

Greater Nebraska Workforce Investment Plan and the Wagner-Peyser Act For Title I of the Workforce Investment Act of 1998



Program Year 2014 – 2016 (July 1, 2014 – June 30, 2017)



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Executive Summary

Introductory Overview

The Greater Nebraska Workforce Investment area is comprised of five planning regions covering over 74,000 square miles and contains eighty-eight of Nebraska's rural counties. This represents 96.7 percent of Nebraska's geographic land mass, 46% of the state's population, and 99% of its rural population. The remaining five urban counties are represented by the Tri-County Workforce Investment area (Washington, Douglas, and Sarpy Counties) and the Lincoln Workforce Investment area (Saunders and Lancaster Counties).



The Greater Nebraska Workforce Investment Board was formed to provide oversight of the Workforce Investment Act legislation to the Greater Nebraska Workforce Investment area. The mission of the Board is to establish a community based public and private partnership to obtain and train a quality workforce for Greater Nebraska businesses. The Board is vested in providing high quality, value added services to employers and job seekers and strengthening local community partnerships in order to meet the needs of customers and create an employment and training system of choice.

Trends

The Greater Nebraska Workforce Investment Area continues to experience changes in population and economic trends as described below. The data was provided by Nebraska Workforce Development Labor Market Information and sources made available through them.

- **Population:** Greater Nebraska's population base is declining slightly and reflects the only decline of three Workforce Investment Areas. In 2000 Greater Nebraska's population of 836,182 represented 48.9% of the state population. By 2010, Greater Nebraska's population decreased by 1.5% to 823,970, and only represented 45.1% of the state population. Only 19 of the 88 counties in Greater Nebraska had an increasing population while 69 counties decreased in population during this period. In comparison, the Greater Lincoln Workforce Investment Area population grew by 13.4% and the Tri-County Workforce Investment Area population grew by 15.1% between 2000 and 2010. This clearly reflects the continuing population shift from rural to urban areas and presents a challenge to all rural communities.

- Diversity:** The diversity of the Greater Nebraska population continues to evolve and new immigrants are changing Greater Nebraska's demographic landscape. Nebraska's foreign-born population more than doubled during the 1990s and was at 5.9% in 2010. The Greater Nebraska percentage of foreign-born is slightly smaller than the state's at 4.5%. However, the top five Counties in the state with the highest percentage of foreign-born are all found in Greater Nebraska. Colfax, Dakota, and Dawson County have the highest percentage of the population that is foreign-born with Colfax and Dakota County at around 21% foreign-born and Dawson County at about 18%. Three Greater Nebraska communities within these counties, Dakota, City, Lexington and Schuyler, have experienced substantial increases in foreign-born residents due to the workforce needs of the meatpacking and meat-processing facilities in these areas. Largely Hispanic, in-migration is responsible for the expansion of Greater Nebraska's population over the last decade. The immigrant workforce contributes significantly to Greater Nebraska's economic base but at the same time, these new residents are the catalysts for communities facing new needs and challenges related to education, healthcare, and housing. Further, the foreign born population breaks down in Greater Nebraska as from Europe, 6%; Asia, 10%; Africa, 5.3%; Oceania, 0.2%; Latin America, 77.3%, Northern America, 1.2%. The Greater Nebraska Workforce Investment Board continues to monitor how population diversity is affecting the American Job Center and NDOL locations so an environment conducive to connecting immigrant workers with good, stable jobs is maintained.
- Wages:** Average annual earnings in Greater Nebraska also continue to trail behind the state and the other two Workforce Investment Areas. In the fourth quarter of 2012 the average annual earnings for all wage earners in Greater Nebraska were \$33,370 which equates to \$16.04 an hour (based on 2,080 annual hours). By comparison, average earnings for the two Metro Workforce Investment Areas averaged \$40,865 or \$19.64 per hour. Historically, the Greater Nebraska male population earns more on average than females. Some of this disparity in gender earnings in rural communities can be explained by the assumption that the female population is more likely to work part-time; however the female population clearly requires support and will be a target population for employment and training services.

Labor Market Information indicates earnings across the state are not equal, specifically between Metropolitan areas (Tri-County and Greater Lincoln) and Non-Metropolitan areas (Greater Nebraska). Wage earnings in Greater Nebraska are significantly less than those in the Metropolitan areas of the state, making it more difficult to meet the statewide performance standard. Average Earnings for Statewide & Local Areas indicate the wage discrepancy between the Metro and the Non-Metro areas of the State. Greater Nebraska has substantially lower wages than the Lincoln and Omaha areas. Average weekly dollars have been consistently lower for Greater Nebraska than for

Lincoln and Omaha. While wages in Greater Nebraska have increased from year to year, they have not increased enough to be equal to Lincoln and/or Omaha. Data from 2001 to 2010 indicate that the gap between the metro and non-metro parts of the state is actually widening. In 2001 the gap in median wages was \$2.15 per hour and in 2010 it was \$2.70. A Workforce Indicator Comparison between 2009 4th quarter to 2010 4th Quarter indicates an increase in Job Creation, New Hires and Earnings in the Greater Nebraska regions.

Unemployment Statistics: Unemployment rates in Greater Nebraska increased from 2007 to 2012. In 2007, the local area had an average unemployment rate of 2.8%, and through 2012, the local area had an average unemployment rate of 3.9%. Nebraska's average unemployment rate in 2011 was 4.2%, up from 2.9% in 2007. However both the local area and the state have rates lower than their peaks in 2009 due to the recent recession with the local area hitting a high of 4.6% annually and the state reaching 4.8%. While Greater Nebraska's average unemployment rate was lower than the state average in 2011, 22 of the 88 counties in Greater Nebraska had unemployment rates higher than or equal to the state average. The Central Economic Region had the lowest unemployment rate in Greater Nebraska, with 3.6%. The Southeast Economic Region had the highest unemployment rate in Greater Nebraska with 4.4%. Greater Nebraska has several Areas of Substantial Unemployment (ASUs): the Southeast Nebraska ASU that contains Census Tracts in Richardson and Nemaha counties; the Northeast Nebraska ASU; Adams county; Hall county; Dawson county; Scotts Bluff county; the East Nebraska ASU; and the Beatrice MC. The Northeast Nebraska ASU includes tracts in Washington, Dodge, Burt, Thurston and Dakota County which includes parts of Greater Nebraska and the Tri-County WIA's. The East Nebraska ASU includes tracts in Saunders, Sarpy, and Cass counties and includes part of the Lincoln and Tri-County WIA's.

Program Populations (Adult, Youth, and Dislocated Worker): In 2012 Nebraska's economically disadvantaged Adult population was estimated at 106,876 persons ages 22 to 72. Of this total, approximately 49,131 or 45.97% resided in Greater Nebraska. Within Greater Nebraska this population is distributed as follows: Region I—6,359 (12.94%), II—6,547 (13.33%), III—13,739 (27.96%), IV—8,783 (17.88%) and V—13,703 (27.89%). This is a reflection of the above wage and unemployment conditions and as a result, the Board will require that this population continue to receive a year-round priority of services with fund allocations distributed proportionately by region.

In 2012 Nebraska's economically disadvantaged Youth population was estimated at 38,684 persons ages 16 to 21. Of this total, approximately 15,774 or 40.776% resided in Greater Nebraska. Within Greater Nebraska this population is distributed as follows: Region I—2,349 (14.89%), II—1,432 (9.078%), III—4,474 (28.36%), IV—2,795 (17.719%) and V—4,724 (29.948%). This is again a reflection of the above wage and unemployment conditions and as a result the Board will require that this population continue to receive a year-round priority of services.

In 2012, Nebraska's Dislocated Workers population was estimated at 38,407 persons. Of this total approximately 32,205 or 83.85% resided in Greater Nebraska. Within Greater Nebraska this population is distributed as follows: Region I—3,736 (11.601%), II—5,412 (16.805), III—7,810 (24.251%), IV—5,263 (16.642%) and V—9,984 (33.001%). This is a reflection of the above unemployment conditions and as a result the Board will require that this population continue to receive fund allocations distributed proportionately by region.

Strengths

Much strength exists in the Greater Nebraska Workforce Investment Area which plays a crucial role in the strategic planning of the area. These strengths must be emphasized to encourage retention of skilled employees and development of new and existing business and economic partnerships. Area strengths include:

- Renewable Energy Resources: wind, bio-renewable fuels
- Clean Environment
- Strong Communities
- Low Cost of Living
- Quality Education
- Quick Commutes (Extensive highway systems ensure very little traffic congestion. The State's average commute time to work is 18 minutes.)
- Vast Outdoor Recreation
- Sound Government
- Safe Environment
- Superior Health Care (The average daily cost of a hospital stay in Nebraska is 27% lower than the U.S. average, and Nebraska has one of the highest hospital bed-to-population ratios in the nation.)
- Close relationships between business and community
- The Rural Economic Opportunities Act provides incentives to small and mid-sized counties. This legislation provides business tax incentives that encourage new investment and employment. This is essential since the rural economy has been adversely impacted by lower farm commodity prices.
- The Agriculture Opportunities and Value-Added Partnership Act is a value-added grant program to help offset the costs of research, education, training and market development of value-added products sold by producers.
- The Building Entrepreneurial Communities Act (BECA) supports economically depressed rural areas of Nebraska in building entrepreneurial communities through grants that will create community capacity to build and sustain programs to generate and retain wealth in the community and region.

Opportunities

The Greater Nebraska Workforce Investment Board will seek all opportunities to reinforce rural economic development through increased outreach to the employer

community in support of job creation and retention and retraining efforts, and a strengthened partnership with the State Workforce Investment Board and the Department of Economic Development to stem the migration of skilled employees from rural Nebraska. The Board will directly influence these efforts by increased recruiting efforts focused on job training for youth and older workers, expansion of nontraditional training programs, and increased short term skill training and on-the-job-training opportunities. Stronger ties will also be made with state and local economic development and educational efforts such as the Partnership for Rural Nebraska which is a group of organizations who meet to coordinate programs that serve rural Nebraska and Future Force Nebraska <http://www.nebcommfound.org/affiliated-funds/find/details/1874/> which is designed to educate youth in demand occupations. Greater Nebraska will expand its marketing efforts to employers and out of school youth in order to increase public awareness regarding American Job Center/NDOL locations and the services they provide.

Past and Anticipated Changes

Greater Nebraska has one certified One Stop American Job Center and ten NDOL locations that provided services to employers and job seekers during Program Year 2013. According to NEworks, the NDOL's Management Information System, of the 12,037 employers served under Wagner-Peyser Statewide in program year 2012, the total number served in Greater Nebraska was 5,336, equating to 44.3% . WIA services provided Statewide were 4,499 and 2,364 of those services were in Greater Nebraska. This is compared to the number of individuals served in Greater Nebraska of 739 in WIA vs. the number of individuals served Statewide in WIA of 1,918. With these figures taken into consideration, Greater Nebraska serves 38.53% of the State's WIA individuals and provides 52.54% of the State's WIA services.

The Board formally contracted with Nebraska Workforce Development-Department of Labor in Program Year 2002 to be the One Stop Operator and Service Provider for the delivery of Workforce Investment Act services. This partnership has proved invaluable by providing a stable infrastructure and management system that has integrated all Department of Labor employment and training programs in-the American Job Center and NDOL locations. The Board restructured its internal organization in July 2003 in order to meet the changing needs of the Greater Nebraska local area and One Stop Delivery System. The Board maintains its focus on employers in order to meet the national trend toward a demand driven system focused on job identification and creation.

Many things need to be accomplished during the period covered by this plan to keep the Greater Nebraska Workforce Investment system in touch with economic growth in the 88 county Greater Nebraska Area and to keep the One Stop Delivery System responsive to the needs of the local workforce. The following marks the focus and future direction of the Greater Nebraska Workforce Investment Board and the Greater Nebraska Local Area during this plan period:

- Continue to develop partnerships in the American Job Center/NDOL location system to increase customer choice;
- Prepare for and implement all changes resulting from the Workforce Investment Act Reauthorization and anticipate funding changes;
- Further identify and publicize the importance and value of the American Job Center/NDOL location system to the Greater Nebraska Local Area;
- Become more aware of employer and economic development needs and continue American Job Center/NDOL location and Board focus on local and regional economic issues;
- Continue to monitor and be proactive in the continuous improvement and strategic planning processes.

Analysis of Local Economic and Labor Market

(Identify current and projected trends of the local area's economy, industries and occupations)

The diversity of the Greater Nebraska Local Area makes it necessary to more closely examine regional data for trends that are closely linked with geography and population. The ten occupations with the best job prospects based on growth rate, total openings and 10-year employment change, by area and region, are shown below. Greater Nebraska is aware of the human, natural and energy resources that are unique and available to the local area. Greater Nebraska has partnered with the State to apply for “green” grants to fund projects centered on these resources. The GNWIB writes letters of commitment and support for agencies that apply for Federal grants, including other “green” grants. The GNWIB supports and approves Eligible Training Provider initial applications that are focused on trainings for “green” jobs. GNWIB members share their experiences regarding “greening” of their companies. Sharing this information assists the WIB with policy development that is focused on “green” job skills necessary for “green” employment.

Nebraska

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numeric Change	Percent Change	Avg Annual Growth Openings	Avg Annual Replacement Openings	Avg Annual Opening s
Heavy and Tractor-Trailer Truck Drivers	28,933	34,325	5,392	18.6%	539	576	1,115
Retail Salespersons	27,559	29,973	2,414	8.8%	241	810	1,051
Cashiers	26,018	27,584	1,566	6.0%	157	1,180	1,337
Registered Nurses	21,998	24,689	2,691	12.2%	269	398	667
Combined Food Preparation and Serving Workers,	17,890	20,091	2,201	12.3%	220	499	719

Including Fast Food							
Meat, Poultry, and Fish Cutters and Trimmers	12,019	14,410	2,391	19.9%	239	349	588
Customer Service Representatives	15,708	17,655	1,947	12.4%	195	446	641
Laborers and Freight, Stock, and Material Movers, Hand	17,113	18,769	1,656	9.7%	166	547	713
Waiters and Waitresses	16,233	17,141	908	5.6%	91	810	901
Office Clerks, General	16,611	18,295	1,684	10.1%	168	294	462

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

Nebraska Statewide includes every county in Nebraska.

Panhandle

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numeric Change	Percent Change	Avg Annual Growth Openings	Avg Annual Replacement Openings	Avg Annual Openings
Cashiers	1,205	1,291	86	7.1%	9	55	64
Retail Salespersons	1,354	1,463	109	8.1%	11	40	51
Laborers and Freight, Stock, and Material Movers, Hand	1,049	1,139	90	8.6%	9	34	43
Rail Car Repairers	***	***	***	35.0%	***	***	***
Combined Food Preparation and Serving Workers, Including Fast Food	662	732	70	10.6%	7	18	25
Elementary School Teachers, Except Special Education	892	956	64	7.2%	6	20	26

Registered Nurses	834	900	66	7.9%	7	15	22
Locomotive Engineers	***	***	***	21.5%	***	***	***
Heavy and Tractor-Trailer Truck Drivers	699	762	63	9.0%	6	14	20
Office Clerks, General	920	979	59	6.4%	6	16	22

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

The Panhandle Region includes the Nebraska counties of Banner, Box Butte, Cheyenne, Dawes, Deuel, Garden, Kimball, Morrill, Scotts Bluff, Sheridan and Sioux.

MidPlains

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numeric Change	Percent Change	Avg Annual Growth Openings	Avg Annual Replacement Openings	Avg Annual Opening s
Meat, Poultry, and Fish Cutters and Trimmers	***	***	***	14.8%	***	***	***
Cashiers	2,145	2,204	59	2.8%	6	97	103
Combined Food Preparation and Serving Workers, Including Fast Food	1,357	1,501	144	10.6%	14	38	52
Heavy and Tractor-Trailer Truck Drivers	1,090	1,235	145	13.3%	14	22	36
Locomotive Engineers	***	***	***	23.2%	***	***	***
Laborers and Freight, Stock, and Material Movers, Hand	815	911	96	11.8%	10	26	36
Railroad Conductors and Yardmasters	480	592	112	23.3%	11	15	26
Retail Salespersons	1,215	1,285	70	5.8%	7	36	43
Janitors and Cleaners, Except	1,153	1,244	91	7.9%	9	22	31

Maids and Housekeeping Cleaners							
Secondary School Teachers, Except Special and Career/Technical Education	994	1,069	75	7.6%	8	27	35

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

The Midplains Region includes the Nebraska counties of Arthur, Chase, Cherry, Dawson, Dundy, Frontier, Furnas, Gosper, Grant, Hayes, Hitchcock, Hooker, Keith, Lincoln, Logan, McPherson, Perkins, Red Willow and Thomas.

Central

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numerical Change	Percent Change	Avg Annual Growth Opening s	Avg Annual Replacement Openings	Avg Annual Opening s
Meat, Poultry, and Fish Cutters and Trimmers	***	***	***	26.5 %	***	***	***
Heavy and Tractor-Trailer Truck Drivers	2,599	3,059	460	17.7 %	46	52	98
Laborers and Freight, Stock, and Material Movers, Hand	2,778	3,090	312	11.2 %	31	89	120
Cashiers	3,615	3,783	168	4.7%	17	164	181
Retail Salespersons	3,151	3,397	246	7.8%	25	93	118
Registered Nurses	2,688	2,912	224	8.3%	22	49	71
Combined Food Preparation and Serving Workers, Including Fast Food	2,629	2,800	171	6.5%	17	73	90
Office Clerks, General	1,821	1,999	178	9.8%	18	32	50
Carpenters	1,312	1,487	175	13.3 %	18	28	46
Bookkeeping, Accounting, and Auditing Clerks	2,412	2,590	178	7.4%	18	26	44

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

The Central Region includes the Nebraska counties of Adams, Blaine, Buffalo, Clay, Custer, Franklin, Garfield, Greeley, Hall, Hamilton, Harlan, Howard, Kearney, Loup, Merrick, Nance, Nuckolls, Phelps, Sherman, Valley, Webster, and Wheeler.

Northeast

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numerical Change	Percent Change	Avg Annual Growth Opening s	Avg Annual Replacement Openings	Avg Annual Openings
Meat, Poultry, and Fish Cutters and Trimmers	***	***	***	15.5 %	***	***	***
Cashiers	3,794	3,952	158	4.2%	16	172	188
Heavy and Tractor-Trailer Truck Drivers	3,902	4,175	273	7.0%	27	78	105
Registered Nurses	2,172	2,413	241	11.1 %	24	39	63
Retail Salespersons	2,866	3,031	165	5.8%	16	84	100
Combined Food Preparation and Serving Workers, Including Fast Food	1,943	2,154	211	10.9 %	21	54	75
Bookkeeping, Accounting, and Auditing Clerks	3,075	3,293	218	7.1%	22	34	56
Laborers and Freight, Stock, and Material Movers, Hand	2,313	2,462	149	6.4%	15	74	89
Welders, Cutters, Solderers, and Brazers	1,131	1,344	213	18.8 %	21	30	51
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	7,151	7,018	-133	-1.9%	0	218	218

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

The Northeast Region includes the Nebraska counties of Antelope, Boone, Boyd, Brown, Burt, Butler, Cedar, Colfax, Cuming, Dakota, Dixon, Dodge, Holt, Keya Paha, Knox, Madison, Pierce, Platte, Polk, Rock, Stanton, Thurston and Wayne.

Southeast

SOC Title	2010 Estimated Employment	2020 Projected Employment	Numerical Change	Percent Change	Avg Annual Growth Opening s	Avg Annual Replacement Openings	Avg Annual Opening s
Meat, Poultry, and Fish Cutters and Trimmers	***	***	***	20.6 %	***	***	***
Heavy and Tractor- Trailer Truck Drivers	869	1,071	202	23.3 %	20	17	37
Cashiers	1,562	1,671	109	7.0%	11	71	82
Cabinetmakers and Bench Carpenters	***	***	***	75.5 %	***	***	***
Nursing Aides, Orderlies, and Attendants	1,666	1,785	119	7.1%	12	22	34
Retail Salespersons	***	***	***	7.1%	***	***	***
Electrical and Electronic Equipment Assemblers	***	***	***	25.2 %	***	***	***
Combined Food Preparation and Serving Workers, Including Fast Food	832	912	80	9.6%	8	23	31
Bookkeeping, Accounting, and Auditing Clerks	1,219	1,314	95	7.8%	10	13	23
Office Clerks, General	936	1,008	72	7.7%	7	17	24

*** Data Suppressed for Confidentiality

Based off of 2010-2020 Long-term Occupational Projections

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

The Southeast Region includes the Nebraska counties of Fillmore, Gage, Jefferson, Johnson, Nemaha, Otoe, Pawnee, Richardson, Saline, Thayer and York.

Differences in geography and population ensure that the Workforce Investment needs of businesses, industries, and the State's labor force are unique throughout the Greater Nebraska Local Area. Greater Nebraska covers a vast geographic area with a variety of workforce demands and opportunities. The sandhills in the mid-plains region of the State has specific ranching and agricultural needs that are different from the needs of other portions of the local area that have historically been driven by manufacturing needs. While Greater Nebraska as a whole is labeled "rural", the micropolitan communities in Greater Nebraska have workforce needs, including professional and administrative needs that are similar to larger communities. The healthcare industry plays an important role in Greater Nebraska's workforce. It is one of the few industries

that exist in nearly every community throughout the Local Area; as such, there is a high demand for health care related trainings at all levels. Increased use of technology has created a demand for workers with technological skills. Partnerships with the Community College system has allowed Greater Nebraska to assist in the development of training programs to provide these skills. Demand for a skilled, sustainable workforce determines the economic prosperity of the area and accentuates the need for current and reliable labor market information.

The effects of the recent economic crisis can be seen in Greater Nebraska's labor condition trends. In Greater Nebraska, in 2007 the total amount of employed individuals was 441,213. In 2009 during the recession, this number decreased to 429,165, a decrease of 2.7%. This number has increased in 2012 to 452,277, surpassing pre-recession levels. Other indicators also show that the region is recovering from the recent recession. Statewide there was a 26.3% decrease in regular Unemployment Insurance benefits paid, from 2011 to 2012 from \$152,294,630 to \$112,300,207. Globalization in a rural area is a topic of considerable significance. With a vastly different economic base than its urban counterpart, Greater Nebraska struggles to bring outside revenue into the area from locations outside of the state. One way to look at globalization is through state exports. To calculate Greater Nebraska's ability to increase revenue by exporting products and/or services, an understanding of location quotients is essential. The location quotient indicates the concentration of employment in an industry at the statewide level relative to its concentration at the national level. The state location quotient is calculated by dividing each industry's employment by total employment, and then by the national ratio. Industries with location quotients over 1.0 serve consumers outside of Nebraska and bring revenue in to the state. The higher the location quotient, the less dependent the industry is on state consumption. When the location quotient is less than 1.0 the industry is likely to be driven by the consumption of goods and services within the state.

Greater Nebraska to State (Top 10)

Industry Title	Establishments	Average Employment	Location Quotient
Animal Production & Aquaculture	724	6351	2.51
Textile Mills	6	158	2.36
Crop Production	774	2989	2.35
Leather and Allied Product Manufacturing	6	315	2.18
Support Activities for Mining	28	158	2.13
Wood Product Manufacturing	49	1468	2.11
Mining (except Oil and Gas)	70	575	2.11
Agriculture & Forestry Support Activity	214	1176	2.09
Primary Metal Manufacturing	12	889	1.89
Food Manufacturing	223	24103	1.85

Note: This list is of the top 10 LQ's with average employment over 150 by 3 Digit NAICS

Data from 2013 Q1 QCEW

Prepared by Ed Jaros – ed.jaros@nebraska.gov, 402.471.8267

Greater Nebraska to State (Bottom 10)

Industry Title	Establishments	Average Employment	Location Quotient
Electronic Markets and Agents/Brokers	104	232	0.16
Financial Investment & Related Activity	207	564	0.34
Insurance Carriers & Related Activities	877	3716	0.38
Management of Companies and Enterprises	166	2909	0.39
Performing Arts and Spectator Sports	49	454	0.41
Professional and Technical Services	1555	7621	0.43
Museums, Parks and Historical Sites	44	258	0.48
Administrative and Support Services	836	8243	0.51
Real Estate	553	1366	0.52
Furniture and Related Product Mfg	33	316	0.53

Note: This list is of the bottom 10 LQ's with average employment over 150 by 3 Digit NAICS

Data from 2013 Q1 QCEW

Prepared by Ed Jaros – ed.jaros@nebraska.gov, 402.471.8267

Industries that are growing rapidly and employ a substantial number of workers are identified as *critical industries*. In the Greater Nebraska Local Area, the following industries have been recognized as 'critical'.

Greater Nebraska Critical Industries

	2010 Estimated Employment	2020 Projected Employment	Numeric Change	% Change	Proportion of Greater Nebraska Total 2010 Employment
Ambulatory Health Care Services	10,402	12,474	2,072	19.9%	2.6%
Education Employment (private + state + local)	37,933	41,402	3,469	9.1%	9.5%
Administrative and Support Services	8,469	9,994	1,525	18.0%	2.1%
Food Manufacturing	23,603	26,094	2,491	10.6%	5.9%
Professional, Scientific, and Technical Services	7,315	8,376	1,061	14.5%	1.8%
Truck Transportation	6,926	7,978	1,052	15.2%	1.7%
Hospital Employment (private + state + local)	19,758	21,264	1,506	7.6%	5.0%
Nursing and Residential Care Facilities	13,307	14,507	1,200	9.0%	3.3%

Social Assistance	4,745	5,654	909	19.2%	1.2%
Rail Transportation	5,815	6,776	961	16.5%	1.5%

Based off of Long-term Industry Projections

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

Each occupation has a set of skills which are necessary for adequate job performance. These skills are collected through a national survey process*, with each skill being assigned a level of importance among all duties in that occupation and a level of competence that allows workers to gauge their ability in a given area. The top five skills for each of the occupations identified above are represented in the graph below. *A national on-line application that combines O*NET occupational data with state-produced occupational projections. All documentation was obtained from O*NET which is employer based documentation. High demand occupations fall within industries that are high demand. Section (a) is a list of occupations and section (b) is a list of skills required for those occupations.

