

KANSAS CITY & VICINITY AREA

# Workforce *development* Board

## BOARD OF DIRECTOR'S MEETING

Tuesday, July 14, 2020

(12:00 – 1:30 pm)

*Location: Via ZOOM*

### AGENDA

- I. CALL TO ORDER**  
Ellen Fairchild, *Chairperson of the Board*
- II. APPROVAL OF MINUTES 4/14/2020** **Tab 1**
- III. FINANCIAL COMMITTEE REPORT – Approval** **Tab 2**  
Robert Hughes, Jr. – Chairman  
Tirhas Kidane, FEC-VP/CFO
- Budget FY' 2020/2021 - Approval
  - Budget and Oversight Committee
- IV. OPERATIONS REPORT** **Tab 3**  
Shelley Penn, FEC – Sr. Vice President/COO
- Tech Hire Program Results
  - Virtual Course Offerings
- V. PRESIDENT'S REPORT** **Tab 4**  
Clyde McQueen, FEC-President & CEO
- Performance Ranking Update
  - Job Centers of the Future
  - Executive Summary of the Approved Four Year Plan July 1, 2020 – June 30, 2024
  - Sustainability Plan – Fiscal Year 2020/2021
  - Reopening Plan
- VI. Q and A**
- VII. ADJOURNMENT**

**1740 Paseo Kansas City, MO 64108 (816) 471-2330**  
*Serving the City of Kansas City, MO and the counties of Cass, Clay, Platte and Ray*

# MINUTES

## MINUTES

Kansas City & Vicinity Workforce Development Board Meeting  
April 14, 2020 | 12 - 1:30 pm  
Zoom Meeting

### Members Present

Ellen Fairchild  
Clyde McQueen  
Robert Hughes  
Alise Martiny  
Vickie McGinnis  
Chris Thompson  
Teresa King  
Deborah Briggs  
Dr. Kimberly Beatty  
Ed Lowndes  
Spencer Fields  
Anthony Reinhart  
Tim Van Zandt  
Tammy Edwards  
Brent Stewart  
George Satterlee  
Carlos Gomez  
Clifton Campbell  
Ajamu Webster  
Will McCarther  
Ed DeSoignie  
Jacinda Rainey  
Ron Borst  
Jim Hampton  
Bridgette Williams

### FEC Staff

Shelley Penn  
Tirhas Kidane  
Andrea Robins  
Allan Hedrick  
Sandi Lemka  
Rohina Behrmann  
James Bryant  
Edgar Cooper  
LaCherl Rainey  
Scott Gordon  
Stephenie Wells  
Susan Littleton  
April Law  
Keith Kelly  
Trina Collins

### Guest

Chester Moyer  
Paul Rodriquez

---

### CALL TO ORDER

Ellen Fairchild, Chairperson of the Kansas City and Vicinity Workforce Development Board called the meeting to order.

### MINUTES

Ms. Fairchild motioned for approval of minutes for the January 14, 2020 meeting and the minutes were unanimously approved as written.

### FINANCIAL AUDIT PRESENTATION

Chester Moyer and Paul Rodriquez with Rubin Brown, LLP provided the financial audit presentation for the FY ending June 30, 2019. Mr. Moyer stated there were no difficulties with the audit and he further stated that FEC had passed with a clean audit. Mr. Rodriquez thanked FEC for their partnership with Rubin Brown LLP. He explained that the primary responsibility of the audit is to express an opinion as to whether the financial statements met the accounting standards of FEC's major federal programs. Mr. Rodriquez reported that the single audit and the financial statements received a clean and unmodified audit, which is the highest opinion to receive. He referenced pg. 3 of the report and discussed the new accounting estimates and reported that the

management's estimate of the functional expense allocations is based on a periodic time and expense studies for program services and administrative cost as appropriate. He referred to pg. 4 and stated FEC was prepared for the audit and that no transactions have been recognized in a different period than where they occurred. He also reviewed the Financial Statement Disclosures on pg. 5 and stated the disclosures to the financial statements are neutral, consistent and clear. They are the commitments and contingencies under contracts; the concentrations related to revenue and the liquidity and availability of resources, which is a new foot note listed on pg. 15 of the financial statement. He reported there were no difficulties encountered in dealing with management related to the performance of the audit and no adjustments noted. He reviewed the corrected and uncorrected misstatements on pg. 6 and noted he was pleased to report that no disagreements arose during the course of the audit. He stated that pg. 7 was a visual of the grants, other income, and payroll for FEC. He also provided an update on the new accounting regulations and guidance on pg. 8-9 and stated that there will be new accounting standards that will affect FEC over the next couple of years; the (ASU) 2018-08, which relates to the review of federal grants and the (ASU) 201-09, which relates to the revenue guidance. He further discussed the new lease reporting standards on pg. 10 & 11 and stated if implemented in the current year, the impact would be recorded as an asset and liability of operating cost.

Ms. Fairchild congratulated Rubin Brown, LLC and the FEC Fiscal Team for their work on the audit.

A motion to approve the Audit Report as submitted was unanimously approved as presented.

#### **FINANCIAL REPORT**

Tirhas Kidane reported on the Financial Report. Ms. Kidane stated that the financial report included in the packet was for informational purposes. She further reported that the OWD had issued guidelines for a no cost extension. She also shared that FEC had asked for an extension for the following programs; TECHHire, Skill Up and the Job League and that an update will be provided.

A motion to approve the Financial Report as submitted was unanimously approved as presented

#### **PRESIDENT'S REPORT**

Mr. McQueen reported on the total transactions and layoffs per region. He stated that most of the layoffs are within the retail industry and that the UI inquiries are ten times the normal volume. He further stated that the FEC offices are closed and staff are working remotely; and during the closure the offices will be sanitized by a professional vendor.

Mr. McQueen discussed that the UI payments will be an additional \$600.00 per week. Ed DeSoignie inquired about the restart of the economy and referred to pg. 48 of the report. Mr. McQueen replied that FEC relies on the information provided by the Federal government and that information is changing daily so FEC is waiting on the next steps to be shared. He further mentioned that all of the Workforce offices across the county have been impacted by the COVID-19 pandemic. He also shared his email and cell number to the board members.

A motion to approve the President's Report as submitted was unanimously approved as presented.

#### **ADJOURNMENT**

There being no further business, the meeting adjourned at 12:56 pm.

# **FINANCIAL COMMITTEE REPORT**

**MINUTES**  
**Kansas City & Vicinity Workforce Development Board**  
**Budget & Oversight Committee Meeting**  
July 8, 2020 | Zoom Meeting

**MEMBERS PRESENT**

Robert Hughes, Jr.  
Clyde McQueen  
Ajamu Webster  
Spencer Fields

**FEC STAFF PRESENT**

Tirhas Kidane  
James Bryant  
Andrea Robins  
LaCherl Rainey  
Sandi Lemka  
Rohina Behrmann  
Allan Hedrick  
Stephenie Wells  
Scott Gordon  
April Law

---

**CALL TO ORDER**

Robert Hughes, Chairperson of the Kansas City & Vicinity Area Budget & Oversight Committee called the meeting to order.

**APPROVAL OF MINUTES**

Mr. Hughes motioned for approval of the minutes for the April 7, 2020 meeting and the minutes were unanimously approved as written.

**FINANCIAL REPORT**

Tirhas Kidane gave an overview of the Financial Report as of May 31, 2020. Ms. Kidane reported that the Formula, Adult, and Dislocated Programs expenditures were at 93% and Youth Program expenditure is at 95% of the budget. She also reported on the Discretionary Program and stated that FEC is currently working on getting a no-cost extension from the federal government for one more year from one of its major funding sources; which is the Tech Hire grant, which is at 88% of the budget for the reporting period. She further mentioned that the state has extended all of the WIOA 15% projects that were scheduled to end in June to December 31, 2020 and that due to the COVID-19 crisis FEC's activities in the third and fourth quarter are very limited. The Youth Discretionary Program is mainly for work experience activities and there were no activities in the last quarter.

In addition, Ms. Kidane reported that FEC is at 77% of its Operation budget and there was one major expenditure in the Capital Outlay that was not anticipated until the crisis hit. There was no budget for any major capital purchases, but due to the COVID-19 crisis FEC had to purchase laptops and other hardware to quickly switch and adapt to the new environment. The state as well as the Federal OMB did issue a guideline that allows flexibility in the budget to not more than 10% of the budget for the purchase of supplies to meet the current emergency. Ms. Kidane further reported that any excess in some line items will be offset by the travel budget, which is not being used. The Program Training budget of \$7.1 million is at 41% of expenditure. Ms. Kidane noted that \$1.2 million of this budget is tied to the automotive

budget of the Franklin Apprenticeship Grant; which has no activities, and did contribute to the low rate of expenditure.

#### **BUDGET FY 2020-2021**

Ms. Kidane gave an overview of the Budget FY 2020-2021 report. She reported that for KCV the project revenue for the new fiscal year will be about \$10 million, which 51% will come from Discretionary grants. There is also more funding allocated to Youth at \$1.8 million, followed by Adult \$1.7 million, and Dislocated Workers \$1.11 million. This allocation is based on numbers that were before COVID-19 when the unemployment rate was very low. That is why the DLW program has the lowest allocation. She referred to the bar chart on pg. 12 of the report that compared 2020 to the 2021 budget from \$13.6 million to \$10 million. She reported there is decline in both the Adult and Youth Programs and a slight increase in DLW Programs; and a big decline in Discretionary Programs. She further shared that some of the programs don't have an actual contract; so FEC had to use estimated numbers and the numbers will be revised when actual numbers are obtained.

#### **PROPOSED EXPENDITURE BUDGET**

She explained that the proposed expenditure budget is based on the nature of the actual programs and budgets that FEC has for the current fiscal year. The current FEC Operation budget will be \$6.1 million as compared to \$6.5 million; a net reduction of 7%. Most of the reduction will come from Personnel Cost Adjustment and Travel Cost and FEC anticipates less travel in this coming fiscal year. On the flip side, FEC will invest in its IT infrastructure i.e. Server and Phone system. The current system is over fifteen years old and FEC will need to make sure we have infrastructure that supports it. She announced that FEC had awarded its Internet and Private Area Network Service to a new company, UPN. This move will increase FEC's internet network bandwidth from 50 gigabytes to 500 gigabytes; with a saving cost from \$10,000 to \$5,000 per month.

#### **ANNUAL STATE MONITORING**

Ms. Kidane reported that the state had assigned the WIPFLI CPA firm to perform FEC's annual monitoring. The monitoring was done remotely and was very comprehensive and there were no compliance findings or concerns. The monitors reported on two areas of opportunities, which are to publish the board reports monthly and to revise the Record Retention Policy to include the state prior approval.

A motion was made, seconded and the Financial Report was approved as presented.

#### **PRESIDENT'S REPORT**

Mr. McQueen reviewed the Full Employment Council's Reopening Safety Plan. He stated that FEC's reopening date is scheduled for July 20, 2020 and prior to reopening the state of Missouri will provide an inspection. He further stated that FEC had received 10,000 mask from BCBS and the Global Engineering Firm. He shared that the FEC staff will be required to wear a mask and clients will be offered a mask, if they do not have one. The staff will be on a rotating shift schedule and the building will be sanitized after each shift. He further stated that the biggest difference is that FEC will use an appointment-based model system.

Mr. Webster inquired about the que system for clients to enter the building. Mr. McQueen replied that the FEC Security Officer will be responsible for clients entering the building for appointments. He further stated that FEC is working with KCATA regarding an Employment & Training Initiative.

Mr. Fields inquired about the COVID-19 monitoring system for the staff returning to work. Mr. McQueen replied that FEC is providing the work from home extension option for individuals that have any symptoms and for any staff that provides a doctors excuse regarding high risk health conditions or family-related issues.

Mr. McQueen discussed the FEC Reopening Safety Plan and the AAA Operations Sustainability Plan for PY 2020. He reported that the plans have been filed with the State of Missouri. He referred to the Return Strong Plan and the Safety Response Plan from the State of Missouri; and that FEC's plans are an add-on to the state's plans. He also asked the Budget & Oversight Committee members to send their input/insight to him and Tirhas Kidane.

A motion was made, seconded and the President's Report was approved as presented.

**ADJOURNMENT**

There being no further business, the meeting adjourned at 1:07 pm.

KANSAS CITY & VICINITY AREA

# Workforce *development* Board

**BUDGET AND OVERSIGHT COMMITTEE MEETING**

**WEDNESDAY, July 8, 2020**

**12:00 - 1:30 pm**

**Location|: Zoom Meeting**

## **AGENDA**

- I. CALL TO ORDER**  
Robert Hughes, Jr., Chairperson
- II. APPROVAL OF MINUTES | April 7, 2020** Tab 1
- III. FINANCIAL REPORT** *(for the period ending May 31, 2020)* Tab 2  
**Budget Presentation FY2020/2021 –Approval of Budget**  
**Annual State Monitoring Report , WIPFLI, CPA**  
Tirhas Kidane, FEC, Vice President /CFO
- IV. PRESIDENT’S REPORT** Tab 3  
Clyde McQueen, FEC, President /CEO
- FEC’s Reopening Safety Plan
  - FEC’s AAA Operations Sustainability Plan Modified for PY 2021
  - COVID-19 Update (for Informational Purposes Only)
    - State of Missouri Return Strong Plan
    - State Safety Response Plan
- V. ADJOURNMENT**

**1740 Paseo Kansas City, MO 64108 (816) 471-2330**

*Serving the City of Kansas City, MO and the counties of Cass, Clay, Platte and Ray*

# MINUTES

**MINUTES**  
**Kansas City & Vicinity Workforce Development Board**  
**Budget & Oversight Committee Meeting**  
April 7, 2020  
Zoom Meeting

**MEMBERS PRESENT**

Robert Hughes, Jr.  
Clyde McQueen  
Ajamu Webster  
George Satterlee  
Spencer Fields

**FEC STAFF PRESENT**

Shelley Penn  
Tirhas Kidane  
Andrea Robins  
LaCherl Rainey  
Sandi Lemka  
Rohina Behrmann  
James Bryant  
April Law

---

**CALL TO ORDER**

Robert Hughes, Chairperson of the Kansas City & Vicinity Area Budget & Oversight Committee called the meeting to order.

**APPROVAL OF MINUTES**

Mr. Hughes motioned for approval of the minutes for the September 11, 2019 meeting and the minutes were unanimously approved as written.

**FINANCIAL AUDIT PRESENTATION**

Tirhas Kidane introduced the auditors, Chester Moyer and Paul Rodriguez with Rubin Brown, LLC. Mr. Moyer reported on the accounting changes and stated that the work product was received in a timely manner. Mr. Rodriguez shared that he had been a part of the FEC audit team for six years and that is has been a good working relationship. He further reported on audit as of June 30, 2019 and on the primary responsibilities of the audit and he also gave an overview of the new accounting status; the lease status, and the increase in access and liabilities. He further stated that there were no difficulties in completing the audit.

Spencer Fields inquired about the adjustment entry and Mr. Rodriguez replied that the adjustment entry is related to pre-paid rent; which will not be adjusted.

Mr. McQueen added that FEC's Fiscal Department has been re-organized and the new staff protocols will be forthcoming.

A motion was made, seconded and the Financial Audit report was approved as presented.

**FINANCIAL REPORT**

Ms. Kidane presented the Financial Report for the period ending in February 29, 2020. She reported that the Adult Programs expenditures are at 70%, the Youth Programs expenditures are at 80 % and that there will be new funding available in April 2020. The DLW Program budget is \$529,152 which will be used for the new UI clients. The TechHire Program is scheduled to end in June 2020; but a no cost extension is

possible. She explained that the staff are working remotely contacting individuals to inform them of the resources that FEC has available and she stated that the last quarter activities will be impacted by the Covid-19 issue and there will be other programs on hold. Ms. Kidane also reviewed the FISCAL department's core operation process.

Mr. McQueen shared that FEC used the FEC building for collateral for the line of credit extension. Mr. Hughes inquired about under what circumstances would FEC need to use the line of credit. Mr. McQueen explained that the primary issue is that if funding is not dispersed in a timely manner FEC may be a need to use the line of credit to pay staff, vendors, etc. He further shared that some FEC staff are currently using laptops and cellphones, in order for to work from home and the staff that are on the office rotation schedule and they are provided mask , gloves, and they are using the social distancing rule. In addition, FEC has a call center which has received up to three hundred calls per day regarding work related and UI questions and he shared that only on-line classes are available.

Ms. Kidane further reported on the Worker's Compensation Insurance dispute/increase and the audit reversal to receive the credit. She also reported that the annual state FISCAL monitoring outsourced to WIPFLICPA has been changed to a remote review.

Mr. Hughes inquired about the reason for the increase and Mr. Webster inquired about the time frame for the refund. Ms. Kidane replied that this is an error on the vendor's side that put FEC in the high risk category; the increase will be reversed, and that it will affect the budget if the funds are not reversed in a timely manner. She further stated that a follow-up call is scheduled for this week.

Mr. Fields inquired about why FEC was in the high risk status. Mr. McQueen replied that there were several new codes used in error by the vendor that triggered the high risk entity status for FEC.

A motion was made, seconded and the Financial Report was approved as presented.

**PRESIDENT'S REPORT**  
**NEW FUNDING**

Mr. Mr. McQueen reported that the KCV and EJAC Workforce Development Boards Job League Program will increase from \$404,407.00 to \$524.457.00 and he also gave a brief update on the HPOG Program. He stated that FEC had received an extension for the HPOG Program for \$1.2 million.

**ADJOURNMENT**

There being no further business, the meeting adjourned at 1:20 pm.

# **FINANCIAL REPORT**

**For the Period Ending  
May 31, 2020**

## Kansas City & Vicinity Workforce Development Region

FY: July 1, 2019 - June 30, 2020

As of May 31, 2020

	Contract Period	Budget	Expenditures	%	Balance
<b><u>FORMULA FUNDS</u></b>					
<b><u>Adult Programs</u></b>					
Program	7/1/2019 - 6/30/2020	1,778,335	1,700,458	96%	77,877
Dislocated Workers Program (DLW)	7/1/2019 - 6/30/2020	1,053,377	930,400	88%	122,977
<i>Subtotal Adult Programs</i>		<b>\$ 2,831,712</b>	<b>\$ 2,630,858</b>	<b>93%</b>	<b>200,854</b>
<b><u>Youth Programs</u></b>					
WIOA Youth PY 19/20	4/1/2019 - 6/30/2020	1,899,625	1,808,407	95%	91,218
<i>Subtotal Youth Programs</i>		<b>\$ 1,899,625</b>	<b>\$ 1,808,407</b>	<b>95%</b>	<b>\$ 91,218</b>
<i>Subtotal Formula Programs</i>		<b>\$ 4,731,337</b>	<b>\$ 4,439,265</b>	<b>94%</b>	<b>\$ 292,072</b>

## **DISCRETIONARY FUNDS**

### **Adult Programs**

Tech Hire Initiative	7/1/2016 - 6/30/2020	4,250,000	3,733,776	88%	516,224
EPA -Browns Field	10/1/2018 - 9/30/2020	200,000	111,452	56%	88,548
DSS-Health Professions Opportunity	9/30/2015 - 9/30/2020	5,134,185	4,442,155	87%	692,030
America's Promise Grant	1/1/2017 - 6/30/2020	1,380,000	1,216,961	88%	163,039
* Missouri Work Assistance-FY19-	10/1/2018 - 9/30/2019	1,271,640	760,205	60%	511,435
Missouri Work Assistance- FY20	10/1/2019 - 9/30/2020	1,357,312	735,874	54%	621,438
Dislocated ITA	7/1/2019 - 12/31/2020	75,000	-	0%	75,000
Equal Employment Opportunities	7/1/2019 - 12/31/2020	25,000	22,604	90%	2,396
HUD-Choice Grant	10/1/2018 - 9/30/2020	68,000	56,423	83%	11,577
* Sanctuary Workshop PY18	10/1/2018 - 12/31/2019	89,315	73,570	82%	15,745
Sanctuary Workshop PY19	7/1/2019 - 12/31/2020	110,000	20,516	19%	89,484
* Urban League Pre-Apprenticeship PY18	10/2/2018 - 12/31/2019	144,312	115,347	80%	28,965
Urban League Pre-Apprenticeship PY19	7/1/2019 - 12/31/2020	220,000	7,684	3%	212,316
* Suite For Hire	3/31/2019 - 12/31/2019	88,259	53,940	61%	34,320
* BTC Building Brighter Futures	3/31/2019 - 12/31/2019	88,259	18,762	21%	69,497
* Pay For Performance Automotive	3/1/2019 - 2/29/2019	126,000	6,510	5%	119,490
* Automotive -Apprentishp DLW	3/1/2019 - 2/29/2019	1,320,000	23,549	2%	1,296,451
* DHEWD Skill UP - Closed	7/2/2018 - 9/30/2019	225,309	150,725	67%	74,584
Show Me Hero -KCV	12/1/2019 - 12/31/2020	30,000	-	0%	30,000
DSS-Skillup - KCV Region	12/1/2019 - 9/30/2020	434,558	238,233	55%	196,324
KCATA -Transportation	9/1/2019 - 8/31/2020	160,000	72,496	45%	87,504
KCMO -First Source	5/1/2019 - 4/30/2020	22,000	22,000	100%	(0)
KCMO- Jobs for Neighborhood	8/1/2019 - 7/31/2020	300,000	243,833	81%	56,167
<i>Subtotal Adult Programs</i>		<b>\$ 17,119,149</b>	<b>\$ 12,126,615</b>	<b>71%</b>	<b>\$ 4,992,534</b>

## Kansas City & Vicinity Workforce Development Region

FY: July 1, 2019 - June 30, 2020

As of May 31, 2020

	Contract Period	Budget	Expenditures	%	Balance
<b><u>Youth Programs</u></b>					
* TANF Youth Summer Job League	7/1/2019 - 9/30/2019	319,488	193,952	61%	125,536
* Jackson County Youth Combat	5/1/2019 - 12/31/2019	15,000	14,548	97%	452
DSS-Job League - KCV	12/1/2019 - 6/30/2020	286,688	87,165	30%	199,522
Private Contribution (Other)	7/2/2019 - 6/30/2020	25,000	7,233	29%	17,767
<i>Subtotal Youth Discretionary Programs</i>		<b>\$ 646,176</b>	<b>\$ 302,898</b>	<b>47%</b>	<b>\$ 343,278</b>
<b><u>Other</u></b>					
One Stop Cost Sharing/METP	7/2/2019 - 6/30/2020	250,000	186,452	75%	63,548
<i>Subtotal Youth Discretionary Programs</i>		<b>\$ 250,000</b>	<b>\$ 186,452</b>	<b>75%</b>	<b>\$ 63,548</b>
<i>Subtotal Discretionary Programs</i>		<b>\$ 18,015,324</b>	<b>\$ 12,615,965</b>	<b>70%</b>	<b>\$ 5,399,359</b>
<b>Total - KCV Funds</b>		<b>\$ 22,746,661</b>	<b>\$ 17,055,230</b>	<b>75%</b>	<b>\$ 5,691,431</b>

