



# Strategic Plan 2020-2022

Workforce Alliance of South Central Kansas

Prepared By:



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## Welcome and Background

In early 2020, the Workforce Alliance (WA) of South Central Kansas commenced a strategic planning process leading to a two-year plan for the local workforce development area. This plan will help guide the projects, operations, and initiatives of the workforce development board.

As part of this planning process, WA partnered with The Odenthal Group to develop the written plan and facilitate a number of virtual conversations on specific employment and training topics. During these facilitated sessions, WA prioritized hearing from as many stakeholders, workforce partners, and board members as possible. Through this high-level of participation, input, unique perspectives, and enthusiasm, WA has been able to create strategic plan goals



Jennifer Hughes, Immediate Past Chair

that are truly reflective of the needs of the local workforce development area, its businesses, and its job-seekers. In addition to facilitated sessions, The Odenthal Group also conducted interviews, developed survey mechanisms to gather internal and external feedback, and completed a comparative analysis of how the board and its committees could improve efficiency.

We believe this plan will help guide the board and WA in improving existing efforts and in creating new programs that best meet the needs of the people and businesses we serve. As we collaborate together to make improvements, it will help us enhance services to our customers, build partnerships, and measure our successes.

Sincerely,

Gabe Schlickau, Current Chair

Jennifer Hughes, Immediate Past Chair



Gabe Schlickau, Current Chair

## Executive Summary

The Workforce Alliance (WA) Strategic Plan for 2020-2022 has been a unique collaboration of board members, WA staff members, partner program representatives, and industry input. The original timeline and events associated with this plan were greatly affected by the COVID 19-pandemic, and in turn had to be adjusted to gather the information needed primarily through a combination of virtual stakeholder meeting sessions and electronic surveying. The results of this plan provide a strong focus on the future and being as proactive as possible to the changing job-market in South Central Kansas that has been affected so severely by local layoffs and the pandemic-related economic crisis.

The information gathered from this strategic planning process has produced three different reports:

1. The Workforce Alliance Strategic Plan for 2020-2022
2. Virtual Stakeholder Session Report
3. The Workforce Alliance Board and Staff Survey Results

Each of these reports include a multitude of information gathered while putting this plan together through numerous virtual meeting sessions, surveys, and interviews. Through the process of gathering this information, reviewing the information gathered, and identifying common areas of defined importance, a total of six strategic planning goals have been set:

### STRATEGIC PLAN GOALS 2020-2022

<p>Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact</p>	<p>Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations</p>	<p>Increase the awareness of workforce programs and services throughout South Central Kansas</p>	<p>Expand the community impact of the Workforce Alliance through higher level of board member participation</p>	<p>Continue to increase non-WIOA funding</p>	<p>Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today</p>
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## About Workforce Alliance of South Central Kansas



**Mission:** *“Growing the regional economy through a skilled workforce”*

**Vision:** *“Supporting and advancing a competitive workforce in South Central Kansas”*

**Website:** [www.workforce-ks.com](http://www.workforce-ks.com)

The Workforce Alliance of South Central Kansas (WA) serves as the Local Workforce Development Board (LWDB) for a six county region, including Wichita, the largest city in Kansas. The WA operates three American Job Centers (AJCs), serving 50,000 job seekers and 750 employers annually. These centers are located in El Dorado, Wellington, and Wichita. The primary function of the LWDB is to ensure that workforce funds and operations are invested in workforce development activities that address the needs of employers and job seekers in South Central Kansas.

The WA was incorporated as a nonprofit in March of 2000. It is the administrative entity and program administrator for several of the U.S Department of Labor’s (USDOL) Employment and Training programs serving South Central Kansas. The WA has operated job training programs funded under the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA) for over a decade. The WA manages or has managed National Emergency Grants, a Health Profession Opportunity Grant, Social Innovation Funds, National Fund for Workforce Solutions grants, local government funding, economic development grants, state grants, corporate investments, and private nonprofit/foundation grants, and revenue generated from fee for service activities.