Top 5 Skills from top Hot Jobs in Greater Nebraska					
Occupation Title	Top 5 Most Important Skills				
Bookkeeping, Accounting, and Auditing Clerks	Active Listening	Reading Comprehension	Speaking	Critical Thinking	Mathematics
Cabinetmakers and Bench Carpenters	Operation Monitoring	Monitoring	Quality Control Analysis	Equipment Selection	Operation and Control
Carpenters	Coordination	Quality Control Analysis	Critical Thinking	Mathematics	Active Listening
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	Critical Thinking
Electrical and Electronic Equipment Assemblers	Reading Comprehension	Operation Monitoring	Critical Thinking	Monitoring	Active Listening

Elementary School Teachers, Except Special Education	Learning Strategies	Monitoring	Speaking	Social Perceptiveness	Instructing
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	Operation and Control	Operation Monitoring	Coordination	Monitoring	Critical Thinking
Heavy and Tractor-Trailer Truck Drivers	Operation and Control	Operation Monitoring	Active Listening	Repairing	Time Management
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Active Listening	Coordination	Critical Thinking	Service Orientation	Social Perceptiveness
Laborers and Freight, Stock, and Material Movers, Hand	Coordination	Operation and Control	Operation Monitoring	Critical Thinking	Reading Comprehension
Locomotive Engineers	Operation and Control	Operation Monitoring	Monitoring	Reading Comprehension	Active Listening
Meat, Poultry, and Fish Cutters and Trimmers	Critical Thinking	Monitoring	Speaking	Active Listening	Coordination
Nursing Aides, Orderlies, and Attendants	Service Orientation	Social Perceptiveness	Active Listening	Speaking	Monitoring
Office Clerks, General	Active Listening	Reading Comprehension	Speaking	Writing	Service Orientation
Rail Car Repairers	Repairing	Troubleshooting	Equipment Maintenance	Critical Thinking	Operation and Control
Railroad Conductors and Yardmasters	Monitoring	Coordination	Critical Thinking	Time Management	Speaking
Registered Nurses	Social Perceptiveness	Reading Comprehension	Active Listening	Coordination	Service Orientation
Retail Salespersons	Persuasion	Active Listening	Service Orientation	Negotiation	Speaking
Secondary School Teachers, Except Special and Career/Technical Education	Learning Strategies	Speaking	Instructing	Active Listening	Reading Comprehension

Waiters and Waitresses	Service Orientation	Active Listening	Social Perceptiveness	Coordination	Monitoring
Welders, Cutters, Solderers, and Brazers	Critical Thinking	Monitoring	Operation and Control	Quality Control Analysis	Reading Comprehension

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

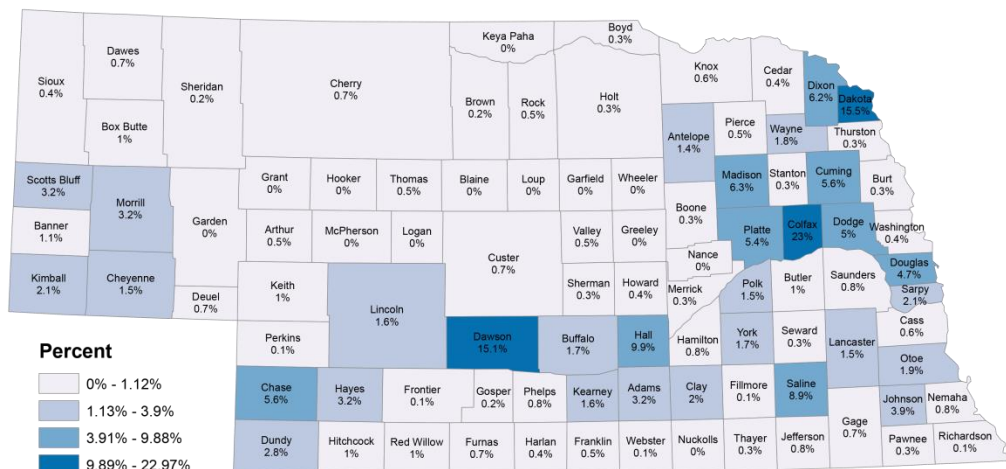
The preceding charts identify occupations in demand, critical employment industries, occupational growth, and the skills required to meet the projected employment opportunities. To meet the current and future needs of business, employers and job seekers, the Greater Nebraska Workforce Investment Area will strive to maintain a labor force that is skilled, knowledgeable, and of sufficient size to support industry growth.

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

Program Year 2012 information for Greater Nebraska's sub-populations are Race (White, 93.8; Black or African American, 0.8%; American Indian and Alaska Native, 1.3%; Native Hawaiian and Other Pacific Islander, 0.1%), Ethnicity (Hispanic or Latino of any race, 9.8%; Not Hispanic or Latino, 90.2%), Disabled 12.4% and older persons (65 and over, 17.2%), Gender (Male 49.6% and Female 50.4%). The U.S. Census American Community Survey 2008-2012 estimates, the most recent data available for county level data, show that there were nearly 32,333 individuals in Greater Nebraska age five years and older who speak a language other than English at home and speak English less than "Very Well". These individuals are considered Limited English Proficient (LEP) and constitute 40.4% of the state's linguistically isolated population. Language assistance services are available throughout the Greater Nebraska local area. WIA Staff may access services through Adult Basic Education English as a Second Language providers, local literacy councils, community action agencies, Community Based Organizations (CBOs) and private providers or language assistance.

Among individuals who speak English less than "Very Well", nearly nine out of ten (86.7%) speak Spanish. Among individuals who do not speak English "Very Well", Spanish-speakers comprise a significant percentage of the population of several counties in Nebraska. More than one in five people in Colfax County (23%), and nearly one in six in Dakota County (15.5%) and Dawson County (15.1%) fall into this category. The highest concentration of linguistically isolated individuals are in Greater Nebraska Region 5 (or the northeast portion of the state) as shown on the map below.

Percent of County Population Who Speak Spanish and Speak English Not “Very Well”



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

Even though there are several colleges throughout Greater Nebraska, they are spread out more across the region which may limit access for people. Due to this limited access, there is an increased challenge for the local area's population to actually attend college and gain the education, skills and training needed to obtain employment. Additionally, The Greater Nebraska Workforce Investment area has experienced a dramatic increase in the number of people who speak English less than “very well” and in the diversity of languages spoken.

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

In an effort to identify workforce needs, Greater Nebraska has placed employer services as one of the highest priorities. American Job Center and NDOL location staff interact with employers to identify labor force needs, provide referrals of skilled job seekers, training assistance, and other assistance such as funds to train incumbent workers in order to meet the employers' needs. The Greater Nebraska Workforce Investment system provides both employers and job seekers universal access to a public labor exchange that provides a staff-assisted and/or self-service menu of employment services, training services, re-training services, and supportive services based upon employer or job seeker needs and individual choices. When the American Job Center and NDOL locations are unable to meet all of the identified job seeker needs, the client will be referred to an agency or organization which may be able to provide the necessary services.

The Greater Nebraska Workforce Investment Area will coordinate and collaborate with the State Department of Economic Development and Local Economic Development Agencies in the continuing effort to meet the needs of employers and job seekers. GNWIB members and service provider staff regularly attend Economic Development meetings, serve as members on local chambers of commerce and are/have been actively involved in various local organizations, such as Marketing/Communications KRA, Private Industry Council, Adopt a School Coordinator for Progress, Hall County Agency for Grant, Grand Island Economic Development Business Contact, Central Nebraska Community Services, School to Career Grant Application Participant, School to Work Advisory Board, Chamber of Commerce Business Education Committee, Junior Achievement Business Representative, Advisory Committee- Bridge Halfway House, Cottonwood Prairie Festival MKT Committee, Project Help, Chamber of Commerce Diplomats Committee Member, Chamber of Commerce Small Business Council, Central Nebraska Transports for the Future- Steering Committee, Bellevue University Advisory Board, Future Force Member- Transportation- Logistics- Warehousing, Certified Facilitator and Program Director of the Heartland Vision Project, Grand Island Noon Rotary, Grand Island Area Economic Development Corporation Board of Directors, Grand Island Chamber of Commerce Board of Directors, St. Cecilia High School Activities Association Board Member, Central Community College Co-op Education Board, Hastings Noon Kiwanis, Hastings Chamber of Small Business Council, Hastings Chamber of Commerce Diplomats, Bottom line Benefits Co-Chair for the Grand Island Community, Hastings Chamber of Commerce Board, Nebraska City Human Resource Team, Leadership Nebraska City, Nebraska City Tourism and Commerce, Leadership Beatrice Planning Committee – Beatrice, SCC- Trio Advisory Committee, SCC- Carl Perkins Advisory Committee, Beatrice Area Chamber Ambassadors, Workforce 101 Committee, Chamber Annual Banquet Committee, Norfolk Area Chamber – Ambassadors, Small Business Council, Green Council, Board Member of Northeast Nebraska Economic Development District, TeamMates Board Member & mentor, Norfolk Public School Foundation Board Member, Wind Energy Advisory Board (Northeast Community College), Renewable Fuels Technology Program Advisory Community (Northeast Community College), Continuum of Care, NE Nebraska Community Action Meeting, Northeast Nebraska Community Action Partnership, County Veteran Service Officers, Drive 4 Five, Platte Valley Literacy, Central Nebraska Community Services, College, Connect Columbus, Housing Authority, Fremont Area Chamber of Commerce – Diplomats, Toastmasters, Dodge County Extension Board, Leadership Fremont alumni assoc., Business Development Council, Fremont Area Chamber membership services council, Dodge County Collaborative, Dream It – Do It, Chamber Leadership Planning Committee, Fremont Housing Authority board, Board of Directors with UN-L Extension Office, Fremont Planning Steering Committee, Probation office, RES Care, WNCC LPN and CDL Advisory Boards, CAPWN, PALS, LifeLink, Transitional Team for students with developmental disabilities, Potter’s Wheel, STEM Advisory Board, Panhandle Area Development District, Chamber of Commerce (Alliance, Sidney Scottsbluff/Gering, Chadron communities), Veteran’s Upward Bound, P-16 Advisory Board, Platte Valley Human Resource Association, Alliance Joint Community Meetings, United Way of Western Nebraska, Healthy Families, Dawson County Interagency, Lexington Chamber

of Commerce, Business Education Committee, North Platte Chamber, McCook Chamber of Commerce, Lexington Chamber of Commerce, Council for Economic Development, and Manufactures Coalition.

The Greater Nebraska One Stop Operator continues to partner with and coordinate services for targeted populations based on their need to provide assistance and eliminate barriers to employment (ie. Veterans, VocRehab, NAF, Indian Center). Referrals to partner agencies are based on individual's eligibility. Target populations include veterans, persons with disabilities, migrant farm workers, minorities and youth to name a few. Coordination of services is established through NEworks, community resources and through provider staff directed quarterly partner meetings with both partners and American Job Center/NDOL location staff present.

Plan Development

The Greater Nebraska Workforce Investment plan was developed through coordinated efforts between local elected officials, business organizations, organized labor, State agencies, local government, local service providers, and other public and private agencies.

This approach enables the Greater Nebraska Workforce Investment Board to implement and deliver a comprehensive workforce development program in the Greater Nebraska area by providing Workforce Investment services and activities that improve the quality of the workforce, reduce welfare dependency, increase unsubsidized employment and allow new and expanding business organizations to obtain skilled and trained employees.

The Greater Nebraska plan was published and made available for public comment via public announcements and availability of public contact and questions through each of the American Job Center/NDOL locations in the Greater Nebraska local area. The public announcements and comments received are summarized and are included in Attachments O and P.

The Greater Nebraska Board started working January 2014 to develop the Local Plan for submission June 2014. In March 2014, a copy of the Local Plan including all proposed changes was submitted to the GNWIB Exec committee for review. Notification of the Greater Nebraska Plan was published in The Beatrice Daily Sun, Columbus Telegram, Grand Island Independent, Hastings Tribune, Kearney Hub, Norfolk Daily News, North Platte Telegraph, Star-Herald (Scottsbluff) and Sidney Sun-Telegraph (Attachment O) and available to the public upon request per the published public notice at the Nebraska Department of Labor Administrative Entity office. The plan was available for the public to view and comment on February 17, 2014 through March 19, 2014. However, no comment was provided for the local plan PY14-16 by the March 19 deadline (Attachment P). A meeting of the GNWIB Executive Committee was held in Grand Island on March 19, 2014 where the changes to Local Plan were approved for initial submittal to the State.

Administrative Section

Organization

Chief Elected Official

(Identify the chief elected official by name, address, phone number, and email)

The Governor serves as the grant recipient for the Greater Nebraska Workforce Investment area. Due to the large number of counties (88) that make up the Greater Nebraska area, the Governor has established a Chief Elected Officials Board (CEOB) to serve as the Chief Elected Official. Three members from each of the five planning regions serve on the Chief Elected Officials Board and are delegated the responsibility to act on behalf of their respective region. At least one Chief Elected Official from each region must be a mayor. The Chair of the Chief Elected Officials Board is:



Hall County Commissioner Pam Lancaster

550 S. 16th Street
Lincoln, NE 68509
402-471-9781
pelcommish@charter.net

CEOB Executive Committee: The Chief Elected Officials Board Executive Committee consists of the Chair and Vice Chair of the CEOB and will have one member from each region. The CEOB Executive Committee has the authority to act on behalf of the Chief Elected Officials Board on issues that require action between scheduled Board meetings, and may exercise such other powers and perform such other duties or functions as authorized by majority vote of the Chief Elected Officials Board. In addition, the Executive Committee has the authority to investigate and make recommendations to the Chief Elected Officials Board or to act on any issues relating to The Workforce Investment Act.

(Describe the process utilized to secure the chief elected official agreement)

The Chief Elected Officials Agreement was established by surveying local county officials and mayors of all municipalities and villages in the eighty-eight county area. The survey was conducted with the assistance of the Nebraska League of Municipalities and the Nebraska Association of County Officials. The survey instrument holds the signature of the local officials and constitutes an agreement that the Greater Nebraska Workforce Investment area will be represented by up to a fifteen member Chief Elected Officials

Board, appointed by the Governor. The agreement between the Governor, the Chief Elected Officials Board and the Nebraska Department of Labor is included in Attachment G.

Workforce Investment Board

(Describe the structure, including the nomination process of the Greater Nebraska Workforce Investment Board)

The Greater Nebraska Workforce Investment Board meets the requirements of the Workforce Investment Act and is composed of members who represent business, education, labor organizations, community-based organizations, economic development, One Stop partners, and other organizations and agencies. Members are appointed by the Chief Elected Officials Board. The agreement between the Chief Elected Officials Board and the Greater Nebraska Workforce Investment Board is included in Attachment H. The Greater Nebraska Workforce Investment Board Bylaws are included in Attachment T. A list of the current Greater Nebraska Workforce Investment Board members and their optimum policy making experience are included in Attachment Y.

The selection of Greater Nebraska Workforce Investment Board members from each of the five regions in the Greater Nebraska area is based on the annual program planning data used to divide funding amongst the regions supplied by the Nebraska Department of Labor's Labor Market Information Center. Ideally the Greater Nebraska Workforce Investment Board would consist of 19 mandated partner representatives and at least 20 business representatives. They are represented as follows:

Region I = 3 Members

Region II = 7 Members

Region III = 14 Members

Region IV = 8 Members

Region V = 9 Members

The business, education, and organized labor representatives are nominated by their respective entity as specified by the Workforce Investment Act and the other members are nominated through an open nomination process. The Definition of Representation Categories is as follows:

- **Business/For-Profit Sector**

Representatives of business in the Greater Nebraska local area who are owners of businesses, chief executive or operating officers of businesses, and other business executives or employers with employment policy-making or

hiring authority. These persons are to represent business with employment opportunities reflecting the employment opportunities of the Greater Nebraska local area. They are to be selected from among individuals nominated by state, regional, or local business organizations and business trade associations.

- **Local Educational Entity**

Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and post-secondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.

- **Organized Labor**

Representatives of labor organizations (for the Greater Nebraska local area in which employees are represented by labor organizations), nominated by state, regional or local labor federations, or (for the Greater Nebraska local area in which no employees are represented by such organizations), other representatives of employees.

- **Community-Based Organization**

Representatives of private non-profit community-based organizations that have demonstrated expertise in the field of workforce development (including organizations representing individuals with disabilities and veterans for the Greater Nebraska local area in which such organizations are present.)

- **Economic Development Agency**

Representatives of economic development agencies, including private sector economic developmental entities.

As established by the bylaws, the Greater Nebraska Workforce Investment Board has designated three standing committees:

Executive Committee: The Executive Committee consists of Board officers, chairpersons of the standing committees, one representative from local educational entities, labor, community-based organizations, economic development agencies, One Stop partners, and a majority of members from business and industry. The Executive Committee has the authority to act on behalf of the Greater Nebraska Workforce Investment Board on issues that require action to develop or implement the local plan between scheduled Greater Nebraska Workforce Investment Board meetings, and may exercise such other powers and perform such other duties or functions as authorized by majority vote of the Greater Nebraska Workforce Investment Board. In addition, the Executive Committee has the authority to investigate and make recommendations to the Greater Nebraska Workforce Investment Board or to act on any issues relating to:

- Employment of administrative staff.

- Solicitation and acceptance of grants and donations from sources of funds other than the federal funds made available under the Workforce Investment Act.
- Assistance to the Governor in developing the statewide employment statistics system described in the Wagner-Peyser Act.
- Assistance to the Governor in developing statewide employment and training programs and systems.

On June 26, 2003, the Greater Nebraska Workforce Investment Board approved a proposed amendment to the by-laws that changed the structure of the remaining standing committees. Specifically, the amendment abolished the Policy, Planning and Oversight Committee, the One-Stop Committee, and the Individual Training Account (ITA) and Eligible Providers Committee. In place of those committees, the Greater Nebraska Workforce Investment Board created the Community Outreach Committee and the Compliance Committee. Their areas of responsibility are described below.

Community Outreach Committee: The Community Outreach Committee will have the authority to investigate and make recommendations to the full board or the Executive Committee on any issues relating to the following:

- Designation, certification, or termination of one-stop operators.
- Coordination of workforce investment activities authorized under the federal Workforce Investment Act of 1998 and the Nebraska Workforce Investment Act and carried out in the Greater Nebraska local area with economic development strategies and develop other employer linkages with such activities.
- Promoting participation of private sector employers in the statewide workforce investment system, ensuring the effective provisions of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the Greater Nebraska local area or through other organizations, and assist such employers in meeting their hiring needs.
- Planning and implementing marketing efforts including any website used in coordination with such marketing efforts.
- Coordination and promotion of economic development including but not limited to labor market information, linkages and the participation of private-sector employers.
- Coordination of Youth Council activities including but not limited to out of school dropouts, youth in foster care or the juvenile justice system, and in-school youth who are receiving special job and educational assistance.

Compliance Committee: The Compliance Committee will have the authority to investigate and make recommendations to the full board and the Executive Committee on the following issues:

- Identifying eligible providers of youth activities in the Greater Nebraska local area for the competitive award of grants or contracts by the Greater Nebraska Workforce Investment Board, based on the recommendations of the Youth Council.
- Identifying eligible providers of training services in the Greater Nebraska local area.
- If the one-stop operator does not provide intensive services in a Greater Nebraska local area, the committee will identify eligible providers in intensive services in the Greater Nebraska local area for the award of contracts by the Greater Nebraska Workforce Investment Board.
- The annual budget and the establishment and monitoring of performance measures.
- Identifying youth providers and youth contractors based on recommendations of the Youth Council.
- Coordinating and communicating oversight activities.
- Continuous improvement including but not limited to local planning, activities, obtaining business input, youth outreach, and coordination of websites established in coordination therewith.

When there is a vacancy on the Greater Nebraska Workforce Investment Board, the Greater Nebraska Administrative Entity notifies the Greater Nebraska Workforce Investment Board members, the Chief Elected Official Board members, and the One Stop American Job Center/NDOL location located in the region with the vacancy, and solicits recommendations for potential candidates. The names of all individuals interested in the vacancy are forwarded to the Greater Nebraska Administrative Entity who in turn provides the interested candidates with a Greater Nebraska Workforce Investment Board nomination form. The completed nomination forms from all interested candidates are sent to the Chief Elected Officials Board. The Chief Elected Officials Board reviews all nomination forms and appoints the candidate best suited to carry out the duties of a Greater Nebraska Workforce Investment Board member.

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

The Greater Nebraska Workforce Investment Board has equally distributed these business representatives amongst the three Greater Nebraska Workforce Investment Board committees and Youth Council to ensure that a business perspective is present in all Greater Nebraska Workforce Investment Board discussions. The Greater Nebraska Workforce Investment Board has developed a presentation to be given by Greater Nebraska Workforce Investment Board members, in conjunction with American Job Center/NDOL location staff, to employers in the Greater Nebraska local area that promotes their commitment to the demand-driven workforce system and how the Greater Nebraska Workforce Investment Board and American Job Center/NDOL locations work together to meet employers' needs. The Executive Committee with the input of its business members has in the last year reviewed the certification process,

rural and community outreach of the American Job Center/NDOL locations and the certification process and services to rural Nebraska. The GNWIB reviews labor market information to determine workforce trends and potential needs. The board also seeks input from post-secondary education institutions about employer requests for training and skills development. This information is used to develop service models and strategies that are responsive to employers needs and are demand driven.

(Identify the circumstance which constitutes a conflict of interest for any Greater Nebraska Workforce Investment Board member)

No member of the Chief Elected Officials Board or the Greater Nebraska Workforce Investment Board may receive anything of value as a result of a benefit conferred by Greater Nebraska Workforce Investment Board members upon any person, business, or organizations. In addition, Greater Nebraska Workforce Investment Board members 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 either Board prior to the consideration of the request by the Boards. No Board member shall vote on a decision in which he or she has a direct or indirect personal or secondary interest not common to other Board members. An interested member may briefly state his or her position regarding the subject, or may answer questions of the other members since his or her knowledge may be of assistance. By-Laws in attachment T provide guidelines on conflict of interest.

(Describe the membership of the local Youth Council and the process used to determine the appointments. Identify the responsibilities of this council. Specify if this includes recommending eligible youth service providers and conducting oversight with respect to eligible providers of youth activities)

The Youth Council is appointed by the Greater Nebraska Workforce Investment Board and is responsible for coordinating youth activities in the Greater Nebraska local area, developing portions of the plan as it relates to eligible youth, recommending eligible youth service providers, conducting oversight of local providers of youth activities, and other responsibilities as authorized by the Chairperson of the Greater Nebraska Workforce Investment Board.

The Youth Council includes Board members and other representatives who have a special interest or expertise in youth policy or service delivery and includes representatives from education, business, human services, juvenile justice and law enforcement, public housing and Job Corps. The Council also includes representation by parents of eligible youth seeking assistance and former youth program participants and other members deemed appropriate by the Greater Nebraska Workforce Investment Board in cooperation with the Chief Elected Officials Board. The Greater Nebraska Workforce Investment Board reviews all nominations and appoints individuals to the Youth Council. The Youth Council membership list is included in Attachment V.

(Describe how the local WIB shall coordinate and interact with the local elected officials)

The Greater Nebraska Workforce Investment Board and the Chief Elected Officials Board hold joint meetings, which allow the Chief Elected Officials to participate in the decisions relating to program implementation and delivery of programs and services provided under the Workforce Investment Act. Members of the Chief Elected Officials Board are invited and encouraged to attend the Greater Nebraska Workforce Investment Board committee meetings and Greater Nebraska Workforce Investment Board meetings. The Chair of the Chief Elected Officials Board is a voting member of the Greater Nebraska Workforce Investment Board. In the same manner, the Chief Elected Officials Board has extended a standing invitation to the Chair of the Greater Nebraska Workforce Investment Board and its committees to participate in their meetings and to present information and recommendations on issues that require action by the Chief Elected Officials Board. Each planning region (5) in the Greater Nebraska Workforce Investment area is represented by three members of the Chief Elected Officials Board, and these members coordinate and interact with other elected officials in their respective region. This activity is adequate to ensure effective coordination across the eighty-eight (88) county area. Lastly, both Boards developed an agreement that outlines each entity's responsibilities and the manner in which they would work together. This agreement is located in Attachment H (the same agreement was also referenced in section c).

(Explain how the local WIB shall ensure nondiscrimination and equal opportunity)

The Greater Nebraska Workforce Investment Board will ensure nondiscrimination and equal opportunity by adhering to all federal and state laws and regulations and has established a complaint/grievance policy to allow submission and investigation of complaints/grievances regarding nondiscrimination and equal opportunity. In addition, the Greater Nebraska Workforce Investment Board will adhere to the Equal Opportunity Methods of Administration published by the Nebraska Workforce Development-Department of Labor. The Greater Nebraska Workforce Investment Board will also require each contractor, subcontractor and/or recipient of Workforce Investment funds to assure they will not discriminate or deny program access on the basis of race, color, national origin, age, handicap, sex, religion, citizenship, political affiliation, or belief. Other activities shall include onsite monitor reviews to insure that recipients of grant awards have policies in place, proper posters and systems in place to allow the submission of grievances/complaints in Spanish and English.

(Explain what strategies the CEO and local WIB shall create to utilize the leadership of faith-based and neighborhood partnerships)

The Greater Nebraska Workforce Investment Board recognizes the need to utilize the leadership present in such organizations by integrating their services to expand the

opportunities available to Nebraskans. The Greater Nebraska Workforce Investment Board will utilize the following strategies to achieve this objective:

- Encourage all American Job Center/NDOL locations to develop strong relationships with both types of organizations within their surrounding area. The American Job Center/NDOL locations continue to develop community partnerships to provide services in our Local Area.
- Promote One Stops' participation on local community boards and community Chamber of Commerce activities and events.
- Encourage American Job Center/NDOL location association with local communities Economic Development agencies.
- Endorse youth activities and collaborate with local schools and districts on youth opportunities and create awareness and partnership opportunities with the American Job Center/NDOL location.
- Recognize prospective faith based organizations for collaborations.
- Support the One Stops' efforts to develop client referral processes between faith-based and neighborhood partnerships in their area.
- Comply with the Nebraska State policy regarding Faith-Based and neighborhood partnerships and align with State goals concerning this effort.

The Greater Nebraska Chief Officials Board and Greater Nebraska Workforce Investment Board will monitor these strategies on a periodic basis to ensure their implementation in the Greater Nebraska Workforce Investment Area.

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

The Greater Nebraska Workforce Investment Board does not intend to request a waiver to develop and provide in-house programs at this time. However, this decision is not to be considered as final and this option may be reconsidered at a future date.