## Kansas City and Vicinity Workforce Development Region EXPENDITURE REPORT

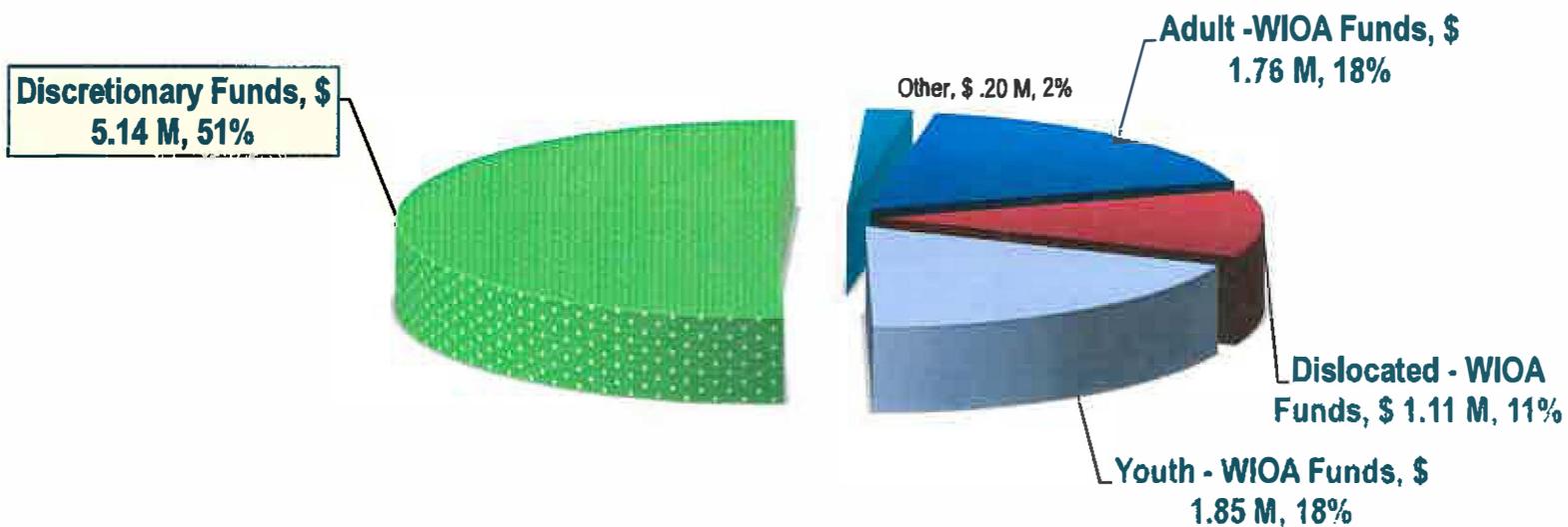
For the Period July 1, 2019 - May 30, 2020

	Revised BUDGET FY- 2020	EXPENDITURE Dec. 1, - May 31	Y-T-D EXPENDITURE	% OF BUDGET EXPENDED
<b><u>Staff Cost</u></b>				
Salaries	\$ 3,602,039	1,308,681	2,731,776	76%
Fringe Benefits	1,204,487	496,853	860,905	71%
<b>SUB-TOTAL</b>	<b>\$ 4,806,527</b>	<b>\$ 1,805,535</b>	<b>\$ 3,592,682</b>	<b>75%</b>
<b><u>Facility</u></b>				
Building Rental & Maintenance	624,720	182,694	430,419	69%
Security Services	106,497	60,527	109,460	103%
Capital Outlay-	2,500	42,371	43,227	1729%
Equip. Maintenance/Lease	62,500	25,144	42,630	68%
Moving Expenses	15,000	351	10,151	68%
<b>SUB-TOTAL</b>	<b>\$ 811,217</b>	<b>\$ 311,086</b>	<b>\$ 635,886</b>	<b>78%</b>
<b><u>Supplies/Community Outreach</u></b>				
Postage/Printing	30,521	14,696	30,433	100%
Supplies	81,375	37,163	74,310	91%
Telephone	122,525	76,069	125,232	102%
Advertising	24,500	12,163	14,120	58%
Membership/Publication	47,500	21,635	44,688	94%
Community Outreach/PR	24,500	16,365	35,423	145%
<b>SUB-TOTAL</b>	<b>\$ 330,921</b>	<b>\$ 178,090</b>	<b>\$ 324,205</b>	<b>98%</b>
<b><u>Travel/Training &amp; Development</u></b>				
Travel - Local	56,450	18,600	38,954	69%
Travel - Out of Town	47,500	10,480	24,807	52%
Staff Training	26,161	5,491	9,526	36%
<b>SUB-TOTAL</b>	<b>\$ 130,111</b>	<b>\$ 34,571</b>	<b>\$ 73,287</b>	<b>56%</b>
<b><u>Professional Services</u></b>				
Attorney	75,000	87,523	100,505	134%
Professional Services	17,500	1,400	13,900	79%
Board Support Services/Monitoring	54,000	-	-	0%
Payroll Services	35,000	12,919	30,236	86%
Audit	35,500	40,191	42,457	120%
M I S/Technology	161,116	83,662	165,038	102%
<b>SUB-TOTAL</b>	<b>\$ 378,116</b>	<b>\$ 225,695</b>	<b>\$ 352,136</b>	<b>93%</b>
<b><u>Other</u></b>				
Insurance	86,000	19,036	71,208	83%
Meeting/Miscellaneous	20,000	5,712	14,575	73%
<b>SUB-TOTAL</b>	<b>\$ 106,000</b>	<b>\$ 24,749</b>	<b>\$ 85,784</b>	
<b>TOTAL FEC OPERATIONS</b>	<b>\$ 6,562,892</b>	<b>\$ 2,579,726</b>	<b>\$ 5,063,980</b>	<b>77%</b>

	<b>Revised BUDGET FY- 2020</b>	<b>EXPENDITURE Dec. 1, - May 31</b>	<b>Y-T-D EXPENDITURE</b>	<b>% OF BUDGET EXPENDED</b>
<b><u>PROGRAM PAYMENTS- Training Suppliers &amp; Trainees'</u></b>				
Participants Payments	1,914,838	291,763	767,498	40%
Training Service Payments	5,056,205	1,186,216	2,111,427	42%
Transportation Payments	179,650	19,714	35,810	20%
<b>SUB-TOTAL</b>	<b>\$ 7,150,693</b>	<b>\$ 1,497,693</b>	<b>\$ 2,914,735</b>	<b>41%</b>
<b>G. Total</b>	<b>\$ 13,713,584</b>	<b>\$ 4,077,419</b>	<b>\$ 7,978,715</b>	<b>58%</b>

**BUDGET FY 2020/21**  
**July 1, 2020 – June 30, 2021**

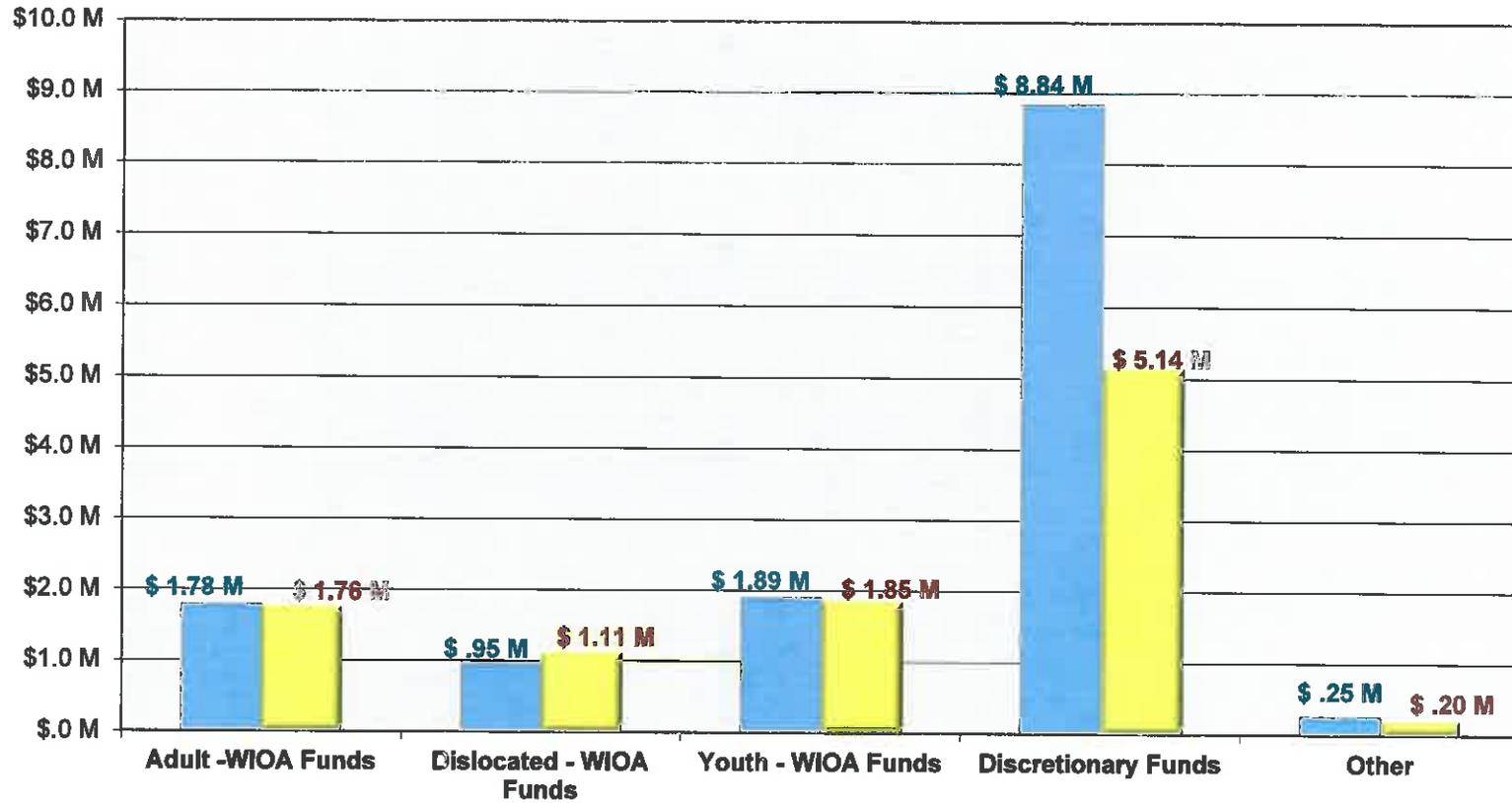
## KCV Workforce Development Region Revenue Allocation FY2021



FY 2020/2021 Total Revenue \$10 M

# Kansas City and Vicinity Workforce Development Region

Two Year Revenue Analysis FY 2020/2021



2020 \$13.6 M  
2021 \$10.0 M.

**Kansas City and Vicinity Workforce Investment Region**  
**Revenue Budget analysis**  
*July 1, 2020 - June 30, 2021*

	<b>BUDGET 2019/2020</b>	<b>BUDGET 2020/2021</b>	<b>Variance</b>	
<b><u>ADULT PROGRAM</u></b>				
<b><u>Formula Funds</u></b>				
Economically Disadvantaged Adult Pro	\$ 1,778,335	\$ 1,755,248	\$ (23,087)	-1%
Dislocated Workers Program	951,344	1,113,576	162,232	17%
<i>Subtotal</i>	<b>2,729,679</b>	<b>2,868,824</b>	<b>139,145</b>	<b>5%</b>
<b><u>Discretionary Grants</u></b>				
** Tech- Hire Initiative <i>(\$5 million for 4 year.</i>	\$ 1,911,282	\$ 567,000	\$(1,344,282)	-70%
* DSS-Health Professions Opportunity	1,036,837	1,089,054	52,217	5%
America's Promise Grant	303,936	175,000	(128,936)	-42%
Browns Field - EPA Phase 1	100,000	75,000	(25,000)	-25%
* Browns Field - EPA Phase 2	0	200,000	200,000	New
Missouri Work Assistance	1,271,640	1,357,312	85,672	7%
HUD-Choice Grant	68,000	68,000	-	0%
Equal Employment Opportunities Supp	25,000	25,000	-	0%
Dislocated ITA Pool	75,000	75,000	-	0%
Return Strong DLW	100,000	-	(100,000)	-100%
Sanctuary Workshop <i>Construction Training</i>	199,315	199,315	-	0%
Urban League <i>Construction Training Airpor</i>	364,312	364,312	-	0%
DWD -Suits for Hire	88,259	-	(88,259)	-100%
DWD Building Brighter future	88,259	-	(88,259)	New
SKILLUP Program	225,309	-	(225,309)	-100%
* MO -43 Disaster Recovery Program	0	210,182	210,182	New
Emergency Humanitrain Grant	0	120,314	120,314	New
DSS - SkillUP Program	378,558	75,000	(303,558)	-80%
Show Me Hero	30,000	-	(30,000)	-100%
* Tech-Quest	-	30,000	30,000	New
AutoMotive Apprentiship	1,320,000	-	(1,320,000)	-100%
AutoMotive Apprentishi, PayPerformar	126,000	-	(126,000)	New
KCATA - Transportation	160,000	160,000	-	0%
KCMO First Source	22,000	22,000	-	0%
KCMO Jobs for Neighborhood	300,000	300,000	-	0%
<i>Subtotal</i>	<b>8,193,707</b>	<b>5,112,489</b>	<b>(3,081,219)</b>	<b>-38%</b>
<i>Subtotal Adult Programs</i>	<b>10,923,386</b>	<b>7,981,313</b>	<b>(2,942,074)</b>	<b>-27%</b>

	<b>BUDGET 2019/2020</b>	<b>BUDGET 2020/2021</b>	<b>Variance</b>	
<b><u>YOUTH PROGRAMS</u></b>				
<b><u>Formula Funds</u></b>				
WIOA Youth	1,894,022	1,847,367	\$ (46,655)	-2%
<i>Subtotal</i>	<b>1,894,022</b>	<b>1,847,367</b>	<b>(46,655)</b>	<b>-2%</b>
<b><u>Discretionary Grants</u></b>				
TANF Youth Summer Job League	\$ 319,488	\$ -	\$ (319,488)	-100%
Combat- Prevention	15,000	-	(15,000)	-100%
DSS-Job League - KCV	286,688	-	(286,688)	-100%
Other Private Fund	25,000	25,000	-	0%
<i>Subtotal</i>	<b>646,176</b>	<b>25,000</b>	<b>(621,176)</b>	<b>-96%</b>
<i>Subtotal Youth Programs</i>	<b>2,540,198</b>	<b>1,872,367</b>	<b>(667,831)</b>	<b>-26%</b>
<b><u>OTHER PROGRAMS</u></b>				
One Stop Cost Sharing	\$ 250,000	\$ 200,000	\$ (50,000)	-20%
<i>Subtotal Other Programs</i>	<b>250,000</b>	<b>200,000</b>	<b>(50,000)</b>	<b>-20%</b>
<b><i>Total Funds -Kansas City and Vicinity</i></b>	<b>13,713,584</b>	<b>10,053,680</b>	<b>(3,659,905)</b>	<b>-27%</b>

**Kansas City and Vicinity Workforce Development Region**  
**Proposed Expenditure Budget**  
**For Fiscal Year 2020/2021**

	FY- 2020			FY- 2021		Variance	
	BUDGET	Projected YTD - Actual June 30, 2020	%age of budget	BUDGET	Budget 2021/20	%age	
<b>Staff Cost</b>							
Salaries & Wages	\$ 3,602,039	\$ 3,004,954	83%	\$ 3,133,774	(468,265)	-13%	
Fringe Benefits	1,204,487	\$ 946,996	79%	\$ 1,156,308	(48,179)	-4%	
	<b>4,806,527</b>	<b>3,592,682</b>	75%	<b>4,290,082</b>	<b>(516,445)</b>	-11%	
<b>Facility</b>							
Building Rent	\$ 374,720	\$ 295,000	79%	\$ 329,772	(44,948)	-12%	
Building Maintenance	150,000	\$ 135,000	90%	\$ 175,000	25,000	17%	
Utilities	100,000	\$ 92,500	93%	\$ 95,000	(5,000)	-5%	
Security Services	106,497	\$ 105,000	99%	\$ 113,440	6,943	7%	
Capital Outlay	2,500	\$ 47,550	1902%	\$ 72,500	70,000	2800%	
Equip. Rental/Maintenance	62,500	\$ 46,893	75%	\$ 58,036	(4,464)	-7%	
Moving Expenses	15,000	\$ 11,166	74%	\$ 15,000	-	0%	
	<b>811,217</b>	<b>733,108</b>	90%	<b>858,748</b>	<b>47,531</b>	6%	
<b>Supplies</b>							
Postage/Printing	30,521	\$ 33,476	110%	\$ 35,000	4,479	15%	
Supplies	81,375	\$ 81,741	100%	\$ 85,000	3,625	4%	
Telephone	122,525	\$ 137,755	112%	\$ 137,800	15,275	12%	
Advertising	24,500	\$ 15,532	63%	\$ 25,000	500	2%	
Membership	47,500	\$ 49,157	103%	\$ 47,325	(175)	0%	
Community Outreach	24,500	\$ 38,965	159%	\$ 33,865	9,365	38%	
	<b>330,921</b>	<b>356,626</b>	108%	<b>363,990</b>	<b>33,069</b>	10%	
<b>Travel &amp; Training</b>							
Travel - Local	56,450	\$ 42,849	76%	\$ 47,010	(9,440)	-17%	
Travel - Out of Town	47,500	\$ 27,288	57%	\$ 27,887	(19,613)	-41%	
Staff Training & Developmen	26,161	\$ 10,478	40%	\$ 16,526	(9,635)	-37%	
	<b>130,111</b>	<b>80,616</b>	62%	<b>91,422</b>	<b>(38,689)</b>	-30%	
<b>Professional</b>							
Attorney	75,000	\$ 110,556	147%	\$ 75,000	-	0%	
Professional Services/Consu	17,500	\$ 15,290	87%	\$ 17,500	-	0%	
Board Support Services/Mon	54,000	\$ -	0%	\$ 54,000	-	0%	
Payroll Services	35,000	\$ 33,260	95%	\$ 35,000	-	0%	
Audit	35,500	\$ 46,703	132%	\$ 44,676	9,176	26%	
M I S/Technology	161,116	\$ 181,542	113%	\$ 161,395	279	0%	
	<b>378,116</b>	<b>387,350</b>	102%	<b>387,571</b>	<b>9,455</b>	3%	
<b>Other</b>							
Insurance	86,000	\$ 78,329	91%	\$ 92,551	6,551	8%	
Meeting/ Miscellaneous	20,000	\$ 16,033	80%	\$ 16,000	(4,000)	-20%	
	<b>106,000</b>	<b>94,362</b>	89%	<b>108,551</b>	<b>2,551</b>	2%	
<b>TOTAL FEC OPERATIONS</b>	<b>\$ 6,562,892</b>	<b>\$ 5,244,743</b>	<b>80%</b>	<b>\$ 6,100,363</b>	<b>\$ (462,529)</b>	<b>-7%</b>	

	FY- 2020			FY- 2021			Variance	
	BUDGET	Projected YTD - Actual June 30, 2020	%age of budget	BUDGET	Budget 2021/20		%age	
<b>PROGRAM PAYMENTS-</b>								
<u>Training Suppliers &amp; Trainees' Pmts</u>								
Participant Payments	1,914,838	\$ 844,248	44%	\$ 1,316,966	(597,871)		-31%	
Training Service Provider Pa	5,056,205	\$ 2,322,569	46%	\$ 2,458,170	(2,598,035)		-51%	
Transportation Payments	179,650	\$ 39,391	22%	\$ 178,180	(1,470)		-1%	
<b>SUB-TOTAL</b>	<b>7,150,693</b>	<b>3,206,209</b>	45%	<b>3,953,316</b>	<b>(3,197,376)</b>		<b>-45%</b>	
<b>GRAND TOTAL</b>	<b>\$ 13,713,584</b>	<b>\$ 8,450,952</b>	62%	<b>\$ 10,053,679</b>	<b>\$ (3,659,905)</b>		<b>-27%</b>	

# **State Annual Monitoring Report**

**For the Period of  
April 1, 2019 thru March 31, 2020**

**WIPFLI, CPA LLP**

# FINANCIAL MONITORING REPORT

(FY 2020)



**FINANCIAL MONITORING CONDUCTED BY:**

**Wipfli LLP**

**FOR:**

**Kansas City and Vicinity Workforce Investment Board  
1740 Paseo, Ste. D  
Kansas City, MO 64108**

**Date of Report: June 10, 2020**

**WIPFLI**



2501 West Beltline Highway  
Suite 401  
Madison, WI 53713

608.274.1980  
wipfli.com

June 10, 2020

The Honorable Quinton Lucas  
Mayor of Kansas City  
29th Floor, City Hall  
414 East 12th  
Kansas City, Missouri 64106

Ms. Ellen Fairchild  
Vice President, Chief Compliance Officer  
Kansas City Power & Light Co  
1200 Main St., 31st Flr  
Kansas City, Missouri 64109

Dear Honorable Lucas and Ms. Fairchild,

Wipfli LLP (Wipfli) has conducted a fiscal monitoring review of the Kansas City and Vicinity Area Workforce Investment Board (KCV) financial operations during the months of May and June 2020, on behalf of the Missouri Office of Workforce Development (OWD). In fulfillment of the requirements set out in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule (Uniform Guidance or 2 CFR Part 200), the Workforce Innovation and Opportunity Act (WIOA or Public Law 113-128), and other applicable federal and state regulations.

