promote the Mature Worker Program which meets the particular needs of those aged 55+ who are looking to transition into new positions or come back to work.

Strategy #4: Promote opportunities to serve individuals with disabilities through local and state partnerships, including continuation of the RetainWorks program, serving individuals with recent disabilities which impact their ability to work, and the KnectY program, serving disabled youth transitioning from high school into work or post-secondary education.

Strategy #5: Provide digital literacy services for those job seekers who have poor computer or technological skills that impede their ability to job search and obtain employment effectively.

Operational Elements:

- System partners will provide quality referrals to Workforce Partnership's employment and training programs, including work-based learning opportunities.
- System partners will participate in Integrated Resource Teams for any job seeker needing such support.
- System Partners will cooperate to blend and braid funding streams, as appropriate and necessary, to ensure job seekers have access to job search, training and supportive services.
- System Partners will supply Workforce Partnership with data regarding the number of Veterans being served, as well as the expressed the needs of said Veterans.
- System Partners will refer transitioning or otherwise labeled Veterans to Workforce Partnership's employment and training programs.
- Develop communication and outreach messaging that speaks to the education/training and job needs of individuals with barriers to employment.
- Leverage Workforce Partnership's National Dislocated Worker Grant funding in order to better address the immediate needs of dislocated workers in our area (including but not limited to those laid off from the automotive industry) and to enhance and broaden the services provided.
- Continue leading the Returning Citizen Consortium's efforts to develop a comprehensive model to serve justice-impacted individuals and the employers who wish to tap into this talent pool by finalizing the program planning by the end of 2025 and launching implementation of the new model (or a pilot) in early 2026.
- Work with KC Digital Drive to develops ways to expand the spring 2025 pilot of a digital ambassador in our Wyandotte County career center to all three centers and as a full-time position providing digital literacy services and supports to job seekers.
- Launch the KnectY program in fall 2025 to serve youth with disabilities who are transitioning out of high school.
- Work with KS Department of Commerce on a plan to sustain elements of the RetainWorks programming beyond its current end date of May 2026.

GOAL #2: Ensure a sufficient number of training programs offered are in high-demand fields offering higher than median wage (or lead to a career path offering such wage) and/or confer an in-demand industry recognized credential or degree.

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

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

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

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

Strategy #5: Promote registered apprenticeship as a high-quality earn and learn pathway and provide technical assistance to employers wishing to set up such training programs within their organizations.

Strategy #6: Continue to sponsor Youth registered apprenticeship programs in high-demand industries.

Operational Elements:

- System partners will provide quality referrals to Workforce Partnership's employment and training programs.
- System partners will become adequately trained in the local area's labor market data and priority sectors, as well as what training is available in those sectors and how to access the training providers/programs.
- DWFS will build more relationships with local area apprenticeship programs in order to connect more WIOA Youth to these earn and learn opportunities.
- Work with Local Area Training Providers and industry affiliation groups to design programs that suit the schedules and needs of Adult learners, such as non-semester based programming, alternative schedules, prior learning credits, hybrid models and registered apprenticeship programs.
- Work with regional initiatives, such as KC Rising and KC BioHub, to support their talent pipeline management initiatives across the KC metropolitan area in key industries.
- Continue to build and support pre-apprenticeship programs and youth apprenticeship programs in the skilled trades in order to provide a pathway for adult and youth learners into adult apprenticeship programs in the region.

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

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

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

Operational Elements:

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

- All Core Partners will provide an annual report to the LWDB to review programming elements, performance and challenges/needs.
- Core Partners will ensure that they maintain a representative on the LWDB as required by WIOA.

Workforce Strategies - Employers

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

Strategy #1: Develop sector partnerships that lead to quality jobs, building upon established connections with local industry associations and chambers of commerce as a means to convene employers, labor, and other professional associations in order to ensure responsiveness to the needs and/or desires of area businesses. Workforce Partnership will focus on two different industry sectors every three years.

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

Strategy #3: Collaborate with LWDB members to develop more industry partnerships within the financial and insurance services sector.