Administrative Entity

(Identify the administrative system and staff to carry out the work of the Greater Nebraska Workforce Investment Board)

The Greater Nebraska Chief Elected Officials Board, in coordination and with approval of the Governor, has designated the Nebraska Department of Labor as the Greater Nebraska Administrative Entity for the Greater Nebraska Workforce Investment Area. Initially, several staff members of the Department of Labor were assigned, on a transitional basis, to carry out the functions of the administrative entity, which assists and supports the Chief Elected Officials Board and the Greater Nebraska Workforce Investment Board in their efforts to implement the provisions of the Workforce Investment Act. Since that time, the Department, in collaboration with the Greater Nebraska Workforce Investment Board, has established one permanent program

coordinator position, an administrator for Board support and an administrative assistant position to fulfill these responsibilities.

In addition to designating the Department of Labor as the Greater Nebraska Administrative Entity, the Greater Nebraska Workforce Investment Board has also designated the Nebraska Department of Labor Offices of Employment & Training, Finance, Administrative Services, and General Counsel to provide additional administrative staff and support.

Administrative Board Support

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Local Vision, Goals and Priorities

(The vision, goals and priorities of the local plan must be consistent with the state plan and take into account and reflect on the U.S. Department of Labor's Employment and Training Administration's (ETA) current policy emphasis and strategic priorities. TEN 15-10 stated: "With 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 wForkforce 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 (TEN 17-06) are useful resources and should be addressed)

Members of the Greater Nebraska Workforce Investment Board attended and participated in the State Workforce Investment Board meeting on March 16, 2005. During this time all members present discussed:

- Vision for the Nebraska Workforce System
- Challenges facing Nebraska's Workforce System
- Available tools and resources to address these challenges
- Prioritizing goals to accomplish over the next five years
- Strategies to meet these goals

Governor Heineman has stated Nebraska's vision to prepare the state to compete in the 21st century, in an age of technological marvels, new educational challenges, international competition and entrepreneurial opportunity is 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.

The State Workforce Investment Board's priorities were updated in 2007 to address the U.S. Department of Labor ETA's national strategic direction and to lead to actualization of Nebraska's vision for the 21st century. The Greater Nebraska Workforce Investment Board concurs with the State's updated vision for the Workforce Investment system and developed action steps based on the State's priorities. The members of the GNWIB recognize registered apprenticeships as an important talent development strategy and critical post-secondary education and training alternative. The GNWIB encourages the American Job Center/NDOL locations to utilize apprenticeships:

- As a critical education and training model to meet the needs of high growth, high demand industries to support a competitive workforce.
- By working collaboratively with business and industry and other key partners to develop workforce solutions to provide workers with the skills businesses need and require.
- As a career guidance and career exploration service.

At the Greater Nebraska American Job Center, integration of services is convenient with many human service agencies under one roof. The partner agencies meet regularly on an inter-agency basis to include as many resources and organizations as possible from around the community. These meetings work well to educate partners on the various resources available to clients and reinforce the cooperative spirit in which the American Job Center/NDOL locations can offer services and coordinate case management. The Service providers promote case collaboration meetings for clients, bringing the customer and multiple agency representatives to the table to take advantage of layering services, which also avoids duplication.

The following text describes the action steps the Greater Nebraska Workforce Investment Board will perform in order to integrate and tailor the priorities developed by the State Workforce Investment Board to the Greater Nebraska local area.

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

Greater Nebraska is focused on looking more at local area grants as part of the ad hoc committee effort. Previously, Greater Nebraska revised the One-stop system to include a single Comprehensive One Stop American Job Center, as required by Federal Law and State Policy. Greater Nebraska also created multiple *WIA Service Locations* in NDOL locations where WIA services can continue to be accessed. *WIA Service Locations* provide the same services as previous Affiliate I and Affiliate II One Stop Center.

Federal Law and State Policy require at least one Comprehensive One Stop Center in each local area. They do not require or address Affiliate locations. Greater Nebraska's certified Comprehensive One-Stop is located in Grand Island and *WIA Service Locations*/WIA services are also provided/WIA referrals taken in the following locations across the Local Area: Norfolk, Columbus, Beatrice, Hastings, North Platte, , and Scottsbluff. Currently, the GNWIB is partnering with the Library Commission to provide access to WIA services via computer technology at libraries across the Greater Nebraska Local Area. Proposed pilot locations were identified at the June 6-7, 2012 meetings of the GNWIB/CEOB as: Chadron Public Library, Broken Bow Public Library, McCook Public Library, Saint Paul Public Library, South Sioux City Public Library and Falls City Public Library. American Job Center/NDOL locations assigned to support these pilot locations are: Beatrice, Norfolk, Scottsbluff, North Platte and Grand Island. Greater Nebraska is focusing their efforts on finding grants for applicants in the local area. The GNWIB will actively seek and apply for grant opportunities to increase funding options. The GNWIB has written support letters for the TAACT grant and the Columbus Career Academy. The GNWIB is not a 501(c)(3) corporation, but it does have Non-Profit Status registered with the Nebraska Department of State. This status allows the GNWIB to apply for multiple non-profit grant opportunities. The Greater Nebraska One Stop system is delivered through an infrastructure of five American Job Center/NDOL locations geographically dispersed across 74,000 square miles of rural Nebraska. The Greater Nebraska Workforce Investment Board has contracted with Nebraska Workforce Development-Department of Labor to act as the One Stop Operator and WIA Service Provider. The GNWIB recognizes that having a single entity serve as operator and provider ensures statewide continuity of program delivery and staff management/training. This singular management structure promotes stability of customer services. Currently GN WIA staff and funds are distributed across the Local Area at various WIA Service Locations and the Certified Comprehensive One Stop Center. WIA staff should be based out of strategic locations in each region. WIA staff will continue to serve the entire region utilizing technology and travel, when necessary. (This is similar to the Youth Specialist service delivery model.) Each American Job Center/NDOL location has a reception desk and a resource room with full access computers and assisted technology equipment. After being greeted and provided information of available services, customers may choose to receive staff assisted services or utilize self-service. While each American Job Center/NDOL location differs in size, capability, and numbers of partners, all provide basic labor exchange employment and training services to the adult, youth and dislocated worker populations. Action steps to meet this priority are:

- The GNWIB will strive to successfully collaborate with Partner Agencies to gather and analyze an array of current client information to help track economic conditions, measure outcomes, and empower customers in their career planning. Easy-to-use electronic tools that can be accessed by customers both in the home and at the One Stop American Job Center/NDOL location will allow a true sense of partnership to be developed between all partners and the customer, regardless of physical location.
- The GNWIB will utilize NEworks, an integrated web based information management system that can be accessed from any location, by any stakeholder, and by any partner to enable the creation of a more seamless and integrated service delivery and referral system in American Job Center/NDOL locations statewide.
- The GNWIB will increase engagement with partner and business representatives on the Nebraska Workforce Investment Board to improve communication regarding the issues affecting the Greater Nebraska local area.
- Develop Virtual Access Points (VAPs) in each of the 88 counties to provide WIA services via technology.

(Identify "action steps" the local WIB and delivery system will take to contribute to reaching the local vision, goals, and priorities)

The current relationship between local and state economic development entities and the Greater Nebraska Workforce Investment system is growing stronger every day. The relationship has been built on the common understanding in rural Nebraska that economic development is the single most important resource in preserving and promoting job growth and maintaining an adequate workforce. The GNWIB recognizes and supports the regional differences that exist within the Greater Nebraska local area and has determined the most responsive way to serve these differences is to create ad hoc work groups to oversee economic development planning and activities in each Region of the Greater Nebraska local area.

The Greater Nebraska Workforce Investment Board will take the following action steps to continue the linkage between economic and workforce development efforts:

- The Greater Nebraska Workforce Investment Board will organize and implement regional meetings of representatives from the partner stakeholder entities of Economic Development, Education, Elected Officials, Labor, and American Job Center/NDOL location Management to gather best practices on current initiatives, set common goals to integrate services to employers and jobseekers, and respond to the need to create a coordinated, efficient, and less bureaucratic delivery system.
- Continue to organize and implement GNWIB sponsored employer focus groups to ascertain the needs of regional and local industry to determine the

best utilization of training funds and to communicate strategies to address the workforce needs of high-growth, high-demand industries.

- Support One-Stop staff and GNWIB member involvement with the *Institute for Building Partnerships and Career Pathways in High Growth Industries*, a collaborating effort between the Department of Labor and Education. The Institute's purpose is to inform, inspire, and support communities that are building comprehensive workforce and education solutions to meet the needs of high-growth industries and job seekers in their local communities.
- Continue to work with the Governor, State Workforce Investment Board, the Department of Economic Development and the Community Colleges in support of the state's Future Force initiative designed to standardize curriculum at the community college level to prepare tomorrow's workforce.

The Greater Nebraska plan identifies methods, strategies, and tools the Greater Nebraska local area will implement in order to insure customers have the opportunity to make informed choices. Workforce information including job pay, benefits, and local economic issues is provided in every American Job Center/NDOL location through high speed internet delivery systems connected directly to the Nebraska Workforce Development-Labor Market Information website. Resource room staff are trained on the various labor market tools such as the Nebraska Statistical Training System, H3.ne.gov, TrainingLink and JobLink. These tools can quickly research and provide individualized workforce information both electronically and in hard copy. Specific action steps to meet this priority are:

- Provide training, support, and assistance to foster more involvement in local school systems to continue to improve the understanding of youth and parents on the various occupational opportunities, and the connection between education, employer needs, and career choices.
- Provide technical assistance and capacity building training to American Job Center/NDOL location staff and partners in the One Stop American Job Center/NDOL location in order to improve the services that are being provided to the customers in a cost effective manner. Over the next year, technical assistance and training opportunities will be made available to increase the capacity of the aforementioned groups and focus on the following areas:
 - Performance Measures
 - Service to Special Populations
 - Improved Customer Service
 - Understanding Mandated Partner Programs
 - Improved Collaboration
 - Labor Market Information

- Provide training to service provider staff in the area of outreach and case management so they can better relate to employer and jobseeker customers and increase their understanding of these populations' special needs.
- Electronically provide each American Job Center/NDOL location with their customer satisfaction results through the state developed system for measuring American Job Center/NDOL location customer satisfaction. In addition, the American Job Center/NDOL locations will continue to post these outcomes for public review and comment each quarter
- Continue implementation and training in the use of Malcolm-Baldrige principles to ensure continuous improvement strategies

The Greater Nebraska action steps to provide increased state and local flexibility to all client populations:

Local Diversity and Language Barriers – The GNWIB encourages connection by the American Job Center/NDOL location staff to the ethnically diverse organizations within their community, asks management staff to seek out English as a Second Language leaders to include in Center activities, and encourages American Job Center/NDOL locations to identify appropriate bilingual resources within their communities. The GNWIB has adopted and implemented the State Limited English Proficiency Plan which provides that individuals with limited English proficiency are able to access programs and services provided by the One Stop American Job Center/NDOL locations and One Stop Partners on an equitable basis. In addition, the One Stop Operator and Service Provider will continue to utilize translation services through the Division of Communications Language Line Services. This service is available in over 100 different languages to staff working with clients who have limited English speaking abilities and may need translation services.

Individuals with Disabilities – The American Job Center/NDOL locations have a strong, collaborative relationship with Vocational Rehabilitation and many partnering services are provided to individuals with disabilities by both agencies. Easter Seals of Nebraska is collocated in the Hastings NDOL location and serves Nebraskans with disabilities through their Alternative Financing Program, their Telework Loan Program, and their AgrAbility Program which provide low interest loans, adaptive equipment, technical assistance, and educational programs. American Job Center/NDOL locations, in coordination with the state, will utilize the newly developed Navigator System and partner with Assistive Technology Partnership (ATP) to facilitate universal access to the One Stop system for people with disabilities, including those with hearing or visual impairments. Through this partnership, persons with disabilities will be provided with outreach services, as well as referrals to other applicable community agencies. Staff members designated as Navigators in the One Stop American Job Center/NDOL locations will be knowledgeable about complaint procedures under the nondiscrimination provisions of Workforce Investment Act section 188, and conduct accessibility assessments and recommend updates in One Stop facilities, services and accessibility equipment.

Demographic Shifts – The GNWIB supports the local initiatives of American Job Center/NDOL locations, Chambers of Commerce and Economic Development Agencies to

collaborate on recruitment efforts to build Nebraska's workforce. Expanding recruitment efforts beyond city borders, and when appropriate, the state's border, to community alumni living in other locations is an effective way to counteract the shifting population of Greater Nebraska. These types of community endeavors are an example of flexibility and collaboration in ways to encourage previous residents of a community to return to the excellent education system, the high quality of life, and the safe community they experienced growing up in Greater Nebraska.

Transportation Barriers – Physical and/or electronic access to the American Job Center/NDOL location services will be encouraged through community libraries in the Greater Nebraska local area. American Job Center/NDOL location efforts to have posters describing services in all Greater Nebraska local area libraries will continue. The GNWIB supports the use of technology to serve WIA participants in order to overcome transportation barriers. Technology can include email, phone, video conferencing, or NEworks, the internet based management information system that can be accessed from any location. Currently, the Nebraska Department of labor is working with libraries in the Greater Nebraska regions to improve access, promote, the use of NEworks, and provide stronger case management. By partnering with local libraries for access points, participants are able to obtain services in many cases without having to leave their hometown. These efforts will enable clients with transportation barriers to participate in case management from offsite locations.

Furthermore, the NDOL launched a Virtual Services Unit (VSU) in March of 2013. The VSU allows participants of any program to receive job referral services, resume/cover letter assistance, and labor market information.

Out-of-School Youth Populations - The GNWIB and Youth Council recognize that the out-of-school youth population clearly has more barriers to employment than their counterparts who remain in-school, and therefore are in greater need of job training opportunities. For that reason, the GNWIB has directed their youth service provider to give priority of service to the out-of-school youth population and expend a minimum of fifty percent of youth program dollars on that population. In addition, the GNWIB and Youth Council are looking at methods to increase outreach to out-of school youth including regional targeted marketing. The GNWIB encourages discussions with agencies and organizations that serve this at-risk population. Guest speakers are invited to present or share information at Youth Council meetings. The WIA Youth Specialists are also provided contact information for program partners in order to follow up on any potential partnerships.

Priority of Service for Veterans to Ensure Linkage to State and County Veterans' Organizations – The Greater Nebraska Workforce Investment Board has instituted a priority of service system that gives eligible clients with proof of veteran status (or proof of being veteran's spouse) priority over all other eligible clients for employment and training services. In addition, Veterans' representatives are assigned to eight of Greater Nebraska's fourteen American Job Center/NDOL locations. Information specific to

Priority of Service for Veterans and eligible spouses may be found in the Operational section of the local plan.

Faith-based Organizations - The Greater Nebraska Workforce Investment Board will encourage all American Job Center/NDOL locations to develop strong relationships with faith-based organizations within their surrounding area, continue to support the One Stops' efforts to develop client referral processes between faith-based and community-based organizations in their area, and comply with the Nebraska State policy regarding Faith-Based and Community Organizations and align itself with State goals concerning this effort.

Rural Development Needs – The Greater Nebraska Workforce Investment Board will participate in Partnership for Rural Nebraska, a formal partnership between the State of Nebraska, the University of Nebraska, and the U.S. Department of Agriculture in co-operation with Regional Groups of service providers and community representatives. With this group the GNWIB will strive to improve the effectiveness of resources that support local-based rural development efforts state-wide; to better utilize human and financial resources development; to work with and support interested local, regional statewide and national partners; and to integrate their efforts and coordinate their resources to enhance rural research, policy analysis, program delivery, education and professional development.

The GNWIB encourages and supports attendance at rural focused conferences and learning events. The board acknowledges that these events create opportunities for partnership and information gathering related to potential issues. Greater Nebraska's vast rural areas include various farming, ranching and micropolitan populations. The variety Greater Nebraska experiences as a "rural" local area presents challenges and opportunities that need to be considered at the local and community level. Partnerships with County Commissioners/Supervisors and Community Colleges also contribute to the understanding of the rural development needs that the GNWIB can support.

Incumbent Workers – The GNWIB will help develop a service model for use in all American Job Center/NDOL locations patterned after initiatives like the Beatrice NDOL location's "Excellence at Work" partnership which addressed complaints from employers about the quality of job applicants. The "Excellence at Work" partnership started when NDOL location Center staff decided to take action to produce effective results for employers trying to improve the most basic skills sets-soft skills—for their incumbent workers. Worker Training Grant funds were requested to offer training sessions on soft skills, including communication, motivation, teamwork and professionalism. Employers participating in this effort have "Excellence at Work" certificates posted in their offices so the project is recognized community wide.

Entrepreneurs – Greater Nebraska's geographic challenges require a renewed emphasis on entrepreneurship to stay competitive in maintaining the Greater Nebraska local area's workforce and creating businesses that provide unsubsidized employment

opportunities. Each American Job Center/NDOL location devotes an area in their resource center to information on entrepreneurship and small business development. The GNWIB also encourages collaboration between the American Job Center/NDOL locations and local Community Colleges who have entrepreneurial training programs as part of their curriculum, and local SCORE Chapters.

Nontraditional Training and Job Placements - The Greater Nebraska Workforce Investment Board recognizes the changing demographics of the Greater Nebraska local area, which include an aging workforce and a new generation of jobseekers who often have the barriers of criminal histories and substance abuse violations, require a new attitude toward a class of jobseeker that was once considered a disposable segment of the workforce. Today's competitive workforce necessitates a new approach to the employability of special populations such as offenders, rehabilitated drug abusers, the disabled, retirees, and immigrants. The GNWIB supports all American Job Center/NDOL location efforts to educate employers on the changing workforce and the need to utilize the specialized population labor pool. American Job Center/NDOL location staff are encouraged to look for opportunities to improve the employability of non-traditional jobseekers.

Pursuit of Waiver Authority, as Necessary, to Enhance Service Delivery – In partnership with the State Workforce Investment Board, the Greater Nebraska Workforce Investment Board will continue to actively utilize the 100% waiver option on the amount of funds that can be transferred between the WIA Title I Adult and Dislocated Worker programs to more effectively respond to the training needs of the population of the Greater Nebraska local area and to manage the allocated funds in the most fiscally responsible manner.

The Greater Nebraska plan identifies the Greater Nebraska local area's current participation in joint information systems and describes future plans for implementing or participating in common data systems that increase performance accountability. Specific action steps to meet this priority are:

- The Greater Nebraska Workforce Investment Board will continue to communicate to the State Board its desire for Nebraska Workforce Development to implement and use an Internet based information management system for common data and performance collection which can be accessed from any location, by any stakeholder, and by any partner.
- The Greater Nebraska American Job Center/NDOL locations began to utilize an integrated web based system called NEworks on October 4, 2010. NEworks is the primary reporting and case management tool replacing the previously used Nebraska Workforce Access System (NWAS) and Tracking and Reporting Exchange Systems (TRES). NEworks will be updated as necessary with changes resulting from the reauthorization of the Workforce Investment Act legislation and implementation of the common data performance system.

The One Stop System

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

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

The Greater Nebraska Workforce Investment Board and Chief Elected Officials Board implement an open and competitive process for selection of applications for One-Stop operator(s) and location(s) in the Greater Nebraska local area.

The application process allows the GNWIB and CEOB to reserve the right to accept or reject any or all applications or any part of any application. Applications are reviewed by a five to seven member review team of Greater Nebraska Community Outreach committee members and their recommendations are forwarded to the full Greater Nebraska Workforce Investment Board.

The selection and approval of a One-Stop Operator will be based upon the applicant's capacity and capability to carry out the functions of the Workforce Investment Act, including adequate staffing, ability to provide services throughout the Greater Nebraska Area, adequate fiscal management and reporting systems and adequate facilities. Approval of applications is contingent upon the applicant's demonstrated ability to meet the One-Stop certification criteria as outlined below in paragraph. In the event of competing interest in a single community, the Greater Nebraska Workforce Investment Board reserves the right to negotiate selection. Upon approval of the application, the Greater Nebraska Workforce Investment Board will enter into a formal agreement with the One-Stop Operator(s).

(Describe the appeals process to be used by entities not selected as the American Job Center Operator)

The Greater Nebraska Workforce Investment Board will utilize the following process for One Stop operator applicants to appeal a decision of non-selection or decertification.

The applicant must submit a written request for a hearing within 15 days of the initial notification of the Workforce Investment Board's decision. The request for hearing shall specify the reason for non-selection or decertification, if known, and contain a

statement as to why the decision should be reversed or a mutual compromise established.

The Greater Nebraska Workforce Investment Board shall conduct a hearing within 30 days of the receipt of the request for hearing and, if appropriate, establish negotiations with the applicant to clarify their initial decision and to allow the applicant to present additional information.

The Greater Nebraska Workforce Investment Board will issue a decision 10 days after the hearing. The decision shall identify the reason(s) for non-selection or decertification and the conditions or requirements the applicant must meet in order to be reconsidered.

If the applicant is not satisfied with the final decision, the applicant may request a hearing before an impartial hearing officer, as outlined in the Greater Nebraska procedures for complaints and grievances of a nondiscriminatory nature.

(Identify the policy and procedures for certification of the comprehensive American Job Center)

Greater Nebraska Workforce Investment Board has established one level of certification for its American Job Center: Comprehensive. Comprehensive status focuses on the following elements: number of colocated One-Stop partners (including both mandated and community,) full time equivalencies, availability of services, physical environment of the American Job Center, and completed Memorandums of Understanding (MOU). The requirements for Comprehensive certification are as follows:

Comprehensive One-Stop American Job Center:

The Comprehensive One-Stop American Job Center requires all available mandated partners be physically colocated and/or have core services available Monday through Friday for a minimum of 40 hours per week. Core services may be made available through appropriate technology. Any partner programs without a physical presence in the One-Stop have core services available in the center which are delivered through either electronic or other means. The Comprehensive site must have a fully equipped resource room. An American Job Center business plan must be developed which includes Malcolm Baldrige Continuous Improvement and Limited English Proficiency Plan (LEP). Complete Memorandums of Understanding will be established with all partners at the Comprehensive One-Stop American Job Center. The Greater Nebraska Workforce Investment Board will negotiate the mandated partners' MOUs and the One-Stop Operator is responsible for completing the community partners' MOUs.

WIA Service Locations:

In addition to the Comprehensive One Stop Center(s), the Local Area will provide services through WIA Service Locations. WIA Service Locations will be strategically placed in the local area. These Service Locations will provide WIA services up to and

including core, intensive and training services. Mandated Partners and MOUs are not a requirement for WIA Service Locations. Partnerships will be cultivated and established to develop a seamless service strategy to WIA applicants and clients receiving other services within the same location as the WIA Service Location. The GNWIB will strive to conduct annual visits of WIA Service Locations.

Virtual Access Points:

The Greater Nebraska Local Area will provide virtual access points in all 88 Greater Nebraska Counties. This will be accomplished by leveraging partnerships with other agencies and stakeholders in each of the 88 counties. Virtual Access will include a minimum of access to the Greater Nebraska WIA electronic system, NEworks, with a goal of providing intensive services up to and including case management via available technology. These virtual access points will be a priority to allow individuals to receive services in a client centered manner and at their convenience. Virtual Access Points will align community services with a workforce delivery system.

The Greater Nebraska Workforce Investment Board will certify at least one Comprehensive One Stop Center in the One-Stop delivery system. The Community Outreach Committee oversees on-site reviews to verify certification criteria are being met. Each American Job Center/NDOL location will submit an Annual Report providing information on the progress of the American Job Center/NDOL location, enhancements through continuous improvement, any changes including full-time equivalency staff or partner changes, and an updated business plan.

The Greater Nebraska Workforce Investment Board has created a “One-Stop American Job Center Certification Process and Criteria.” See Attachment W.

(Outline procedures for decertification of American Job Center(s) and/or Service Providers)

The American Job Center and/or service providers may be decertified for the following reasons:

- Failure to comply with federal, state and local laws, rules and regulations, and policies.
- Failure to comply with the provisions of the contractual agreement.
- Failure to meet performance standards.
- Failure to ensure fiscal accountability and prevent waste, fraud, and abuse of program funds.
- Failure to correct problems identified by monitor reviews or audits in a timely manner.
- Failure to maintain Health, Safety, and Labor Law standards.
- Failure to maintain a high level of customer satisfaction.
- Failure to conduct program operations in a professional manner, which discredits the Greater Nebraska Workforce Investment system and members

of the Greater Nebraska Workforce Investment Board and Chief Elected Officials Board.

The Greater Nebraska Workforce Investment Board, through the Community Outreach Committee, shall review and evaluate all allegations of failure to perform before issuing a decision on decertification. The Community Outreach Committee shall forward their recommendations to the GNWIB at the next regular meeting of the GNWIB or a special meeting of the GNWIB Executive Committee. The Greater Nebraska Workforce Investment Board will utilize the following process for One-Stop operator applicants to appeal a decision of non-selection or decertification.

The applicant must submit a written request for a hearing within 15 days of the initial notification of the Greater Nebraska Workforce Investment Board's decision. The request for hearing shall specify the reason for non-selection or decertification, if known, and contain a statement as to why the decision should be reversed or a mutual compromise is established.

The Greater Nebraska WIB shall conduct a hearing within 30 days of the receipt of the request for hearing and, if appropriate, establish negotiations with the applicant to clarify their initial decision and to allow the applicant to present additional information.

The Greater Nebraska Workforce Investment Board will issue a decision 10 days after the hearing. The decision shall identify the reason(s) for non-selection or decertification and the conditions or requirements the applicant must meet in order to be reconsidered.

If the applicant is not satisfied with the final decision, the applicant may request a hearing before an impartial hearing officer, as outlined in the Greater Nebraska procedures for complaints and grievances of a nondiscriminatory nature.

(Provide overview of the One-Stop Delivery System, including physical site location, operator, personnel and participating partners)

The Greater Nebraska Department of Labor One-Stop American Job Center/NDOL location system is designed to enhance access to services and improve outcomes for customers seeking assistance. The One Stop American Job Center/NDOL location system is more than the physical collocation of the mandated partners, but a complete redesign of how customer services for the employer and job seeker are paid for and delivered.

The 88 county Greater Nebraska Workforce Investment Area is composed of five Regions which have a Comprehensive One-Stop American Job Center delivering core, intensive and training services. The site location and participating partners are provided below.