The aforementioned regulations, among other requirements, mandate the monitoring of activities under federal awards. The scope of the financial monitoring review was designed to ascertain the degree of compliance with the referenced regulations to ensure accountability and integrity of OWD administered federal programs; and to provide reasonable assurance that grant funds are spent in a manner that is reflective of its appropriate intent.

The attached report serves as official notification of the conclusions of the review. For the areas reviewed, no compliance findings and no areas of concern were identified. In addition, during the monitoring, Wipfli identified opportunities to strengthen internal controls and operating efficiencies. These opportunities are summarized in a separate section of the report.

Should you have any questions, please feel free to contact Tracey Brown at (573) 526-8222 or Denes Tobie at (608) 270-2929.

Sincerely,

A handwritten signature in black ink that reads "Wipfli LLP".

Wipfli LLP

## Table of Contents

<b>I.</b>	<b>Executive Summary .....</b>	<b>1</b>
<b>II.</b>	<b>Scope of the Financial Monitoring .....</b>	<b>2</b>
<b>III.</b>	<b>Results of Financial Monitoring Review .....</b>	<b>4</b>
	Compliance Findings.....	4
	Areas of Concern .....	4
	Opportunities.....	4
	Prior Year Corrective Action Status .....	5
<b>IV.</b>	<b>APPENDIX .....</b>	<b>A</b>

## I. Executive Summary

The Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) section 2 CFR 200.328, requires the monitoring of activities under Federal awards to assure compliance with applicable Federal requirements. Workforce Innovation and Opportunity Act (WIOA) Section 184 (a)(4), also mandates the monitoring of each local area within the State to ensure compliance with the Uniform Administrative Requirements.

Wipfli conducted a financial monitoring of the Kansas City and Vicinity Area Workforce Investment Board (KCV) financial operations for the period April 1, 2019 through March 31, 2020, in fulfillment of the requirements of the Uniform Guidance, WIOA, and other applicable Federal and State regulations. Wipfli completed the monitoring remotely in response to the COVID-19 pandemic and commenced the monitoring process with a virtual entrance conference to discuss the scope of the review with KCV personnel. Wipfli concluded the remote monitoring with an exit conference to relay the preliminary results of the review.

Financial monitoring is not an audit and due to the limited scope of the monitoring, may not disclose all system weaknesses. The results presented in this report are based on the areas tested by Wipfli. The United States Department of Labor, the Missouri State Auditor's Office or any other applicable federal or state body may conduct reviews and have different conclusions, opinions and/or results.

In summary, this report contains no compliance findings and no areas of concern.

### Subrecipient Information

Subrecipient	Kansas City and Vicinity Workforce Investment Board
Subrecipient Mailing Address	1740 Paseo Ste D Kansas City, Missouri 64108
Subrecipient Location Address (If Different From Mailing Address)	Same as Mailing Address
Subrecipient Primary Fiscal Contact Person	Ms. Tirhas Kidane
Telephone	(816) 691-2249
Fax	(816) 471-3828
E-Mail	tkidane@fecke.org

Kansas City and Vicinity Area Workforce Investment Board, Inc.

## II. Scope of the Financial Monitoring

The scope of OWD’s financial monitoring included the following:

Date of exit conference	June 10, 2020
Sites visited	Due to the pandemic effects of the coronavirus (COVID-19) and government stay-at-home (shelter-in-place) directives, the financial monitoring was completed remotely.
Financial monitoring staff members who conducted the review	Financial monitoring was completed by Wipfli LLP, a contractor for OWD.
Names and titles of those in attendance at the exit conference	Clyde McQueen, President/ CEO Tirhas Kidane, VP/Chief Fiscal Officer Andrea Robins, Senior Director
Purpose of the financial monitoring review	To obtain reasonable assurance the subrecipient is in compliance with statutes, regulations, and terms and conditions of the subawards.
Programs reviewed	Programs funded by the Missouri Office of Workforce Development
Time periods for data covered in the review	April 1, 2019 – March 31, 2020
Documents reviewed	See Appendix

The purpose of the financial monitoring review is to obtain reasonable assurance the subrecipient is in compliance with statutes, regulations, and terms and conditions of the subawards. Reasonable assurance is the level of confidence or comfort based on professional judgment obtained through interviews, understanding the operations, and testing performed to assess the performance of the subrecipient. The results presented in this report are based on the areas tested by Wipfli.

The scope of the financial monitoring utilized guidelines established in Uniform Guidance, WIOA, OWD, and the U.S. Department of Labor Employment and Training Administration (ETA). The financial content areas and processes monitored include the following, as applicable:

Kansas City and Vicinity Area Workforce Investment Board, Inc.

- **Internal controls**
- **Accounting system and financial reporting**
- **Payment and cash management**
- **Match and leveraged funds**
- **Program income**
- **Allowable costs and cost classification**
- **Audits, monitoring, and resolutions**

**Our financial monitoring review did not cover any areas outside of the defined scope of this monitoring and no significant non-compliance came to our attention.**

### **III. Results of Financial Monitoring Review**

---

OWD rates issues discovered during financial monitoring reviews at two levels of severity: compliance findings and areas of concern, as defined below.

Separately, opportunities are items noted during the financial monitoring where suggestions to strengthen internal controls, improve financial processing efficiencies, or incorporate best practices are made for KCV's consideration.

#### **Compliance Findings**

Compliance findings (findings) are OWD items that disclose areas of significant non-compliance with WIOA, federal regulations, workforce development issuances or guidance, and material weaknesses in internal controls. Findings require written corrective action plans by either accepting OWD's recommendation or proposing and receiving approval for an alternate course of action. Regulatory compliance monitors will provide citations from WIOA, federal regulations, or OWD issuances and procedures to identify specific areas of non-compliance and will explain the corrective measures necessary for resolution. The results of our monitoring disclosed no compliance findings.

#### **Areas of Concern**

Areas of concern (concerns) are OWD items that may or may not be compliance-based but may impede effectiveness and efficiency of providing services to individual and business customers. Concerns are suggestions to management and do not generally require a response unless specifically indicated. Resolved findings and accompanying corrective actions may be included in this category. Concerns, although resolved, may rise to a level of severity that is subject to follow-up during subsequent review. Regulatory compliance monitors may offer suggestions or guidance to assist the entity in making improvements or may make a referral for further technical assistance. The results of our monitoring disclosed no areas of concern.

#### **Opportunities**

In planning and performing our monitoring, we considered KCV's financial internal controls and processes for the purpose of performing monitoring procedures, but not for the purpose of expressing an opinion on the effectiveness of internal controls.

During the monitoring, Wipfli identified opportunities for the entity to consider in strengthening internal controls, improving processing efficiencies, or to incorporate best practices. These opportunities do not require a written corrective action plan.

1. Provide the Board of Directors with monthly reports, instead of or in addition to the current reports, to ensure they are receiving timely financial information. To help ensure board members are able to properly perform their duties, they need timely financial information to monitor financial results to assist in making informed decisions regarding progress toward the entity's goals.
2. To be consistent with the OWD Financial Manual, update the record retention policy to clarify include a provision regarding obtaining approval from OWD prior to the destruction and disposal of records.

### **Prior Year Corrective Action Status**

The prior financial monitoring was conducted in June 2019, with no identified findings and two (2) areas of concern. Communication from OWD in October 2019, communicated resolution of all prior monitoring concerns and related recommendations.

## **IV. APPENDIX**

---

The entity provided specific documentation throughout the monitoring process, as requested. In general, selected documents reviewed during monitoring include the following, in addition to other documents requested to complete testing:

1. Financial reports, such as trial balances and detail general ledgers
2. Reports, such as obligation reports, financial reports, prior year monitoring report
3. Select policies and procedures – financial
4. Select policies and procedures – human resources/ personnel
5. Bank statements and reconciliations
6. Information regarding the entity's cost allocation method
7. Subrecipient agreements and monitoring records
8. Information regarding employee compensation and payroll transactions
9. Procurement records and disbursement transactions

# **OPERATIONS REPORT**

# **TECH HIRE PROGRAM RESULTS**

**PERFORMANCE REPORT  
WEEK ENDING 6/19/20**

**TECH HIRE Year 4  
Updated 6/26/2020**

<b>Where we said we would be , reason for ext. July 1, 2016 - June 30, 2020</b>	<b>GOAL</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
service and/or grant-funded education/training). Figures provided for total participants that receive services and total participants enrolled in Education/Training Activities should not exceed total participants served.	2000	1611	-389
Target Population (75% Type 1: Youth and young adults who are out-of-secondary school, between the ages of 17 and 29, and have barriers to training and employment )	1500	1114	-386
Other population(s) 25% (unemployed, dislocated, underemployed, and incumbent workers, particularly incumbent workers in lower-skill, lower-wage, and front-line jobs in need of upskilling)	500	497	-3
<b>Targets for all Participants</b>	2000	1611	-389
<b>Total Participants Enrolled in Education/Training Activities</b>	1100	893	-207
<b>Total Participants Completing Education/Training Activities</b>	670	593	-77
<b>Total Participants Who Complete Education/Training Activities AND Receive a Degree or Other Credential</b>	670	463	-207
<b>Total Number of Unemployed Participants who Obtain Employment Total number of all unemployed participants who obtain employment. Incumbent Workers should not be included in this outcome</b>	581	702	121
<b>includes incumbent workers that advanced into a new position with their current employer or a new employer following the completion of a training program. Incumbent workers that did not advance into a new position (i.e. retained their existing position or layoff aversion)</b>	100	49	-51

# **VIRTUAL COURSE OFFERINGS**

**ONLINE TRAININGS**  
**REVISED 05/21/2020**

Provider	Training Course	Length of Class	Cohort
<b>Centriq</b>	Agile Scrum and Scrum Master Certification	35 Contact Hours	No
	Certified Ethical Hacking	35 Contact Hours	No
		35 Contact Hours	No
	CISSP Test Certification	35 Contact Hours	No
	Network+	35 Contact Hours	No
	Project Management Professional Security+	35 Contact Hours	No
<b>Concorde</b>	Medical Assistant	32 Weeks	No
	Medical Assistant	32 Weeks	No
	Medical Assistant	32 Weeks	No
	Medical Assistant	32 Weeks	No
	Dental Assistant	32 Weeks	No
	Dental Assistant	32 Weeks	No
	Dental Assistant	32 Weeks	No
	Dental Assistant	32 Weeks	No
	Practical Nursing Full Time	50 Weeks	No
<b>JCCC</b>	Digital Marketing Certificate	70 Contact Hours	No
	Project Management Certificate	70 Contact Hours	No
	Web Design Certificate	91 Contact Hours	No
	Web Development Certificate	168 Contact Hours	No
<b>KC School for Phlebotomy</b>	Clinical Laboratory Assisting		No
<b>University of KS</b>	KU Cybersecurity Boot Camp-Part Time	24 Weeks	No
	KU Full Stack Flex Coding Boot Camp-Part Time	24 Weeks	No
	KU Data Analytics Boot Camp-Part Time	24 Weeks	No
<b>MedCerts</b>	Cyber Security Analyst	5 Weeks	No
	EKG Technician	11 Weeks	No
	Foundational Skills For Manufacturing	160 Contact Hours	No
	Fundamentals of IT	4 Weeks	No
	Healthcare IT Technician	18 Weeks	No
	IT Helpdesk Administrator Program	18 Weeks	No
	IT Security Specialist	12 Weeks	No
	Medical Front Office & Electronic Health Records Specialist	24 Weeks	No
	PC Technician	12 Weeks	No
Professional Coder Program	20 Weeks	No	
<b>MEDS</b>	Certified Nursing Assistant		No
<b>MCC</b>	Computer and User Support	16 Weeks	No
	-- Business Communications	3 Credit Hours	
	--Information Technology Fundamentals	3 Credit Hours	
	CCENT and CCNA Certificate	23 Credit Hours	No
	--Information Technology Fundamentals	3 Credit Hours	
	CCNA and CCNP Certificate	35 Credit Hours	No
	--Information Technology Fundamentals	3 Credit Hours	
	CCNA and Security Certificate	30 Credit Hours	No
	--Information Technology Fundamentals	3 Credit Hours	
	CCNA and Technology Certificate	32 Credit Hours	No
	-- Organizational Behavior <b>OR</b>	3 Credit Hours	
	-- Business Communications	3 Credit Hours	
	--Information Technology Fundamentals	3 Credit Hours	

<b>New Horizons</b>	Cisco Interconnecting Cisco Networking Devices Part 1	40 Contact Hours	No
	Cisco Interconnecting Cisco Networking Devices Part 2	40 Contact Hours	No
	Medical Office Administration	180 Contact Hours	No
	Network Systems Administrator Professional	540 Contact Hours	No
	Project Management Professional	40 Contact Hours	No
	Security IT Associate	180 Contact Hours	No
<b>PRIME DIGITAL Academy</b>	Full Stack Software Engineering	20 Weeks	No
<b>Savvy Technologies</b>	Full Stack Development Apprenticeship	144 Contact Hours	
	Full Stack Development	144 Contact Hours	
<b>SNAPIT Solutions</b>	Foundations of Ruby & Ruby on Rails	9 Weeks	Yes
	Foundations of JavaScript Development Online		
	Foundations of Java Development Online		
	Foundations of Salesforce Administrator	8 Weeks	Yes
	Foundations of Software Testing/Quality Assurance	9 Weeks	
	Foundations of Cybersecurity and Networking	5 Weeks	Yes
	Foundations of Java Development	9 Weeks	Yes
<b>UCM</b>	Administrative Office Assistant with Customer Service and Remote Worker	400 Contact Hours	No
	Customer Service Professional – Call Center with Remote Worker	210 Contact Hours	No
	Medical Office Assistant with ICD-10 and Remote Worker	210 Contact Hours	No
	Object Oriented Software Development Using Java	300 Contact Hours	No
	Professional Medical Coding and Billing	390 Contact Hours	No
	Project Management Professional Development Program	160 Contact Hours	No
	Web Development Using JavaScript with Remote Worker Certificate Program	300 Contact Hours	No
	Web Site Design with Remote Worker	300 Contact Hours	No
<b>UMKC</b>	Web Developer Fundamentals	8 Weeks	Yes
	MEAN Stack	16 Weeks	Yes

# **PRESIDENT'S REPORT**

# PERFORMANCE RANKING UPDATE

# **Kansas City & Vicinity Region Performance Update**

# Quarterly Report Card

## Missouri Public Workforce Development System

### OWD Central Office

Central

East Jackson County

Jefferson Franklin

Kansas City and Vicinity

Northeast

Northwest

Ozark

South Central

Southeast

Southwest

St. Charles County

St. Louis City

St. Louis County

West Central

The Missouri Department of Higher Education and Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services at 711.

## WIOA Performance Indicators

### Title I Adult, Dislocated Worker, and Youth - Percent of WIOA Plan Achieved by Location

	Employment O2 Adult	Employment O2 DW	Employment O2 Youth	Employment O4 Adult	Employment O4 DW	Employment O4 Youth	Credential Adult	Credential DW	Credential Youth
All Location	109.7%	109.3%	107.0%	116.3%	114.8%	110.3%	152.1%	141.9%	77.1%
01-Northwest Region	113.7%	106.8%	86.9%	124.6%	118.0%	125.4%	201.2%	108.2%	101.5%
02-Northeast Region	123.2%	126.4%	119.5%	130.7%	89.0%	119.6%	178.7%	114.1%	105.0%
03-Kansas City & Vicinity	123.6%	115.1%	122.0%	135.9%	131.4%	133.8%	192.2%	140.0%	111.8%
04-West Central Region	107.6%	132.8%	107.2%	123.4%	120.3%	101.1%	123.8%	89.1%	54.4%
06-St. Louis City	103.8%	0.0%	107.7%	111.9%	107.1%	161.1%	192.8%	79.4%	73.0%
07-Southwest Region	112.1%	112.0%	165.0%	114.3%	126.6%	132.3%	143.3%	117.1%	74.1%
08-Ozark Region	96.6%	115.1%	124.6%	107.9%	118.1%	154.5%	192.0%	128.6%	89.6%
09-Central Region	96.5%	104.7%	97.2%	112.4%	112.9%	101.5%	147.6%	126.7%	55.9%
10-South Central Region	113.5%	119.8%	114.4%	117.1%	130.2%	125.4%	165.0%	140.8%	91.7%
11-Southeast Region	113.9%	108.1%	118.3%	118.3%	132.8%	98.9%	154.4%	116.2%	102.1%
12-East Jackson County	117.6%	124.6%	102.4%	121.9%	131.6%	104.2%	134.6%	157.6%	90.9%
13-St. Louis County	111.5%	108.1%	99.8%	108.8%	109.6%	109.8%	150.2%	144.1%	97.5%
14-St. Charles County	118.0%	112.5%	111.9%	100.6%	108.8%	107.3%	111.1%	124.0%	119.1%
15-Jefferson/Franklin Consortium	111.3%	116.9%	122.6%	114.7%	102.0%	130.5%	167.1%	115.7%	93.0%

# REPORT CARD

## Missouri Public Workforce Development System

Date Issued: 5-20-20

Time Period: Qtr 3

Region/Sub-Recipient/Project: Kansas City and Vicinity

<b><u>RISK</u></b>	<i>The probability and severity of a potential bad outcome, consequence, or loss that may result from operational deficiencies, both expected and unexpected.</i>	<b><u>ACTION</u></b>
<b>Concern</b>	<b>Any hazard that may cause harm to operational outcomes if not closely monitored.</b>	<b>Watch List</b>
<b>Threat</b>	<b>Any hazard that has caused harm, or that will cause harm to operational outcomes if not immediately acted upon.</b>	<b>Immediate Action</b>
<b>Crisis</b>	<b>Any hazard that has caused harm, continues to cause harm, and poses direct impact to reputational, legal, strategic, and operational outcomes.</b>	<b>Immediate Intervention</b>
<b>Promising Practice</b>	<b>Any practice that leads to high performance and successful outcomes.</b>	<b>Share and Celebrate</b>

### Top Three Issues:

1. Job Centers not open to the public has impacted program enrollments and service delivery. Immediate Action
2. Not meeting expenditure percentage requirement for Adult. Watch List
3. Required co-enrollments for Trade Act not being completed. Watch List

### Promising Practice(s):

Displayed strong initiative in collaborating with OWD to implement continuous operations.

Responded early and quickly to COVID to ensure safety of staff and set up remote operations.

Proactive in submitting MOU's and Local Plans.

### Overall Status:



**PY19 Kansas City Performance Measures (July 1, 2019 to June 30, 2020)**

PY19 Q2 (July 1, 2019 to March 31, 2020)

**MARCH 2020** (reflecting performance through Quarter 3 for PY19)

Employment Rate Q2	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	83.00%	253	313	80.83%	85.0%
WIOA Dislocated Worker	64.50%	78	99	78.79%	85.0%
WIOA Youth	66.00%	122	148	82.43%	85.0%
Wagner Pomeroy	67.40%	5207	7818	66.86%	85.0%

Employment Rate Q4	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	87.00%	309	385	80.26%	85.0%
WIOA Dislocated Worker	59.50%	61	81	75.31%	85.0%
WIOA Youth	81.00%	130	154	84.42%	85.0%
Wagner Pomeroy	60.20%	5873	8559	68.59%	85.0%

Credential Rate	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	35.00%	86	130	66.15%	66.0%
WIOA Dislocated Worker	19.50%	15	31	48.39%	66.0%
WIOA Youth	55.00%	63	88	67.27%	66.0%

Median Earnings (Q2)	DOL Negotiated Rate	Achieved Outcome	Quarterly Achieved Rate	Annual Earnings	Division Challenge Goals
WIOA Adult	\$4,454.00	253	\$6,182.00	\$24,832.00	\$24,800.00
WIOA Dislocated Worker	\$4,505.00	78	\$9,336.00	\$37,847.52	
Wagner Pomeroy	\$4,150.00	5207	\$3,938.75	\$23,755.00	\$24,800.00

## Kansas City

Grantee Name	Project	Start Date	End Date	Budget	Expenditures	% of Budget Spent	Transfer Budget	Transfer Expense
Kansas City	PY18 Youth	4/1/2018	6/30/2020	\$1,671,805.00	\$1,743,193.91	103.00%	\$0.00	\$0.00
	PY18/FY19 Adult	7/1/2018	6/30/2020	\$1,587,442.00	\$1,587,442.00	100.00%	\$0.00	\$0.00
	PY18/FY19 Dislocated	7/1/2018	6/30/2020	\$858,382.00	\$858,382.00	100.00%	\$0.00	\$0.00
	PY19 Youth	4/1/2019	6/30/2021	\$1,709,662.50	\$1,362,757.31	77.80%	\$0.00	\$0.00
	PY18/FY20 Adult	7/1/2018	6/30/2021	\$1,604,427.00	\$1,445,929.88	85.90%	\$0.00	\$0.00
	PY18/FY20 Dislocated	7/1/2018	6/30/2021	\$858,382.00	\$444,987.46	48.14%	\$0.00	\$0.00

Project	End Date	Program Budget	Program Obligations	Percentage
<b>Kansas City</b>				
PY18 Youth	6/30/2020	\$1,689,126.10	\$1,743,193.91	103.20%
PY18/FY19 Adult	6/30/2020	\$1,587,096.70	\$1,587,096.70	100.00%
PY18/FY19 Dislocated Worker	6/30/2020	\$858,442.40	\$858,442.40	100.00%
PY19 Youth	6/30/2021	\$1,709,662.50	\$1,362,757.31	79.71%
PY18/FY20 Adult	6/30/2021	\$1,604,427.30	\$1,445,929.88	90.12%
PY18/FY20 Dislocated Worker	6/30/2021	\$858,711.80	\$444,987.46	51.94%

KCV	Actual	LWDB Plan	% LWDB Achieved
Skill Gains Youth	51.9%	0.0%	Infinity
num Employment Q2 Adult	253	253	
den Employment Q2 Adult	313	313	
Employment Q2 Adult	80.8%	63.0%	128.3%
num Employment Q4 Adult	309	309	
den Employment Q4 Adult	385	385	
Employment Q4 Adult	80.3%	57.0%	140.8%
num Credential Adult	86	86	
den Credential Adult	130	130	
Credential Adult	66.2%	35.0%	189.0%
num Skill Gains Adult	126	126	
den Skill Gains Adult	253	253	
Skill Gains Adult	49.8%	0.0%	Infinity
num Employment Q2 DW	78	78	
den Employment Q2 DW	99	99	
Employment Q2 DW	78.8%	64.5%	122.2%
num Employment Q4 DW	61	61	
den Employment Q4 DW	81	81	
Employment Q4 DW	75.3%	58.5%	129.7%
num Credential DW	15	15	
den Credential DW	31	31	
Credential DW	48.4%	39.5%	122.5%
num Skill Gains DW	28	28	
den Skill Gains DW	57	57	
Skill Gains DW	49.1%	0.0%	Infinity
num Employment Q2 Youth	122	122	
den Employment Q2 Youth	148	148	
Employment Q2 Youth	82.4%	66.0%	124.9%
num Employment Q4 Youth	130	130	
den Employment Q4 Youth	154	154	
Employment Q4 Youth	84.4%	63.0%	134.0%
num Credential Youth	61	61	
den Credential Youth	98	98	
Credential Youth	62.2%	55.0%	113.2%
num Skill Gains Youth	56	56	
den Skill Gains Youth	108	108	

# **Eastern Jackson County Region Performance Update**

# REPORT CARD

## Missouri Public Workforce Development System

Date Issued: 5-20-20

Time Period: Qtr 3

Region/Sub-Recipient/Project: East Jackson County

<b><u>RISK</u></b>	<i>The probability and severity of a potential bad outcome, consequence, or loss that may result from operational deficiencies, both expected and unexpected.</i>	<b><u>ACTION</u></b>
<b>Concern</b>	<b>Any hazard that may cause harm to operational outcomes if not closely monitored.</b>	<b>Watch List</b>
<b>Threat</b>	<b>Any hazard that has caused harm, or that will cause harm to operational outcomes if not immediately acted upon.</b>	<b>Immediate Action</b>
<b>Crisis</b>	<b>Any hazard that has caused harm, continues to cause harm, and poses direct impact to reputational, legal, strategic, and operational outcomes.</b>	<b>Immediate Intervention</b>
<b>Promising Practice</b>	<b>Any practice that leads to high performance and successful outcomes.</b>	<b>Share and Celebrate</b>

### Top Three Issues:

1. Job Centers not open to the public has impacted program enrollments and service delivery. Immediate Action
2. Required co-enrollments for Trade Act not being completed. Watch List
3. Did not meet PY18 20% Youth work experience requirement and not on track to meet PY19. Immediate Action

### Promising Practice(s):

Responded early and quickly to COVID to ensure safety of staff and set up remote operations.

