

**AGREEMENT BY AND BETWEEN THE WORKFORCE ALLIANCE OF SOUTH  
CENTRAL KANSAS, INC. AND THE REGIONAL ECONOMIC AREA PARTNERSHIP  
ECONOMIC DEVELOPMENT COMMITTEE**

**THIS AGREEMENT** is by and between the Workforce Alliance of South Central Kansas, Inc. (Workforce Alliance) and the Regional Economic Area Partnership Economic Development Committee (REAPEDC), as the Chief Elected Officials Board (CEOB) for the Kansas Local Workforce Investment Act Area IV.

**WHEREAS**, pursuant to the provisions of the Workforce Investment Act of 1998 (Public Law 105-220) (WIA), the counties of Butler, Cowley, Harper, Kingman, Sedgwick and Sumner counties have been designated as the Kansas Workforce Investment Act Local Area IV by the Governor of the State of Kansas and by agreements of member counties, REAPEDC has been designated as the CEOB for Local Area IV; and

**WHEREAS**, pursuant to the provisions of WIA, REAPEDC has designated the Workforce Alliance as the Local Workforce Investment Board (LWIB) for Local Area IV; and

**WHEREAS**, REAPEDC and Workforce Alliance desire to provide job training and employment opportunities which will lead to maximum employment opportunities and enhance the self-sufficiency of economically disadvantaged and other persons in Local Area IV; and

**WHEREAS**, the purpose of this agreement is to provide a basis for cooperation and a partnership between REAPEDC and the Workforce Alliance, which will lead to a successful employment and training system within Local Area IV.

**NOW THEREFORE**, in consideration of the promises and the mutual covenants and obligations contained herein, REAPEDC and Workforce Alliance do hereby agree to the following provisions as the governing principles of the partnership between them for the effective planning, coordination and implementation of the employment and training system within Local Area IV.

**SECTION I. DESIGNATIONS**

**1.01** The Governor of the State of Kansas has designated REAPEDC as the Grant Recipient for Local Area IV, in accordance with the procedures set forth in WIA. Members of the Committee that are appointed officials of or represent jurisdictions outside of Local Area IV shall serve as ex officio or non-voting members of the CEOB.

**1.02** REAPEDC has designated the Workforce Alliance as the LWIB for Local Area IV and has appointed members to the Workforce Alliance in accordance with the procedures set forth in WIA.

**1.03** With the approval of REAPEDC and a written waiver from the Governor of the State of Kansas, the Workforce Alliance and Workforce Alliance staff directly provide services within the Local Area IV as the designated One Stop Operator in Local Area IV.

## **SECTION II. JOINT FUNCTIONS AND RESPONSIBILITIES**

**2.01** Workforce Alliance and REAPEDC shall jointly develop the Two-Year Local Workforce Investment Plan (Two Year Plan) and any amendments thereto as specified in WIA, and jointly submit the Plan and any amendments to the Governor of Kansas.

**2.02** Workforce Alliance and REAPEDC shall jointly negotiate with the Kansas Department of Commerce on behalf of the Governor the WIA performance standards for Local Area IV.

**2.03** Workforce Alliance and REAPEDC shall jointly conduct oversight and evaluation activities for the WIA service delivery systems as a whole and of individual components thereof, to ensure continuous improvement of service quality and performance.

**2.04** Workforce Alliance shall establish such policies as are necessary for the oversight of the employment and training system within the Local Act Area IV, subject to the approval of REAPEDC.

**2.05** Monitoring and evaluation of the success of programs funded under the various authorities of this agreement requires the sharing of information pursuant to the WIA concerning the program performance, stability, and outcomes. REAPEDC and Workforce Alliance agree that such information shall be exchanged through reports, meetings, and other media; and that analyses of performance and other data shall be equally shared.

**2.06** Workforce Alliance and REAPEDC shall jointly develop strategies to ensure the success of the employment and training system in meeting the goals stated in the Two Year Plan, and in the performance standards of various funded programs.

**2.07** Workforce Alliance shall procure and designate a Fiscal Agent who is subject to annual confirmation by REAPEDC. The Fiscal Agent shall execute Workforce Alliance's accounting functions, financial reporting responsibilities, other responsibilities as set forth in the WIA, and shall cooperate with Workforce Alliance in carrying out Workforce Alliance's mission. Furthermore, the Fiscal Agent shall disburse funds for workforce investment activities at the direction of Workforce Alliance, pursuant to the requirements of WIA, if the direction does not violate a provision of WIA. The Fiscal Agent shall disburse the funds immediately on receiving such direction from Workforce Alliance in accordance with the WIA.

**2.08** Workforce Alliance, in partnership with REAPEDC, shall conduct oversight with respect to local programs of youth activities authorized under Section 129 of the WIA, local employment and training activities authorized under Section 134 of the WIA, and establishment of performance levels and standards for the workforce development system.

**2.09** If at any time during the term of this agreement the Workforce Alliance and Workforce Alliance staff discontinues functioning as the designated One Stop Operator in Local Area IV, the Workforce Alliance shall select and certify operators of workforce development centers in Local Area IV, subject to the consent of REAPEDC. Such operators shall be chosen pursuant to written

rules and regulations adopted by Workforce Alliance, a copy of which having been provided to REAPEDC. Furthermore, Workforce Alliance shall terminate workforce development center operators for cause, but only when appropriate and only with the consent of REAPEDC.

### **SECTION III. FUNCTIONS AND RESPONSIBILITIES OF WORKFORCE ALLIANCE**

**3.01** Workforce Alliance shall ensure that performance of WIA programs in Local Area IV meets state and federal requirements.

**3.02** Workforce Alliance shall create and support continuous improvement programs and policies for program operators and services for employers and job seekers.

**3.03** Workforce Alliance shall define the duties and oversee the operations of Workforce Development Centers in Local Area IV and ensure services are available and accessible throughout the region.