Operational Elements:

- Continue to build-out the scope of the BST with additional members from other chambers of commerce and economic development organizations.
- System partners with employer-facing staff will work with Workforce Partnership's BST to develop additional companies interested in supporting the employment and training needs of the Local Area.
- System Partners will share employer contacts and refer employers to Workforce Partnership for employer services.
- Tap into expertise of LWDB members in the financial/insurance industries to determine with which industry associations Workforce Partnership should engage.
- Under BST leadership, Workforce Partnership will establish sector partnerships in healthcare and manufacturing, with at least two employer champions in each sector.
- Under BST leadership, system partners will develop a job seeker referral process to our sector partners maintaining a well-articulated method for connecting quality candidates with jobs from our sector partners.
- Workforce Partnership will participate in the KC Rising Workforce Action Team's initiative to launch a Talent Pipeline Management process within a key industry sector in order to better align talent production with employer demands in that sector.

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

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

Strategy #2: Continue to support the KCK FAME Chapter in long-term talent development in the manufacturing sector.

Strategy #3: Develop a trackable and repeatable process for all workforce center partners to refer job seekers to active employers for specific jobs.

Strategy #4: Provide regular technical assistance to local employers wishing to develop their own Registered Apprenticeship programs within our priority sectors.

Operational Elements:

- Develop social media outreach campaigns and short employer videos that share how the workforce system has supported the employer and its talent needs.
- Partner BST members will work with Workforce Partnership's BST to develop additional manufacturing companies interested in supporting the employment and training needs.
- Increase engagement with the Kansas Hospital Association; KHA to provide information on which certifications/skills are most in demand.
- Support HCA Midwest's new registered nurse apprenticeship program through apprenticeship funding and job seeker referrals and assist other health care providers, such as Advent Health and The KU Health System, in incorporating apprenticeship models into their high-demand occupations.
- Continue to support KC Tech Council's Apprenti apprenticeship program by assisting in the recruitment of job seekers.
- System partners will provide quality referrals to training programs across all priority sectors (classroom, work-based or hybrid)
- System partners will share employer contacts with BST.
- Work with JCAE to develop and register a new apprenticeship program that incorporates English language acquisition within either a CDL and/or a CNA certificate program.
- Provide technical assistance to small and medium sized employers wishing to develop apprenticeship programs.
- Establish at least one high-school based registered apprenticeship program.

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

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

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

Strategy #3: Continue to engage employers in the development and offering of work-based learning experiences for all K-12 students in our local area to provide career awareness, career exploration and career preparation opportunities.

Strategy #4: Promote the development of Registered Apprenticeship Programs as a tool for employers to train, retain and promote talent.

Operational Elements:

- System partners will provide quality referrals to Workforce Partnership's work-based learning programs.
- System partners will become adequately trained in the benefits of work-based learning, especially registered apprenticeship, so they are able to discuss and promote the opportunities with job seekers and employers.
- Workforce Partnership and VR will financially support work-based learning opportunities for eligible individuals through their respective WIOA funding and other funding sources, such as through the RetainWorks and KnectY programs.
- JCCC and KCKCC Adult Education programs will prepare individuals who need remedial/basic skills assistance for work-based learning opportunities.

- VR will provide additional services/equipment needed by individuals with disabilities in order to participate in a work-based learning experience.
- System partners with employer-facing staff will work with Workforce Partnership's BST to develop additional work-based learning sites.
- Expand employers engaged in student bus tours of facilities and other work sites.
- Establish at least one high-school based registered apprenticeship program.

C. Coordination, Alignment, and Provision of Services to Individuals

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

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

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

Comprehensive One-Stop Workforce Centers
Johnson County Workforce Center, 8535 Bluejacket, Lenexa, KS 66214
Leavenworth County Workforce Center, 515 Limit Street, Leavenworth, KS 66048
Wyandotte County Workforce Center, 626 Minnesota Avenue, Kansas City, KS 66101

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

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

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

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

Option 2. Have a cross-trained staff member physically present at the Workforce Center who is able to provide information to customers about the programs, services and activities available through all partner programs; or
Option 3. Make available a direct linkage through technology to a program staff member who can provide meaningful information or services.

