

G R E A T E R L I N C O L N

WORKFORCE

I N V E S T M E N T P L A N

**JULY 1, 2014 through
JUNE 30, 2017**



**Chris Beutler, Mayor
City of Lincoln**

**Carol Swigart, Chairperson
Workforce Investment Board**

**GREATER LINCOLN
WORKFORCE INVESTMENT PLAN
July 1, 2014 through June 30, 2017**

Written comments are always welcome and should be
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TABLE OF CONTENTS

A. Executive Summary	2
1. Introductory Review	2
2. Analysis of Local Economic and Labor Market	6
3. Plan Development	17
B. Administrative Section	19
1. Organization	19
2. Local Vision, Goals and Priorities	26
3. The One-Stop System	34
4. Memorandum of Understanding	47
5. Fiscal Controls and Reporting	50
6. Oversight Plan	54
C. Operational Section	56
1. Services	56
2. Performance Measures	88
3. Equal Opportunity, Affirmative Action, and Grievance Procedures	90
4. Continuous Improvement	92

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not be accurate in
this working draft...
maybe close....**

Required Attachments

- A. Signed Assurances
- B. Budget, Participant, and Exit Summary Form – Adult
- C. Budget, Participant, and Exit Summary Form – Dislocated Worker
- D. Budget, Participant, and Exit Summary Form – Youth
- E. Budget Summary – Administration
- F. Local Area Participant Appeals Procedure
- G. CEO Agreement
- H. CEO/WIB Agreement
- I. Local Area Complaint and Grievance Policy and/or Procedure
- J. Local Area Customized Training Policy and/or Procedure
- K. Local Area Equal Opportunity Policy Statement
- L. Local Area Individual Training Account Policy
- M. Memorandums of Understanding
- N. Local Area On-the-Job Training Policy and/or Procedure
- O. Proof of Publication of the Public Notice
- P. Public Comments on Plan
- Q. Local Area Rapid Response Procedure
- R. Signature Sheet
- S. Local Area Supportive Services Policy
- T. WIB By-Laws
- U. WIB Membership List
- V. Youth Council Membership List
- W. WIA Grant Agreement with NDOL

A. EXECUTIVE SUMMARY

1. Introductory Overview

Provide a brief introduction of the local workforce investment area highlighting the geographical workforce investment area, population, diversity of the population, area strengths, and opportunities for improvement. It would be appropriate to address how the local workforce investment system has improved and changed since the enactment of the Workforce Investment Act of 1998 and the expectations for further transformation anticipated in the next few years.

Geographic Area, Population, and Diversity

The Greater Lincoln Workforce Investment Area consists of Lancaster and Saunders Counties in Nebraska. According to the United States Census Bureau, the 2012 population of the two-county area was 314,230.

Lincoln is the largest city and according to the United States Census Bureau, the 2012 population of Lincoln was 265,404 with a 2.7% population growth from 2010 to 2012.

The U.S. Census Bureau had reported the 2010 population of these counties at 306,187 (Lancaster was 285,407; Saunders was 20,780). According to the U.S. Census Bureau, the racial/ethnic makeup of the population was as follows:

	Lancaster	Saunders
Total:	285,407	20,780
<i>Population of one race:</i>	<i>277,522</i>	<i>20,559</i>
White	248,615	20,201
Black	9,920	71
Native Pop	2,140	53
Asian	9,961	83
Hawaiian or Islander	150	1
Some Other Race alone	6,736	150
Hispanic or Latino	16,685	415

Other data available is based on the Lincoln Metropolitan Area which includes Lancaster and Seward Counties. Using data from the Census Bureau and US Bureau of Labor Statistics, the population growth in the Lincoln Metropolitan Area was 11.2% during the past decade compared to 4.9% in Nebraska and 8.8% in the United States.

Area Strengths

The Lincoln Partnership for Economic Development (LPED) published a Lincoln Economic Dashboard in 2013 as a joint effort of the University of Nebraska-Lincoln Bureau of Business Research, the LPED Board of Directors and the LPED Steering Committee. This dashboard focused on five categories of indicators: Economic Performance, Talent, Entrepreneurship, Innovation and Quality of Life and compared

Lincoln's performance against peer communities and aspirational communities. The areas of particular strength noted for Lincoln were:

- Low unemployment rate
- Labor force growth (4.78% from 2009 to 2012)
- High labor force participation rate (56.77% in 2012)
- Well educated workforce (93.7% were high school graduates or higher in 2011; 36.2% had bachelor's degree or higher)
- Short commute time (17.4 minutes in 2011)
- Percent growth in employer establishments (6.62% from 2009 to 2012)
- Residential building permits growth (63.64% from 2009-2012)

Other strengths of this workforce area are:

- Strong social service systems
- Safe neighborhoods
- Lower cost utilities
- Active economic development organizations
- Active Workforce Investment Board

Initiatives and building projects highlighted in the 2013 Lincoln Economic Dashboard included:

- Lincoln Public Schools & Southeast Community College Career (SCC) Academy
- SCC Entrepreneurship Center and Incubator
- Innovation Connect
- Health Care Connect
- NMotion
- Pinnacle Bank Arena and the Railyard
- Memorial Stadium expansion
- Centennial Mall restoration
- Lincoln Civic Plaza development

Saunders County has evidenced strength in their economic and workforce opportunities. In the past eight years, Greater Wahoo has built a new hospital, law enforcement center, library, aquatics center, and a new Performance/Learning Center at Wahoo Public Schools. Omaha Steel Castings moved to Wahoo in 2013 after being located in Omaha for over 100 years and Lake Wanahoo opened in spring 2012 with over 450,000 visitors. Fremont Medical will move into a new facility near Lake Wanahoo in 2014 and the new Wahoo Expressway will open in December of 2014. Ashland has housing development along the Highway 6 corridor and other communities in the northern area of the county have housing developments near the Platte River along with lake development.

Opportunities for Improvement of the Workforce System

The Greater Lincoln workforce system has identified improvement in the following areas:

- Increased marketing to businesses to build further awareness of the workforce system through increased partnerships with business and community groups
- Continued focus on target industries and development of sector strategies
- Increased assessment of job seekers to improve the referral of candidates to employers
- Expanded use of “E” and online learning to increase and improve training options for individuals
- Updated technology to improve the delivery of workforce services
- Pursuit of alternative funding sources to maximize the flexibility of service delivery
- Continued efforts to partner regionally with workforce development, economic development and education entities in Nebraska and Iowa as well as in the 10 state Great Lakes region

Changes Since Implementing the Workforce System

The following changes have been observed since the implementation of the Workforce Investment Act:

- Physical and virtual co-location has made it easier and more efficient for employers and job seekers to access services and for partners to provide services
- Recognition of the dual customer focus on businesses and job seekers has changed and improved the way workforce services are delivered
- Partners of the American Job Center have assigned staff to work directly with the business customer
- The need for career counseling and retraining services has increased due to globalization and technological changes
- Positive alliances have been developed and expanded with private workforce agencies to assist the employer and the job seeker
- Globalization has resulted in some manufacturing job loss
- Closer working relationships have developed between education, economic and workforce development entities both on a local level and a regional level

Future Expectations

The following changes are anticipated to occur during the next few years:

- Continued discussion of legislative re-authorization or replacement of the Workforce Investment Act
- Possible decline in WIA formula funding for the workforce investment system; competitive grant opportunities may increase

- A decrease in overall federal, state, and local funds available to the system
- Increased employer demand to hire skilled workers; increased concern regarding labor availability and skills gaps
- Continued emphasis on hiring Veterans and the long-term unemployed
- Globalization continuing to impact the local economy
- Demand for health care workers continuing for the foreseeable future
- Emphasis on customer self-service through technology with less in person staff-assisted services available
- Increased emphasis on regional labor markets, economies and planning efforts
- Continued retirements of workforce development professionals including staff and Board members

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2. Analysis of Local Economy and Labor Market

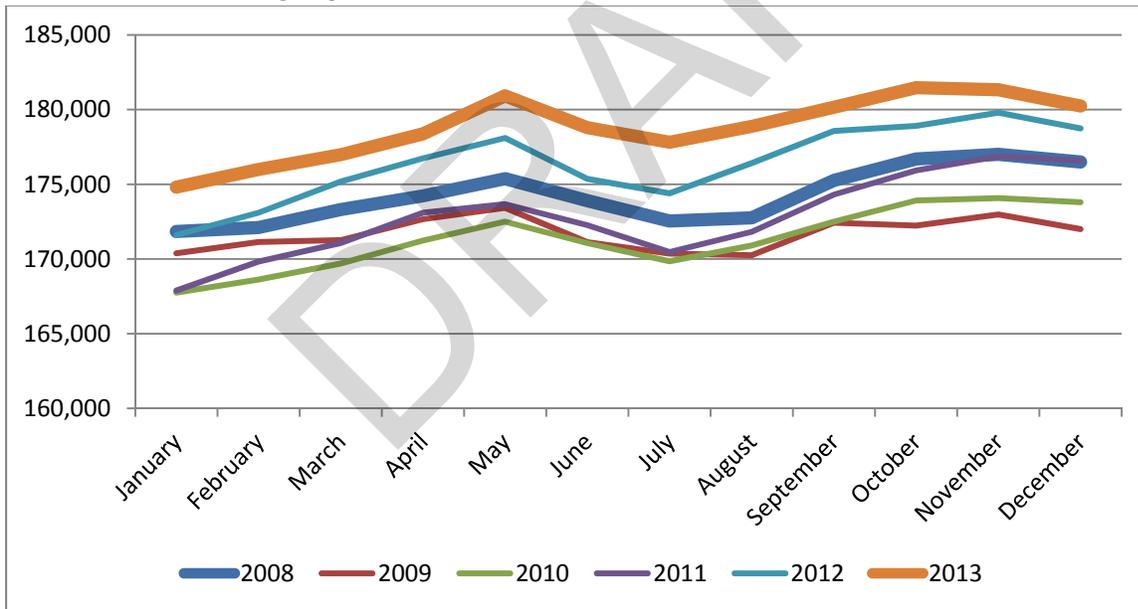
The Workforce Investment Act requires that local plans identify an assessment or evaluation of local economic and labor market needs. Each plan shall include the following:

- a. Identify current and projected trends of the local area’s economy, industries and occupations.

The information in this narrative includes information from the 2013 Lincoln Economic Dashboard, published by the Lincoln Partnership for Economic Development (LPED), and Labor Market Information from the Nebraska Department of Labor.

The Nebraska Department of Labor reports that the Lincoln WIA had a not seasonally adjusted unemployment rate of 3.2% in December 2013, which is down by 0.4% from 3.6% in December 2012. The number of individuals employed grew from 171,300 in December 2012 to 171,944 in December 2013. The number of individuals unemployed decreased from 6,387 in December 2012 to 5,615 in December 2013. The civilian labor force was at 177,559 in December 2013 for the Lincoln WIA.

Lincoln Metropolitan Statistical Area (MSA) Total Nonfarm Employment 2008 - 2013



Source: Nebraska Department of Labor Current Employment Statistics Program

Notes: In 2013, total non-farm employment in the Lincoln MSA averaged 4,523 jobs over 2008 levels.

In 2009, 2010 and 2011 employment dropped below 2008 but rebounded in 2012 and 2013.

Nebraska Department of Labor data released in March 2014 show that there were about 300 more people employed statewide in February 2014 than there were a year ago and the data also show that the state has added more than 12,000 jobs in the past year.

More than 4,000 of those jobs have been added in the Lincoln area, although the data showed about 200 fewer people working in February 2014 than there were a year ago. Lincoln's unemployment rate in February 2014 was 3.7 percent, the same as in January and down from 3.8 percent in February 2013.

Industries:

***Lincoln MSA Projected Employment 2010 – 2020:
Largest Industry Employment***

Industry Code	Industry Title	2010 Annual Employment	2020 Projected Employment	Change in Employment 2010-2020	Percent Change 2010-2020
620000	Health Care and Social Assistance	23,384	27,902	4,518	19.32%
610000	Educational Services (including state and local government)	20,652	22,637	1,985	9.61%
44-45	Retail Trade	17,807	19,218	1,411	7.92%
900000	Government	15,429	16,636	1,207	7.82%
31-33	Manufacturing	12,610	14,484	1,874	14.86%
720000	Accommodation and Food Services	13,047	13,826	779	5.97%
520000	Finance and Insurance	11,741	12,876	1,135	9.67%
48-49	Transportation and Warehousing	9,987	12,014	2,027	20.30%
540000	Professional, Scientific, and Technical Services	8,356	9,302	946	11.32%
230000	Construction	7,141	8,763	1,622	22.71%

Source: Nebraska Department of Labor Long Term Industry Projections 2010 – 2020

**Lincoln MSA Projected Employment 2010 – 2020:
Largest Industry Employment Change**

Industry Code	Industry Title	2010 Annual Employment	2020 Projected Employment	Change in Employment 2010-2020	Percent Change 2010-2020
620000	Health Care and Social Assistance	23,384	27,902	4,518	19.32%
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900000	Government	15,429	16,636	1,207	7.82%
520000	Finance and Insurance	11,741	12,876	1,135	9.67%
540000	Professional, Scientific, and Technical Services	8,356	9,302	946	11.32%
560000	Administrative & Waste Management Services	7,166	8,044	878	12.25%

Source: Nebraska Department of Labor Long Term Industry Projections 2010 - 2020

Lincoln MSA Industry Location Quotients for 1st Quarter 2013

NAICS Code	Industry Title	Average Employment 1st Quarter 2013	Location Quotient
923	Administration of Human Resource Program	2255	2.86
334	Computer and Electronic Product Manufacturing	2164	2.78
335	Electrical Equipment and Appliances	608	2.68
488	Support Activities for Transportation	1631	2.58
922	Justice, Public Order, and Safety Activities	2152	2.29
926	Administration of Economic Programs	1651	1.94
336	Transportation Equipment Manufacturing	2772	1.92
928	National Security & International Affairs	1390	1.81
325	Chemical Manufacturing	1559	1.61
813	Membership Organizations & Associations	1734	1.47

Source: Nebraska Department of Labor, Quarterly Census of Employment and Wages, produced February 2014

Note: This list is of the top 10 location quotients with average employment over 600 by three digit North American Industry Classification System (NAICS)

Occupations:

**Lincoln MSA Projected Employment 2010 – 2020:
Top 10 High Wage, High Skill, High Demand Occupations**

SOC	Title	Education	Average Annual Openings	Average Annual Wage
53-3032	Heavy and Tractor-Trailer Truck Drivers	Postsecondary non-degree award	***	\$38,075
29-1141	Registered Nurses	Associate's degree	131	\$57,253
47-2031	Carpenters	High school diploma or equivalent	64	\$36,689
13-2011	Accountants and Auditors	Bachelor's degree	59	\$64,298
15-1132	Software Developers, Applications	Bachelor's degree	***	\$70,290
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's degree	38	\$57,016
25-3999	Teachers and Instructors, All Other	Bachelor's degree	44	\$55,189
29-2061	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award	43	\$39,155
25-2021	Elementary School Teachers, Except Special Education	Bachelor's degree	52	\$52,261
27-3031	Public Relations Specialists	Bachelor's degree	50	\$79,848

Sources: Projections produced by The Nebraska Department of Labor, Office of Labor Market Information, August 2012.

Wages: Fourth Quarter 2013, produced by the Nebraska Department of Labor, Office of Labor Market Information, Occupational Employment Statistics, February 2014

The Lincoln Metropolitan Statistical Area (MSA) includes the Nebraska counties of Lancaster and Seward.

**Lincoln MSA 2010 – 2020
Occupational Projections by Education With Percent Change**

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numeric Change	Percent Change	Avg Annual Growth Openings	Avg Annual Replacement Openings	Avg Annual Openings
Heavy and Tractor-Trailer Truck Drivers	***	***	***	21.9%	***	***	***
Retail Salespersons	5,504	6,031	527	9.6%	53	162	215
Registered Nurses	3,996	4,586	590	14.8%	59	72	131
Office Clerks, General	4,963	5,487	524	10.6%	52	88	140
Cashiers	3,895	4,128	233	6.0%	23	177	200
Customer Service Representatives	3,073	3,455	382	12.4%	38	87	125
Combined Food Preparation and Serving Workers, Including Fast Food	3,266	3,639	373	11.4%	37	91	128
Team Assemblers	2,077	2,440	363	17.5%	36	41	77
Waiters & Waitresses	3,090	3,249	159	5.2%	16	154	170
Nursing Aides, Orderlies, and Attendants	2,185	2,536	351	16.1%	35	28	63

*** Data Suppressed for Confidentiality

Source: Based on 2010-2020 Long-term Occupational Projections as produced by NE Department of Labor, Office of Labor Market Information, August 2012. The Lincoln Metropolitan Statistical Area (MSA) includes Lancaster and Seward Counties.

Top 10 Hot Jobs -- Lincoln MSA

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numeric Change	Percent Change	Avg Annual Growth Openings	Avg Annual Replacem't Openings	Avg Annual Openings
Hvy & Tractor-Trailer Truck Drivers	***	***	***	21.9%	***	***	***
Retail Salespersons	5,504	6,031	527	9.6%	53	162	215
Registered Nurses	3,996	4,586	590	14.8%	59	72	131
Office Clerks, General	4,963	5,487	524	10.6%	52	88	140
Cashiers	3,895	4,128	233	6.0%	23	177	200
Customer Service Representatives	3,073	3,455	382	12.4%	38	87	125
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Team Assemblers	2,077	2,440	363	17.5%	36	41	77
Waiters and Waitresses	3,090	3,249	159	5.2%	16	154	170
Nursing Aides, Orderlies, and Attendants	2,185	2,536	351	16.1%	35	28	63

b. Describe the workforce skills and knowledge individuals need to find current and future employment in the local area. Please provide evidence that these skills and knowledge are employer identified and necessary for economic growth in the local area.

Top 5 Skills from top Hot Jobs in the Lincoln MSA

Occupation Title	Top 5 Most Important Skills				
Heavy and Tractor-Trailer Truck Drivers	Operation and Control	Operation Monitoring	Active Listening	Repairing	Time Management
Retail Salespersons	Persuasion	Active Listening	Service Orientation	Negotiation	Speaking
Registered Nurses	Social Perceptiveness	Reading Comprehension	Active Listening	Coordination	Service Orientation
Office Clerks, General	Active Listening	Reading Comprehension	Speaking	Writing	Service Orientation
Cashiers	Active Listening	Service Orientation	Speaking	Critical Thinking	Social Perceptiveness
Customer Service Representatives	Active Listening	Speaking	Service Orientation	Reading Comprehension	Critical Thinking
Combined Food Preparation and Serving Workers, Including Fast Food	Coordination	Service Orientation	Speaking	Active Listening	Social Perceptiveness
Team Assemblers	Coordination	Monitoring	Speaking	Critical Thinking	Active Listening
Waiters and Waitresses	Service Orientation	Active Listening	Social Perceptiveness	Coordination	Monitoring
Nursing Aides, Orderlies, and Attendants	Service Orientation	Social Perceptiveness	Active Listening	Speaking	Monitoring

Source: Long-term Occupational Projections used to determine Hot Jobs - see Hot Jobs spreadsheet data from O*NET

All job seekers benefit from what employers refer to as job essential skills or soft skills such as:

- General employee development (listening, following instructions, problem solving, etc.)
- Communication skills
- Customer service skills
- Computer skills
- Basic skills in reading and math
- Financial literacy

In a March 2014 poll of Greater Lincoln Workforce Investment Board members representing the business, economic development and organized labor these additional skills and knowledge were identified:

- Ability to work in teams and demonstrate initiative
- Advanced information technology skills
- Functional/technical skills in the area of focus as there is a shortage of skilled labor
- Attainment of educational and technical credentials

Also mentioned were desire to work, commitment to a job, and dependability as critical traits.