**3.04** Subject to the approval of REAPEDC, Workforce Alliance shall annually develop a budget that provides funds for Workforce Alliance's operations and supports the workforce priorities for the region as outlined in the Two Year Plan. The budget shall include estimates of revenues and expenditures, and shall be submitted to REAPEDC for review and approval no later than 45 days prior to the start of each fiscal year. Upon request of REAPEDC, Workforce Alliance shall submit a detailed work plan explaining its budget.

**3.05** Workforce Alliance shall develop policies and procedures that direct the disbursement of WIA funds in accordance with WIA and contractual requirements.

**3.06** Workforce Alliance shall allocate up to \$25,000.00 from its annual operating budget to reimburse REAPEDC the cost of providing oversight over the function and operation of the Workforce Alliance and Workforce Alliance staff as the One Stop Operator in Local Area IV and generally monitoring the implementation of WIA by REAPEDC. Payment shall be in accordance with the requirements of the WIA.

**3.07** Workforce Alliance shall submit quarterly financial reports of revenues and expenditures to REAPEDC within 30 days after each quarter.

**3.08** Workforce Alliance shall submit one copy of any application for external funding at the same time the application is forwarded to a funding agency and inform REAPEDC of any funding awards.

**3.09** Workforce Alliance shall submit for the approval of REAPEDC any contracts exceeding \$5,000.

**3.10** Workforce Alliance shall contract for or obtain an external auditor to audit any or all Workforce Alliance activities on a yearly basis.

**3.11** At the request of REAPEDC, a member of REAPEDC, or the REAPEDC Executive Officer, Workforce Alliance shall permit a review of financial records of the Workforce Alliance or reports from the designated fiscal agent.

**3.12** Workforce Alliance shall adopt rules and regulations that require program operators to follow proper procedures for the expenditures of WIA funds, and that program operators shall be required to reimburse local governments in Local Area IV in the event that it is determined the program operator has misspent funds due to willful disregard of WIA requirements, gross negligence, of failure to observe accepted standards of administration.

**3.13** Pursuant to WIA, Workforce Alliance shall provide oversight of the employment and training system within the Local Area IV, except as provided hereafter in Section 4.04. For purposes of this agreement, oversight shall mean reviewing, evaluating and monitoring the employment and training system. The “system” governed will not only serve employers and job-seekers, but will support economic development policies and strategies in Local Area IV.

**3.15** Workforce Alliance will be responsible for coordinating the development of the Two Year Plan as required by WIA.

**3.16** Workforce Alliance may endeavor to obtain funds from additional sources, including grants, for purposes consistent with its functions and responsibilities under this Agreement.

**3.17** Workforce Alliance may establish standards and objectives relating to training, employment, and employment-related educational programs.

**3.18** Workforce Alliance shall review and approve state, federal and other grants falling within the purview of Workforce Alliance.

**3.19** Workforce Alliance shall seek, create, and promote working partnerships between local business, industry and service employers in the private sector, and training, employment program deliverers, educational deliverers, non-profit agencies, and other entities as may be appropriate. These partnerships exist to integrate employment services and resources into a strong and effective regional workforce development system.

**3.20** Workforce Alliance shall keep accurate records of Workforce Alliance member appointments, including the name and address of the appointee, the effective date of appointment, expiration date of appointment, and WIA category represented by the member.

**3.21** Workforce Alliance shall be responsible for maintaining letters of nomination submitted by local business organizations and business trade organizations; regional or local educational agencies, institutions, or organizations representing such local entities; local labor federations and other groups of organized labor; and other individuals and organizations.

**3.22** Workforce Alliance shall promptly notify REAPEDC and appropriate oversight agencies, in

writing, of any Workforce Alliance member resignations or removals.

**3.23** Workforce Alliance shall advise REAPEDC, in writing, at least 60 days prior to the expiration of a Workforce Alliance member's term of office. For private sector members, members of labor organizations and other categories of appointment requiring nominations, Workforce Alliance shall also notify the appropriate nominating agencies, in writing, of the pending vacancy. Workforce Alliance shall request the nominating agencies to forward to REAPEDC nominations for each Workforce Alliance member whose term is expiring. Those nominations may include the Workforce Alliance member whose term is expiring.

**3.24** Workforce Alliance shall pay particular attention to the requirement that a majority of the Workforce Alliance be from the private sector and that organized labor, educational agencies, economic development agencies, and community based organizations be represented on the Workforce Alliance. Workforce Alliance shall notify REAPEDC immediately whenever any of these requirements are not being met.

**3.25** Workforce Alliance shall identify local entities which fulfill the WIA definition of One Stop Partner, including any optional Partners, and enter into a Memoranda of Understanding (MOU) or other appropriate agreement with each for coordinated service delivery and support of the One Stop delivery system.

**3.26** Workforce Alliance shall appoint a youth council or committee with REAPEDC consent and, subject to recommendations of the youth council or committee, select youth service contractors, award service delivery contracts and oversee performance of contractors.

**3.27** For adults and dislocated workers, Workforce Alliance shall identify eligible providers of intensive services (if any are required in addition to the One Stop Operators), identify eligible providers of training services, enter into appropriate agreements with each, and oversee delivery of customer services by contractors.

**3.28** To the extent that available funds do not permit service to all adult applicants, Workforce Alliance shall develop a system for prioritizing delivery of intensive and training services to those having the highest level of need.

**3.29** Workforce Alliance shall coordinate services with the economic development and employer communities, and conduct outreach to employers to foster utilization of the WIA service delivery systems in recruitment and training of their workforce.

**3.30** Workforce Alliance shall maintain a tax exempt, non-profit corporate status for the Workforce Alliance of South Central Kansas, Inc.

**3.31** Workforce Alliance shall act in accordance with the Kansas Open Meeting Act concerning all meetings of Workforce Alliance as well as its committees and subcommittees. Workforce Alliance shall make available to the public, on a regular basis through open records and open meetings, information regarding the activities of Workforce Alliance, including information

regarding the local plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants and contracts to eligible providers of youth activities, and on request, minutes of formal meetings of Workforce Alliance.

**3.32** Workforce Alliance shall adopt and maintain a current set of bylaws in accordance with WIA and submit a copy of said bylaws to REAPEDC.

