

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

WORKFORCE

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

JULY 1, 2010
through
JUNE 30, 2012



G R E A T E R L I N C O L N
W O R K F O R C E I N V E S T M E N T B O A R D

Chris Beutler, Mayor
City of Lincoln

James L. Linderholm, Chairperson
Workforce Investment Board

**GREATER LINCOLN
WORKFORCE INVESTMENT PLAN**
Modification for July 1, 2011 through June 30, 2012

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A. EXECUTIVE SUMMARY

1. Introductory Overview

Provide a brief introduction of the local workforce investment area highlighting the geographical workforce investment area, population, diversity of the population, labor market trends, area strengths, and opportunities for improvement. Address how the local workforce investment area has improved and changed since the enactment of the Workforce Investment Act of 1998 and the expectations for further transformation anticipated in the next few years.

OVERVIEW

The Greater Lincoln Workforce Investment Area consists of Lancaster and Saunders Counties in Nebraska. The U.S. Census Bureau estimates the 2010 population of these counties at 306,187 (Lancaster is 285,407; Saunders is 20,780). According to the U.S. Census Bureau, the racial/ethnic makeup of the population is as follows:

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

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

A demographic profile is included in the Greater Lincoln Regional Innovation Grant (RIG) Report. A copy is included with the plan modification and is available online at <http://www.angelouconomics.com/lincoln/index.html>

LABOR MARKET TRENDS

Unemployment trends as provided by the Nebraska Department of Labor, Office of Labor Market Information are as shown below.

Labor Force Data for Lincoln MSA - Not Seasonally Adjusted Labor Force

Time Period	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Feb. 2011	165,883	158,887	6,996	4.2
Jan. 2011	164,818	157,763	7,055	4.3
Feb. 2010	167,671	159,366	8,305	5.0
5 Year Annual Average 2006 - 2010	167,294	161,556	5,738	3.4
10 Year Annual Average 2001 - 2010	165,400	159,810	5,589	3.4

According to an analysis by the UNL Bureau of Business Research as found in the *2010 Business Conditions & Indicators Report*, trends over the last decade showed an economy that was able to attract population and grow employment faster than the nation, exceeding state and national averages. Importantly, Lincoln’s stronger employment growth was the consequence of private sector activity. State government employment grew by 2.0% from 2000 to 2009, well below the state (4.9%) and national (8.2%) pace.

STRENGTHS

The Lincoln workforce area is known for its quality of life. The workforce is highly educated and has a strong work ethic. Public and private educational facilities are viewed as excellent. Lincoln is the center of state government and home of the University of Nebraska, which has developed several innovative resources such as the Nebraska Business Development Center, the Engineering Extension, the Technology Park and Food Processing Center, and Innovation Campus. Other strengths of this workforce area are:

- Strong social service systems
- Regional health care centers
- Safe communities
- Low cost utilities
- Active economic development organizations
- Active Workforce Investment Board

Recent development opportunities in Lincoln’s Antelope Valley and West Haymarket Area reflect economic growth and forward vision for the community.

OPPORTUNITIES FOR IMPROVEMENT

The following sectors of the Lincoln workforce system have been identified for improvement:

- Continue marketing to businesses to build further awareness of the workforce system
- Increase assessment of job seekers to improve the referral of candidates to employers
- Expand the use of “E” and online learning to increase training options for individuals
- Update current technology to improve the delivery of workforce services
- Access alternative funding resources to maximize the flexibility of service delivery
- Explore ways to regionalize the system

CHANGES SINCE IMPLEMENTING THE WORKFORCE INVESTMENT ACT

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

- Co-location has made it easier and more efficient for employers and job seekers to access services and for partners to provide services
- Viewing businesses and job seekers as customers has changed and improved the way workforce services are delivered
- Partners have assigned staff to work directly with the business customer
- The need for career counseling and retraining services has increased due to globalization and technological changes
- Alliances have been developed and expanded with private workforce agencies to assist the employer
- A Computer Lab for job seeking and business customers thrives in the One Stop Career Center
- Globalization has resulted in some manufacturing job loss
- Closer working relationships have developed between education, economic and workforce development entities both on a local level and a regional level

ANTICIPATED CHANGES

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

- Re-authorization of the Workforce Investment Act
- Possible decrease in federal formula funding for the workforce investment system; competitive grant opportunities may increase
- Tighter federal, state, and local budgets
- Possibility of continued caution by employers to expand their work force
- Globalization continuing to impact the local workforce

- Demand for health care workers continuing for the foreseeable future
- Increased emphasis on regional labor markets, economies and planning
- Pending retirements of workforce development professionals

2. Analysis of Local Economic and Labor Market

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

- Identify the Workforce Investment needs of business and industry, job seekers, and workers in the local area and how these needs were determined. These needs can be regionalized to reflect area uniqueness. “Globalization has forced change in every region in the country and impacted every aspect of our economy.” Address impact of globalization. A special emphasis continues to be placed on “identifying the workforce needs in high-growth, high-demand and economically critical industries.” However, the demand driven system is seen within a regional economic development context now more than ever. Define targeted industry clusters and occupation priorities.**

LOCAL BUSINESS AND INDUSTRY NEEDS

The information in this narrative is taken from the 2010 Business Retention and Expansion Survey (BRE) for Lincoln-Lancaster County and from the Greater Lincoln One Stop’s Customer Service Survey responses.

1. Employee Training Needs

- General employee development (listening, communication, customer focus, etc.)
- Customer service skill
- Computer skills (general, introductory, advanced, word processing, database management)
- Basic skills

2. Business Assistance Needs

- Marketing, planning and implementation
- Computer and telecommunications networking
- Forming alliances

3. Business Challenges

- Market competition
- Health of economy

- Managing growth
- Labor availability/quality/retention
- Globalization
- Technology and automation
- Competing with low cost labor
- E-Commerce
- Regulatory Issues

4. Job Seeker Needs (based on customer survey responses)

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

5. Local Labor Market Strengths

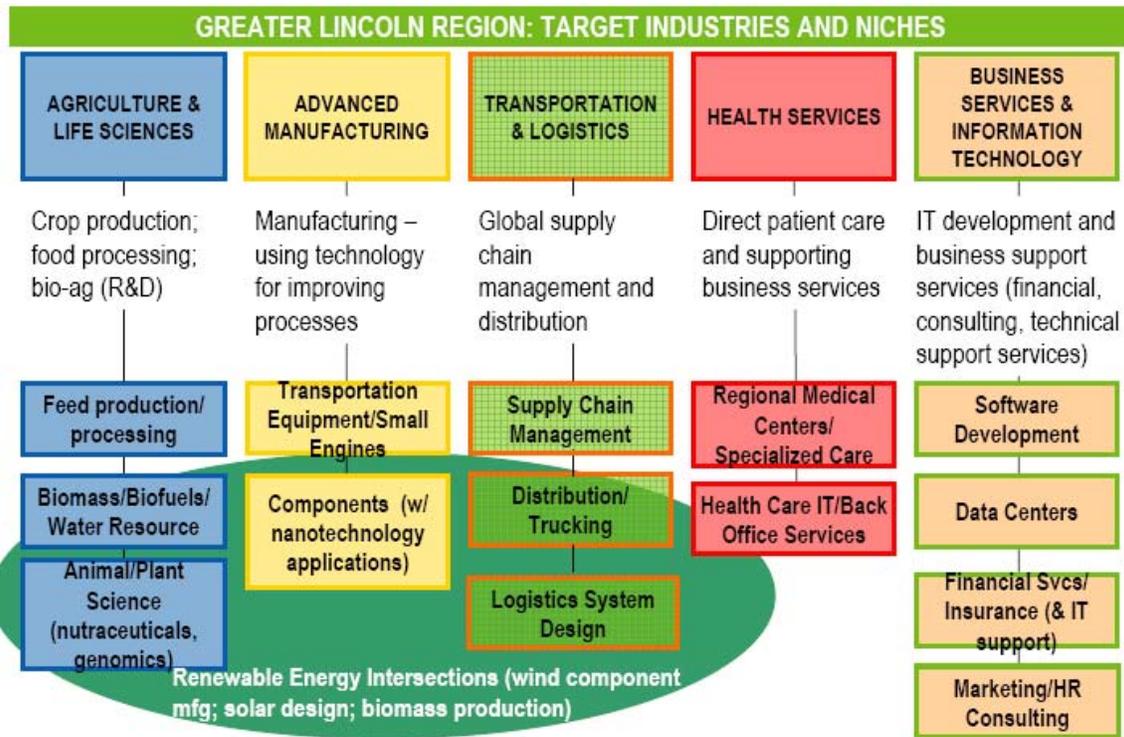
- Worker productivity/stability
- Education level and work ethic of workforce
- Quality public services
- Quality of life
- Planned expansions and capital investments by existing businesses (ex.-
Duncan Aviation)

