

2011 On-Site Review Feedback Report

Purpose: The purpose of this report is to provide a review of the Wichita Workforce Center and recommend that it be recertified as a comprehensive One Stop Center by the Chief Elected Officials Board in accordance with Workforce Investment Act and the Local Certification Policy for Local Area IV.

The site reviewers were a taskforce that comprised of:

Commissioner Dave Unruh, Sedgwick County (ED Committee/CEOB Chair)

Mayor Kristey Williams, Augusta (REAP Chair)

Mayor Terry Somers, Mount Hope

Mr. Allen Bell, Wichita

Ms. Kerri Falletti, Cowley First Economic Development

Background: In order to carry out the required functions of the Local Workforce Investment Board (LWIB) as enumerated under the Workforce Investment Act (WIA), the Chief Elected Officials Board (CEOB) and the LWIB have adopted a Local Certification Policy for the purpose of certifying both the Operator and the One Stop Centers in Local Area IV.

In accordance with WIA and the REAP/Workforce Alliance Oversight Agreement, the CEOB took action to certify the Wichita Workforce Center as the Local Area Comprehensive One Stop on October 30, 2008. In addition to the initial certification process, there are provisions in the agreement for annual reviews and/or recertification. However, due to delays in the State certification process the CEOB had been unable to proceed with a recertification process. It was then determined that for appropriate auditing functions that the CEOB update the certification with a 2 year certification period that would follow State Policy 3-06-00 with an immediate recertification. Upon the request of the Workforce Alliance of South Central Kansas, the Wichita Workforce Center received official recommendation of certification by the Kansas Department of Commerce on April 13, 2011.

The Chairman of the REAP Economic Development Committee who also serves as the Chairman of the CEOB appointed a taskforce to perform the on-site review duties required for official re-certification of the Wichita Workforce Center as a comprehensive One Stop Center, pursuant to the Local Certification Policy. In addition, the taskforce was directed to include the other area centers in the review for a certification of the system as a whole.

The on-site reviews occurred on Friday, April 8, 2011 at the Wichita center; Friday April 15, 2011 at the Sumner County center and Winfield center; and Thursday, April 28, 2011 at the Butler County center.

For the purpose of this report, the facilities will refer to the Wichita Workforce System, however, the program and operations will encompass the utilization of the other area centers.

Site Description: The One Stop delivery system in Local Area IV is designed to create a single point of entry for customers, and a single point of contact for businesses. The goal is creation of a seamless system of workforce development which leads to a world class workforce utilizing

the human capital of Local Area IV while moving the regional economy forward. The system is accessible in a variety of ways, regardless of the location of the customer. There are four One Stop Centers in Local Area IV. The Wichita Workforce Center is the comprehensive center for the area. All provide core services as specified in WIA.

The One Stop Operator in Local Area IV is the Workforce Alliance of South Central Kansas. This designation was done at the request of the Workforce Alliance Board, with the approval of the CEOB and was approved by the Kansas Department of Commerce on behalf of the Governor of Kansas.

Center Location

The Wichita Workforce Center is located at 150 N. Main in downtown Wichita. The corner of First and Main is an active intersection in Wichita and the Center is well situated with signage on the building as well as throughout the interior of the building that allows for patrons to easily locate. In addition, the Center is equipped with flat-panel video boards that identify services provided as well as upcoming events.

Transportation Availability

This Center is also located on a viable public transit route and is accessible to the community at large. There are also several parking options that include limited free public parking and a public parking garage. In addition there are first-floor public access points and the building is ADA compliant.

Hours of Operation

The Center is open to the public Monday – Thursday 8:00 AM – 5:00 PM; Friday 9:00 AM – 5:00 PM. Additional operating hours may be made available for community activities, partner activities, employer services, special screenings, Rapid Response activities, etc. Center hours of operation are conspicuously posted on or near the main entrance of the Center.