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

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

D. Coordination, Alignment, and Provision of Services to Employers

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

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

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

- Connect with new businesses to share the employer services of all partners
- Regularly meet with each other
- Engage economic development organizations to learn about business expansions and new business attraction projects in order to know the current and future labor demand and talent needed
- Gather industry and hiring trend information
- Recruit qualified candidates to meet employer needs
- Refer qualified candidates to job vacancies shared with the BST

- Assist in development of positions for individuals with disabilities and other special needs
- Assist employers interested in recruiting veterans
- Serve on industry/sector advisory boards
- Provide technical assistance to employers wishing to develop pre-apprenticeship, youth apprenticeship and adult apprenticeships

E. Partner Engagement with Educational Institutions

Describe how the Local Board's Strategies will engage local education and training providers, including adult education and literacy programs, community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system.

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

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

Local Area III currently hosts 42 approved training providers and 167 approved training programs; however, the strategies established above provide the local area an opportunity to increase both of these items. The strategies listed above are geared toward creating more robust relationships between educational providers, employers, and partner agencies in the local area, and having strong industry-sector goals allows these entities to be more targeted in their approaches.

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

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

- Engagement with higher education institutions also provides access to certain supportive services for job seekers that may not be available through WIOA.
- Provide a source for related technical instruction coursework needed for registered apprenticeship programs Workforce Partnership will develop with employers.

F. Leveraging Resources to Increase Educational Access

Describe how the Local Board's strategies will enable the Local Area to leverage other local investments that have enhanced access to workforce development programs at the above institutions, described in the section above**.**

Workforce Partnership has found that its broad engagement with many of the Greater Kansas City community organizations listed above regularly generates opportunities to seek additional funding for the work of the LWDB and additional educational and training dollars for job seekers and employers. For example:

- Our connection with KC BioHub leadership has yielded multiple opportunities for collaborations on federal grant opportunities in the biomanufacturing space.
- Our engagement with Renaissance Public Relations (as a vendor for certain YouthBuild services) turned into the development of a 13-organization consortium, now led by Workforce Partnership, that recently received a planning grant from the Ewing Marion Kauffman Foundation to develop a comprehensive model to serve justice-impacted individuals and the employers wanting to hire them.
- Through a connection with our IBEW board member, we partnered with Metropolitan Energy Center on a US Dept. of Energy grant, which now supports a large portion of our YouthBuild programming.
- Connections to county elected officials and economic development leaders resulted in ARPA investments into workforce development for both Johnson and Wyandotte counties.

None of these opportunities would have been possible without a broad-base of community connections. Workforce Partnership is confident that its continued efforts to engage with all manner of local officials, local foundations, local service providers, local community colleges and other nonprofits will allow it to supplement its vital WIOA funds with additional resources needed to serve both job seekers and employers in our community.

G. Improving Access to Postsecondary Credentials

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

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

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

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

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

H. Coordinating with Economic Development Strategies

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

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

I. Coordinating with Unemployment Insurance Strategies

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

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

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

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

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

- Connect Unemployment Benefit recipients with employment faster than those who do not access workforce center services.
- Shorter/more flexible, adult-based trainings allow people to go to work sooner, reducing time on unemployment or need to file an initial claim at all.
- UI participation in the Local Area Partner meetings improves communication between UI representatives and local area partners so that all remain up to date on UI operations and other federal unemployment benefits.
- Cross-training of RES staff will ensure solid referrals to other workforce programs in the Local Area
- National Dislocated Worker Grant funds provide additional training dollars to support the recent increase in layoff activity in our area and also provide additional staff resources in order to increase outreach, workshops and targeted job fairs/hiring events specific to the needs of dislocated workers.
- Strategies to increase the number of registered apprenticeship programs in our area will be critical to helping those laid off quickly obtain new skills while earning a wage on day one.

B. Local Operating Systems and Policies

1. Operating Systems

The local operating systems that will support the implementation of the Local Board's strategies. This must include a description of: (A) Local Area operating systems that support coordinated implementation of Local Board's strategies (e.g., labor market information systems, data systems, communication systems, case-management systems, job banks, etc.) and (B) Data-collection and reporting processes used for all programs and activities, including those present in one-stop centers.

A. Operating Systems

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

Kansas Labor Information Center – KLIC provides resources for local area labor market information and can be accessed through the Kansas Department of Labor at www.klic.dol.ks.gov.