Leon Holloway, Human Resource Manager at Duncan Aviation and Greater Lincoln WIB member, shared these thoughts:

Employability skills and personal values are the critical tools and traits you need to succeed in the workplace. Here at Duncan Aviation, we look at our core and job specific competencies that we evaluate team members on and here are a few that add value to the list:

Positive Attitude/Motivation/Energy/Passion. The job-seekers who get hired and the employees who get promoted are the ones with drive and passion -- and who demonstrate this enthusiasm through their words and actions.

Adaptability/Flexibility. This deals with openness to new ideas and concepts, to working alternative shifts, and to carrying out multiple tasks or projects.

Dependability/Reliability/Responsibility. There's no question that all employers desire employees who will arrive to work every day -- on time -- and ready to work, and who will take responsibility for their actions

c. Describe the characteristics of the local area's population. Describe specific needs of diverse sub-populations including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities.

According to census data, the top three racial minorities in the local area are Asians, Blacks and American Indian/ Alaska Native population.

Race Alone or in Combination with One or More Other Races for Lancaster & Saunders Counties

Race	Lancaster County, Nebraska		Saunders County, Nebraska	
	Estimate	Percent	Estimate	Percent
Total population	286,425	286,425	20,696	100%
White	260,621	91.00%	20,405	98.60%
Black or African American	14,165	4.90%	73	0.40%
American Indian and Alaska Native	3,988	1.40%	188	0.90%
Asian	11,881	4.10%	123	0.60%
Native Hawaiian and Other Pacific Islander	263	0.10%	0	0.00%
Some other race	3,012	1.10%	108	0.50%

Source: U.S. Census Bureau American Community Survey Table DP05 ACS Demographic and Housing Estimates 2008-2012

The U. S. Census American Community Survey 2008 - 2012 estimates show that the Greater Lincoln Workforce Area has a total of 11,621 individuals who speak English less than “very well.” The table below displays the languages or language groups of people who spoke English less than “very well.”

Number and Percent of People Who Speak English Less Than "Very Well" by Language or Language Group in Nebraska

Language/Language Group	Number of Individuals Who Speak English Less than "Very Well"	Percent of Individuals Who Speak English Less than "Very Well"
Spanish or Spanish Creole	57,565	71.9%
Vietnamese	4,437	5.5%
African languages	2,848	3.6%
Chinese	2,321	2.9%
Other Asian languages	1,941	2.4%
Arabic	1,622	2.0%
French (incl. Patois, Cajun)	1,502	1.9%
German	793	1.0%
Other Indic languages	741	0.9%
Other Slavic languages	661	0.8%
All Other Languages	5,596	7.0%
Nebraska Total	80,027	100.0%

Number and Percent of People Who Speak English Less Than "Very Well" by Language or Language Group in the Greater Lincoln Region Workforce Investment Area

Language/Language Group	Number of Individuals Who Speak English Less than "Very Well"	Percent of Individuals Who Speak English Less than "Very Well"
Spanish or Spanish Creole	4,067	35.0%
Vietnamese	2,510	21.6%
Chinese	1,044	9.0%
Arabic	954	8.2%
Other Indo-European languages	397	3.4%
Other Slavic languages	362	3.1%
Russian	354	3.0%
French (incl. Patois, Cajun)	320	2.8%
African languages	259	2.2%
Other Asian languages	248	2.1%
All Other Languages	1,106	9.5%
Lincoln Region Workforce Investment Area Total	11,621	100.0%

2012 ACS 5-Year Estimates

Statewide data since 2009 shows African languages have moved up in the ranking and German speakers have dropped out of the languages or language groups with more

than 1,000 speakers. There have been small changes in the number of individuals who are linguistically isolated in the past few years. Below is statewide data as a comparison base to the Greater Lincoln characteristics.

2012 ACS 5-Year Estimates

According to the 2008-2012 American Community Survey 5-Year Estimates, 16.2% of the Lincoln Metro population was estimated to be 60 years of age or older with 34.3% in the civilian labor force

Universal job seeker needs based on customer survey responses at the previous One-Stop Career Center included:

- Someone to understand his or her needs and situation
- Access to quality jobs
- Assistance with resumes and applications
- Explanation of the service options available
- Information on training opportunities
- Services that are easy to understand and access

Partners at the American Job Center serve racial, ethnic, linguistic groups, older persons, and individuals with disabilities. Specific needs of these populations include instruction for English Language Learners, Assistive Technology, and translation services. Also needed is instructional information targeting the needs of the specific groups such as older workers needing part-time employment in a setting that values longevity and the job experiences of mature workers. Transportation options can be a huge factor for some clients also. Public transportation is not available in all situations and parking costs can be a concern at the American Job Center.

According to the U.S. Census Bureau, 2010-2012 American Community Survey Table B18120 2010-2012 Estimates, the Greater Lincoln Workforce Investment Area showed 4.4% of employed with a disability, 10.4% of the unemployed with a disability and 21.8% not in labor force with a disability.

According to Lincoln Vocational Rehabilitation staff, work is considered therapeutic and essential for both the physiological and psychological well-being of people in contemporary societies. One Stop Partners recognize the importance of work and have consistently advocated for work as a fundamental human right of people with disabilities. Thus, the primary goal of specific partners is to assist individuals with disabilities in gaining or regaining their independence through employment and reintegration into society. Their ultimate goals are in preventing potential disability; returning workers with disabilities to gainful employment; introducing individuals with disabilities into the labor force; and keeping workers with illness and disabilities employed. This is achieved by working together with the client to understand existing barriers and potentials in order to facilitate the client's effective use of personal and environmental resources; to assist individuals in adapting to the environment; and provide recommendation to change the

environments in accommodating the needs of the individual for career, personal, social and community adjustment following disability.

d. Provide an analysis of the challenges associated with the local area's population attaining the education, skills, and training needed to obtain employment.

Partners at the American Job Center serve racial, ethnic, linguistic groups, older persons, and individuals with disabilities. These populations are also served by members of the Lincoln Human Services Federation, a coalition of 120 local non-profit entities. While the number of agencies available in the local area is a positive, most are experiencing reduced funding making it more challenging to serve clients and to continually communicate service strategies within the non-profit community. Some programs have been discontinued due to lack of staff and other resources.

Keeping staff members networked is a challenge among service providers. When agencies like and respect each other, then a trust is formed serving as the basis for service coordination and collaboration.

Some federal and state requirements can limit a program's ability to serve applicants. For example, federal definitions of WIA youth eligibility require economically disadvantaged status as well as a barrier to employment/education. This mandated eligibility screens out youth who may benefit from job training services. Also, the WIA adult and dislocated worker programs have performance standards which require high placement, retention and wage rates. These program expectations favor enrollment of individuals willing to pursue training in high wage-high demand-high growth occupations.

Under-employment is also a concern for the Lincoln local area; individuals with post-secondary degrees are in competition for entry level positions as a means to earn a living and start a career.

e. Describe specific strategies the local WIB and American Job Center Operator are or will be implementing during this plan period to insure the skill needs of local employers are met and to close any existing skill gaps. Strategies should include partner agencies that target populations in diverse populations.

A WIA staff member is participating in the 2014 Business Retention & Expansion Program led by LPED. Through interviews with local business leaders, skill gaps are identified. Welding is one skill that continues to be identified as being in short supply. To respond to this skill gap, the local community college partner, Southeast Community College, created a Center for Excellence in Manufacturing in Milford. Lincoln's Machine Tool then joined the Center for Excellence freeing up space in Lincoln to expand the

welding capacity. It is anticipated that enrollment capacity will double which should allow for additional WIA enrollments.

Competing in a market where underemployment of college educated individuals is a recognized element adds even greater challenges for diverse populations. Goodwill Industries operates a Change Counting and Customer Service class for entry level and unskilled workers.

Business involvement is the key to making sure that training offerings are demand driven and customized to employer needs. The ideal approach is to look toward the future and modify the training to fit future demand as much as possible. Exploring the use of work based learning is being considered. Employers, especially small businesses, may be more receptive to paid work experiences, on-the-job training and internships as they consider adding more employees in this renewed economy. Work and learning should be mutually reinforcing rather than sequential; there is not always the need for “learning first” or “work first.” Additionally, many job seekers lack the work experience that employers demand. The Vocational Rehabilitation partner has initiated a Transition Program for entry level automotive occupations. Local companies such as Sears and TO Haas are participating as employers for these paid internship positions and Southeast Community College developed a specific certificate for this program.

Board members and staff are involved in the Make It Work for Lincoln project and serve on the Knowledge Management Council (KMC) of the Lincoln Chapter of the American Society of Training and Development (ASTD). The project began with a 2013 survey of Lincoln employers that identified a shortage in the following skill areas: Leadership/Management; Interpersonal; Computer; Sales; and Written Communication. However, that ASTD member survey was only covering those companies that had training departments and likely put some emphasis on training – there are other companies that are too small or have corporate training departments in other cities, and the KMC was not reaching those companies. A broader effort was needed and Make It Work for Lincoln was born.

The Make It Work for Lincoln initiative is pursuing a three prong approach to research:

- Employer identified skill gaps
- Unrealized potential in the employed and unemployed
- Available and needed training and education

Survey efforts will begin in summer 2014 funded by the Nebraska Departments of Labor and Economic Development and done in conjunction with LPED and the University of Nebraska’s Bureau of Business Research and Bureau of Sociological Research. A capstone event is planned for November 2014.

3. Plan Development

Describe the steps for developing the local plan, including:

a. Time line

In December 2013, the Nebraska Department of Labor (NDOL) published Issuance 13-03 entitled "Local Area WIB Recertification and Strategic Plan Submission" providing a framework for the local plan. This issuance offered two options for updating the local strategic plan to cover the three year period of July 1, 2014 through June 30, 2017. Option One was to submit a new plan; Option Two was to submit a modification of the current plan. Greater Lincoln chose Option One and this decision was announced by Carol Swigart, Board Chairperson at the January 24, 2014 meeting of the Nebraska Workforce Investment Board. That same day an email was sent to Joan Modrell confirming Greater Lincoln's intent to submit a new plan for the period of July 1, 2014 through June 30, 2017. Ms. Modrell responded on January 26, 2014 acknowledging Greater Lincoln's intent to submit a new plan. The plan will be submitted to NDOL per instructions contained in Issuance 13-03 which prescribe the format by sections: executive summary, administrative section, operational section and required attachments.

The prescribed time line calls for the draft local plan to be electronically submitted to the Nebraska Department of Labor by **April 7, 2014 after 30 days of public comment. The final local plan is due to NDOL by June 2, 2014.**

b. Consultation process with the local elected officials, local Workforce Investment Board, members of the public including representatives of businesses and representatives of labor organizations, and other partners

Below are local actions taken to date, as well as planned events, to comply with plan requirements:

- January 29, 2014 Greater Lincoln Youth Council meeting; local plan development process reviewed with emphasis on the youth services section
- February 12, 2014 Greater Lincoln Workforce Investment Board (WIB) meeting to discuss local plan*
- February 25, 2014 Announcement of local plan development for 2014-2017 posted on the City's website
- March 1, 2014 Legal Notice #1 published-draft plan available by March 7, 2014
- March 4, 2014 Greater Lincoln Workforce Investment Board's Local Labor Market Committee meeting to work on local plan
- March 5, 2014 First draft of local plan posted on the city website
- March 17, 2014 Public Hearing at Lincoln City Council for WIA Local Elected Officials Inter-local Agreement which describes plan development*

- April 2, 2014 Meeting of the WIB Executive Committee to take action on the draft plan*
- April 7, 2014 Final version of the draft Plan posted on city's website & submitted to NDOL website
- April 30, 2014 Youth Council meeting to be held
- May 14, 2014 Greater Lincoln Workforce Investment Board meeting to be held*
- June 2, 2014 Fully executed final plan to be posted on the city website and submitted to the NDOL web site

**Denotes public meeting; legal notice published*

c. Actions taken to acquire other input into the plan development process

A notice of the posting of the draft plan is provided to organizations in Lancaster and Saunders counties. The organizations include Chambers of Commerce, Economic Development Organizations, Organized Labor Associations, Community-based Organizations, Educational entities, and local employers. Written comments regarding the plan are requested.

Public Comments on the Plan will be included in Attachment P.

d. Dates Plan was posted electronically to local website

- February 25, 2014 Notice of the 2014-2017 planning process posted on the City website: www.lincoln.ne.gov, keyword: workforce
- March 5, 2014 First draft of the Plan was posted on City website
- March 14, 2014 Updated draft Plan posted on City website
- April 7, 2014 Final draft Plan to be submitted to Nebraska Department of Labor and posted on City website
- June 2, 2014 Final Plan to be submitted to NDOL and posted on City website

A summary of the comments received (including comments from businesses and labor organizations) should be included in the Attachment section. If no comments were received, please include a statement to that effect.

A summary of comments will be included in Attachment P. If no comments are received, a statement to that effect will be included in the final plan.

B. ADMINISTRATIVE SECTION

1. Organization

a. Chief Elected Official

- 1) Identify the chief elected official by name, address, phone number, and email.

The Chief Elected Official in Greater Lincoln is:

Mayor Chris Beutler
555 South 10th Street, Suite 301
Lincoln, NE 68508
(402) 441-7511
mayor@lincoln.ne.gov

- 2) Describe the process utilized to secure the Chief Elected Official Agreement. Current agreements for the time period of this plan are a required attachment of the final local plan.

An Inter-local Agreement is in place between the City of Lincoln, the County of Lancaster and the County of Saunders for the establishment of the Greater Lincoln local workforce investment area and the system to perform the responsibilities under the Workforce Investment Act. This document was reviewed and approved by the Mayor of Lincoln, the Lincoln City Council, the Lancaster County Board of Commissioners, and the Saunders County Board of Supervisors in 1999 to lay the foundation for the Greater Lincoln local area. A copy of this Agreement is included in Attachment G.

A January 2014 proposed revision of NDOL's policy on the "Criteria for Local Workforce Investment Boards" stated that upon the election of a new chief elected official of a political jurisdiction liable for the misuse of WIA funds, a new CEO Agreement is required and must be completed within 120 days of the date the newly elected official enters office. To comply with this proposed policy change, beginning in March 2014 an updated document was being negotiated with the Mayor of Lincoln, the Lincoln City Council, the Lancaster County Board of Commissioners, and the Saunders County Board of Supervisors. Once this new agreement is executed, it will be added to the plan as Attachment G.

This updated CEO Agreement is in recognition of the proposed state policy and the need for local compliance with state policy. It remains Greater Lincoln's interpretation that under WIA 667.705 when a local workforce area is composed of more than one local governmental entity, the liability of the jurisdictions must be specified in a written agreement. Under the city's original inter-local agreement, the City of Lincoln is the WIA

grant recipient and responsible for the grant funds. Saunders and Lancaster Counties are not the WIA grant recipient and are not liable. The regulations speak to jurisdictions and an agreement between said jurisdictions or entities, not agreements between individual elected members of the jurisdictions. Since 1999, the jurisdictions or entities have never changed per the inter-local agreement. The agreement states that the agreement “shall be and remain in full force and effect for one (1) year from the date hereof and every year thereafter unless terminated by 90 days’ written notice by either party.” This inter-local agreement allows for agreement between jurisdictions to have a long term to allow for stability, continuity and efficiency.

b. Workforce Investment Board

- 1) Describe the structure including the nomination process of the Workforce Investment Board. A current agreement between the chief elected official and the Workforce Investment Board, a Workforce Investment Board member list, and current Workforce Investment Board By-Laws are required attachments of the final local plan.**

The Greater Lincoln Workforce Investment Board and the Chief Elected Official Agreement is an agreement by and between the two entities in regards to the implementation of the Workforce Investment Act in the local area comprised of the City of Lincoln, Lancaster County, and Saunders County. This is a non-financial agreement and either party may propose amendments to this agreement at any time. Requests for amendments shall be authorized in accordance with the Bylaws of the body initiating the request. The Agreement is included as Attachment H.

As the Chief Elected Official, the Mayor of Lincoln appoints members to the Greater Lincoln Workforce Investment Board in accordance with the Workforce Investment Act. Nominations are sought from numerous sources including business organizations, trade associations, partner programs, economic development entities, educational entities, community based organizations, organized labor groups, and incumbent and outgoing Board members.

The Board member recruitment process also takes into account the current profile of the Board in regard to such factors as geographic representation, industry and business size, minority and women owned enterprises, etc. Membership is sought to reflect the area’s target industries and niche sectors.

The membership of the Greater Lincoln Workforce Investment Board reflects a business majority. Also represented are the mandated categories of program partners, community based organizations, economic development organizations, education, organized labor, and others as determined by the Mayor.

The officers of the Board are the Chairperson, the Vice-Chairperson, and the Secretary. Standing and special committees are appointed by the Chairperson as the Board from

time to time deems necessary, and the Chairperson is an ex-officio member of all committees. The officers of the Board, the Chairperson of each standing committee, and the Chairperson of the Youth Council constitute the Executive Committee.

The Board membership list including partner representation is Attachment U and the Board Bylaws is Attachment T.

2) Describe how business members of the Workforce Investment Board play a leading role in ensuring the workforce system is demand-driven.

Business members of the Board constitute a majority of the membership. All officers of the Board, i.e. Chairperson, Vice-Chairperson, and Secretary, are representatives of business, and the membership of the Executive Committee reflects a business majority. Given this composition, business members occupy leadership positions in the local workforce system.

To ensure that the Greater Lincoln workforce system is demand-driven, Board members and staff use workforce information and economic data to assess where local jobs are and to educate themselves on the skills and competencies necessary to secure and succeed in such jobs.

Forming strategic partnerships to develop economic solutions is very important to the Board. As an organization, the Board is a member of the Lincoln Partnership for Economic Development (LPED). Board members also belong to various civic and economic development organizations throughout the local area including LPED, the Lincoln Chamber of Commerce, the Greater Wahoo Economic Development Foundation, and the Lincoln Independent Business Association.

Compiling real time information from communication with business and industry is another Board strategy. The Board has partnered with LPED to survey employment and training knowledge and needs in the local area and will continue to do so. Local WIA staff now participates in the interviewing process for the Business Retention and Expansion survey conducted by LPED.

A new American Society for Training and Development (ASTD) initiative called “Make It Work for Lincoln” has Board members and staff active on the steering committee known as the Knowledge Management Council. Concerns had been brought to the attention of ASTD-Lincoln that businesses are struggling to acquire employees with skills relevant to available jobs while the workforce is struggling to find the skills necessary to qualify for these jobs.