Displayed strong initiative in collaborating with OWD to implement continuous operations.

Proactive in submitting MOU's and Local Plans.

### Overall Status:



**PY19 East Jackson Performance Measures (July 1, 2019 to June 30, 2020)**

PY19 Q3 (July 1, 2019 to March 31, 2020)

**MARCH 2020** (reflecting performance through Quarter 3 for PY19)

Employment Rate Q2	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	67.00%	80	103	77.87%	85.0%
WIOA Dislocated Worker	69.80%	27	30	60.00%	65.0%
WIOA Youth	87.50%	27	31	72.55%	80.0%
Wagner Peyser	62.40%	1531	1219	68.87%	65.0%

Employment Rate Q4	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	68.50%	124	162	76.54%	80.0%
WIOA Dislocated Worker	66.50%	39	46	84.78%	60.0%
WIOA Youth	70.00%	45	61	73.73%	80.0%
Wagner Peyser	60.00%	1615	2005	78.87%	80.0%

Credential Rate	DOL Negotiated Rate	Achieved Outcome	Completed Program	Achieved Rate	Division Challenge Goals
WIOA Adult	62.00%	54	78	88.71%	65.0%
WIOA Dislocated Worker	56.00%	75	78	69.23%	60.0%
WIOA Youth	70.00%	36	54	66.67%	66.6%

Median Earnings (Q2)	DOL Negotiated Rate	Achieved Outcome	Quarterly Achieved Rate	Annual Earnings	Division Challenge Goals
WIOA Adult	\$4,964.00	80	\$6,486.84	\$21,947.16	\$19,600.00
WIOA Dislocated Worker	\$6,605.00	27	\$14,604.83	\$58,418.12	
Wagner Peyser	\$4,000.00	1831	\$6,444.96	\$25,779.84	\$24,600.00

## East Jackson

Grantee Name	Project	Start Date	End Date	Budget	Expenditures	% of Budget Spent	Transfer Budget	Transfer Expense
East Jackson	PY18 Youth	4/1/2018	6/30/2020	\$630,142.00	\$596,439.84	94.65%	\$0.00	\$0.00
	PY18/FY19 Adult	7/1/2018	6/30/2020	\$181,302.00	\$181,302.00	100.00%	\$0.00	\$0.00
	PY18/FY19 Dislocated	7/1/2018	6/30/2020	\$482,341.00	\$482,341.00	100.00%	\$0.00	\$0.00
	PY19 Youth	4/1/2019	6/30/2021	\$418,828.00	\$267,802.31	63.97%	\$0.00	\$0.00
	PY19/FY20 Adult	7/1/2019	6/30/2021	\$116,357.00	\$102,865.17	88.46%	\$0.00	\$0.00
	PY19/FY20 Dislocated	7/1/2019	6/30/2021	\$467,877.00	\$226,440.08	48.39%	\$0.00	\$0.00

Project	End Date	Program Budget	Program Obligations	Percentage
<b>East Jackson</b>				
PY18 Youth	6/30/2020	\$667,127.80	\$640,345.56	95.99%
PY18/FY19 Adult	6/30/2020	\$535,794.88	\$535,794.88	100.00%
PY18/FY19 Dislocated Worker	6/30/2020	\$432,306.90	\$434,832.49	100.58%
PY19 Youth	6/30/2021	\$468,385.20	\$246,980.73	52.73%
PY19/FY20 Adult	6/30/2021	\$467,781.30	\$319,467.95	68.31%
PY19/FY20 Dislocated Worker	6/30/2021	\$421,179.70	\$210,470.52	49.97%

East Jack	Actual	LWDB Plan	% LWDB Achieved
Skill Gains Youth	56.5%	0.0%	Infinity
num Employment Q2 Adult	80	80	
den Employment Q2 Adult	103	103	
Employment Q2 Adult	77.7%	67.0%	115.9%
num Employment Q4 Adult	124	124	
den Employment Q4 Adult	162	162	
Employment Q4 Adult	76.5%	63.5%	120.5%
num Credential Adult	54	54	
den Credential Adult	78	78	
Credential Adult	69.2%	52.0%	133.1%
num Skill Gains Adult	39	39	
den Skill Gains Adult	74	74	
Skill Gains Adult	52.7%	0.0%	Infinity
num Employment Q2 DW	27	27	
den Employment Q2 DW	30	30	
Employment Q2 DW	90.0%	69.8%	128.9%
num Employment Q4 DW	39	39	
den Employment Q4 DW	46	46	
Employment Q4 DW	84.8%	66.5%	127.5%
num Credential DW	25	25	
den Credential DW	28	28	
Credential DW	89.3%	56.0%	159.4%
num Skill Gains DW	32	32	
den Skill Gains DW	34	34	
Skill Gains DW	94.1%	0.0%	Infinity
num Employment Q2 Youth	37	37	
den Employment Q2 Youth	51	51	
Employment Q2 Youth	72.5%	67.5%	107.3%
num Employment Q4 Youth	45	45	
den Employment Q4 Youth	61	61	
Employment Q4 Youth	73.8%	70.0%	105.4%
num Credential Youth	36	36	
den Credential Youth	54	54	
Credential Youth	66.7%	70.0%	95.2%
num Skill Gains Youth	13	13	
den Skill Gains Youth	23	23	

# Public Workforce System Report Cards

*Information Item*

Dr. Mardy Leathers



State Workforce Development Board

# Report Cards

- Report Cards calculated to each 14 LWDB & the Office of Workforce Development
- Issued Quarterly to:
  - CLEO, LWDB Chair & LWDB Director
  - Missouri Performance Dashboard on website
- Features:
  - Report Card
  - WIOA Performance Dashboard
  - WIOA Expenditures Dashboard

## REPORT CARD

Missouri Public Workforce Development System

Date Issued: \_\_\_\_\_ Time Period: \_\_\_\_\_

Region/Sub-Region/Project: \_\_\_\_\_

<b>RISK</b>	<i>The probability and severity of a potential bad outcome, consequence, or loss that may result from operational deficiencies, both expected and unexpected.</i>	<b>ACTION</b>
Concern	Any hazard that may cause harm to operational outcomes if not closely monitored.	Watch List
Threat	Any hazard that has caused harm, or that will cause harm to operational outcomes if not immediately acted upon.	Immediate Action
Crisis	Any hazard that has caused harm, continues to cause harm, and poses direct impact to reputational, legal, strategic, and operational outcomes.	Immediate Intervention
Promising Practice	Any practice that leads to high performance and successful outcomes.	Share and Celebrate

### Top Three Issues:

1. \_\_\_\_\_ Choose One:

2. \_\_\_\_\_ Choose One:

3. \_\_\_\_\_ Choose One:

### Promising Practice(s):

\_\_\_\_\_

\_\_\_\_\_

### Overall Status:



State Workforce Development Board

# Quarter 3 Report Cards

- Report Cards issued on June 2<sup>nd</sup> to CLEOs
- Seen improvement in most of the regions

## Key:

- Blue-Concern
- Yellow-Threat
- Red-Crisis

Quarterly Report Card
Missouri Public Workforce Development System
OWD Central Office
Central
East Jackson County
Jefferson Franklin
Kansas City and Vicinity
Northeast
Northwest
Ozark
South Central
Southeast
Southwest
St. Charles County
St. Louis City
St. Louis County
West Central



State Workforce Development Board

**What has been the best thing to come from our new way of serving customers and conducting business virtually?**

Central: Not only did we successfully continue to enroll customers into services, but Job Center staff overall responded quickly to mobilize in handling the hundreds of calls for assistance and information from people seeking unemployment insurance. This was a huge win considering the immediate need and that our staff were trained up so quickly. Support and directive from the State was a huge factor in this accomplishment as well.

KCV/EJ: I would say the one thing about working virtually is the fact that employers and job seekers both have embraced the new workforce virtual reality! They both have engaged with the virtual sessions at increasing levels! People are now being hired and trained through virtual sessions offered through the career centers. This will make our services much more accessible to persons who have childcare, transportation, or other scheduling barriers.

Jeff/Frank: Our success has been the extraordinary collaborative effort between the state, local government, local boards, training providers and other partners to meet the unprecedented needs facing our workforce.

Northeast: In the beginning, working remote was a challenge as we were trying to resolve issues of obtaining necessary signatures and documents from participants. The collaboration between TEAM and OWD made it all come together by sharing problems and working as a group to resolve the issues. As a result, we were able to overcome all of the obstacles. Over the past few months, the staff has learned to use technology to work efficiently and effectively. We believe our clients and our staff are now better prepared for the “new normal”. Northeast Region is 16 counties and covers a large geographic area. Our committee meetings and our Board meetings have been very well attended with the virtual meetings. With restricted budgets and time, we will consider holding most of our meetings virtual in the future and we will continue to encourage virtual enrollments for those participants who are not located near a job center.

Northwest: Staff learning new skills; convenience to customers because they can access services on their own time; increased our outreach efforts; thinking outside the box/being creative

Ozark: Just got one center in our region open again taking into consideration safety of staff and customers alike.

St. Charles County: We overcame obstacles to do appointments on the phone (putting required documents on DocuSign, having a drop box located outside)

St. Louis City (SLATE): The best part about doing business virtually has been the continuation of our services to our clients and employers. In a time where people are looking for some type of normalcy, continuing our workforce services have provided that to many of our clients. Many of our clients were scared to look for work and needed lots of case management support.

The quality of the conversations and relationships that we have with each other (staff to staff), as well as those that we have with our clients, partners, and community members have become richer. The care and compassion that we feel towards each other has grown, as we all have been helping each other throughout the pandemic.

We are also able to leverage national resources and technology through our service provider to ensure we are offering a wide range of jobseeker workshops and employer seminars.

We've also taken this time to provide many professional development opportunities to staff (staff, as a whole, have been averaging more than 100 hours of professional development training per week during this time!) and by doing business virtually, a vast majority of our team has been able to stay safe during this time.

St. Louis County: Seeing our Job Center team pivot and offer new virtual services (e.g. virtual workshops, virtual career fairs) that we anticipate using for the long-term to supplement in-person services. We learned that we can adapt and be resilient in a time of crisis, and this was itself a victory.

South Central: WIOA Case Managers are working remotely from their outlying county offices. This has allowed them better access to obtain the paperwork they need from participants who otherwise would have transportation issues.

Southeast: We discovered we were able to work from home if necessary. We became very creative on how to work with participants not face to face. We still felt like we were a team because of conference calls.

Able to assist customers better who have transportation barriers because enrollments are done mainly over the phone or zoom.

Southwest: The situation has forced us to get out of our comfort zone. Instead of talking about becoming innovative with technology, we are actually doing it. OWD policy changes, the expectation of supplemental funding, along with staff's sheer willingness to do what it takes to help people have allowed us to serve job seekers and employers remotely.

West Central: Board members realized that online meetings could be just as productive as in-person meetings which in turn saves on transportation and meal expenses.

Staff embracing new ways to accomplish enrollment activities.

**What has prevented you from thinking this new way of business is (or could be) the best thing since sliced bread?**

Central: The biggest obstacle has been troubleshooting how to get necessary documentation from participants that also meets federal and state requirements by electronic means. In addition, it is more challenging to gauge a person's sincerity and interest over the phone as opposed to in-person.

KCV/EJ: At the beginning of the summer, July 1, 2020 until October 1, 2020, the public workforce system will only be operating on 17% of its operating budget available through USDOL, at a time when unemployment insurance may be ending for some; when persons will learn their jobs will be permanently eliminated; and also when more people may want to take advantage of our virtual services of training, counseling, etc. that the Boards have developed over

the last 8-12 weeks. Conceivably, at a time when people and employers will need us the public workforce system) the most; and have become enthused and motivated by our online services; we will only operate at 17% of their appropriated budget through USDOL! Quite Concerning!!

Jeff/Frank: The last time we faced a crisis approaching this magnitude during the Great Recession there were 50% more job centers in the St. Louis area, and there were approximately double the current staff in each of our centers in Arnold and Washington.

Northeast: Lack of good internet connectivity in our rural areas and lack of updated equipment. Due to the budget cuts the last few years we have not been able to update equipment and software for a good many years. We found out that most of our computers were not upgradeable to Windows 10 in December so we (our local board) are working with our subcontractors to purchase new laptops, portable printers and software that will work more efficiently as we move towards a virtual environment

Northwest: technology and connectivity - customers who are uncomfortable with computers/technology; lack of face-to-face contact with customers; lack of 'virtual' software (and funds to pay for such).

Ozark: funding

St. Charles County: The clients we serve who are most in need do not have computers available to them to take advantage of online training, etc. The fact that funds cannot be used to purchase equipment is a problem.

St. Louis City (SLATE): Challenges that have come from doing business in a manner (remote/online) that is foreign for so many, as well as the challenges with MoJobs in trying to move clients to utilize the online resources, when the skill sets to do so may not have existed or clients did not have the equipment to do so.

State program guidelines during this period of time have been challenging as they weren't initially written to account for doing business virtually.

The camaraderie that we experience from each other while in the office, and the face-to-face interactions with our clients and employers are also missing when we provide work virtually as we miss that community feel of work family and friends.

St. Louis County: The suspension of training programs locally was disruptive and caused some heartburn. We also needed to implement new policies to process and transmit confidential documentation, which we now fortunately have in place. But this was an initial challenge.

South Central: Our rural twelve-county region has a very large area scattered throughout that is an internet and cell phone dead zone. Even those that would like to do things virtually, cannot.

Southeast: Participant not having open access to computers and internet.

Missing the face to face interaction with customers that leads to building better relationships that is helpful in case management.

Southwest: Staff burnout. For a region who receives one of the smallest allocations in the state this is taking a toll on our staff resources. Over the last 14 weeks both WIOA (7) & State (7) staff in the SW Region have been taking UI calls while trying to learn new technology for online processes and maintain their regular case management responsibilities, from 3/20-6/10 staff have assisted with 14,276 calls. The region has purchased software to process online enrollments and virtual meetings with clients, but support is needed in the area of outreach such as additional funding for text/message services that will take pressure off the staff and allow them to work on enrollments.

West Central: HiSet testing for participants who were/are ready but testing can only be done in-person.

Staff and participants in rural areas who still struggle with access to broadband services.

# **JOB CENTERS OF THE FUTURE**

## GUIDING PRINCIPLES

- JCF is designed to reengineer Missouri Public Workforce System by redesigning the service and delivery model of workforce programs.
- JCF will engage in customer journey mapping to best understand the pinch points and success for job seekers and employers.
- JCF will follow Talent for Tomorrow by benchmarking Missouri's Public Workforce System against 13 Midwestern States and establish performance goals to lead our state to the top of the list.
- JCF will provide specific policy and technological recommendations necessary to modernize Missouri's Public Workforce System.
- JCF will provide a marketing and outreach plan by which Missouri's Public Workforce System will no longer be our State's best kept secret.

#MoWorkforce

# State Plan Approval

Yvonne Wright



State Workforce Development Board

**KANSAS CITY & VICINITY  
WORKFORCE DEVELOPMENT BOARD  
FULL EMPLOYMENT COUNCIL, INC.**  
*Managing Entity /Fiscal Agent*

**EXECUTIVE SUMMARY**

To the **KANSAS CITY & VICINITY**  
**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)**  
**4-YEAR PLAN FOR JULY 1, 2020 TO JUNE 30, 2024**



The Full Employment Council is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment via the Missouri Relay Service at 711.

**KANSAS CITY AND VICINITY  
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)  
4-YEAR LOCAL PROGRAM PLAN JULY 1, 2020 TO JUNE 30, 2024  
EXECUTIVE SUMMARY**

---

**INTRODUCTION**

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. WIOA, which is designed to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skills requirements of employers, and enhance the productivity and competitiveness of the nation. The major content areas of the Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning. The **Strategic Planning Elements** section includes a statement of the Vision, Goals, Priorities, Strategies, and an analyses of the region's Economic conditions, and workforce characteristics, and workforce development activities. This analysis drives the required vision and goals for the region's workforce development system and alignment strategies for workforce development programs to support economic growth. The **Operational Planning Elements** section identifies the region's efforts to support the strategic vision and goals and describes the infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include a discussion of the Local Administration and Governance which includes CLEO, Workforce Development Board, fiscal agent, budget, procurement, performance negotiations and local workforce development structure, which includes the Career Centers, Partners, MOUs, Service Delivery, Policies and Assurances, Core Programs, access and coordination

**STRATEGIC ELEMENTS**

**VISION:** The Workforce Development Board's (WDB) Kansas City and Vicinity Workforce Development Region Vision is to supply employers with a skilled workforce and job seekers with successful training. To accomplish this, the business-led, private, WDB's mission is to obtain public and private sector employment for the unemployed and underemployed residents of the Kansas City and Vicinity region. The Kansas City and Vicinity Workforce Development Board accomplishes this goal by working in collaboration with business, local units of government, educational institutions, economic development organizations, labor and community-based organizations. This partnership responds to employer needs while reducing unemployment, underemployment and the public dependency of area residents.

This vision meets, interprets and furthers the State of Missouri's Governor's strategic vision for the workforce development system as stated in the PY20--PY24 WIOA Missouri Combined State Plan, which is "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high- quality services and a fully integrated workforce system."

**2020-2023 Objective:** Develop and execute a 21<sup>st</sup> Century Workforce system that prepares adult and young adult job seekers with competitive and specific skills that help employers to develop a 21<sup>st</sup> Century workforce, enabling them to sell goods and services in local, regional, national, and global markets. This highly skilled workforce will enable businesses to expand regional and global markets resulting in increased economic growth, increased market share and job creation at the local, regional and national levels.

The Kansas City and Vicinity Workforce Development Board (KCV WDB) concur **with** Missouri's WIOA partners goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities, regarding (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment<sup>8</sup> and other populations, and (B) Goals for meeting the skilled workforce needs of employers.

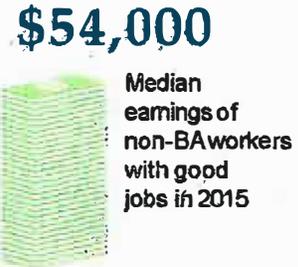
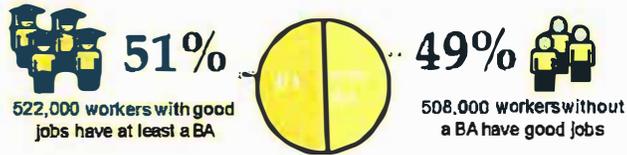
These five goals to achieve Missouri's vision are:

- 1. Overcome employment barriers.**
- 2. Maximize efficiency and access to services.**
- 3. Develop career pathways.**
- 4. Place a strong emphasis on employment retention.**
- 5. Engage employers to meet their needs.**

## **STRATEGIC FRAMEWORK**

# Missouri

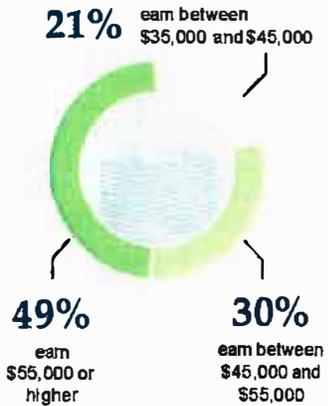
## Who has the good jobs? BA vs. non-BA



## How big is the non-BA workforce?

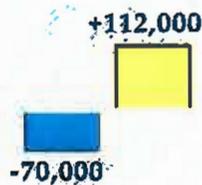


## Earnings distribution of non-BA good jobs

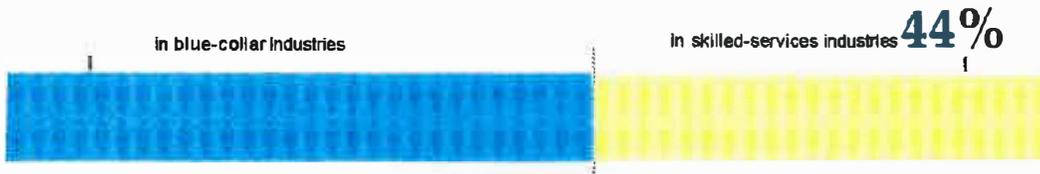


## Change in number of non-BA good jobs 1991-2015

Between 1991 and 2015 Missouri lost 70,000 blue-collar non-BA good jobs, but gained 112,000 skilled-services good jobs for workers without BAs.