GLOBALIZATION

For the purposes of this plan, comments on globalization are limited to the impact on the local workforce. The Lincoln workforce area has experienced some loss of manufacturing jobs due to globalization in the past several years. A strategy to minimize this impact is to continue to increase the education and skill levels of the local workforce.

A significant increase in layoffs and business closures became apparent in early 2008 and has continued to the present. Of significant size were the closings of the Weaver Potato Chip Company of Lincoln, Laird Technologies, TierOne Bank and Parker Hannifin.

Numerous smaller layoff events continue at companies such as Windstream, Perot Systems, and Cedars Youth Services. Outsourcing, consolidation, and automation have taken a toll on local manufacturing employment. Often the jobs that do remain are specialized, highly skilled positions. The availability of a skilled workforce becomes even more important; efforts to assist with long-term regional employment issues remain critical.



TARGET INDUSTRY CLUSTERS

Target industry clusters and emerging occupations for Lincoln and Southeast Nebraska can be found in the Greater Lincoln Region report published May 2010 by AngelouEconomics. A copy of the report is included with the plan modification and is available at <http://www.angeloueconomics.com/lincoln/index.html>.

The Greater Lincoln Workforce Investment Board and the Executive Committee for the Regional Innovation Grant (RIG) project will be evaluating this information as it fits with the findings and strategies in the state's *Battelle Report: A Competitive Advantage Assessment and Strategy for Nebraska*.

b. Identify the current and future projected employment opportunities in the local area. Include the source of your data and time frames for any projections.

The new NEworks Labor Market Information website provides real time labor market analysis tools to help youth/adults plan their careers. Job postings are linked to posted and survey wages, occupational projections, and O*NET descriptors, occupational, industry and area profiles to help customers make informed career decisions, and improved applications and resumes.

For the Lincoln Workforce Region, the website contains the following:

- Number of Jobs Available spidered from internet sources
- Candidates Available with active resumes in the workforce system

- [Employers by Number of Job Openings](#)
- [Education Requirements on Advertised Jobs](#)
- [Education Level of Available Candidates](#)
- [Work Experience Requirements on Advertised Jobs](#)
- [Work Experience Levels of Available Jobs](#)
- [Desired Salary of Available Candidates](#)
- [Area Labor Force, Employment and Unemployment Data](#)
- [Industries by Advertised Jobs](#)
- [Current Employment Statistics industry employment estimates](#)
- [Occupational Employment Distribution by occupation group](#)
- [Occupations by Advertised Jobs](#)
- [Occupations by Employment Wage from wage survey data](#)
- [Occupations by Advertised Salary](#)

[Income Totals and Distribution](#) Industry, employment and occupational projections are included in the Attachment Section.

A direction for the future is “green jobs” which involves the use of fossil fuels, decreasing pollution, increasing the efficiency of energy usage, recycling, and adopting renewable sources of energy. Some of the sectors expected to show an increase in green jobs are:

- Transportation
- Energy Efficiency
- Environmental Protection
- Manufacturing
- Green Construction

The Greater Lincoln WIB is exploring the identification of green new and emerging industries and occupations as a part of the regional economic analysis conducted through the Regional Innovation Grant (RIG). In developing the target industries and niche sectors, Renewable Energy Intersections have been identified as wind component manufacturing, solar design, and biomass production.

Greater Lincoln is participating in the “Pathways Out of Poverty” grant awarded to Southeast Community College to provide education and training in basic green construction skills incorporating adult education, participant support, and placement in entry level jobs or advanced education and in the Metro Regional SyNErgy program funded by the Nebraska State Energy Sector Partnership grant to provide green sustainable building technologies. The reEnergize Program, a grant funded project from the US Department of Energy is an Omaha/Lincoln program to help catalyze the energy evaluation and upgrade markets in the residential and commercial building sectors. It is designed to help consumers overcome existing market barriers including access to quality information, access to financing, and access to a skilled workforce. The approach will include standardizing services, pre-qualifying contractors, and streamlining data collection. The reEnergize Program is being coordinated with the SyNErgy program in the metro areas of Omaha and Lincoln.

c. Describe the job skills necessary to obtain the current and projected employment opportunities (identified above).

Skills for the Top 10 'Hot Jobs' in the Lincoln MSA

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

*Source: O*NET Online, <http://online.onetcenter.org>*

3. Plan Development

Describe the steps for developing the local plan, including:

- **Time line**
- **Consultation process with the local elected officials, local Workforce Investment Board, members of the public including representatives of businesses and representatives of labor organizations, and other partners**
- **Actions taken to acquire other input into the plan development process**

In January 2011, the Nebraska Department of Labor issued a revised policy entitled "Local Plan Instructions," providing a framework for the Program Year 2011 local plan modification. This modification is for the period of July 1, 2011 through June 30, 2012. These instructions explained what information is required to be submitted, and

prescribed the format by sections: executive summary, administrative section, operational section, attachments, and assurances.

The prescribed time line calls for the draft local plan modification to be submitted to the Nebraska Department of Labor by April 11, 2011. The final local plan modification is then to be published and forwarded to Labor as directed.

Below are local actions taken to date as well as planned events to comply with the process:

January 27, 2011	Local Area Designation request signed by Mayor Chris Beutler
February 16, 2011	Youth Council meeting; plan modification process reviewed
February 22, 2011	Program Partners Committee meeting to review planning process and Memorandums of Understanding (MOUs)
March 9, 2011	Greater Lincoln Workforce Investment Board meeting to review local plan modification process*
March 31, 2011	Meeting of the Executive Committee of the Greater Lincoln Workforce Investment Board; action taken to approve the draft plan modification*
April 6, 2011	Copies of draft plan modification delivered to the Nebraska Department of Labor
April 18, 2011	Draft plan modification posted on the Urban Development web site
May 11, 2011	Youth Council meeting; review and comment on plan modification
May 24, 2011	Program Partners Committee meeting; review and comment on plan modification and MOU process and execution
May 25, 2011	Meeting of the Executive Committee of the Greater Lincoln Workforce Investment Board to approve the final plan modification*
May 26, 2011	Final plan modification posted on the Urban Development web site
June 14, 2011	Copies of the final plan modification to be delivered to the Nebraska Department of Labor

**Denotes public meeting; legal notice published; meeting minutes on file summarizing discussion and documenting the public process*

A notice of the draft plan modification is provided to organizations in Lancaster and Saunders counties and requesting that written comments regarding the plan modification be submitted. An Attachment Section has been reserved for comments should any be received.

B. ADMINISTRATIVE SECTION

1. Organization

a. Chief Elected Official
1) Identify the Chief Elected Official.

The Chief Elected Official in Greater Lincoln is:
Mayor Chris Beutler
555 South 10th Street, 3rd Floor
Lincoln, NE 68508
(402) 441-7511
mayor@lincoln.ne.gov

2) Describe the process utilized to secure the Chief Elected Official Agreement.

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

b. Workforce Investment Board
1) Describe the structure and nomination process of the Board; the Agreement between the Board and the Chief Elected Official is a required attachment, along with a list of members and the Board bylaws.