**3.33** Workforce Alliance shall procure goods and services in accordance with the requirements of the WIA, for all WIA funds.

**3.34** Workforce Alliance, Workforce Alliance staff and any organization that directly provides staff to Workforce Alliance will not directly provide services within Local Area IV, without first seeking a waiver from REAPEDC and the Governor of the State of Kansas.

**3.35** Through Workforce Alliance membership, staff and other means, Workforce Alliance shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities.

**3.36** Workforce Alliance shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.

#### **SECTION IV. FUNCTIONS AND RESPONSIBILITIES OF REAPEDC**

**4.01** REAPEDC shall serve as Grant Recipient for grant funds under Workforce Investment Act Title I Adult, Dislocated Worker and Youth Programs.

**4.02** The elected officials in Local Area IV who serve on the Regional Economic Area Partnership Economic Development Committee shall carry out the duties of the CEOB as outlined in the WIA for Local Area IV, including approval of all contracts submitted pursuant to Section 3.09 herein.

**4.03** REAPEDC shall appoint the members to Workforce Alliance and a youth council or committee in accordance with WIA requirements, as well as any other applicable federal and state criteria. All nominations for membership to the Workforce Alliance shall be submitted to the Regional Economic Area Partnership Executive Officer for presentation to and consideration by REAPEDC. Private sector appointments will require the support of a local business organization. Every effort will be made to appoint members to the Workforce Alliance that have optimal decision making authority in their organizations as specified in WIA in order to maximize the effectiveness of the Workforce Alliance.

**4.04** REAPEDC shall provide oversight over the function and operation of the Workforce Alliance and Workforce Alliance staff as the One Stop Operator in Local Area IV. It is understood that the Kansas Department of Commerce retains statewide WIA oversight responsibilities, however

this shall not relieve REAPEDC of any obligation required under Federal or State law or policy or this Agreement.

**4.05** The Chair of REAPEDC shall have a seat on the Workforce Alliance. Other REAPEDC members may be appointed to the Workforce Alliance along with committees and task forces as needed.

**4.06** The REAPEDC Executive Officer or a designee shall serve as the official liaison between REAPEDC and the Workforce Alliance and shall generally monitor the implementation of WIA in Local Area IV.

**4.07** Section 117(d) (4) of the Workforce Investment Act (WIA) requires the Local Board, in partnership with the CEOB (or the CEOB's designated fiscal agent) to conduct oversight of the WIA One-Stop delivery system in the local area. Since the Workforce Alliance has been designated as the One Stop Operator in Local Area IV, REAPEDC has agreed to conduct oversight of the WIA One-Stop delivery system in Local Area IV. In this regard:

**4.07.01** REAPEDC retains the authority to establish, review and revise reasonable rules governing the policies and practices of the One Stop system consistent with this Agreement and applicable law;

**4.07.02** REAPEDC shall provide to the Workforce Alliance, as the One Stop Operator in Local Area IV, reports and audits that may be reasonably required for the effective operation of the One Stop centers in a timely fashion.

**4.07.03** REAPEDC and the Workforce Alliance have developed, established and adopted an Operator Certification Process for One Stop Operators in Local Area IV as a systematic approach for conducting oversight and ongoing monitoring of the One-Stop delivery system in Local Area IV. The Operator Certification Process for One Stop Operators in Local Area IV is contained in Attachment A to this Agreement.

**4.07.04** REAPEDC shall conduct oversight and ongoing monitoring of the Workforce Alliance, as the One Stop Operator in Local Area IV, for the quality of service by utilizing the adopted Operator Certification Process for One Stop Operators in Local Area IV, which includes, but is not limited to the following criteria:

**4.07.04.a** Submission of required reports in a timely fashion.

**4.07.04.b** Adherence to, or deviation from, Agreement standards and/or core indicator measurements under continuous quality improvement activities.

**4.07.04.c** Compliance with Federal, State and County Laws and other applicable regulations.

**4.07.04.d** Adherence to, or deviation from, Memoranda of Understanding with

each One Stop Partner.

**4.07.04.e** Adherence to, or deviation from, its currently approved operational policies, procedures, budget and plan which includes goals identified in the Certification Process.

**SECTION V. FUNCTIONS AND RESPONSIBILITIES OF WORKFORCE ALLIANCE AS ONE STOP SYSTEM OPERATOR**

**5.01** The Workforce Alliance, as the One Stop Operator in Local Area IV, shall annually develop a budget for One Stop operations that complies with the provisions of WIA and supports the workforce priorities for the region as outlined in the Two Year Plan. The budget shall include estimates of revenues and expenditures, and shall be submitted to REAPEDC for review no later than 45 days prior to the start of each fiscal year. Upon request of REAPEDC, Workforce Alliance shall submit a detailed work plan explaining its budget.

**5.02** Workforce Alliance, as the One Stop Operator in Local Area IV, shall develop policies and procedures that direct the disbursement of One Stop funds in accordance with WIA and contractual requirements.

**5.03** Workforce Alliance, as the One Stop Operator in Local Area IV, shall submit quarterly financial reports of One Stop revenues and expenditures to REAPEDC within 30 days after each quarter.

**5.04** Workforce Alliance, as the One Stop Operator in Local Area IV, agrees to provide One Stop delivery system services in the operation of One Stop Centers in Kansas Local Area IV, subject to the terms and conditions of this Agreement and its attachments, and applicable Federal and State laws, regulations, rules, and Executive Orders as existing now or as amended or issued. The specific services to be performed are detailed in Attachment D to this Agreement.