Outreach Plan

Outreach efforts for the Local Area IV Workforce Centers are coordinated through the Director of Operations. The Workforce Centers participate in community based career fairs and informational meetings, presenting on workforce issues and available services.

Additionally, Workforce Alliance staff is actively involved in a number of community groups to promote the programs and services available through the Local Area IV Workforce Centers.

Memberships and Affiliations

- Chambers of Commerce (within Local Area IV)
- City of Wichita, Housing and Community Services Department – Program Coordinating Committee
- Greater Wichita Economic Development Coalition
- New Communities Initiative
- Non-Profit Chamber of Service
- South Central Kansas Economic Development District – Board of Directors
- United Way of the Plains – Basic Needs Impact Council

- Visioneering Wichita
- Wichita Independent Business Association
- Youth Activity Advancement Alliance

Customer Greeting

Workforce Professionals (WP) charged with greeting persons entering the facility must greet each person, determine the customer's needs, and provide necessary guidance and direction. At this time, an assessment of the need for accommodation for a disability, or limited English proficiency is made. If there is a need to increase staff to provide adequate coverage and prevent long waits for customers all staff are empowered to call for back up.

Service Delivery

Services available through the Wichita Workforce Center are divided into core, intensive and training categories. The Workforce Investment Act requires that services follow a prescribed sequence in that order. All services are delivered in a manner consistent with and in support of the "Self-Sufficiency" philosophy, which is designed to encourage and support the acceptance of accountability and responsibility for one's life and circumstances. For the Wichita Workforce Center, this is defined as a willingness to seek work, full or part-time, to support oneself while receiving assistance with job training and /or skills upgrade training, or career building. There are no time limits imposed on the length of stay in any one service category. However, a person must have received at least one core service and demonstrate a documented need for more support before moving on to intensive services.

In addition, the environment of the Center is structured around the layout with a very businesslike approach that makes for a customer-friendly atmosphere. The resources available within the system include: the programs and staff of the Workforce Alliance of South Central Kansas, community partners, the contracted program operations, the contracted providers and those partners who have signed a MOU. In the Center, the Workforce Alliance and the MOU partners share responsibility for core services and the initial contact for walk-in customers. Co-located partners may also assist with or provide core services, either as part of a plan to extend coverage for the Center, or to serve customers who are seeking assistance directly from the partner. Intensive services may be provided by program operator staff, service providers in the community, or by partner staff.

Within the Wichita Workforce Center, the Integrated Services Team is responsible for coordinating cross-training of staff in the Center to assist with or provide core services to meet customer demand. Partners who are not co-located may provide services at alternate sites, or request Centers' staff come to their location to serve customers if necessary.

The goal of the MOU is to leverage the resources available to the system, and to allocate the costs for the system to the partners in a fair and equitable manner. The Operator and the partners in Local Area IV established the Service Integration and Improvement Council (SIIC) to guide Center operations and continuously improve the delivery of services based on feedback from customers, both job seekers and businesses.

Partners

The Center allows for several partners to be co-located in a central location. The WIA partners that are on the premise include: ResCare Workforce Services JET; Region VII American Indian Council; Job Corps; Preparation for Aviation/Advanced Career Employment System; Kansas Department of Commerce; Kansas Department of Labor; Kansas Department of Social and Rehabilitation Services; Sedgwick County; Senior Services, Inc.; SER Corporation National SCSEP;; US Commercial Service; and USD 259, Wichita Public Schools.

In addition, several other partners are included in the programs the Center provides, including: Butler Community College; Cerebral Palsy Research Foundation; Episcopal Social Services; Wichita Area Technical College; SER Wichita Migrant and Seasonal Farmworker; and City of Wichita Housing and Career Development Office.

Staff

The Workforce Alliance is committed to providing excellent and effective service to the Workforce Center job seeker customers and embracing continuous improvement of customer service. Customers of the Wichita Workforce Center are treated with respect and a genuine interest. The WPs are trained professionals who have an innate desire to see the customer succeed in their journey to become successfully employed. The WPs are drawn from a number of partner agencies in an ongoing effort to integrate the delivery of services in the Center.