The Greater Lincoln Workforce Investment Board and the Chief Elected Official Agreement is an agreement by and between the two entities in regards to the implementation of the Workforce Investment Act in the local area comprised of the City of Lincoln, Lancaster County, and Saunders County. The Agreement is included in the Attachment Section.

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

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

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

The officers of the Board are the Chairperson, the Vice-Chairperson, and the Secretary. Standing and special committees are appointed by the Chairperson as the Board from time to time deems necessary, and the Chairperson is an ex-officio member of all committees.

The officers of the Board, the Chairperson of each standing committee, and the Chairperson of the Youth Council constitute the Executive Committee.

A Board membership list and the Board bylaws are included in the Attachment Section.

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

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

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

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

Another important strategic partnership is with a group called The 2015 Vision. Several Board members are involved in this local initiative and Board committee discussions have revolved around ways to incorporate these elements into our workforce system. The goals of The 2015 Vision are:

- Expanding Lincoln's economic base by fostering entrepreneurship and investment opportunities

- Increasing opportunities for young people to become long-term Lincoln residents
- Providing better jobs, affordable housing and expanded entertainment and recreational opportunities
- Assisting UNL in fulfilling its research, technology, education, arts and athletics mission
- Increasing public-private partnerships in order to implement more strategic community projects
- Encouraging the pooling of private sector charitable giving and business investing in strategic projects

While the 10 pillars of The 2015 Vision are primarily capital improvement projects at the current time, they also have potential impacts on the local job market. One example of an end result would be an increase in job opportunities in the building trades and in the hospitality industry.

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

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

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

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

Board members may not vote on a matter under consideration regarding the provision of services by such member or by an entity that such member represents or that would provide direct financial benefit to such member or the immediate family of such member. However, an interested board member may answer questions of the other members since his/her knowledge may be of assistance.

4) Describe the membership of the Youth Council, and the appointment process. Identify the responsibilities of the Council, and specify if this includes recommending eligible youth service providers and conducting oversight with respect to eligible providers of youth activities. Include a membership list.

The membership of the Youth Council includes:

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

The Youth Council makes nominations for council appointments. These nominations are forwarded to the Workforce Investment Board for action. If approved by the Board, these appointments are then finalized by the Board Chairperson.

The responsibilities of the Youth Council include:

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

A Youth Council membership list is included in the Attachment Section.

5) Describe how the local Board shall coordinate and interact with the local elected officials.

Local elected officials and their staff members have attended Board-sponsored events, such as open house activities at the One Stop Career Center, as well as meetings of the Board. As necessary, more formal briefings are provided by Board members and staff to City Council members and to the Mayor's Office, depending on subject matter. Periodic updates are also provided to the Mayor by the Board Chairperson and City staff members.

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

Written nondiscrimination and equal opportunity mandates are a part of all Board activities including contracts, agreements, Requests for Proposals, personnel actions, etc. The Board follows the City of Lincoln's policies, as well as federal and state policies required to receive funding under the Workforce Investment Act. In its oversight capacity, the Board reviews and resolves, if necessary, the equal

opportunity monitoring reports provided by the Nebraska Department of Labor. The City's Affirmative Action Officer also conducts internal reviews for compliance.

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

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

Faith-based and community-based organizations are encouraged to refer applicants for WIA services. WIA staff conduct outreach to such organizations for that purpose. Often times, project specific groups are formed. One such example is a group working on promoting awareness of the Earned Income Tax Credit (EITC) benefit.

[Neighborhood partnerships are important to recruitment efforts and program referral. The Mayor's Neighborhood Roundtable is staffed by Urban Development and available to provide leadership and feedback on workforce issues. When programs are operating that have specific residency requirements, certain Neighborhood Associations are consulted. One example of this is the Pathways Out of Poverty Program which is restricted to individuals residing north of O Street; Clinton and Malone Neighborhood Associations have been contacted for recruitment and referral purposes. Neighborhood Associations also play a role in reaching residents of the designated Area of Substantial Unemployment \(ASU\) which is an important WIA recruitment strategy. In Saunders County, there is The Active Community Team, or ACT, which includes community members as well as human services representatives. WIA staff attend the monthly meetings of ACT for recruitment purposes and to receive feedback.](#)

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

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

c. Administrative Entity

1) Identify the administrative system and staff to carry out the work of the local board.

City of Lincoln staff members from various departments provide the administrative system and support to carry out the work of the Board. Staff from Urban Development, Law and the Mayor's Office have primary responsibility.

2. Local Vision, Goals and Priorities

The vision, goals and priorities of the local plan must be consistent with the state plan and take into account and reflect on the U.S. Department of Labor's Employment and Training Administration's current policy emphasis and strategic priorities. **TEN 15-10 stated: "With the many competing priorities that the workforce system is facing during this challenging economic environment, it is critical that the system ensure priority of service to veterans and their eligible spouses."** **TEGL 15-10 announced ETA's "commitment to the Secretary of Labor's High Priority Performance Goal to increase credential attainment by participants of the public workforce system."** Also, the U.S. Department of Labor Employment and Training Administration's New Strategic Vision for the Delivery of Youth Services (TEGL 28-05) and their Vision for 21st Century Apprenticeship (Training Employment Notice 17-06) are useful resources and should be addressed. The Workforce Investment Act's vision of an integrated system has not been totally realized. **Describe efforts your local area has made in integrating services to customers.** Identify action steps the local Board and delivery system will take to contribute to reaching the local vision, goals, and priorities. If applicable, identify areas where assistance from the State would be helpful.

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

The state plan now articulates the state vision as follows:

"Nebraska's Vision.....Our vision for the years ahead must be about preparing Nebraska to compete in the 21st Century, in an age of technological marvels, new educational challenges, international competition, and entrepreneurial opportunity."

The Governor's Vision is then expressed in four goals:

1. Be a dynamic, demand-driven workforce development system focusing on high-growth, high-demand industries within a regional development context;
2. Continue to increase the integration of services to employers and job seekers by multiple public and private partners;
3. Recognize the need to meet the changing long and short-term needs of businesses and individuals with a coordinated, efficient, and less bureaucratic delivery system; and
4. Provide the knowledge, skills and resources for learning, earning, and living.

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

- Building a demand-driven system within a regional economic development context
- Implementing system reform, with streamlined governance and alignment of economic and workforce development regions

- Enhancing an integrated service delivery system that focuses on services rather than programs
- Advancing a vision for serving youth most in need
- Emphasizing the importance of creating apprenticeship opportunities for talent development
- Expanding workforce information as the foundation for strategic planning and career guidance
- Strengthening partnerships with community and faith-based organizations
- Increasing the use of flexibility provisions in WIA to design innovative programs that fuel regional economic competitiveness and create employment opportunities for career seeker customers
- Utilizing an integrated and enhanced performance accountability system
- **Implementing and protecting protocol for ensuring priority of service for veterans and eligible spouses, and**
- **Increasing credential, degree and certificate attainment by WIA participants**

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

The Greater Lincoln vision is..... “To create a world-class workforce development system which will complement the State of Nebraska’s overall education and economic development strategy; this system will guide the use of local resources in the promotion of a high quality, competitive workforce within a diversified economy.”