In 2013 the ASTD-Lincoln Knowledge Management Council was formed to work on identifying a solution to these concerns. The Knowledge Management Council (KMC) has determined the results of a business survey, when combined with household surveys, will enhance our ability to provide actionable data for organizations and

individuals in Lincoln. The KMC is made up of volunteers in the Lincoln community who have taken an approach of partnering businesses, community resources, and educational institutions to look for solutions. These surveys will identify the resources, educational opportunities, and skill levels necessary for the future development of the Lincoln workforce.

The results from this survey, intended to be conducted in late summer and early fall of 2014 by the Nebraska Departments of Labor and Economic Development will provide local business, leadership, and education vital information for strategic and succession planning. The survey will also identify available programs and focus on the underutilized resources available in our community.

3) Identify the circumstance which constitutes a conflict of interest for a Board member.

Board members are subject to Chapter 2.54 of the Lincoln Municipal Code, Sections 49-1499 through 49-14,103.03 Nebraska Revised Statute and Section 117(g) of the Workforce Investment Act regarding Conflicts of Interest and 20 CFR 667.200(a)(4).

A Board member must disclose with particularity the nature and extent of any financial interest in or affiliation with any person, business or organization that is seeking anything of value from the Board prior to consideration of the request by the Board.

Board members may not vote on a matter under consideration regarding the provision of services by such member or by an entity that such member represents or that would provide direct financial benefit to such member or the immediate family of such member.

A Local Board or a Youth Council member must neither cast a vote on, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his/her immediate family. Neither membership on the Local Board, State Board, the Youth Council, nor the receipt of WIA funds to provide training and related services, by itself, violates these conflict of interest provisions.

4) Describe the membership of the local Youth Council and the process used to determine appointments. Identify the responsibilities of the Council. Specify if this includes recommending eligible youth service providers and conducting oversight with respect to eligible providers of youth activities. A current Youth Council membership list is a required attachment.

The membership of the Youth Council includes:

- Members of the Board with special interest or expertise in youth policy

- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies
- Representatives of local public housing assistance
- Parent of eligible youth seeking assistance
- Individuals, including former or current participants, and representatives of organizations, that have experience relating to youth activities
- Other individuals as the Chairperson of the Board deems appropriate

The Youth Council makes nominations for council appointments. Suggestions for individuals to be nominated are made by community organizations, current and former Youth Council and Workforce Investment Board members, and other local partners. These nominations are forwarded to the Workforce Investment Board for action. If approved by the Board, these appointments are then finalized by the Board Chairperson.

The responsibilities of the Youth Council include:

- Developing the portions of the local plan relating to eligible youth
- Subject to approval of the Board, recommending eligible providers of youth activities to be awarded contracts on a competitive basis by the Board to carry out the youth activities
- Conducting oversight with respect to the eligible providers of youth activities in the local area through internal monitoring of service providers to ensure services are provided and goals are met; forwarding of results and recommendations to the Board.

A Youth Council membership list including membership categories is included as Attachment V.

5) Describe how the local Board shall coordinate and interact with the local elected official(s).

Local elected officials and their staff members have attended Board-sponsored events such as meetings of the Board. As necessary, more formal briefings are provided by Board members and staff to Lincoln City Council members and to the Mayor's Office. Recent examples of interaction focused on the relocation of the American Job Center which required a new lease and subleases to be approved by city ordinance. An updated CEO Agreement is being presented for action to the Lincoln City Council and the County Boards of Lancaster and Saunders.

6) Explain how the Board shall ensure nondiscrimination and equal opportunity.

Written nondiscrimination and equal opportunity mandates are a part of all Board activities including contracts, agreements, Requests for Proposals, personnel actions, etc. The Board follows the City of Lincoln's policies, as well as federal and state policies required to receive funding under the Workforce Investment Act. In its oversight capacity, the Board reviews and resolves, if necessary, the equal opportunity monitoring reports provided by the Nebraska Department of Labor. The City's Personnel Department also provides oversight for internal compliance. The Board also promotes the annual Civil Rights Conference to its members and the community at large.

7) Explain what strategies the CEO and the Board shall create to utilize the leadership of faith-based and neighborhood partnerships.

Community-based organizations are represented on the Board and on the Youth Council. Many such organizations have been asked to provide input into the local Plan.

Faith-based and community-based organizations are encouraged to refer applicants for WIA services. WIA staff conducts outreach to such organizations for that purpose. Often times, project specific groups are formed. One such example is WIA staff involvement in Project Everlast, a group working on improving outcomes for youth transitioning from foster care.

Neighborhood partnerships are important to recruitment efforts and program referral. The Mayor's Neighborhood Roundtable is staffed by the Urban Development Department and available to provide leadership and feedback on workforce issues. When programs are operating that have specific residency requirements, certain Neighborhood Associations are consulted. Neighborhood Associations also play a role in reaching residents of the designated Area of Substantial Unemployment (ASU) which is an important WIA recruitment strategy.

Goodwill Industries Serving Southeast Nebraska Inc. is a volunteer partner at the American Job Center and has developed a unique way to involve Lincoln neighborhoods in the mission of Goodwill. Recently Goodwill announced intentions for a second annual Neighborhood Challenge to take place between May 1st and September 20th, 2014. The Neighborhood Challenge is a friendly competition to promote community involvement among the neighborhood associations and organizations of Lincoln. Last year the winning neighborhoods each expressed how they planned to strengthen their community with the prize money which included the revitalization of Sunburst Park, located in the 40th and A area, a new walking path and updated playground equipment at Eastridge Elementary School, and a community event to celebrate the history and diversity of the NW 48th Street neighborhoods.

The Neighborhood Challenge not only promotes and furthers Goodwill's mission of serving those who struggle to find work, but also give the neighborhood communities a chance to strengthen their own neighborhoods. Donations to Goodwill fund employment programs for individuals who face barriers to employment as well as help fund other organizations' employment programs, including Heartland Big Brothers Big Sisters, Lincoln Literacy, Community Justice Center, The Arc of Lincoln, and YWCA Job Outfitters.

In Saunders County, there is The Active Community Team, or ACT, which includes community members as well as human services representatives. WIA staff attends the monthly meetings of ACT for recruitment purposes and to receive feedback.

8) Describe the intended waiver process (if any) to be used by the local Board using the criteria by which the state shall determine if local Boards may provide programs in-house.

The Board will not be requesting a waiver to operate programs.

c. Administrative Entity

1) Identify the administrative staff and their responsibilities in carrying out the work of the local board.

City of Lincoln staff members from various departments provide the administrative system and support to carry out the work of the Board. Staff members from the Urban Development Department, the City Attorney's Office, and the Mayor's Office have primary responsibility. The day-to-day organizational and administrative support is provided by an Urban Development Manager, Jan Norlander-Jensen and an Administrative Secretary, Kristi Nydahl. A designated Assistant City Attorney, Margaret Blatchford provides legal support such as writing contracts, interpreting federal regulations, etc. A Senior Policy Aide to the Mayor, Denise Pearce oversees the Board appointment process and communications with the Mayor.

2. Local Vision, Goals and Priorities

The vision, goals and priorities of the local plan must be consistent with the state plan and take into account and reflect on the U.S. Department of Labor's Employment and Training Administration's (ETA) current policy emphasis and strategic priorities. TEN 15-10 stated: "With the many competing priorities that the workforce system is facing during this challenging economic environment, it is critical that the system ensure priority of service to veterans and their eligible spouses." TEGL 15-10 announced ETA's "commitment to the Secretary of Labor's High Priority Performance Goal to increase credential attainment by participants of the public workforce system." Also, ETA's New Strategic Vision for the Delivery of Youth Services (TEGL 28-05), and their Vision for 21st Century Apprenticeship (TEN 17-06) are useful resources and should be addressed.

- a. **Outline the vision, goals, and priorities for the local area as identified by the local WIB and Chief Elected Official. Include planning efforts conducted by the local WIB and Chief Elected Official in the past 12 months.**

The vision, goals and priorities of this local area remain consistent with the state plan and also take into account the policies of the U.S. Department of Labor's Employment and Training Administration as referenced in the documents listed above.

The current state plan expresses a belief that economy and jobs are the most important issues facing Americans today and references a quote from Governor Dave Heineman, "We owe it to our citizens to focus on policies and practices that allow small businesses to grow and individuals to thrive."

The state plan identifies six drivers for growth:

- Entrepreneurs
- Education and Skills
- Innovation and Technology
- Private Capital
- Global Markets and Linkages
- Industry Clusters

The state plan further outlines commitment to the following actions:

- Revamp the current tax system to a more competitive structure which will encourage job growth and business expansion
- Encourage the growth of entrepreneurs and small businesses
- Identify high growth companies, both locally and globally, and help them grow
- Focus on the economic need to build ecosystems and not just programs

At the national level, policy emphasis and strategic priorities can be summarized as:

- Building a demand-driven system within a regional economic development context
- Implementing system reform, with streamlined governance and alignment of economic and workforce development regions
- Enhancing an integrated service delivery system that focuses on services rather than programs
- Advancing a vision for serving youth most in need
- Emphasizing the importance of creating apprenticeship opportunities for talent development
- Expanding workforce information as the foundation for strategic planning and career guidance
- Strengthening partnerships with community and faith-based organizations
- Increasing the use of flexibility provisions in WIA to design innovative programs that fuel regional economic competitiveness and create employment opportunities for career seeker customers
- Utilizing an integrated and enhanced performance accountability system
- Implementing and protecting protocol for ensuring priority of service for veterans and eligible spouses, and
- Increasing credential, degree and certificate attainment by WIA participants
- Promoting the hiring of the long-term unemployed to local businesses
- Remaining strong partners with the community college system particularly in addressing the training needs of dislocated workers

The vision, goals and priorities of Greater Lincoln are consistent with the state and national goals and objectives as listed above. The following local area information is meant to reinforce rather than reiterate these important elements.

The Greater Lincoln vision is..... “To create a world-class workforce development system which will complement the State of Nebraska’s overall education and economic development strategy; this system will guide the use of local resources in the promotion of a vibrant economy with a path to self-sufficiency for everyone.”

The goals endorsed by Greater Lincoln are:

- The workforce development system will need the entire population of potential job seekers to address the future labor needs; efforts must be made to offer talent development to all customers

- The workforce development system must be seen as an economic development tool, as data driven and as a provider of information to businesses
- The focus of relevant oversight bodies needs to be on outcomes, not simply compliance
- Regionalism recognizing the economic needs of communities must be encouraged
- Workforce development must be made a national priority as well as a local priority

These goals remain valid and are included in the on-going recommendations for WIA legislative re-authorization.

Critical to the Board's vision is a commitment to on-going planning to promote continuous improvement. The City of Lincoln is a partner in Vital Signs Lincoln which is a collaborative project of many of Lincoln's largest public and private charitable organizations. Lincoln Vital Signs has current data about Lincoln in seven key areas: Community Profile, Economy and Workforce, Basic Needs, Education, Health, Safety, and Community Involvement and Culture.

The 2014 Vital Signs Infographics Brief shows: Although Lincoln has low unemployment and a highly-educated workforce, wages are lower than the national average, even when adjusted for our lower cost of living. Lincoln is 7% below the national average cost of living and when adjusted for the lower cost of living, Lincoln's per capita income is 3% below national average.

Given the community's commitment to economic opportunity, the local Board continues on-going planning efforts to engage the business community and to partner more closely with local economic development. Staff and Board members are participating in several events this year to collect business and job seeker feedback including the Lincoln Partnership's 2014 Business Retention and Expansion Survey.

In the past year, the Board focused on right-sizing the One Stop and selected a new location for the American Job Center. During a planning session held in June 2013, several benchmark goals were developed for the new Center:

Desired Customer Experiences:

- Safe, welcoming environment
- Individualized attention
- Advocate/navigator/seamless access to services
- Well trained staff
- Don't frustrate client with difficulty understand service offerings
- Non-institutional feel; professional feel

Qualitative Measures of Success

- Is AJC the first stop, the first place people come for help
- Client recommends AJC to a friend (power of word of mouth)
- Client returns if needed
- After one year of the new AJC, no loss of partner agencies

Events such as the federal sequestration, the limited amount of base allocations for Program Year 2013 and the federal government shutdown in October 2013 have impacted planning efforts of the Greater Lincoln Local Area. Since July 2013 the focus of the planning efforts of the Executive Committee, the Youth Council, and the full Board have been to clarify the service strategy as it aligns with the needs of the jobseekers and the business community while balancing the WIA formula funding flow.

Planning efforts have identified the following local priorities:

- Enhancing the integration of services to customers
- Growing the local pool of skilled workers
- Identifying the workforce development system as an economic tool
- Focusing local oversight on client and community outcomes rather than on compliance
- Maintaining a regional approach to addressing economic needs
- Continuing to emphasize workforce development as a local priority

b. Identify “action steps” the local WIB and delivery system will take to contribute to reaching the local vision, goals, and priorities.

The local Board and the local delivery system propose a unified effort to reach these goals. Specific action steps are outlined below based on local priorities:

Efforts to integrate services to customers include:

- Establishing the American Job Center in a new location as a part of the downtown Southeast Community College campus
- Promoting the virtual services features of NDOL’s business offerings
- Providing services on behalf of NDOL to Trade Adjustment Assistance (TAA) participants
- Providing Literacy-Numeracy services for youth at the American Job Center through an agreement with Southeast Community College
- Housing YWCA Job Outfitters services at the Center

Efforts to grow the local pool of skilled workers will include:

- Emphasizing the importance of retention, training and retraining the existing labor force as well as recruiting new workers when coordinating local economic development efforts for business expansion and attraction by participating in LPED employer prospect visits and the Business Retention & Expansion Survey, and by providing information to Board members on the customized training opportunities available through Southeast Community College
- Recognizing the importance of priority of service for veterans and eligible spouses; educating One Stop staff on the protocol for implementing priority of service; ensuring that One Stop partners are following established protocol; serving as a local partner for community job fairs such as the Hiring Our Heroes Job Fair by having a local Veterans representative make presentations to the Board
- Supporting local efforts to retain young professionals by promoting the Chamber of Commerce Young Professionals Organization; making information from both groups available to all Board members and discussing joint strategies with common membership; as current Board and Youth Council members retire, recruit new members from YPG and similar organizations
- Maintaining close linkages with training providers, especially within the community college system; promoting incumbent worker training and apprenticeship opportunities within the workforce system
- Increasing access to credentials through relationships with employers, labor organizations, apprenticeship programs, local organizations, and education and training providers
- Using local Community Development Block Grant (CDBG) funding for WIA purposes
- Familiarizing Board members and community leaders with Southeast Community College's Entrepreneurship Center by sharing information at Board meetings on the Center's public events and expos and by promoting the Center's news which is included on the college website: www.southeast.edu.
- Recognizing the importance of educating the current and future workforce about careers and high growth demand occupations by staying involved in Project Lead the Way, apprenticeship programs and the formation of other STEM programs as well as collaboration in the development of the Capital Career Center, the high school career academy being developed by Lincoln Public Schools and Southeast Community College
- Continuing to enroll participants in post-secondary training or education programs in high wage high demand high skilled occupations

- Emphasizing the importance of industry-recognized credentials when developing service strategies with clients especially Lincoln's target industries of Agriculture & Life Sciences; Advanced Manufacturing; Transportation & Logistics; Health Services; and Business Services & Information Technology.
- Supporting locally developed IBEST curriculum for the integration of basic education and skill training which was the model for a recent Pathways Out of Poverty program and the current Pathway to College grant
- Increasing outreach and recruitment efforts for out of school youth and youth most in need; increasing staff speaking engagements for youth referral purposes; engaging WIA youth participants and Youth Council members in ongoing marketing efforts; forging closer relationships with Lincoln Public Schools as the Capital Career Center is created
- Encouraging all program partner agencies to advocate the use of One Stop services to their clientele by sharing strategies and success stories at Board and Youth Council meetings and with other One Stop partners and staff

Actions to ensure that the workforce development system is seen as an economic development tool and as a provider of information to business will include:

- Maintaining the local Board's membership in the Lincoln Partnership for Economic Development (LPED); encouraging Board members to attend LPED meetings; presenting workforce information at LPED meetings
- Increasing ties to the Greater Wahoo Economic Development Foundation; educating staff and Board members on Saunders County expansions
- Receiving regular economic updates from Lincoln's Economic Development Coordinator; scheduling regular meetings for project coordination
- Understanding the needs of the targeted industries for this area and building expertise in them: Agriculture & Life Sciences; Advanced Manufacturing; Transportation & Logistics; Health Services; and Business Services & Information Technology and serving as a coordinating element to initiatives within these career fields and promoting apprenticeship opportunities in these areas
- Working with employers around identification of in-demand credentials that have value for both business and for workers
- Emphasizing to employers the importance of priority hiring for veterans by showcasing Veterans Job Fairs in Lincoln's Channel 5 programming, serving as a local partner for state run hiring fairs, and contacting local business groups such as Lincoln Human Resources Management Association (LHRMA) for participation in these hiring events

- Engaging One Stop partners and Board members in veterans' events such as Job Fairs
- Remaining connected to the Lincoln Area Development Partners (LADP), a regional economic development umbrella organization of LPED
- Keeping the Board informed and involved in local initiatives such as Vital Signs, Make It Work for Lincoln, and 1st Job-Lincoln.

Steps to focus local oversight on outcomes rather than on compliance issues will include:

- Continually educating staff and Board members on system and partner outcomes in addition to WIA compliance issues
- Supporting peer to peer training at all levels
- Identifying funds for staff and Board members to attend state, regional and national conferences for exposure to quality improvement strategies
- Analyzing findings from system studies such as the UNL-Bureau of Business Research/LPED: Business Retention & Expansion Evaluation; implementing Board recommendations for improvement
- Educating Board members on the importance of credentials and apprenticeship programs and the fact that by 2018, 30 million new and replacement jobs will require some post-secondary education (TEGL 15-10); hosting speakers on apprenticeship programs at Board and committee meetings
- Remaining engaged with community college staff in efforts to develop stackable modules for a chunked curriculum, increasing the ability to earn interim credentials
- Involving staff and Board members in the creation of the Capital Career Center

Efforts to encourage a regional approach to the economic needs of communities will include:

- Enhancing staff and Board member recognition of regional needs of both employers and workers; promoting strategic operational alliances regardless of area boundaries
- Encouraging the American Job Center's continued service to regional employers; inviting regional employers to Center events and to local job fairs such as the Hiring Our Heroes Job Fair
- Encouraging the American Job Center's continued service to regional job seekers; making resources available for regional worker recruitment for new and expanding businesses
- Supporting LPED's Lincoln Area Development Partners (LADP)

- Continuing collaboration with the community college system on regional skill training needs and grant opportunities and remaining active in the planning and operating of the TAA/CCCT grants
- Continuing to evaluate and update the Greater Lincoln RIG Action Plan with goals in Education; Workforce Development; Entrepreneurship; Innovation; Business Attraction/Retention; and Organizational Change
- Evaluating regional collaborative opportunities with both Region IV-Southeast Nebraska and Greater Omaha and the 10 state Great Lakes Employment & Training Association (GLETA)

Ways to make workforce development a local priority will include:

- Promoting workforce development to newly elected local officials; inviting officials to Board meetings and to American Job Center events
- Requesting continued participation of the Mayor in Board and staff recognition events and in presentations to Make It Work for Lincoln and 1st Job-Lincoln
- Continuing Board promotion of the annual Civil Rights Conference
- Promoting local area attendance at state workforce meetings
- Encouraging Board members to “spread the word” to other organizations; requesting agenda time at other events likely to attract employers
- Visiting congressional offices to demonstrate the quality of the local WIA program and the ongoing need for training and employment services and federal funding
- Encouraging Board and business participation in local initiatives such as 1st Job-Lincoln and Make It Work for Lincoln

These goals apply to both the local area as well as in the context of our regional economy as defined and analyzed through the Regional Innovation Grant (RIG).