In addition to the Comprehensive One Stop Center(s), Greater Nebraska has WIA Service Locations located throughout the local area in strategic locations to maximize resources and services to WIA applicants and clients. These WIA Service Locations are in:

- Region 1: Scottsbluff (co-located with Nebraska Department of Labor Office)
- Region 2: North Platte (co-located with Nebraska Department of Labor Office)
- Region 3: not a WIA Service Location because it houses the Comprehensive One Stop Center
- Region 4: Beatrice (co-located with Nebraska Department of Labor Office)
- Region 5: Columbus (co-located with Nebraska Department of Labor Office)

The Greater Nebraska Local Area will provide virtual access points in all 88 Greater Nebraska Counties. This will be accomplished by leveraging partnerships with other agencies and stakeholders in each of the 88 counties. Virtual Access will include a minimum of access to the State's MIS system, NEworks, with a goal of providing intensive services up to and including case management via available technology. These virtual access points will be a priority to allow for individuals to receive services without having to travel. Virtual Access Points will align community services with a workforce delivery system. These access points provide customers access to job listings, unemployment information and access to web-based applications. Customers are able to register for services, search for jobs, and file for Unemployment Insurance benefits from virtual access point locations.

The GNWIB will review grant opportunities as they present themselves, to determine if there are viable grant opportunities. Throughout the program year the GNWIB will identify and select special projects focused on Greater Nebraska Local Area needs. The Board will have project goals and seek out viable grant opportunities to assist and support those identified goals and WIA access across the 88 Greater Nebraska counties. The GNWIB will explore partnership opportunities with other agencies and organizations to best leverage resources and increase the likelihood of grant awards.

Each location followed a criteria checklist approved by the Greater Nebraska Workforce Investment Board which focused on the seven key principles outlined in the Workforce Investment Act legislation, as well as the four One Stop American Job Center/NDOL location objectives.

Key Principles

- Streamlining Services
- Empowering Individuals
- Universal Access
- Increased Accountability
- Strong Role for Local Workforce Investment Act & Private Sector
- State and Local Flexibility
- Improved Youth Programs

One-Stop American Job Center/NDOL location Objectives

- Universality
- Customer Choice
- Service Integration
- Accountability

On July 1, 2000, the Greater Nebraska Workforce Investment Board, in agreement with the Greater Nebraska Chief Elected Officials Board, signed a two-year agreement with the Nebraska Department of Labor-Office of Workforce Security to be the One Stop Operator for the American Job Center/NDOL locations in the Greater Nebraska Area. This agreement was extended four times. The fifth, two year extension was executed in July, 2010 and expired on June 30, 2012. The Greater Nebraska Workforce Investment Board, in agreement with the Greater Nebraska Chief Elected Officials Board, requested and was awarded a sixth extension from the Nebraska Department of Labor-Office of Workforce Security to be the One Stop Operator for the American Job Center/NDOL locations in the Greater Nebraska Local Area from July 1, 2012 through June 30, 2015.

The Greater Nebraska's Comprehensive One Stop American Job Center's physical site locations and participating partners are described in the following sections.

The Grand Island American Job Center is located at 203 E. Stolley Park Road, Suite A in Grand Island. The One Stop Operator provides a Regional Manager, 2 Employment Specialist and 7 Workforce Coordinators. In Grand Island the American Job Center has 35—40 full time equivalency providing services, depending on staffing levels of partner agencies. The following table lists the partners for the Grand Island American Job Center.

Grand Island American Job Center

Participating Mandated Partners

1. Workforce Investment Act Adult Program
2. Workforce Investment Act Dislocated Worker Program
3. Workforce Investment Act Youth Program
4. Wagner-Peyser Act
5. Trade Adjustment Assistance
6. Veterans
7. Unemployment Insurance
8. Central Community College
9. Experience Works
10. Indian Center

Participating Community Partners

1. Nebraska Department of Labor – Safety
2. Nebraska Department of Labor - Contractor Registration
3. Multicultural Coalition
5. Grand Island Public Schools Community Outreach
6. University of Nebraska Lincoln-Training

11. VocRehab
12. Odle Management
13. United Tribes
14. Proteus

In Greater Nebraska, due to providing services over 88 rural counties and 77,000 sq. miles, services are accessed based on customer interest and need, as well as availability of the partner in the Local Area utilizing referrals in person at the American Job Center, by telephone and technology-based referrals, such as email contact and access to partner website. Additionally, addressing technology, participating mandated partners have internet access to access the NEworks system as is outlined in partner MOUs (Attachment M). NEworks is the tool that is utilized to register and document services provided to the client.

Participating mandated partners have contact information posted in the resource room for client access, and as a result, participating mandated partners are able to be accessed by clients through technology at the American Job Center. The Local Area provides links to participating partner websites available through NEworks. Core Services are to be provided by partners as outlined in MOUs. Partner MOUs will be reviewed and updated to reflect current Core Services offered per provider as needed throughout PY14-16. The Local Area will continue to seek out additional available partners within the Local Area throughout PY14-16 and quarterly partner meetings will be held by American Job Center staff and partners to further networking efforts.

Federal Regulation was updated per 20 CFR Part 652 et al. to reflect that mandated partners that are not present in the Local Area are not required to be in the One-Stop delivery system; rather Local Boards should take steps to ensure customer groups served by these programs have access to services through the One-Stop delivery system. The required mandated partners per the Workforce Investment Act of 1998 and their representation in the Local Area are as follows:

- Programs authorized under this title (WIA); Adult, Dislocated Worker and Youth Programs under WIA
- Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.); Wegner-Peyser
- Adult education and literacy activities authorized under title II; Central Community College
- Programs authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.); VocRehab
- Programs authorized under section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5)) (as added by section 5001 of the Balanced Budget Act of 1997); Welfare to Work- no longer funded or available in the Local Area and services previously offered by Welfare to Work are provided by other

programs such as WIA, Veterans, Wagner-Peyser and Trade that are available through the One-Stop

- Activities authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.); Experience Works
- Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.); VocRehab
- Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); Trade
- Activities authorized under chapter 41 of title 38, United States Code; Veterans
- Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.); Central Nebraska Community Services verified that no training funds are available under this Act in the Local Area and therefore is not available in the Local Area and services previously offered by Welfare to Work are provided by other programs such as WIA, Veterans, Wagner-Peyser and Trade that are available through the One-Stop
- Employment and training activities carried out by the Department of Housing and Urban Development; The Department of Economic Development verified that there are no training funds available for Housing and Urban Development in the Local Area and therefore is not available in the Local Area and services previously offered by Welfare to Work are provided by other programs such as WIA, Veterans, Wagner-Peyser and Trade that are available through the One-Stop
- Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law). Unemployment Insurance

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

As discussed above, in addition to the Comprehensive One Stop Center(s), Greater Nebraska has WIA Service Locations located throughout the local area in strategic locations to maximize resources and services to WIA applicants and clients. These WIA Service Locations are in:

- Region 1: Scottsbluff (co-located with Nebraska Department of Labor Office)
- Region 2: North Platte (co-located with Nebraska Department of Labor Office)
- Region 3: Hastings (co-located with Nebraska Department of Labor Office); Grand Island houses the Comprehensive One Stop American Job Center)
- Region 4: Beatrice (co-located with Nebraska Department of Labor Office)
- Region 5: Columbus (co-located with Nebraska Department of Labor Office); Norfolk (co-located with Nebraska Department of Labor Office)

The Greater Nebraska Local Area provides virtual access points in all 88 Greater Nebraska Counties. This is accomplished by leveraging partnerships with other agencies and stakeholders in each of the 88 counties. Virtual Access will include a minimum of access to the State's MIS system, NEworks, with a goal of providing intensive services up to and including case management via available technology. These virtual access points are a priority to allow for individuals to receive services without having to travel. Virtual access points will align community services with a workforce delivery system. These access points provide customers access to job listings, unemployment information and access to web-based applications. Customers are able to register for services, search for jobs, and file for Unemployment Insurance benefits from virtual access point locations.

More so, the NDOL Virtual Services Unit (VSU) is available to provide several services to WIA participants including resume/cover letter assistance, job referral, career information, and other labor market information. This is all conducted through technology allowing many participants to receive these services without ever having to leave their home. The NDOL understands many of these individuals have obligations to be in training during the normal operating hours of 8am-5pm and are not able to access services during these times. For this reason, the VSU has extended hours of operation from 8am-7pm, Monday-Friday. Participants are also able to communicate through email if they wish, allowing the participant to communicate at their most convenient hours.

(Describe how the Workforce Investment Board shall engage employers and organized labor in the One-Stop delivery system)

Two critical and valuable methods to assess employers' needs statewide and locally are through the use of surveys and a strong relationship with the employer communities. The use of surveying instruments to assess and measure progress on meeting the expectations of the employer community and the employer networking have significantly increased.

An Employer Satisfaction Survey is conducted on a bi-monthly basis utilizing a random selection method. These results will be internally evaluated by State Administrative Staff as well as American Job Center/NDOL location managers to ensure a high level of customer satisfaction is being met in the Comprehensive One Stop Center.

Statewide Job Fair participation occurs throughout the year in each of our regions across the state. The Greater Nebraska American Job Center are major contributors and sponsors at the majority of these job fairs.

Employer Account Representatives have been established in each of the American Job Center/NDOL locations across the state. The primary responsibilities of these staff are to conduct outreach services with the employers in their community. Marketing tools have been created and made available to those staff and managers who are responsible for conducting employer outreach. Some of the marketing items that are available to staff include; brochures and print materials, as well as locally customized marketing scripts.

Information on the tax credit program and the worker training grants available through the State of Nebraska is also available at the American Job Center/NDOL locations. American Job Center/NDOL location staff market to employers the Work Opportunity Tax Credit (WOTC) program and the matching training dollar grant program of the Worker Training Program. While the marketing of these programs involves all facets of Workforce Development, efficiency in administration will continue to be at the state level with the Employment Services division.

The Greater Nebraska Workforce Investment Board has two Organized Labor representatives on the Board. The GNWIB has two major committees and there is an organized labor representative on each of those committees. The American Job Center uses the following strategies in providing a quality workforce:

- On-the-Job Training
- Work Experience
- Apprenticeships
- Customized Training

(Describe services offered to businesses)

Recognizing the long and short-term changing needs of the business community, the Greater Nebraska Workforce Investment Area strives to deliver a variety of service. Employer Account Representatives have been established in each of the American Job Center/NDOL locations across Greater Nebraska. The primary responsibilities of these staff are to conduct outreach services with employers in their community; marketing tools have been created and made available to staff and managers to conduct employer outreach. Training for Employer Account Representatives and Managers is provided by the Nebraska on an on-going basis through such opportunities as conferences and short course workshops.

Employers who are located in areas without a NDOL location/American Job Center may still receive services virtually through the NDOL location/American Job Center or Virtual Services Unit. Employers are able to consult with staff about their needs and how the NDOL can help to fill these needs. This may be done through recruitment efforts, providing labor market information, or helping to facilitate partnerships.

The NEworks labor exchange system allows for employers to receive self-services as well. This can include posting open positions, recruiting qualified individuals, and comparing average wage income levels. Beginning in March 2013, the NDOL Virtual Services Unit began outreach efforts to employers in Greater Nebraska to encourage these employers to register within the NEworks system and offer guidance on the services provided.

Integrated services will be provided to all employers, at their request, at a single point of contact, or other method to support economic/workforce development efforts. These services, at a minimum, include:

- Posting of job orders to Nebraska's labor exchange system NEworks
- Assistance in filling job orders with qualified candidates
- Technical assistance within NEworks
- State and/or federal generated information on Americans with Disabilities Act
- Local, state, and/or federal generated Labor Market Information (LMI)
- Information regarding consultations on workplace accommodations for persons with disabilities
- Information on, and referral to, business start-up, retention, and expansion services
- Information on, and referral to, sources for developing customized training programs
- Information on, and referral to, School-to-Career activities (ie. Teammates and Dream-It, Do-It)
- Rapid response to mass layoffs and plant closing
- Information about training incentives such as on-the-job training programs (based on worker eligibility)
- Public assistance information for employers to determine employee eligibility of subsidized daycare, Medicare, Medicaid, Temporary Assistance for Needy Families, Food Stamps, other food programs and/or other short- or long-term assistance
- Information concerning workplace safety, Labor Laws, and consultation programs

(Describe universal access and what services shall be provided. Include the strategy for outreach and recruitment. Explain how the 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 American Job Centers)

Dislocated Workers - Dislocated workers will be served through the State Rapid Response effort. American Job Center/NDOL location staff will participate in the rapid response efforts and provide information on employment and training services available to both the dislocated employee and the employer. Individuals seeking employment and/or training services shall be afforded core services, intensive services and training services as appropriate.

Displaced Homemakers - Displaced homemakers meeting the eligibility requirements will be provided core, intensive and training services as appropriate. These services may include initial and objective assessments, individual service strategies, job referral, classroom training, work experience activities, job development activities, individual

case management and referral to other agencies/organizations for both supportive and other services not provided through the American Job Center/NDOL location.

Low Income Individuals such as Migrant and Seasonal Farmworkers, Women, Minorities, Offenders, etc. - A wide array of employment and training services are available to individuals who meet the low income eligibility income criteria. These services include the core, intensive and training services identified under the Workforce Investment Act and the Wagner-Peyser Act. Although the Greater Nebraska Workforce Investment Board has determined that thirty five percent (35%) of the total adult clients served do not have to meet the low income guidelines, they have established a policy that, when program funds are limited, low income individuals will receive priority for services provided through the local American Job Center/NDOL location system.

In addition, the State Monitor Advocate and the Migrant Seasonal Farmworker service organization (Nebraska Association of Farmworkers) assisted with the development and review of the Greater Nebraska plan and provided recommendations that have been incorporated into the plan as appropriate. The Monitor Advocate position oversees the Wagner-Peyser Migrant Seasonal Farmworker outreach program and will regularly evaluate and submit performance results to ensure the required ratio indicators are met or exceeded.

In providing services to low income individuals the local One Stop American Job Center/NDOL location will pursue active coordination and collaboration with other service organizations/agencies to ensure the needs of these clients are fully met.

Individuals Training for Non-Traditional Employment, Veterans, and Public Assistance Recipients - Under the provisions of the Greater Nebraska plan, the veterans group of low income individuals receives the highest priority for services and will be provided employment and training services through the Greater Nebraska One Stop American Job Center/NDOL location system. Employment and training services provided under the Wagner-Peyser Act, Workforce Investment Act, and other employment and training programs are designed to provide not only veterans, but individuals seeking non-traditional employment and individuals receiving public assistance, with sufficient assistance to enable such individuals to enter into self-sufficient employment.

Individuals with Multiple Barriers to Employment (Including Older Individuals, People with Disabilities and Individuals with Limited English Proficiency) - The Greater Nebraska American Job Center/NDOL location system provides services to individuals with disabilities through a coordinated approach between the American Job Center/NDOL locations, Vocational Rehabilitation's Assistive Technology Center and other community agencies supporting this target group. The American Job Center/NDOL locations have received assistive technology equipment that will allow individuals with disabilities to receive improved services. This equipment includes computer equipment and software for the audio and visually impaired, large print and Braille publications and access to other services and assistive technology equipment provided through

Vocational Rehabilitation Assistive Technology Center. The services and equipment provided by the Assistive Technology Center is available to both the client and employers and will enable the American Job Center/NDOL locations to provide employment and training assistance that allows individuals with disabilities to enter self-sufficient employment.

To serve individuals with limited English proficiency, Greater Nebraska American Job Center/NDOL locations have access to translation services through the Division of Communications Language Line Services and has established a Limited English Proficiency Plan which provides that individuals with limited English proficiency are able to access programs and services provided by the One Stop American Job Center/NDOL locations and other program partners on an equitable basis.

The Greater Nebraska Workforce Investment Board has identified the goal to increase the Greater Nebraska local area labor pool through the employment of specialized populations and to support businesses that employ offenders, the disabled, immigrants, and older individuals. The Community Outreach Committee will gather data on each region's employers who do recruit and employ a high percentage of specialized population workers in their organization. Responses will be evaluated to determine how to facilitate the continuing education process with employers. Gathering testimonials and best practices from employers will enable American Job Center/NDOL location staff to build awareness and enhance the strategies for outreach and recruitment to older individuals, people with disabilities, and jobseekers with other barriers. American Job Center/NDOL locations work closely with ABE partners to incorporate workforce development issues into the ESL classes.

The Greater Nebraska American Job Center/NDOL location system strives to provide complete universal access of employment and training services provided by the One Stop American Job Center/NDOL location and program partners. These services are provided to all individuals who require services to become employed and are provided without regard to age, disability, sex, race, national origin or other equal opportunity requirements. Outreach and recruitment will be accomplished through increased marketing efforts (television radio, newspaper outreach efforts; etc.) that will target these diverse populations as well as other individuals requiring employment and training services.

Physical and programmatic accessibility for individuals with disabilities at the Greater Nebraska American Job Center/NDOL locations is ensured as part of the GNWIB One Stop American Job Center Certification Process and Criteria which includes a facilities checklist development by the U.S. Department of Labor's One-Stop Disability Initiative. As part of the certification process, the facilities checklist is completed by qualified personnel and all recommended updates in One Stop facilities, services and accessibility equipment are addressed.

(Describe any innovative initiatives or service delivery strategies)

The Greater Nebraska Workforce Investment Board will continue to seek and encourage the expansion of new and existing strategic partnerships with a view of identifying workforce challenges and developing solutions.

Two examples of partnership initiatives under development with the Greater Nebraska Workforce Investment Board are:

Youth CareerConnect Program – A formal partnership between Columbus Public Schools, Central Community College, University of Nebraska – Omaha, area industry and NDOL WIB to:

- Provide education and training that combines academic and technical curricula that focus on a specific in-demand industry or career
- Increase student employability at graduation
- Prepare students for multiple career pathways that include planning into employment, post-secondary education, long term occupational skills training or registered apprenticeships

Industry in Education Program – An initiative between all three high school systems in Columbus, NE, local industry, Columbus Area Chamber of Commerce, Central Community College and NDOL Columbus Career Center to bring real life work experiences into the classroom to:

- Build awareness of current job opportunities in Columbus and give students a chance to connect with representatives from Columbus businesses
- Provide education/training on various element of the job interview process
- Make relevant to students the importance of soft skills when pursuing job opportunities

Recruiting Talent Summit – An economic growth and business partnership initiative to recruit and retain the local workforce. The goal is to:

- Increase awareness and provide best practices information for talent acquisition
- Network for solutions to workforce challenges in and around the region
- Determine what is most desirable in employment to a skilled workforce

In addition the Greater Nebraska Workforce Investment Board will encourage its One-Stops to partner with local economic development agencies for two reasons:

- The economic development agencies can help the Greater Nebraska local area agencies identify and access emerging and high growth labor markets for their job seeker customers; and
- Based on the understanding of market needs, Greater Nebraska local area programs are able to help economic development agencies supply better prepared jobs seekers to meet the employment needs of expanding or relocating businesses. The Greater Nebraska Workforce Investment Board

and the One Stop business service staff need to stay abreast of emerging and high-growth industries and prepare job seekers for careers that have growth potential.

Innovative initiatives in the Greater Nebraska American Job Center/NDOL locations include how the Columbus NDOL location is leading the efforts in the community to grow the workforce. Along with the Columbus Chamber of Commerce, the Columbus Economic Council, and education and business leaders, Columbus' "Drive for Five" workforce initiative has entered its eighth year. This comprehensive initiative coordinates existing projects while developing new initiatives to address labor shortfalls in the Columbus region. As one of few Chamber driven workforce initiatives in the state, Drive for Five has had a significant impact on the employment climate in Columbus over the past seven years. While other rural communities have experienced a decline in their populations and overall workforce numbers, Columbus' labor force has grown by 8.18 percent since 2006. The Drive for Five has promoted the community to thousands of people across the country and thousands of local students, to ensure the economic vitality of the area for years to come.

(Identify the Case Management System to include what the system will consist of and how it will be implemented)

The primary mechanism for case management in the Greater Nebraska One-Stop system is the State's Management Information System (MIS), known as NEworks. NEworks is the information management system designed by Nebraska Department of Labor (NDOL) to create a common intake process for local Workforce Investment Areas. NEworks allows for one stop registration, program application, and case management. NEworks also allows for client self-service opportunities. This type of MIS allows for a single location for wrap around services through technology.

NEworks is a web-based tool that allows staff and clients to track client progress and participation in a single location. NEworks provides information on program enrollment, client activities, assessments, case notes, and a multitude of other options. NEworks also acts as the State's MIS for labor exchange activities, ranging from Employer Services, job orders, automated job matching, and mode of contact for referrals to partnering agencies, Unemployment Claimants, Veterans Services, Re-employment services, and all related services.

Training and on-going staff development is provided to staff on defining terms, explaining procedures, providing instructions and clarifying policies. NEworks resource and instruction materials are available via the online staff resource page on NEworks. Manuals and other resources will provide staff continuous updates, additions, and corrections to NEworks procedures and business rules. Case management notes are included within the NEworks system on each participant within the WIA program.

Electronic Content Management (ECM) system allows staff to scan necessary documents into an electronic database that can be accessed for reference at a future date. This may

include, but not limited to, driver's license, citizenship verification, payroll forms, and other supporting documentation for program eligibility. Further, the ECM system allows participants to electronically sign necessary documents.

In addition to the client information and tracking systems, the American Job Center/NDOL location staff regularly maintains contact with each client to evaluate client progress, determine additional needs to complete employment and training activities, and to update other issues as appropriate. Case management notes of each contact are maintained in the clients' case files in the local One-Stop American Job Center/NDOL location.

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

The Greater Nebraska local area has put strong emphasis on the NEworks case file and has transitioned to electronic case files through NEworks ECM as the only sufficient records. This transition date was finalized in July 2012.

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

Participating Mandated Partners – Grand Island

1. Workforce Investment Act Adult Program
2. Workforce Investment Act Dislocated Worker Program
3. Workforce Investment Act Youth Program
4. Wagner-Peyser Act
5. Trade Adjustment Assistance
6. Veterans' Program (Ch41-Title 38)
7. Unemployment Insurance
8. Central Community College
9. Experience Works
10. Indian Center
11. VocRehab
12. Department of Health and Human Service Economic Assistance
13. International Brotherhood of Electrical Workers
14. Odle Management
15. Northeast Nebraska Community Action Partnership
16. Northeast Community College
17. Central Community College Adult Education
18. Experience Works

Name of Contact

Randy Kissinger
 Randy Kissinger
 Randy Kissinger
 Randy Kissinger
 Randy Kissinger
 Randy Kissinger
 Ron Joyce
 Dr. Greg Smith
 Barb Wegner
 Jessica James-Grant
 Elaine Anderson
 Ann Kawata

 Gary Kelly
 Theresa Ramirez
 Mary Reeson
 Dr. Karen Severson
 Ann Chambers
 Barb Wegner

The Grand Island Comprehensive One-Stop American Job Center/NDOL location has also established a working relationship and strategic partnership with the Department of

Economic Development regarding business recruitment and identification of employer needs concerning the availability of a skilled workforce. In addition, strategic partnerships and close working relationships have been developed with Central Community College and Vocational Rehabilitation to enable clients to receive program registration, academic training, occupational skill training, etc. Client service needs that are not available through the American Job Center/NDOL location are met by staff referral to other organizations that do provide the required services. American Job Center/NDOL location staff and on- and off-site partner staff meet on a regular basis to discuss customer service issues. This discussion provides valuable input toward the implementation of improved customer service systems that enable clients to achieve their employment goals.

The Grand Island American Job Center in cooperation with The Chamber of Commerce, Grand Island Economic Development Corporation, Central Community College, and local employers have continued to provide monthly training programs related to Local High school advanced placement classes and Academic Transfer programs in conjunction with the WIA program. The Grand Island American Job Center has also been host to several companies for trainings and meetings. The City of Grand Island hosted several trainings. Health and Human Services continues to use the Grand Island American Job Center for a regional training location for new protection and safety employees. The Grand Island American Job Center is not only an integral part for new recruitments but also trainings and hosting community partners and employers as well. These meetings involve partners within the facility and usage for training, meetings, and other activities. Bi-lingual services is provided by a bi-lingual staff member, the language line and community partner agencies.

(Identify an operating budget or cost allocation plan for each Workforce Investment Board certified comprehensive American Job Center including the amount and the type of funding of each American Job Center partner)

The Partner contributions for operational costs of the American Job Center/NDOL locations in Greater Nebraska are detailed in either the lease and/or Memorandum of Understanding. The One Stop Partner agrees to contribute a *pro rata* share of all allocated costs of the One Stop Center based upon the percentage of occupied square footage of the One Stop Center occupied by the One Stop Partner. Unoccupied space and common area shall not be used in determining this percentage. Costs for maintaining common areas (including but not limited to the reception area, resource room, hallway and restroom area, and common point of entry will be allocated among the One Stop Partners in the same manner. The purchase, installation and maintenance of telephone and computer equipment meeting the specifications designated by the One Stop Operator shall be the sole responsibility of the One Stop Partner. Each party shall be responsible for its own long distance telephone charges. Cost allocation is provided by direct space or a rent utilities communication chart.

(If there are any gaps where the amount of funding does not meet the workforce investment needs of businesses and jobseekers, describe the actions to be taken by the Workforce Investment Board to address these gaps)

The Greater Nebraska Workforce Investment Board is aware that due to the vast Greater Nebraska geographic area and the number and variety of community sizes that collocation and costs involved may be considered prohibitive. Due to funding limitations, large service areas, limited staff resources, and the variety of client need, many mandated partner agencies serving Greater Nebraska need to find creative ways to comply with the requirements of the WIA System while adhering to their own agency's state-wide business structure and funding limitations.

Vocational Rehabilitation is one of several partner agencies that have chosen not to collocate in many of the Greater Nebraska American Job Center/NDOL locations and instead provides services through electronic referral and/or case manager American Job Center/NDOL location visits. Job Corps Program, also has moved many of their personnel out of American Job Center/NDOL locations and into their homes due to cost considerations.

Unemployment Insurance Benefits does not have personnel in the Greater Nebraska American Job Center/NDOL locations. Unemployment Insurance Benefit services are provided through telephones in the Greater Nebraska American Job Center/NDOL locations which allows for telephone benefit application. The Greater Nebraska Workforce Investment Board has successfully negotiated with Unemployment Insurance Benefits to share in the costs of the resource rooms in the Greater Nebraska American Job Center/NDOL locations.

The Greater Nebraska Workforce Investment Board supports this type of creative flexibility to adhere to the need to provide universal access to the WIA system for the employer and jobseeker while being responsive to the limitations of each partner agency. The use of technology as a linkage tool as well as the education and cross training of all staff on the services provided by each partner in the WIA system is the most effective way to address the large geographical mass of the Greater Nebraska local area.