In addition, through its Executive Committee, the Workforce Alliance Board of Directors appoints an Executive Director responsible for general management and oversight of workforce development programs under the Workforce Alliance. The Executive Director is responsible for all employees of the Workforce Alliance. The Executive Director reports to and serves at the pleasure of the Executive Committee of the Workforce Alliance.

The taskforce found the staff of the Centers to be appropriate and knowledgeable. In addition, the taskforce noted that the structure of the staffing allowed for efficient yet effective customer service.

Summary of Observations and Interviews: The taskforce found the Centers to be exceptional environments for collaboration and noted that staff was extremely helpful in identifying the mission and performance of the Centers. The following details specific observations made by the taskforce to identify what the Center is doing to meet the certification criteria:

1. Leadership

The Workforce Alliance Board of Directors is comprised of individuals who have a demonstrated interest in the economic vitality of the community and the related service goals of the Workforce Alliance; have a specific experience and/or knowledge in at least one element: resource development, evaluation, training, program development, policy administration, finance, human resource administration, or public relations; and are representative of some aspect or segment of the community (notably a strong business presence) who have the ability to represent the interests of their sector and the best interests of the community.

The Wichita Workforce Center has been in its current location since early 2006. Since the 2008 certification the Workforce Alliance has continually met with partners to obtain input on

coordination of services, communication plans, customer flow and staff orientation. During this period the Workforce Alliance has realigned staff positions to designate staff members with a primary focus on the integration of services among partners (both co-located and non co-located) in the Wichita Workforce Center as well as the Centers in the other counties.

The Workforce Alliance, serving as the WIA Program Operator, has also been proactive and responsible in realignments of positions in response to recent funding situations.

The taskforce recognizes that strong leadership with effective staff management allows the Center to operate efficiently and effectively and notes that it is clear that staff understands the mission and vision and works to accomplish those.

2. Strategic Planning

The Workforce Alliance of South Central Kansas Board of Directors adopted the 2010-2012 Strategic Plan on June 24, 2010 to prioritize and direct the use of the Alliance's resources. The plan indicates that the Workforce Alliance can successfully accomplish its mission only through collaboration, cooperation and coordination with related community and state agencies, and with its important stakeholders who benefit from the Alliance's services.

The Local Board and its subcommittees are made up of representatives from business and labor organizations who actively participate in all areas of Board activity including the planning and implementation of the Board vision. All meetings are conducted according to the Kansas Open Meetings Act.

As required by the Workforce Investment Act, a Two-Year Local Plan was developed from a series of Board Planning Forums and discussions at a planning workshop for the Workforce Alliance Board of Directors prior to approval by the Board of Directors.

The mission of the Workforce Alliance of South Central Kansas as defined through the planning process is to develop and lead a flexible, integrated workforce system that identifies and responds to the current and future needs of the region and state.

In addition, the vision was defined for South Central Kansas to have a diversified, inclusive, highly skilled workforce functioning within a flexible, accessible system of education and economic development to advance the quality of life and standard of living for all workers in the region and state.

The primary goal of the Workforce Alliance is to improve the State's workforce and strengthen its economy by developing a system of information and One Stop Centers to provide access to job placement services and career training, and to serve as the connection between employers and qualified workers. The Workforce Alliance, local elected officials, partner agencies, and employers work together to meet the employment and training needs of local communities within the region. This approach, business centered and customer friendly, creates a truly integrated One Stop workforce system for South Central Kansas. The local vision for the next two years calls for joint planning with all workforce partners, further integration of services and continuous improvement of all aspects of the system.