**5.05** Whenever any act, event or omission by the Workforce Alliance, as the One Stop Operator in Local Area IV, occurs that represents a violation of this Agreement of such a nature that the interest of the customers and users of the One Stop Centers are negatively affected, then such event, such act or omission may be considered a breach of its duties as the One Stop Operator in Local Area IV. For illustrative purposes only, the events, acts and omissions referenced above may include, but are not limited to:

**5.05.01** Failure to operate the One Stop Centers in accordance with established terms and conditions of this Agreement;

**5.05.02** Failure to cure any irregularity or non-compliance noted by as a result of monitoring, oversight and/or performance review;

**5.05.03** Failure to comply, in whole or in part, with any State, Federal or local law,

rule or regulation; or

**5.05.04** Failure to abide by the material terms and conditions of this Agreement.

**5.06** Workforce Alliance, as the One Stop Operator in Local Area IV, shall have sixty (60) calendar days after receipt of notice to correct any breach of its duties as the One Stop Operator in Local Area IV. Within twenty (20) business days of receipt of notice, Workforce Alliance will respond to REAPEDC with a written action plan outlining the cause of the breach, the steps to rectify the problem, and a timeline to complete the corrective action, not to exceed the sixty (60) day cure period. By the 60th day after notice, REAPEDC will confirm, in writing, if there was successful remediation. If Workforce Alliance has failed to remediate and cure the breach, REAPEDC, at the discretion of its membership, may terminate Workforce Alliance as the One Stop Operator in Local Area IV. However, this shall not relieve the Workforce Alliance from responsibility at law or in equity for such material breach.

**5.07** Notwithstanding any provision of this Agreement, in the event Workforce Alliance, as the One Stop Operator in Local Area IV shall wholly fail to provide required One Stop Services, REAPEDC, at the discretion of its membership, may immediately terminate Workforce Alliance as the One Stop Operator in Local Area IV, upon written notice to the Workforce Alliance. However, this shall not relieve the Workforce Alliance from responsibility at law or in equity for such failure.

**5.08** Workforce Alliance, as the One Stop Operator in Local Area IV, acknowledges that additional certification pursuant to Kansas Department of Commerce Policy 3-06-00 is required. Workforce Alliance, as the One Stop Operator in Local Area IV, shall undertake all such steps as may be required to obtain and maintain such certification.

**5.09** Workforce Alliance, as the One Stop Operator in Local Area IV, also acknowledges that the success of the One Stop service delivery system shall require continuing cooperation and collaboration between the parties in the administration of the One Stop Centers.

**5.10** Workforce Alliance, as the One Stop Operator in Local Area IV, is subject to continuous quality improvement activities consistent with applicable law and this Agreement. In conjunction with such activities, the Workforce Alliance shall monitor the required performance and customer satisfaction indicators that the State of Kansas is required to address pursuant to 20 CFR Part 666, the Common Performance Measures for Workforce Investment Act (WIA) Title I Employment and Training Programs and any subsequent updates, additions, revisions, and any additional performance indicators required by the Governor of the State of Kansas or by REAPEDC.

**5.11** Workforce Alliance, as the One Stop Operator in Local Area IV, shall extend its liability and errors and omissions coverage to include the operation of the one stop system pursuant to this Agreement.

**5.12** Workforce Alliance, as the One Stop Operator in Local Area IV, may file a written petition with REAPEDC at any time seeking relief from one or more provisions of this Agreement, and must satisfactorily demonstrate that one of the following facts exists:

**5.12.01** The provision and/or requirement is expressly prohibited by Federal or State law or is inconsistent with related regulations or rules, as amended;

**5.12.02** The provision and/or requirement is inconsistent with effective operation of the One Stop Centers under the circumstances; or

**5.12.03** There are changed circumstances that render Agreement compliance impracticable.

**5.12.04** Relief from such provision, if granted, shall be at the sole discretion of the REAPEDC, by majority vote of its membership.

**5.13** Workforce Alliance, as the One Stop Operator in Local Area IV, shall provide REAPEDC such reports, certifications and/or audits as may be reasonably required by REAPEDC or its funding sources. The Workforce Alliance, as the One Stop Operator in Local Area IV, shall comply with all requests that are part of the oversight and monitoring duties assigned to REAPEDC.

**5.14** Workforce Alliance, as the One Stop Operator in Local Area IV, shall submit reasonable reports, data or other information required or requested at any time by the REAPEDC and/or any State or Federal agency. If such reports, data or other information do not readily exist, the Workforce Alliance staff, together with the Executive Officer of REAPEDC, shall endeavor to compile or complete reports or data in the timeline allowed by REAPEDC. The Workforce Alliance staff and the Executive Officer of REAPEDC shall notify REAPEDC at once if they can not meet the established timeline and effort will be made to adjust the timeline and content if feasible.

**5.15** Workforce Alliance, as the One Stop Operator in Local Area IV, shall maintain and operate physical offices to provide WIA One Stop Core and Intensive services as stipulated herein at such locations as agreed to by the parties, which office(s) shall be open five (5) days per week exclusive of major holidays. Workforce Alliance will assess the customer need for expanded business hours and take steps to respond to assessed need. Offices to be operated by the Workforce Alliance, as the One Stop Operator in Local Area IV, shall be located as specified in Attachment E.

**5.16** Workforce Alliance, as the One Stop Operator in Local Area IV, shall assure that each office has an adequate number of skilled, knowledgeable customer service representatives to effectively handle customer service requirements.

**5.17** Workforce Alliance, as the One Stop Operator in Local Area IV, shall maintain local telephone numbers and sufficient lines to accommodate normal customer inquiries. During hours that the customer service office is closed, an answering device or answering service shall be available.

**5.18** Workforce Alliance, as the One Stop Operator in Local Area IV, shall establish mutually acceptable procedures to seek and collect suggestions, complaints, feedback and evaluations from all customers and customer groups, which shall be compiled and analyzed by the Workforce Alliance

staff and provided the Executive Officer of REAPEDC, for the purpose of improving the operation of the One Stop Centers' customer services.

**5.19** Workforce Alliance, as the One Stop Operator in Local Area IV, shall establish and implement a Customer Confidentiality Policy that complies with Federal, State and County Law and shall be approved by the Executive Officer of REAPEDC.

**5.20** Workforce Alliance, as the One Stop Operator in Local Area IV, shall comply with Federal, State and County Law in the provision of equal access of services to customers with disabilities.

**5.21** Workforce Alliance, as the One Stop Operator in Local Area IV, shall not refuse to hire nor employ nor bar or discharge from employment nor discipline nor threaten to discipline nor discriminate against any person in compensation or in terms, conditions or privileges or employment because of age, race, creed, color, disability, national origin, sex, marital status, handicap, religious, political affiliation, or belief.