3. The One Stop System

The establishment of a One-Stop delivery system is a cornerstone of the reforms contained in Title I of WIA. The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance. The regulations define the system as consisting of one or more comprehensive, physical American Job center(s) in a local area that provide the core services specified in WIA. Describe the One-Stop delivery system in the local Workforce Investment Area. Description must include:

- a. Describe the process for the selection of American Job Center operator(s), including the competitive process or the agreement process between the local board and a consortium of partners.**

The selection of the Greater Lincoln One Stop Operator is accomplished through a competitive Request for Proposals (RFP) process. The RFP is developed by an Assistant City Attorney working with the Executive Committee of the Board and the City's Purchasing Agent, and its availability is announced to all Board members and Youth Council members, other local areas, other local partners and advertised by Legal Notice in the Lincoln Journal Star. A Selection Committee is appointed by the Board Chairperson and a selection process is determined through an interview format using a standard list of questions and rating form.

- b. Describe the appeals process to be used by entities not selected as the American Job Center Operator.**

As a part of the "Description of the Selection Process" found in the RFP document, it states that "Following the selection process and final certification of the Operator, entities that interviewed will be entitled to a debriefing on the process. Requests for debriefings shall be directed to the Chair of the Greater Lincoln Workforce Investment Board." Always available is the Complaint Procedure, found in Attachment I.

- c. Identify the policy and procedures for certification of the comprehensive American Job Center site.**

The certification of the One Stop Operator is accomplished through the Request for Proposals (RFP) process. The Board requests proposals for designation and certification of the One Stop Operator. Upon selection of an operator, an agreement is executed between the operator and the Board, in partnership with the Chief Elected Official. This Policy Agreement outlines roles, duties, and performance criteria for certification.

The certification of the American Job Center is accomplished through a written review and evaluation of Center operations by the Board. Elements for evaluation include: full

service features, physical layout, required One Stop partners, availability of services, community usage, and progress since last certification.

Both Operator and Center certifications have formal agreements with periodic reviews conducted.

d. Outline procedures for de-certification of American Job Center(s) and/or service providers.

The Board, with the agreement of the Chief Elected Official, is authorized to terminate for cause the eligibility of the One Stop operator. The procedure for decertification is: The Executive Committee of the Board will provide written notice to the operator of a decertification hearing to be held before the Executive Committee. Such notice shall be sent within 20 days of the hearing date and provide the time, date and place of the hearing. Such notice shall also include a statement of the facts alleging the cause for termination. The hearing shall be an information hearing. Parties to the hearing will have the opportunity to present evidence and testimony to at least 3 members of the Executive Committee, the opportunity to question witnesses, and the opportunity to have relevant records and/or other documents presented. A decision on the termination hearing shall be presented by the Executive Committee to the Board for their consideration and approval. The Board, with the agreement of the Chief Elected Official, may decertify the entity and send written notice to the One Stop operator of the decertification.

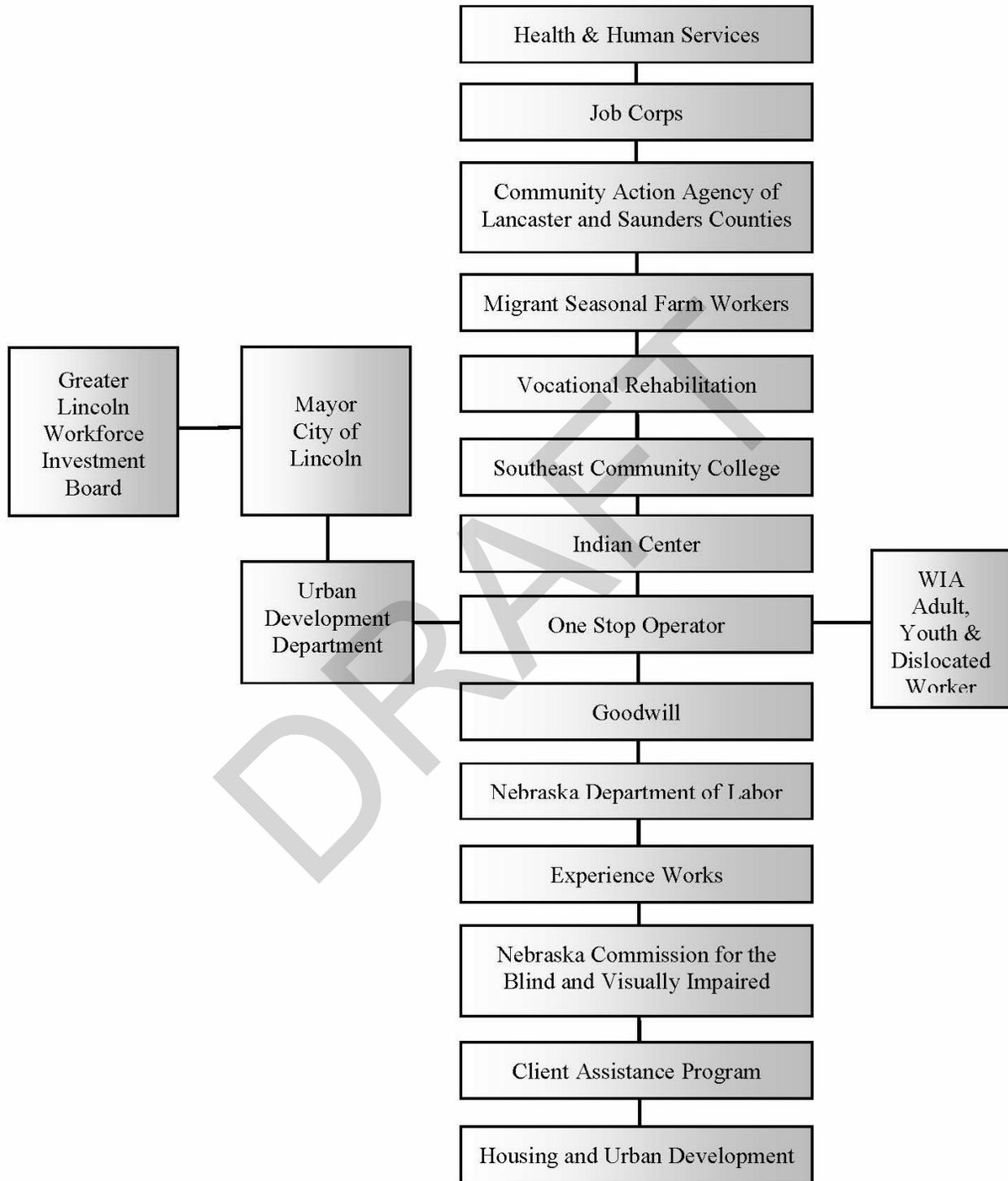
e. Provide an overview of the One Stop Delivery system, including physical site location, operator, personnel, and participating partners. Include organizational chart for the comprehensive American Job Center site.

Greater Lincoln's American Job Center is located in the Southeast Community College Education Square downtown campus. The street address is 1111 O Street, Suite 205, Lincoln, Nebraska 68508. This location is served by public transportation and public parking is available.

The Board, through the Request for Proposals process, selected the City of Lincoln as the One Stop Operator. In addition to providing the One Stop Operator, the City administers the WIA Title I Adult, Dislocated Worker and Youth funds. Staff from the City's Urban Development's Workforce Division is located at the American Job Center and include Vicki Leech, the One Stop Operator/Program Manager, LeAnn Fry, the Administrative Aide, Andrea Chandler, Barb Anderson, Bonn Khanthasene, and Sherry Hageman, WIA Case Managers, Cynthia Nigh, the Office Specialist, and Ki-Raka Atwater, the Triage Navigator. The One Stop Operator agreement between the Board and the City of Lincoln is effective through June 30, 2014. The Board will take action on a one year renewal proposal at the May 14, 2014 meeting.

Partners participating in the Lincoln One Stop system are:

- Client Assistance Program
- Experience Works, Inc.
- Goodwill Industries Serving Southeast Nebraska
- Nebraska Department of Health and Human Services
- Housing and Urban Development
- Indian Center, Inc.
- Job Corps
- Community Action Partnership of Lancaster & Saunders Counties
- Nebraska Commission for the Blind and Visually Impaired
- Nebraska Department of Labor (Employment Services/Wagner-Peyser, Unemployment Insurance, Disabled Veterans Outreach Program, Veterans Employment Program, Trade Adjustment Assistance)
- One Stop Employment Solutions (WIA Adult, Dislocated Worker, and Youth)
- Proteus (Migrant & Seasonal Farmworkers)
- Southeast Community College
- Vocational Rehabilitation Services



f. Identify and describe any affiliate site or agents or specialized centers to be established in the local area. Include any remote sites accessed through the use of technology.

The Board is committed to providing WIA services throughout Lancaster and Saunders Counties. The Board will continue to evaluate the need for additional sites and/or access and will entertain such requests from community leaders and constituent groups within the geographic boundaries served. In PY 2012 the Board and the One Stop Operator evaluated the comprehensive One Stop site to right-size physical space and explore opportunities for virtual service. Partner entities and user groups were involved in the planning and development of the relocation. Relocation of the One Stop site occurred in October 2013 along with re-branding to the American Job Center.

g. Describe how the Workforce Investment Board shall engage employers and organized labor in the One Stop delivery system.

Employers and organized labor are represented on the Board. The Board engages employers through member interaction in such groups as the various Chambers of Commerce in the two county workforce area, the Lincoln Partnership for Economic Development and the Lincoln Independent Business Association. Certain Board activities are aimed at employers including conducting employer surveys, promoting job fairs such as the Hiring Our Heroes Veterans Job Fair, and convening business, organized labor, and community leadership for such events as **Make it Work for Lincoln**.

h. Describe services offered to businesses.

Partners in the American Job Center offer a range of services to businesses to assist them in meeting their workforce needs. Businesses can use self-services and staff assisted services. Services available to businesses consist of:

- Labor market information (Demographics; Wages; Occupations; Benefits; Economic Data) available online and in publication formats
- Internet postings of job listings at www.dol.nebraska.gov
- Internet resume search
- Staff assisted job postings; Resume search; Recruitment; Screening; Referral
- Assessment/Skill testing; Customized recruiting
- On Site facilities for interviewing and applicant assessment
- Tax credit assistance
- Worker training program assistance
- On the job training; Customized training
- Layoff assistance

- i. Describe universal access and what services will be provided. Include the strategy for outreach and recruitment. Explain how services shall meet the needs of dislocated workers, displaced homemakers, low-income individuals including: migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment, such as, older individuals, people with limited English-speaking proficiency, and people with disabilities. Include a description of how the local LWIB shall ensure physical and programmatic accessibility for individuals with disabilities at American Job Centers.**

Universal access means the following core services are available to anyone.

- Eligibility determinations for assistance under subtitle B of title I of WIA;
- Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop delivery system;
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Job search and placement assistance, and where appropriate, career counseling
- Provision of labor market information, including accurate information on the local, regional and national labor market areas, to include job vacancy listings, information on job skills necessary to obtain the listed jobs, information relating to local occupations in demand and the earnings and skill requirements for those occupations
- Program performance and cost information on eligible providers of training, eligible providers of youth activities, adult education activities, postsecondary vocational education activities, vocational education activities available to school dropouts, and vocational rehabilitation activities
- Information on local area performance
- Information and referral on support services
- Information on filing claims for unemployment compensation
- Assistance in establishing eligibility for welfare-to-work and programs of financial aid,
- Follow-up services for participants placed in unsubsidized employment for up to twelve months.

One Stop partners conduct outreach and recruitment activities that target the specific groups they are funded to serve. The following strategies are employed in recruitment and outreach.

- Continue to provide excellent customer service at the American Job Center since “word of mouth” is one of the most effective means of recruiting.
- Maintain communication pathways among the One Stop partners to ensure staff awareness of all employment and training opportunities.
- Utilize digital as well as traditional formats for providing information on One Stop services and programs.
- Identify and provide One Stop information in locations frequented by One Stop customers.
- Conduct on-going evaluation of results and adjust if and when necessary.

Other outreach and recruitment activities for the American Job Center focus on informing businesses of the services available from the Center. Local Nebraska Department of Labor staff members contact and meet with businesses to personally inform them of the services available from the Center.

The needs of the many customers of the American Job Center are met by determining what each customer wants, explaining the service options available and connecting the customer to the desired service. Based on comments from the center customers, most individuals want someone to understand their situation, to be made aware of their service options and to have someone help them. This applies whether the individual is a dislocated worker, low-income adult, older worker, veteran, or any other group member.

Services meet the needs of the various customers of the American Job Center by:

- Identifying the needs of each customer,
- Explaining the service options available from the Center,
- Providing guidance, support and assistance with job search and placement,
- Identifying the individual’s skills, interests, aptitudes and abilities,
- Providing career guidance, including information on non-traditional occupations,
- Providing information on demand occupations and the qualifications needed to perform these occupations,
- Introduction and referral to Center Partners and other appropriate organizations for services,
- Providing information on eligible training providers,
- Providing information on and referral to support services providers,
- Conducting eligibility interviews,
- Providing information on financial assistance for training and education.

Customers are provided an explanation of the services available and a description of the various service providers at the Center. Customers are provided opportunities to speak with Center staff to gain additional information on Center services.

Physical and programmatic accessibility is ensured through the assistive technology and auxiliary aides that are available for individuals with visual, hearing, learning, and/or mobility impairments. Within the American Job Center, there are partners that are funded to specifically serve many of the groups listed above. Requests for accommodation will be honored unless doing so would result in a fundamental alteration in the services, program, or activity, or undue financial and administrative burdens. The One Stop Operator is responsible for making that determination. While recognizing commonalities within certain groups, the goal of the American Job Center is to provide services based on the needs of each individual.

j. Describe any innovative initiatives or service delivery strategies.

Staff from the WIA Title I Youth program provides a weekly “open house” session for youth at the American Job Center. These sessions are conducted on both an appointment and walk-in basis. Youth are provided information on services available from the American Job Center and the Workforce system. Youth can complete applications for services, visit with program staff and obtain answers to questions about the Center services. Representatives from various agencies and services conduct walk-in sessions in the meeting rooms adjacent to the Resource Room in the American Job Center for specific information such as Veteran services, Vocational Rehabilitation services, and Insurance representative for help with Affordable Care Act sign up.

k. Identify the case management system to include what the system will consist of and how it will be implemented.

There are variations to the case management systems from those partners that provide case management. Some partners use the team model while others use the one-on-one model.

The case management system used by the adult, dislocated worker and youth programs is individualized and focused on the needs of the adult, dislocated worker and youth. Adults, dislocated workers and youth are assigned to a case manager at the time of the initial contact. A preliminary interview is conducted to identify the employment and training goals of the individual and begin the eligibility process. Depending on the needs of the individual, several options are presented. Case managers are responsible for providing services and assisting the individual to be successful. This case management system has been in use prior to WIA. Generally, the following activities are conducted:

- A formal eligibility interview is conducted.
- Assessment of the individual’s interests, basic skills, abilities, aptitudes, goals and supportive service needs is conducted.
- An interview is conducted to discuss the results of the assessment and to answer questions and explain services options.
- Individuals may be asked to conduct occupational research, visit training providers, complete additional assessments, etc.

- An Individual Service Strategy or an Individual Employment Plan is developed with the individual detailing the services to be provided, the sequences of the services, and the responsibilities of the individual and case manager.
- Services are initiated and the individual is case managed through the required quarterly follow-up time frames.
- Contact with the individual varies, depending on the needs. All individuals are in contact with the case manager at least once a month. Using email makes this easier for the individual. Personal meetings are also frequent, occurring several times a quarter.
- Case files contain information required by the law and policies. All eligibility and verification data is in the case file, along with the assessment results, Individual Service Strategy/Individual Employment Plan, case notes, Management Information System documents, service authorizations and other items deemed necessary. All participant files enrolled in WIA after July 1, 2012 have electronic files.
- Some individuals may begin services with a one-on-one interview with a case manager or may attend a group orientation.

l. Identify how the local area has implemented electronic case files on new enrollments since July 1, 2012.

The electronic case management was implemented on July 1, 2012 for all new applications. NDOL issued a draft policy on Electronic Case Management on March 19, 2012 and the policy was finalized on April 12, 2012. A revision to this policy was issued on January 13, 2014.

The e-file was established through the state integrated Management Information System (MIS) NEworks, and Enterprise Content Management (ECM) system. Staff will use the three methods utilized to create electronic files: NEworks, Scanned and E-Docs and will review the listing of specific forms for each method as provided by NDOL. Mandatory use of electronic files occurred on July 1, 2012. Effective July 1, 2012, all new program enrollments will be completed in an e-file format adhering to the policy.

m. Identify One Stop partners by organization and name of contact person for each Board certified comprehensive American Job Center. Describe examples of strategic partnering with required and optional American Job Center partners and other organizations to provide services.

Partners in the Lincoln One Stop Career Center are:

- Client Assistance Program, Ms. Victoria Rasmussen
- Community Action Partnership of Lancaster & Saunders Counties (Community Services Block Grant), Ms. Vi See
- Goodwill Industries Serving Southeast Nebraska, Ms. Joanne Pickrel

- Indian Center, Inc. (Native American Programs), Ms. Jessica James
- Job Corps-CHP International, Ms. Michelle Olson
- Proteus, Inc. (Migrant and Seasonal Farm Workers Program), Ms. Susan Billups
- Nebraska Department of Health and Human Services, Ms. Jill Schreck
- Nebraska Department of Labor (Wagner-Peyser, Veterans' Employment, Disabled Veterans' Outreach, TAA), Ms. Brittany Urias
- Nebraska Department of Labor Unemployment Insurance, Mr. Ron Joyce
- One Stop Employment Solutions (WIA Title I Adult, Dislocated Worker, Youth, HUD), Mr. David Landis
- Vocational Rehabilitation, Ms. Debra Jenkins
- Southeast Community College (Post-Secondary Vocational Education/Adult Basic Education and Family Literacy, Carl Perkins Technical Education), Dr. Jack Huck
- Nebraska Commission for the Blind and Visually Impaired, Ms. Connie Daly
- Experience Works, Ms. Stephanie Mahony

An example of integrated and seamless services in the American Job Center is Job Outfitters. This is a program originated by the YWCA and now facilitated by Goodwill Industries staff located at the American Job Center.