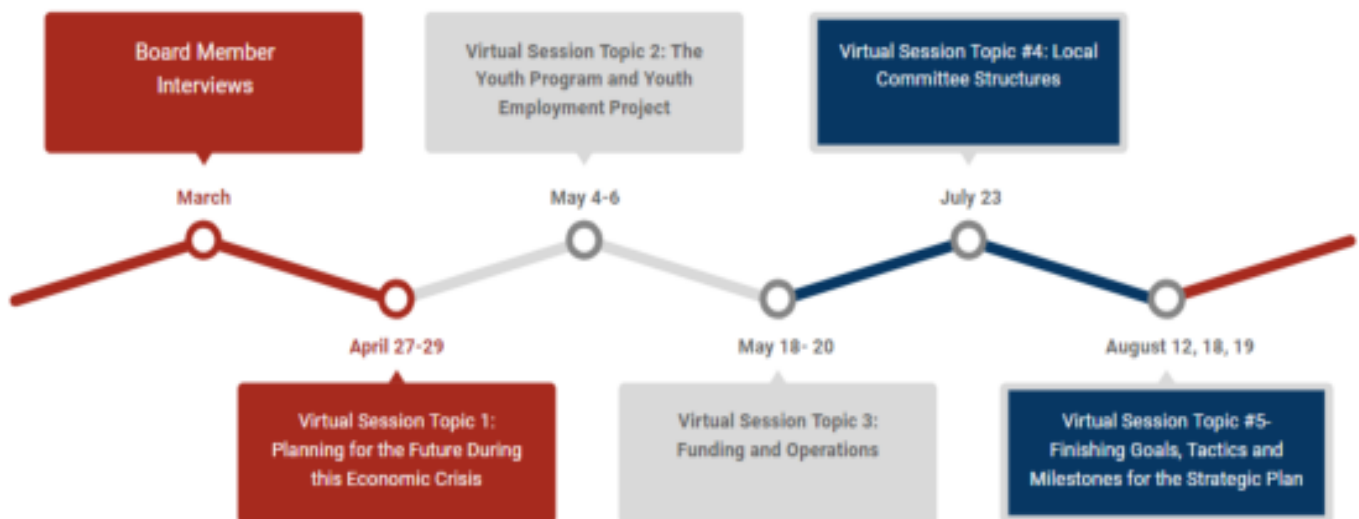
The WA has been recognized as a high performing LWDB and received exemplary practices recognition for grant management, fiscal and monitoring, case management, innovative collaboration with employers, use of Earn and Learn Models/Apprenticeships, and work within sector strategies. The WA has experience in consultation, fiscal management, collecting, monitoring, and reporting participant data as required by the USDOL, including training and placement activities for multimillion dollar grant programs. Other entities that have utilized the WA’s expertise for contractual consultation include USDOL, Maher & Maher, National Association of Workforce Boards, Federal Reserve Bank of Kansas City, Geographic Solutions, and Jobs for the Future.

## Process and Methodology

### Timeline of Events

The WA and the Odenthal Group worked closely together to develop a series of video conferencing events that would address several topic areas deemed to be the most relevant for providing input in the strategic planning needs of WA. Several planning meetings were held between March and April 2020, including during meetings of the Executive Committee of the workforce board, in order to develop the format, topics, and the content for these sessions. Originally, these stakeholder meetings were planned to be in-person meetings to gather the input, but due to the COVID-19 crisis, an adjustment was made to present the topics by video conference in multiple sessions in order to accommodate the most partner and board feedback possible.

## Strategic Planning Timeline of Events



Initially three primary topics were scheduled for the months of April and May. Those topics included the following:

1. **Planning for the Future During the Economic Crisis;**
2. **The Youth Program and Youth Employment Project; and**

### 3. Funding and Operations.



Virtual Strategic Planning Session

Each topic was presented in three virtual sessions, each approximately 1 hour and 30 minutes in length. Board members and other stakeholders were asked to register for one session for each topic. The format of each session included WA providing background information on the topic being discussed. Polling questions were utilized to gather instant feedback from participants on various subtopics related to the topic being discussed. Additionally, each session featured approximately 2-5 subtopic discussion questions.

Information and feedback was documented during these sessions through recording each session, note taking, as well as polling results. Upon completion of these sessions, the information was presented to the Executive Committee as well as the senior leadership team at WA. It was determined that for most accurate stakeholder and board member

input to the polling questions, we should remove the survey answers from WA's staff on most of the questions. These changes have been notated on all poll results.