**5.22** Workforce Alliance, as the One Stop Operator in Local Area IV, shall not give or grant any undue preference or advantage to any person or subject any person to prejudicial disadvantage on the basis of age, race, color, nation origin, disability, political affiliation or belief, or citizenship.

**5.23** Workforce Alliance, as the One Stop Operator in Local Area IV, shall also adhere to the Equal Employment Opportunity (EEO) and Complaint Policies and Procedures adopted by REAPEDC, which is incorporated herein as Attachment F.

**5.24** Workforce Alliance, as the One Stop Operator in Local Area IV, may not assign or transfer any of its duties herein as the One Stop Operator in Local Area IV, in whole or in part, without the prior express written approval of REAPEDC. Any attempted assignment and/or transfer without such prior written consent of the REAPEDC shall be void.

**5.25** Workforce Alliance, as the One Stop Operator in Local Area IV, shall keep complete and accurate records of matters related to the One Stop Services. REAPEDC shall have a right to review these records, upon ten (10) business days notice, on a confidential basis, and the Workforce Alliance shall provide copies of any necessary documentation. Such review, unless mutually agreed upon or judicially ordered, shall occur during the normal business hours of the Workforce Alliance. Any false entry of a material or substantial fact into these books and/or records shall constitute a material breach of duties as the One Stop Operator in Local Area IV.

## **SECTION VI. FINANCIAL ARRANGEMENT**

**6.01** Funds will be provided from the Kansas Workforce Investment Act Area IV's annual allocation under WIA and other appropriate Federal and State sources to support the functions of Workforce Alliance as specified in the WIA and other pertinent regulations. Any services funded through this process shall be held to all requirements and performance standards, including standards of cost and price reasonableness, specified by the WIA and all other applicable federal and state laws and regulations.

## **SECTION VII. MODIFICATION OR TERMINATION OF AGREEMENT**

**7.01** This Agreement may be modified from time to time by mutual written agreement of Workforce Alliance and REAPEDC.

**7.02** Workforce Alliance, as the One Stop Operator in Local Area IV, shall not be excused from complying with any of the requirements or provisions of this Agreement or any subsequently adopted amendment to this Agreement by reason of any failure of REAPEDC on one or more occasions to seek, or insist upon compliance with such requirements or provisions.

**7.03** Neither party shall be liable for any delay in or inability to perform its obligations hereunder if immediate notice is given and if the delay or inability to perform is due to any event beyond the reasonable control of such party such as but not limited to acts of God, fire, flood, storm, explosion, riot, war or strike or any other circumstance of a like or different nature.

**7.04** This Agreement shall be governed by the laws of the State of Kansas as to interpretation and performance.

**7.05** In any case of an inconsistency between any provision of this Agreement and any provision or section of the Federal, State or County rule, regulation or law, then the Federal, State, regulation or law, shall supersede and control the conflicting provision of this Agreement.

**7.06** If any provision of this Agreement shall be declared illegal, void or unenforceable, the other provisions shall remain in full force and effect.

**7.07** This Agreement shall remain in effect until terminated by either of the parties upon thirty (30) day written notice to the other party.

**IN WITNESS WHEREOF**, the parties have caused this Agreement to be executed by their duly authorized officers, respectively, on this \_\_\_\_\_ day of \_\_\_\_\_, 2007.

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Chairman  
Workforce Alliance of  
South Central Kansas, Inc.

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Chairman  
Regional Economic Area Partnership  
Economic Development Committee, as the  
Chief Elected Officials Board for the Kansas  
Local Workforce Investment Act Area IV

**Attachment A**



**LOCAL AREA IV CERTIFICATION  
OPERATOR  
WORKFORCE CENTERS**

## Local Area IV Certification Process

- I. CEOB (REAP)
  - A. Establishes Local Operator Certification Process
    1. Written Application
    2. On-site review
    3. Review team
    4. Written feedback report
  - B. Secures Operator Agreement
    1. Must include:
      - Parties to the Agreement
      - Duration of Agreement
      - Definition of Roles/Responsibilities of Each Party
      - Mission/Vision of Local System
      - Performance standards/Outcomes-Baldrige
      - Oversight and Review Schedule
      - Description of Technical Assistance Available
      - Reporting Requirements
      - Breach of Agreement
      - Modification of Agreement
      - Process for Re-Certification
  - C. Post Certification Audits
    1. Timeframe for delivery dates of major and minor milestones of the original certification agreement.
    2. Annual self-assessment
    3. Revisit vision and reconfirm, revise and expand quality standards.
      - The integrity of the One-Stop vision
      - The appropriateness of the quality standards to achieving the vision
      - Gaps in system oversight
      - The viability of attracting the best and most capable Operator
      - The strength of the currently certified Operator
      - The appropriateness of the Operator's systems and processes for meeting standards
    4. Amend and sign any action plans, business plans, and other time or performance critical agreements
    5. Feedback Report
    6. Technical assistance, training, support
  - D. Recertification
    1. Update quality standards based on the Baldrige categories
    2. Require a self-assessment and revision of business plan by the recertification applicant.
    3. Completion of application
    4. On-site review/audit
    5. Feedback report

6. Recertification decision
  7. Technical assistance, training, support
- II. Local Board (Workforce Alliance)
- A. Operate a Workforce Center which meets minimum standards of State policy 3-06-00
  - B. Establishes Local Workforce Centers Certification Process
    1. Create a Certification Task Force
    2. Create an initial framework of the seven Baldrige quality standards (must meet minimum standards of State Policy 3-06-00)
      - a. Present the standards for broader review e.g. JMT, Operations; create mechanism for feedback
    3. Complete the application for each site
      - a. Application form
      - b. Self-assessment
      - c. Business plan
      - d. On-site review
      - e. Feedback report
  - C. Submits packet to REAP to locally certify
  - D. Complete application for state certification
    1. Copy of local certification process
    2. REAP local certification
    3. Attestation
    4. Non-Compliance Policy
    5. Copy of One-Stop Operation Agreement
    6. On-site validation by the State Monitory Unit
    7. Written feedback to LWIB/REAP
      - a. Certification granted or
      - b. Technical Assistance
    8. Modify two year plan/MOU as needed
  - E. Post Certification Audits
    1. Timeframe for delivery dates of major and minor milestones of the original certification agreement
    2. Annual self-assessment
    3. Customer service satisfaction surveys analysis
    4. Reconfirm, revise, expand quality standards
    5. Amend and sign any action plans, business plans, and other time or performance critical agreements
    6. Feedback reports
    7. Technical Assistance, training support
  - F. Recertification