In March of 2007, then Mayor Coleen J. Seng and the Greater Lincoln Workforce Investment Board endorsed the position paper “A Workforce Development System for the 21st Century.” This position paper is included in the Attachment Section. The authoring of this paper was coordinated by the Great Lakes Employment & Training Association (GLETA), of which Nebraska is a member. The goals included in this paper and endorsed by Greater Lincoln are:

- The workforce development system will need the whole population of potential job seekers to address the future labor needs; efforts must be made to offer talent development **and apprenticeship** opportunities to all customers
- The workforce development system must be seen as an economic development tool and as a provider of information to businesses
- The focus of relevant oversight bodies needs to be on outcomes, not simply compliance
- Regionalism recognizing the economic needs of communities must be encouraged
- Workforce development must be made a national priority as well as a local priority

These goals remain valid today and are included in the on-going recommendations for WIA Re-authorization. The local Board and the local delivery system propose a unified effort to reach these goals. Specific action steps are outlined below based on local priorities:

Efforts to integrate services to customers include:

- Providing services on behalf of the NE DOL to 2002 Trade Adjustment Assistance (TAA) participants (intake, assessment, training plan development, case management, follow-up)
- Providing Literacy-Numeracy services for youth at the One Stop through an agreement with Southeast Community College
- Providing referral linkages between “green technology opportunities” and apprenticeships: Pathways Out of Poverty; YouthBuild; SyNErgy; and reEnergize
- Providing a networking and information session in partnership with local Board members, Continuum EAP, SCC and NE DOL for individuals laid off from TierOne Bank to provide both workforce information as well as education on coping skills, etc
- Developing and maintaining a computer lab in the Lincoln One Stop Career Center; computers, furniture, staffing and funding were provided by several partners and a private foundation with Goodwill Industries taking the lead; all customers are welcome and minimal client information is required

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

- Emphasizing the importance of retention, training and retraining the existing labor force as well as recruiting new workers when coordinating local economic development efforts for business expansion and attraction
- Recognizing the importance of priority of service for veterans and eligible spouses; educating One Stop staff on the protocol for implementing priority of service; ensuring that One Stop partners are following established protocol
- Supporting local efforts to retain young professionals by promoting the Chamber of Commerce Young Professionals Organization and The 2015 Vision; making information from both groups available to all Board members and discussing joint strategies with common membership
- Using One Stop staff and center for apprenticeship program recruitment
- Maintaining close linkages with training providers, especially within the community college system; promoting incumbent worker training and apprenticeship opportunities within the workforce system
- Increasing access to credentials through relationships with employers, labor organizations, apprenticeship programs, local organizations, and education and training providers
- Using local Community Development Block Grant (CDBG) funding for WIA purposes
- Familiarizing Board members and community leaders with Southeast Community College’s Entrepreneurship Center
- Recognizing the importance of educating the current and future workforce about

careers and high growth demand occupations by staying involved in Project Lead the Way, [apprenticeship programs](#) and the formation of other STEM programs

- [Continuing to enroll a significant number of participants in post-secondary training or education programs](#)
- [Emphasizing the importance of industry-recognized credentials when developing service strategies with clients](#)
- [Supporting locally developed IBEST curriculum for the integration of basic education and skill training which is the model for Pathways Out of Poverty](#)
- Increasing outreach and recruitment efforts for out of school youth and youth most in need; increasing staff speaking engagements for youth referral purposes; engaging WIA youth participants and Youth Council members in ongoing marketing efforts
- Encouraging all program partner agencies to advocate the use of One Stop services to their clientele by sharing strategies and success stories at Board and Youth Council meetings and with other One Stop partners and staff

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

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

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

- Continually educating staff and Board members on system and partner outcomes rather than WIA compliance issues
- Supporting peer to peer training at all levels
- Using capacity building funds for staff and Board members to attend state, regional and national conferences for exposure to quality improvement strategies

- Analyzing findings from system studies such as the UNL-Bureau of Business Research/LPED: Business Retention & Expansion Evaluation; implementing Board recommendations for improvement
- Introducing information on the regression model as applied to WIA common measures to relate local populations to expected outcomes
- Educating Board members on the importance of credentials and apprenticeship programs and the fact that by 2018, 30 million new and replacement jobs will require some post-secondary education (TEGL 15-10); hosting speakers on apprenticeship programs at Board and committee meetings
- Remaining engaged with community college staff in efforts to develop stackable modules for a chunked curriculum, increasing the ability to earn interim credentials

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

- Enhancing staff and Board member recognition of regional needs of both employers and workers; promoting strategic operational alliances regardless of area boundaries
- Encouraging the One Stop Career Center's continued service to regional employers; inviting regional employers to Lincoln One Stop Career Center events
- Encouraging the One Stop Career Center's continued service to regional job seekers; making resources available for regional worker recruitment for new and expanding businesses
- Supporting LPED's Lincoln Area Development Partners
- Subscribing to both the Midlands Business Journal and the Lincoln Business Journal to expand staff's knowledge of employers
- Continuing collaboration with the community college system on regional skill training needs and grant opportunities
- Continuing a focus on the Greater Lincoln RIG Action Plan with goals in Education; Workforce Development; Entrepreneurship; Innovation; Business Attraction/Retention; and Organizational Change

Ways to make workforce development a local priority will include:

- Promoting workforce development to newly elected local officials; inviting officials to Board meetings and to One Stop Career Center events
- Requesting that the Mayor continue participation in Board and staff recognition events
- Continuing Board sponsorship of the annual Civil Rights Conference
- Promoting local area attendance at state workforce meetings
- Encouraging Board members to "spread the word" to other organizations; requesting agenda time at other events likely to attract employers
- Brainstorming with program partners at Board and Youth Council meetings and committee meetings

- Visiting congressional offices to demonstrate the quality of the local WIA program and the ongoing need for training and employment services

These goals apply to both the local area as well as in the context of our regional economy as defined and analyzed through the Regional Innovation Grant (RIG) funded activities. The RIG plan identifies regional economic growth opportunities for Greater Lincoln and southeast Nebraska through regional sector strategies which align education, workforce and economic development to promote high-growth industries. The RIG Executive Board, which is chaired by the Greater Lincoln Workforce Investment Board Chairperson, includes state and local education, economic and workforce development representatives and works to maintain a dual customer focus to ensure that supply-side workers develop the skills and talent to meet the emerging demand-side business needs. Specifically at the core of the RIG is the attempt to shorten the time between worker dislocation and re-employment. Further RIG information is included in the Attachment Section.

3. The One Stop System

Describe the One Stop delivery system in the local Workforce Investment Area. Description must:

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

The selection of the Greater Lincoln One Stop Operator is accomplished through a competitive Request for Proposals (RFP) process. The RFP is developed by the Executive Committee of the Board and the City's Purchasing Agent, and its availability is announced to all Board members and is advertised by Legal Notice. Selection of an operator is determined through an interview format, using a standard list of questions and rating form.

- b. Describe the appeals process to be used by entities not selected as the One Stop Operator.**

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

c. Identify the policy and procedures for certification of the One Stop system.

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

The certification of the One Stop Career Center is accomplished through a written review and evaluation of Center operations by the Board. Elements for evaluation include: full service features, physical layout, required One Stop partners, availability of services, community usage, and progress since last certification.

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

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

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

e. Provide an overview of the One Stop Delivery system, including physical site location, operator, personnel and participating partners.

The Lincoln Area One Stop Career Center is located in Gold's Galleria in downtown Lincoln, Nebraska. The street address is 1010 N Street, Suite 150, Lincoln, Nebraska 68508. This location is served by public transportation and public parking is available.

The Board, through the Request for Proposal process, selected the City of Lincoln as the One Stop Operator. In addition to providing the One Stop Operator, the City administers the WIA Title I Adult, Dislocated Worker and Youth funds. Staff from the City's Urban Development's Workforce Division are located at the One Stop and include the One Stop Operator/Program Manager, an Administrative Aide, WIA Case Managers and an Office

Specialist. The One Stop Operator agreement between the Board and the City of Lincoln is effective through June 30, 2011 with extension possible for up to one additional one year term.

Partners participating in the Lincoln One Stop Center are:

- Client Assistance Program
- Experience Works
- Goodwill Industries Serving Southeast Nebraska
- Health and Human Services
- Indian Center, Inc.
- Job Corps
- Community Action Partnership of Lancaster & Saunders Counties
- NAF Multicultural Human Development Corporation
- Nebraska Commission for the Blind and Visually Impaired
- Nebraska Workforce Development
- One Stop Employment Solutions
- Southeast Community College
- Vocational Rehabilitation Services

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

The Board is committed to continuing to provide WIA services throughout Lancaster and Saunders Counties. The Board will continue to evaluate the need for additional sites and/or access. Should the Board identify a need for additional sites, appropriate action will be taken.