Two additional topics were added after completing the initial three topic areas. These two topic areas were decided upon after similar consultation between the strategic planner, the Executive Committee, and senior leadership at WA. The two topics included:



Virtual Strategic Planning Session and Polling Question

#### 4. Local Committee Structures

#### 5. Finishing Goals, Tactics, and Milestones for the Strategic Plan

The two topics were presented slightly differently than the original three. For the discussion related to local committee structures, only one session was held. The facilitator (Stan Odenthal) researched local workforce board committee structures from surrounding states and presented the information to the session's participants in the format of a comparative analysis. A conversation about

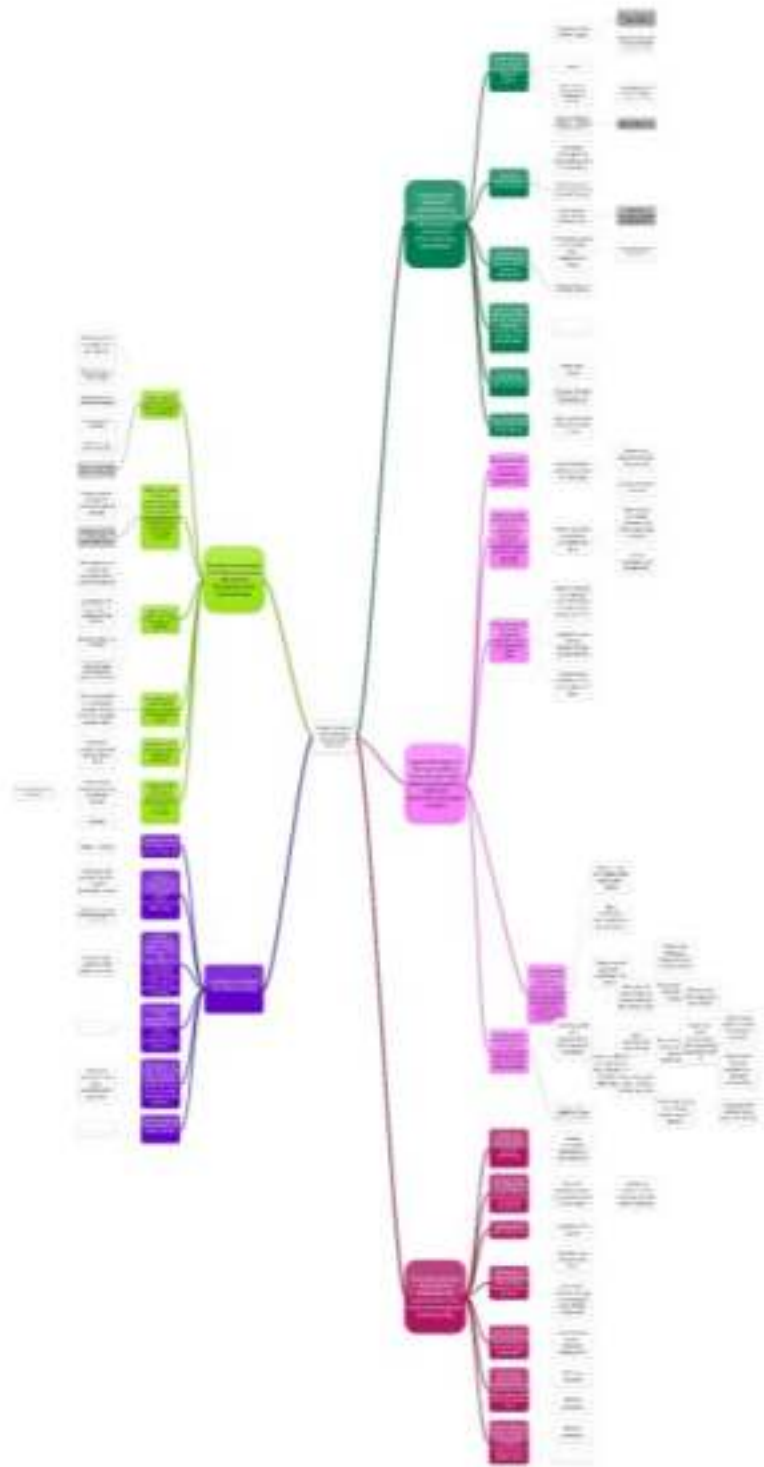
the board's existing committee structures was held during the session after the information was presented.