## Non-BA good jobs in blue-collar vs. skilled-services industries



Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, *American Community Survey* microdata 2013-2015, US Census Bureau and Bureau of Labor Statistics, *Current Population Survey (CPS) March Supplement* data, 1992-2016.  
 Note: Figures in charts and tables may not sum due to rounding.

### Jobs by educational attainment

Educational attainment	Number of workers	Workers with good jobs	Median earnings	Median earnings of workers with good jobs
<b>Non-BA Workers</b>				
Less than high school	137,000	23,000	\$21,000	\$52,000
High school graduate	625,000	183,000	\$29,000	\$53,000
Some college	546,000	203,000	\$31,000	\$55,000
Associate's degree	216,000	99,000	\$36,000	\$55,000
All non-BA workers	1,524,000	508,000	\$30,000	\$51,000
<b>BA+ Workers</b>				
Bachelor's or higher	784,000	522,000	\$61,000	\$67,000
All workers	2,308,000	1,029,000	\$35,000	\$60,000

### Top five industries

Industry	Number of non-BA good jobs	Share of non-BA good jobs	Share of non-BA workers with good jobs	Median earnings
Manufacturing	96,000	19%	43%	\$54,000
Transportation and utilities	59,000	12%	54%	\$60,000
Construction	58,000	11%	46%	\$57,000
Health services	57,000	11%	25%	\$52,000
Information, financial activities, and real estate	55,000	11%	45%	\$56,000

Source: Georgetown University Center on Education and the Workforce analysis of Bureau of the Census, American Community Survey microdata: 2013-2015.

Note: Figures in charts and tables may not sum due to rounding.

# SKILL FOUNDATION/EDUCATION/CAREER CONTINUUM

KANSAS CITY & VICINITY | EASTERN JACKSON COUNTY  
WORKFORCE DEVELOPMENT BOARD | WORKFORCE DEVELOPMENT BOARD



Full Employment Council Inc./Managing Entity/Fiscal Agent

## Early Start

## Elementary

K-5

## Pre K

3-5 years of age

### Objective

Develop foundation for social, emotional and kindergarten readiness

### Parent Activities

Basic foundation of parent engagement and transition to school

### Objective

Develop foundation for basic literacy and numeracy skills

### Student Activities

1) STEAM education & reading

### Parent Activities

- 1) Monitor & support student's educational development
- 2) Establish healthy eating and physical activity habits
- 3) Basic foundation of parent engagement and transition to school

## MIDDLE SCHOOL

Grades 6, 7, 8

### Objectives

**Students** – Develop social work skills & begin career exploration

**Parents** – Learn about 21st century career pathways

### Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Applied Learning

### Financial/Family/Parental Activities

Learn about career pathways in high growth industries: Advanced Manufacturing, IT, Healthcare/Pharmaceutical, Architecture/Engineering, Warehouse/Logistics, Construction, Transportation

### School Staff/Faculty Activities

- 1) Provide Labor Market Information
- 2) Facilitate Industry Site Visits

## GUIDING PRINCIPLES

**Early Start is a Better Start:** Developing foundational skills for the future (life-long learning)

**Accessibility:** Getting to and from education/skills training and work

**Affordability:** No-cost/low-cost; education/skills training; and credential acquisition

**Family Support:** Child care, work/training supplies, emergency support/access

**Accelerated Educational Track Calendar:** Just-in-time calendar through classroom training, work-based learning, concurrent vs. sequential training

**Financial Literacy:** Good financial competency to increase financial solvency without extreme debt reliance

# DEVELOPMENT

## HIGH SCHOOL

Grades 9, 10, 11, 12

### Objectives

- 1) Acquire dual credit industry certifications
- 2) Integrate workplace skills into classroom instruction
- 3) Integrate high school curriculum with vocational education
- 4) Integrate work experience /job shadowing with curriculum content

### Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Dual credit enrollment
- 9) Paid work experience (internships)
- 10) Interact with industry experts

### Parent Activities

- 1) Host industry experts at PTA meetings/open houses
- 2) Attend career days at schools
- 3) Become familiar with post secondary funding options i.e FAFSA & scholarships

### School Staff/Faculty

#### Activities

- 1) Provide Labor Market information
- 2) Facilitate industry expert presentations

## POST-SECONDARY EDUCATION

### Objectives

- 1) Engage students concurrently in career certifications that may consist of a 6 month, 1 year, 2 year or 4 year time frame for degree or certification
- 2) Student exposure to combined classroom training and work-based learning – internships, job shadowing & work study programs

### Student Activities

- 1) Communication
- 2) Team work
- 3) Problem solving
- 4) Conflict resolution
- 5) Exposure to career pathways
- 6) Career exploration
- 7) Financial Literacy
- 8) Gain career certifications in 1 yr or less
- 9) Gain career certs. in 2 yrs or less
- 10) Gain career degrees through 4 yr certifications & degrees

### Activities

- 1) Conduct career assessments using career ready certifications and industry advised certifications that utilize a combination of work-based learning, apprenticeships, classroom training.
- 2) Utilize sector intermediaries to identify perspectives on employment vacancies and sector-specific skill competency requirements
- 3) Conduct career connecting activities through job placement, internships, & apprenticeship activities
- 4) Identification of career pathways distributed through incumbent worker dislocated worker populations for career training/job placement.
- 5) Promote life-long learning through continuous education and training from youth and throughout adulthood.



### Objectives

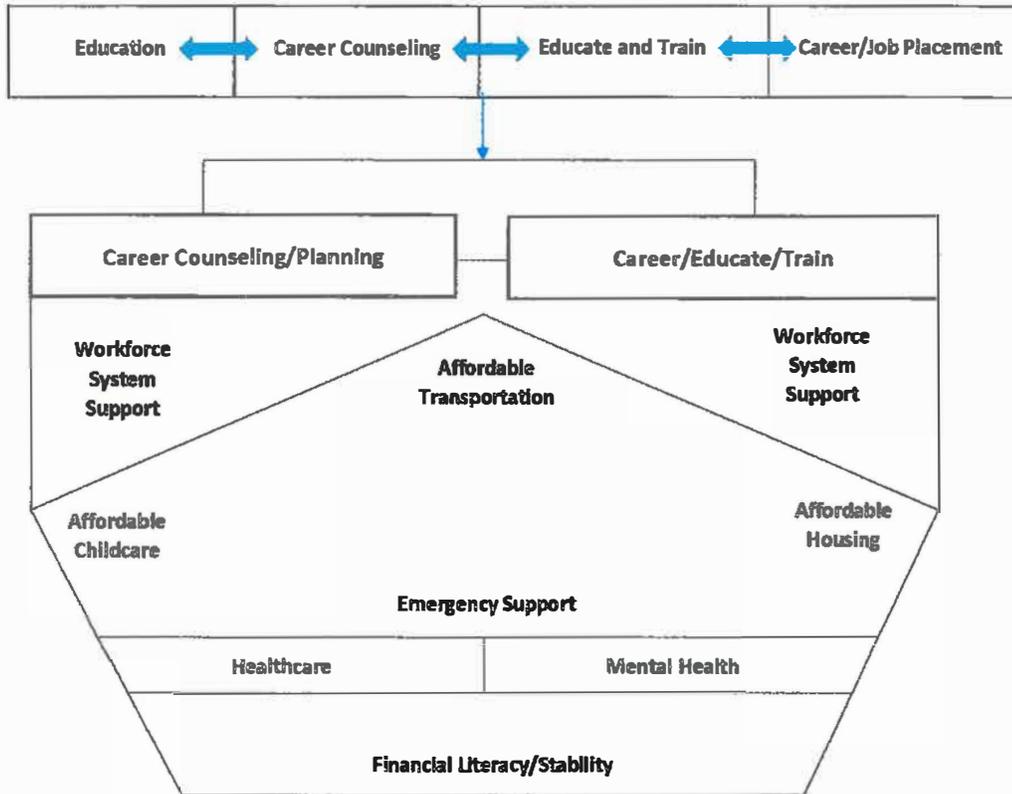
Increased earning power through training, career pathway development, job placement, and lifelong learning.

### Objective

Target dislocated, unemployed or underemployed workers who need "up-skilling" or new credentials to sustain, retain, regain, or secure employment

**POST-SECONDARY CAREER / CHANGE MANAGEMENT**

**Kansas City & Vicinity Workforce Development Board  
Full Employment Council  
Managing Entity/Fiscal Agent**



**Guiding Principles**

- 1. Reduce Redundancy of Application Process**
- 2. Decrease the Social Benefit Cliff**
- 3. Increase Onsite Application for Multiple Programs**
- 4. Real-Time/Just-In-Time Training/Not Necessarily Tied to a Semester Timetable, but is Industry informed**
- 5. Accessibility/Affordability of Training & Education Offerings (Coursework must be industry informed & reviewed.)**
- 6. Increase Job Retention**
- 7. Facilitate Career Development**
- 8. Reduce Family Debt and Increase Financial Solvency**
- 9. Promote shorter training courses available through Pell Grant and Career Technical Education to reduce financial strain on low/moderate income families**
- 10. Promote Skill Up for low income/Incumbent workers**
- 11. Promote A+ Schools to low income students and families**

As the designated Public Workforce System for the Kansas City & Vicinity Workforce Development Region, the KCV WDB focus is engagement, service transactions and results for business employers, job seekers, the community at large and local elected officials that provide governance and oversight. The KCVWDB/FEC leadership and staff provide strategic environmental alignment to coordinate and implement regional economic development activities.

These activities include:

- 1. Developing and executing local workforce plan for the region,**
- 2. Convening and brokering local workforce stakeholders,**
- 3. Employer engagement,**
- 4. Providing career pathway development,**
- 5. Local labor market information,**
- 6. Coordination and selection of education providers, and**
- 7. Expansion of services to underserved populations, including those with barriers to employment.**
- 8. Specific focus on out of school economically disadvantaged youth 16-24 years old**
- 9. Focus on economically disadvantaged workers and low income population, unemployed and the working poor**

The Strategic Framework for Missouri's Career Centers is in alignment with Workforce Innovation and Opportunity Act (WIOA). Ten key strategies supported in KCV WDB WIOA Plan are the following: sector partnerships, career pathways, cross-program data and measurement, and job-driven investments, affordable and accessible child care, affordable and accessible transportation services, expanding Pell grants to short term training programs, more opportunities for adjunct faculty, Industry advisory councils and review of in-demand training, and A+ programming at the secondary school level:

- 1. Support for sector partnerships to spur the growth of this proven industry-driven strategy for advancing workers and addressing employer skill needs.**
- 2. Encouragement of career pathways to increase the integration of basic education, skills training, and support services, helping more individuals attain postsecondary credentials and higher earnings.**
- 3. Creation of common metrics that can reliably measure key outcomes from a large number of programs and help unify workforce programs as a coherent system**
- 4. Emphasis on job-driven investments that directly connect training to employment to provide more people with jobs.**
- 5. Promotion of affordable and accessible child care to enable more low income families to participate in training and employment opportunities**
- 6. Promotion of affordable and accessible transportation services through broad based mass transit options to facilitate the employment of underserved populations**
- 7. Promotion of accelerated Pell grants based programming to short term training programs to offer more flexibility and expand availability of training to low income population**
- 8. Work with institutions to create more opportunities for adjunct faculty from industry experts to alleviate the shortage of skilled instructors**
- 9. Industry advisory councils for in-demand training and review of in-demand training at least every 3 years to ensure alignment of skills to industry demand**

**10. Promote A+ programming at the secondary school level to promote the use of A= programming for low income families**

**AAA Operational Plan:** The public policy objective of the Public Workforce System lead by the KC & Vicinity Workforce Development Board and the Full Employment Council, Managing Entity, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

The KCV WDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

- A. **ACCESSIBILITY / INTEGRATION OF SERVICES** - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

**Integration of services / Facility integration of services - Strategic program implementation occurs through a seamless system integration of services provided through multi agency partners and programs.** The Kansas City workforce Development Board will utilize, through multi agency partners, contracted career services providers and programs, formalized Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding have been signed with the following organizations to facilitate program integration:

Memorandums of understanding agencies:

- Colocation One-Stop Partner MOUs
- 1) WIOA Adult Program (Title I)
- 2) WIOA Dislocated Worker Program (Title I)
- 3) WIOA Youth Program (Title

- 4) Wagner-Peyser Labor-Exchange/Employment Services
- 5) Adult Education and Literacy (AEL) Title II
- 6) Vocational Rehabilitation
- 7) The Senior Community Service Program
- 8) Trade Adjustment Assistance
- 9) Jobs for Veterans State Grants
- 10) Community Services Block Grant
- 11) State Unemployment Compensation Law Activities
- 12) Temporary Assistance for Needy Families (TANF)

**Non Colocations One-Stop Partner MOUs**

- 1) Job Corps (WIOA Title I)
- 2) YouthBuild (WIOA Title I)
- 3) WIOA Indian and Native American (INA) Programs
- 4) WIOA Migrant and Seasonal Farmworker Programs
- 5) Perkins Career and Technical Education
- 6) U.S. Department of Housing and Urban Development Employment and Training Activities
- 7) Reintegration programs for eligible offenders

**Office Colocations / Comprehensive One Stop Center(s)**

Utilizing AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) as guiding criteria each office was assessed:

**COMPREHENSIVE ONE STOP LOCATION(S)**

The Central Kansas City Location - is located at 1740 Paseo Blvd., Kansas City, MO. 64108, immediately adjacent to the Metropolitan Transit Authority. This building is wholly owned by the Full Employment. This is a full service MO job which includes the administrative/finance offices as well as full service MO Center co-located, are the Local Investment Commission; OWD, and Vocational Rehabilitation service rotates in and out of the facility. Bus service is available to this location.

Northland Clay /Platte County Location - is located at 3100 N.E. 83<sup>rd</sup> Street, Ste. 2800, Kansas City, MO., 64119 in the Northland Human Services Center immediately adjacent to Maple Woods Community college. This location is a full Service MO Career Center, and is co-located, with Tri-County Mental Health, Local Investment Commission, Head start, OWD, United Services Community Action Agency, and the North Kansas City School District AEL program. The office is on two floors, and there is bus service to this location.

**AFFILIATE LOCATION**

South Kansas City Location – is located at 6025 Prospect Ave., Kansas City, MO., 64130 - The South KCWDB location is a branch location that is also co-located with the AEL program, The TANF program, and all, other discretionary programs offered by FEC. Bus service is available to this location.

**BRANCH OFFICES LOCATIONS**

Cass County Location – is located at 208 W. Walnut, Raymore, MO., 64083, co-located with the West Central Missouri Community Action Agency, Local Investment Commission

(TANF) Agency, Head Start, and Community Services Block Grant. Cass County is a rural and suburban community and has access to Oats a rural transportation provider.

Ray County/Rural Clay County - is located at 103 East North Main Street, Richmond, MO., 64085 in downtown Richmond Missouri, and will be used to service all of Ray County and the extreme northern portion of Clay County anchored by Excelsior Springs, Missouri. This office is accessible to populations and Ray County Transit system. Lex Ray Technical institute is 7 miles from the office and training sessions have been held in the library.

Platte County (Platte County Services Center) – is located at 11724 N.W. Plaza Circle, Ste. 500, Kansas City, MO., 64153. The Platte location is utilized to service more rural Platte County residents who live between the airport and Platte City as it is co-located in a Platte County Services annex. It is located immediately adjacent to the Platte County EDC, senior citizen center, and community meeting complex. Staff operate on a rotation schedule to provide services to the employers and job seekers in the area.

**AA. AVAILABILITY / ACCELERATION OF PROGRAMMING** - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:

Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore, accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester

based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Kansas City Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. If funds become depleted, which is typical, the Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant; develop an appropriate/objective career development plan, which becomes the basis of their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their feet on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2.) Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The KCWDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3.) Apprenticeship Program Development:

The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf in certifying apprenticeship efforts.

4.) Sector Based Training:

The KCWDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

**AAA. AFFORDABILITY** - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means financial means to result in successful completion through the KC & Vicinity Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

- 1) Pell grants for non-semester based training
- 2) Low cost / no cost transportation
- 3) Financial support for work wardrobes / books and supplies
- 4) Debt / student default loan relief
- 5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
- 6) Increased participation for low income families in A+ post-secondary programming funded through the State of Missouri
- 7) Low cost child care

## **LOCAL ADMINISTRATION**

### **CLEO, board, fiscal agent, budget, procurement, performance negotiations**

The KCV WDB is governed by Members of the local workforce development board that represent at least 51% business representatives, with the remainder representing educational entities, labor organizations, community-based organizations, economic development agencies, and one-stop partners, in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014 (the "Act"). Appointments are made in accordance with the Consortium Agreement made and entered into by and among the City of Kansas City and the Counties of Cass, Clay, Platte and Ray, all in Missouri. The WDB Standing Committees are Planning and Operations; Youth Committee/Council; and the Finance and Budget Committee

### **Designated Fiscal Agent**

The Full Employment Council is the designated organization to serve as the fiscal agent for the Kansas City and Vicinity Region and fulfils that duty by ensuring the audit readiness of the Formula Funds of the WIOA Youth, Adult and Dislocated Worker Program Funds, and commissions an annual audit of these funds. In addition as fiscal agent, it is also the duty of the FEC to generate other

discretionary funds in the public and private arena external to the formula budget. FEC has already generated nearly \$5.5 million dollars in discretionary funds from the Department of Labor, Department of Health and Human Services, Department of Housing and Urban Development, and COMBAT, as well as others, through competitive processes and fundraising to supplement the Formula funds of \$5 that it administers. FEC on the average has already generated at least \$11 million dollars in multi-year contracts over the next four years through 2020 for the Kansas City and Vicinity Region.

### **Designated Staffing Agent**

The Full Employment Council is designated the Staffing organization for the Kansas City and Vicinity Region Workforce Development region to provide business and career services. **Business Services** These Business Services will include employer engagement, job seeker recruitment, apprenticeship development, job training facilitation and assessment. **Career Services** Career services will include career assessment, employment planning, and training referral, and the coordination of support services. **Youth Services** Youth service support includes eligibility determination, career planning, the development of work experience and internship, and coordinate the availability of the 14 elements of youth services.

### **Financing of Training and Support Service**

Financing of Training and Supportive Service support is approved through an Admissions/Quality Control Committee, which determines those persons most in need and best able to benefit from limited employment and training funds. This committee also reviews and monitors 100% of all documents submitted for eligibility.

### **Financial and Program Oversight**

The Kansas City and Vicinity Region Workforce Development Board has competitively procured an independent monitor, Ed Taylor and Associates, to perform independent program audit of the Kansas City and Vicinity Region program and One Stop Operator. The monitoring review complies with federal and state regulations.

An annual independent audit of the FEC as the fiscal agent is procured and performed annually.

Training Services will only be provided by employers and Board certified training institutions. Neither the FEC, as managing entity and fiscal agent, nor United Auto Workers Labor Employment & Training Corporation (UAW-LETC) will provide training services through WIOA funds, pursuant to Federal guidance. Reports are made to the Board on program and activities of the One Stop Operator, the Managing entity and partners.

### **Procurement of the One Stop Operator**

Through a competitive process, the Kansas City and Vicinity Region Workforce Development Board selected the **United Auto Workers Labor Employment & Training Corporation (UAW-LETC)** as the One Stop Operator for the FEC Missouri Job Center, located at 1740 Paseo Boulevard in the Central City in Kansas City, Missouri and the Northland Career Center, at the Northland Human Resources Services Center at 3100 N.E. 83rd Street. The UAW-LETC provides program orientation, triage service referral, and community recruitment for the Missouri Job Center.

### **Career Services for persons with special needs, low income and disadvantaged workers**

Through competitive procurement application the **Jewish Vocational Services Agency** provides career services to persons with special needs, low income, working in partnership with Vocational Rehabilitation Services, the Kansas City and Vicinity Region, KCV WDB, and the Full Employment Council, as well as persons who are unemployed and economically disadvantaged, or laid off.

#### **Adult Career Services to Cass County**

Through competitive procurement process, the **West Central Community Action Agency** was procured to provide adult career services at their location in Raymore, Missouri to adult job seekers in Cass County.

#### **Youth Services**

Youth Training and Career Services have been procured through competitive procurement process through **Kansas City Public School** system in partnership with the Metropolitan Community College for a Middle College Program to serve high school drop outs securing a high school diploma, or GED or HiSet..

**Adult Education and Literacy (AEL) services** AEL and youth services are provided to out of school youth in the One Stop Career Center located on the campus of Maple Woods Community College in the Northland Human Services Center, which also houses the American Job Center that services Clay, Platte, and Ray counties in the Northland. AEL services are also provided at the Full Employment Council office located at 6025 Prospect Avenue, Kansas City, MO 64130.

### **OPERATIONAL ELEMENTS**

#### **Local structure, centers, partners, MOUs, Service delivery, programs, access and coordination**

The KC & Vicinity Region is a unique region of 2700 square miles, which include rural, suburban, and urban populations, which is the only region in the state of Missouri that can claim such diversity of population centers, people, youth, and employers. Further Kansas City, Missouri is the only city in Missouri that has boundaries that span 4 counties that include Jackson, Clay, Platte, Cass, counties that immediate adjoins Ray County, a rural region of 20,000 people. Further this region includes over 14 school districts in KC alone, combined with a diversity of technical schools, the Metro Community a College System, and at least five Universities including University of Missouri at Kansas City, University of Central Missouri, Avila University, Park University, and Rockhurst University among others.