(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 Nebraska Workforce Investment Board Strategic Plan waiver process allows for the transfer of 50% of funds between adult and dislocated worker funds to maximize the flexibility in serving the adult population. The adult training funds allocated to Greater Nebraska historically have been utilized 100% with clients on a waiting list, therefore the ability to transfer dislocated worker funds into adult funds enables Greater Nebraska to serve more clients in need.

Memorandum of Understanding (MOU)

A Memorandum of Understanding is an agreement developed and executed between the Greater Nebraska Workforce Investment Board, with the agreement of the Chief Elected Officials Board, and the mandated American Job Center/NDOL location partners relating to the operation of the one stop delivery system in the Greater Nebraska local area. The Greater Nebraska Workforce Investment Board developed an umbrella Memorandum of Understanding that reflects the mandated partners' intent to participate in the local One Stop system. In addition the Greater Nebraska Workforce Investment Board developed an Attachment A (cost allocation plan for each partner) and an Attachment B (services delivered by each partner). Signed and executed Umbrella Memorandum of Understanding and signed and executed Memorandum of Understanding Attachments "A" and "B" for the Grand Island Comprehensive One Stop American Job Center/NDOL location are located in Attachment M.

At a minimum, the Memorandum of Understanding contains the following elements:

- A description of methods for referral of individuals between the one-stop operator and the one-stop partners, for the appropriate services and activities
- A description of the services and how these services will be provided through the One-Stop delivery system
- A description of the funding arrangements for services and operating costs of the One-Stop delivery system
- The duration and procedures for amending the MOU during the term of the memorandum

The Greater Nebraska WIB, through its Administrative Entity, individually negotiates with representatives of each participating program of the One Stop American Job Center/NDOL locations. Representatives of each program are given the opportunity to negotiate financial contribution and services. The Memorandum of Understanding contains signatures of Partner Agency Representative, the One Stop Operator, and the GNWIB Chair. This is done on an annual basis.

In event there is failure to execute an MOU between the GNWIB and a required partner, the GNIWB will report this to the:

- Governor or the Nebraska Workforce Investment Board
- State agency head responsible for administering the partner's programs

In turn, the Governor or the State Workforce Investment Board and the responsible State agency head will 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.

The Greater Nebraska Workforce Investment Board has successfully completed Memorandums of Understanding with all Mandated WIA Partners in the Greater Nebraska Workforce Investment Area.

The Greater Nebraska Workforce Investment Board does not have any formal or informal agreements in place and there are no plans to develop any agreements during this planning cycle.

Fiscal Controls and Reporting

(Identify the fiscal agent or entity responsible for the disbursement of grant funds)

The Greater Nebraska Workforce Investment area will utilize the fiscal services of the Nebraska Department of Labor.

(Describe the fiscal system and controls used by the fiscal agent for administering Workforce Investment Act funds. Explain measures taken to ensure funds are expended in a timely fashion)

The Nebraska Department of Labor Fiscal Unit administers the fiscal accounting system for the Greater Nebraska local area. The fiscal system provides federally required records and reports that are uniform in definition, accessible to authorized federal and state staff, is verifiable for monitoring, reporting, audit, program management and evaluation purposes, and are governed by procedures in accordance with generally accepted accounting principles (GAAP). The Greater Nebraska local area's fiscal agent's financial system includes:

- Information on sub-grant and contract awards, obligations, assets, expenditures, and program income
- Effective internal controls to safeguard assets and assure their proper use
- Comparison of actual expenditures with budgeted amounts
- Source documentation
- Proper charging of costs and cost allocations

The fiscal unit has established a separate and distinct fund account to accomplish the processing and controlling of receipts and disbursements of funds within the State of Nebraska (Nebraska Information System or NIS) accounting system. This accounting system encompasses all phases of accounting transactions, including identifying and classifying transactions through the proper recording and reporting of them.

This system, managed by the State Accounting Division of the State Department of Administrative Services has four primary responsibilities:

- Prescribing the system of accounts and accounting used
- Developing necessary accounting policies and procedures

- Coordinating and approving financial systems
- Managing all accounting matters of the State's central system

Within this broad framework the NIS provides accounting capabilities which meet federal requirements and yet are consistent with state practices to ensure compliance with prevailing laws and generally accepted accounting principles (GAAP).

The Nebraska Employee Information System is an integral part of the accounting system and is used for all payroll distribution functions and cost allocation to the various accounts. The State Auditor's Office audits the accounting activity of all State agencies on an annual basis and ensures compliance with prevailing laws and accounting policies and practices.

All warrants (checks paid) flow through the State Treasurer's Office for approval and redemption. The accounting system will not allow a warrant to be drawn unless sufficient cash exists within the agency's funds maintained within the State Treasury.

To effectively manage cash flow, both the Greater Nebraska Workforce Investment Board and the Nebraska Department of Labor Fiscal staff will analyze the cash needs for the accounting period to ensure efficient withdrawal of funds. Items such as administrative salaries, participant payrolls, rent, contract reimbursements, utilities, and other recurring expenditures are known in sufficient time to develop reasonably accurate schedules for requesting cash. When funds are needed to cover other expenditures that are less predictable, the withdrawal of funds is scheduled to coincide as closely as possible with regular request for routine recurring expenditures.

Schedules have been developed to prevent the unnecessary and undesirable practice of having a large cash balance of funds over extended periods of time. The primary objective is that the Fiscal Unit has only as much cash on hand as is needed.

In March of 2014, the local area began using an online request and reporting system to assist with the tracking of client expenditures and obligations. This new system allows Administrative staff to plan "obligations" for clients and track remaining funds. The system allows for administrative staff to have oversight and accurately reflect future program data.

(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 Workforce Investment Act including how potential bidders are being made aware of grants and contracts)

The Governor and the Greater Nebraska Chief Elected Officials Board entered into an agreement designating the Nebraska Department of Labor as the administrative entity. The Greater Nebraska Workforce Investment area will utilize the State procurement standards to solicit proposals, bids, and applications for an award of all grants and contracts which are developed to procure services or activities determined as allowable

under federal rule. A review of the federal procurement standards will be conducted prior to the award of any grant or contract to ensure that the State standards meet federal requirements. The State standards and Executive Order 95-4 requires that State agencies utilize an open competitive process for selecting recipients of contracted services over \$25,000. The Greater Nebraska Workforce Investment Board will utilize the Request for Proposal (RFP), the Invitation for Bid (IFB) or an application process to select such providers. The Greater Nebraska Workforce Investment Board may utilize the non-competitive process for awards under \$50,000 but will adhere to the State procurement standards when this process is used.

The Greater Nebraska Workforce Investment Board reserves the right to select the respondent who delivers services that are cost effective, efficient, and best meet the needs of the request. Lowest cost shall not be the sole criteria for the final selection.

(Describe the procurement process for purchasing goods and services in the local area)

The Greater Nebraska Workforce Investment Board will utilize the State procurement standards to procure equipment, supplies and other services (with the exception of the services identified above). These standards ensure fiscal accountability and prevent waste, fraud and abuse in programs identified in the Workforce Investment Act and its implementing rules and regulations.

The Greater Nebraska Workforce Investment Board will ensure that all sub-recipients who receive grant funds shall have in place procurement standards which meet or exceed the State standards or agree to abide by the State provisions when grant funds are used to procure equipment or services. If local standards are in effect they shall be in writing and must include at a minimum, the following elements:

- Authority to take procurement actions
- Standards of Conduct
- Procurement methods that include a solicitation and selection process that maximizes free and open competition
- Documentation requirements

Sub-recipient procurements in excess of three thousand dollars (\$3,000), or in the aggregate, must be reviewed and approved by the Executive Committee or the full Greater Nebraska Workforce Investment Board.

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

Training services not provided through the Individual Training Account process will be delivered by training providers selected and approved by the Greater Nebraska Workforce Investment Board. The procurement process shall comply with State

procurement standards and select other training providers through an open and competitive selection process.

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

The statewide Workforce Investment Local Area Management Information System (NEworks) and the Nebraska Department of Labor, Labor Market Information Division will provide the system/mechanism to report local performance measures and Workforce Investment program activity. The system will allow the Greater Nebraska Workforce Investment Board to evaluate local performance and program accomplishments against the negotiated values of the federal performance standards. In addition, the Greater Nebraska Workforce Investment Board will utilize information collected by NEworks to evaluate performance and program issues obtained through a common client intake and a case management and tracking system which will be used by the One Stop Operators and alternate entities where clients enter the program and receive services.

(Describe the fiscal agent's property management system)

The Greater Nebraska Workforce Investment area will utilize the State's Property Management System. Property control and inventory requirements are provided by Nebraska Department of Labor concurrent with the responsibilities of the Administrative Entity.

(Describe the system or mechanism that will be included for consumer reports)

The Greater Nebraska Workforce Investment area will utilize a consumer reports system designed to assist clients in selecting educational or training institutions in order to make educational or career choices toward achieving economic security and financial independence.

The Nebraska Department of Labor, Labor Market Information Division developed a collection of resources, including Nebraska Statistical Research and Tracking System (NSTARS), H3.ne.gov, Nebraska Explorer, and TrainingLink to produce these reports. Together, these resources form a system that provides information such as:

- Location of education or training providers by school type, city, and region
- Description of a specific course of study
- A list of schools offering a specific course of study
- Comparison reports between institutions in a specific course of study
- Complete information on graduates living or working in the state
- Average 3 month wages for graduates working in the state.
- Occupational wage comparisons
- Career and job information

For clients interested in vocational or technical training, the system will also provide current employment prospects, current wage level for completers of the program and the most recent information on the performance of institutions providing training in the Workforce Investment area.

(Acknowledge the requirement of submitting an annual report to the Nebraska Greater Nebraska Workforce Investment Board after the end of each program year as requested)

The Greater Nebraska Workforce Investment Board will submit an annual report no later than ninety days after the end of each program year. The report will be submitted to the Nebraska Department of Labor, and will include, but is not limited to: number of customers (individuals and businesses) receiving services through the One Stop system; office locations and certification status of American Job Center/NDOL locations; recognitions and awards; successes; evaluations and continuous improvement efforts; impact of waivers, and web sites.

(Describe the actions to be taken to ensure the salary and bonus limitation is not exceeded)

The Greater Nebraska Workforce Investment area will utilize the State's Salary and Bonus Limitations policy which states the limitation on salaries and bonuses applies to funds appropriated in Fiscal Year 2006 on or after June 15, 2006 under Public Law 109-149 or prior Acts under the heading "Employment and Training Administration." Such funds will not be used by a recipient or sub recipient to pay the salary and bonuses of an individual, whether 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. According to the law, this limitation does not apply to vendors as defined in OMB Circular A-133.

Oversight Plan

Greater Nebraska shall utilize the following procedures to ensure compliance with the provisions of the Workforce Investment Act and its implementing regulations.

(Identify the plan for conducting monitoring of sub recipients)

Each recipient of a grant award from the Greater Nebraska Workforce Investment Board will be subject to a compliance review of their fiscal and administrative systems. The compliance review shall insure:

Fiscal Systems

Expenditures have been made against appropriate cost categories and within the cost limitations specified by the Workforce Investment Act and implementing. The system meets the standards of Generally Accepted Accounting Principles (GAAP). The system provides records and reports that are uniform in definition, accessible to federal, state,

and the Greater Nebraska Workforce Investment Board members or staff, and are verifiable for monitoring, audit, program management, and evaluation purposes. Program costs are reasonable, allowable, and necessary to achieve program goals and are in accordance with applicable cost principles. Internal controls are in effect to safeguard assets and prevent fraud and abuse of funds. A system is in place to compare actual expenditures with budgeted amounts. There is adequate documentation to support accounting records. Procurement activities are conducted in accordance with federal, state and local procurement standards.

Program Activities

Only those activities and services identified by the Workforce Investment Act, its implementing regulations, and the Memorandum of Understanding are being provided. A system is in place to determine client eligibility and no ineligible clients are being enrolled into the programs. The system is the WIA enrollment process and local management and federal monitor provide the monitor. Client data is entered into the participant data system NEworks in an accurate and timely manner. Effective coordination is taking place between the service provider, One Stop operator, and One Stop partners. The service provider has demonstrated substantial compliance with the provisions of the Workforce Investment Act, its implementing regulations, and the Greater Nebraska policies and procedures.

Program Performance

The service provider/One Stop operator and One Stop partners are meeting or exceeding the numerical value of each performance standard negotiated between the Governor and the Greater Nebraska Workforce Investment Board. The standards and their numerical values are identified in the strategic plan and shall be evaluated, at a minimum, on a quarterly basis. Performance is evaluated by local management, Compliance Committee, CEOB, GNWIB, Administrator of Workforce Services and Federal Monitor. Sub recipients will comply with the provisions of the Workforce Investment Act and its regulations; there are currently no existing sub-grant recipients.

(Address how the local board shall be engaged in oversight activities)

The Greater Nebraska Workforce Investment Board Compliance Committee is assigned the responsibility of program oversight for the Greater Nebraska Workforce Investment area.

The Committee will have the authority to monitor all recipients of Workforce Investment Act funds awarded by the Greater Nebraska Workforce Investment Board. The committee may examine records (including making certified copies of such records), question employees, interview clients who are receiving assistance under the Workforce Investment program, and enter any premise or site in which any part of a program or activity of a recipient is conducted or records of the recipient are kept.

At each meeting, the Compliance Committee and Greater Nebraska Workforce Investment Board will review the budget status, including current obligations and expenditures, status of enrollments and most recent quarterly performance results. The service provider will also be present at each meeting to present on these items as needed and answer any questions.

In addition, the Greater Nebraska Workforce Investment Board has fully implemented its Oversight Procedure Policy. This policy states that the Greater Nebraska Workforce Investment Board will review client files on an annual basis, searching for compliance with eligibility, employment strategy implementation and fiscal regulations. The Administrative Entity will be responsible for gathering, organizing and preparing the files for review by the Greater Nebraska Workforce Investment Board. Findings will be shared with the service provider. Depending on the severity or frequency of the findings, corrective action may be required

(Describe evaluation tools used to assess effectiveness of services to customers and ensure continuous improvement of the One-Stop delivery system)

There are information and data collection functions as well as operational procedures for tracking customer services and outcomes that are fundamental to a customer-driven system. These functions and processes are related to maintaining high levels of customer satisfaction and program accountability. Each American Job Center/NDOL location utilizes the data generated through the State developed system for measuring customer satisfaction of both employers and job seekers for the purposes of monitoring customer service levels and implementing service improvements.

Each American Job Center/NDOL location is provided customer satisfaction results through the state developed system for measuring local performance. In the effort to maintain public awareness of the local American Job Center/NDOL location performance and promote customer satisfaction, the American Job Center/NDOL locations post performance outcomes for public review and comment each quarter.

Each American Job Center/NDOL location has implemented the Malcolm Baldrige Model to ensure continuous improvement strategies.

Training is provided to the One-Stop operator staff and partners' staff and measures of continuous improvement will be implemented and reported on a quarterly basis to the Greater Nebraska Workforce Investment Board.

Operational Section

Services

(Eligibility Definitions)

Eligibility for Adult Services

Each adult who receives services funded under Title I of the Act must be registered in the Nebraska Workforce Access System and meet the following eligibility requirements:

- Age 18 or older
- Authorized to work in the United States
- Registered under the Military Selective Act, if appropriate.

(Priority system for providing adult intensive and training services based on funding limitations. Include discussion of veterans' priorities provisions. As discussed in TEN 15-10, address how the Workforce Investment Board has put into operation a veteran's 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)

The Greater Nebraska Workforce Investment Board has established the following priority of service for the adult and dislocated workers programs in the event that funding limitations occur. For the purposes of priority of service the following definitions apply:

Veteran an individual who served in the active military, naval, or air service and who was discharged or released from such service under conditions other than dishonorable, as specified in 38 U.S.C. 101 (2). Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

Military Spouse 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 time of application for the priority, is listed in one or more of the following categories and has been listed for a total of more than 90 days: (I) missing in action, (II) captured in the line of duty by a hostile force, or (III) forcibly detained or interned in line of duty by a foreign government or power;
- Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; and
- Any veteran who died while a disability, as indicated in paragraph 3 (above), was in existence.

Adult Program priority of service:

The Greater Nebraska Workforce Investment Board desires that at least 65% percent of Adults enrolled in intensive and training services must be recipients of public assistance or meet low income standards as established by the state. In addition, the following priorities apply to the adult program. The priorities are listed in a ranking system, with the top priority going to the first population listed, the next level of priority going to the second population listed and so on.

1. Veterans who are recipients of public assistance or meet low income guidelines (if they otherwise satisfy all other criteria for adult eligibility)
2. Military Spouses who are recipients of public assistance or meet low income guidelines (if they otherwise satisfy all other criteria for adult eligibility)
3. Non-Veterans who are recipients of public assistance or meet low income guidelines (if they otherwise satisfy all criteria for adult eligibility) Veterans who are NOT recipients of public assistance or meet low income guidelines (if they otherwise satisfy all other criteria for adult eligibility)
5. Military Spouses who are NOT recipients of public assistance or meet low income guidelines (if they otherwise satisfy all other criteria for adult eligibility)
6. Non-Veterans who are NOT recipients of public assistance or meet low income guidelines (if they otherwise satisfy all criteria for adult eligibility)

The Greater Nebraska Workforce Investment Board has established that up to 35% of the adults who receive Workforce Investment services do not have to meet the cash public assistance or low income criteria if they face one or more serious barriers to employment. Priority of Service (POS) is granted upon self-attestation claiming Veteran or eligible person status. It is posted via signage or links available within the state computer based employment self-registration system. All service providers are continuously trained on POS guidelines and are monitored by management, administration, and the state Veterans Program Coordinator to ensure policy requirements are being met. Employment services staff educate veteran and eligible persons on the available employment and training opportunities based on the priority status. They are encouraged to utilize the many USDOL training program available. Additionally, Veteran staff are available to partner with WIA, TRADE, and Reemployment staff to ensure veterans and eligible person are receiving the benefits through these programs.

Eligibility for Dislocated Worker Services

Each dislocated worker who receives services funded under the Workforce Investment Act must be registered in the Nebraska Workforce Access System and meet the following eligibility requirements:

- Authorized to work in the United States
- Registered under the Military Selective Act, if appropriate
- Individuals who have entered into other employment since a termination or layoff are considered eligible if the employment is less than one continuous year and the individual is earning seventy-five percent or less of the wage paid at the time of termination or layoff. Employment over one continuous year shall be considered an occupational change.

Dislocated Workers shall not be considered eligible for services with the same employer or in the same occupation.

A dislocated worker must also meet at least one of the following criteria:

- Laid off and is unlikely to return to previous industry or occupation - Has been terminated, laid off or has received a notice of termination from employment; is eligible for or has exhausted entitlement to Unemployment Insurance 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 was not covered under a state unemployment compensation law; and is unable to return to the previous industry or occupation
- Laid off due to permanent closure or substantial layoff - Terminated, laid off or received notice of termination or lay off due to plant closure or substantial layoff or employed at a facility where the employer has made a general announcement that the facility will close within 180 days
- Self-employed (including employment as farmer, rancher, fisherman, etc.) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.
- Displaced homemaker – an individual who has been providing unpaid services to family members in the home and has been dependent on the income of another family member but is no longer supported by that income and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Dislocated Worker (DLW) Program priority of service:

1. Veterans (if they otherwise satisfy all other criteria for DLW eligibility)
2. Military Spouse (if they otherwise satisfy all other criteria for DLW eligibility)
3. Non-Veterans (if they otherwise satisfy all criteria for DLW eligibility)

In determining dislocated worker eligibility the term “terminated” would apply to a Veteran. A veteran is defined as an individual who served in the active military, naval, or air service and who was discharged or released from such service under conditions other than dishonorable, as specified in 38 U.S.C. 101 (2). Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

In determining dislocated worker eligibility the term “terminated” would apply to a Military Spouse. A military spouse is defined as an individual who is married to an active duty service member including National Guard or Reserve personnel on active duty. The surviving spouse of an active duty service member who lost his/her life while on active duty service in Afghanistan, Iraq or other combat-related areas is considered to be a military spouse. Furthermore, the term “terminated” would apply to a Military Spouse when the spouse is unable to continue employment because of the service member’s permanent change of military station, or the military spouse loses employment as a result of the spouse’s discharge from military service. Additionally, a Military Spouse may also qualify to be served as a dislocated worker if they meet the definitional requirements for a displaced homemaker.

Eligibility for Youth Services

(Priority system for providing youth services based on funding limitations. Include narrative on how the local area shall invest in youth who are most at-risk and in need. Shall services be offered to area youth who are not eligible under the youth program through the American Job Centers? What funding will pay for One Stop services for non-eligible youth?)

The Greater Nebraska Workforce Investment Board has established priority to at-risk youth. The Greater Nebraska Workforce Investment Board eligibility criteria state that at least 95% percent of youth enrolled in services must be recipients of public assistance or meet low income standards as established by the state and face at least one of the following barriers:

- Basic skills deficient
- School dropout
- Homeless, runaway or foster child
- Pregnant or parenting
- Offender
- Requires additional assistance to complete an educational program or to secure and hold employment

A 5% non-priority window is established for individuals who do not meet the low income standard but do face at least one serious barrier to employment (see definition of serious barrier to employment below). Youths that meet the low income criteria and have multiple serious barriers to employment will receive priority over youths who meet the low income criteria and only have one serious barrier to employment.

In addition, the Greater Nebraska Workforce Investment Board has indicated that at least 50% of all youth funds shall be expended on out of school youth. The reasoning behind this decision is that out of school youth do not have the same access to resources as do in school youth therefore the Greater Nebraska Workforce Investment Board embraces the Employment and Training Administration's New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act (WIA) and therefore will give priority to serving out-of-school youth who are high school drop outs, runaway and homeless youth, youth in foster care, court involved youth, children of incarcerated parents and migrant youth. Lastly, the Greater Nebraska Workforce Investment Board has established that the same ranking priority provisions that apply to Adult veteran participants also apply to Youth veteran participants.

Area youth who are not eligible for Title I WIA services will be referred to another partner agency. Referrals will be based upon what agencies and services are available in the One-Stop community and the individual needs of the youth. Services provided by a partner agency in the One Stop Center will be funded by the partner agency. The One-

stop community consists of mandated, non-mandated and community partners and agencies.

Eligibility—Verification of Lawful Presence

The Greater Nebraska Workforce Investment board will have each applicant for WIA services attest that he or she is a U.S. citizen or a qualified alien. This must be done using the format described by the Nebraska Department of Administrative Services (DAS). If the applicant indicates he or she is an alien, the Service Provider will verify his or her lawful presence in the United States using the SAVE (Systematic Alien Verification for Entitlements) Program operated by the U.S. Department of Homeland Security.

(Definition of “face serious barriers to employment” for 5% windowed youth)

The Youth are only required to have one of these barriers.

- Substance Abuse
- Resides in an Area of Substantial Unemployment (ASU)
- Are one or more grade levels below the grade level appropriate to the individual’s age

(Definition of “deficient in basic literacy skills”)

Computes or solves problems, reads, or writes at or below the 9th grade level, as determined by a norm or criterion referenced assessment tool, and/or is unable to compute or solve problems, read, write, or speak English at the level necessary to function on the job, in the individual’s family or in society.

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

To meet this definition only one barrier is required.

- Requires remedial training to obtain GED
- Youth with a disability, including a learning disability
- Deficient in pre-employment or work maturity skills
- Unable to obtain or maintain employment during the last 12 months
- History of substance abuse by a parent or client
- One or more grade levels below level appropriate to client’s age
- Unlikely to graduate due to lack of school credits
- Eligible to receive free or reduced priced lunch
- Enrolled in an alternative education program
- Native American Youth
- Migrant family member

- Requires English as a Second Language to enable the individual to read, write, and speak English that is necessary to function on the job, in the individual's family, and in society
- Requires intensive case management (requires administrative approval).
Intensive case management includes, but is not limited to:
 - Lack of family stability resulting from a nighttime residence that is not with an immediate family member
 - Death of a parent
 - Incarceration of a parent
 - Gang involved/affiliated/affected
 - Victim of domestic violence/sexual or child abuse
 - Lacking significant or positive work history
 - Identified mental health issues
 - Lacking affordable housing
 - Major illness of a parent
 - Living in an Enterprise Zone
 - First generation American citizen
 - First generation college student
 - Other

(Criteria to determine “in need of training services”)

To meet the definition, only one barrier is required.

- Minimal or no work history
- Unable to obtain or maintain employment during the past 12 months
- Individual assessment indicates training, retraining and/or skill upgrade in order to gain self-sufficient employment
- Deficient in basic skills
- Limited English that limits an individual's employment opportunities

(Criteria to demonstrate “skills and qualifications to successfully complete the selected training program”)

Individuals who have met all eligibility requirements, have an intensive interview, evaluation or assessment, and case management, have been determined to be in need of training, and have the necessary skills, qualifications, and resources (childcare, transportation, etc) to successfully complete a selected training program for a demand occupation.

(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 Greater Nebraska Workforce Investment Board will ensure that tools are available to the One-Stop Center to solicit information, on an annual basis, from the Nebraska Department of Labor, Labor Market Information Division, local organized labor representatives, local economic development and industrial development agencies and the Chief Elected Officials of the Greater Nebraska local area, and the One Stop operator(s) and their partners. This information will reflect the current employment opportunities in the Greater Nebraska local area or in another area to which an individual may be willing to relocate. A significant amount of this information can be accessed at the Labor Market Information website, www.dol.state.ne.us. Please see website for all tools and links available.

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

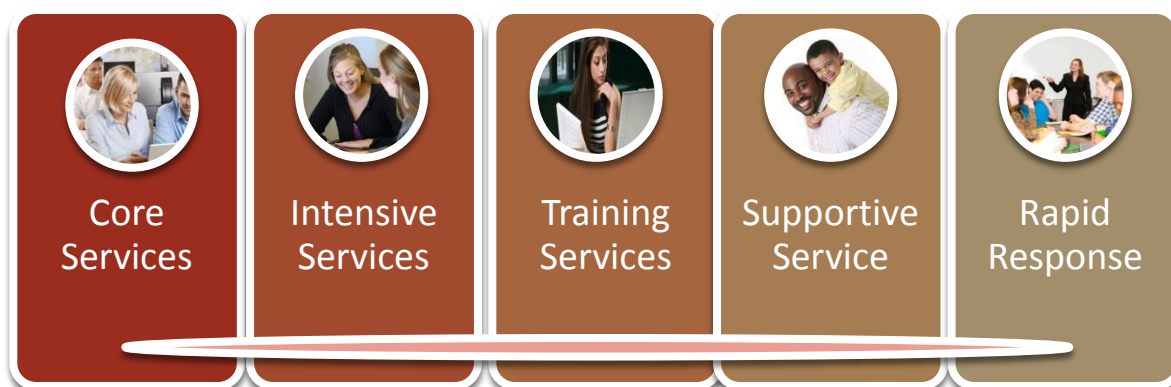
The Greater Nebraska Workforce Investment Board will authorize Workforce Investment Act funds to be expended on participants who are unable to obtain funds from other sources to pay the costs of their training or require funding assistance beyond what is available to them from other sources to pay for such training.