The Workforce Alliance identified five primary goals to meet the mission and local vision over the next two years. They are as follows: 1) Manage regional WIA employment and training services consistent with best practices to meet or exceed performance goals, and ensure services are a recognized resource throughout Local Area IV; 2) Champion regional partnerships that coordinate resources promote innovation and integrate high quality services to employers and job seekers; 3) Develop and implement outreach plans in cooperation with key partners to improve the awareness and understanding of services available to job seekers and employers from the Local Area IV Workforce Centers; 4) Effectively communicate the importance of workforce development to the regional economy to policy makers at the Federal, State and Local levels; and 5) Seek grants and other funding opportunities to provide demand driven services and create alternative revenue sources beyond WIA for employment and training services.

3. Customer and Market Focus

When South Central Kansas business leaders were asked how the local workforce development system could better meet their needs, the response was consistently repetitive. Employers stated that navigating a complicated maze of public and private agencies often kept them from using the system altogether. They asked for a —single point of contact system – a central place where employers could make one contact to address their hiring and training needs.

In response, the Workforce Alliance helped to coordinate a partnership with the Wichita Metro Chamber of Commerce, the Kansas Department of Commerce, and Sedgwick County to create the Workforce Solutions Initiative. Workforce Solutions is housed at the Wichita Workforce Center and combines the expertise of four regional workforce development organizations to better meet the demands of area business customers through collaborative response. The brand name, Workforce Solutions, has been selected by partners to signify the consolidated One Stop approach of being responsive to employer needs by leveraging available resources.

The Workforce Solutions initiative specializes in offering many workforce services; one solution for business and industry. Workforce Solutions is employer driven from the entire region of South Central Kansas. The brand, Workforce Solutions, consolidates four organizations and many services into one name, one phone number and one location for customer ease. The goal of this consolidation is to create a customer friendly system with minimal overlaps. The information obtained by the partners in the Initiative is shared in various forums, and is posted on the Workforce Alliance website.

Workforce Solutions coordinates and brokers a variety of employer services including:

Hiring Services

- Employee outreach
- Skills evaluation
- Job Fairs

Training Services

- Customized training programs for changing industry needs
- Classroom education for workforce development
- Student recruitment/career development

Human Resource Services

- Labor market information and distribution

- Seminars-recruitment and retention
- Focused initiatives such as the sheet metal assembly tech program

Through its role as the operator of the One Stop workforce system in Local Area IV, the Workforce Alliance partners with agencies in the Wichita Workforce Center to distribute customer satisfaction surveys to job seekers. Surveys are distributed to approximately 5% of each Center's customers on a monthly basis as well as available at anytime to customers who wish to voluntarily respond.

To capture 5% of each Center's monthly customers, on the second Tuesday of each month, every customer entering any of the Local Area IV Workforce Centers will be asked to complete a survey. Surveys are given to each person who signs in at a reception desk, and by customer contact personnel in each area within the Wichita Workforce Center. The Customer Satisfaction Survey is available in all customer contact areas within each Local Area IV Workforce Center for those who wish to voluntarily complete a survey. The surveys are prominently displayed with sufficient signage to draw customers' attention to the surveys. A Workforce Alliance staff member collects surveys from each location and prepares monthly reports summarizing the results; reports are distributed to appropriate committees. A Workforce Alliance staff member contacts customers who indicate they wish to be contacted about the survey. Comments provided on the survey or through follow-up contact warranting attention or action are handled by appropriate management personnel.

The Workforce Alliance annually revises and publishes a list of Occupations/Industries Approved for Training in Local Area IV. The list is updated effective July 1 of each year. The list is used by program operators and others to approve training for WIA participants. The Operations Committee reviews Labor Market Information Systems Outlook Reports from the Kansas Department of Labor (KDOL) and other locally generated workforce development studies, and secures input from interested parties to create an updated list to present to the Workforce Alliance Board of Directors for review and approval. To augment this process, Workforce Alliance staff and Board members routinely meet with business and industry groups, employer associations, and economic development agencies in the region resulting in constant feedback regarding employment opportunities. The information gathered is shared with the committees of the Workforce Alliance and posted on the Workforce Alliance website for customers and staff.