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

Employers and organized labor are represented on the Board. The Board engages employers through member interaction in such groups as the various Chambers of Commerce in the two county area, and the Lincoln Partnership for Economic Development and the Lincoln Independent Business Association. Certain Board activities are aimed at employers, including conducting employer surveys and convening focus groups. The Chairperson of the Board periodically attends the Mayor's Labor Forum, to engage representatives of organized labor in the progress of the One Stop system.

h. Describe services offered to businesses.

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

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

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

Universal access means core services are available to anyone.

- Orientation to One Stop services
- Job search and placement assistance
- Career guidance
- Initial assessment of skills, abilities, aptitudes and interests
- Labor market information
- Support services information and referral
- Program performance information
- Training provider information
- Eligibility determination for WIA Title I services
- Financial aid information

Several One Stop partners conduct outreach and recruitment activities that target specific groups. A past method used by the WIA Youth service provider was placement of recruiting information on City of Lincoln busses. Newer strategies involve texting and

Facebook. In addition, WIA Youth services staff members contact age appropriate youth that have applied for services at the Lincoln One Stop to offer additional services. WIA Youth services staff and staff from Southeast Community College conduct a weekly youth “open house” for any youth at the One Stop. Urban Development’s WIA and Community Development Division staff implemented a series of direct mailings within the Area of Substantial Unemployment (ASU) identified in Lincoln. Information on all One Stop Career Center services have been provided to residents of the ASU.

Other outreach and recruitment activities for the One Stop Career Center have focused on informing businesses of the services available from the Center. Workforce Development Business Services staff members contact and meet with businesses to personally inform them of the services available from the One Stop.

The needs of the many customers of the Lincoln One Stop Career Center are met by determining what each customer wants, explaining the service options available and connecting the customer to the desired service. Based on comments from the Customer Service Satisfaction Surveys, most individuals want someone to understand their situation, to be made aware of their service options and to have someone help them. This applies whether the individual is a dislocated worker, low-income adult, older worker, veteran, or any other group member. Customers are provided with a menu of services and a description of the various service providers at the One Stop. Customers have an opportunity to speak with Center staff to gain an understanding of the One Stop services. The menu of services and service provider descriptions are available in Braille, English, Spanish, Arabic, Vietnamese and Russian. Assistive technology and auxiliary aides are available for individuals with visual, hearing, learning, and/or mobility impairments. Within the Lincoln One Stop Career Center, there are partners that are funded to specifically serve many of the groups listed above. Services meet the needs of the various customers of the Lincoln One Stop Career Center by:

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

While recognizing commonalities within certain groups, the goal of the Lincoln One Stop Career Center is to provide services based on the needs of each individual.

j. Describe any innovative initiatives or service delivery strategies.

Staff from the WIA Title I Youth program and Southeast Community College provide a weekly “open house” session for youth at the Lincoln One Stop Career Center. These sessions are conducted on both an appointment and walk-in basis. Youth are provided information on services available from the One Stop and the Workforce system. Youth can complete applications for services, visit with program staff and obtain answers to questions about the One Stop services.

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

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

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

- A formal eligibility interview is conducted.
- Assessment of the individual’s interests, basic skills, abilities, aptitudes, goals and supportive service needs is conducted.
- An interview is conducted to discuss the results of the assessment and to answer questions and explain services options.
- Individuals may be asked to conduct occupational research, visit training providers, complete additional assessments, etc.
- An Individual Service Strategy is developed with the individual detailing the services to be provided, the sequences of the services, and the responsibilities of the individual and case manager.
- Services are initiated and the individual is case managed through the required quarterly follow-up time frames.
- Contact with the individual varies, depending on the needs. All individuals are in contact with the case manager at least once a month. Using email makes this easier for the individual. Personal meetings are also frequent, occurring several times a quarter.
- Case files contain information required by the law and policies. All eligibility and verification data is in the case file, along with the assessment results, Individual Service Strategy, case notes, Management Information System documents, service authorizations and other items deemed necessary.

- Some individuals may begin services with a one-on-one interview with a case manager or may attend a group orientation.

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

Partners in the Lincoln One Stop Career Center are:

- Client Assistance Program, Ms. Victoria Rasmussen
- Community Action Partnership of Lancaster & Saunders Counties (Community Services Block Grant), Ms. Vi See
- Goodwill Industries Service Southeast Nebraska, Ms. Joanne Pickrel
- Indian Center, Inc. (Native American Programs), Ms. Jessica James
- Job Corps, Ms. Michelle Olson
- NAF Multicultural Human Development Corporation, (Migrant and Seasonal Farmworkers Program), Mr. Jerry Bryan
- Nebraska Health and Human Services, Mr. Jeff Schmidt
- Nebraska Workforce Development (Wagner Peyser, Veterans' Employment, Disabled Veterans' Outreach, TAA), Ms. Karen Mosier
- Nebraska Workforce Development Unemployment Insurance, Mr. Ron Joyce
- One Stop Employment Solutions (WIA Title I Adult, Dislocated Worker, Youth, HUD), Mr. David Landis
- Vocational Rehabilitation, Mr. Roger Glawatz
- Southeast Community College (Post Secondary Vocational Education/Adult Basic Education and Family Literacy), Dr. Jack Huck
- Nebraska Commission for the Blind and Visually Impaired, Ms. Connie Daly
- Experience Works, Ms. Sue Hartwell

An example of integrated and seamless services in the Lincoln One Stop Career Center is the Computer Lab. The Computer Lab came about in recognition of the increasing use of the Internet as a job search tool and as a method for businesses to find potential employees. Staff members from several partners volunteered to develop a computer lab in the Lincoln One Stop. As a result of these efforts, computers, furniture, staffing and funding were provided by several partners and a private foundation. Access to the Lab is available to anyone on a walk-in basis.

A partnership has been developed between the WIA Youth Program and Southeast Community College's Adult Basic Education Program. Together, these partners conduct a weekly service orientation, application and referral session at the Lincoln One Stop Career Center. This session is held at the same time each week and is open to walk-ins, referrals and appointments.

Other examples of partnering with required and optional partners include:

- Developed an agreement with Southeast Community College (SCC) to provide Literacy-Numeracy for youth at the One Stop
- Developed an agreement with SCC to provide Work Readiness for youth
- Membership on the Active Community Team (Saunders County) for youth services
- Entered an agreement with NE DOL to provide Green Construction / Energy Efficiency enrollment and case management.
- Participation in Pathways Out of Poverty grant with the Center for People in Need
- Provide services on behalf of the NE DOL to 2002 TAA participants (intake, assessment, training plan development, case management, follow-up)
- Membership and participation on Lincoln Housing Authority Self Sufficiency project
- Staff assistance with front desk at the Career Center
- Partnered with local Board members, Continuum EAP, SCC and NE DOL to provide a networking opportunity for individuals laid off from TierOne Bank
- Executed a Memorandum of Understanding with Omaha WIB and City to partner on the Metro Regional SyNErgy project

m. Identify an operating budget or cost allocation plan for each Board certified comprehensive One Stop including the amount and type of funding of each One Stop partner.

Costs to operate the Greater Lincoln One Stop Career Center consist of the following:

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

The partner cost allocation plan for the Greater Lincoln One Stop Career Center is based on the amount of space occupied by each partner. Each partner located at the One Stop enters a sublease with the City of Lincoln that identifies the partner's occupied space, share of common space and total rent cost. Several partners share a copy machine and pay their shares based on usage. The City of Lincoln pays costs for maintenance and lights (not covered in the City lease) with local funds. Partners are responsible for their own operational costs (staff, phone, computers, etc.)

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

Additional funds for the Lincoln One Stop Career Center are provided by the City of Lincoln. Local and federal Title I WIA incentive funds have been used to provide additional resources for job seekers and businesses.