## Certification Self Assessment

### 1. LEADERSHIP

All levels of leadership demonstrate a belief in integrated service delivery and regularly articulate that belief to staff.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Top administrators are personally visible in efforts to learn about and focus on customers.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

### 2. STRATEGIC PLANNING

All workforce investment partners participate in setting strategic directions

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

People know what the strategic plan requires of their daily work.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Each of the processes that underpin an integrated delivery system are operated in a consistent manner within and across agencies.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

There are processes and practices in place that foster good communication within the workforce investment system.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Staff within each partner agency can articulate what each agency does and how they do it against the strategic directions.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The product line and service menu is up to date based on current customer and labor market data.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

There are strategy and action plans to align current technologies across agencies and to

incorporate the most effective and up to date technology.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Services are of consistent quality across agencies and these services are built and/or abandoned based on customer needs and demographics.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**3. CUSTOMER AND MARKET FOCUS**

The workforce investment system enhances the satisfaction of its customers by reducing the number of hand-offs and insuring that the hands-off are accurate the first time.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The workforce investment system enhances the satisfaction of its customers by reducing the redundancies in data collection.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The workforce investment system enhances the satisfaction of its customers by providing environmentally pleasant surroundings.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The workforce investment system meets customer expectations through insuring that staff are credible, professional and friendly.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The workforce investment system meets customer expectations through ongoing identification and consistent use of workforce skill standards.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The workforce investment system meets customer expectations by getting customers what they need.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Customers have easy access to all services.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

The employer customer is provided quailed applicants each and every time

*Individual Score:* \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Services, both initial and ongoing, are initiated in a timely fashion.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

The workforce investment system determines customer requirements, expectations, and preferences through varied data collection mechanisms.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

**4. INFORMATION AND ANALYSIS**

The workforce investment system continuously uses data and information to evaluate itself and improve performance.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Decisions about what data to collect are guided by consistent criteria.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Data is reliable.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Data is immediately available to the system workers who need it to make decisions about work processes.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Benchmarks are established against world class systems similar to us.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

**5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT**

Work is designed, organized and managed to promote empowered employees.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Work is designed, organized and managed to promote team-based problem solving and decision making.

Individual Score: \_\_\_\_\_

Consensus Score: \_\_\_\_\_

Employee knowledge and skills are developed based on progressive models of human service delivery.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Employees demonstrate respect and value for each other's knowledge and skills within and across agencies.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**6. PROCESS MANAGEMENT**

Service delivery processes are designed to transfer data and information from agency to agency.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

System partners offer capabilities and competencies that directly support the products and services customers want.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Processes are in place to ensure that customers experience a "one stop" approach to information collection about them.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Communications mechanisms, including technology, used to communicate between agencies and workers about customers, services, and practice encourage and easily facilitate information sharing between agencies, centers, work units, and individual staff members.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Processes and tools used ensure that customers are provided access to all partner's programs and other community programs.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

Customers are provided accurate, timely consumer report information to assist them in making choices among service and training providers.

*Individual Score:* \_\_\_\_\_

*Consensus Score:* \_\_\_\_\_

**7. Business Results**

All our services contribute to meeting customer needs.

*Individual Score:* \_\_\_\_\_  
*Consensus Score:* \_\_\_\_\_

Employers regularly choose to use our system to meet their needs.

*Individual Score:* \_\_\_\_\_  
*Consensus Score:* \_\_\_\_\_

Customers articulate that they get what they want.

*Individual Score:* \_\_\_\_\_  
*Consensus Score:* \_\_\_\_\_

The system has clearly articulated outcomes that are known to all and are measured consistently within the system.

*Individual Score:* \_\_\_\_\_  
*Consensus Score:* \_\_\_\_\_

## Quality Standards Self-Assessment

*Scoring refers to the process of identifying strengths, areas for improvement and issues for on-site review.*

- 0%-9%
  - Anecdotal only
  - No system evident
  
- 10%-40%
  - Beginning of a systemic approach to addressing the primary purpose of the indicator
  - Early stages of the transition from reacting to problems to preventing problems
  - Very early stages of developing trend data
  - Data not reported for many of the key processes
  
- 40%-60%
  - Beginnings of a Continuous Quality Improvement process in place
  - Beginning to be deployed in pockets of the organization
  
- 60%-90%
  - Fact-based improvement process is in place
  - Approaches beginning to be saturated in all relevant areas and activities
  - Some trends and current performance are evaluated against relevant comparison benchmarks
  
- 90%-100%
  - Fact-based improvement process is a key management tool
  - Clear evidence of improvements as a result of improvement cycles and analysis
  - Fully saturated
  - Excellent improvement trends
  - Sustained excellent performance

### *Scoring Notes*

- 100% means saturation, that the goals of the item are integrated into normal operations.
- Above 50% means that learning, refinement, maturation, integration and deployment are taking place.
- 50% means your organization has a sound approach for accomplishing the purposes addressed in the criteria and this approach is having a positive effect on most of the people and operations addressed in this item.
- Below 50% means that many of the organizations activities are reactive. It may reflect the beginnings of a systemic approach.
- 0% means that a systematic approach is entirely lacking. The agency approach to quality may be entirely or largely reactive or “ad hoc.”

# BUSINESS PLAN REVIEW

## Defining the Business

### **Framing Questions:**

- Why is the career center being established? What is its primary business objective?
- What is the concise definition of the core business as it relates to the local labor market?
- Who comprises the centers current and/or proposed customer base?
- What location has been chosen for the center and why?
- What is the center's relationship to other community service providers?