Other examples of partnering with required and optional partners include:

- Execution of an agreement with Southeast Community College (SCC) to provide Literacy-Numeracy for youth at the American Job Center
- Participation and membership in the Active Community Team (Saunders County) for youth services
- Participation and membership in the Lincoln Housing Authority Self Sufficiency project
- Participation in the Lincoln Public Schools' Drop-In Action Team to identify Flexible Options/Alternative Pathways and Dropout Recovery: Strategies to identify and re-engage students who have dropped out of school without earning a diploma.

n. Identify an operating budget or cost allocation plan for each WIB certified comprehensive American Job Center including the amount and type of funding of each American Job Center partner.

Costs to operate Greater Lincoln's American Job Center consist of the following:

- Rent (includes utilities)
- Maintenance not covered in the City of Lincoln's lease with the building owners
- Partner operational costs (staff, supplies, phones computer, etc.)

The City of Lincoln leases 3965 square feet of space for the Greater Lincoln American Job Center from Southeast Community College. This lease expires on September 30, 2017. Partner’s cost allocation plan for the American Job Center is based on the amount of space occupied by each partner. Each partner located at the Center enters a sublease with the City of Lincoln that identifies the partner’s occupied space, share of common space and total rent cost. Partners are responsible for their own operational costs (staff, phone, computers, etc.)

Total rent payments for the time period of October 1, 2013 to September 30, 2017 amount to \$196,069.00. Partners with a sublease with the City of Lincoln and their sublease amounts are listed below. The rent amounts have been rounded to the nearest dollar.

Partner	Sublease Dates	Rent
Goodwill	10/1/13 to 9/30/17	\$7912
Vocational Rehabilitation	10/1/13 to 9/30/17	\$7912
Experience Works	10/1/13 to 9/30/17	\$15,663
NDOL/Unemployment Ins.	10/1/13 to 9/30/17	\$2658
City of Lincoln	10/1/13 to 9/30/17	\$161,924

** WIA Adult, Dislocated Worker, and Youth	\$151,946
** Community Development Block Grant	\$5000
** City General Revenue	\$4978

The Triage Navigator position welcomes customers as the first face of the American Job Center, provides orientation to the American Job Center, helps clients determine the purpose of the visit, refers clients to partner agencies, provides customer support in the resource room for program registration, provides technical assistance on computer usage, manages wait time for customers, logs services into NEworks and tracks customer volume. The costs of the Triage Navigator position will be shared in an equitable manner among all One Stop Partners under the Workforce Investment Act.

For January 1, 2014 through December 31, 2014 the LWIB and One Stop Partners have agreed that an equitable distribution of the Triage Navigator cost will be based on the partner’s approximate percentage of occupied space in the American Job Center complex located at 1111 O Street, Education Square, composed of Suite 205 and Suite 222 in Lincoln, Nebraska. The total occupied space for the complex is approximately 5,111 square feet with NDOL occupying 3,224 square feet, the City of Lincoln/ Title I WIA/HUD occupying 1,467 square feet and co-located One Stop partners Experience

Works, Vocational Rehabilitation and Goodwill occupying 420.47 square feet of space. The approximate percentage of occupied space for NDOL is sixty one percent (61%), and the approximate percentage of occupied space for the City of Lincoln Urban Development Adult, Youth and Dislocated Worker programs/HUD is twenty nine percent (29%).

For the period January 1, 2014 through December 31, 2014 the cost of the Triage Navigator position is \$28,839.31. The Nebraska Department of Labor, agrees to contribute \$17,591.98 and the City of Lincoln on behalf of Urban Development Adult, Youth and Dislocated Worker programs and HUD employment programs has agreed to contribute \$8,363.40 for Year 2014.

The remaining ten percent (10%) of the cost or \$2,883.93 shall be paid by eight one stop partners. The remaining partners, who are co-located at the American Job Center complex, contribute rent to the shared space at the American Job Center and provide in kind services to the resource room and those services and costs are recognized as their equitable contribution. The eight remaining partners who are not physically co-located at the Center have agreed to share equally the remaining \$2,883.93 which amounts to \$360.50 each for Year 2014. Said figure represents an approximate percentage contribution of 1.25% for each remaining partner and is a recognition by the remaining partners that the American Job Center provides a service to their clients that includes access to program information, a resource room for NEworks, job search, and other core services, and access to a triage navigator for technical assistance and referral.

For 2015-2017, the LWIB acknowledges that the equitable contribution to the Triage Navigator Position can be based on a number of methodologies. An accepted method is based on square footage/ usage of space and is utilized for year 2014. Another acceptable method is an equitable share proportionate to the clients served or benefitted by the Triage Navigator and the American Job Center's resource room. The LWIB acknowledges that the alternative methodology based on clients served or benefitted will require analysis and cooperation from all One Stop Partners and will need to incorporate common definitions for services and accounting practices for time. Vocational Rehabilitation agrees to cooperate and convene with the LWIB, the City of Lincoln as the One Stop Operator and other One Stop partners in considering an alternative method to account for equitable cost sharing in years 2015 through 2017. If the alternative method is considered improved and acceptable, the LWIB will accordingly amend Attachment A incorporating a new method for cost allocation. If a new method is not formulated, it is agreed by all One Stop Partners and the LWIB that the method for 2014 is acceptable and an amendment for each succeeding year will be provided allocating the partners cost for the Triage Navigator.

- o. If there are any gaps where the amount of funding does not meet the workforce investment needs of businesses and jobseekers, describe the actions to be taken by the Board to address these gaps.**

Additional funds for the Lincoln American Job Center are provided by the City of Lincoln. If necessary, the Board can transfer up to fifty percent of funds between the adult and dislocated worker programs. The Board has applied for workforce grants in the past and that remains an additional option.

p. Identify whether or not the local area will be transferring funds between the adult and dislocated worker funding systems. If funds are to be transferred, indicate the reason for the transfer of funds.

The Board may utilize its option to transfer up to fifty percent of the funds between the adult and dislocated worker programs. A transfer of funds would be made to provide additional services to adults and dislocated workers. The need for additional services to adults and dislocated workers could be as a result of additional layoffs, TAA certifications, increase in adult and/or dislocated worker applications, insufficient program funds and other unforeseen circumstances.

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4. Memorandum of Understanding

A Memorandum of Understanding (MOU) shall be developed and signed between the WIB, with the agreement of the chief elected official, and the American Job Center partners relating to the operation of the One-Stop delivery system in the local area. A single “umbrella” Memorandum of Understanding may be developed that addresses the issues relating to the local One-Stop delivery system for the local board, chief elected official and all partners, or the local board may decide to enter into separate agreements between the local board, chief elected official, and one or more partners. A draft of the most current MOU between the local board, chief elected official, and each of the American Job Center partners must be submitted with the draft local plan, understanding that fully executed MOUs covering the time period of the plan must be included in the final plan.

The Memorandum of Understanding must contain the following:

- a. A description of methods for referral of individuals between the American Job Center operator and the American Job Center partners, for the appropriate services and activities.
- b. A description of the services and how these services will be provided through the One-Stop delivery system.
- c. A description of the funding arrangements for services and operating costs of the One-Stop delivery system.
- d. The duration of the memorandum and the procedures for amending the memorandum during the term of the memorandum.

The local plan must include documentation of the negotiations and efforts that took place in completing the Memorandums of Understanding. In addition, the local plan must also acknowledge the following provision:

In the event there is failure to execute an MOU between a local board and a required partner, the local board will report this to the Governor or Nebraska Workforce Investment Board, and the State agency head responsible for administering the partner's program.

In turn, the Governor or the State Workforce Investment Board and the responsible State agency, will then inform the U.S. Secretary of Labor, as well as, the head of any other federal agency with responsibility of oversight for a partner's program.

Any Memorandums of Understanding that have not successfully been executed at the time of final local plan submission must be identified in the plan and, if appropriate, a plan submitted for action to secure the MOU. In addition, any partner that fails to execute an MOU may not be permitted to serve on the local board. When a local board has failed to execute an MOU with all the required

partners, the local area is not eligible for any portion of state incentive grants awarded on the basis of local coordination of activities. If appropriate, the plan should describe any formal or informal agreements that are in place, or that will be developed during the planning cycle.

A single “umbrella” Memorandum of Understanding (MOU) exists between the Greater Lincoln Workforce Investment Board, the chief elected official and the partners. This single umbrella MOU is included in Attachment M. Each partner then negotiates an “Attachment A-Agreement for Cost Allocation and Resource Sharing” and an “Attachment B–Agreement for Scope of Services” for a specific operating period.

Negotiations involve communication between the Board, the City’s Law Department, WIA staff, the One Stop Operator and the partner entities. A draft agreement is presented to the partners before execution, with feedback requested. Through the negotiation process, any recommended changes are then evaluated and incorporated as appropriate. The process is developed and reviewed by Board’s Executive Committee. .

For this local plan, MOU Attachments A & B are included in Attachment M. These documents include:

- a. A description of methods of referral of individuals between the Operator and the partners for the appropriate services and activities
- b. A description of the services and how these services will be provided through the One-Stop delivery system
- c. A description of the funding arrangements for services and operating costs of the One-Stop delivery system
- d. The duration of the memorandum and the procedures for amending the memorandum during the term of the memorandum

Attachments A & B are individualized to the partner organization.

In 2011 Attachments A & B were negotiated for the period July 1, 2011 through June 30, 2015. Due to the relocation of the American Job Center and the adoption of the Triage Navigator service strategy, Attachments A & B are being re-negotiated for January 1, 2014 through September 30, 2017.

In the event there is failure to execute an MOU/Attachment between the Greater Lincoln Workforce Investment Board and a required partner, the Board will report this to the:

- Governor, or the
- Nebraska Workforce Investment Board, and the
- State agency head responsible for administering the partner’s program

In turn, the Governor or the Nebraska Workforce Investment Board and the State agency head, will then inform the U.S. Secretary of Labor, as well as the head of any other federal agency with responsibility of oversight for a partner’s program.

Any MOUs that have not been successfully executed at the time of final local plan submission will be identified in the plan and, if appropriate, a plan submitted for action to secure the MOU. In addition, any partner that fails to execute an MOU may not be permitted to serve on the Board. The Greater Lincoln Board recognizes that failure to execute an MOU with all the required partners will result in the local area being ineligible for any portion of state incentive funds awarded on the basis of local coordination of activities.

From time to time, the Board and/or the City of Lincoln may enter into formal or informal agreements often for specific projects or based on federal/state policy revisions. One such example is the Agreement between the Nebraska Department of Labor and the City of Lincoln for a WIA Grant Agreement.

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5. Fiscal Controls and Reporting

Each local plan must:

- a. **Identify the fiscal agent or entity responsible for the disbursement of grant funds.**

The entity responsible for the disbursement of grant funds is the City of Lincoln, Nebraska.

- b. **Describe the fiscal system and controls used by the fiscal agent for administering WIA funds. Explain measures taken to ensure funds are expended in a timely fashion.**

The Lincoln area workforce system's fiscal accounting system is fully integrated with the City of Lincoln's Finance Department. The accounts are organized on the basis of funding sources, each of which is considered a separate accounting entity. Each account operates with a separate set of self-balancing records that comprise its assets, liabilities, fund balance, revenues, and expenditures. The fiscal system includes all phases of the accounting process, from classifying and recording transactions through reporting. The system provides a clear audit trail from cash receipt through disbursement inclusive. The City of Lincoln's financial transactions are conducted and records maintained in accordance with the Generally Accepted Accounting Principles (GAAP). The following processes are in place to ensure funds are spent in a timely manner:

- All expenditures are estimated at the beginning of the Program Year
- Each month, actual expenditures are measured against planned expenditures
- Obligations are updated at least monthly and compared to actual and planned expenditures
- The State RSS fiscal system is used to report expenditures and obligations

- c. **Describe the competitive and noncompetitive processes that will be used by the local area to award grants and contracts for activities under Title I of WIA including how potential bidders are being made aware of grants and contracts.**

Competitive and non-competitive grants and awards are made using the City of Lincoln's procurement procedures. The City's procurement procedures are developed from the procurement requirements for governmental entities and procurement requirements for federal funds. All procurement transactions are conducted in a manner that provides full and open competition and avoids even the appearance of a conflict of interest. Under WIA, the Youth program funds must be awarded through a competitive process. The Youth Council and the WIB issue a Request for Proposals for the WIA Youth program. A committee consisting of Youth Council and Board members reviews the proposals and makes a recommendation to the Youth Council. The Youth Council evaluates the

information and makes a recommendation to the Board. The Board makes the final decision in collaboration with the Mayor of Lincoln. Use of the noncompetitive process is allowed only when the conditions for noncompetitive procurement have been met. If the noncompetitive procurement process is used, a cost analysis must be conducted. Notification to potential bidders is also accomplished using the City of Lincoln's electronic procurement process, along with mailing of notifications to potential bidders.

d. Describe the procurement process for purchasing goods and services in the local area.

The Lincoln Area Workforce system follows the City of Lincoln's Federal Grant Funds procurement procedures when purchasing goods and services. Purchases of goods and services with WIA funds generally meet the Small Purchase Procurement requirements. When procuring professional or training services (except On the Job Training), the system follows the City Municipal Code Chapter 2.18, and Executive Order No. 42747.

e. Identify (if applicable) the process to be used to procure training services that are made as exceptions to the Individual Training Account process.

Exceptions to the Individual Training Account process apply when an individual is in need of on the job training or customized training services, or when the Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community based organization or another organization to serve special participant populations that face multiple barriers to employment. The Board has developed criteria to be used in determining demonstrated effectiveness. The criteria includes the financial stability of the organization, the demonstrated performance in areas such as completion rates, skill attainment rates, and placement and retention rates, as well as how the specific program relates to the needs of the local area.

f. Identify what system will be used to collect data, track and report local performance measures and program activity.

NEworks is the Nebraska Department of Labor system used to collect, track and report local performance measures and program data. Effective July 1, 2012, an electronic case management system was implemented.

g. Describe the fiscal agent's property management system.

The Lincoln Area Workforce system follows the City of Lincoln's fixed asset inventory system. The system is designed to assist the City in establishing and maintaining accurate fixed asset records in accordance with Generally Accepted Accounting Principles (GAAP). The inventory master file contains information on all items procured and is updated through additions, deletions, and changes. Reports can be produced in various sequences for items in the master file.

h. Describe system/mechanism that will be included for consumer reports.

In addition to information contained in the Eligible Training Provider list, the following information is available through the consumer reports.

- Current occupational wage information
- Employment and wage projections
- Performance outcomes for the adult, dislocated worker and youth programs
- Occupational demand information including wage and employment projections

This information is provided by the WIA Adult, Dislocated Worker and Youth staff and is also available on-line.

i. Acknowledge the requirement of submitting an annual report to the Nebraska Workforce Investment Board at the end of each program year as requested.

Greater Lincoln will submit annual information, in the manner prescribed, to the Nebraska Workforce Investment Board. The information will include, but not be limited to:

- Number of customers (individuals and businesses) receiving services through the One Stop system;
- Office locations and certification status of Career Centers;
- Recognitions and awards;
- Successes;
- Evaluations and continuous improvement efforts;
- Impact of waivers; and
- Web sites.

Such information will be submitted by the time frames determined by the Nebraska Workforce Investment Board.

j. Describe the actions to be taken to ensure the salary and bonus limitation is not exceeded.

The City of Lincoln, as the fiscal agent for the WIA Title I funds, assures that none of the funds appropriated in Public Law 109-149 or prior Acts under the heading "Employment and Training Administration" that are available for expenditure on or after June 15, 2006, shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II, except as provided for under section 101 of Public Law 109-149. This limitation shall not apply to vendors providing goods and services as defined in OMB Circular A-

133. The Urban Development Department, the City Attorney's Office, the Human Resources Department, and the Finance Department are all aware of this limitation.

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6. Oversight Plan

“The local board, in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under section 129, local employment and training activities authorized under section 134, and the one-stop delivery system in the local area.” [Sec. 117(d)(4)]

a. Identify the plan for conducting monitoring of sub-recipients.

In the Greater Lincoln local area, the City of Lincoln is responsible for monitoring WIA sub-recipients. This is accomplished through the Urban Development Department. The Department’s Accountant/Program Monitor and/or other Urban Development staff with knowledge of WIA conduct monitoring in order to:

- Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and regulations;
- Determine whether or not there is compliance with other provisions of the Act and regulations; and
- Provide technical assistance as necessary and appropriate

The local Board and Youth Council, as appropriate, provide oversight to this process.

b. Address how the local Board shall be engaged in oversight activities.

The Board and the Youth Council provide oversight to the monitoring process, and participate in corrective action as needed, in the following WIA areas:

- Adult/Dislocated Worker eligibility and services
- Data Validation
- Equal Opportunity
- Financial Requirements
- Follow Up
- Grievance Procedures
- Local Workforce Investment Board and Youth Council Requirements
- One Stop Systems
- Procurement
- Property Management
- Youth eligibility and services

On an ongoing basis, the Board and Youth Council as appropriate monitor performance and outcomes in the following WIA areas:

- Performance Measures as compared to the negotiated standards
- American Job Center customer evaluations

- One Stop Operator certification
- American Job Center certification
- Annual Report information
- One Stop Partners' performance
- Other locally designated topics as requested

The Executive Committee of the Workforce Investment Board and the Youth Council spend time reviewing and discussing federal, state and local monitoring reports. When areas for corrective action are identified, the committee addresses these items at Executive Committee or full Board meetings. The committee also reviews internal fiscal reports and planned-to-actual budget and enrollment information. The Youth Council receives its own quarterly report.

Board members provide information for the Annual Report and serve on work groups; such as the Youth Performance Action Committee, the American Job Center Certification team and Selection Committees when Requests for Proposals (RFPs) are issued.

c. Describe evaluation tools used to assess effectiveness of services to customers and ensure continuous improvement of the One Stop delivery system.

A customer satisfaction survey is being developed for use at the American Job Center. This work is done in collaboration with the stakeholders:

- Workforce Investment Board and Youth Council
- City of Lincoln-One Stop Operator
- WIA Partners

The stakeholders agree that the survey is intended to assess effectiveness of services and to ensure continuous improvement of the One Stop delivery system.

The major areas of importance to capture customer feedback have been determined as:

- General customer satisfaction
- Recommendation to friends and family
- Learned something useful
- Would use again if needed
- Treated with dignity and respect

General comments and recommendations for improvement are also requested.

The frequency of surveying will be aligned with the needs of the stakeholders and no more, so the survey is not stretched beyond the needs. It is recognized that it is much more important to “do something” with the results than to spend energy collecting the data. One month per quarter is the initial proposed frequency.

C. OPERATIONAL SECTION

The operational section of the local plan must address each area listed below in the format provided.

1. Services

Eligibility Definitions

Describe in this section the definition and criteria established by the local board in order to deliver services funded under Title I of WIA. For a-k, include local policy and/or local operational procedures.

- a. **Eligibility for adult services. Priority system for providing adult intensive and training services based on funding limitations. Include discussion of veterans' priority provisions. As discussed in TEN 15-10, address how the local Board has put into operation a veterans' priority of service policy in a way that provides veterans and eligible spouses with the full range of employment and training services in a manner that is comprehensive, customer-driven, and seamless.**

To be eligible for adult core services, an individual must:

- Be 18 years of age or older; and
- Be eligible to work in the United States; and
- Be registered with the Selective Service, if required.