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

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

4. Memorandum of Understanding

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

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

For this local plan modification, MOU Attachments A & B will be negotiated with each partner for the period beginning July 1, 2011. MOU documents are included in the Attachment Section.

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

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

In turn, the Governor or the Nebraska Workforce Investment Board and the State agency

head, will then inform the U.S. Secretary of Labor, as well as the head of any other federal agency with responsibility of oversight for a partner's program.

Any MOUs that have not been successfully executed at the time of final local plan submission will be identified in the plan and, if appropriate, a plan submitted for action to secure the MOU.

5. Fiscal Controls and Reporting

Each local plan must:

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

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

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

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

- All expenditures are estimated at the beginning of the Program Year
- Each month, actual expenditures are measured against planned expenditures
- Obligations are updated at least monthly and compared to actual and planned expenditures

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

Competitive and non-competitive grants and awards are made using the City of Lincoln's procurement policies. Notification to potential bidders is also accomplished using the City of Lincoln's procurement process.

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

The Lincoln Area Workforce system follows the City of Lincoln's procurement system for material goods as outlined in a manual entitled General Purchasing Guide, dated May 1988. The guide is used in conjunction with the Commodities Contracts which lists approved contracts for supply, maintenance, repair and operating goods. When procuring professional or training services (except On the Job Training), the system follows the City Municipal Code Chapter 2.18, and Executive Order No. 42747.

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

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

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

Beginning in 2010, NEworks is the Nebraska Department of Labor system used to collect, track and report local performance measures and program data.

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

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

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

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

- Current occupational wage information
- Employment and wage projections

- Performance outcomes for the adult and dislocated worker programs
- Occupational demand information including wage and employment projections

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

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

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

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

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

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

The City of Lincoln, as the fiscal agent for these WIA Title I funds, assures that none of the funds appropriated in Public Law 109-149 or prior Acts under the heading “Employment and Training Administration” that are available for expenditure on or after June 15, 2006, shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II, except as provided for under section 101 of Public Law 109-149. This limitation shall not apply to vendors providing goods and services as defined in OMB Circular A-133.

6. Oversight Plan

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

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

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

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

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

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

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

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

- Performance Measures as compared to the negotiated standards
- One Stop customer evaluations
- One Stop Operator certification
- One Stop Career Center certification
- Annual Report information
- One Stop Partners' performance
- Other locally designated topics as requested

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

Each customer of the Lincoln One Stop has an opportunity to complete a Board developed Customer Service survey. Customers are asked to evaluate the services received from the One Stop. Survey results are reviewed weekly by One Stop staff and also periodically by the Board's Customer Advisory Committee. An example of this survey is included in the Attachment Section.

C. OPERATIONAL SECTION

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

1. Services

Eligibility Definitions

Describe in this section the definition and criteria established by the local board in order to deliver services funded under Title I of WIA for the following areas:

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

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

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

Priority for enrollment in adult Intensive and Training Services is for low-income adults residing in Lancaster or Saunders counties.

A low income adult means an individual who:

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

The local area will provide priority of services in all areas (Adult, Dislocated Workers and Youth) for veterans and eligible spouses pursuant to the state's policy on Veterans'

Priority Provisions. This policy applies to “covered persons” which is further defined as veterans or eligible spouses. Veteran is an individual who served at least one day in the active military, naval or air service, and who were discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full time Federal service in the National Guard or a Reserve component. Whether the Veteran service domestically or overseas is not relevant to the determination of veteran status for purposes of applying priority.

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

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

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

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

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

Receive service ahead of “non covered” persons at the Reception Desk

Receive referral to One Stop services and/or Partners ahead of “non covered persons”

Covered persons are offered services at their convenience and schedule

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

Veterans’ priority of service is in place to ensure that veterans and eligible spouses receive priority for the full range of employment and training services in a

comprehensive, customer-driven, seamless fashion.

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

b. Eligibility for dislocated worker services.

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

- Be eligible to work in the United States, and
- Be registered with the selective service if required, and
- Have been terminated or laid off or received notice of such from employment, and
- Is eligible for or has exhausted entitlement to unemployment compensation, or
- Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law, and
- Be unlikely to return to a previous industry or occupation, or
- Have been terminated or laid off or has received notice of such as a result of a permanent closure or any substantial layoff at a business, or
- Be employed at a facility at which the employer has announced a closure within 180 days, or
- Be employed at a facility at which the employer has announced a closure (these individuals are eligible for core services only), or
- Have been self employed but is unemployed as a result of economic conditions in the community in which the individual resides or because of natural disaster, or
- Be a displaced homemaker

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

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

- Age 14 through 21 at registration (14-24 for Recovery Act programs and services), and
- A low income individual as defined in WIA, and
- Registered with selective service if required to do so, and
- Deficient in basic skills, or

- A school dropout (at registration), or
- Homeless, runaway, or foster child, or
- Pregnant or parenting, or
- An offender, or
- An individual, including a youth with a disability, who requires additional assistance to complete an educational program, or to secure and hold employment

PRIORITY SYSTEM / YOUTH MOST AT-RISK AND IN NEED

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

- Improve basic skills,
- Prepare for and obtain a high school diploma or equivalent,
- Acquire occupational skills, and
- Enter and retain employment.

YOUTH MOST AT-RISK AND IN NEED

Youth identified as most at risk and in need are:

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

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

1. Meet with and inform local youth entities that serve “at risk and in need youth” of the services available from the WIA Youth program.
2. Conduct direct outreach and recruiting to identify youth that may not be currently involved with a youth agency.
3. Form and maintain active partnerships with youth service providers that provide basic skills training, secondary education, occupational skill training, and employment services.

The local area invests in these at risk and most in need youth through the outreach and recruitment activities, building and strengthening local partnerships, providing access to

the youth program elements, and through comprehensive case management. Youth that are not eligible under WIA and use One Stop services will have those services paid by the partner that provides the services. As an example, if a youth accesses job listings, the Wagner-Peyser partner funds that service.

d. Definition of Eligibility–Verification of Lawful Presence

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

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

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

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

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

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

This definition includes the following:

- Youth who have not completed high school or other educational programs necessary to secure and maintain entry-level employment;
- Youth who are deficient in basic skills and/or pre-employment/work maturity skills, including those needing English as a Second Language instruction and remedial training for GED;
- Youth who have been identified as a dropout risk, unlikely to graduate due to a lack of credits, and other risk factors cited by school, law enforcement, or community officials such as eligibility to receive free or reduced lunch benefits;
- Youth who are defined as “neediest” – youth in foster care (especially those aging out of foster care), youth in the juvenile justice system, children of incarcerated parents, migrant youth, Native American youth, Indian youth, and youth with disabilities including learning disabilities;
- Youth residing in the defined ASU and/or in the core of the city of Lincoln;
- Youth who have been unable to obtain or secure employment during the last 6 months.

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

Individuals that are determined to be in need of training are those that:

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

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

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

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

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

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

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

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

Adults and Dislocated Workers

a. Core and Intensive Services

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

Core, intensive and access to training services are available to adults and dislocated workers through the Lincoln One Stop Career Center. These services are available in a mix of self and staff assisted formats, depending on the needs of the individual. Core services are available to all individuals aged 18 and over that are eligible to work in the United States. The purposes of core services are to assist individuals to enter, re-enter, or to remain in the workforce. Core services are primarily short-term informational services. They are the starting point for Adults and Dislocated Workers since receipt of a Core service is necessary in order to receive Intensive services. The typical sequence for Core services is

- 1) Intake for orientation to services and eligibility determination,
- 2) Initial assessment to identify the individual's skills, abilities, aptitudes, interests, experiences, goals and support service needs and
- 3) An interview with a case manager to review the information and determine if additional Core services are likely to result in the individual achieving their employment goal. Based on this review, the decision to continue with Core services or to provide Intensive services is made.