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

LACES (Literacy, Adult, and Community Education System) from LiteracyPro Systems - LACES is the new student information, program accountability, and reporting system for Kansas Adult Education. LACES will migrate data from the state's previous data management system and is scheduled to be ready for use in July 2025. LACES will also include a student portal for new learners; robust searching, filtering, and reporting capabilities, including graphic reports; built-in widgets for notifications; and in-system

messaging via email or SMS to individuals or groups. The Kansas Higher Education Data System (KHEDS) also supports informed decision-making through the collection, analysis and reporting of post-secondary data in Kansas.

JobsEQ/Lightcast – Workforce Partnership currently uses JobsEQ as its labor market information platform. It will be switching to Lightcast as of July 2025 as part of its membership in Midwest Urban Strategies. Lightcast data offers detailed information on skills, jobs, supply, and demand throughout the global labor market so that Workforce Partnership can provide the most up-to-date labor market information and analyses to assist job seekers in their career planning and to assist employers with their talent pipeline.

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

Website: www.workforcepartnership.com
Facebook main page: @WFPKCMetro - https://www.facebook.com/WFPKCMetro
Facebook JOCO page: @WFPJO - https://www.facebook.com/WFPJO
Facebook LVCO page: @WFPLV - https://www.facebook.com/WFPLV
Facebook WYCO page: @WFPWY - https://www.facebook.com/WFPWY
LinkedIn: Workforce Partnership Greater KC
Hard copy flyers advertising job fairs, special training programs, and employer hiring events are also available at all workforce centers.

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

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

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

> ***Center Operations Report*** – Provides information on daily center traffic including new customers counts, workshop attendees, counts of services provided, reasons for customer visits, onsite recruiting events and career center trends, and WorkReady! Certifications (WorkKeys)
> ***Customer Satisfaction*** – Provides information and feedback on customer satisfaction levels and access to services for the previous month and year-to-date.
> ***Multi Area Report*** – Proves information on collaboration efforts with area partners and other workforce development boards.

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

and county. The LWDB plans to revise its KPI Dashboard in PY25 to align with is new organizational strategic goals and the goals of new programs.

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

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

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

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

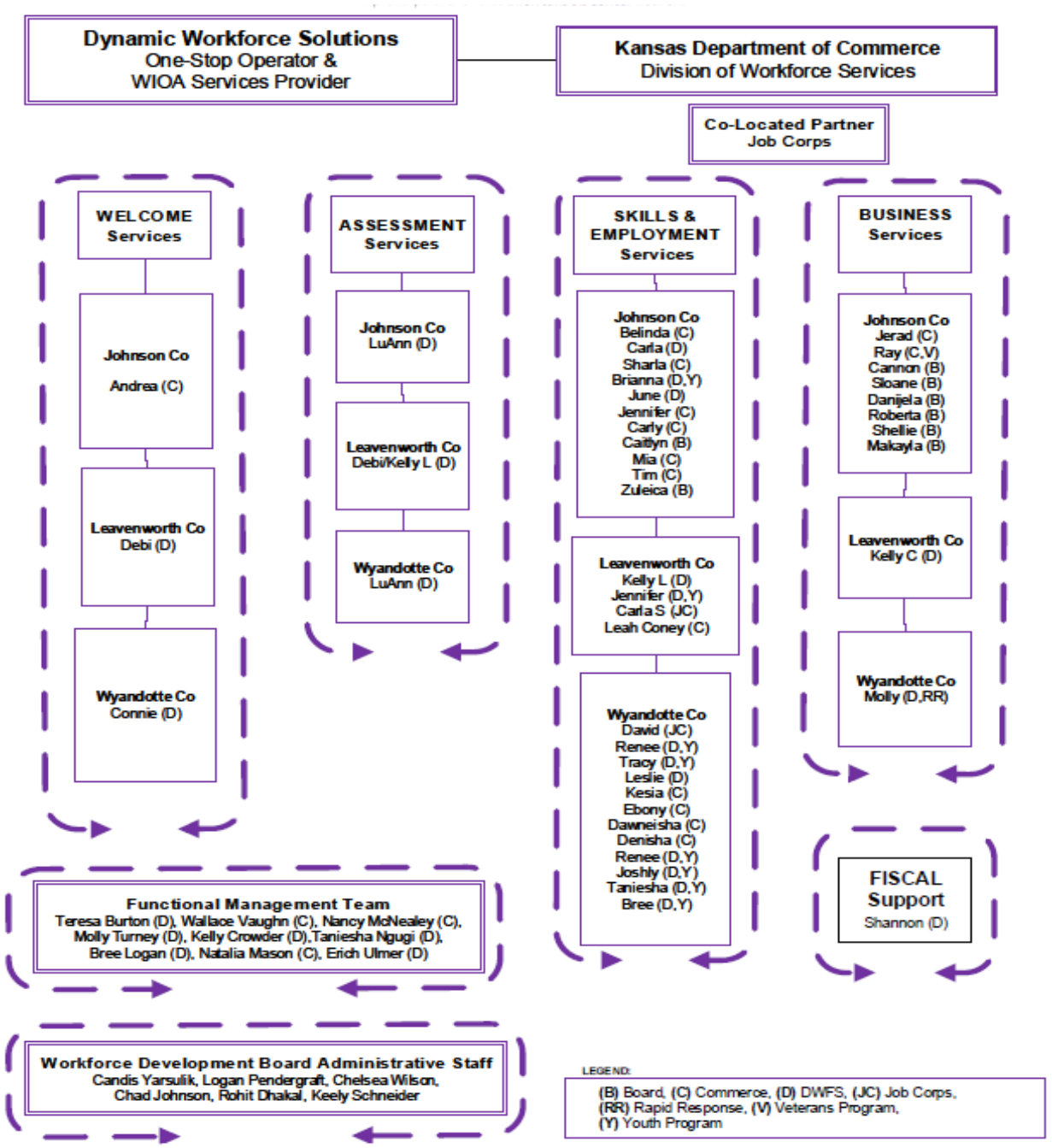
Workforce center personnel are deployed based on function, rather than based on their employer or their program funding source, to ensure an integrated system of support to job seekers and employers. Below is an outline of each job function in the workforce centers along with descriptions of what services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