Priority for enrollment in adult Intensive and Training Services is for low-income adults residing in Lancaster or Saunders counties. This priority does not mean only low-income adults will receive Intensive and Training services. The Board policy states that the majority of adults that will receive Intensive and or Training services will be low-income adults residing in Lancaster or Saunders Counties.

A low income adult means an individual who:

- Receives or is a member of a family that receives cash payments under a Federal, State or local income based public assistance program, or
- Received an income, or is a member of a family that received a total family income, for the 6 month period prior to application, for the program involved that, based on family size does not exceed the poverty line or exceed 70% of the lower living standard income level, or
- Is a member of a household that receives or has been determined within the six-month period prior to application to be eligible to receive food stamps, or
- Qualifies as a homeless individual as defined in the McKinney Homeless Act, or

- Is a Foster child, 18 or older, on behalf of whom State or local government payments are made, or
- Is an individual with a disability whose own income does not exceed the income guidelines for a family of one.

Eligibility for adult services is determined during the intake interview and is completed upon receipt of all required verification documentation. The information necessary to support a determination of eligibility may be collected through methods that include electronic data transfer, personal interview, and/or based on information on the individual's application. EEO data is collected during the intake process.

Eligible Individuals who are 18 through 21 years old may participate in adult and youth programs concurrently. Such individuals must be eligible under the adult and youth eligibility criteria applicable to the services received. Concurrently enrolled individuals are identified and tracked in order that the appropriate funding streams pay the cost of services and to avoid duplication of services.

The local area will provide priority of services in all areas (Adult, Dislocated Workers and Youth) for veterans and eligible spouses pursuant to the state's policy on Veterans' Priority Provisions. This policy applies to "covered persons" which is further defined as veterans or eligible spouses. Veteran is an individual who served at least one day in the active military, naval or air service, and who were discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full time Federal service in the National Guard or a Reserve component. Whether the Veteran served domestically or overseas is not relevant to the determination of veteran status for purposes of applying priority.

Eligible spouse means the spouse of any of the following: any veteran who died of a service connected disability; any member of the Armed Forces serving on active duty who, at the same time of application for the priority is listed in one or more of the following categories and has been so listed for a total of more than 90 days: (I) missing in action (II) captured in the line of duty by a foreign government or power, or (III) forcibly detained or interned in the line of duty by a foreign government or power; any veteran who has a total disability, as evaluated by the Department of Veteran Affairs; or any veteran who died while a disability was in existence.

The local area will determine each individual's covered person status and apply priority of service as follows:

- Covered persons who meet the mandatory priorities or spending requirement or limitation must receive the highest priority for the program or service;
- Non-covered persons within the program's mandatory priority or spending requirement or limitation, must receive priority for the program or service over covered persons outside the program-specific mandatory priority or spending requirement or limitation; and

- Covered persons outside the program-specific mandatory priority or spending requirement or limitation must receive priority for the program or service over non-covered persons outside the program-specific mandatory priority or spending requirement or limitation.

Processes are in place to ensure that covered persons are identified at point of entry and are given an opportunity to take full advantage of priority of service.

The application of Priority of Service varies by program depending on the eligibility requirements of the particular program. All Partners at the Center identify covered persons through their individual application processes. For individuals that walk in, information on Veterans Priority is located at the reception desk. Individuals that identify themselves as veterans are provided priority of services from staff at the reception desk. This may include one or more of the following:

- Receive service ahead of “non-covered” persons at the Reception Desk
- Receive referral to Center services and/or Partners ahead of “non-covered persons”
- Covered persons are offered services at their convenience and schedule

If funds are limited, the covered person receives the highest priority for use of the funds over the “non-covered persons”

Veterans’ priority of service is in place to ensure that veterans and eligible spouses receive priority for the full range of employment and training services in a comprehensive, customer-driven, seamless fashion.

The WIA Program Manager and case managers meet with the Employment Services Veterans’ representatives regularly for exchange of training opportunities, information and referral possibilities. All Partners in the Center utilize the services of the Wagner-Peyser Veterans’ service staff. Partners communicate with the Veterans’ staff on job openings, grant opportunities, and common clients.

b. Eligibility for dislocated worker services.

To be eligible for dislocated worker services, an individual must:

- Be eligible to work in the United States, and
- Be registered with the selective service if required, and
- Have been terminated or laid off or received notice of such from employment, and
- Is eligible for or has exhausted entitlement to unemployment compensation, or
- Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law, and

- Be unlikely to return to a previous industry or occupation, or
- Have been terminated or laid off or has received notice of such as a result of a permanent closure or any substantial layoff at a business, or
- Be employed at a facility at which the employer has announced a closure within 180 days, or
- Be employed at a facility at which the employer has announced a closure (these individuals are eligible for core services only), or
- Have been self-employed but is unemployed as a result of economic conditions in the community in which the individual resides or because of natural disaster, or
- Be a displaced homemaker

Eligibility for dislocated worker services is determined during the intake interview and is completed upon receipt of all required verification documentation. The information necessary to support a determination of eligibility may be collected through methods that include electronic data transfer, personal interview, and/or based on information on the individual's application. EEO data is collected during the intake process.

Eligibility of dislocated worker services requires that applicants meet one or more of the following six categories:

Category 1: Terminated or laid off, or has received a notice of termination or layoff from employment, and is eligible for, or has exhausted entitlement to unemployment compensation and is unlikely to return to a previous industry or occupation.

Category 2: Terminated or laid off, or has received a notice of termination or layoff from employment, and has been employed for a sufficient duration to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a state unemployment compensation law; and is unlikely to return to previous industry or occupation.

Further Clarifications and Definitions for Category 1 and Category 2:

1. *Eligible for unemployment compensation includes any individual whose wages from employment would be considered in determining eligibility for UI under a federal or state unemployment compensation laws. Eligible for UI should not be interpreted as receiving UI, as some eligible individuals may choose not to file a claim.*
2. *Individuals who are identified by the State of Nebraska Worker Profiling Program and are referred in writing by Employment Services shall be considered eligible.*
3. *Sufficient duration to demonstrate workforce attachment is defined as a minimum of six weeks.*
4. *Individuals who are offered (in writing) the option of early retirement instead of layoff and who plan to seek new employment still meet the definition of layoff.*

5. *According to TEGL 22-04, it is Department of Labor policy that being discharged (under honorable circumstances) either voluntarily or involuntarily terminates an employment relationship between an individual and the military and thus falls within the scope of the termination component of the WIA definition of dislocated worker. The separating military personnel must also satisfy the other criteria for dislocated worker eligibility, including the requirement that the individual is “unlikely to return to a previous industry or occupation”.*
6. *TEGL 22-04 also addresses the issue of a military spouse who leaves his/her job to follow his/her spouse. By definition, a military spouse is an individual who is married to an active duty service member including National Guard or Reserve personnel on active duty. The surviving spouse of an active duty service member who lost his/her life while on active duty services in Afghanistan, Iraq or other combat related areas is also considered to be a military spouse. When the spouse is unable to continue an employment relationship because of the service member’s permanent change of military station, or the military spouse loses employment as a result of the spouse’s discharge from the military, then the cessation of employment can be considered to meet the termination component of the WIA definition of dislocated worker. The military spouse must still meet the other criteria for dislocated worker eligibility, including the requirement that the spouse is unlikely to return to a previous industry or occupation.*
7. *Individuals are considered unlikely to return to previous industry/occupation if:*
 - a) *Occupation shows a zero or negative growth rate as documented by Labor Market Information, or*
 - b) *Employment Services confirms that in the previous sixty days there was a lack of job orders for that occupation compared to qualified job seekers, or*
 - c) *The local Chamber of Commerce or Economic Development representative confirms that the occupation or industry has shown a significant employment decline in the local labor market area, or*
 - d) *A plant closure or substantial layoff (within the labor market area in the same industry or occupation) has occurred in the last six months, or*
 - e) *They have acquired a handicap which affects their ability to perform previous occupation, or*
 - f) *They have been actively seeking, but unable to find employment in their previous industry or occupation for a period of ninety days or more, or*
 - g) *They were “involuntarily separated” from active military duty. A member of the armed forces shall be considered to be “involuntarily separated”, if the member was on active duty or full-time National Guard duty on September 30, 1990, or after November 29, 1993, or with respect to a member of the Coast Guard, if the member was on active duty in the Coast Guard after September 30, 1994, and*

- *In the case of a regular officer (other than a retired officer) the officer is involuntarily discharged under other than adverse conditions as characterized by the Secretary concerned; or*
 - *In the case of a reserve officer who is on the active duty list, or if not on the active duty list, is on full-time active duty (or in the case of a member of the National Guard, full-time National Guard duty) for the purpose of organizing, administering, recruiting, instructing, or training the reserve components, the officer is involuntarily discharged or released from active duty or full-time National Guard (other than a release incident to transfer to retired status) under other than adverse conditions, as characterized by the Secretary concerned; or*
 - *In the case of a regular enlisted member serving on active duty, the member is denied reenlistment, or involuntarily discharged under other than adverse conditions, as characterized by the Secretary concerned; or*
 - *In the case of a reserve enlisted member who is on full-time active duty (or in the case of a member of the National Guard, full-time National Guard duty) for the purpose of organizing, administering, recruiting, instructing, or training the reserve components, the member is denied reenlistment or is involuntarily discharged or released from active duty (or full-time National Guard duty) under other than adverse conditions, as characterized by the Secretary concerned.*
- h) In the cases of military spouses, TEGl 22-04, Change 1, clarifies that a spouse's cessation of employment, due to the service member's permanent change of military station or his/her discharge from the military, may be considered to meet the "unlikely to return to a previous industry or occupation" criterion. The standard for determining the likelihood of return is a matter of judgment based on relevant circumstance.*

Category 3: Terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of or any substantial layoff at a plant, facility, or enterprise.

Further Clarifications and Definitions of Category 3:

- 1) Individuals that are likely to remain employed with the same employer or likely to retire instead of seeking new employment shall not be considered eligible.*
- 2) Substantial layoff means any reduction in force which is not the result of a plant closure, and which results in an employment loss at a single site of employment during any thirty day period for at least 50 employees (excluding employees regularly working less than twenty hours per week.)*

- 3) *A permanent plant closure occurs when any physical structure where business is conducted closes, or when the ability to provide service is discontinued as a result of an employer abandonment or business liquidation.*

Category 4: Employed at a facility at which the employer has made a general announcement that such facility will close within 180 days.

Further Clarifications and Definitions of Category 4:

- 1) *A general announcement of a planned closure is any document or statement, released by an official of the company, which specifies intent to close any employment site. A general announcement can be substantiated by a copy of the company document, a confirmed news/press release, or confirmed newspaper/magazine article. Confirmation must include the name and title of the company official, location of the facility, and the planned closure date. A WARN notice of planned closure may be considered a general announcement.*
- 2) *All authorized dislocated worker services may begin 180 days before the scheduled closure date.*

Category 5: Previously self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides, or because of natural disasters.

Further Clarifications and Definitions of Category 5:

- 1) *Economic conditions resulting in the dislocation of a self-employed individual include, but are not limited to:*
 - a) *Failure of one or more businesses to which the self-employed individual either supplied or obtained a substantial proportion of products or services.*
 - b) *Permanent closure of, or substantial layoff from, one or more plants or facilities that support a significant portion of the state or local economy.*
- 2) *Categories of natural disasters include, but are not limited to storm, tornado, flood, high water, wind-driven water, earthquake, volcanic eruption, landslide, mudslide, drought, fire, or explosion.*
- 3) *Categories of self-employed individuals are identified as farmers, ranchers, professionals, independent trades-people or other businesspersons who were self-employed and are presently unemployed, or are in the process of going out of business, as evidenced by one or more of the following events or circumstances:*
 - a) *Issuance of a notice of foreclosure or intent to foreclose.*
 - b) *Failure of the farm, ranch, or business to return a profit during the preceding 12 months.*
 - c) *Entry of the self-employed individual into bankruptcy proceedings.*
 - d) *Inability to make payments on loans secured by tangible business assets.*
 - e) *Inability to obtain capital necessary to continue operations.*

- f) *Debt-to-Asset ratio sufficiently high to be indicative of the likely insolvency of the farm ranch, or business.*
- g) *Other events indicative of the likely insolvency of the farm, ranch, or business.*
- 4) *Family members and farm/ranch hands of individuals identified above are eligible for program services, provided this was their primary employment and they are dislocated as a result of the permanent dissolution of the farm, ranch, or business.*

Category 6: Displaced Homemaker

Further Clarifications and Definitions of Category 5:

A displaced homemaker is an individual who has been providing unpaid services to family members in the home, and who:

- 1) *Has been dependent on the income of another family member but is no longer supported by that income, and*
- 2) *Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.*

c. Eligibility for youth services. Priority system for providing services to youth including narrative on how the local area shall invest in youth who are most at-risk and in need. Shall services be offered to area youth who are not eligible under the youth program through the American Job Centers? If so, what funding will pay for these One-Stop services for non-eligible youth?

To be eligible for youth services, an individual must be:

- Age 14 through 21 at registration, and
- A low income individual as defined in WIA, and
- Registered with selective service if required to do so, and
- Deficient in basic skills, or
- A school dropout (at registration), or
- Homeless, runaway, or foster child, or
- Pregnant or parenting, or
- An offender, or
- An individual, including a youth with a disability, who requires additional assistance to complete an educational program, or to secure and hold employment

LOW INCOME INDIVIDUAL

A low-income individual is one who:

- Receives or is a member of a family that receives cash payments under a Federal, State or local income based public assistance program, or

- Received an income, or is a member of a family that received a total family income, for the 6 month period prior to application, for the program involved that, based on family size does not exceed the poverty line or exceed 70% of the lower living standard income level, or
- Is a member of a household that receives or has been determined within the six-month period prior to application to be eligible to receive food stamps, or
- Qualifies as a homeless individual as defined in the McKinney Homeless Act, or
- Is a Foster child, 18 or older, on behalf of whom State or local government payments are made, or
- Is an individual with a disability whose own income does not exceed the income guidelines for a family of one.

PRIORITY SYSTEM / YOUTH MOST AT-RISK AND IN NEED

Youth service priorities are targeted to youth that are dropouts, unemployed, out of school and older youth. These priorities are aligned with the youth program that is designed to assist youth to:

- Improve basic math, reading and writing skills,
- Prepare for and obtain a high school diploma or equivalent,
- Acquire occupational skills, and certificates, diplomas, or degrees, and
- Enter and retain employment.

YOUTH MOST AT-RISK AND IN NEED

Youth identified as most at risk and in need are:

- Youth in foster care (especially those aging out of foster care)
- Youth in the juvenile justice system,
- Children of incarcerated parents,
- Migrant youth
- Native American Youth, and
- Youth with disabilities

Youth that have been identified as “at-risk and in need” have access to all services allowed under WIA. The intensity and sequence of services is dependent on the needs of the individual youth. Outreach and recruitment services are focused on identifying, recruiting and serving the “at-risk and in need youth” in the workforce area. These activities involve direct contact with agencies, partners and Youth Council members that have contact with these “at-risk and in need youth.” The outreach and recruitment plan being implemented has established the following goals:

1. Meet with and inform local youth entities that serve “at risk and in need youth” of the services available from the WIA Youth program.

2. Conduct direct outreach and recruiting to identify youth that may not be currently involved with a youth agency.
3. Form and maintain active partnerships with youth service providers that provide basic skills training, secondary education, occupational skill training, and employment services.

The local area invests in these at risk and most in need youth through the outreach and recruitment activities, building and strengthening local partnerships, providing access to the youth program elements, and through comprehensive case management. Youth that are not eligible under WIA and use Center services will have those services paid by the partner that provides the services. As an example, if a youth accesses job listings, the Wagner-Peyser partner funds that service.

Eligibility for youth services is determined during the intake interview and is completed upon receipt of all required verification documentation. The information necessary to support a determination of eligibility may be collected through methods that include electronic data transfer, personal interview, and/or based on information on the individual's application. EEO data is collected during the intake process.

d. Eligibility–Verification of Lawful Presence

Each applicant for WIA services is required to attest that he or she is a U.S. citizen or a qualified alien. This information is recorded on the United States Citizenship Attestation Form. If an individual attests that they are an alien, this is verified with the Systematic Alien Verification for Entitlements Program operated by the U.S. Department of Homeland Security.

e. Definition of “face serious barriers to employment.”

Defined as an additional serious barrier to employment for youth is “residing in the Area of Substantial Unemployment (ASU) and/or residing in the core of the city of Lincoln.

f. Definition of “deficient in basic literacy skills.”

This is defined as computes or solves problems, reads, writes or speaks English at or below a grade level of 8.9 or its equivalency; or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on a job, in school or in a training program, or in the individual's family or group living setting.

g. Definition of “requires additional assistance to complete an educational program or to secure and hold employment.”

This definition includes the following:

- Youth who have not completed high school or other educational programs necessary to secure and maintain entry-level employment;
- Youth who are deficient in basic skills and/or pre-employment/work maturity skills, including those needing English as a Second Language instruction and remedial training for GED;
- Youth who have been identified as a dropout risk, unlikely to graduate due to a lack of credits, and other risk factors cited by school, law enforcement, or community officials such as eligibility to receive free or reduced lunch benefits;
- Youth who are defined as “neediest” – youth in foster care (especially those aging out of foster care), youth in the juvenile justice system, children of incarcerated parents, migrant youth, Native American youth, Indian youth, and youth with disabilities including learning disabilities;
- Youth residing in the defined ASU and/or in the core of the city of Lincoln;
- Youth who have been unable to obtain or secure employment during the last six months.

h. Criteria used to determine “in need of training services.”

Adults and dislocated workers that are determined to be in need of training are those that:

- Have not been able to obtain employment after receipt of core and intensive services, and
- Are unlikely to obtain employment as a result of further core or intensive services, and
- An assessment indicates that the current skills of the individual are not in demand, are outdated, or do not lead to self-sufficiency.

i. Criteria to demonstrate “skills and qualifications to successfully complete the selected training program.”

Individuals that demonstrate the ability to successfully participate in training are those that:

- Have been assessed as having the basic skills necessary to participate in skill training by meeting the minimum entrance requirements for that skill training, and
- Have been assessed as not having any participation barriers that would interfere or prevent regular attendance or from completing training within the allowable time constraints.

j. Criteria to demonstrate local occupational demand (or demand in another area to which the individual is willing to relocate) related to the program of training services.

The Board will utilize data from NEworks, the Nebraska Department of Labor-Office of Labor Market Information, employer surveys, Board members' input, and data from organizations such as the UNL-Bureau of Business Research, Lincoln Chamber of Commerce, and the Lincoln Partnership for Economic Development to continually identify occupational demand in the local area. Information will also be collected on a regional and national basis.

k. How efforts to obtain other financial assistance from other sources to pay the costs of training are going to be documented and coordinated including Pell Grants.