Coordination of Title I WIA adult and dislocated worker core services with Wagner-Peyser activities occurs in the following manner:

- Adult, Dislocated Worker and Wagner-Peyser services are all available in the Lincoln One Stop Career Center.
- Staff members from the Adult/Dislocated Worker and Wagner-Peyser programs interact on a daily basis.
- Referrals between Adult/Dislocated Worker and Wagner-Peyser activities are conducted formally as possible through NEworks and informally.

OUTREACH

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

RAPID RESPONSE

Rapid Response is a Dislocated Worker activity in which representatives from several workforce agencies meet with employees that are being laid off or losing their jobs due to a business closing. Often, these meetings are held at the business that is laying off or closing. The purpose of rapid response is to inform those losing their jobs of the services available to them. Rapid response is the responsibility of the Nebraska Department of Labor. Assistance from the local dislocated worker staff is always available.

INITIAL ASSESSMENT

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

JOB SEARCH AND PLACEMENT ASSISTANCE, AND CAREER COUNSELING

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

LABOR MARKET INFORMATION

Labor market information is available in written and electronic form. Labor market information is discussed during the initial assessment. Individuals needing labor market information can be directed to the resource room to access the information available. Popular sources for labor market information are the Nebraska Department of Labor (networks.nebraska.gov) (dol.nebraska.gov) and O'NET.

PERFORMANCE AND COST INFORMATION ON ELIGIBLE PROVIDERS OF TRAINING

This information is available on the Nebraska Department of Labor website. The information can be obtained by the individual from the resource room or provided by staff.

LOCAL AREA PERFORMANCE INFORMATION

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

INFORMATION AND REFERRAL FOR SUPPORTIVE SERVICES

The need for supportive services is determined during the initial assessment and as part of the comprehensive assessment. There are numerous sources for providing information on supportive services. The most common support services needs are for childcare, transportation assistance, schooling costs and housing. The phone book is

generally the most up-to-date source of referral information. A local website with useful information is: <http://www.ne211.org>. Staff knowledge is the best source of information.

INFORMATION ON FILING CLAIMS FOR UNEMPLOYMENT INSURANCE

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

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

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

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

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

ELIGIBILITY DETERMINATION (INTAKE)

The Intake interview is used to orient the individual to the adult, dislocated worker and One Stop services available, to explain the rights of the applicant, to determine if an applicant is eligible as an adult or as a dislocated worker, determine if the applicant meets the low-income priority for adults and the residential priority for adults and dislocated workers, to collect the required documentation to verify eligibility and to complete the initial assessment.

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

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

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

Intensive services consist of the following:

COMPREHENSIVE ASSESSMENT

Comprehensive assessment is the evaluation of the individual's skills, abilities, interests, goals, barriers, financial needs and assets, and any other criteria deemed necessary by the case manager. It builds on the information obtained from the initial assessment. It is generally the initial activity for individuals needing Intensive Services. The information obtained from the comprehensive assessment is used to identify appropriate employment goals, the services needed to achieve the goals and the starting point for workforce services for the individual. Service decisions are based on a summary evaluation of all criteria assessed.

CAREER COUNSELING

Assists the individual in understanding all aspects of the various careers.

INDIVIDUAL EMPLOYMENT PLANNING

Defines the sequences of services, timelines and the actions and responsibilities necessary for the individual to achieve their employment goal.

CASE MANAGEMENT SERVICES

Ensures the individual receives the necessary services and support to achieve their employment objective.

SHORT TERM PRE-VOCATIONAL SERVICES

Prepares an individual for employment or formal training. Short-term pre-vocational services consist of:

- Development of learning skills, tutoring, completion of prerequisites for academic and vocational training
- Communication skills
- Interviewing skills
- Punctuality
- Personal maintenance skills
- Professional conduct
- Course work lasting 40 hours or less

OUT OF AREA JOB SEARCH ASSISTANCE

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

RELOCATION ASSISTANCE

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

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

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

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

Selection of providers of training services under a contract will follow the City of Lincoln's procurement and purchasing policies. A thirty-day public comment period will be included with this activity. This requirement is necessary only if the Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of Individual Training Accounts and the Board wishes to enter a contract for training services in lieu of providing training services with Individual Training Accounts.

b. Training Services

- 1) Describe and assess the type and availability of training services and how they will be provided to adults and dislocated workers who meet eligibility requirements. Explain how WIA funding shall be used to support Registered Apprenticeship training. Include a discussion of how the local board will promote entrepreneurial skills training and micro-enterprise services. Describe the increased leveraging of resources brokered through the One Stop Center for training services.**

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

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

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

Exceptions to training for demand occupations are made on a case-by-case basis. Generally, the individual will have a special circumstance that requires that an exception be made in order for them to be successful. This may involve an individual with a disability for which training in an occupation that does not have demand is still in their best interest. In addition, certain cultural norms may require an exception. All exceptions to training in demand occupations require approval of the program manager. Individuals for whom an exception has been approved must still meet all other requirements for receipt of training services.

The following training services are available:

- Occupational Skills Training
- On-the-Job Training
- Customized Training
- Entrepreneurial Training
- Adult Education and Literacy Activities

The local program goal is to enroll at least 50% of adults and dislocated workers into training for state and local area defined high-demand, high wage and high-skill occupations. This will also include dynamic occupations identified and approved by the Greater Lincoln Workforce Investment Board which is to date:

Non-Destructive Testing

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

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

WIA funds may be used to support Registered Apprenticeship training through the following methods:

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

ENTREPRENEURIAL SKILLS TRAINING

The local community college has recently opened an entrepreneurial skills training center. The president of this community college is a member of the Board and will be updating the Board on the program and methods the Board can use to promote the program. The Board will make funding available from the adult, dislocated worker and youth programs to support individuals interested in entrepreneurial skills development.

MICRO-ENTERPRISE SERVICES

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

INCREASED RESOURCES FOR TRAINING

The One Stop Computer Lab provides training to customers of the Lincoln One Stop. In exchange for payment of the Internet Service Provider, the Computer Lab operator, Goodwill Industries, Inc., provides staff and instruction without cost.

2) Describe the Individual Training Account policy to be used in the local area. Include information such as dollar limits, duration, etc. Explain how customers receive quality workforce information and access quality training providers.

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

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

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

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

4) Describe the local appeals procedure for providers in conjunction with the state appeals procedure for providers denied approval by the WIB.

The Board uses the appeals procedures specified in the Eligible Training Provider policy issued by the Nebraska Department of Labor.

5) Identify local provisions of On The Job Training (OJT) and customized training and how these training opportunities are marketed.

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

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

c. Support Services

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

Support services are available to individuals in Core (excluding those in 12-month follow-up), Intensive and Training services. Support services are provided in order for an individual to participate in WIA authorized activities and the individual is unable to obtain support services from non-WIA program sources. Prior to authorizing support services, case managers determine if the individual can obtain the assistance from other than WIA

funds. Individuals that are clients of other agencies need to determine if any assistance is available prior to the approval of WIA support service payments. Individuals that are not clients of other organizations are assumed not to have access to non-WIA support. There are very few organizations that provide support service payments for their clients. Efforts to secure support services from non-WIA sources are documented in the case file. Support service needs are assessed during the initial and comprehensive assessment. Public transportation is available in the City of Lincoln. Schedule and route information is available in the One Stop Career Center.

d. Rapid Response

- 1) Describe how the local area shall coordinate local workforce investment activities with statewide rapid response activities. Include: Procedures and involvement in the delivery of local rapid response activities; services offered through rapid response; policy for evaluating performance; and procedures to respond to disaster.**

The Nebraska Department of Labor coordinates rapid response. Staff from the Greater Lincoln Dislocated Worker program will participate and coordinate with rapid response activities, including natural disasters, as requested by the Nebraska Department of Labor. Specific information provided by the Dislocated Worker program includes an explanation of dislocated worker benefits available, time lines, application process and any other information deemed appropriate. Evaluating rapid response performance is accomplished through the use of surveys and analysis of rapid response efforts.