The final topic related to finalizing the goals, tactics and milestones for the strategic plan. For this topic, three virtual sessions were held with board members and other stakeholders signing up to participate in one of the sessions. Each of the goals and tactics were reviewed with the participants. As each was reviewed, an attempt was made to identify smaller objectives, milestones, or timelines using mind mapping software.

In addition to the information gathered during these sessions, two unique surveys were developed and interviews were completed with many workforce development board members, senior WA staff members, and the one-stop operator to gather additional input for consideration when developing the goals, tactics, and milestones of this plan. The surveys included the following:

1. **Workforce Board Member Survey, with 15 unique responses.**
2. **Workforce Center Staff Survey (including partner programs), with 39 unique responses.**

A complete report detailing and analyzing survey responses has been provided to Workforce Alliance.



Mind Mapping Exercise to Identify Milestones, Timelines, and Objectives. See the Appendix for high-resolution PDF version of this Mind Map.

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In reviewing the results from the surveys, a number of things stand out from the surveys:

### **Survey Structure**

- Both surveys featured a combination of open-ended and multiple choice questions. However, the board survey featured more total questions (14) than the staff survey (8).
- The board survey featured many questions, 8 in total, using a Likert scale with answers ranging from 1-5. The staff survey did not have any questions using a Likert scale.
- The staff survey asked two questions related to the results and effectiveness of the previous strategic plan. Questions regarding the previous strategic plan were not included on the board survey.

### **Board Survey Results**

- A total of 15 unique responses were received from this survey, meaning roughly half of the local board membership participated in this survey.
- Board members indicated a high percentage of understanding their role and responsibility as a board member with 13 out of the 15 responses scoring this as at least a 4 or above on a scale of 5.
- Similarly, the level of engagement appears high with 11 out of the 15 responses answering with a score of 4 or above when asked to rank their own engagement. However, it is important to remember that it is likely the most engaged members of the board that answered this survey, with approximately half of the board's membership not completing the survey.
- Only 3/15 responses answered with the highest scoring option (5) on the question related to how their skills, knowledge, and expertise are utilized as board members. It seems like there is an opportunity to tap into a lot of great potential amongst board members who feel a little underutilized.
- The Likert scale question with the greatest deviation related to whether board members actively participate on committees. Four (4) respondents chose the lowest level response available with a score of 1. This may be an opportunity to reevaluate committee structures to find ways to connect better with board members.
- 53.3% of the board members responding indicated that they spend 2-3 hours per month on board and committee work. This was the highest response, with 4-5 hours (26.7%) second, and 1 hour or less (13.3%) in third place. These numbers may go up in the future with more active committee participation.
- There was a resounding sign of approval of the work being completed by the Workforce Alliance staff and the staff at the workforce centers.

- 14 out of the 15 responses rated the professionalism of the team at the workforce centers as a rating of 4 or above, with 12 out of the 15 rating it at the highest level possible of 5.
- 14 out the 15 responses also rated the services to employers at the workforce centers at a score of 4 or above. The majority of the responses were a rating of 4 with 9 responses in that category, which would seem to indicate a strong level of satisfaction, but with a shared belief that there is at least a little room for improvement from current service levels.
- 14 out of the 15 responses believed that board member input is considered greatly (at least 4 out of 5) for continuous improvement of programs.
- When looking to the future, board members feel that Workforce Alliance is well positioned. 14 out of the 15 responses indicated a level of preparation for meeting employer demands of the future at a score of 4 or above.

### **Workforce Staff Survey Results**

- A total of 39 unique responses were received for this survey.
- The survey went out to all Workforce Alliance staff members working at workforce centers, as well as any other partner program staff members who also work at these centers.
- In reviewing the results from the past strategic planning goals, workforce center staff felt that most goals were met or exceeded.
  - There was a strong consensus that Goals 1 (youth-focused) and 2 (partner-focused) were met and exceeded with 79.5% of the respondents indicating so.
  - Most felt that Goal 3 (awareness-focused) was also met, with 66.7% of the responses indicated it was met or exceeded.
  - Goal 4 (revenue-related) was the lowest scoring goal with 43.6% of the responses indicated that this goal was met or exceeded.
- When asked about initiatives or projects that they felt the organization should take on as part of the new strategic plan, there were a lot of responses related to the uncertainty of trying to build programs during the pandemic, but shared agreement in the need to try to find ways to build the best services to customers possible. Additional responses often focused on partnership development, improved training opportunities for staff, business services, and promoting programs.
- When asked about partner programs they would like to increase their working relationship with, the top four answers were:
  - Career and Technical Education Programs (20 votes)
  - Vocational Rehabilitation Programs (20 votes)

- Unemployment Compensation Programs (19 votes)
- Adult Education Programs (18 votes)

These results are similar to the board survey results, with the top 4 being:

- Career and Technical Education Programs (9 votes)
- YouthBuild (7 votes)
- Adult Education Programs (6)
- Unemployment Compensation Programs (4 votes)

The board members seemed to highlight YouthBuild with more regularity, while staff and partners highlighted vocational rehabilitation programs with more regularity.