Funds for training from the adult or dislocated worker program may only be used for individuals that are unable to obtain grant assistance or require assistance beyond that available from other sources to pay the costs of training. The primary source of other funds is generally PELL grants. All individuals being considered for an ITA must apply for financial aid as a part of the ITA determination process unless it can be documented beforehand that the individual is not eligible for financial aid. The results of the financial aid application, including Pell Grant Awards, are used to determine the amount of WIA funds needed for the ITA.

Adults and Dislocated Workers

A. Core and Intensive Services

1) Describe in detail, the type and availability of core services and how they will be provided to all adults and dislocated workers under WIA funding. Include coordination with Wagner-Peyser activities. Include discussion of career guidance.

Core and intensive services are available to adults and dislocated workers through the Lincoln American Job Center. These services are available in a mix of self and staff assisted formats, depending on the needs of the individual. Core services are available to all individuals aged 18 and over that are eligible to work in the United States. The purposes of core services are to assist individuals to enter, re-enter, or to remain in the workforce. Core services available to eligible adults and dislocated workers are:

1. Determinations of whether the individuals are eligible to receive assistance under subtitle B of title I of WIA;
2. Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop system;

3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
4. Job search and placement assistance, and where appropriate, career counseling;
5. Provision of employment statistics information, including the provision of accurate information relating to local, regional and national labor market areas, including---
 - a) Job vacancy listings in such labor market areas;
 - b) Information on job skills necessary to obtain the listed jobs; and
 - c) Information relating to local occupations in demand and the earnings for such occupations;
6. Provision of program performance information and program cost information on:
 - a) Eligible providers of training services described in WIA section 122;
 - b) Eligible providers of youth activities described in WIA section 123;
 - c) Providers of adult education described in title II;
 - d) Providers of postsecondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act; and
 - e) Providers of vocational rehabilitation program activities described in title I of the rehabilitation Act of 1973
7. Provision of information on how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
8. Provision of accurate information relating to the availability of supportive services, including, at a minimum, child care and transportation, available in the local area, and referral to such services, as appropriate;
9. Provision of information regarding filing claims for unemployment compensation;
10. Assistance in establishing eligibility for---
 - a) Welfare-to-work activities available in the local area; and
 - b) Programs of financial aid assistance for training and education programs that are not funded under this Act, and are available in the local area; and
11. Follow up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under subtitle (B) of title I of WIA who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

These core services are provided to adults and dislocated workers in the following manner:

ELIGIBILITY DETERMINATION (INTAKE)

The Intake interview is used to orient the individual to the adult, dislocated worker and One Stop services available, to explain the rights of the applicant, to determine if an

applicant is eligible as an adult or as a dislocated worker, determine if the applicant meets the low-income priority for adults and the residential priority for adults and dislocated workers, to collect the required documentation to verify eligibility and to complete the initial assessment.

OUTREACH

Outreach is conducted to inform and encourage certain individuals to apply for and enroll in services. Outreach is conducted when it is determined that a certain segment of the workforce is under represented in the programs and funds are available to assist these individuals. Given the stated purpose of the adult funds, outreach is targeted to those individuals with low skills and earnings, short-term work histories and recipients of TANF payments. In addition, low-income adults are defined in the legislation as a priority population. Outreach activities are developed based on identified need in order to be as effective as possible.

INITIAL ASSESSMENT

Initial assessment identifies the skills, abilities, aptitudes, interests, goals and support service needs of the applicant. It is conducted using the CAPS / COPEs / COPS / CASAS with options to use CITE / PUM/ Non-Traditional assessment tools and with a personal interview with a case manager. The information assessed is used to begin identifying the service needs of the individual.

JOB SEARCH AND PLACEMENT ASSISTANCE, AND CAREER COUNSELING

Individuals needing job search and placement assistance receive information on these services as a part of the orientation. Job search and placement assistance is available as a self-service and staff assisted service. Individuals needing assistance beyond self-service are referred to other Partners as appropriate. Career counseling is provided as needed or requested by the individual.

LABOR MARKET INFORMATION

Labor market information is available in written and electronic form. Labor market information is discussed during the initial assessment. Individuals needing labor market information can be directed to the resource room to access the information available. Popular sources for labor market information are the Nebraska Department of Labor (<http://www.dol.nebraska.gov>) and (<http://www.acinet.org/acinet/>).

PERFORMANCE AND COST INFORMATION ON ELIGIBLE PROVIDERS OF TRAINING

This information is available on the Nebraska Department of Labor website: <http://www.dol.nebraska.gov>. The information can be obtained by the individual from the resource room or provided by staff.

LOCAL AREA PERFORMANCE INFORMATION

This information is updated quarterly or as available from the Nebraska Department of Labor and is available from the One Stop Operator and the WIA program staff.

INFORMATION AND REFERRAL FOR SUPPORTIVE SERVICES

The need for supportive services is determined during the initial assessment and as part of the comprehensive assessment. There are numerous sources for providing information on supportive services. The most common support services needs are for childcare, transportation assistance, schooling costs and housing. The phone book is generally the most up-to-date source of referral information. A local website with useful information is: <http://www.ne211.org>. Staff knowledge is the best source of information.

INFORMATION ON FILING CLAIMS FOR UNEMPLOYMENT INSURANCE

Individuals wishing to file for UI are directed to the UI phones located near the front desk, or to the computers in the resource room. Informational brochures and instructions for filing claims are located at the front desk and with the phones.

ASSISTANCE IN ESTABLISHING ELIGIBILITY FOR FINANCIAL ASSISTANCE FOR EDUCATIONAL PROGRAMS NOT FUNDED UNDER THIS ACT

Assistance in establishing eligibility for financial assistance for educational programs not funded under this act is accomplished by referral for student aid to the appropriate source. Forms for applying for financial aid are available from staff.

FOLLOW-UP SERVICES FOR INDIVIDUALS PLACED IN UNSUBSIDIZED EMPLOYMENT FOR ONE YEAR

All adults and dislocated workers that exit services as employed are offered follow-up services by the respective case manager. Contact is made on a monthly basis for those interested in this service. Follow-up services can include the following: Counseling regarding the workplace, referrals to other service providers and any Core Service that is appropriate. Follow-up contact can be terminated at the request of the individual.

COORDINATION OF CORE SERVICES WITH WAGNER-PEYSER ACTIVITIES

Tracking and recording of core services in NEworks allows partners using NEworks to determine which core services an individual is/has received. This results in a more efficient delivery of services between Wagner-Peyser and other partners using NEworks. Core services frequently coordinated with Wagner-Peyser are:

- Job Search and Placement Assistance
- Provision of Labor Market Information
- Information On and Referral for Support Services
- Information on UI Claim Filing

PROVISION OF CAREER GUIDANCE

Career guidance is provided in several formats, the most frequent being a combination of staff assisted and electronic. As a Core service, career “counseling” is provided where appropriate. Providing career guidance can consist of providing information on a specific occupation up to providing career pathways information. This format and level of career guidance provided is determined based on the needs of the individual. The need for Career Counseling is determined by an assessment or can be requested by the individual.

2) Explain if the WIB will provide core or intensive services based on community need and/or state criteria.

The Board does not intend to provide core or intensive services.

3) Describe in detail the type and availability of intensive services and how they will be delivered to adults and dislocated workers who qualify. As part of the Case Management process, local areas are encouraged to utilize “The Self-Sufficiency Standard for Nebraska” data prepared for the Nebraska Applesseed Center for Law in the Public Interest.

Eligibility for Intensive Services is limited to adults and dislocated workers --

- Who are unemployed and are unable to obtain employment through core services; and
- Who have been determined by a one-stop operator to be in need of more intensive services in order to obtain or retain employment; or
- Who are employed, but who are determined by a one-stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services for adults and dislocated workers are provided through the One-Stop Operator and consist of the following:

COMPREHENSIVE AND SPECIALIZED ASSESSMENTS

Comprehensive and specialized assessments of the skill levels and service needs of adult and dislocated workers, which may include:

- Diagnostic testing and use of other assessment tools; and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

The comprehensive assessment is the evaluation of the individual’s skills, abilities, interests, goals, barriers, financial needs and assets, and any other criteria deemed necessary by the case manager. It builds on the information obtained from the initial assessment. It is generally the initial activity for individuals needing Intensive Services. The information obtained from the comprehensive assessment is used to identify

appropriate employment goals, the services needed to achieve the goals and the starting point for workforce services for the individual. Service decisions are based on a summary evaluation of all criteria assessed.

INDIVIDUAL EMPLOYMENT PLANNING

Individual employment planning is the development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals. The Individual Employment Plan defines the sequences of services, timelines and the actions and responsibilities necessary for the individual to achieve their employment goal. The Individual Employment Plan is developed in conjunction with the participant.

GROUP COUNSELING

Group counseling is available from the WIA Adult and Dislocated Worker service provider based on the assessed need for this service.

INDIVIDUAL COUNSELING AND CAREER PLANNING

Individual counseling is designed to assist an adult or dislocated worker with problem solving. This can encompass personal as well as work situations. Depending on the nature of the situation, referral for professional counseling is provided. Career planning is provided to most adults and dislocated workers. This involves assisting the individual in understanding all aspects of the various careers. A variety of resources are available to assist in this activity. One example is the O'NET website, which provides in-depth information on a numerous careers.

CASE MANAGEMENT SERVICES

Case management means the provision of a client-centered approach in the delivery of workforce services. The role of case management is to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, and to provide job and career counseling during program participation and after job placement.

SHORT TERM PRE-VOCATIONAL SERVICES

These services prepare an individual for unsubsidized employment or for training. Short-term pre-vocational services consist of:

- Development of learning skills, tutoring, completion of prerequisites for academic and vocational training
- Communication skills
- Interviewing skills
- Punctuality
- Personal maintenance skills
- Professional conduct

OUT OF AREA JOB SEARCH ASSISTANCE

This assistance provides an individual with financial assistance to interview for a job outside of the defined commuting distance. Outside the commuting distance is defined as 50 miles or more from the individual's residence.

RELOCATION ASSISTANCE

This assistance is available when an individual has accepted employment and the location of the employment requires a commute of more than fifty miles one way and the individual has decided to relocate in order to accept the employment. Qualifying reasons for relocation are: a) the wages paid are above average for the occupation in the local area, or b) the occupation is not in demand in the local area, or c) the customer has been unsuccessful in obtaining similar employment in the local workforce area.

- 4) For individuals receiving intensive services, describe the criteria set by the local board that determines whether employment leads to self-sufficiency and the relationship of self-sufficiency and local WIA performance achievement. NOTE: For dislocated workers, the rule allows self-sufficiency to be a percentage of the layoff wage.**

The Board defines self-sufficiency for Adults as wages that are one hundred and seventy five percent of the Lower Living Standard Income Level. Self-sufficiency for dislocated workers is defined as 80% or more of the wage earned at dislocation.

The average six-month earnings for an adult for the last three program years is \$14,613, which annualized is \$29,226. The annualized self-sufficiency figure for Program Year 2011 set by the Board is \$19,058 for one adult. This compares with the Nebraska Appleseed's annualized self-sufficiency standard for Lancaster County in 2010 of \$15,637 for one adult. By setting a high self-sufficiency standard, the Board is making a long-term impact on the employment and earnings of low-income adults. Higher earnings require higher skills, which in turn require an investment in training for high-skilled, high paying in demand occupations.

The above data needs updating

- 5) Describe the process used in selecting the service providers under a contract for services. This process must include a public comment period of at least 30 days for interested providers.**

Selection of providers of training services under a contract will follow the City of Lincoln's procurement and purchasing policies. Purchasing policies and procedures can be found on the City of Lincoln's website at <http://lincoln.ne.gov/city/finance/purch/index.htm>.

A thirty-day public comment period is included with this activity. This requirement is necessary only if the Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of Individual Training

Accounts and the Board wishes to enter a contract for training services in lieu of providing training services with Individual Training Accounts.

B. Training Services

1) Describe in detail the type and availability of training services and how they will be provided to adults and dislocated workers who meet eligibility requirements.

Type of Training Services and Availability:

- Occupational skills training, including training for nontraditional employment. This training is generally available at postsecondary educational institutions, and is available from the Eligible Training Providers. (There are over one hundred and fifty eligible training providers on the statewide Eligible Training Providers list.)
- On-The-Job-Training. This is training provided on the job by an employer for a specific occupation. On-The-Job-Training agreements are developed on an individual basis as appropriate.
- Programs that combine workplace training with related instruction, which may include cooperative education programs. This type of training includes apprenticeships, as well as programs such as YouthBuild. This type of training is available from the Eligible Training Providers.
- Training programs operated by the private sector. These programs are considered occupational skill training and are available from the Eligible Training Providers.
- Skill upgrading and retraining. These are occupational skill training activities and these activities are available from the Eligible Training Providers.
- Job readiness training. This is training in the “soft skills” and it must be provided by Eligible Training Providers.
- Adult education and literacy activities provided in combination with services described above. Adult education and literacy services are available from the Eligible Training Providers.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training. This activity is developed by an employer or group of employers in cooperation with a training institution and is not required to complete the process to be listed on the Eligible Training Provider list.

Training Services are provided to employed and unemployed adults and dislocated workers who:

- Have met the eligibility requirements for intensive services,

- Have received at least one intensive service, and have been determined to be unable to obtain or retain employment through such services;
- After an interview, evaluation or assessment and case management, have been determined by the case manager to be in need of training services and to have the skills and qualifications to successfully complete the selected training program;
- Select a program of training that is directly linked to the employment opportunities in the local area or in another area to which the individual is willing to relocate;
- Are unable to obtain grant assistance to pay the costs of such training or
- Require WIA Assistance in addition to other sources of grant assistance.

For individuals whose funding is from the Adult services, priority for training service is given to low-income individuals.

a. Discuss implementation of the fifty percent requirement for initiating adults and dislocated workers into training for a high demand, high wage and high-skill occupation.

The local program goal is to enroll at least 50% of adults and dislocated workers into training for state and local area defined high-demand, high wage and high-skill occupations. This will also include dynamic occupations identified and approved by the Greater Lincoln Workforce Investment Board. The current Management Information System (NEworks) does not provide a means to identify individuals in high demand, high wage and high skilled occupations. Anecdotal information from WIA Adult and Dislocated Worker staff indicates that a minimum of eighty-five percent of the adults and dislocated workers were in high demand, high wage and high skill occupational training during PY 2013.

b. Explain how WIA funding shall be used to support Registered Apprenticeship training.

Apprenticeships that are listed on the Eligible Training Provider list are eligible for WIA funding. Individuals assessed as appropriate for Apprenticeship are referred to the provider for application for the specific apprenticeship program. Upon acceptance into the apprenticeship program, an Individual Training Account is developed for the individual. WIA funds may also be used to support Registered Apprenticeship training through the following methods:

- Dissemination of information on Registered Apprenticeship training opportunities
- Recruitment and referral of individuals to Registered Apprenticeship training programs
- Financial assistance for books, tools, and other allowable costs to individuals participating in Registered Apprenticeship training

c. List dynamic occupations identified by the local board, and clarify the process for identifying additional dynamic occupations in the future.

The Board has identified Non-Destructive Testing as a dynamic occupation.

The process for identifying additional dynamic occupations in the future will also include qualifying data received from such sources as the Lincoln Partnership for Economic Development (LPED) or from the regional economic analysis completed as a part of the Vital Signs Initiative. Keeping close ties with employer groups will keep the program on track for identifying new and emerging industries and occupations, which are anticipated to include occupations from emerging green industries or within the thriving IT companies. Again, dynamic occupations will be approved by the local Board prior to inclusion.

Staff use assessment tools and data-driven career counseling so that individual service strategies align with the above mentioned areas of anticipated economic and job growth. This positions adult and dislocated worker clients for successful training and job search activities leading to careers in high-demand, high wage and high-skill occupations.

d. Include a discussion of how the local board will promote entrepreneurial skills training and micro-enterprise services.

Entrepreneurial Skills Training

The Labor Market Committee of the WIB has identified entrepreneurial activities as a priority interest and has embarked on a recent effort to expand the Board's knowledge on support systems available to clients interested in pursuing this direction.

Southeast Community College (SCC) has an entrepreneurial skills training center. The community college has representation on the Board and on the Youth Council and provides updates on their programs. The Labor Market Committee held a March 2014 meeting at the SCC Entrepreneurship Center which is home to:

- Lincoln Public Schools' Entrepreneurship Focus Program and Information Technology Focus Program
- Service Corp of Retired Executives
- GROW Nebraska
- Nebraska Mainstreet
- Junior Achievement
- Community Development Resources

The services offered include coaching, mentoring, business incubation, and resource connections to legal, accounting, marketing, educational and networking opportunities.

The Labor Market Committee has also visited the Turbine Flats Project which is an ideas community and office space for startup businesses and a nonprofit working to build a

culture in Lincoln that supports entrepreneurs. Innovation Campus and a new trades related startup project are on the committee's radar as is the development of the Capital Career Center which will have an entrepreneurial element to its offerings.

The Board makes funding available from the adult and dislocated worker programs to support individuals interested in entrepreneurial skills development. The Labor Market Committee is looking to develop ways to enhance promotion of entrepreneurial skills training.

Micro-Enterprises Services

The Board promotes micro-enterprise through information and referral. Individuals interested in micro-enterprise are informed of the resources available in the local workforce area which include the Community Development Resources office which administers the Alice's Integrity Loan Fund and the Small Business Administration.

- e. Describe the increased leveraging of resources brokered through the one-stop center(s) for training services. Include local policy and/or local operational procedures.**

Increased Resources for Training

When a need for training is identified, the One Stop Operator convenes the appropriate staff to begin exploring methods for providing the training. Partners are involved in an effort to identify additional resources. If resources are available, arrangements are made for the provision of the resources. As the relocation of partners to the American Job Center occurs additional resources will be explored and implemented, based on funding available.

- 2) Describe the Individual Training Account policy to be used in the local area. Include information such as dollar limits, duration, etc. Explain how customers receive quality workforce information and access quality training providers. The local Individual Training Account Policy is a required attachment to the final plan.**

Individual Training Accounts are used to pay the cost of tuition, fees, books and supplies for all training except On-the-Job Training and Customized Training. Individual Training Accounts amounts are determined during the comprehensive assessment for customers that need training. The maximum amount of the ITA is \$10,000, which can be exceeded with approval of the Manager. The ITA amount is determined by calculating the individual's resources, any financial aid the individual is eligible to receive, the cost of training, and determining if the individual is able to finance the training. School loans are not included in the individual's resources. ITA'S can be authorized for a maximum of two years of training on a full time equivalent basis. Exceptions to the time limits are possible with prior approval.

Customers receive quality workforce information during the initial and comprehensive assessment. Customers' access labor market information from staff, the resource room, Internet based sites and publications. Most adults and dislocated workers will conduct labor market research using guidance from staff. This research may include information from staff, visits with employers, schools, individuals currently working in the occupation/industry, publications, occupational projections and outlooks, placement and wage reports, and economic development information. Adults and dislocated workers access quality-training providers primarily through referral. Customers are provided access to the eligible training provider list from the resource room or any location with an Internet connection. Visits to training providers are required as a part of the ISS process.

3) Describe the process and procedures used by the local area to initially and subsequently determine eligibility for inclusion of providers on the eligible provider list. How is it insured that such providers meet the continuously changing employment needs of local employers and participants? Explain how the list is disseminated.