The Greater Nebraska Workforce Investment Board will also ensure the service provider and training providers establish linkages and funding arrangements with One-Stop partners and other entities that consider the availability of Pell Grants and other funding sources so Workforce Investment Act funds supplement these sources of training grants. Staff tools and forms are available to assist WIA staff in coordinating and tracking the financial assistance opportunities available to WIA clients, including Pell Grants. This information is tracked on the client's Individual Employment Plan and in case notes. Relationships are developed with local institutions' financial aid offices and with agencies such as EducationQuest Foundation to assist clients with accessing possible funds that may be available for financial assistance.

The Greater Nebraska Workforce Investment Board also ensures the service provider staff members actively assist clients in obtaining other financial assistance. American Job Center/NDOL locations make financial aid offices and institutions' contact information readily available to clients via postings, informational fliers and cards, and staff member contact. In client case files, staff document time spent assisting clients with completing financial aid forms, accessing informational websites, and contacting financial aid offices.

In instances where a participant is enrolled in a training program funded by the Workforce Investment Act and is awaiting approval of a Pell Grant, the service provider shall make arrangements with the training provider and the participant regarding the allocation of the Pell Grant and other financial assistance programs.

Adult and Dislocated Worker Services



Core and Intensive Services

The Greater Nebraska Workforce Investment area makes available all core services and intensive services identified by the Workforce Investment Act and its implementing regulations. These services will be provided through the One Stop delivery system or through contracts with service providers approved by the Greater Nebraska Workforce Investment Board.

(Describe in detail the type and availability of the core services and how they will be provided to all adults and dislocated workers under Workforce Investment Act funding. Include coordination with Wagner Peyser activities. Include discussion of how career guidance is provided)

The Greater Nebraska Workforce Investment Board considers core services to be the initial step in providing clients with Workforce Investment activities that will lead to unsubsidized employment and has incorporated career guidance as the key principle to delivering core services in Greater Nebraska. The commitment to this principle is evident in the method of delivery for core services and the services themselves

Core services shall be available to adults and dislocated workers through the One Stop delivery system which may be provided directly through the One Stop operator(s) or through contracts with service providers which may include public, private for profit, and private non-profit organizations approved by the Greater Nebraska Workforce Investment Board. Wagner-Peyser is collocated in the American Job Center and all WIA Access Locations. The Greater Nebraska Workforce Investment Board will draw largely on Wagner-Peyser funded activities offered by the Nebraska Department of Labor for the delivery of core services. In various center located across the Greater Nebraska local area, the WIA service provider staff members may also be funded by the Wagner-Peyser program and may coordinate delivery of services associated with Wagner-Peyser and the Workforce Investment Act. Additionally, Greater Nebraska is looking to focus on On the Job Training (OJT) and Customized Training to accelerate clients into the workforce as a partnership with Wagner-Peyser.

Wagner-Peyser provides employment services to job ready individuals. As Wagner-Peyser program staff work with individuals and assess their work readiness, it may be

determined that the job seeker requires additional intensive services. In these instances, Wagner-Peyser will refer individuals to the appropriate service provider or agency, including WIA in Greater Nebraska. Beyond referrals and provision of initial core services, Wagner-Peyser partners with WIA to assist in job placement upon successful completion of the WIA program. Wagner-Peyser's expertise in employment services is a valuable resource and assists the Local Area in meeting entered employment and wage performance measures. Greater Nebraska also partners with Wagner-Peyser to prioritize On the Job Training (OJT) and Customized Training to accelerate clients into the workforce.

Each client must be registered in NEworks to receive a core service, other than self-service or informational activities. Activities under core services include:

Core Service	Definition
Eligibility Determination [Self-Service/Informational]	Determination of whether the individual is eligible to receive assistance under one or more partner programs.
Intake, Outreach [Self-Service/Informational]	Intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop delivery system.
Initial Assessment [Self-Service/Informational]	A preliminary evaluation of the applicant's skill levels, aptitudes, abilities, and supportive service needs.
Job Search Assistance [Staff Assisted]	Services to the customer that lead to the identification of job openings. Includes workshops to train customers in job seeking and job holding techniques which may be combined with support group (job club) interaction and activities designed to reinforce the customers' resolve in their job search efforts.
Placement Assistance [Staff Assisted]	Assistance in the completion of job applications, scheduling of job interviews and hiring into identified jobs.
Career Counseling [Staff Assisted]	Counsel customers on the spectrum of possible career choices. Career guidance is provided through Labor Market Information tools available at www.dol.state.ne.us and assessment tools such as Kuder accessed through the internet
Labor Market Information Delivery [Self-Service/Informational]	Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including: job vacancy listings in such labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings and skill requirements for such occupations.

Eligible Training Provider Information Accessed [Self-Service/Informational]	Provision of performance information and program cost information on eligible providers of training services as described in Section 122, provided by program, and eligible providers of youth activities described in Section 123, providers of adult education described in Title II, providers of postsecondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act , and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973.
Greater Nebraska Local Area Performance Information Provided [Self-Service/Informational]	Provision of information regarding how the Greater Nebraska local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the Greater Nebraska local area.
Supportive Services Information Provided [Self-Service/Informational]	Provision of accurate information relating to the availability of supportive services, including child care and transportation available in the Greater Nebraska local area, and referral to such services, as appropriate.
Unemployment Compensation Claim Filing Information Provided [Self-Service/Informational]	Provision of information regarding filing claims for unemployment compensation.
Assistance in Getting Financial Assistance beyond Partner Programs [Self-Service/Informational]	Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are funded beyond the partner programs.
Follow-Up Services [Staff Assisted]	Follow-up services for not less than 12 months after the first day of exit, as appropriate. May include (but not limited to): additional career planning and counseling regarding the workplace for system participants who are placed in unsubsidized employment, contact with the participant's employer including assistance with work-related problems, peer support groups, information about additional educational opportunities, and referral to supportive services available in the community.

If the assessment indicates the client has sufficient skills to obtain employment the service provider will provide core services such as job search and/or job placement for a period of time before making a determination that the client should progress to intensive services or training services to become employed.

(Explain if the local board will provide Core or Intensive services based on community need and/or State criteria)

The Greater Nebraska Workforce Investment Board does not contemplate delivering core or intensive services. These activities shall be provided through the One Stop system by the One Stop operator, One Stop partners, or contractual service providers.

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

Intensive services shall be available to eligible adults, and dislocated workers through the One Stop delivery system which may be provided directly through the One Stop operator(s) or through contracts with service providers which may include public, private for profit, and private non-profit organizations approved by the Greater Nebraska Workforce Investment Board.

The Greater Nebraska Workforce Investment area will provide the following intensive services:

Intensive Service	Service Description
Assessment and/or Individual Employment Plan Development	Comprehensive and specialized assessment of the skill levels and service needs of adults and dislocated workers. Diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals. Development of participant employment plan to identify appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals.
Counseling	Group and individual counseling services. Includes career planning.
Internship	Formal opportunity to examine or investigate employment at private, for-profit worksites.
Out of Area Job Search Assistance	Reimbursement (according to local plan and policies) for expenses incurred by a customer seeking suitable employment or reemployment. Customers must be seeking employment within the United States and cannot be reasonably expected to find satisfactory employment within the commuting area.
Prevocational Services	Short-term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training.
Relocation Assistance	Reimbursement (according to local plan and policies) of customer's reasonable and necessary expenses incurred in moving to another locality to accept employment.
Work Experience	A planned, structured learning experience that takes place in a workplace for a limited period of time and may be paid or unpaid, as appropriate. A work experience workplace may be in the private for profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists.
Case Management	The provisions of a client centered approach in the delivery of services designed to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer based technologies; and to provide job and career counseling during program participation and after job placement.
Basic Skills/English as a Second Language Only	Services for participants who need basic skills (reading and math) and/or English as a second language prior to beginning a training service. This service alone will not result in credit for a credential or certificate.

Intensive Services may be provided to those who are unemployed, have received at least one core service and are unable to obtain employment or to those who are employed, but who are determined by the service provider to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

The Greater Nebraska Workforce Investment Board recognizes that the ability to be self-sufficient is important for job seekers and for the economic and social health of our community, and is the overarching goal of the WIA program. As part of the WIA case management process, the GNWIB requires service providers to focus on the goal of self-sufficiency utilizing prescribed standards – see next section for criteria definitions. The lower living standard level should be based up on the Nebraska Appleseed Project, “The Self-Sufficiency Standard for Nebraska”.

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

Due to the diversity of income levels across Greater Nebraska, self-sufficiency under this criterion is defined as earning income that exceeds the lower living standard level and supports a minimally decent standard of living without public cash assistance, for Adult and Youth participants. For dislocated workers, self-sufficiency is entering employment at a new wage rate, which is equal to at least seventy five percent of the job of dislocation wage. Wage may include, but not be limited to, hourly wage, salary and/or an average annual income. Greater Nebraska WIA performance tracks and measures Entered Employment Rate, Employment Retention Rate and Average Earnings all of which are encompassed in Greater Nebraska’s efforts towards self-sufficiency.

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

The Greater Nebraska Workforce Investment Board will utilize an application process to identify, select and designate eligible training service providers under a contract for services. The application process includes a 30 day public comment period and will comply with the requirements of the Workforce Investment Act and the State policy on Eligible Training Providers. Currently the Greater Nebraska Workforce Investment Board does not plan to select training providers under a contract for services.

Training Services

(Describe and assess the type and availability of training services and how they will be provided to adults and dislocated workers who meet the eligibility requirements. Discuss implementation of the fifty percent requirement for initiating adults and dislocated workers into training for a high-demand, high wage and high-skill occupation. Explain how WIA funding shall be used to support Registered Apprenticeship training. List dynamic occupations

identified by the local board, and clarify the process for identifying additional dynamic occupations in the future. 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(s) for training services)

Dynamic occupations or H3 jobs are defined as high skill, high wage and high demand. At the GNWIB Board meeting held February 9, 2012, Local Area business representatives identified dynamic occupations in their respective industries. Businesses represented were: Chief Industries, Kelley Bean Co., Jacobi's Carpet One, Hamilton Sundstrand, eVentures Marketing, Columbus Hydraulics Company, Cornerstone Bank NA, Jurgens AG Services, Self RentAll Rentals, St. Mary's Hospital, Cameco Crow Butte Resources, Cabela's, and Coyote Lake Ranch, Inc. The representatives from these businesses identified to the board the following dynamic occupations: welders, machine operators, agricultural positions, installers and tile setters (specifically journeyman level), aerospace manufacturing positions, machinists, CNC operators, entry level to high level management, heavy equipment operators, nurses, geologists, engineers, geological technicians, plant operators, pipefitters, and IT positions. The Local Area will continue to seek input from businesses across all 5 Regions in Greater Nebraska to identify which occupations are in the highest demand so that WIA training efforts can be focused to meet that demand. The Board will address this issue at least once per program year. Additionally, as GNWIB Board members and service provider staff members attend meetings with and serve on Boards for Economic Development and local Chambers of Commerce across the Local Area, the partnership exists to continuously exchange information regarding the Local Area's economic demands and workforce readiness to meet those demands as the GNWIB looks to identify H3 or dynamic occupations in the future.

Leveraging of resources is done through partnership of training programs based on client eligibility (ie. WIA and VocRehab). The Greater Nebraska Workforce Investment area will provide the following training services:

Training Services	Service Description
Customized Training	(This training does not have to be with a training entity from the ETP list.) Training designed to meet the special requirements of an employer (or group of employers) that are conducted with a commitment by the employer to employ the individual on successful completion of the training. In the case of incumbent workers, the conditions of 663.720 in the WIA Final Regulations must be met and the employer commits to continue to employ an individual on successful completion of the training. The employer pays for not less than 50% of the cost of the training.
Adult Education/Basic Skills/Literacy Training	Adult education and literacy activities (remedial classroom training, English as a second Language, GED) normally conducted in an institutional setting and designed to upgrade basic skills and prepare the individual for further training, future employment, or retention in present employment. The Act (Section 134) stipulates that adult education and literacy activity must be provided in combination with other allowable training services (except that customized training is not a qualifying training activity to receive these services).
Entrepreneurial Training	Training designed to provide customers with the skills to start businesses of their own.
Job Readiness	Activities that help an individual become familiar with general workplace expectations and learn behaviors and attitudes necessary for employment.
Occupational Skills Training	Instruction conducted in an institutional setting (Classroom Training) designed to provide or upgrade individuals with technical skills and information required to perform a specific job or group of jobs, including non-traditional jobs.
On the Job Training	(This training does not have to be with a training entity from the ETP list.) Training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. Provides reimbursement to the employer of up to 50% of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training. It is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant.

Private Sector Training	Formal training programs conducted or sponsored by private business or organized labor. It may include apprenticeship training programs and specialized programs on specific machines or in the application of specific computer programs presented by the manufacturers of such machines or programs.
Skill Updating and Retraining	Training designed to enhance the skills of currently employed customers who are working at less than their skill potential and have minimal or no advancement opportunities and who require upgrade training to increase earnings potential and move then to self-sufficiency.
Cooperative Education/Workplace Training	A combination of training and education which may include both employer-based and classroom based training elements operated either concurrently or sequentially or an employer based program combining vocational and educational elements for which academic credit is received.
Partner Training	WIA or non-WIA partner training activities coordinated with the individual's WIA Title I-B activities, through a formal co-enrollment, and must be included in the individual's WIA service plan. Recipients of partner training activities can be counted just like WIA services when determining the exit date and Performance Measures.

The above training services may be made available to employed and unemployed adults and dislocated workers who have met the eligibility requirements for intensive services. The clients must have received at least one intensive service and been determined to be unable to obtain or retain employment. After an interview, evaluation or assessment and case management, the client has been determined by the service provider or partner to be in need of training services and they have the skills and qualifications to successfully complete the selected training program. Individuals must select a program that is directly linked to employment opportunities either in their area or an area the individual is willing to relocate to. Individuals must be either unable to obtain grant assistance from other sources to pay the costs of such training, including a Federal Pell Grant, or such assistance is insufficient to meet the costs.

All training services will be delivered through approved eligible training providers. The eligible training providers and their approved program information are available on TrainingLink, located on the internet at www.dol.state.ne.us. Eligible training providers, who meet the eligibility criteria and are selected and certified by the Greater Nebraska Workforce Investment Board, shall provide training services.

Customized training, on-the-job training, and partner training will be delivered via a contract or another partner as monitored by the Greater Nebraska Workforce Investment Board.

Adult and Dislocated Worker participants (combined) initiated into training in the Greater Nebraska area during the program year shall be for a high-demand, high-wage and high-skill occupation at the local level. To offset the effect of the declining industries, occupations in cutting edge growth industries, i.e., alternative energy development, biotechnology (agribusiness), electronic manufacturing, software development, etc. shall be given special consideration even though in some cases they are too innovative to have a data track record. The Greater Nebraska Workforce Investment Board may approve training services for dynamic occupations determined by the GNWIB to be in sectors of the economy that have a high potential for sustained demand or growth in the local area. Documentation must be placed in the case file to verify the basis for identifying the occupational training as applicable.

Greater Nebraska WIA funds are available for client trainings that are Registered Apprenticeship trainings. Relationships are developed with trade organizations that utilize apprenticeships as a means of training individuals. The Department of Labor has a Registered Apprenticeship section on its website. Referrals from this website and American Job Center/NDOL locations may be directed to WIA case managers for follow-up to see if individuals could benefit from WIA in assistance with the Apprenticeship program.

The Greater Nebraska Workforce Investment Board promotes entrepreneurial skills training and micro-enterprise services, and to increase the leveraging of resources brokered through the one-stop center(s) for training services through collaboration between the American Job Center/NDOL locations and local Community Colleges who have entrepreneurial training programs as part of their curriculum and the Partnership for Rural Nebraska.

The Greater Nebraska Workforce Investment Board increases the leveraging of resources through the one-stop career centers to include:

- Project HELP (Health Education Leadership Program) - assists individuals with getting the education and training needed in the healthcare field so that they can begin their career in an occupation that is in high demand.
- Proteus- provides farmworkers, immigrants, and others with a variety of services that improve their health, education, and economic opportunities. Serves immigrants, minority and low-income populations to make their dream of a brighter tomorrow a reality by helping them overcome language and cultural barriers in order to better provide for their families.
- ResCare- provides comprehensive workforce services that enhance the productivity and competitiveness of the nation by preparing workers for high-growth, and high-demand industries.
- VRAP (Veterans Retraining Assistance Program) - offers up to 12 months of training assistance to unemployed veterans.
- TRiO- helps first-generation and low-income students with a demonstrated academic need to overcome barriers.

- Vocational Rehabilitation (VocRehab) - receives vocational rehabilitation and employment services to help with job training, employment accommodations, resume development, and job seeking skills coaching.

(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 to quality training providers)

The Greater Nebraska Workforce Investment Board adopts the policy that individual training account funds can only be used for training that is offered by an eligible training provider. The Local Area Board has set the standard that a minimum of fifty percent of Direct Service Funds be made available for Client Services.

The Greater Nebraska Workforce Investment Board adopts the policy that participants may be enrolled in only those eligible training provider programs that can be expected to be completed by a full time student in less than thirty months. If a participant, prior to enrollment has completed a portion of a degree program, he/she may be enrolled to complete the unfinished degree if it can be completed in thirty months or less. Lastly, the GNWIB adopts the policy that a participant may only be enrolled in the Workforce Investment Act program and receiving intensive and/or training services for a total of thirty consecutive months.

When the participant takes longer than the planned thirty months to receive all services from the Workforce Investment Act program an extension shall be required and the extension shall require approval by the Greater Nebraska Administrative Entity.

The maximum payment authorized by the Greater Nebraska Workforce Investment Board for an approved individual training account shall be set at \$7,000. Individual Training Account payments exceeding the amounts identified above shall require approval by the Greater Nebraska Administrative Entity subject to review by the Compliance Committee of the Greater Nebraska Workforce Investment Board at the next scheduled meeting.

The individual training account may cover the following items: tuition, fees, books and supplies that are required by the course or program curriculum. The Greater Nebraska Workforce Investment Administrative Entity may approve additional items upon request from the Service Provider.

The Greater Nebraska Workforce Investment area will utilize the Nebraska Department of Labor's fiscal system to reimburse eligible training providers for cost incurred under the Individual Training Account. Please see attachment L for the Local Area Individual Training Account Policy.

The Greater Nebraska Workforce Investment Board also ensures that the service provider staff will assist clients in accessing quality workforce information and quality training providers. Computers located at a staff member's desk or in the American Job Center/NDOL location resource room/lobby area will all have internet access to online

workforce information resources and the list of eligible training providers. A list of eligible training providers can be accessed via TrainingLink at www.dol.state.ne.us, as well as additional online workforce tools and information. A staff member will be available when a client is working on an American Job Center/NDOL location computer to guide the client to appropriate websites, identify proper tools and assist with general navigation of the website.

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

The Greater Nebraska Workforce Investment Board and the State will be responsible for managing the eligible training provider process. An application for certification as an approved training provider is available on the Department of Labor website via the State maintained database called TrainingLink. Upon completion of the application and subsequent approval, the training provider will be added to TrainingLink, to which the service provider and clients will have access. In addition, the Greater Nebraska Workforce Investment Board Administrative Entity will notify the service provider when new eligible training providers have been added to the list and/or when current eligible training providers have been recertified. Again, the eligible training providers and their approved program information will be available on TrainingLink, located on the internet at www.dol.state.ne.us.

The State has agreed to carry out the following responsibilities in recruiting, approving and listing eligible training providers:

- Develop and maintain TrainingLink, the statewide list of eligible training providers.
- Verify the accuracy of the information on TrainingLink in consultation with the local Greater Nebraska Workforce Investment Board and remove those training providers who do not meet the eligibility criteria.
- Disseminate the statewide list via TrainingLink, accompanied by performance data and cost information relating each training provider to the One Stop operators throughout the state.
- Ensure the eligible training provider list is available to clients, the service provider, and other interested parties.

The Greater Nebraska Workforce Investment Board has agreed to carry out the following responsibilities in recruiting, approving and listing eligible training providers:

- Review all applications to ensure eligibility.
- Comply with the procedures prescribed by the State in determining initial eligibility of training providers.
- Comply with the procedures prescribed by the State in determining the subsequent eligibility of training providers.
- Compile a list of local training providers who meet the eligibility criteria and submit the list to the Department of Labor--Office of Employment & Training.

- Ensure the local list is disseminated and used appropriately throughout the Greater Nebraska One Stop system via TrainingLink.
- Consult with the State in cases where termination of an eligible training provider is contemplated because inaccurate information has been provided or violation of the Act.
- Make recommendations to the State regarding the process to initial and subsequent eligibility of training providers.

During the Application Review process, the Greater Nebraska Workforce Investment Board will discuss the appropriateness of the training provider's services and program. The board and committees will discuss the local area's employment needs and trends, and how the provider's application/program meets these needs. An annual review of a sample of exited client files will be performed to evaluate the outcomes for training provider and clients. This annual review will focus on determining if clients achieved employment in occupations related to their training. The GNWIB will communicate and develop relationships with the Community College system as a primary training provider to develop trainings focused on the employment needs of the local area.

Eligible Training Provider Eligibility Criteria

Training providers who seek subsequent eligibility must meet the required performance levels established by the Greater Nebraska Workforce Investment Board in accordance with the State policy. In addition to meeting the annual performance levels, the training providers shall submit to the Greater Nebraska Workforce Investment Board the following information on an annual basis:

- Program completion rates for all individuals participating in the applicable program
- Percentage of all individuals participating in the applicable programs who obtain unsubsidized employment, which may also include information specifying the percentage of individuals who obtain unsubsidized employment in an occupation related to the program
- Wages as placement in employment of all individuals participating in the applicable program

The following only applies to Workforce Investment clients who complete a training program:

- The percentage of participants who have completed the applicable program and have been placed in unsubsidized employment
- The retention rates in unsubsidized employment of participants who have completed the applicable program, 6 months after the first day of the employment involved
- The wages received by participants who have completed the applicable program, 6 months after the first day of the employment involved
- The rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the training participants receiving funds authorized under the Workforce Investment Act and who graduate from applicable programs.

The Governor or the Greater Nebraska Workforce Investment Board may require other verifiable and program specific performance information to obtain subsequent eligibility.

(Describe the local appeals procedure for providers in conjunction with the State appeals procedure for providers denied approval by the local board)

The Greater Nebraska Workforce Investment area will utilize the following appeal process for denial of eligibility for a training provider by the Greater Nebraska Workforce Investment Board or denial of eligibility by a One Stop operator for providers of on-the-job training or customized training. This appeal process includes training providers who are subsequently terminated from a training provider list.

The training provider must submit a written request for a hearing within 20 days of the initial denial notification to the Greater Nebraska Chief Elected Officials Board.

The Chief Elected Officials Board shall conduct a hearing within 30 days of receipt of the request for hearing. The request for hearing shall specify the reason for the denial or termination and contain a statement(s) as to why the decision should be reversed or a mutual compromise established.

The Chief Elected Officials Board will issue a decision within 10 working days of the hearing. The decision shall identify the requirements or conditions the provider must meet in order to re-establish eligibility and, if appropriate, identify the length of time the provider must remain in ineligible status. The decision by the Chief Elected Officials Board is final.

(Identify local provisions of On-the-Job Training (OJT) and Customized Training and how these training opportunities are marketed)

On-the-Job Training is training by an employer provided to a paid client while engaged in productive employment. The employer may be from the public, private non-profit or private sectors. The On-the-Job training service:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Shall be available to employers who agree to hire and train an individual who does not have sufficient skills to enter employment or is not earning self-sufficient wage as determined by the Greater Nebraska Workforce Investment Board;
- Provides reimbursement to the employer for up to fifty percent of the wage rate of the clients (not to exceed \$8,000), for the extraordinary costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation the client is being trained for, taking into account the training content, participant/s prior experience and the service strategy of the participant.

A training contract must be developed between the service provider and the employer providing the training. The service provider must conduct a pre-award review to determine if the employer is qualified and capable of entering into a contractual agreement to provide on the job training. The pre-award review, in addition to the client's employment plan, will provide supporting documentation for the appropriateness of the on the job training assignment. A pre-award review must be completed prior to the negotiation and approval of the on the job training contract. The On-the-Job training contract must contain:

- The occupations for which training is to be provided
- The length of time the training will be provided
- The wage rate to paid to the trainee
- The rate of reimbursement to the employer
- The maximum amount of reimbursement
- A training outline that reflects the skills and competencies to be learned in the position
- An outline of any other separate classroom training that may be provided by the employer
- The employer's agreement to maintain and make available accurate and complete time and attendance, payroll and other records to support amounts claimed by the employer for reimbursement under the contract
- OJT Contracts for Employed Workers
- Written Assurances

A more detailed explanation of the OJT contract requirements is located in Attachment N.

Customized training means training:

- Designed to meet the special requirements of an employer or a group of employers;
- Conducted with a commitment by the employer(s) to employ the client upon successful completion of the training;
- Employer pays for not less than fifty percent of the training costs; and
- Customized training projects must be approved by the Greater Nebraska Workforce Investment Board

On-the-Job Training and Customized Training opportunities are marketed via the partnerships American Job Center/NDOL location management and staff have established with businesses, economic development entities, and area community colleges.

Supportive Services

(Identify the local area policy on supportive services that ensures services 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)

Supportive Services may include, but are not limited to, transportation, child care, health/medical assistance, dependent care and emergency housing. Clients who are participating in intensive or training services shall be eligible to receive supportive services as long as they meet two conditions.

First, it must be determined that the supportive services are deemed necessary to enable the individual to participate in the Workforce Investment program. Second, once the need for supportive services has been determined, the service provider staff will work with other American Job Center/NDOL location programs and partners to determine if the client is eligible to receive those services from another agency. Any supportive services provided by another entity must be documented and considered when making the determination to provide supportive services through the WIA program. Supportive services may be available to participants up to six months after exit as long as the two conditions are still met and documented.