Key provisions, designed to better align employment and training services for youth and adults with adult education and vocational rehabilitation services include requiring states to develop unified plans and use common accountability measures. Key changes in the WIOA plan focus on the needs of businesses and workers which will drive workforce solutions and Boards are accountable to communities in which they are located as summarized below:

### **PROGRAM ELEMENTS**

**Service delivery**

**Adult/dislocated workers**

**Youth**

**Business services**  
**Innovative strategies – re-entry, incumbent workers, and faith based**

**SERVICE DELIVERY**

Kansas City and Vicinity Region, KCV WDB will provide to the maximum extent possible site-based employment and training services through its network of MOU partners, comprehensive One Stop Centers and affiliate and branch office locations, as follows:

**SERVICE LOCATIONS**

**CENTRAL CITY KANSAS CITY, MO AND SOUTH KANSAS CITY LOCATIONS**

**Kansas City and Vicinity American Job Center Locations:**

The Kansas City & Vicinity Workforce Development Board (KCV WDB) oversees and serves a region of diverse communities consisting of the City of Kansas City, Missouri, and the four counties of Cass, Clay, Platte, and Ray. The region is a mix of suburban, urban, rural counties totaling 2,431 square miles, in the western part of the metropolitan area and the State of Missouri, with a total 2016 population of 795,097. The area is served by six Job Center offices targeting adult and dislocated worker population and three dedicated youth job centers targeting young adults 18 to 24 years of age. The region's population is served by two State of Missouri Certified Comprehensive Job Center office, two Missouri certified affiliate offices and three branch offices.

**KCMO (Central Region) and South KC region**

**Population: 491,918**

**Poverty: 17.30%**

**Unemployment: 3.6%**

Kansas City, Missouri, is the largest city in the state of Missouri, with a population approximating 480,000 persons; however, this population is spread out over 332 square miles, the fifth largest city land mass wide in the United States. Poverty rates are highest in the city of Kansas City, MO at 17.3%. This area has the highest region of food stamp, TANF, subsidized housing, and low income housing. Further it is home to the Don Bosco Centers, the third largest resettlement center in the United States serving over 132 different nationalities of resettlement populations, and the location of Project Restart, and City Union Mission, the largest homeless shelters in the region. Mass transportation is available within this sector along with accessibility to childcare and public health facilities. This is the location of our Comprehensive Health Career Center.

Kansas City, Missouri is recognized as the region where many minority populations lived in the east, due to segregation in housing and institutionalized patterns of segregation, and therefore has high concentrations of poverty and minority populations. Further it is the home of the shuttered General Motors Facility known as the "Leeds Manufacturing Plant" and a facility known as the Blue Valley region also recognized as an area that suffered greatly from industrial disinvestment. This area has high concentrations of poverty and disinvestment. Bus transportation is accessible, along with child care facilities, and healthcare facilities. Kansas City has a significant number of homeless, TANF, and Food Stamp.

In the center of the Kansas City and Vicinity region is the City of Kansas City in Jackson County, the central city of the Kansas City metropolitan area. Kansas City is the largest city in Missouri, with an estimated population in 2016 of 481,420, and the 37th largest city by population in the United States. The city encompasses some 319 square miles, the 23rd largest city by total area in the United States. Most of the city lies within Jackson County, but portions are Clay, Cass, and Platte counties. There are 172 public schools in Kansas City's 16 school districts including 6 Public School Districts, serving 77,315 students. The City has numerous major post-secondary institutions: University of Missouri–Kansas City, one of four central city locations schools in the University of Missouri system, serving more than 15,000 students. Rockhurst University, Jesuit university founded in 1910, Kansas City Art Institute, four-year college of fine arts and design founded in 1885, Kansas City University of Medicine and Biosciences, medical and graduate school founded in 1916, Avila University, Catholic university of the Sisters of St. Joseph of Carondelet, Park University, private institution established in 1875, Park University Graduate School, Metropolitan Community College (Kansas City), a two-year college with multiple campuses in the suburban metropolitan area, Midwestern Baptist Theological Seminary, Southern Baptist Convention, Nazarene Theological Seminary, Church of the Nazarene, Calvary Bible College and Theological Seminary, Saint Paul School of Theology, Methodist.

The city's population is served by a Missouri Comprehensive Job Center office in Central Kansas City, a Missouri Affiliate Job Center in the South portion of Kansas City, targeting adult and dislocated worker population and co-located with the Adult Education and Literacy program targeting young adults 16 to 24 years of age.



**Certified Comprehensive Missouri Job Center – Kansas City Career Center**

Full Employment Council  
1740 Paseo Blvd.  
Kansas City, MO 64108  
816-471-2330



**Certified Affiliate Missouri Job Center - Kansas City South Career Center**

6025 Prospect Ave.

Kansas City, MO 64119

816-471-2330

**NORTHLAND - CLAY, PLATTE AND RAY COUNTY LOCATIONS**

The Kansas City & Vicinity Workforce Development Board (KCV WDB) serves three Northland counties, Clay, Ray, and Platte. In the northwestern portion of the State and in the northwestern part of the Kansas City & Vicinity region and east of Platte County is Clay County, a suburban and urban county of 409 square miles. The county, the sixth largest county in the State, has a 2016 population of 239,085. The county seat is Liberty and the largest city in the county is Kansas City. While Clay is the smallest county in land area in the region and the fourth smallest in the State of Missouri, it is one of the fastest growing regions in Missouri. The county has more than 20 cities and villages, with 73 public schools in its six school districts serving nearly 41,000 students, and has two major post-secondary institutions: Maple Woods, a Metropolitan Community College, in the Kansas City part of Clay County, a public, two-year Liberal Arts College, and William Jewell College in Liberty, a private, four-year Liberal Arts college founded in 1849.

**Clay County**

**Population: 246,365**

**Poverty: 7.40%**

**Unemployment: 2.5%**

The Kansas City, Missouri, (Clay County) begins once you cross the Missouri River, and is home to many manufacturing, warehouse distribution, and storage facilities. The KCMO portion of Clay County is home to some of the higher income housing in the region, however, lower income/unemployed populations live in the smaller and more rural communities of Clay County, such as Gladstone, North Kansas City, and Excelsior Springs. The Balance of Clay County (outside of Kansas City) serves major manufacturers, such as Claycomo Ford Motor Company, their supply chain, warehouse distribution, and information technology organizations such as Cerner. Transportation decreases the further you leave the city of KCMO city limits and must focus upon major points of destination. Healthcare facilities are available, but childcare facilities are not as predominant in this area.

**CLAY COUNTY LOCATION**

The Missouri Comprehensive Job Center office is located in the **Northland Human Resources Center** on the Maple Woods Community College campus, co-located with North Kansas City AEL, targeting young adults 16 to 24 years of age. This location also services youth, adults, dislocated workers and all population in the region.



### Certified Comprehensive Missouri Job Center - Northland Career Center

Maple Woods Community College  
3100 NE 83rd Street, #2100  
Kansas City, MO 64119  
816-468-8767

### PLATTE COUNTY LOCATION

#### **Platte County (Platte County)**

**Population: 102,985**

**Poverty: 6.20%**

**Unemployment: 2.4%**

Platte County, Kansas City is the area with the lowest unemployment in the region, as well as the highest per capita income in the region. It is the home of the Kansas City International Airport, and its county seat is Platte City which is approximately 25 miles from the Kansas City limits. The airport which is undergoing a 2 billion dollar renovation, is also home to a large number of manufacturing businesses that service the aircraft industry, which happens to also be in the city limits of KCMO, also located in Platte County. An industrial park immediately across from the Argosy Casino houses a number of smaller manufacturing businesses, which contract with both the Ford and General Motors auto manufacturing plants. Public transportation to and from Platte county is limited and low income populations live in low income and public housing scattered throughout the county.

West of Clay County in the northwestern portion of the State is Platte County, whose southwestern border with Kansas is formed by the Missouri River. Platte County is a mix of suburban, urban, and rural county of 427 square miles, the twelfth largest county in the State, with a 2016 population of 98,309. The county seat of Platte is Platte City. The county has approximately 20 cities and villages and the largest city in the county is Kansas City. There are 32 public schools in Platte County's four school districts, serving more than 16,000 students. The county has three post-secondary institutions: Park University, a liberal arts institution, and the University of Missouri-Kansas City and Missouri Western State University, both four year institutions.

The county's population is served with a Branch Job Center office located at the **Platte County Resource Center, 11724 N.W. Plaza Cir, Suite 500, Kansas City, MO 64153**, targeting adult and dislocated worker population and young adults 18 to 24 years of age.



**Branch Office of FEC Platte County -**

Full Employment Council  
11724 NW Plaza Circle, #500  
816-464-4620 or 816-464-4612

**RAY COUNTY LOCATION**

**Ray County**

**Population: 22,883**

**Poverty: 10.30%**

**Unemployment: 3.0%**

Ray County is the most rural county of all jurisdictions in the region. This county of 20,000 comprised of agricultural, retail, and limited small manufacturing facilities. The poverty rate at 10.3% is high as in the urban core in Kansas City, Missouri Jackson County. Transportation is limited primarily to Ray County Transit, and childcare options are limited. Ray County has no community college, but does have Lex Ray Technical School. Further Richmond, Missouri, the County seat of Ray County is approximately 10 miles from Excelsior Springs, Missouri, located in Clay County which also has extreme amounts of poverty and unemployment.

Located in the northeastern most part of the region, Ray County is a mix of suburban and rural areas of approximately 574 square miles, the second largest county in total land area in the Kansas City & Vicinity region, with a 2016 population of 22,754, the smallest population of the counties in the region, and 49<sup>th</sup> county in the State, The county seat is Richmond, which is also the largest city among the thirteen cities and villages in the county. There are 12 public schools in Ray County's four school districts, serving more than 3,300 students. The Kansas City & Vicinity Workforce Development Board (KCV WDB) has a Missouri Affiliate Job Center office at the **Ray County Resource Center**, targeting adult and dislocated worker population and young adults 16 to 24 years of age.



### Certified Affiliate Missouri Job Center –Ray County Career Center

Full Employment Council  
103 East North Main Street  
Richmond, MO 64085  
816-776-3920

### CASS COUNTY LOCATION

#### **Cass County (South/Cass County)**

**Population: 104,954**

**Poverty: 9.20%**

**Unemployment: 2.6%**

Cass County is within the southern part of the region and is comprised of suburban and rural populations, agricultural, information technology, manufacturing, distribution and retail comprise. Transportation is sporadic, and rely on private providers such as OATS, and childcare is accessible through the West Central Community Action Agency. Approximately 60% of the youth do not go onto post-secondary institutions for training credentials.

In the southernmost portion of the Kansas City and Vicinity region is Cass County. Cass County, the tenth largest county in the State, is rural county of 702 square miles, the largest in total land area in the region, with a 2016 population of 102,845. The county seat of Cass County is Harrisonville, and the largest city is Belton. The county has approximately 20 cities and villages. There are 38 public schools in in Cass County's ten school districts, serving 17,140 students. The county's population is served with a Branch Job Center office located at the **West Central MO Community Action Agency**.



**Cass County Branch Office Career Center - (Service Provider)**

West Central Missouri Community Action Agency  
208 W. Walnut  
Raymore, MO 64083  
816-322-0502

**SERVICE DELIVERY**

One of the key strategies for Business Services is industry advised curriculum based on individual needs initiated with Just- in-Time training basis that will work with business to secure adjustments and facilitate customized training integrated with classroom training with work based learning.

Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy and Missouri Options program with local school districts. These will be program prototypes to identify best practices with the objective to create scalable solutions on a system wide basis to accelerate credential based training at the secondary level and post- secondary level. Further KCV WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post- secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

The Board and staff will promote A+ programming at the secondary school level. Coordination with education will have sector intermediaries working with education institutions to facilitate dual credit instruction at the secondary level and target sectors integrated with Adult Education and Literacy and Missouri Options program with local school districts. These include but are not limited to Kansas City Missouri School District, North Kansas City School District and Hickman Mills School District. These will be program prototypes to identify best practices with the objective to create scalable solutions on a system wide basis to



**Hickman Mills Career Pathways Project Kick-Off**

accelerate credential based training at the secondary level and post- secondary level. Further KCV WDB will promote early intervention at the secondary level of A+ school programs beginning at the sophomore level to further accelerate post- secondary credentialing in high demand occupation in the region. (See Workforce Education Continuum Attachment.)

In addition, the KCV WDB will work with MOU partners to facilitate wrap around support services in areas such as child care, transportation, work supplies and classroom training materials. These activities will increase the amount of funds made available through U.S. Department of Labor funding through training purposes.



### **ADULT JOB SEEKER SERVICES FOCUS**

**For the Adult Job Seeker including the Dislocated Worker, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services, as well as:**

1. Serving and meeting the needs of the most vulnerable adult workers will be an area of increased focus. Planning and accountability policies will be aligned across core programs to support more unified approaches to serving low-income, low-skilled individuals adults and youth who have limited skills, lack work experience, and face other barriers to economic success,
2. Giving priority to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient,
3. Strengthening and promoting of the integration and alignment between adult education and literacy with postsecondary education,
4. Eliminating the “sequence of services,” and combining core and intensive services into a new “career services” category,
5. Providing Labor market information, including employment and placement data and sector strategies, analysis of the current workforce, economic conditions, existing and emerging in-demand industry sectors and occupations, and employer needs will be used to inform performance reporting goals, objectives, and strategies,
6. Establishing Common Performance accountability measures across the core programs performance measures,
7. Promoting education and job training activities for individuals reentering society after incarceration and the reduction of recidivism for incarcerated individuals.

### **YOUTH SERVICES FOCUS**

**For youth, services include recruitment, orientation, eligibility determination, counseling and intake, enrollment, training, placement, and follow-up services as well as:**

1. Focusing on primarily on out-of-school youth between the ages 16 to 24; at least 75 percent of funds available to local areas must be spent on workforce investment services for out-of-school youth,
2. Co-locating career centers with the Adult Education and Literacy Programs where youth can pursue a high school equivalency diploma and pursue occupational skill training concurrently,
3. Incorporating work based learning: At least 20 percent of Youth formula funds must be spent on paid and unpaid work experiences that incorporate academic and occupational education for out-of-school and in-school youth.
4. Promote low to no cost credential training for unemployed and disadvantaged youth that are credential focused and have a shorter training calendar.
5. Promote apprenticeships as well as earn and learn programs to insure course completers gain specific work experiences and training
6. Promote policy regulations to streamline Pell grants for shorter skill courses

### **BUSINESS EMPLOYER FOCUS**

**Business services include recruitment services, work based learning and customized classroom training.**

#### **A. Employer Services**

- 1) Sectors will be targeted which include Advanced Manufacturing, Healthcare, Information Technology, Construction, Warehouse & Logistics, Financial Services, Business Services and Transportation and **in demand developing careers**.
- 2) Recruitment and Assessment Services: Services will include recruitment assessment services; employers will use FEC facilities for recruitment, interviews and incumbent worker training.
- 3) Training services – Employers will be provided training services for new and incumbent workers. Training will include classroom training, training in apprenticeship formats that include classroom instruction and work based learning, **as well as on-the-job training, and paid work experience where appropriate.**

**Healthcare Sector Employer Roundtable Strategy Meeting**



#### **B. Essential Skills - Overwhelming feedback from employers has indicated the need for improved competence in communication, teamwork, problem solving and skills for job seekers. These**

“essential skills” competencies, communication skills integrated into skills training, to the maximum extent possible.

### C. Business Engagement Services

Business engagement services will be conducted through face to face business group encounter sessions with job seekers and business services organizations including trade associations, Chambers of Commerce, Economic Development Council’s (organizations). The objective of these sessions will be to utilize real time strategic workforce information to meet present and pending workforce needs that include expansion and contraction.

## I. ADULT PROGRAM

One of the key features of WIOA law is extensive emphasis on meeting the needs of individuals with multiple barriers to employment, with a **Priority on Veterans, individuals on Public Assistance, TANF recipients, and individuals who are basic skills deficient, Youth** who are in or have aged out of the foster care system, **Individuals with Disabilities, Ex-Offenders, other low-income individuals** and economically disadvantaged individuals, Dislocated Workers and the long-term unemployed, seniors, and then to individuals who do not qualify for other programs administered by the [Workforce Development Board](#). Key changes include the elimination of the sequence of services, and provides “**Career Services**” and Training Services to adults with barriers.

### Adult Workers

The Adult Worker grants target specific populations with special needs, such as the economically disadvantaged, long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

### Dislocated Workers

The Dislocated Worker Grants target specific populations with special needs, such as the long-term unemployed; laid-off, dislocated workers; veterans; TANF recipients; unbanked and ex-offenders.

### Special Program Initiatives for Adults

In addition to programs funded by the normal WIOA formula grants, the KCV WDB generated through special program initiatives to the region for training and employment services.

The Kansas City and Vicinity Workforce Development Board Full Employment Council operated American Job Centers in the Kansas City and Vicinity region have implemented a number of special initiatives to help meet the needs of the unemployed and respond to the continued economic challenges which caused an unprecedented number of people to seek employment and training assistance and services. These include integrated cross-program strategies for specific populations and sub-populations identified in the state’s economic analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sector strategies tailored to the state’s economy.

### Workforce Development Initiative through Innovative Infrastructure and Special Demonstration Projects

### Target high-growth industries sector

KCV WDB FEC will continue to develop strategies for and allocate resources by generating funding for unemployed and dislocated workers through a number of special funding programs to provide special focus to target high-growth industries:

- Advanced Manufacturing
- Health Sciences & Services Biosciences
- Information Technology
- Business and Professional Services
- Transportation
- Warehouse/Logistics
- Financial Services
- Construction

### Healthcare Sector Focused Programs

**Missouri Healthcare Industry Training and Education (HITE):** This grant was based on successful performance with a 5 year, \$5 million grant funded by the U.S. Department of Health & Human Services. The purpose of the HPOG grant was to assist unemployed, economically-disadvantaged individuals in successfully entering or advancing in the Healthcare field, in occupations that pay well and are expected to either experience labor shortages or be in high demand. This program included an evidenced based methodologically rigorous random assignment study design research evaluation conducted by ABT Associates and the Urban Institute. KCV successfully partnered in 2015 with the State of Missouri's Department of Social Services, Missouri Healthcare Industry Training and Education (HITE) located in Jefferson City, MO. to be awarded a second five year (September 30, 2015 September 29, 2020) \$14 million HPOG grant. The Health Profession Opportunity Grants (HPOG), administered by the Administration for Children and Families, U.S. Department of Health & Human Services, was created to provide education and training to TANF recipients and other low-income individuals for occupations in the health care field that pay well and are expected to either experience labor shortages or be in high demand. Collaborating partners from Kansas City, St. Louis, and Central Missouri Regions will expand and replicate model components of the Full Employment Council of Kansas City (FEC) 21st Century Healthcare Works program. The project's partners include FEC, St. Louis Agency on Training and Employment (SLATE), and Central Region Workforce Investment Boards (CWIB). The **Target Population** are TANF recipients, other low-income individuals, African Americans, Latinos, and other minority populations. HPOG participants are given the opportunity to obtain higher education, training and support services needed to secure positions that have opportunity for advancement and sustainability, ultimately leading these individuals on a pathway to financial self-sufficiency.



**Trained Graduates of the Certified Nursing Assistant Training Cohort Celebrate Their Success**

### Information Technology and Advanced Manufacturing Sector Focused Programs

**TechHire Focus for Young Adults.** The Greater Kansas City Technology Career Collaboration (GKCTCC) 5-year program funded by the US DOL, which ends in 2020 served youth and young

adults, 17-29, with barriers to training and employment opportunities, who lack the educational attainment, work experiences and/or skill level necessary to secure full-time employment in middle or high-skill jobs in target industries **Information Technology, Healthcare, Advanced Manufacturing and Financial Services**, GKCTCC program identify competency/skills essential to each industry and work with the training providers to customize curriculum and training programs. The Full Employment Council (FEC), partnered with Industry Intermediaries such as the Missouri/Kansas Hospital Association (MHA) and education and training providers, such as University of Central Missouri and Metropolitan Community College, to provide training for entry into H-1B careers for youth and young adults between the ages of 17 and 29 years of age, who are out-of-secondary school, and have barriers to training and employment. These young adults will have the benefit of a training model that integrates credentialed occupational skills classroom training, internships, work experiences and on -the-job training opportunities along with specialized job placement strategies including Career-o-Rama's, job fairs and hiring events. The Full Employment Council (FEC), through the Kansas City & Vicinity, The Eastern Jackson County Workforce Development Boards, will continue this focus on targeting youth and young adults for careers in high skill, high demand **Information Technology, Healthcare, Advanced Manufacturing and Financial Services** industries.



**Trained graduates of the “Object Oriented Software Using JAVA” Information Technology Class**

**America’s Promise Grant.** FEC was awarded a 4 year \$1.2 million grant award as a member of the Compete Midwest America’s Promise Alliance, to provide case management, computerized career assessments, career development, job training, job placement and supportive services to 300 participants pursuing H-1B occupations in sectors such as advanced manufacturing, healthcare, information technology, warehouse/logistics, and business/financial services in partnership with other major workforce development entities: Employ Milwaukee, St. Louis Agency of Training and Employment, City of Minneapolis Training and Employment, Detroit Employment Solutions Corporation, the Northwest Indiana Workforce Investment Board, Southwest Ohio Region Workforce Investment Board, Wisconsin Regional Training Partnership/Building Industry Group, Skilled Trades Employment Program (Big Step), Council for Adult and Experiential Learning, and IT training organization Per Scholas. Overall, \$6 million dollars was awarded to the entire consortium, with more than \$1.5 million dollars in leveraged funding dedicated to support this major national strategic effort.

### **Integrated Cross-Program Strategies**

KCV WDB will use a combination of computer assisted training and job search systems to increase proficiency in computer based job search, applications and social networking for employment;

Conduct “Career Clinics” designed to provide job seekers with the appropriate information and tools to identify where the jobs are; soft skill techniques; teamwork; problem solving skills; and Utilize and “organize training systems that include “just in time” non-semester based training; semester based training; as well as training “combos” that integrate classroom training with work based training to train job seekers to achieve occupational certifications and employment specific competencies.

Vocational Rehabilitation services will be assigned on a rotating basis to a Missouri Career Center site and directly connected to the career center by formalized agreements.

The FEC initiated an approved apprenticeship program in the healthcare field with the Office of Apprenticeship in 2015 and will continue to build on that process.

### **Dislocated Worker Special Programs**

**RESEA** Reemployment Services and Eligibility Assessment services must be provided to UI claimants receiving Emergency Unemployment Compensation (EUC). Required Job Services (RJS), services that afford UI claimants the opportunity to acquire skills to compete for high-wage jobs in emerging industry sectors. The Missouri RESEA Program funded by U.S. Department of Labor Employment and Training Administration and the Missouri Office of Workforce Development implements a new vision of reemploying UI claimants through an integrated workforce system. Under this program, UI claimant received enhanced services which allows them to be better job candidates and to return to work in a shorter length of time.