### **Areas to Address:**

\_\_\_\_\_ Vision and mission are clearly defined and consistent with Workforce Investment Board/System vision.

\_\_\_\_\_ Operator's/partners' vision and mission reflects new approach to Career Center operations, including emphasis on customer-focus, service integration, and measurable results.

## Management Plan

### **Framing Questions:**

- What is the center's management structure?
- What is the background and expertise of key management and operations staff who influence success or failure?
- What is the relationship between center management and staff?
- What center-wide policies and procedures are needed or are being established?
- What staff are needed? What are their duties?
- What structures are already in place (corporate status, personnel structures, financial management structures, legal assistance)? What will need to be developed or acquired?
- What will the center actually manage and what will be managed by other service providers?
- What employee development strategies are in place or planned?

### **Areas to Address:**

\_\_\_\_\_ Identifies management structure, including organizational chart, job titles by department, division or function, the integration of services through a description between all partners, and the management process for decisions made on the basis of center goals, objectives, and business plan.

\_\_\_\_\_ Includes MOUs signed by all partners and showing active participation in or electronic linkage with center(s), and agreement to serve in the management structure.

- \_\_\_\_\_ Identifies the most important staff skills and competencies needed to meet goals and objectives, and short- and long-term plans for ongoing investment in employee training to ensure a competent and highly motivated staff.
- \_\_\_\_\_ Demonstrates how centers are committed to employee empowerment and team building through “de-layering” of decision-making, cross-training of staff, and creation of cross-functional work teams.
- \_\_\_\_\_ Describes evidence of management commitment to creating/maintaining an employee-friendly environment, including an effective labor relations structure and mechanisms for obtaining and using employee feedback for continuous improvement.
- \_\_\_\_\_ Plan/process exists for rewarding and recognizing employee excellence.
- \_\_\_\_\_ Clearly indicates staff positions primarily responsible for oversight of all customer satisfaction and for continuous improvement.
- \_\_\_\_\_ Identifies a clear plan for providing neutral brokering services, including reasonable percentages of referrals to center-related entities.
- \_\_\_\_\_ Describes strategy for preparing for and recovering from issues and problems that arise.

### **Service Delivery Plan**

#### **Framing Questions:**

- What are the primary products and services of the center(s)?
- Who are the targeted customers of each product and service (i.e., employers or individuals)?
- Who will provide these services?
- Who will pay for the products and services?
- What information will be needed to determine what future products and services will be delivered by the center? How will that information be obtained?
- How will products and services be accessed by customers? Is there a good, functional resource center available for customer use?

#### ***Areas to Address – Employers:***

- \_\_\_\_\_ Clearly shows a plan to increase employer use of center(s).
- \_\_\_\_\_ Identifies performance measures for employer customers which support center and system objectives.
- \_\_\_\_\_ Describes how employer satisfaction is surveys, including frequency and results, as well as how survey results are disseminated to staff and others.

\_\_\_\_\_ Identifies plan for improvement in actual results.

\_\_\_\_\_ Describes a mechanism to identify any needed technical assistance in working with employers.

***Areas to Address – Individual Job Seekers:***

\_\_\_\_\_ Clearly shows a plan for increasing individual customer use of center(s) through universal access and/or enrollment in various programs.

\_\_\_\_\_ Includes diagram of customer flow through core services.

\_\_\_\_\_ Demonstrates clear flow of services between all partners.

\_\_\_\_\_ Identifies performance measures related to individual customers which customers which support center and system objectives.

\_\_\_\_\_ Describes how individual customer satisfaction is surveyed, including frequency and results, as well as how survey results are disseminated to staff and others. Identifies plan for improvement in actual results.

\_\_\_\_\_ Describes mechanism to identify the need for technical assistance in working with individual customers.

\_\_\_\_\_ Clearly outlines core services, as required by the Workforce Investment Act, and identifies a system for referrals to intensive services.

\_\_\_\_\_ Identifies a system for referrals to training services.

\_\_\_\_\_ Identifies the use of ITAs, including planned service level and estimated cost.

\_\_\_\_\_ Demonstrates knowledge of and linkage with educational grants, student loans, and other education support/financial aid programs.

**Marketing Plan**

**Framing Questions:**

- What are the short and long-term marketing strategies?
- How does the center define its market?
- What market analysis exists? What analysis needs to be done?
- What is the center's market niche in the community?
- What is the center's forecast for growth and how is it justified?

***Areas to Address:***

\_\_\_\_\_ Describes the marketing need for the local area and planned measures of marketing

success, including a plan to increase employer and job-seeker use of center(s) and ensuring community-wide recognition of center(s) as a valuable resource.

\_\_\_\_\_ Clearly defined plan exists for establishing market presence of center(s), including a market presence baseline and identification of market niche.

\_\_\_\_\_ Identifies marketing pieces to be developed, such as TV, Internet, radio and print campaigns, and linkages with other partners' marketing divisions are established and maintained by a dedicated staff position.

\_\_\_\_\_ Identifies any need for technical assistance and marketing capacity building.

### **Technology Plan**

#### **Framing Questions:**

- What are the technology needs of the center?
- What plans are already in place to achieve full technological capacity?
- Are the center partners prepared to create and use integrated management information?
- Are technology and MIS needs being defined and linked to customer needs?

#### ***Areas to Address:***

\_\_\_\_\_ Clearly describes the plan to assure state-of-the-art technology for both customer and staff.

\_\_\_\_\_ Describes electronic linkages between partners and how linkages will be maintained, including types of subcontractors, consultants, or staff positions.

\_\_\_\_\_ Lists software planned for use and its compatibility with required programs and reporting systems.

\_\_\_\_\_ Clearly identifies staff positions providing oversight, staff and partner training, maintenance, repair, reporting, supervision of technology staff, and other information that indicated emphasis on a high level of technology and use.

\_\_\_\_\_ Describes any technology links with planned satellite, affiliate or specialty centers, and with all other One-Stop centers.