4. Information and Analysis

Customer satisfaction is measured from feedback from both external and internal customers, particularly in regards to satisfaction of services. This includes interviewing customers and worksites to evaluate their satisfaction with services provided. Interviews include a review of the type of services received, level of satisfaction with services received, and suggestions for program improvement.

Monitoring forms are utilized to document review activities and for use in formulating any corrective action plans which may be necessary. In addition, reports are generated from regular monitoring data to present a timely, accurate and appropriate vehicle for staff reporting of program efficiencies/deficiencies to the Workforce Alliance.

5. Human Resource Focus

As noted in the Site Description section of this report, the Integrated Services Team is responsible for coordinating cross-training of staff in the Wichita Workforce Center to assist with or provide core services to meet customer demand. The Integration Plan is detailed and includes partners who are not co-located as well. This plan is based on a formal training plan that focuses on the One-Stop Center, not the specific agencies. As also stated in this report, the goal of integration is to leverage available resources, avoid duplication for efficiency, and make the delivery of services seamless for all customers.

The Workforce Alliance maintains a focus on hiring competent individuals who can provide the services or necessary references for service. The Workforce Alliance incorporates preferred skill requirements and experience for staff. In addition, staff is provided opportunities for training when available. As noted in other sections of this report, the focus on continual improvement and outcome based measures help to define the need for this strong focus on human resources.

6. Process management

Integration

An Integrated Services Team was formed consisting of director and supervisor level staff of the Workforce Alliance (one-stop operator), Kansas Department of Commerce (Wagner-Peyser service provider), and Arbor E& T (contracted WIA program provider at the time), along with the Executive Director of Workforce Solutions (entity serving as broker of services to area employers). Concurrently, the WA brought in Jim Nitz with the Kaiser Group to conduct training sessions for all Workforce Center staff and partners in April 2007. The training, “Workforce Center Service Integration: Improving Collaborative Services and Teamwork”, was intended to introduce the concept of service integration into the Career Centers in Local Area IV.

The initial phase of integration began with collocating WIA and Wagner-Peyser staff in the Career Center and cross training staff to provide the same core services to all job seeker customers. Additionally, WIA and Wagner-Peyser staff members were assigned to the Workforce Solutions business services team to provide workforce services to area employers.

As noted in the Service Delivery section of this report, the Workforce Alliance and the partners in Local Area IV established the SIIC to guide Center operations and continuously improve the delivery of services based on feedback from customers, both job seekers and businesses. This group consists of supervisors and designated front line staff from each partner agency. The council discusses the progress of integration efforts, identifies areas of improvement needed, and takes action on recommendations made by the work groups established following the Kaiser training in April 2007. The work groups allow staff from partner agencies the opportunity to provide input on the activities and operations of the Workforce Centers in South Central Kansas. Established work groups include:

- Communications
- System Performance
- Customer Satisfaction/Customer Flow
- Staff Development/Recognition
- WIN/WORK*Ready!*

The work groups have already made several recommendations on ways to improve operations of the Center. One significant change resulting from the input of the work groups is that the Wichita Workforce Center does not open to the public until 9:00 AM on Fridays; this allows designated meeting time for partner meetings, staff development trainings, and for work groups to meet without having to affect coverage in the facility.

The first Friday of each month is designated for all partners to meet from 8:00-9:00 AM. This meeting allows an opportunity for all partners to hear updates on new initiatives in Local Area IV. Each month a partner or community agency presents on the services they provide and how all Center partners may connect their customers to such services. The meetings conclude with reserved time for partner updates.

As integration efforts continue in Local Area IV, a stronger focus is placed on Workforce Solutions and the activity of the business service representatives. To truly be a workforce system led by employer demand in the region it is imperative to focus efforts on connecting employers with the skilled workforce needed.

The Integration Team works with the Workforce Solutions Team to determine the preferred skill assessment and establish the minimum basic skill level necessary for job seekers based on input from area employers. This information guides the customer flow for job seekers utilizing the Center to gain employment.