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

Assessment Function:
- Comprehensive assessment
- Career Pathways counseling
- Referrals to community services
- Workshops

Skills/Employment Function:
- Basic skills training
- Comprehensive assessment
- Career Pathways counseling
- Labor Market information
- Skills certification
- Individual Training Accounts
- Customized training
- Pre-vocational training
- Work-based training, including OJT and Registered Apprenticeship
- Referrals to community services
- Workshops
- Employment retention skill development

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



3. Local Area Program and Local Board Overview

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

(B) Chief Elected Officials Board. Provide a membership roster for the Chief Elected Officials Board, including members' governmental affiliations.

Local Board – Workforce Partnership's board of directors serves as the LWDB for Local Area III. The LWDB represents a diverse cross-section of industries that reflect the make-up of the three counties in our community. In addition, the LWDB has representatives from partner organizations that are not only required by WIOA, but also represent the local service delivery systems. The LWDB consists of 19 members. Ten Board members are in the business category (53%) and 4 members are in the workforce category (21%). The LWDB also includes representatives from Adult Basic Education, Vocational Rehabilitation, Wagner-Peyser, Economic Development and Higher Education. The LWDB meets on a bi-monthly basis and is compliant with agendas, attendance and minutes.

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

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

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

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

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

Business: At least 51% of the Board must be comprised of business representatives either owners, chief executives, or individuals with hiring authority and/or organizations representing businesses, including small businesses		
Representative Name	**Title**	**Company**
Jennifer Ball	Sr. Recruiter	Union Pacific
Melissa Bennett, ***Chair***	Vice President, Human Resources	Netsmart
Anissa Brown	Business Development Manager	Academy Bank
Heather Callaway	Human Resources & Safety Manager	Huhtamaki
Gina Creek	VP, Chief People Officer	Advent Health – MidAmerica Region
Dusty Dahmer	CEO	Dahmer Contracting Group
John Hutzenbuhler, ***Vice Chair***	Director, HR Business Partner	Quest Diagnostics
Karen Laube	Human Resources Team Leader - Technical Recruiting	Garmin International
Randy Reinhardt	CEO	Zephyr Products, Inc.
Gail Schuetz, ***Secretary***	VP, Associate Chief Nurse/Interim Chief Nurse Olathe Campus	The University of KS Hospital
Workforce: At least 20% of the Board		
Representative Name	**Title**	**Company**
Todd Jordan	Chief Community Engagement Officer	United Way of Greater Kansas City
Wade Kiefer	Business Agent	IBEW
Greg Kindle	President	Wyandotte Economic Development Council
Michele Roberts-Bauer, ***Treasurer***	President	ABC Heart of America Chapter