The Board uses the procedures specified in the Eligible Training Provider policy issued by the Nebraska Department of Labor. Customers are provided access to the eligible training provider list from the resource room or any location with an Internet connection. Wage and placement rates are reviewed to ensure that providers meet the continuously changing employment needs of local employers and participants.

4) Describe the local appeals procedure for providers in conjunction with the state appeals procedure for providers denied approval by the WIB. The local appeals procedure is a required attachment to the final plan.

The Board uses the local area Grievance and Complaint Procedure for appeals from Eligible Training Providers denied approval by the Board. The Board also informs Eligible Training Providers denied approval by the Board of the appeals procedures specified in the Eligible Training Provider policy issued by the Nebraska Department of Labor as it relates to appeals to the State Board.

Item #4 in Attachment F includes appeals by providers denied approval by the WIB.

5) Identify local provisions of On the Job Training (OJT) and customized training and how these training opportunities are marketed. The local OJT and customized training policy and/or operational procedure is a required attachment to the final plan.

On the Job Training is available to employers that agree to hire and train individuals that do not have the skills necessary to perform a specific job. Employers will be reimbursed a portion of the wages paid to the OJT trainee. Employers and job seekers are assessed to ensure that OJT is an appropriate service. The length of the OJT depends

on the complexity of the job and the skill level of the trainee.

Customized training is available for employers and job seekers when occupational and/or OJT is not appropriate to meet the needs of the employer or job seeker.

C. Supportive Services

- 1) Identify the local area policy on supportive services that ensures service and resource coordination. Such policy should address procedures for referral to such services, including how such services will be funded when they are not otherwise available from other sources. Such policy must include whether or not needs related payments will be authorized and, if they are, establish the payment level for adults. Address coordination of transportation and, if applicable, public transportation in the local area. The local area policy on Supportive Services is a required attachment to the final Plan.**

Support services are available to individuals in Core (excluding those in 12-month follow-up), Intensive and Training services. Support services are provided in order for an individual to participate in WIA authorized activities and the individual is unable to obtain support services from non-WIA program sources. Prior to authorizing support services, case managers determine if the individual can obtain the assistance from other than WIA funds. Individuals that are clients of other agencies need to determine if any assistance is available prior to the approval of WIA support service payments. Individuals that are not clients of other organizations are assumed not to have access to non-WIA support.

There are very few organizations that provide support service payments for their clients. Efforts to secure support services from non-WIA sources are documented in the case file. At this time, needs related payments are not planned. Support service needs are assessed during the initial and comprehensive assessment. Public transportation is available in the City of Lincoln. Schedule and route information is available at the American Job Center.

D. Rapid Response

- 1) Describe how the local area shall coordinate local workforce investment activities with statewide rapid response activities. Include: Procedures and involvement in the delivery of local rapid response activities; services offered through rapid response; policy for evaluating performance; and procedures to respond to disaster. The local area Rapid Response procedure is a required attachment to the final Plan.**

The Nebraska Department of Labor coordinates rapid response. Staff from the Greater Lincoln Dislocated Worker program will participate and coordinate with rapid response activities, including natural disasters, as requested by the Nebraska Department of Labor. Specific information provided by the Dislocated Worker program includes an

explanation of dislocated worker benefits available, time lines, application process and any other information deemed appropriate. Evaluating rapid response performance is accomplished through the use of surveys and analysis of rapid response efforts.

Attachment Q is specific to the Greater Lincoln Workforce Investment Area.

Youth

a. Describe in detail the type and availability of youth activities in the local area identifying successful providers of such activities. Include in this discussion the local area's strategy for providing comprehensive services to eligible youth addressing these required local program elements:

1) Tutoring, study skills training and instruction leading to completion of secondary school, including dropout prevention strategies

Youth services staff will work with the school systems in the City of Lincoln and Lancaster and Saunders Counties to connect youth needing tutoring, study skills training and instruction with the appropriate school program. In addition, there are opportunities for youth to receive tutoring and dropout prevention assistance, as well as encouragement to return to school from organizations in the community such as Educational Talent Search. Youth services staff will coordinate with community organizations to connect youth with these services. The resources of the American Job Center Resource Room are available to youth. Several on-line tutoring and study skills programs are accessible online that may be more appropriate for older youth. Examples include: math.com and Test Taking Tips.com.

2) Alternative secondary school services, as appropriate

Youth services staff will work with the school systems in Lancaster and Saunders Counties to connect youth needing alternative secondary school services with the appropriate school program. Several of the school systems in the counties of service offer high-quality options, such as the Transition program and the Bryan Community Center at LPS. Youth who are not able to remain in the school system and who do not intend to return to school will be provided information on other options to complete secondary school. These options include enrollment in Job Corps or in Adult Basic Education classes at Southeast Community College and other community programs in order to complete the GED. Youth services staff will support youth to make these enrollment arrangements.

3) Summer employment opportunities that are directly linked to academic and occupational learning

Every year youth services staff explore developing partnerships with existing youth summer employment programs (City of Lincoln Parks and Recreation for example) in

order to increase the opportunities available to youth. Additional summer employment opportunities are funded that combine work experience with adult basic education and literacy-numeracy instruction.

4) As appropriate, paid and unpaid work experiences, including internships and job shadowing

Youth services staff will arrange paid and unpaid work experiences, internships and job shadowing activities as appropriate. As an active partner in the American Job Center, the youth program has access to hundreds of employers. Partnerships with Nebraska Department of Labor marketing and employer outreach staff provide an effective means for identifying potential work sites for youth.

5) Occupational skills training, as appropriate

Access to occupational skill training will be provided to youth as appropriate. Youth will be assisted in selecting an appropriate occupational skill-training program, applying for financial aid, financing the cost of the skill training and completing the selected training program.

6) Leadership development opportunities, which may include community service and peer-centered activities

Youth services staff will arrange leadership development opportunities, as appropriate, for youth who participate in the program. Formal programming in the service area includes Youth Leadership Lincoln / Youth in Action Center and programs available at Lighthouse and The HUB. Volunteer and community service opportunities will also be arranged. These opportunities include but are not limited to those listed with Volunteer Partners.

7) Support services

Support services will be provided in accordance with the local area's "Youth Support Service Policy." Services may include linkage to other community services; assistance with transportation; assistance with child care and dependent care; assistance with housing; referrals to medical services; and assistance with uniforms, work-related tools, etc.

8) Adult mentoring for the period of participation and a subsequent period for a total of not less than 12 months

Formal adult mentoring programs in the community for youth include Teammates (in-school youth), Big Brothers/Big Sisters and Women In Community Service. TRIO Student Support Services may be available for older youth continuing into occupational skills training. Mentoring programs are also available for youth with specific disabilities via the Nebraska Commission for the Blind and Visually Impaired. Due to the popularity

of and waiting lists for many of the programs, youth services staff will also encourage youth participants to develop mentoring relationships with adults involved in the work experience, leadership and volunteer activities.

9) Follow up services for not less than 12 months after the completion of the participation, as appropriate

Youth services staff will conduct follow-up (for not less than 12 months) on all youth that exit services. Youth services staff will use the current follow-up process in which an exit report is published each month identifying all youth that exited. This report will be used to establish contact dates with the youth. Youth will be contacted in person, by phone and by traditional or electronic mail. All contacts will be recorded in the appropriate case file.

10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate

Youth services staff will refer youth needing comprehensive guidance and counseling, including drug and alcohol abuse counseling to the appropriate organization. This may include but is not limited to Lancaster County Mental Health Center, Child Guidance Center and the Lincoln Council on Alcoholism and Drugs. Youth services staff will assist the youth in making the necessary arrangements for these services.

Identify all youth service providers currently responsible for implementing each of the WIA youth program elements in the local area. Formulate the information in a table.

Mandatory Youth Element	Service Provider	Method of Delivery/Service Strategy
1. Tutoring/study skills training and instruction leading to secondary school completion /dropout strategies	One Stop Employment Solutions YESS Program in partnership with secondary schools in the local area	Individualized based on the assessed needs of the youth
2. Alternative secondary school offerings	One Stop Employment Solutions YESS Program in partnership with secondary schools in the area	Individualized based on the assessed needs
3. Summer employment opportunities directly linked to academic and occupational learning	One Stop Employment Solutions YESS Program	Develop appropriate work experience positions combined with literacy-numeracy, GED, and/or occupational skill training
4. Paid and unpaid work experiences including internships and job shadowing	One Stop Employment Solutions YESS Program	Develop work experience positions based on the needs of the youth
5. Occupational skill training	Community Colleges, Universities	Provide case management and financial assistance for the cost of training
6. Leadership development opportunities / community service / peer centered activities encouraging responsibility and positive social behaviors	One Stop Employment Solutions YESS Program	WIA eligible youth are referred for these activities when these activities are available
7. Supportive services	One Stop Employment Solutions YESS Program	Provided based on assessed need of service in order to participate in WIA-funded activities
8. Adult mentoring	Teammates/Big Brothers – Big Sisters	Age appropriate youth are referred
9. Follow-up services	One Stop Employment Solutions YESS Program	YESS Program staff maintain contact with youth and provide follow-up services as needed
10. Comprehensive guidance, drug/alcohol counseling, counseling	Local services providers that provide these services to youth	Youth are referred to local organizations

The City of Lincoln-Urban Development is the WIA Youth Service Provider delivering programs through the One Stop Employment Solutions YESS Program.

b. Explain how eligible applicants who do not meet enrollment requirements will be referred for further assessment and appropriate programs.

Youth who do not meet enrollment requirements will be referred to the appropriate service provider(s), depending upon the specific situation and the needs of the individual. Youth services staff is often able to access other services that are available within the workforce system on behalf of the youth. Through the one stop partner system and the Greater Lincoln youth service provider network as a whole, youth are referred to other service providers who may have the appropriate services to offer. For example, youth with educational needs may be referred to Southeast Community College while youth with employment needs may be referred to Nebraska Department of Labor.

c. Describe how the local Board ensures appropriate links to entities that will foster the participation of eligible local area youth. Such links may include connections to: local area justice and law enforcement officials; local public housing authorities; local education agencies; job corps representatives; and representatives of other area youth initiatives including those that serve homeless youth and other public and private youth initiatives.

The Board ensures such links by having representatives of the above listed entities serving on the local Board and on the Youth Council. In turn, staff members serve on various committees and boards such as the Lincoln Housing Authority and Goodwill Industries. Staff members also belong to local organizational entities that include these agencies such as the Joint Budget Commission, the local Youth Coalition, Project Everlast, and 1st Job- Lincoln.

d. Describe measures taken to ensure compliance with applicable safety and child labor laws.

Any local area WIA funded activity involving youth will adhere to the Fair Labor Standards Act relating to Child Labor Laws. This requirement will be a part of the procurement, contract negotiation, and contract execution processes, and will also be included in monitoring efforts.

e. Describe how the local Board shall make opportunities available to individuals who have successfully participated in programs carried out under this section to volunteer assistance to participants in the form of mentoring, tutoring, and other activities.

Youth that have successfully participated in programs carried out under this section will be offered opportunities to volunteer their services to youth that are applying for or are currently participating in youth programs. Youth that are successfully completing their

program will be informed of the volunteer opportunities available by youth services staff. These youth will be encouraged to volunteer for outreach and recruitment, orientation and as mentors to youth currently participating in services including participation on the Youth Council.

f. Identify the criteria used in awarding grants for youth activities. Criteria should address what determines effective and ineffective youth activities and providers of such activities. The criteria shall be determined by the local WIB and youth council and include, but not be limited to, the state minimal criteria.

In awarding contracts for youth activities, the local Youth Council and Board identified the following selection measures:

- Agency background, mission of the agency, and the rationale for applying for the project
- Experience operating youth employment, academic, and leadership activities
- Data supporting outcomes from employment, academic and leadership programs
- Experience in working with economically disadvantaged youth
- Staff qualifications
- Ability to provide services in Lancaster and Saunders counties, distinguishing which services are available in each county
- Program design which includes a comprehensive approach to outreach, intake, assessment, individual service strategies, and the ten program elements
- Use of technology to innovate service delivery
- Evidence of partnerships with other youth services providers
- Ability to meet WIA performance measures and adhere to WIA regulations

In the future, collaboration with the Capital Career Center may be an added element.

g. Describe the competitive procurement process for selection of local service providers. Include information on efforts made to ensure that information on web sites about applying for grants or becoming service providers is easy to find and understand for those non-profit organizations seeking to partner with the workforce investment system.

The competitive procurement process for selection of a local youth services provider follows the requirements of the City of Lincoln Finance Department's Purchasing Division. This website is included on the City's site www.lincoln.ne.gov

The Purchasing Division can be found at <http://lincoln.ne.gov/city/finance/purch/index.htm>.

j. Specify out-of-school youth expenditure requirements based on the State's minimum expenditure requirements.

The local out-of-school youth expenditure requirement is 30%, same as the State requirement. This is a minimum requirement. The local Youth Council recognizes that the U.S. Department of Labor's Employment & Training Administration holds the view that "out-of-school youth are considered an important part of the new workforce supply pipeline needed by businesses to fill job vacancies in a knowledge-based economy."

Along with the above-mentioned steps, an added emphasis has been placed on delivery of literacy and numeracy instruction with an expanded partnership with Southeast Community College. The One Stop Employment Solutions Youth program hosts a computer lab dedicated to youth participants for GED, ABE and literacy instruction targeted to older, out-of-school youth.

DRAFT

2. Performance Measures

- a. Describe the local levels of performance negotiated with the Governor and chief elected official pursuant to section 136(c) to be used to measure the performance of the local area and to be used by the local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the One Stop delivery system.**

The WIA Common Measures are:

Adults: Entered Employment Rate, Employment Retention Rate, and Average Earnings

Dislocated Workers: Same as Adult

Youth: Placement in Employment or Education, Attainment of a Degree or Certificate, and Literacy & Numeracy Gains

When the Performance Goals for Program Year 2014 for Greater Lincoln have been determined, the information will be added to this section. For illustration purposes, the PY 2013 negotiated goals are listed below:

ADULTS

Entry into unsubsidized employment	93.8%
6 months retention in unsubsidized employment	95.0%
6 months average earnings	\$12,800

DISLOCATED WORKERS

Entry into unsubsidized employment	95.3%
6 months retention in unsubsidized employment	95.0%
6 months average earnings	\$16,000

YOUTH

Placement in Employment or Education	60.0%
Attainment of Degree/Certificate	72.9%
Literacy & Numeracy	57.5%

- b. Describe current methods of measuring customer satisfaction.**

In the past, Greater Lincoln participated in the customer service survey methodology of the Nebraska Department of Labor. NDOL then issued periodic results by Job Center location. The Board is developing a new customer satisfaction survey based on the relocation of the Center.

c. Describe how the local area's service strategy is designed to meet WIA Performance.

The local area's service strategy is designed to meet WIA Performance while meeting the needs of the participant and the employer community.

Greater Lincoln is committed to providing training offerings in high wage, high growth and high demand occupations customized to meet the individual needs of the participant. These offerings result in positive outcomes in the areas of placement, retention and earnings. It is the belief of the Board that WIA services should be designed to impact the individual's long term employment potential to the maximum extent possible. To do this it is desirable to have highly trained staff for continuity to provide services over longer periods of time. The service strategy is designed to be a career investment for the individual rather than short-term job training. This design makes a sustainable impact for the individual and for the return on investment to the community.

The same belief is applied to impacting the long term employment and educational potential for youth. Providing service strategies that result in educational credentialing recognized by the employer community is of shared value to the youth and to business.

DRAFT

3. Equal Opportunity, Affirmative Action and Grievance

a. Provide the name, title, telephone number, and job description of the administrative entity's Equal Opportunity Officer

Kimberley Taylor-Riley
Director of Equity and Diversity
402-441-7624

Ms. Taylor-Riley is the Director of the Lincoln Commission on Human Rights (LCHR) and also serves as the City's Equal Employment Opportunity Officer.

b. Provide a copy of the administrative entity's EO policy statement

The City's Equity, Access and Diversity Plan contains the following introductory statement:

"The City of Lincoln's commitment to fair employment practices encompasses the belief that equal employment opportunity is a vital element of the basic merit system. The merit system maintains that all persons should be afforded equal access to public service opportunities limited only by their ability to do the job. Equal opportunity cannot be fully achieved until inclusiveness is a priority. If we are going to make progress in providing complete equal opportunity, the means by which we seek to remove disparities must not be merely passive. "

For further information, Attachment K is the Lincoln Municipal Code Chapter 11.08 Fair Employment Practices.

c. Describe the local area's complaint and grievance procedures. The procedures must explain the process for dealing with grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including American Job Center partners and service providers. Specifically, indicate the procedure from initial filing of the complaint up to appeal to the Secretary of Labor. Describe the criteria and selection process for choosing an impartial hearing officer when needed. The local area's complaint and grievance policy or written procedure is a required attachment to the final plan. If the local area's policy or procedure addresses all of the elements outlined in this section then referencing the attached policy/procedure is an adequate response. If the local policy/procedure does not address all the elements in this section then those missing elements should be provided in this section.

These procedures are included in Attachment I.

- d. Describe the means by which the grievance and complaint procedures information is made available electronically to all individuals, particularly those with hearing or visual impairments and limited English speaking abilities.**

Information on the grievance and complaint procedures is provided to all applicants in writing and effective July 1, 2012 is available on the City's website at <http://lincoln.ne.gov/city/urban/workforce/pdf/grievance.pdf>.

If an individual requests or if a staff member determines that an alternative format is needed, the following resources are available:

- Audio cassette
- Spanish
- Arabic
- Vietnamese
- Russian
- Language Interpreters, including Sign Language

4. Continuous Improvement

- a. Provide a description of how the local Board will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers and participants.**

The Board uses the following methods to ensure the continuous improvement of eligible providers of services:

- Review of progress in meeting the WIA adult, dislocated worker and youth performance standards
- Monitoring of One Stop activities
- Analysis of Customer Satisfaction survey results
- Analysis of information obtained from employer focus groups and Business Retention & Expansion surveys from the Lincoln Partnership for Economic Development (LPED)
- Evaluation of services provided to businesses
- Review of state and federal monitor reports

- b. Describe efforts to continuously improve in meeting performance**

Staff members strive to continuously improve program performance as based on the WIA measures. To keep their knowledge of performance issues current, staff participates in state offered training such as for NEworks and Case Management training, as well as attending Nebraska Workforce Investment Board meetings. As funding allows, staff members also attend regional events such as the annual Youth Symposium and the Heartland Summit. Board members may also attend training opportunities such as the annual National Association of Workforce Boards (NAWB) Forum. Such events provide examples of both statistical and program design elements which factor into performance.

Continuous review of performance is also conducted at both a staff and Board level. Staff members participate in Local Area Administrators meetings and WIA Youth Performance Work Group meetings sponsored by NDOL, at which time ideas regarding performance are shared. Another opportunity to share occurs at meetings of the Great Lakes Employment & Training Association (GLETA). This is an association of local area representatives from a ten state area, and topics such as meeting performance are popular discussion items. Position papers from the GLETA states are shared with all local areas.