Reports provide the Business Service Representatives with current data on the number of customers we have in training, what area of training, and estimated completion dates. This information proves beneficial as staff is able to provide meaningful statistics to area employers on the pipeline of skilled workers coming through the Center. The report is being initiated with data from WIA training programs (Adult, Dislocated Worker, and Youth), but was expanded to include customers in training from all partners..

Additionally, there is a regularly occurring meeting of Business Services Representatives and WPs. The establishment of this meeting allowed an opportunity for ongoing dialogue between the staff serving employers and job seekers so that we are more effectively communicating information on job postings, employer feedback, and job seekers actively pursuing employment.

Customer Flow

A renewed focus on short-term prevocational training services also guided the enhancements to customer flow within the Wichita Workforce Center. The WPs have a larger menu of services available to offer job seekers who may only need minimal skills upgrading to be successful in their job search. Additional workshop offerings were developed (eg. Basic Employability Skills Training, basic computer skills, offerings in Microsoft Word and Excel) as well as a greater focus on the WORKReady! Certificate as an increasing number of area employers were indicating a preference for the credential on their job postings.

Center Operations

The Director of Operations manages service integration for the Workforce Alliance, assisted by the Customer Service Coordinator. Oversight is the responsibility of the Director of Policy and

Planning and the Chief Fiscal Officer. Direct services staff come from the partner programs and agencies that have signed the MOU. The Director of Operations is responsible for integrating the staff.

As noted in the Service Delivery section of this report, the resources available within the system include the programs and staff of the Workforce Alliance, community partners, and those partners who have signed a MOU.

Also, as noted in the Site Description section of this report, the Integrated Services Team is responsible for coordinating cross-training of staff in the Center to leverage the resources available to the system, avoid duplication of services, and make the delivery of services seamless for all customers.

KANSASWORKS

A major component of the Wichita Workforce Center resources is **KANSASWORKS**, a webbased customer tracking system. Through the use of **KANSASWORKS**, Center staff is able to determine eligibility, track customers services, record case notes.

The validity of the information entered into **KANSASWORKS** is critical and WPs are responsible for ensuring the information is current, complete, and accurate.

7. Business Results

Monitoring

It is the policy of the Workforce Alliance that designated staff conducts regular, periodic monitoring of contracted agencies or assigned staff to determine compliance with federal and state laws and regulations, Workforce Alliance policies and fiscal procedures. Monitoring activities include a review of program performance, compliance, and financial transactions. Monitoring also ensures that adequate documentation exists to demonstrate effective program and case management activities and compliance.

Monitoring activities are conducted with such frequency and in such detail, both quantitative and qualitative, to provide reasonable assurance of compliance and effective program operations. Feedback regarding monitoring reviews is provided to contracted agencies in a timely manner. Formal corrective action plans are developed when determined necessary by Workforce Alliance staff. A report regarding any formal corrective action plans are provided to the appropriate Workforce Alliance Committee.

Program monitoring efforts are performed under the precept that the mission is not only to carry out a review process to identify weaknesses and areas of non compliance, but also to provide an opportunity for technical assistance and training, identify best practices, allow sufficient time for corrective action, and follow up to ensure corrective action is completed.

Local on-site monitoring is conducted regularly. The frequency of program reviews depends on the number of contracted agencies or assigned staff, the number of participants, the location of contracted agencies, and other factors. In most cases, site visits occur at least monthly. During the course of a program year, a minimum of 30 percent % of program files are monitored.

The Workforce Alliance monitoring procedures focus on four specific areas; Compliance, Performance, Fiscal, and Satisfaction.