Education & Training: At least two (2) seats on the Board; at least one (1) Adult Education representative and at least one (1) Higher Education representative		
Representative Name	**Title**	**Company**
Leslie Dykstra	Director of Adult Education	Johnson County Community College
Mary Pflanz	Vice President of Student Affairs	Donnelly College
Government, Economic & Community Development: At least three (3) seats on the Board; at least one (1) State Employment Service representative, at least one (1) Economic & Community Development representative and at least one (1) Vocational Rehabilitation representative		
Representative Name	**Title**	**Company**
Daniel Decker	Director of Rehabilitation Services	KS Department of Children and Families
Tim Holverson, ***At-Large Exec. Committee Member***	President & CEO	DeSoto Economic Development Council
Wallace Vaughn	Regional Operations Manager	Commerce Wagner-Peyser

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

Chief Elected Officials: Separate Board; appoints the local board members and provides additional oversight for certain federal funding streams	
Representative Name	**Title**
Julie Brewer	Johnson County Commissioner
Tom Burroughs	Wyandotte County Commissioner
Tyrone Garner	Mayor, Unified Government of Wyandotte County & Kansas City, KS
Evelyn Hill	Wyandotte County Commissioner
Jeff Meyers	Johnson County Commissioner
Vanessa Reid	Leavenworth County Commissioner
Donald Roberts, ***Chair***	Mayor, City of Edgerton (Johnson County)

4. Program Data

A. Data Entry and Integrity

Describe the policies the Local Board will establish to ensure participant data is recorded in a timely manner and the procedure for assessing the implementation of the policies.
(i) Describe the Local Board's procedure for requiring, at a minimum, weekly data entry of all participant enrollments/co-enrollments.
(ii) Describe the Local Board procedure to require Local Board staff and Operator staff to enter participant activity when it occurs, or within two days of the activity.
(iii) Describe how the Local Board's data policies will support assessment and evaluation of the Local Workforce System, including all local partners.

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

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

B. Assessment of Participants' Post-Program Success

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

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

Performance Measures	**PY25 Goal**
Adult	
Employment Rate (2nd Q After Exit)	79.0%
Employment Rate (4th Q After Exit)	78.5%
Median Earnings	$8,600

Credential Rate (4Qs After Exit)	76.5%
Measurable Skills Gain	68.0%
Dislocated Worker	
Employment Rate (2nd Q After Exit)	83.0%
Employment Rate (4th Q After Exit)	83.0%
Median Earnings	$11,000
Credential Rate (4Qs After Exit)	85.0%
Measurable Skills Gain	78.0%
Youth	
Placement in Employment, Education or Training (2nd Q After Exit)	78.0%
Placement in Employment, Education or Training (4th Q After Exit)	78.0%
Median Earnings	$4,500
Credential Rate (4Qs After Exit)	66.3%
Measurable Skills Gain	51.2%

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

- Employment Information/Status
- Educational Attainment/Status
- Credential Attainment(s)
- Training-Related Employment

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

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

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

DWFS staff, as Local Area III's Title I contractor, maintain communication with customers a minimum of quarterly during the post-exit phase providing opportunities to obtain information and supplemental wage data as necessary with respect to employment and earnings. Any new or relevant information around employment and program outcomes is recorded on Follow-Up forms and/or "Supplemental Wages Data Sheets" and it is recorded in the KansasWorks MIS. For WIOA Adult, Dislocated Worker, or Youth participants who do not present as employed in the relevant quarters after exit through the **KANSAS**WORKS system and its interface with KDOL, DWFS staff pursues supplemental information

and wage data by contacting alternate contacts provided by the customers, or the last known employer of the customer and/or partner agencies who also may have served the participant and with whom we have the appropriate releases of information; applicable information obtained is entered into the **KANSAS**WORKS system.