Needs related payments, using local area allotment funds, are not authorized for the Greater Nebraska Adult and Dislocated Worker programs.

The primary supportive service related to transportation will be bus tickets for the local public transit system. The service provider will maintain a list of local partners that also provide similar transportation assistance. Where bus transit is not appropriate and/or unavailable, the service provider may assist with mileage reimbursement, basic car repairs and other expenses incurred in the guarantee of making an individual's car drivable. The service provider will establish appropriate limits for all supportive services, which may be subject to GNWIB review and approval. Please see attachment S, Local Area Supportive Services Policy.

Rapid Response

(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)

Rapid response activities are those activities necessary to plan and provide Workforce Investment services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent facility closure, mass layoff, or a natural or other disaster resulting in mass job dislocation. Please see attachment Q, Local Area Rapid Response Procedure.

The Greater Nebraska Workforce Investment Board establishes the following policies and procedures to coordinate and deliver rapid response activities in the Greater Nebraska Workforce Investment area.

Procedures and involvement in the delivery of local rapid response activities

The Greater Nebraska Workforce Investment Board will follow the direction of the State entity responsible for providing rapid response activities. The Greater Nebraska Workforce Investment Board will authorize the One Stop center(s) and its service providers to assist the State entity in providing information and services to all individuals impacted by a dislocation. In addition, the Greater Nebraska Workforce Investment Board will immediately notify the State entity of any dislocation which occurs in the Greater Nebraska local area.

Services offered through rapid response

Rapid response activities provided by the Workforce Investment area may include onsite contact with the employer, employees or representative of the employees, and representative of the local community. The onsite contact may include an assessment of the:

- Layoff plans and schedule of employer.
- Potential for averting the layoff in consultation with state or local economic development entities.
- Background and probable assistance needs of the affected employees.
- Re-employment prospects for affected employees in the local community or other areas where the employee is willing to relocate.
- Available resources to meet the short term and long term needs of the affected employees.
- Delivering core, intensive, and training services as well as supportive services to the affected employees through the One Stop or service provider delivery system.
- The provision of information and access to unemployment compensation benefits, services provided through the One Stop system including information on the Trade Adjustment Assistance.
- Assisting the State entity in providing guidance and information toward establishing a labor management committee voluntarily agreed to by labor and management or a workforce transition committee comprised of representatives of the employer, the affected employees and the local community.

Policy for evaluation of performance

The Greater Nebraska Workforce Investment Board will coordinate and collaborate with the State Dislocated Workers entity, service providers, and training providers to collect and analyze information relating to economic dislocations, including potential closings and layoffs, and with other available resources in the Greater Nebraska local area to provide an adequate basis for effective program management review and to evaluate of the rapid response efforts.

Methods used to collect the appropriate information will include the statewide Workforce Investment area Management Information System (NEworks).

Procedures to respond to disaster

The Greater Nebraska Workforce Investment Board will authorize the One Stop center and local service providers to fully participate in any rapid response effort caused by a natural disaster or other disaster resulting in a mass job dislocation. The participation will include provisions of Dislocated Worker services and activities authorized by the Workforce Investment Act and close coordination and collaboration with the State Dislocated Workers entity, others State agencies and one Federal Emergency Management Agency (FEMA).

Youth

(Describe and assess the type of 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;
2. Alternative school services, as appropriate;
3. Summer employment opportunities that are directly linked to academic and occupational learning;
4. As appropriate, paid and unpaid work experiences, including internships and job shadowing;
5. Occupational skill training, as appropriate;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during on-school hours, as appropriate.
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period for a total of not less than 12 months;
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate; and
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

The Greater Nebraska Workforce Investment Board currently contracts with the Nebraska Department of Labor to be its youth service provider. The Nebraska Department of Labor has also developed relationships with ancillary service providers to provide the greatest variety in youth activities available to youth clients, in addition to Department of Labor youth activities. The Greater Nebraska Workforce Investment Board monitors the activities of the youth service provider through a variety of methods. The Nebraska Department of Labor submits periodic reports of client obligations and expenditures to the Greater Nebraska Workforce Investment Board. The Greater Nebraska Workforce Investment Board conducts periodic reviews of client case files to ensure policy compliance regarding eligibility, service strategies and fiscal actions.

The Greater Nebraska Workforce Investment area will utilize an objective assessment system that identifies the academic level, occupational skill level (including aptitudes) and the service needs of each eligible youth. The assessment will allow the service provider to

determine what assistance is necessary for the individual to gain unsubsidized employment. Once the objective assessment has been completed, an individual service strategy will be completed in coordination with the eligible youth and potential service/training providers. The service strategy will become a “contract” between the eligible youth and the One-Stop center. Successful completion of the service strategy requirements should lead to unsubsidized employment and/or attainment of job readiness skills. All of the services and activities relevant to the elements described below will be documented on the service strategy.

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

The Greater Nebraska Workforce Investment area will utilize these educational activities as a structured learning experience to enable eligible youth to be more successful in their schooling, enhance their current knowledge base, and gain skills to prepare them for post-secondary educational experiences. The focus of these services will mainly be for basic skills deficient youth. The service provider will explore potential partnerships with local providers such as public schools, community colleges and private vendors whenever possible.

2. Alternative secondary school services: The Greater Nebraska Workforce Investment Board may provide funds to alternative schools and other approved entities to serve eligible youth who are unable to function in the normal classroom setting and are in danger of dropping out. Funds will be provided to approved providers and/or via approved contracts for service. The services to be provided are the complete range of services authorized by the Workforce Investment Act but strong emphasis will be placed upon paid or unpaid work experiences, individual tutoring, mentoring programs, dropout prevention activities and/or assistance in obtaining a GED.

3. Summer employment opportunities that are directly linked to academic and occupational learning: The Greater Nebraska Workforce Investment area provides youth services year-round. In addition, the Greater Nebraska Workforce Investment Board recognizes that youth, especially In School youth, may have additional time and/or needs over the summer months and will tailor activities and services to address those particular issues.

Summer activities will offer work experience activities to eligible youth and provide direct linkages to academic and occupational learning and other elements and strategies as appropriate to serve the needs and goals of the eligible youth. The academic linkage will be related to remediation for basic skills deficient youth. The occupational learning component will focus on Work Readiness skills for all youth participating in the Summer Employment activity.

4. Paid and unpaid work experiences, including internships and job shadowing: The Greater Nebraska Workforce Investment area will utilize the work experience activity as a structured learning experience to enable eligible youth to gain exposure to the working world and acquire the personal attributes, knowledge, and skills needed to obtain employment and a chance for career advancement.

The work experience activity may be in the private for-profit sector, nonprofit sector, or public sector. The activity may be paid or unpaid and will be limited to 720 hours. Paid work experiences will result in wages equivalent to the national minimum wage and/or a wage comparable to an employee in the same position or occupation.

5. Occupational skill training: The Greater Nebraska Workforce Investment area will provide occupational skill training to eligible youth through the following programs:

- **On the Job Training** The on-the-job training program will place an eligible youth with an employer for a specified time and at a wage equal to the rate other employees receive for doing the same work. The employer may receive a reimbursement of up to 50 percent of the wages to compensate for the employer's extraordinary costs. The Greater Nebraska Workforce Investment Board will also reinforce the importance of pursuing a recognized certificate when possible to complement the experience obtained in the activity.
- **Industry Specific or Customized Training Programs** A program designed to meet the special requirements of an employer or group of employers. This program requires the commitment of the employer or group of employers to employ or in the case of incumbent employees, continued employment, upon successful completion of the training. The employer shall pay no less than 50% of the cost for training.
- **Institutional Skill Training** This program is designed to provide occupational skill training in a classroom setting that leads to a degree, diploma or certificate of completion. Some or all of the costs for the eligible youth may be supported by Workforce Investment Act funds.
- **Pre-apprenticeship Programs** A training program developed in cooperation with the Federal Bureau of Apprenticeship Training. Workforce Investment occupational training activities that may be utilized in conjunction with this program include work experience, on-the-job training and institutional skill training.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours: The Greater Nebraska Workforce Investment area will provide to eligible youth leadership development opportunities which may include community service, peer-centered activities encouraging responsibility, personal morality, and other positive social behavior during non-school hours.

Leadership development opportunities may include exposure to post-secondary educational opportunities, community and service learning projects, peer-centered activities such as peer mentoring and tutoring, organizational and team work training including team leadership training, training in decision making including determination of priorities, citizenship training, including life skills training such as parenting, work behavior and budgeting of resources and positive social behavior training which includes

positive attitudinal development, self-esteem building, cultural diversity training and work simulation activities.

Partners involved in delivering these youth services may include, but not be limited to, local public schools, community colleges, other educational institutions, and community service organizations.

7. Supportive services: Supportive services to enable eligible youth to participate in activities provided by the Workforce Investment Act will be provided by the Greater Nebraska Workforce Investment area. Such services may include, but not limited to, the following:

- Linkages to community services
- Assistance with transportation costs
- Assistance with childcare and dependent care costs
- Referrals to medical services
- Assistance with the costs of uniforms, appropriate work attire, work-related tool needs, including such items as eye glasses and protective eye gear

Supportive services will be documented as necessary for a client to complete their Individual Service Strategy. In addition, the service provider must implement and document all efforts made to obtain supportive services from other agencies and local partners.

8. Adult mentoring for the period of participation and a subsequent period for a total of not less than 12 months: The Greater Nebraska Workforce Investment area will utilize the adult mentoring activity as an experience that will provide the youth with a role model for positive social behaviors, a resource on functioning in the professional world and a supporter to provide stability and compassion during the youth's transitions. Partners involved in delivering these youth services may include, but not be limited to, local public schools, community colleges, other educational institutions, and community service organizations such as Teammates or Older Workers. Mentoring may also be specialized, depending on the client's needs. Such specialized populations may include pregnant/parenting teens or offenders.

9. Follow-up services for not less than 12 months after the completion of participation: The Greater Nebraska Workforce Investment area will provide follow-up services for not less than 12 months after completion of participation, as appropriate, in services provided by the Workforce Investment Act. Follow-up services may include activities such as:

- The leadership development and support services identified above
- Regular contact with the youth's employer including addressing work-related problems

- Assistance in securing better paying employment, career development, and further education
- Work-related peer support groups
- Adult mentoring
- Tracking the progress of youth in employment after training is completed

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral. The Greater Nebraska Workforce Investment area will either provide onsite comprehensive guidance and counseling or provide access, through the referral process to other entities that provide such services. The comprehensive guidance and counseling shall include drug and alcohol abuse counseling as well as other guidance and counseling activities that are appropriate to the needs of the individual.

In addition to addressing the above described local program elements, the Greater Nebraska Workforce Investment Board will also meet the needs of youth clients by establishing strong and effective linkages with employers. The Greater Nebraska Workforce Investment area will conduct employer surveys on a periodic basis and ensure close coordination with local chambers of commerce, labor organizations, economic development, and industrial development agencies to the skill training necessary to fill local occupational needs.

In addition, staff members of the local One Stop system will attempt to gain membership in any local employer boards/organization and the Greater Nebraska Workforce Investment Board will solicit labor trend data from the Nebraska Department of Labor to identify local labor market trends and projections to identify the occupational skills needed to fill future employment opportunities. Staff members will also participate on partner boards, chamber boards, coalitions, and advisory boards. Staff members will also partner with other agencies, including Wagner-Peyser Employment Services, to promote youth services.

At the October 2010 GNWIB meeting, the Greater Nebraska Workforce Investment Board and Youth Council made a delivery design change to the Youth Service model in Greater Nebraska. The GNWIB and Youth Council moved to a “Youth Specialist” model which will dedicate specific WIA case managers to serve as Youth Specialists in identified areas. This service delivery model allows Youth Specialists to work solely with the targeted youth population in designated areas of Greater Nebraska. Youth Specialists will be provided with the necessary training and resources to allow them to successfully work with Youth. Youth Specialists will become technical experts in Youth Programming and will provide peer mentoring to other WIA case managers to share their knowledge and expertise. The Youth Service Provider will outline expectations and functions of the Youth performance outcomes, determine participant impact on performance, and will evaluate client services to include previously unexplored youth opportunities. The Greater Nebraska area will explore best practices of other Youth Service agencies to determine strategies and training opportunities that may be replicated. Participants

located in areas outside the Youth Specialists service areas will continue to be served. To the greatest extent possible, individuals ages 18—21 will be served through the WIA Adult program. This youth adult population will receive individualized services and intensive case management, similar to “Youth” services.

Mandatory Youth Element	Service Provider*	Method of Delivery/Service Strategy**
1) Tutoring, study skills training and instruction	WNCC via ABE/GED, Learning Center, MPCC, NECC & CCC provide ABE/GED classes, Sylvan Learning Center, Teammates – in school only , Local Certified teachers current and retired, Southeast Community College Student Services	Contracting with local area providers, Referral to local resources via email, phone or mail to students in need to student services or adult basic education.
2) Alternative school services	VALTS in Scottsbluff, The Learning Center in North Platte, Lexington Alternative Education, McCook Public Alternative, Ogallala Alternative Learning Lane, Grand Island Success academy, Southeast Nebraska Alternative School, Compass Learning Center, Falls City Alternative School, York Alternative School, Educational Service Units 5 & 6, Learning Center-Fremont; Alternative for Success-Norfolk, Madison Alternative School, Boys and Girls Town-Columbus	Contact with local alternative school for referral for service. Conduct presentations. Attendance is determined by participating public school districts. Partnerships are communicated electronically using email.
3) Summer employment opportunities	NDOL Employment Services staff, Youth Conservation Project, Vocational Rehabilitation, Oasis Staffing, Advance Services, Private Employers	Assistance with job search to obtain summer employment with private sector or not for profit businesses (VR must have IEP or disability to be eligible). Verbal referral to client and/or service provider to seek assistance in finding summer employment.

4) Paid/Unpaid work experiences- internships and job shadowing	Private for-profit sector, nonprofit sector, or public sector such as YMCA, Country Club, Salvation Army, libraries, City offices, various retail shops, medical and insurance offices, extension offices, veterinary clinics.	Referral to various utility companies, contracting with local area employers as provided under special summer work programs using WIA law as the guide and most recently Youth Conservation program contract through the Game and Parks Commission. Contracting with local area employers.
5) Occupational skills training	Western Nebraska Community College, Mid Plains Community College, Center for Enterprise @ MPCC, Southeast Community College – All Campuses, Central Community Colleges – All Campuses, Chadron State College, Iowa Western Community College, Peru State College, The Creative Center, Metro Community College, College of Hair Design, Josephs College of Beauty, Northeast Community College, Midland University, Wayne State College, Western Iowa Tech, UNL, Iowa Western, Capitol School of Esthetics, Northwest Missouri State, Job Corps, Any WIA Approved Provider	OJT, Customized Training, Institutional Skill Training, Pre-Apprenticeship Program, and syNErgy grant opportunities are provided by approved training providers and customer needs utilizing in person, technology, and distance learning.
6) Leadership development opportunities	Local public schools, community colleges, other educational institutions, and community service organizations, Salvation Army Day Camp (summer program) – at risk youth, leadership & communicational skills, Community Chamber of Commerces, HR organizations, Care Corps Homeless Shelter of Fremont.	Local public schools, community colleges, other educational institutions, and community service organizations. Volunteer to facilitate activity on site.

7) Supportive Services	Greater Nebraska Workforce Investment area/NDOL, Voc Rehab, HHS, General Assistance, Housing Authority, McConaughy Discovery Center, PALS program , Nebraska Children’s Society, Foster Youth Council, local area churches, Salvation Army, Blue Valley Community Action, Hope Crisis Center, Hope Harbor, Goodwill, St. John’s Food Pantry, Head Start, WIC, Social Security, Blue Valley Mental Health	Needs determined by case manager and funded through either referral to partner programs or WIA through Phone, email, in person and electronic referrals via NEworks to appropriate provider.
8) Adult mentoring for the period of participation	Local Private Business, local public schools, community college, community service organizations and case managers. WNCC staff, Community Action Program of Western Nebraska, MPCC, NECC & CCC Staff, Teammates, Big Brother Big Sister, Be Friend	Local public schools, community colleges, other educational institutions, and community service organizations such as Teammates or Older Workers, As needed staff at WNCC mentor students to reach successful outcomes in their field of study and in transitioning to stable employment in high wage, high demand occupations. Depending on the circumstances of the individual, referral is made to various supportive programs through CAPWN designed to mentor and nurture independent youth

9) Follow-up services for not less than 12 months after the completion	NDOL/ WIA Case Managers	The leadership development and support services, Regular contact with the youth's employer including addressing work-related problems, Assistance in securing better paying employment, career development, and further education, Work-related peer support groups, Adult mentoring, Tracking the progress of youth in employment after training is completed
10) Comprehensive guidance and counseling	Greater Nebraska Workforce Investment area or through referral to Teen Mom's and Dad's, Catholic Charities, Central Nebraska Community Services, Behavioral Health Services, high school counselors, Panhandle Mental Health Services, CAPWN Health Services, MPCC, NECC & CCC Staff, WIA case manager, Family Skill Building – School Intervention worker @ MS & HS, Lutheran Family Services – Youth Chemical Dependency Counseling / Therapy Group	Includes drug and alcohol abuse counseling as well as other guidance and counseling activities, referral to local resources, Provide career counseling & guidance in the high wage, high demand jobs, chemical dependency & mental health referrals, medication management (psych on staff). Employment and other guidance and counseling activities at the time of enrollment and during the entire training process are provided. LMI, local conditions, and local employer hiring trends are communicated to youth during the training period to ensure a successful enrollment.

* Each service and method of delivery and service provider is unique to each Region and all contracts are approved and negotiated by NDOL legal dept.

** Services are provided based on customer choice and utilize in person, electronic and self-service methods.

(Explain how eligible applicants who do not meet the enrollment requirements of a particular program will be referred for further assessment and appropriate programs)

Eligible youth who do not meet the Greater Nebraska local area enrollment requirements will be referred to service providers and/or One Stop partners who can address the appropriate needs of the individual. The service provider staff will work with other available American Job Center/NDOL location programs and partners to determine the opportunities available for the youth and possible appropriate programs. Other partners may include, but not be limited to, partners, EducationQuest, local educational institutions and/or colleges. Referrals may be made over the phone, in person, or via email.

(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 are youth initiatives, including those that serve homeless youth and other public and private youth initiatives)

The GNWIB creates appropriate linkages to ensure the participation of eligible youth in programs that provide basic education competencies, pre-employment and work maturity skills, and job specific skills. The Greater Nebraska service provider will develop and maintain relationships with other youth serving agencies in the local area in order to maximize resources without duplicating services. Appropriate links to other agencies includes the creation of referral systems to ensure increased co-enrollment in programs that provide alternate or expanded services beyond those available through WIA. These services would complement services provided by the WIA program. Program managers or case managers will share information about other programs with interested youth participants during orientation or other meetings with participants. Partnerships will also be developed to hold community events for youth, such as job fairs. The Greater Nebraska Youth Council requests a report or update on the status of these relationships and links at each Greater Nebraska Youth Council meeting.

The Youth Council provides feedback and suggestions for new opportunities that may help to foster participation of eligible youth in the local area. The Youth Council regularly provides feedback and suggestions to the Service Provider for the development of new opportunities that may help to foster participation of eligible youth in the local area. Exploration of connections with the following agencies, and updates on these agencies actions as they may relate to WIA, are actively promoted by the youth council:

- Local justice and local law enforcement officials
- Local public housing authorities
- Local education agencies
- Job Corps
- Local Employment & Training Partners
- Local employers who support academic learning and occupational training programs

- Local employers and organizations who support mentoring programs, internships and paid or unpaid work experience programs
- Other programs which provide both public and private youth initiatives

(Describe the measures taken by the local area to ensure compliance with applicable safety and child labor laws)

The Greater Nebraska Workforce Investment area will ensure compliance by obtaining signed assurances and certifications from all contractors, sub-recipients and other entities receiving Workforce Investment funds. An employment certificate for 14 and 15 year old youth must be obtained prior to placement in a work experience activity. In addition, the local Greater Nebraska Workforce Investment Board will conduct onsite monitoring and establish a grievance procedure to report any violations of safety and child labor laws.

(Describe how the local board shall make opportunities available to individuals who have successfully participated in programs carried out under the Youth section to volunteer assistance to participate in the form of mentoring, tutoring and other activities)

The Greater Nebraska Workforce Investment Board will encourage all eligible youth who complete the program to participate and volunteer their assistance in the form of peer mentoring, tutoring, and other activities provided by the Workforce Investment Act. Incentives will be provided by the local Greater Nebraska Workforce Investment Board, including certificates that recognize their efforts or letters of support and referrals to employers for employment purposes, etc. Volunteers will not receive payment for their services at any time.

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

The Greater Nebraska Workforce Investment area will utilize the State's Request for Proposal (RFP) procurement policy to select providers of youth activities not provided by the One Stop partners and normal service providers. The State of Nebraska Procurement Policy can be found on the Department of Administrative Services website. The Youth Council will establish, on an as needed basis, specific criteria to be included in the proposal and include, but not be limited to, the state minimal criteria. These criteria may vary depending on the service needs. The proposal will require each entity that responds to identify their ability to deliver the required service, fiscal capability, individual costs, previous experience in delivering such services, and information supporting the success of past efforts. Providers of youth services will be solicited by the Greater Nebraska Workforce Investment Board once a need has been established. The

RFP evaluation process will be done by a committee of diverse members. The State Purchasing Bureau recommends a minimum of five (5) members. This committee will be supported by staff with the appropriate expertise to conduct such proposal evaluations. Purchasing further recommends that the individuals be from various agencies/divisions. The following areas of consideration will be used in making the selection:

- **Executive Summary - Understanding the State's Needs** - The contractor's understanding of the needs as specified in the RFP, of the objectives in asking for the services, and of the nature and scope of the work involved;
- **Corporate Overview - Contractor Qualifications** - The ability of the contractor to meet the requirements of the RFP;
- **Professional Personnel** - The competency of professional personnel who will be assigned by the contractor to provide youth services during the contract. Qualifications of professional personnel will be evaluated by education and relevant experience.
- **Technical Approach - Soundness of Approach** - The proposed method for meeting the proposed RFP technical requirements;
- **Cost** - Cost will be considered to the extent that the State receives maximum value for the least cost.
- **Oral Interviews** – The oral interviews may or may not be required.

(Describe the competitive procurement process for selection of local service providers. Include information on efforts made to ensure that information on websites 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 Greater Nebraska Workforce Investment Board will utilize the State procurement standards to solicit proposals, bids, and applications for an award of all grants and contracts which are developed to procure services or activities determined as allowable under federal rule. A review of the federal procurement standards will be conducted prior to the award of any grant or contract to ensure that the State standards meet federal requirements. All proposed state agency contracts for services in excess of \$50,000 shall be bid in the manner prescribed by the material division procurement manual or a process approved by the Director of Administrative Services. Bidding may be performed at the state agency level or by the material division. Any state agency may request that the material division conduct the competitive bidding process. The Greater Nebraska Workforce Investment Board will utilize the Request for Proposal (RFP), the Invitation for Bid (IFB) or an application process to select such providers. The Greater Nebraska Workforce Investment Board may utilize the non-competitive process for awards under \$50,000 but will adhere to the State procurement standards when this process is used. The Greater Nebraska Workforce Investment Board reserves the right to select the respondent who delivers services that are cost effective, efficient, and best meet the needs of the request. Lowest cost shall not be the sole criteria for the final selection.

The Greater Nebraska Workforce Investment Board efforts to ensure that RFP information is easy to find and understand includes public notices in Greater Nebraska newspapers announcing the RFP; all CEOB, GNWIB, and Youth Council members are notified of the RFP; copies of the RFP are mailed to local non-profit organizations when requested; the RFP is available on the State of Nebraska's Department of Administrative Services website and the Department of Labor website www.das.state.ne.us and www.dol.state.ne.us; and all collocated American Job Center/NDOL location Partners are notified of the RFP.

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

The Greater Nebraska Workforce Investment Board Youth Council will utilize providers of youth activities outlined on the statewide 211 website. This resource mapping information is available at the www.ne211.com website. Resources identified for the provision of youth services will be reviewed with the youth council on a regular basis.

Nebraska 211 is a database of information on several thousand agencies, programs and services across the state. It is maintained by I&R Nebraska (IRNe), a collaborative group of organizations from across the state working to ensure that individuals have an easy means to search the entire state for health and human service agencies and programs serving their area and find the help they need. The project partners work to ensure that its information is current and updated. Each agency is contacted twice per year for updates.

Information concerning this website will be available in the American Job Center/NDOL locations and will be utilized by workforce coordinators in order to identify providers of youth activities in Greater Nebraska. In addition, the Youth Council will recognize all approved eligible training providers, which can be located at <http://traininglink.dol.state.ne.us/>, and other providers approved by the service provider to deliver youth services as appropriate. Youth service providers must have all appropriate federal, state and local certifications as relevant to their services.

(Describe the local appeals procedure for providers in conjunction with the State appeals procedure for providers denied approval by the local board)

The Greater Nebraska Workforce Investment area will utilize the Greater Nebraska Workforce Investment Board policy on denial of eligibility by a One Stop operator for providers of on the job training or customized training. This appeal process includes service providers who are subsequently terminated from a service provider list.

The service provider must submit a written request for a hearing within 20 days of the initial denial notification to the Greater Nebraska Chief Elected Officials Board.

The Chief Elected Officials Board shall conduct a hearing within 30 days of receipt of the request for hearing. The request for hearing shall specify the reason for the denial or termination and contain a statement(s) as to why the decision should be reversed or a mutual compromise established.

The Chief Elected Officials Board will issue a decision within 10 working days of the hearing. The decision shall identify the requirements or conditions the provider must meet in order to re-establish eligibility and, if appropriate, identify the length of time the provider must remain in ineligible status. The decision by the Chief Elected Officials Board is final.

(Specify out-of-school youth expenditures based on State's minimum expenditure requirement)

Out-of-school youth are considered "an important part of the new workforce supply pipeline needed by businesses to fill job vacancies in the knowledge economy." The Greater Nebraska Workforce Investment Board will expend at least fifty percent (50%) of the youth allocation on out-of-school youth. The GNWIB embraces the Employment and Training Administration's New Strategic Vision for the Delivery of Youth Services, and by nature of doing so expects to exceed this minimum requirement.