- 1) **Compliance** includes review of source documentation and processes used to determine eligibility, sequence of service, needs determinations, progression towards performance achievement, and other areas of service provision. It also includes verification that customer files and Service Link are current and accurate. The goal is to ensure that determinations for services provided are within the regulatory parameters of the WIA and Workforce Alliance policies, and that the documentation appropriately reflects the decision making process.
- 2) **Performance** includes the review of customer outcomes information and other factors directly affecting the achievement of Local Area IV negotiated performance standards and other local performance indicators. It also includes monitoring files for data validation. The goal is to verify achievement of performance standards.
- 3) **Fiscal** includes the review of payment determination processes, source documentation, and traceability for all program transactions involving WIA funds. The goal is to ensure all program payments are made in compliance with WIA regulations and Workforce Alliance policy.
- 4) **Satisfaction** includes interviewing customers and worksites to evaluate their satisfaction with services provided. Interviews should include a review of the type of services received, level of satisfaction with services received, and suggestions for program improvement.

Monitoring forms are utilized to document review activities and for use in formulating any corrective action plans which may be necessary.

Reports are generated from regular monitoring data to present a timely, accurate and appropriate vehicle for staff reporting of program efficiencies/deficiencies to the Workforce Alliance.

Performance Measures

Both the WIA (Adult, Dislocated Worker, and Youth) and Wagner-Peyser programs are outcome based. The effectiveness of each program is measured by capturing information entered into **KANSASWORKS**. The general outcomes measured for the Adult and Dislocated Worker Programs include entered employment rate, retention rate, and average earnings. The Youth program is measured on placement in employment or education, attainment of degree or certificate and literacy and numeracy gains.

The Workforce Alliance negotiates with the Kansas Department of Commerce to determine local standards for the federal performance indicators. Once adopted, the Local Area IV performance is reviewed on an ongoing basis by the committees of the Board during their scheduled meetings and by the full Board of Directors four times per year.

The Workforce Alliance Board of Directors places a high level of importance on not only meeting the negotiated performance standards, but also exceeding them.

The performance of the local fiscal agent is measured by the required audits, and from feedback from both external and internal customers, particularly in regards to the timeliness of payments. Eligible providers are evaluated using the guidelines of the State's Eligible Training Provider policy, the case management review system, and local monitoring activities. The local delivery system is evaluated by the CEOB as part of the Certification of the One Stop system process, and by the Kansas Department of Commerce, measuring local performance against the negotiated performance standards and customer satisfaction surveys. The Operations and Executive Committees and Youth Council of the Board also receive reports from the Workforce Alliance staff and WIA service providers on a regular basis, as does the Board as a whole four times per year. All organizations contracted to provide services for the Workforce Alliance are required to complete an annual audit in compliance with OMB A-133, as well as other relevant regulation, and report the results to the Workforce Alliance. In addition, the performance of these entities is demonstrated by the achievement of the Local Area IV performance measures. Eligible providers are required to track and report data regarding completion, placement and retention rates on an annual basis. Additionally, all these entities are required to comply with all relevant Federal, State and Local policies. Regular monitoring reviews determine the level of compliance, and thereby performance levels in this regard.

In addition, Workforce Solutions success is currently being evaluated by the following measures:

- Business perception of services
- News stories
- Number of inquiries
- Number of clients
- Diversity of clients

Plans for the Future: The Workforce Alliance is committed to regular review of service delivery practices to ensure an ongoing focus on continuous improvement within the Workforce Centers of Local Area IV. Input from customers, internal partners, and community partners is critical to the progression of delivering a high level of customer service while aiming to meet needs of area businesses by connecting employers with a skilled workforce.

Recommendations for Improvement: The taskforce found that outreach is continually needed to improve service delivery and recommends that Center staff continue to develop methods of improving the perception of the center. It was noted that although there are good connections with identified partners, especially at the Wichita Center, continual efforts to encourage constituents and partners (such as chambers and school districts) from surrounding communities is needed. In addition, the taskforce also recommends more specific evaluation tools for demand driven occupations be considered to enhance the service of timely training. Finally, the taskforce recognized that all mandated partners are participating through the Center as required, however, the taskforce recommends that the Center staff continue to look beyond those mandated partners for additional partners to ensure that through direct contributions and a physical presence a true "One Stop" Center is provided.