### **Process Management Plan/Measuring Success**

#### **Framing Questions:**

- How will the center(s) measure success against the Workforce Board's certification criteria?
- What are the major milestones of success?
- How will center management recognize and reward success among center staff?

- How will center(s) ensure that suppliers and partners are committed to achieving, measuring and documenting success?
- What types of information will need to be collected in order to meet certification criteria and support continuous improvement?

***Areas to Address:***

\_\_\_\_\_ Identifies how center(s) will be prepared to establish and track baseline outcomes based on center performance measures, and to use outcomes data for continuous improvement.

\_\_\_\_\_ Describes continuous improvement strategies, how all levels of center staff will be involved, and the planned timeframe for implementing continuous improvement throughout centers.

\_\_\_\_\_ Describes the link between customer satisfaction information and its use in the continuous improvement process, including the process for sharing customer satisfaction results internally and externally.

\_\_\_\_\_ Describes strategy for ensuring supplier commitment to success and using supplier performance data to support continuous improvement of supplier performance, as well as overall center performance, e.g., providing supplier performance data to customer, improving referrals to suppliers.

\_\_\_\_\_ Describes how improvement data will be used in policy decisions.

**Location, Facilities, Operations**

**Framing Questions:**

- What is the center’s service delivery structure, i.e., location, service mix and customer flow?
- What is the status of operations, what is the time frame for moving to full scale?
- What special transition provisions will be needed?
- What other location and access issues will affect the center(s) (e.g., customer flow, ADA compliance, available parking and public transportation, effective signage, safe environment)?
- Are there other influences which affect operations, such as access to resources or time frames?

***Areas to Address:***

\_\_\_\_\_ Identifies location(s) (or possible sites) tied to the needs within the service areas for center services, including general population and employers.

\_\_\_\_\_ Provides a detailed description of building(s) or proposed building(s), including square footage and the ratio of parking spaces footage. Identify each building as

either full-service or affiliate.

\_\_\_\_\_ Describes the conditions of furniture, equipment, telephone services, etc. (or planned if not currently available). Furniture, etc. provided by partners should be valued and included in in-kind contributions in the Financial Plan.

\_\_\_\_\_ Describes how services will be provided through any affiliated center(s). If electronic linkages only will be used, described the technology plan for affiliates. If affiliates will be staffed, provides job titles, services available (by partner), hours of operations, and staff responsible for oversight of affiliates.

\_\_\_\_\_ Identifies public transportation access and/or plan to center(s) or proposed center(s).

## **Financial Plan**

### **Framing Questions:**

- What is the current budget and what are the sources and levels of funding?
- What is the projected budget, cash flow and break-even analysis; what are the underlying assumptions, i.e., how are they related to the growth forecast and marketing plan?
- What new funding opportunities have been identified for future growth, i.e., grants, fee-for-service, etc.?
- Who will be responsible for raising funds?

### ***Areas to Address:***

\_\_\_\_\_ Identifies revenue and resources needed to meet planned service levels and enumerates various cash and in-kind sources provided by partners and affiliates.

\_\_\_\_\_ Planned costs of all facilities is identified.

\_\_\_\_\_ Financial strategy for long-term sustainability exists.

\_\_\_\_\_ Describes how fee-for-services will be implemented for employers and individuals, including timeline and estimated revenue.

\_\_\_\_\_ Demonstrates ability to manage ITAs, supportive service payments of all invoices for the center.

\_\_\_\_\_ Identifies insurance coverage and estimated annual cost.

## On-Site Review Feedback Report

**Purpose:** purpose of the report; name of site reviewer

**Background:** common background piece in each report

**Site Description:** site name, location, partners; impression of the site from customer perspective, including the following:

Parking/transportation availability

- Hours of operation
- Signage
- Environment
- Resource Room
- Staff

**Summary of Observations and Interviews:** overall impressions after meeting with center staff; identify what the Center is doing to meet the certification criteria. For example:

### 1. Leadership

How often do the leaders meet?

How do they use customer data for CQI?

How do they communicate what is occurring at the center inside their individual agencies?

How has the center changed the way daily business gets done?

### 2. Strategic Planning

Is there a strategic plan for the operator (or partnership)? For the center?

Does staff know that one exists?

How is it used?

How does the operator or partnership hold itself accountable to the strategic plan?

What is the process for strategic planning?

### 3. Customer and Market Focus

Do both customer groups use the center (employers and job seekers)? How?

How is customer data collected?

How is it used for CQI?

### 4. Information and Analysis

How does the center use customer data and performance data for CQI?

How is information shared?

How often is customer information reviewed?

### 5. Human Resource Focus

Is there a formal training plan that is for the one-stop system, not agency by agency?

Is there a systematic approach to cross-training staff?

What are some of the topics that have been covered in cross-training?  
Do staff receive training on the skills and competencies required of staff within a one-stop environment?

## **6. Process management**

### Integration

How often are staff from partner agencies here (days and hours)?  
How do staff like their schedule?  
Do staff view working at the one-stop center as being different when they worked at the “home” office? If so, how?  
What do staff think were the initial challenges to working together as co-located staff?  
Have these challenges been overcome? If so, how?  
How had the center gone beyond co-location to integration of technology, information, assessment, initial intake, and other service offerings?

### Customer Flow

How have the customers responded to the center?  
What is the value of this center versus the way business was conducted before the one-stop system was created?  
What does this center still need to completely meet the one-stop vision of customer friendly, convenient customer service?

### Center Operations

Who is on site and how many hours per week are they on site?  
Check attitude of staff toward customers and toward each other as team members; do they back each other up at reception, in the resource room, etc.?  
How is the day-to-day operation organized?  
How do staff communicate?  
How do decisions on operational issues get made? How effective is this process?

## **7. Business Results**

How is performance measured?  
How is customer satisfaction data used?  
Are the goals set forth in the strategic plan being met?  
Is each agency using outcomes achieved through the center to assist with performance measures mandated for each separate agency?

**Plans for the Future:** discuss challenges cited by center staff and areas targeted for improvement.

**Recommendations for Improvement:** identify any areas that have been overlooked by center staff and offer feedback on opportunities for improvement.