**Trade Adjustment Assistance Act Program-** is intended to help individuals whose jobs have been affected by international trade and helps them to return to suitable employment provides Training assistance, Job Search allowance, and Relocation allowance and other support services.

### **Veterans**

**Veterans Program-** Missouri Career Center DVOP and LVER are fully integrated into the career centers and are part of the Business Services Teams. DVOP/LVER staff assists veterans with significant barriers to employment as defined by U.S. Department of Labor to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The full array of employment, training, and placement services are available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services, one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the “Show me Heroes” initiative.

**Show-Me Heroes** – The Show-Me Heroes program funded by the Missouri Office of Workforce Development helps Missouri’s Veterans and members of the National Guard and Reserve reconnect with meaningful careers, and showcases Missouri employers who have pledged to do so.

### **Persons with Limited English- Speaking Population (LEP)**

FEC instituted a program to provide immediate assistance to Spanish-speaking customers. Spanish-speaking, bi-lingual Staff services are available to serve the Spanish-speaking youth and adult populations and help address barriers to employment and career advancement for Latino workers. FEC will continue to offer the bi-lingual mobile program to provide immediate assistance to Spanish-

speaking customers with the Spanish speaking bi-lingual personnel hired to serve the youth and adult of this Limited English-speaking Populations (LEP) and help address barriers to employment and career advancement of Latino workers. In addition, the American Job Centers utilizes Language Link, a multilingual communication service, which is an interpretative service that has the capacity to interpret over 150 different languages.

### **Temporary Assistance for Needy Families (TANF) and Public Assistance**

**TANF –Missouri Work Assistance (MWA) Program** - Another major initiative is the TANF (Temporary Assistance for Needy Families) MWA Program, a partnership with the Local Investment Commission (LINC) to provide employment and training services to individuals who receive Temporary Assistance from the state of Missouri with the goal of helping the client in overcoming barriers to become self-sufficient and no longer dependent upon public assistance. This is a referral based program. TANF recipients are referred from the Local Investment Commission (LINC) to FEC to provide employment and training services to those clients deemed work ready. MWA helps participants gain work experience, workplace skills, and involvement in other work activities, including: classroom training, on-the-job training (OJT), resume assistance, job assessment and placement, and career counseling. Financial aid is available for training classes at local technical and vocational schools, community colleges, and four-year colleges, and training on the job.

**Missouri Food Stamp Program SkillUP (Employment and Training Program)** - Another major initiative is the **SkillUP program** which offers Food Stamp recipients in Missouri the opportunity to gain skills, training and work experience. SkillUP is offered at no cost to the participant and helps promote employability and self-sufficiency.

### **Other Special Client Focused Programs**

**Kansas City, Missouri First Source Program** – In partnership with the City of Kansas City, Missouri, the program facilitates employment of individuals into the field of construction by working with contractors and Unions. The goal of the program is to provide a pool of qualified job candidates through a non-exclusive referral system.

**Kansas City, Missouri Neighborhood Works** – The Full Employment Council, Inc. in cooperation with the City of Kansas City, MO, Neighborhoods and Housing Services Department, provided the Kansas City Neighborhood Works for Careers program, a project to clean up neighborhoods and provide employment opportunities to Kansas City residents. The Kansas City Neighborhood Works for Careers program provides city-wide cleanup of debris and trash in alleyways, and city-owned properties, as well as mowing, trimming, and edging overgrown areas. Successful applicants receive OSHA 10 training, supportive services such as work supplies and steel toe boots. Also, FEC provides classroom training that leads to a diploma or certificate or credential in an in-demand occupation.. The City of Kansas City Missouri awarded FEC funds to paint City fire hydrants and clean-up debris in the City’s right-of-way.

### **Transportation**

**Kansas City Area Transportation Authority Program (KCATA)** – FEC has worked with KCATA for more than 27 years to provide transportation resources to job seekers in the Kansas City area, to areas not serviced by the transportation system. The program provides door-to-door taxi and van services, to and from work, where existing transportation systems do not operate. FEC will continue

to work with KC ATA on low cost to no cost transportation routes to increase the ability of newly hired and low income workers to get to and from work and childcare.

## **II. YOUTH PROGRAM**

The key changes in WIOA Youth services include investments in serving disconnected youth and other vulnerable populations; specifically, WIOA requires that 14 youth program elements be made available to all youth who are served by the WIOA youth system, **75 percent youth formula funds used to serve Out-Of-School Youth** (where Out-of-school youth are 16-24, not attending school and have one barrier and do not have to meet the low income requirement, and In-school youth are 14-21, who are low income, and have one barrier). **Twenty percent (20%) percent of youth formula funds must be spent on Work Experience** activities, such as summer jobs, pre-apprenticeship, on-the-job training, and internships opportunities that will occur year round and done in concert with AEL, Financial literacy and Classroom Skills Training so that youth can be prepared for employment.

The KCV WDB has developed and implemented a number of special projects, initiatives and best practices to further develop and expand the innovative infrastructure and capacity to serve the region. One of the strategies to address the skills needs of the workforce is promoting flexible education methods that provide substantive skills training. These special training initiatives will provide the innovation infrastructure that will accelerate the pace and offerings of skill training of vocational schools, community colleges, 4 year institutions, and proprietary schools, beyond traditional spring, summer, and fall semester based training courses. In addition, these funds have enabled the Kansas City Region to put into place a “multiple credential” training system, whereas training candidates can achieve multiple skill certifications concurrently, without having to re-enroll in a new training program.

One innovation for KCV WDB is that Adult Education and Literacy (AEL) services are now co-located either or immediately adjacent to or within a Missouri Job Center site. In the KCV region all AEL programs are co-located with the Missouri Job Center offices located in the northern location at the Missouri Career Center at the Northland Human Services Center located at the Maplewood’s Community College, and the Southern Region Missouri Career Center. The KCV WDB has a direct relationship with the local HiSET/GED AEL providers in the region to promote the concurrent attainment of the HiSET/GED and high school diploma with occupational skills training.

### **Special Program Initiatives for Youth**

In addition to programs funded by the normal WIOA formula grants, the KCV WDB generates through special program initiatives, additional dollars to the region for training and employment services.

**Jobs League** – is a program with the Missouri Family Support Division, which was created for Missouri’s emerging workforce, ages 16 to 24, disconnected youth, economically disadvantaged in-school youth, those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless, runaway youth, children of incarcerated parents, migrant youth, Native American youth, youth with disabilities and out-of-school youth to provide them with the opportunity to gain valuable work experience to prepare for tomorrow’s careers. The KCV WDB FEC program combines paid work experience with an educational component.

## **III. BUSINESS SERVICES**

A major change in the WIOA law is **Employers** are now included as a customer and will have a set of performance measures, as yet to be defined, that must be met. The WDB's priorities for the Kansas City and Vicinity Workforce Development Region are to become business-focused on the services provided and to develop strong educational partnerships to meet the skill needs of businesses. This workforce training system responds to the immediate and long term workforce talent needs of regional employers, utilizing approaches to training conducted in the classroom; training on the job; or combination of both. The focus of employer services will be the engagement of employers in growth industries and sectors within each county and regions of Kansas City vicinity specifically manufacturing, healthcare, transportation/logistics, business and finance services, and Information Technology.

**IV. DATA, RESEARCH, EVALUATION AND RESULTS**

KCV WDB FEC Plan effectively uses internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require improvements. The plan analyzes the region's current and projected economic conditions and trends and labor market, including identifying pertinent industrial and occupational labor demand. A key aspect of a truly demand-driven system is to understand the nature of the demand for labor. Therefore, the KCV WDB is dedicated to gathering, analyzing, and disseminating labor market information.

**Performance Goals for the Region Program Year 2020:**

For PY 2020, states and region negotiated new WIOA and Wagner Peyser performance goals and current negotiated performance levels (i.e., PY 2020) will be extended until new goals are negotiated.

**Performance Goals for the Region Program Year 2020:**

<b>Kansas City</b>		
	Employment Rate 2nd Quarter After Exit	Employment Rate 4th Quarter After Exit
	Final negotiated rate	Final negotiated rate
Adult Employed	68.0%	63.0%
Dislocated Worker	69.8%	67.9%
Youth	66.0%	70.3%
Wagner-Peyser	62.6%	60.0%
	Median Earnings 2nd Quarter After Exit	Credential Attainment within 4 Quarters After Exit
	Final negotiated rate	Final negotiated rate
Adult	\$4,454	35.0%
Dislocated Worker	\$5,100	30.0%
Youth	N/A	69.0%
Wagner-Peyser	\$4,150	N/A



**KANSAS CITY & VICINITY  
WORKFORCE DEVELOPMENT BOARD  
FULL EMPLOYMENT COUNCIL, INC.**  
*Strategic Workforce Organization/Fiscal Agent*

---

Operation Sustainability Plan  
Fiscal year 2020/21

# **KC & Vicinity Workforce Development Board**

## **AAA Operational Plan Draft**

The KC & Vicinity Region is a unique region of 2400 square miles, which include rural, suburban, and urban populations, which is the only region in the state of Missouri that can claim such diversity of population centers, people, youth, and employers. Further Kansas City, Missouri is the only city in Missouri that has boundaries that span 4 counties that include Jackson, Clay, Platte, Cass, counties that immediately adjoin Ray County, a rural region of 20,000 people. Further this region includes over 14 school districts in KC alone, combined with a diversity of technical schools, the Metro Community College System, and at least five Universities including University of Missouri at Kansas City, University of Central Missouri, Avila University, Park University, and Rockhurst University among others.

### **KCMO (Central Region)**

**Population: 495,327**

**Poverty: 16.50%**

**Unemployment: 11.6%**

Kansas City, Missouri, is the largest city in the state of Missouri, with a population approximating 495,300 persons; however, this population is spread out over 315 square miles, the fifth largest city land mass wide in the United States. Poverty rates are highest in the city of Kansas City, MO at 16.5%. This area has the highest region of food stamp, TANF, subsidized housing, and low income housing. Further it is home to the Don Bosco Centers, the third largest resettlement center in the United States serving over 132 different nationalities of resettlement populations, and the location of Project Restart, and City Union Mission, the largest homeless shelters in the region. Mass transportation is available within this sector along with accessibility to childcare and public health facilities. This is the location of our Comprehensive Health Career Center.

Kansas City, Missouri is recognized as the region where many minority populations lived in the east, due to segregation in housing and institutionalized patterns of segregation, and therefore has high concentrations of poverty and minority populations. Further it is the home of the shuttered General Motors Facility known as the "Leeds Manufacturing Plant" and a facility known as the Blue Valley region also recognized as an area that suffered greatly from industrial disinvestment. This area has high concentrations of poverty and disinvestment. Bus transportation is accessible, along with child care facilities, and healthcare facilities. Kansas City has a significant number of homeless, TANF, and Food Stamp.

### **Clay County**

**Population: 249,948**

**Poverty: 7.00%**

**Unemployment: 12.5%**

The Kansas City, Missouri, (Clay County) begins once you cross the Missouri River, and is home to many manufacturing, warehouse distribution, and storage facilities. The KCMO portion of Clay County is home to some of the higher income housing in the region, however, lower income/unemployed populations live in the

smaller and more rural communities of Clay County, such as Gladstone, North Kansas City, and Excelsior Springs. The Balance of Clay County (outside of Kansas City) serves major manufacturers, such as Claycomo Ford Motor Company, their supply chain, warehouse distribution, and information technology organizations such as Cerner. Transportation decreases the further you leave the city of KCMO city limits and must focus upon major points of destination. Healthcare facilities are available, but childcare facilities are not as predominant in this area. The total population of Clay County, Kansas City.

### **Platte County (Platte County)**

**Population: 104,418**

**Poverty: 5.80%**

**Unemployment: 9.9%**

Platte County, Kansas City is the area with the lowest unemployment in the region, as well as the highest per capita income in the region. It is the home of the Kansas City International Airport, former home of Harley Davidson manufacturing plant, which has since closed, and its county seat is Platte City which is approximately 25 miles from the Kansas City limits. The airport which is undergoing a 2 billion dollar renovation, is also home to a large number of manufacturing businesses that service the aircraft industry, which happens to also be in the city limits of KCMO, also located in Platte County. An industrial park immediately across from the Argosy Casino houses a number of smaller manufacturing businesses, which contract with both the Ford and General Motors auto manufacturing plants. Public transportation to and from Platte county is limited and low income populations live in low income and public housing scattered throughout the county.

### **Ray County**

**Population: 23,018**

**Poverty: 9.90%**

**Unemployment: 15.2%**

Ray County is the most rural county of all jurisdictions in the region. This county of 20,000 comprised of agricultural, retail, and limited small manufacturing facilities. The poverty rate at 10.3% is high as in the urban core in Kansas City, Missouri Jackson County. Transportation is limited primarily to Ray County Transit, and childcare options are limited. Ray County has no community college, but does have Lex Ray Technical School. Further Richmond, Missouri, the County seat of Ray County is approximately 10 miles from Excelsior Springs, Missouri, located in Clay County which also has extreme amounts of poverty and unemployment.

### **Cass County (South/Cass County)**

**Population: 105,780**

**Poverty: 8.10%**

**Unemployment: 8.7%**

Cass County is within the southern part of the region and is comprised of suburban and rural populations, agricultural, information technology, manufacturing, distribution and retail comprise. Transportation is sporadic, and rely on private providers such as OATS, and childcare is accessible through the West Central Community Action Agency. Approximately 60% of the youth do not go onto post-secondary institutions for training credentials.

The public policy objective of the Public Workforce System lead by the KC & Vicinity Workforce Development Board and the Full Employment Council, Managing Entity, is to develop a skilled workforce for area employers, and given the overall unemployment rates of traditional/skilled workforce populations, a crucial strategic objective is to increase the labor market participation of underserved groups for whom, training, childcare access, and transportation access are critical. Therefore workforce system office locations; on site program service/training models; times of operation for skills training, transportation, childcare; and co-locations of workforce service/wrap around support services are crucial to increasing the labor market participation of these underperforming populations. These populations typically experience barriers to employment due to their lack of 21st Century skilled credentials, which means access to training institutions, the calendar of training courses, and the time at which they are offered are crucial. The ability to participate in workforce skill training activities, successfully complete them, secure employment, and be retained for at least four quarters is directly related to the career support network of transportation, childcare, healthcare, and ongoing career counseling when necessary. Further, time management/consumption is also a consideration for targeted career seekers and therefore maximum collocation/execution of career training and wrap around support services are essential.

In consideration of these factors, the KCWDB has developed the AAA system to assess, business operating locations, service models, service matrix, and service delivery system:

- A. **ACCESSIBILITY / INTEGRATION OF SERVICES** - To facilitate easier customer service, and less eligibility protocols for job seekers and employers. The closer proximity of workforce services to each other through, co-location, memorandums of understanding, reduction of unnecessary protocols and requirements, this factor increases labor market participation, employer and job seeker participation. This factor looks at the ability of the client to access workforce system and employment locations, via personal or public transit. Further the increased emphasis at co-location/partnership management of services to increase the opportunity for one-stop service access for workforce training and wrap around support services, as well as the access for persons with disabilities. Parking, safety, and other factors are also a consideration. The ability to sponsor on site partnerships and partnership sites is essential in this factor. This factor increases job seeker participation.

Integration of services / Facility integration of services - The Kansas City Workforce Development Board will utilize Memorandums of Understanding to facilitate a user-friendly systems referral that increases labor market participation; training completion. Memorandums of Understanding will be signed with the following organizations to facilitate program integration:

List agencies with whom Memorandums of understanding will be signed:

Colocation One-Stop Partner MOUs

- 1) WIOA Adult Program (Title I)
- 2) WIOA Dislocated Worker Program (Title I)
- 3) WIOA Youth Program (Title I)
- 4) Wagner-Peyser Labor-Exchange/Employment Services
- 5) Adult Education and Literacy (AEL) Title II)

- 6) Vocational Rehabilitation/Rehabilitation Services for the Blind
- 7) The Senior Community Service Program
- 8) Trade Adjustment Assistance
- 9) Jobs for Veterans State Grants
- 10) Community Services Block Grant
- 11) State Unemployment Compensation Law Activities
- 12) Temporary Assistance for Needy Families (TANF)

**Non Colocations One-Stop Partner MOUs**

- 1) Job Corps (WIOA Title I)
- 2) YouthBuild (WIOA Title I)
- 3) WIOA Indian and Native American (INA) Programs
- 4) WIOA Migrant and Seasonal Farmworker Programs
- 5) Perkins Career and Technical Education
- 6) U.S. Department of Housing and Urban Development Employment and Training Activities
- 7) Reintegration programs for eligible offenders

**Office Colocations / Comprehensive One Stop Center(s)**

Utilizing AAA (Accessibility Integration; Availability; and Affordability for employer/job seeker customers) each office and region was assessed to determine whether the office location should be sustained with this criteria.

**ONE STOP LOCATION(S)**

The Central Kansas City Location - is located at 1740 Paseo Blvd., Kansas City, MO. 64108, immediately adjacent to the Metropolitan Transit Authority. This building is wholly by the Full Employment Council and therefore there is no rent being paid for this building which is an annual savings of \$350,000.00, annually based on market rates in the area. This is a full service MO job which includes the administrative/finance offices as well as full service MO Center co-located, are the Local Investment Commission; OWD, and Vocational Rehabilitation service rotates in and out of the facility. Also located in the same parking lot is the Urban League of Greater Kansas City, and a payment Center for the local utility.

Clay County Location - is located at 3100 N.E. 83<sup>rd</sup> Street, Ste. 2800, Kansas City, MO., 64119 in the Northland Human Services Center immediately adjacent to Maple Woods Community college. This location is a full Service MO Career Center, and is co-located, with Tri-County Mental Health, Local Investment Commission, Head start, OWD, United Services Community Action Agency, and the North Kansas City School District AEL program. The office is on two floors, and there is bus service to this location.

The financial contingency plan would involve reducing office space to one floor which would reduce the training room areas first but maintain the staff provisions, with more sever reductions resulting in staff reductions as may be necessary in order to insure training funds are sustained.

**AFFILIATE LOCATIONS / BRANCH OFFICES**

South Kansas City Location – is located at 6025 Prospect Ave., Kansas City, MO., 64130 - The South KCWDB location is a branch location that is also co-located with the AEL program, The TANF program, and all, other discretionary programs offered by FEC. Given that a majority of partners are located at the SOUTH location the FEC will formally request that OWD, assign OWD staff there and make that a comprehensive center as a ONE STOP, operator staff will also be assigned there. This designation will compensate for the closure of the Youth Career Connection Center by opening up an additional youth employment service further south in the region. Therefore FEC will formally request that OWD Wagner Peyser staff be assigned to the 6025 Prospect Location to create a comprehensive center to compensate for the closure of the youth center. The contingency plan for this center would be to first to lease fewer square feet due to funding reductions and then approach the city of KCMO for rental assistance if funding cuts were dramatic. If this was not possible then complete closure of the facility would occur if funding was not adequate and staff transferred to the central city location.

Cass County Location – is located at 208 W. Walnut, Raymore, MO., 64083, co-located with the West Central Missouri Community Action Agency, Local Investment Commission (TANF) Agency, Head Start, and Community Services Block Grant. Cass County is a rural and suburban community and has access to Oats a rural transportation provider. If funds were reduced FEC would reduce staff contingent and program offerings. If further fund reductions were to occur. FEC would set up a rotation schedule where staff would have specific days to be available.

Ray County/Rural Clay County - is located at 103 East North Main Street, Richmond, MO., 64085 in downtown Richmond Missouri, and will be used to service all of Ray County and the extreme northern portion of Clay County anchored by Excelsior Springs, Missouri. This office is accessible to populations and Ray County Transit system. Lex Ray Technical institute is 7 miles from the office and training sessions have been held in the library.

The sustainability/contingency plan for this office is based on the constant pursuit of non-formula workforce funding that presently sustains 50% of KCWDB operations, but if funding were severely curtailed, the office location would be closed and collocation with other community based organizations, units of government, etc., would be pursued. Given the 25 year presence of FEC in Ray County, this would be extremely feasible. Staff would be maintained, with service being rotated between different municipalities in the region. FEC would utilize its MOU partners to sustain services and resources to facilitate team based case management and support to sustain the office. This plan was developed through the initial development of our 4 year WIOA plan, and the ongoing utilization of community resources in the county such as libraries and other county/city facilities to sponsor training activities.

Platte County (Platte County Services Center) – is located at 11724 N.W. Plaza Circle, Ste. 500, Kansas City, MO., 64153. The Platte location is utilized to service more rural Platte County residents who live between the airport and Platte City as it is co-located in a Platte County Services annex. It is located immediately adjacent to the Platte County EDC, senior citizen center, and community meeting complex. The per square foot cost was extremely discounted for the KCWDB/FEC from 17.50 sq. foot to 3.45 per square foot. Staff operate on a rotation schedule to provide services to the employers and job seekers in the area. The contingency plan for financial strain would be to petition the Platte County Commission for a reduction in the rental costs as personnel costs are minimal.

**AA. AVAILABILITY / ACCELERATION OF PROGRAMMING** - To facilitate demonstrated proficiency through training, through reduction of classroom training time while increasing competency, through work based learning, industry expert instruction, and minimization of non-prescribed protocols. Further collocation of workforce service systems will reduce the time, stress, and expense on financially stressed job seekers. Extended time frames and unnecessary requirements are barrier and burden to training completion and job retention of unemployed, underemployed, and low income job seekers and their families. This factor increases employer and job seeker participation. This factor looks at the times of service offerings and employment, as time availability will also determine success of training completion, and job retention. Further it also looks at availability of wrap around service offerings when they are offered. This factor systematically impacts job seeker training, employment completion and retention.