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

D. Privacy Safeguards

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

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

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

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

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

A) Describe how the Local Board will align MOU/IFA processes, negotiations and MOU execution and subsequent review dates as required by State Policy #5-3-17 with the regional/local area plan review, and the bi-annual regional/local area plan development and review requirement.
(B) Describe how the Local Board will re-certify their LWDB's and their AJC's according to State Policies 5-01-00 and 5-28-00 to mirror the MOU/IFA and regional/local area plan timeline.

A. MOU/IFA

In order to align MOU/IFA processes, negotiations, execution, and subsequent review dates with the review and development of the regional and local plans, the MOUs and any applicable Infrastructure Funding Agreement are reviewed every two years. Any change in the calculated relative benefit percentage of 10% or higher will result in renegotiation or the partner's contribution(s) to the workforce system; applicable changes will take effect upon agreement of all parties.

B. Recertification

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

2. AJCs

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

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

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

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

The LWDB will submit any application for State recognition of comprehensive certification to workforcesvs@ks.gov for any workforce center approved for certification by the LWDB. Workforce Partnership ensures that the criteria for Comprehensive Center certification are reviewed and updated, if necessary, as part of its bi-annual Local Plan review.

6. Priority of Service for Veterans

Describe how the Local Board will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the Department of Labor. Additionally, describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program's Disabled Veterans' Outreach Program (DVOP) specialist.

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

Veteran – Covered veterans include the following individuals:

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

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

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

Local Area III has also incorporated guidance regarding veterans' priority for limited WIOA adult funds per WIOA TEGL 3-15:
"Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:
i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
ii. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
iii. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
iv. Last, to non-covered persons outside the groups given priority under WIOA."

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

Identification and referral of eligible Veterans and military spouses includes the following steps:
1. Veteran accesses workforce center and completes the universal Initial Assessment Form
2. Veteran completes the Veteran Initial Intake Form (VIIF) - optional
3. VIIF is uploaded into KW
4. Workforce Center staff review the Veteran's information in the VIIF and, if barriers to employment are present, staff refer the individual to the local area's DVOP.
5. DVOP meets with Veteran and provides appropriate services

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

7. Addressing the Accessibility of the One-Stop Delivery System

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

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

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

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

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

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

Vocational Rehabilitation – Workforce Partnership regularly collaborates and cross-trains with regional supervisors and staff from the Kansas Department for Children and Families' Rehabilitation Services unit.

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

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

Both DWFS and KS Department of Commerce staff who work directly with customers receive the following training and resources annually and as-needed to assist them in working with some of our most vulnerable populations:

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

Workforce Partnership ensures that all DWFS staff, Commerce staff and LWDB staff undergo training in the identification and prevention of discrimination and harassment. DWFS requires all new-hire employees to undergo such training during their onboarding, and all incumbent employees do so annually.

8. Addressing the Accessibility of Services When Needed

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

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

Workforce Partnership recruits, enrolls, and financially supports local area customers in their training and employment efforts throughout the program year based on budget availability and priority of services. WIOA Adult, Dislocated Worker, and Youth Program funds are allocated to customers at the time of confirmed eligibility and are tracked as "anticipated expenditures" until an invoice for services is received.

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

COORDINATION WITH COMBINED STATE PLAN PROGRAMS

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

This Local Area III plan was drafted with the input of key partners in the system. The Local Area Plan Task Force Team plan workgroup was comprised of LWDB members representing businesses, labor, registered apprenticeship, adult basic education, as well as Workforce Partnership's Executive Director. The Kansas Department of Labor provided valuable labor market information data and assisted with identifying demand occupations. Other key partners and Board Staff, such as the OSO, Vocational Rehabilitation, all required WIOA partners and the Director of Business Services, also reviewed specific sections of the Plan, making recommendations for any needed updates. Task Force Team members analyzed workforce development activities in the area, identifying strengths/weaknesses/capacities. They provided input to vision, goals and strategies and helped edit the document prior to its release for public comment. During the public comment period, Board Staff sent the draft plan to all Local Area III required partners, as well as to other key stakeholders, such as chambers of commerce and economic development organizations for feedback. After the plan is approved, further development of goals and strategies, as well as the monitoring of the implementation of strategies/policies outlined in this plan, is overseen by Board Staff and the LWDB.