Performance Measures

(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, eligible providers, and the One Stop delivery system)

The Greater Nebraska Workforce Investment area is required to establish local performance measures in order to evaluate program effectiveness and achieve continuous improvement in the delivery of Workforce Investment programs.

In PY13, the Greater Nebraska Workforce Investment Board pursued different wage-related standards for Greater Nebraska from the metropolitan areas of the state to no avail. The Board still maintains the average earnings in the rural part of the state are, based on LMI facts, noticeably lower than the metropolitan areas of the state. The GN Board will continue to bring this to the attention of the State Board. Labor Market Information indicates earnings across the state are not equal, specifically between Metropolitan areas (Tri-County and Greater Lincoln) and Non-Metropolitan areas (Greater Nebraska). Wage earnings in Greater Nebraska are significantly less than those in the Metropolitan areas of the state, making it more difficult to meet the statewide performance standard. WIA Statewide and Local Area Performance History shows Greater Nebraska has a history of missing wages, indicating the lower wage performance for Greater Nebraska is not solely related to the current economic situation in the State.

Workforce Investment Act 9 Common Measures

	Performance Measures	PY 2013 Baseline Goals
ADULTS	Entered Employment Rate	83.0%
	Employment Retention Rate	88.0%
	Earnings Change in 6 Months	\$9,800
DISLOCATED WORKERS	Entered Employment Rate	89%
	Employment Retention Rate	94%
	Earnings Change in 6 Months	\$14,000
YOUTH	Placement in Employment or Education	76.7%
	Attainment of a Degree or Certificate	68.0%
	Literacy and Numeracy Gains	66.4%

(Describe current methods for measuring of customer satisfaction)

In order to effectively measure customer satisfaction, the Greater Nebraska area has instituted customer satisfaction surveys administered to WIA participants. These surveys measure customer service in the following areas; registration process, answers to questions from staff, helpfulness of the website, whether the needs of the individual were met, if the individual would recommend the career center, and the use of NEworks. Furthermore, the amount of instances the individual used the career and time of day at the career center are gathered. Upon exiting the WIA program, individuals receive a quarterly follow-up from case managers to see if there needs have been met or if additional services can be provided.

(Describe how the local area's service strategy is designed to meet WIA Performance)

Common measures and performance accountability are closely intertwined. Staff training on the youth common measures, best practices for impacting outcomes, and appropriate documentation for performance accountability is done on an on-going basis in the Greater Nebraska local area. Specific to the Literacy and Numeracy Common Measure, each Regional Manager in the Greater Nebraska local area is thoroughly familiar with all procedures associated with this particular common measure and how to work with their region's local ABE partner to provide pre and post-testing. This greatly enhances ongoing cooperation among programs. When possible, American Job Center/NDOL locations will work with the local ABE partner for pre and post testing for Literacy and Numeracy gains. If a local ABE is not available, American Job Center /NDOL locations will utilize the CASAS test for pre and post testing of Literacy and Numeracy gains. Remediation is handled by partnering with the local ABE partner. If ABE is not available, the service provider may seek private tutors or will try to find other partner agencies, such as extension offices, which may provide the remediation services.

To be successful in the Placement in Employment or Education Common Measure, the Greater Nebraska local area supports enrollment in demand-driven training where specific skills and credentials identified as necessary by industry are achieved. Youth needing to attain basic work readiness skills are covered under the Literacy and Numeracy Common Measure. A successful outcome in the Attainment of a Degree or Certificate Common Measure will require a focus on measurable technical or occupational skills training.

Greater Nebraska now has Youth Specialists in place that are further focused on the Youth outcome. Youth goals are reviewed on a weekly basis.

Adult and Dislocated Worker performance is reviewed on a quarterly basis to ensure meeting federal performance standards with an emphasis on enrollment in training that will lead to an H3 job.

Equal Opportunity, Affirmative Action and Grievance Policy

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

Bill Hetzler, EO Officer
Office of Administrative Services
Nebraska Department of Labor
5723 F Street
Omaha, NE 68117-2822
bill.hetzler@nebraska.gov
Telephone 402.595.2960/
TDD 800.833.7352

(Provide a copy of the administrative entity's EO policy statement)

The Greater Nebraska Workforce Investment area will ensure nondiscrimination and equal opportunity by adhering to all federal and state laws and regulations covering this subject. The local Greater Nebraska Workforce Investment Board will also require each contractor, subcontractor and/or any recipient of Workforce Investment funds to assure they will not discriminate or deny program access on the basis of race, color, national origin, age, handicap, sex, religion, citizenship, political affiliation or belief.

(Describe the local area's complaint and grievance procedures. The procedures must explain the process for dealing with grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including American Job Center partners and service providers. Specifically, indicate the procedure from initial filing of the complaint up to appeal to the Secretary of Labor. Describe the criteria and selection process for choosing an impartial hearing officer when needed)

The Greater Nebraska Workforce Investment area adopts the following procedures for processing complaints that allege violation of equal opportunity provisions of the Workforce Investment Act and 29 CFR Part 37. These procedures will provide for prompt and equitable resolution of complaints. Please see Attachment I, Local Area Complaint and Grievance Policy and/or Procedure.

These procedures shall also apply to One Stop operators, training providers, service providers, their sub-recipients, and other contractors with the Greater Nebraska Workforce Investment area. The Department of Labor Equal Opportunity Office shall be responsible for these procedures, including adoption, publication, and implementation.

A written notification of the resolution of such a complaint will be provided to the complainant within 60 days of the filing of the complaint. This written notification will include a statement of the complainant's right to file a complaint with the Director, Directorate of Civil Rights (DCR), U. S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC, 20210.

Complaint Process

Who May File: Any person who believes that he or she or any specific class of individuals has been or is being subjected to discrimination prohibited by the equal opportunity provisions of the Workforce Investment Act or 29 CFR Part 37 may file a written complaint by him or herself or by a representative.

Where to File: The complaint may be filed with the Equal Opportunity Officer, Nebraska Department of Labor, 550 South 16th Street, Lincoln, NE 68509; or with the Director, Directorate of Civil Rights (DCR), U. S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC, 20210; or at the local level, including the One Stop operator, training provider, service provider or any sub-recipient who receive federal funds from the Greater Nebraska Workforce Investment Board.

Timeline for Filing: The complaint must be filed within 180 days of the alleged violation. Extensions may be granted for good cause shown. Extensions shall be for administrative convenience only, and shall not create a defense for the respondent.

Contents of Complaints: Complaints must be in writing, and:

- Be signed by the complainant or his or her authorized representative;
- Contain the complainant's name and address (or specify another means of contacting him or her);
- Identify the respondent; and
- Describe the complainant's allegations in sufficient detail to allow the respondent to whether:
 - The respondent has jurisdiction over the complaint
 - The complaint filing was timely; and
 - The complaint has apparent merit, i.e., whether the allegations, if true, would violate any of the equal opportunity provisions of the Workforce Investment Act or 29 CFR Part 37. The information required by this paragraph may be provided by completing and submitting the Directorate's Complain Information and Privacy Act Consent Forms.

Right to Representation: Each complainant and respondent has the right to be represented by an attorney or other individual of his or her own choice.

Time Schedule: The respondent is allowed 60 days to process a complaint, provide a written resolution to the complainant, and inform the complainant of the right to file a complaint with the Directorate of Civil Rights within 30 days of the end of the 60-day period.

Failure to Respond to Complaint: The complainant may file a complaint with the Directorate of Civil Rights if the respondent has not processed the complaint and notified the complainant or the resolution at the end of sixty days. This complaint must be filed by the complainant or his or her representative within 30 days. The Directorate of Civil Rights may extend this 30-day limit if the complainant was not notified or for cause.

Notification of Non-jurisdiction: The respondent shall notify the complainant in writing if it does not have jurisdiction over the complaint. This notification must include the basis of this determination, and a statement of the right to file a written complaint with the Directorate of Civil Rights within 30 days of the receipt of the notification.

Insufficient Information: The respondent will contact the complainant for information. A complaint may be closed by sending a notice to the complainant's last known address if:

- The complainant does not furnish sufficient information.
- The complainant does not respond.

Right to file with the Directorate of Civil Rights: The complainant may file a complaint with the Directorate of Civil Rights both initially or as a review of an offered resolution.

To establish a process for dealing with non-criminal complaints and grievances from participants and other interested parties affected by the Greater Nebraska Workforce Investment System including One Stop operators, service providers and One Stop partners.

Grievance Process

Presentation of Information: Case Managers are required to explain the process to clients during the Initial Assessment process and make available a copy of this policy.

Submission Requirements The following provides standardized procedures for the submission and processing of complaints that allege:

- Violations of WIA Act, regulations or agreements under the Act and other non-criminal complaints.
- Violations of the labor standards provisions at Section 181(b), i.e., violations involving activities that impact wages of employees, displacement, working conditions, and employment conditions.
- Violations of the relocation provisions in Section 181(d).

Each Greater Nebraska local area, State, and direct recipient must:

- Provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers.
- Make reasonable efforts to assure the grievance and complaint procedures information is understood by affected participants and other individuals, including youth and those who are limited-English speaking individuals. Such efforts must comply with the language requirements of 29 CFR 37.35 regarding the provision of services and information in languages other than English.
- Respond to written complaints through written acknowledgement of receipt and explanation of status and next steps. If an oral complaint is received, an informal attempt at resolution can take place prior to the filing of a written complaint. If resolution does not result, the complaint must be put in writing. Complaints must be legible, signed by the complainant or the complainant's authorized representative, and dated. In the event the complainant is unable to provide a written statement, an alternative method of obtaining written documentation from the complainant shall be pursued, which may include assistance by agency staff or local service provider.

These procedures will be available to all WIA staff, applicants, participants, One-Stop partners, service providers, sub-recipients, contractors, labor unions, community based organizations or other interested parties seeking to do business with the Department of Labor. Dissemination will be made through the Internet, Department of Labor Intranet, State Policy Manual, grant awards, and upon request. These procedures provide for prompt and equitable resolution of complaints.

Who May File

A complaint may be filed by any individual or organization, including but not limited to:

- Program Participants
- Contractors
- WIA Staff
- Greater Nebraska Local Area Staff
- One-Stop Partner Staff
- Applicants for Program Participation
- Labor Unions
- Community Based Organizations.

The identity of the complainant or any other person who has furnished information or assisted in an investigation of a complaint will be kept confidential to the maximum extent possible, consistent with a fair determination of the issues.

No person, organization or agency may retaliate against any individual who files a complaint or testifies during complaint proceedings. Any individual may file a complaint without fear of jeopardizing their position, opportunity for advancement, salary increase or denial of rights, and benefits provided by the Act, regulations, or state and local laws.

Time Frames

Except for complaints alleging fraud or criminal activity, complaints shall be made within one hundred and eighty (180) days of the alleged occurrence. This policy provides that complaints submitted under this procedure will be either resolved or a decision issued within sixty (60) days.

Submission Requirements for the Complaint

Greater Nebraska Local Area Procedures: These procedures may be utilized in lieu of local entity procedures, providing no local procedures are in effect. If local procedures are in place, the local process must be exhausted before a complaint or grievance can proceed through this system.

Complaints and grievances not resolved at the American Job Center/NDOL location level shall be submitted to:

Greater Nebraska Chief Elected Officials Board
550 South 16th Street

P.O. Box 94600
Lincoln, NE 68509-4600

Elements to Include in the Complaint Requesting Appeal of American Job Center/NDOL location Decision: Complaints must be legible, signed by the complainant or the complainant's authorized representative, and dated. The date of receipt of the written complaint by the appropriate authority triggers the clock for counting days of action taken.

Complaints must pertain to a single subject, situation or set of facts.

The name, address and phone number must be clearly indicated. If the complainant is represented by an attorney or other representative of the complainant's choice, the name, address and phone number of the representative must also appear in the complaint. Complaints must state the name of the party or parties complained against and, if known to the complainant, the address and phone number of the party or parties complained against.

Complaints must contain a clear and concise statement of the facts including pertinent dates constituting the alleged violations. Complaints must cite the provisions of WIA regulations, grants or other agreements under WIA believed to have been violated, if known. Complaints must state the relief or remedial action(s) sought.

Copies of documents supporting or referred to in the complaint must be attached to the complaint.

Investigation and Initial Determination

The Greater Nebraska Administrative Entity will review and/or investigate the alleged incident and issue a written initial determination within ten (10) days. The Initial Determination will include:

- Statement of Issues
- Initial Determination
- Reason for Determination
- Opportunity for Complainant to request a hearing if not satisfied with the determination.

Hearing

If the complainant is not satisfied with the Initial Determination, they may request a hearing before an impartial hearing officer. The request for hearing will be filed within seven (7) days of receipt of the Initial Determination. The hearing will be conducted in an informal manner and formal or technical rules of evidence will not apply. If a hearing is requested, the Greater Nebraska Administrative Entity will:

- Arrange for a hearing in the complainants locale if possible.

- Insure the hearing is held within thirty (30) days of filing.
- Prepare a written notice of hearing and forward to all affected/interested parties.

The written notice of hearing will include:

- Identity of hearing officer;
- Date, time, and place of hearing; and
- How hearing will be conducted and issues to be decided.
- The opportunity to withdraw the request before the hearing. This request must be received in writing before the hearing date.
- The opportunity to bring witnesses and/or documentary evidence.
- The opportunity to be represented by an attorney or representative selected by the complainant.
- The opportunity to have records or documents relevant to the issues to be decided at the hearing produced by their custodian.
- The opportunity to question any witness or parties.
- The opportunity to amend the complaint prior to the hearing.

The decision of the hearing officer will be rendered, in writing, within ten (10) days from the date of hearing. The decision will include:

- A statement of issues presented at the hearing; and
- Hearing Officer's decision; and
- Reason for decision; and
- Recommended remedies to be applied.

If the issues are not resolved at the local level, then there needs to be an opportunity for a local level appeal according to the procedures below and submitted to the State at:

Nebraska Department of Labor
Office of Employment & Training
550 South 16th Street
Lincoln, Nebraska 68509

State Appeal/Review Process

Appeal of a Greater Nebraska Local Area Grievance or Complaint: If the complainant does not receive a determination on a complaint filed at the local level within sixty (60) days of filing, or if either party is dissatisfied with the local hearing decision, an appeal may be made to the State. The request for review shall be filed within ten (10) days of receipt of the adverse determination or, if no determination is made within sixty (60) days, then at any time prior to receipt of a determination from the local level. Staff will review and/or investigate, provide opportunity for a hearing, and the hearing officer will issue a decision within sixty (60) days of the appeal to the State. A complainant may

withdraw his/her appeal at any time prior to the hearing. The decision is final unless appealed to the Secretary.

Statewide Workforce Investment System Grievance or Complaint Review Process: Grievances and complaints from participants and other interested parties affected by Statewide Workforce Investment programs may be submitted to the State at:

Nebraska Department of Labor
Office of Employment & Training
550 South 16th Street
Lincoln, Nebraska 68509

If it is determined that the complaint is directly related to the local Workforce Investment Act program, then the complaint/grievance will be remanded to the Greater Nebraska local area grievance process. Local level procedures shall be exhausted before the complaint may be addressed at the State level. The Greater Nebraska local area shall either resolve the complaint informally or have a hearing and issue a final local decision within sixty (60) days.

Elements to Include in the Complaint Requesting Appeal of Greater Nebraska Local Area Decision or State Review: Complaints must be legible, signed by the complainant or the complainant's authorized representative, and dated. The start of counted days applied toward action is the date of receipt of the written complaint by the appropriate authority [Greater Nebraska local area, State, or direct recipient].

Complaints must pertain to a single subject, situation or set of facts. The name, address and phone number must be clearly indicated. If the complainant is represented by an attorney or other representative of the complainant's choice, the name, address and phone number of the representative must also appear in the complaint.

Complaints must state the name of the party or parties complained against and, if known to the complainant, the address and phone number of the party or parties complained against.

Complaints must contain a clear and concise statement of the facts including pertinent dates constituting the alleged violations.

Complaints must cite the provisions of WIA regulations, grants or other agreements under WIA believed to have been violated, if known.

Complaints must state the relief or remedial action(s) sought.

Copies of documents supporting or referred to in the complaint must be attached to the complaint.

Investigation and Initial Determination

The Office of Employment & Training will review and/or investigate the alleged incident and issue a written initial determination within ten (10) days. The Initial Determination will include:

- Statement of Issues
- Initial Determination
- Reason for Determination
- Opportunity for Complainant to request a hearing if not satisfied with the determination.

Hearing

If the complainant is not satisfied with the Initial Determination, they may request a hearing before the Commissioner of Labor or an appointed representative. The request for hearing will be filed within seven (7) days of receipt of the Initial Determination. The hearing will be conducted in an informal manner and formal or technical rules of evidence will not apply. If a hearing is requested, the Office of Employment & Training will:

- Arrange for a hearing in the complainants locale if possible.
- Insure the hearing is held within thirty (30) days of filing.
- Prepare a written notice of hearing and forward to all affected/interested parties.

The written notice of hearing will include:

- Identity of hearing officer, date, time, and place of hearing, how hearing will be conducted and issues to be decided.
- The opportunity to withdraw the request before the hearing. This request must be received in writing before the hearing date.
- The opportunity to bring witnesses and/or documentary evidence.
- The opportunity to be represented by an attorney or representative selected by the complainant.
- The opportunity to have records or documents relevant to the issues to be decided at the hearing produced by their custodian.
- The opportunity to question any witness or parties.
- The opportunity to amend the complaint prior to the hearing.

The decision of the hearing officer will be rendered, in writing, within ten (10) days from the date of hearing. The decision will include:

- A statement of issues presented at the hearing.
- Hearing Officer's decision.
- Reason for decision.

- Recommended remedies to be applied.

Appeal to the Secretary of Labor

The Secretary of Labor shall investigate an allegation of a violation of the requirements of Title I if:

1. A decision relating to a Statewide Workforce Investment program grievance or complaint has not been reached within sixty (60) days of receipt of the grievance or complaint or within sixty (60) days of receipt of the request for appeal of a local level grievance and either party appeals to the Secretary; or
2. A decision relating to such violation has been reached and the party to which such decision are adverse appeals such decision to the Secretary. All appeals to the Secretary of Labor must be submitted by certified mail, return receipt requested, to the:

Secretary

U.S. Department of Labor
Washington, D.C. 20210
Attention: ASET

A copy of the appeal must be simultaneously provided to the opposing party and to:

Region V Administrator

U.S. Department of Labor
Employment and Training Administration
230 S. Dearborn Street
Chicago, Illinois 60604

Appeals made under (2) above must be filed within sixty (60) days of the receipt of the decision being appealed. Appeals made under (1) above must be filed within 120 days of the filing of the grievance with the State, or the filing of the appeal of a local grievance with the State. All appeals should contain the following information:

- The full name, telephone number (if any) and address of the person making the complaint.
- The full name and address of the respondent against whom the complaint is made.
- A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation.
- The provisions of the Act, regulations or grant or other agreements under the Act believed to have been violated.
- A statement disclosing whether proceedings involving the subject of the request have been commenced or concluded before any Federal, State or local authority and if so, the date of such commencement or conclusion, the name and address of the authority and the style of the case.

- The Secretary is required to make a final determination relating to an appeal no later than 120 days after receiving such appeal.

Remedies

Remedies that may be imposed through this grievance/complaint process for a violation of any requirement of Title I shall be limited to:

- Suspension or termination of payments under this title;
- Prohibition of placement of a participant with an employer that has violated any requirement under this title;
- Where applicable, reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
- Where appropriate, any other relief available under Title I of the Workforce Investment Act of 1998.

Other Remedies

Nothing prohibits a grievant or complainant from pursuing a remedy authorized under another Federal, State, or local law for a violation of Title I of the Workforce Investment Act.

Violations of the Labor Standards Provisions at Section 181(b)

Complaints Related to Conditions of Employment: Employees and Sub-Contractors shall submit and resolve complaints through local employer procedures.

Each employer of WIA participants who is a recipient of WIA funds shall continue to operate or establish and maintain a grievance procedure relating to the terms and conditions of employment.

Employers, including private-for-profit employers of WIA participants, may operate their own grievance system or may utilize the grievance system established by the State or the Greater Nebraska Local Area. Employers shall inform WIA participants of the grievance procedure they are to follow when the participant begins employment. A complainant may appeal/submit the complaint if any of the following conditions exist:

- The employing agency does not operate a complaint system.
- The employing agency operates a complaint system but the procedures are not followed.
- The complaint alleges a violation of Federal or State rules and regulations.

Appeal to the Secretary: When the grievance alleges violation of Section 181(b) and the grievance procedure rights have been exhausted or the 60-day time period has elapsed without a decision, either party to such procedure may submit the grievance to the Secretary of Labor. The Secretary shall investigate the allegations and make a determination as to whether a violation of Section 181(b) has occurred.

If a modification or reversal of the decision issued pursuant to the recipient's grievance procedure is warranted, or the 60-day time period has elapsed without a decision, the Secretary may modify or reverse the decision, or issue a decision if no decision has been issued, after an opportunity for a hearing.

If the Secretary determines the decision issued pursuant to the grievance procedure is appropriate, the determination shall become the final decision of the Secretary.

Binding Arbitration: As an alternative to the above, a person alleging a violation of Section 181(b) may submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties to the grievance so provides. However, binding arbitration decisions are not reviewable by the Secretary, and the remedies available to the grievant are limited to those set forth in the Act.

Violations of the Relocation Provisions in Section 181(d) of the Act

When the grievance alleges violation of the Relocation Provisions in Section 181(d) of the Act, the grievance may be submitted to the Secretary of Labor for investigation to determine whether the State or Greater Nebraska local area is in compliance with the Act.

If the Secretary determines that a violation of the relocation prohibitions has occurred, the Secretary shall require the State that has violated such provisions to repay to the United States an amount equal to the amount expended in violation.

Recordkeeping Requirements

Complaint records must be retained for a minimum of three years following resolution of the complaint. These records should be made available for review, as needed for compliance verification purposes.

(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)

Assistive Technology facilitates universal access to the One Stop system for persons with disabilities, including those with hearing or visual impairments. Assistive Technology computer equipment for the audio and visually impaired is located in all One Stops across the State of Nebraska. Through this partnership, persons with disabilities are also provided with outreach services, as well as referrals to other applicable community agencies. Staff members in the American Job Center/NDOL locations are knowledgeable about complaint procedures under the Nondiscrimination provisions of Workforce Investment Act section 188, and conduct accessibility assessments and recommend updates in One Stop facilities, services and accessibility equipment.

In addition, the Office of Employment & Training has placed Touch Tone Dialing (TTD) technology in each American Job Center/NDOL location to take calls from hearing impaired persons. American Job Center/NDOL locations also can obtain sign language translators when necessary. Large print and Braille publications will also be made available to every One Stop to further assist with the visually impaired population.

For those clients that have limited English speaking abilities, the State has established a Limited English Proficiency Plan which provides that individuals with limited English proficiency are able to access programs and services provided by the American Job Center/NDOL locations and One Stop Partners on an equitable basis. This plan also addresses the entities that receive Federal financial assistance under Title 1 of the Workforce Investment Act and programs and activities that are part of the One Stop delivery system operated by One Stop partners identified in the Act.

Lastly, the Office of Employment & Training also has obtained translation services through the Division of Communications Language Line Services. This service is available in over 100 different languages to staff working with clients who have limited English speaking abilities and may need translation services.

Continuous Improvement

(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 Greater Nebraska Workforce Investment Board selected the “Simply Better” system to provide quality assurance in the One Stop system. *Simply Better* uses the Malcolm-Baldrige National Quality Award Criteria to develop a process by which the Greater Nebraska Workforce Investment Board can collect and use relevant information from supplier agencies and entities (American Job Center and NDOL WIA service location partners, employers, participants) to determine their commitment to and their success in pursuing quality operations including excellence in customer satisfaction and continuous improvement. This section is still current for the Comprehensive Center only.

Implementation established a foundation for building an ongoing relationship between Greater Nebraska Workforce Investment Board members, One Stop operators, One Stop partners, administrative staff and service providers that reinforces the mutual quest for demonstrating a high level of quality outcomes for customers. The system provides an excellent benefit to:

- Members of the Greater Nebraska Workforce Investment Board and Chief Elected Officials Board;
- One -Stop operators and partners;
- Employment and Training service providers;

- Employers or business associations involved in local workforce development efforts; and
- Any organization involved with an interested in quality assurance and continuous improvement.

The Greater Nebraska Workforce Investment Board established quality standards, criteria and program measures designed to measure the growth and success of the One Stop delivery system. The categories of measurement include:

- Leadership
- Strategic Planning
- Consumer and Market Focus
- Information Analysis
- Human Resource Focus
- Process Management
- Business Results

The Greater Nebraska Workforce Investment Board requires the operators and service providers to meet the quality standards and to conduct a continuing self-assessment of their performance toward continuous improvement.

This system and achievement of the quality standards have become an integral part of the One Stop certification and re-certification process, as well as reviewed at least annually by the Greater Nebraska Workforce Investment Board Compliance Committee.

In addition, each American Job Center/NDOL location has agreed to implement the Malcolm Baldrige Model to ensure continuous improvement strategies. See Section 6, Oversight Plan for further explanation.

(Describe efforts to continuously improve in meeting performance)

The Administrative Entity also conducts monthly conference calls with program staff and management to review performance issues on an on-going basis, which enables the Greater Nebraska local area to be very proactive in reviewing performance data for accuracy, potential indicators of areas for improvement, and constant forethought on ways to enhance outcomes.

In 2013, the Greater Nebraska Workforce Investment Board Chair, in accordance with bylaws, established a task group to explore updating Continuous Improvement process in the Local Area. The task group consisted of the Greater Nebraska Workforce Investment Board Chair, Compliance Committee Chair and volunteers from the Compliance Committee and some American Job Center/NDOL WIA Service Location management staff. The task group reviewed and expanded on the current structure for employing the Malcolm Baldrige “Simply Better” system, aligned focus areas with H3 and performance measure goals, updated methodology for Customer Satisfaction

Surveys and designed the process to be applied to more than just the Comprehensive center but to all NDOL WIA Service Locations in the Greater Nebraska Workforce Investment Area.

This effort was designed to give the American Job Center and NDOL WIA Service Locations the ability set parameters, assess overall enhancement for customer satisfaction as it relates to achieving performance standards and leverage the integrated services and surveys of program partners to further attain performance goals. Program Year 2014 will be a test pilot year for the updated changes (see Continuous Improvement Plan attachment X).

Attachment Section



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