1) Just in Time Training:

Just in time training that focuses upon 21st Century Careers with Industry advice on a non-semester based format. Employers require a trained/credentialed skilled workforce through a more accelerated non-semester based training calendar that enables employers and trainees; as well as to train through industry sanctioned curriculum that accelerate entry into the workplace. This training focuses upon demonstrated proficiency of skill competencies through industry based certification vs. the reliance upon seat time that does not necessarily demonstrate workplace competence in the specific sector skill arena. This calendar acceleration more rapidly meets employer demand for an industry credentialed workforce that makes them globally competitive, but also meets the needs of career seekers, whose lack of labor force participation is driven by the lack of credential certification or the possession of credentials/certifications that are not relevant in the 21st century labor market. Furthermore, accelerated training creates less stress on the financial means of lower income or unemployed job seekers, whose limited income or means of sustenance are severely stressed during extended semester focused train intervals, decreasing the likelihood of training completion and credential acquisition. This approach requires working with training institutions and the US Department of Education to increase the rate of approval of more contemporary skill training curriculum that is not semester based, while engaging federal approval authorities to sanction non-semester based training, as Pell eligible coursework. If accomplished this will alleviate the financial pressure upon formula funded USDOL funding to be the primary source of industry sanctioned accelerated training. Further, the Public Workforce System overseen by the Kansas City Workforce Development Board, can promote this non debt/industry sanctioned skilled training to dislocated workers, TANF Recipients, opportunity youth, economically disadvantaged, Reentry populations, etc., increasing their rate of sign up due to the reduction of training time and debt accumulation perceived by these populations as what they have traditionally expected to accompany their skill building efforts. This advanced calendar approach will be pursued at the Community College, Technical School, Proprietary training institutions, and University levels, to insure this approach of accelerated training that focuses upon demonstrated proficiency is systematic and not silo oriented in its application. If funds become depleted, which is typical, the Public Workforce system can utilize its highly skilled team of career counselors and its superior skill assessment system to identify the approximate career goals and skills of the applicant;

develop an appropriate/objective career development plan, which becomes the basis of their skill based training pursuits, while increasing the likelihood of credential completion and entry into the workforce. Further, it's highly advanced team of workforce development professionals with their on the ground employer contacts and working relationships with employers and employers' associations will result in accelerated employment upon completion of training and credential award. Such success will increase the participation of underserved populations in the training and labor market activities that accompany success in a more systematic way, through these efforts, through friend and family success dialogue.

2. Development of Adjunct Faculty:

The identification and utilization of industry sector experts as adjunct faculty at training institutions, is crucial, to alleviating the skill training staff shortages at all levels of the post-secondary training market. The adjunct faculty skill requirements deviate between the community college and university levels, further agitating the lack of skilled industry based faculty at all levels, contributing to the inability of these institutions to execute expeditiously, contemporary 21st Century skill based training courses. The KCWDB has been able to secure adjunct faculty on an as need basis and will continue to utilize its diverse industry network of employers.

3. Apprenticeship Program Development:

The utilization and adaptation of apprenticeship programming to establish the integration of work based learning and classroom training with a defined career pathway with salary levels defined at each level of defined proficiency will be institutionalized to accelerate workforce participation, training, and employment with underserved, dislocated, underemployed, and low income populations while accelerating sector trained workforce for employers. The apprenticeship system reduces the stress on the classroom training sector by integrating work based learning into the training continuum. The Full Employment Council/Managing Entity has been certified as an apprenticeship intermediary and is able to act on USDOL's behalf to complete all required paperwork to present and recommend for approval to the local DOL office of apprenticeship. In addition we are able to act as a sponsor.

4. Sector Based Training:

The KCWDB targeted its limited training resources on targeted industry sectors that include construction, advanced manufacturing, financial services, transportation, warehouse logistics, information technology, and healthcare as well as apprenticeship occupations. Other training occupations are referred to other resources, and new ones may be added based upon demand. This approach maximizes the utilization of training funds to high career paying occupations.

**AAA. AFFORDABILITY** - This factor relates to the ability of the job seeker to access training, wrap around support services, to facilitate, complete training, credentialing, and job retention within their means to result in successful completion through the KC & Vicinity Workforce system. This relates to the ability of the job seeker working in conjunction with the workforce system to

successfully access and utilize the system, within their financial and economic means, until such time they have successfully transitioned into employment and achieved 4 quarter job retention.

- 1) Pell grants for non-semester based training
- 2) Low cost / no cost transportation
- 3) Financial support for work wardrobes / books and supplies
- 4) Debt / student default loan relief
- 5) Dual credit coursework at the high school level supported by local school districts. Supported by State level education agencies including Missouri Department of Higher Education, and Missouri Department of Secondary Education.
- 6) Increased participation for low income families in A+ post-secondary programming
- 7) Low cost child care

### **Annual AAA System Review**

The AAA Workforce Systems Review will occur in the fourth quarter of every year to determine WIOA staffing levels, office overhead expenditure analysis, as well as operating expenditure analysis at each location, consistent with these analysis will be conducted in reviewing WIOA funding levels, discretionary funding levels, etc., to determine what system adjustments must be made to insure services can be provided to job seekers and employers in all regions serviced by KCV Workforce Development Board. This analysis will be made to insure the 60% staffing and 40% direct service requirement is maintained. Even though KCV had no formula fund reductions, this process will be used to sustain 60/40 ratio.

### **Sustainability/Contingency Plan**

The sustainability plan PY2020; PY2021; PY2022 is focused upon facilitating/coordinating a regional workforce system, utilizing the AAA Workforce System analysis. This plan however was initiated, with the development of The Four Year WIOA Plan, which utilized 4 Economic development organizations to convene employers and job seekers to determine the basis of the workforce system under WIOA, when the plan was developed. These Economic Development Organizations included the Clay County Economic Development Organization for the Clay County Region, the Platte County Economic Development Corporation for the Platte County Region, and the Cass County Economic Development Corporation for the Cass County Region, and Economic Development Corporation for the City of Kansas City, Missouri. Further the memorandums of understanding that have been developed between the Kansas City Workforce Development Board and the Missouri Division of Social Services, the department of Vocational Rehabilitation, Community Action Agencies, the Adult Education Literacy (AEL) program through the Missouri Department of Elementary and Secondary Office of Workforce Development, Missouri Department of Social Services/Community Services Block Grant Program. These state agencies and the workforce system components that they administer through a regional delivery network have agreed to partner as a workforce development system framework to increase efficiency in serving employers through a single point of contact approach; reduce redundancy of eligibility determination processes for job seekers; utilize a universal career assessment system; integrate a system of wrap around support services; and integrate training delivery and coordination to reduce costs and trainee/employer confusion. Through the WIOA Four Year Plan and ongoing continuous improvement and efficiency efforts, the following efforts have been instituted to facilitate workforce system sustainability, create organizational/system efficiencies; utilize independent monitoring/evaluation for program improvement/corrective action; utilize board engagement oversight duties to solicit employer/job seeker

feedback to identify best practices and reduce program inefficiencies; and participate lead on public policy discussions regarding workforce policy systems practice.

In addition to executing this more accelerated training/industry, articulated training mechanisms in the KC Public Workforce System will also promote system wide dual credit access to all students through the A+ program, as presently articulated through legislation recently passed through the Missouri legislature. Though no funding was appropriated with the passage of this bill the concept of high school students being able to enroll in college credit courses through A+ paid for by the state appropriations will enable rural, urban, and suburban school districts alike, to facilitate early post-secondary enrollment, increasing the number of students graduating from high school with dual credit certifications and generating higher skilled high school graduates to engage in careers immediately upon graduation if they so desire, while also promoting lifelong learning and engagement in the process.

**5. Contract Cancellation/Renegotiation Clauses When Funds Are Reduced:**

The KCWDB fiscal agent/Full Employment Council has a tract renegotiation provisions built into all lease contracts in case of funds reduction. This enables FEC to cancel building leases in case of severe fund reduction. This provision exists also in the case of service providers and other contracts.

**6. Non-WIOA Formula Funding:**

The business model that the KCWDB utilizes through FEC is to leverage approximately 50% of its budget from non-WIOA formula resources. FEC leverages - approximately 51% of its budget through USDOL Direct funding through national competition, HHS funding, local TANF funds, in addition has a 20" year partnership with Local Investment Commission, while also receiving funds through Jackson County.

Utilizing the AAA System, the basis of its review the KC & Vicinity Workforce Development Board will take the following actions to execute the 60/40 requirement. In executing these operational protocols, it is important to note, that execution of this requirement may create some structural challenges to executing some 21st Century Workforce system objectives that have been articulated through the "Best in the Midwest" and other workforce system priorities as articulated through various public, employer lead, and legislative discussions held over the prior 18 months, in the Kansas City Region and elsewhere. Prior to the articulation of our operational protocol to execute this 60/40 requirement, we will identify potential system issues that may not have been foreseen when executing this requirement once our plan has been outlined. Further at the end of our plan the FEC will request relief from some state regulatory requirements which will increase organizational efficiency as well as customer service to employers and job seekers.

In looking at our staffing patterns it is important to note that defined systematic goals for the Missouri Public Workforce System, (1) include specific goals for apprenticeship throughout the state (2) utilization of work based learning combined with classroom training for more effective on-the-job training (3) implementing the federal imposed minimum 20% work experience requirement for youth (4) administering the state required protocol for WIOA/Wagner-Peyser registration as a condition of WIOA enrollment (5) real time data entry for all transactions with job seekers or employers etc., (6) 21st Century developed curriculum developed by industry experts, that industry embraces, etc. (7) increased level of achievement of credentials through the public workforce system (8) increased job placement percentages; executing these objectives and others of the Missouri Public Workforce system there is a very diverse team with a unique set of skills and competencies required to serve employers and job seekers equally in a customer friendly manner with superior results.

Employer services require personnel who: (1) specific interaction with employers to determine workforce needs present and future. (2) develop specific training outlines, protocols, apprenticeship registration for apprenticeships and on the job training (3) develop assessments for unique screening requirements to a specific workplace (4) input into MOVOS for a 2700 mile region (4) execute federally mandated work experience arrangements with employers which require I-9 requirements. Sufficient staffing in the employer services area to execute employer workforce analysis work experience execution, recruitment, on-the-job training execution, apprenticeship execution, and increased employment rates exist in these positions. All efforts must be made to secure these positions sufficient to meet demand expectations of the system.

Job seekers require personnel who: (1) do orientations and individual employment plans (2) provide real time data entry into MOVOS regarding (3) monitor training through training providers (4) provide follow-up services to insure training completion and job retention. (5) provide soft skills training and development (6) provide federally required orientations to programs and services. All efforts must be made to secure these positions to increase the lab market participation rates of underserved, unemployed, and underemployed populations.

Placement rates and credential attainment were areas targeted for improvement and these positions whether hired directly or through service provider organizations will be essential to the performance improvement in these areas. These positions are essential to providing quality employer and client services in the public workforce system as instructors and counsellors are in the education system which now jointly comprise the public workforce system in the state of Missouri. These direct customer service positions are critical to achieving the performance results for the state of Missouri.

## **TECHNOLOGY ENHANCEMENT**

**The sustainability plan is amended to include the following components according to the AAA system the WDB has previously developed.** These will be used to increase the intensity of the AAA system.

### **VIRTUAL TRAINING COURSES —**

The WDB has added at least thirty credentialed skill training courses that include non-semester based training time frames as well as open entry open exit training for information technology, healthcare, advanced manufacturing, and financial services. Transportation and warehouse are pending but are pursuing those areas presently. Virtual training courses will be able to increase the accessibility, availability, and affordability to WDB job seekers and employers.

### **VIRTUAL JOB/ HIRING EVENTS**

The WDB has begun virtual Hiring events to facilitate virtual interviews and job fairs with employers and job seekers. This will be an ongoing element of WDB services offerings. This process will increase accessibility to WDB services for job seekers and employers.

#### **ZOOM/FACETIME INTERVIEWS**

The WDB has initiated zoom and FaceTime interviews, to increase the ease of access to workforce services by employers and jobseekers, increase affordability and accessibility of services to FEC target customers, as well as reduce costs borne by the job seekers to travel to and from FEC facilities. The Missouri Office of Workforce Development, has approved FaceTime as an eligible client interface and this will increase client accessibility to the project.

#### **DROPBOX AND DOCUSIGN UTILIZATION**

The WDB will utilize DocuSign and drop boxes for system retrieval to increase accessibility and availability to job seekers through enabling job seekers to drop off eligibility information to WDB offices at times when offices are not open. This will increase client access potentially compromised by the lack of transportation and or childcare by job seekers. Further it will make more accessible the training, apprenticeship, and work based learning documents required of employers as well.

#### **UTILIZATION OF REGIONAL CLIENT ENGAGEMENT/CALL CENTER**

The WDB will utilize a regional client engagement center which will utilize career services specialists to engage clients through phone, e-mail, and general mail systems. These centers will also engage in client case management, follow up, and one on one counseling in addition to face to face interview. This will enable the WDB to, at a minimum, sustain client interface levels though not necessarily through face to face interface.

#### **VIRTUAL BEST PRACTICE WORKSHOPS**

The WDB will hold virtual best practice workshops on interviewing, conflict resolution, and financial literacy, and other employment retention techniques.

# REOPENING PLAN

## Kansas City & Vicinity Job Center Reopening Safety Plan

### Summary - This document includes the following:

- Facilities modifications
- Social modifications (behavior changes)
- Client interaction changes
- Cleaning standards
- Other considerations - things to consider on a center-by-center basis
- Infectious Disease Preparedness Response Plan outline
- List of things to procure
- Checklist to use before reopen
- Caveats

### Facilities Modifications

- Front door buzzer system at each location
- Front door camera intercom system
- Provide text message instructions in front of the office for appointments
  - Appointments will be confirmed before entrance into center
- Post instructions on the window/door and throughout the office areas
- Plexiglas in front of check-in counter at each office location
- Mark floors at entrance to show customers where to stand to maintain 6 feet distance
- No staff in adjoining cubicles if cubicles have low walls; (6 feet minimum height)
- Ensure 6 - 8 feet between work spaces;
- Create a 6 feet marker in the front to show customers/visitors how far 6 feet actually is
- Mark hallways to show 6 feet distance if possible
- Create a designated meeting space with customers that includes Plexiglas, do not allow customers to go to cubicles or offices used by staff. Keep customers in a designated meeting space
- Add scanners to the meeting space or to computers in the resource center to allow customers to scan paperwork in so hard copies do not need to be retained
- Prop open all doors that can safely be opened
- Provide handwashing signs in bathroom and kitchen areas
- Touch free sink, towel, soap, hand sanitizer in the bathrooms
- Touch-free trash cans readily available
- Provide Keypad locks to card swipe access where considered major staff entry point
- Move or block computers in the resource area to ensure 6 feet between computers; (remove keyboard/mouse)
- Close the training rooms to staff and customers
- Provide fillable Health Screening form to clients prior to appointments via email
- Provide Covid-19 Consent form to clients prior to appointment via email
- All staff are required to wear mask while at work
- Clean and sanitize area after each interview or interaction with client
- All centers should follow the same policies and procedures

## Kansas City & Vicinity Job Center Reopening Safety Plan

### Social Modifications

- Always stay 6 feet away from everyone else, including coworkers;
- Calculate a maximum occupancy of 120 square feet per person including staff and customers in the job center and do not allow more people than this into the job center
- Don't go down a hallway with someone else if you cannot maintain 6 feet of distance
- Don't touch anyone else's office equipment
- Wear employer-provided washable mask
- Never meet with a customer without a Plexiglas partition
- Wash hands immediately after meeting with a customer
- Wash hands frequently following CDC guidelines
- No in-person staff meetings
- Break Room areas need to exercise social distancing
  - Staff required to clean behind themselves and leave no utensils or plates behind
  - All refrigerator contents must be safely stored and removed at the end of the day by the owner

### Changes to Client Interactions

- Front desk person ask illness assessment questions to all customers
  - Establish center appointments only
  - Pre appointment questionnaire
  - All clients are required to wear a mask
  - Consent form for New Policy and Procedure adherence
  - Do you or a person you live with, have:
    - A temperature of 100.4F or higher, OR
    - Two or more of the following: chills, new loss of taste or smell, unexplained body aches, headache, or sore throat; OR
    - One or more of the following: dry, non-productive cough (new onset or worsening of chronic cough), shortness of breath, or difficulty breathing?
    - Have you been in contact with a person having COVID-19, or symptoms, or has recently travelled?
- Provide disposable masks (not N95) available for customers who are enrolled in training
- Do not take customers into offices or cubes not designated for meetings, always meet in the designated meeting area.
- Client interaction by appointment only using MoJobs calendar or appropriate tool
  - Zoom interview rooms will be exercised to meet with clients internally and a timer notification will be used to limit interaction to 30 minutes.
- Clearly communicated rules of engagement and "what to expect documentation"
  - No Public Bathroom or telephone usage
- Clearly communicated partner information for referrals process to center staff
  - Email blast or post card information

## **Kansas City & Vicinity Job Center Reopening Safety Plan**

### **Cleaning Standards**

- Ensure cleaning contractor understands and is providing a higher level of sanitization each day (including at affiliate centers)
- Hand sanitizer everywhere
- Sanitize with spray or wipes the meeting area after meeting with a client, including the client area and any pens, scanners, or other supplies used, so it is clean for the next customer
- Sanitize with spray or wipes each public computer after use;
  - Designate someone in the center to have this responsibility as works for the logistics of your center.
- Sanitize with spray or wipes, handrails, door handles/knobs, refrigerator handle, bathroom stalls handles, and other frequently touched surfaces twice a day;
  - Designate someone in the center to have this responsibility as works for the logistics of your center.
- Sanitize your personal work space with spray or wipes before leaving for the day
- Staff to clean client interaction areas throughout the day and immediately upon completion of interview or meeting.

### **Other Considerations**

- Continue to only offer UI/RESEA services online/on the phone, not in center, only allow people in the center for other services
- Provide virtual training to all staff before reopening
- Hire workers to do crowd control/logistics; (Based on funding availability)
- Staff Training on COVID-19 Pandemic Policies and Public Interaction Precautions
  - Client Protocol Script
- Touchless Thermometer for staff and client screening based on State requirements and funding
  - This will apply to staff and public entrance throughout the day
- Mail slot/box for physical document drop-off (no technology access – scan immediately and discard)
- Large envelopes for document storage and printed registration packet pickup (no technology access)

### **Infectious Disease Preparedness Response Plan**

- Create a plan with scenarios for each job center that specifies what to do if:
  - Customer presents with cough;
  - Customer identifies as having COVID-19
  - Staff member presents with symptoms
- This is a playbook for COVID-19 related scenarios that might pop up
- DHEWD will provide a template that local areas can review and customize to their area if needed

## Kansas City & Vicinity Job Center Reopening Safety Plan

### Procure:

- Sanitizing spray (60% alcohol)
- Sanitizing wipes (60% alcohol)
- Masks - reusable for staff and disposable for customers
- Hand sanitizer (60% alcohol)
- Plexiglas partitions
- Scanners for interview area
- Webcams for internal interview area
- Floor marking with 6 ft. measure to ensure social distancing and safe work space area

### Checklist before opening to the public:

- Client meeting space established that meets requirements above
- Front desk area prepared with Plexiglas (1 Staff Person)
- All procured-items are in stock with significant extras available
- Floor decals marked for the following:
  - Customer front desk waiting positions
  - Hallways for 6 feet distance if possible
  - 6 feet graphic in front as a reminder of what 6 feet looks like.
- Handwashing signs in bathroom and kitchen;
  - There are several resources on the CDC website
- Staff moved to ensure 6ft between work spaces
- Resource center marked or altered to ensure 6 feet between computers
- Staff designated to clean computers in resource center as used
- Staff designated to clean high-touch areas twice a day
- All staff have a copy of, and are familiar with, the center's Infectious Disease Preparedness Response Plan
- Ensure cleaning contractor providing cleaning sufficient for this pandemic
- Signs on front door and elsewhere as necessary to inform clients of center safety protocols
- Website updated with center safety protocols;
- All staff receive virtual training on safety protocols

### \*Caveats

- This guidance is not final and is subject to change depending on information obtained;
- Each job center is unique and FEC understands that one strict approach will not fit each center
- Be prepared to close quickly after reopening

### **The Utilization of More Virtual and Accessibility Focused Client Engagement and Follow-Up Strategies**

FEC will also utilize virtual methods for recruitment and client engagement. Zoom, GoToMeeting programs, counseling intake sessions, and external drop boxes/DocuSign programming for document return is initiated. Engagement with partner agencies will also be more virtual and will create more virtual interface for client referral and information sharing between agencies.

We will have a full time call center in addition to face to face call center will be engaging customers via the phone , zoom and facetime via cell phone as well as through a written application process which will be provided directly to clients and instructed to return for financial assistance where upon either a meeting will occur . Prior to customer meeting with staff they will be instructed they must return completed application. They will be walked through the process via the call center.

Once documents are returned the interface with customers will be as follows:

1. Interface with customer visually through virtual models which include Zoom and facetime via cellphone or tablet.
2. In person interview scheduled by appointment only based on the maximum number of occupants at one time.

### **Enrollments**

Full Employment Council has pivoted during the COVID19 pandemic to make adjustments to the enrollment model to ensure the safety and comfort of customers and staff. As a result of the Enrollments will be completed virtual by using DocuSign and Zoom. Customers will sign documents through DocuSign and meetings will occur via zoom. When individual appointments are needed these appointments will occur in areas that provide at minimum of 6ft between customers and staff.

Full Employment Council has made adjustments to the workshops that are available allowing customers to attend virtual workshops by zoom so that customers learn the skills needed through practice to be successful in online training provided by educational institutions. These online offerings include:

1. **Career Exploration** : This virtual workshop gives customers the tools to assess their knowledge, skills, personal interests and priorities on the journey to finding the job or skills training that is best for them (or not a good fit) and identify resources that are available to find a rewarding career.

2. **Interview Process:** Customers get practical advice on how to best showcase their skills and experience through research, practice, and preparation. They are provided helpful tips on how to dress and groom for an interview. Learn the different types of interviews and strategies for each.
3. **Resume Writing:** Find out what employers are looking for when they read a resume and cover letter. Identify and optimize all the basic components of a resume-skills and abilities, work history, and education, so that you stand out above the others.
4. **Online Applications :** Workshop will cover aspects of completing an application online, as well as formatting your resume and attaching your resume to an online application
5. **Virtual Job Interviews:** Workshop will cover aspects of completing an online (virtual) job interview.
6. **Financial Literacy:** This program is an active, hands-on experience that gives individuals a chance to practice making lifestyle and budget choices that can be faced on a daily basis.
7. **Assessment Workshop :** WorkKeys Curriculum Quick Guide
8. **Online Job Search & Virtual Recruiter:** This workshop will guide customer through best utilizing the Online Job Search and Virtual Recruiter features within the MoJobs website.