Youth

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

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

Youth services staff will work with the school systems in the City of Lincoln and Lancaster and Saunders Counties to connect youth needing tutoring, study skills training and instruction with the appropriate school program. In addition, there are opportunities for youth to receive tutoring and drop out prevention assistance, as well as encouragement to return to school from organizations in the community such as Educational Talent Search. Youth services staff will coordinate with community

organizations to connect youth with these services. The resources of the One Stop Computer Lab are available to youth. Several on-line tutoring and study skills programs are accessible through the Lab that may be more appropriate for older youth.

2) Alternative secondary school services, as appropriate

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

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

Every year youth services staff explore developing partnerships with existing youth summer employment programs (City of Lincoln Parks and Recreation for example) in order to increase the opportunities available to youth.

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

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

5) Occupational skills training, as appropriate

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

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

Youth services staff will arrange leadership development opportunities, as appropriate, for youth who participate in the program. Formal programming in the service area include Youth Leadership Lincoln / Youth in Action Center and programs available at Lighthouse and The HUB. Volunteer and community service opportunities will also be

arranged. These opportunities include but are not limited to those listed with Volunteer Partners.

7) Support services

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

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

Formal adult mentoring programs in the community for youth include Teammates (in-school youth), Big Brothers/Big Sisters and Women In Community Service. TRIO Student Support Services may be available for older youth continuing into occupational skills training. Mentoring programs are also available for youth with specific disabilities via the Nebraska Commission for the Blind and Visually Impaired. Due to the popularity of and waiting lists for many of the programs, youth services staff will also encourage youth participants to develop mentoring relationships with adults involved in the work experience, leadership and volunteer activities.

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

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

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

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

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

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

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

The Board ensures such links by having representatives of the above listed entities serving on the local Board and on the Youth Council.

In turn, staff serve on various committees and boards such as for Lincoln Housing Authority and Goodwill Industries. Staff also belong to local organizational entities that include these agencies such as the Joint Budget Commission and the local Youth Coalition.

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

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

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

Youth that have successfully participated in programs carried out under this section will be offered opportunities to volunteer their services to youth that are applying for or are currently participating in youth programs. Youth that are successfully completing their program will be informed of the volunteer opportunities available by youth services staff. These youth will be encouraged to volunteer for outreach and recruitment, orientation and as mentors to youth currently participating in services.

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

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

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

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

The competitive procurement process for selection of a local youth services provider follows the requirements of the City of Lincoln Finance Department's Purchasing Division. A Request for Proposals (RFP) is developed jointly by the local area Youth Council, Workforce Investment Board, and the Purchasing Division. A selection committee reviews proposals and makes a recommendation to the Youth Council. The recommended action of the Youth Council is then forwarded to the Workforce Investment Board for approval. Efforts made to ensure that RFP information is easy to find and understand include:

- Legal Notice is published announcing the RFP,
- All local Youth Council members and Workforce Investment Board members are notified of the RFP,
- Copies of the RFP are mailed to over 30 local non-profit organizations,
- The City's website includes the RFP and the vendor list used above

h. Describe how the local area will establish and disseminate a list of eligible providers of youth activities.

This information is included on the City of Lincoln's website <http://lincoln.ne.gov/city/urban/wiprogram/wiayouth/youthservices.htm>; contained in meeting materials of the local Youth Council and Workforce Investment Board, and available at the Greater Lincoln One Stop Career Center.

i. Describe the local appeals procedure for providers in conjunction with the state appeals procedure for providers of youth activities denied approval by the Board.

The local area has established a Complaint Procedure to be followed by an aggrieved party in order to file a grievance or complaint against an alleged violation of the requirements of the Workforce Investment Act (WIA). The procedure was established in conformance with Sections 181 of the WIA Law and parts 667.600 of the regulations. The parties have a right to appeal for a review by the Nebraska Commissioner of Labor if the local decision is not satisfactory or timely. This Complaint Procedure is included in the Attachments Section.

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

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

2. Performance Measures

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

The Common Measures are:

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

Dislocated Workers: Same as Adult

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

When the Performance Goals for Program Year 2011 have been determined, the information will be added in the Attachment Section of this plan modification.

b. Describe indicators and standards for measuring of customer satisfaction.

The Greater Lincoln Board early on developed a customer survey for all customers/job seekers using the One Stop Career Center. Results from this on-going survey are used to evaluate perception of customer service, and actual elements of service such as length of wait, likelihood of referrals of family or friends, etc.

The Board hosted focus groups of successful users of the One Stop in February 2009. These focus groups were conducted as discussion groups and were not survey-based.

Discussion questions included identification of important elements of the One Stop experience, identification of the single feature most important to individual success, and identification of advice for new users of the One Stop. Facilitated by Dick Harding of Kenexa Inc., these focus groups resulted in the development of advice from successful users of the One Stop. A list of ten elements later called "Ten Keys to Success" was shared with staff and Board members for use in marketing, recruitment, and participant orientation. These findings continue to be applied in local WIA program design decisions.

The Wagner-Peyser partner conducts customer satisfaction surveys with the business customers.

c. What steps has the Local Area taken to implement the Youth Common Measures?

A change in the youth services provider occurred in July 2006. At that time, a review of the youth program design and the core and common performance measures was undertaken. As a result of this review, the youth program resources were aligned to provide adequate support for education and employment tracks. Additionally, partnerships with Southeast Community College Adult Basic Education, Job Corps and Nebraska Workforce Development were developed. These partnerships provide additional options in educational and employment strategies for youth.

The TABE is the basic skills assessment tool for the youth program. Use of the TABE allows the youth provider and the basic education partner to have a common tool for measuring Literacy and Numeracy gains.

One of the priorities for the Lincoln WIA Title I Youth program is to assist youth to prepare for participation in the workforce by supporting eligible youth with the opportunities and resources they need to achieve their education and employment goals. The youth program resources are aligned to support education and employment as outcomes. Services and resources are available or can be provided to support youth in improving basic Literacy and Numeracy Skills, attainment of a diploma, GED or certificate, and to enter employment or post-secondary education.

From assessment to the development of the Individual Service Strategy, staff combine the ten youth program elements to build an opportunity for success for each client,

the ten youth program elements to build an opportunity for success for each client, dependent upon their goals for placement in employment/education, attainment of a degree/certificate, or to meet literacy/numeracy needs.

These three common measures have formed the basis for contracting with other youth providers such as Southeast Community College.

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

3. Equal Opportunity, Affirmative Action and Grievance

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

Milo Mumgaard, Senior Policy Aide
Mayor's Office
402-441-7511

An EO job description is included in the Attachment Section.

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

This policy is included in the Attachment Section.

c. Describe the local area's complaint and grievance procedures.

These procedures are included in the Attachment Section.

d. Describe the means by which the grievance and complaint procedures information is made available to individuals with hearing or visual impairments and limited English speaking abilities.

Information on the grievance and complaint procedures is provided to all applicants in writing. If an individual requests or if a staff member determines that an alternative format is needed, the following resources are available:

- Audio cassette
- Braille
- Spanish
- Arabic
- Vietnamese

- Russian
- Language Interpreters, including Sign Language

4. Continuous Improvement

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

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

- Review of progress in meeting the adult, dislocated worker and youth performance standards
- Monitoring of One Stop activities by the Program Partners and Performance Review Committees of the Board
- Analysis of the One Stop Customer Satisfaction survey results
- Analysis of information obtained from employer focus groups and Business Retention & Expansion surveys
- Evaluation of services provided to businesses
- Review of state and federal monitor reports

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

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

Continuous review of performance is also conducted at both a staff and Board level. Staff participate in Local Area meetings sponsored by the state, at which time ideas regarding performance may be shared. Another opportunity to share occurs at the meetings of the Great Lakes Employment & Training Association (GLETA). This is an association of local area representatives from a ten state area, and topics such as meeting performance are popular discussion items.