## Goals

The strategic plan goals were identified through a combination of virtual stakeholder planning sessions, board and staff interviews, electronic surveys, and through conversation on the topic at board and executive committee meetings. For the time period of 2020-2022, there are six strategic planning goals that have been identified:

### STRATEGIC PLAN GOALS 2020-2022

<p><b>Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact</b></p>	<p>Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations</p>	<p><b>Increase the awareness of workforce programs and services throughout South Central Kansas</b></p>	<p><b>Expand the community impact of the Workforce Alliance through higher level of board member participation</b></p>	<p>Continue to increase non-WIOA funding</p>	<p><b>Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today</b></p>
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## Tactics and Timelines

Along with the strategic plan goals, the planning process also identified several tactics associated with each goal. In this section, the tactics for each defined goal are listed in a format that allows the board and its committees to continue to work on and measure progress towards these goals and tactics over the next two years. This framework is meant to be looked at, talked about, and continuously worked on throughout the next two years.



Defined Goal	Tactics and Timelines	Outcomes and Measurements
<b>Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact</b>		
	Conduct internal and external monitoring of WIOA programs to identify continuous improvement opportunities;	
	Have the Program Operations and Performance Committee regularly review WIOA performance during the Program Year;	
	Utilize labor market data to update the list of demand occupations in the region; and	
	Leverage the Helping Youth Prepare for Employment (HYPE) initiative to achieve WIOA Youth program goals.	
<b>Enhance youth employment opportunities by expanding partnerships with businesses, schools, and other community organizations</b>		
	Increase promotion of the programs through allowable outreach efforts;	
	Build better partnerships with school counselors;	
	Collaborate more with other youth programs, including those from state agencies;	

	Keep a focus on issues of race, equity, inclusion and diversity;
	Make the program elements as “work-like” as possible to help build soft skills, industry knowledge, and financial literacy;
	Find ways to continue to collect more outcome data; <i>and</i>
	Show and talk about success stories with more employers.
<b>Increase the awareness of workforce programs and services throughout South Central Kansas</b>	
	Higher usage of social media to reach potential employers and job-seekers;
	Work to have a visible presence in all six counties in Local Area IV by collaborating with more organizations and employers;
	Keep a focus on issues of race, equity, inclusion and diversity;
	Strengthen branding and outreach partnerships with KANSASWORKS, including more usage of the mobile workforce center;
	Expand the use of technology tools to reach more customers; <i>and</i>
	Continue to take advantage of opportunities to promote programs through the

	media.
<b>Expand the community impact of the Workforce Alliance through higher level of Board member participation</b>	
	Increase Board member utilization of workforce services
	Review of existing committee structures to improve efficiencies and participation through a comparative analysis of other local area committee structures;
	Board members help promote the Workforce Alliance and the Workforce Centers through social media and their network of stakeholders;
	Board members share their occupational and industry knowledge to help develop and promote programs, including with potential funding opportunities; <i>and</i>
	Continue to be a proactive board and find ways to be “ahead of the curve” compared to other local and national workforce boards.
<b>Continue to increase non-WIOA funding</b>	
	Continue to pursue federal discretionary grants and identify grant and funding opportunities at an accelerated rate to allow for the most time possible to develop proposals;
	Build more relationships with foundations locally and nationally in pursuit of additional funding opportunities;

	Start the conversation in Kansas to replicate workforce models that integrate TANF and other workforce/social welfare programs into their service delivery model (such as Texas and Utah); <i>and</i>
	Continue to hold the annual FORE Youth Golf Tournament.
<b>Proactively approach the employment and skills training challenges and opportunities of the future with energy and planning today</b>	
	Continuously improve WIOA performance and one-stop partnerships;
	Utilize of the best available data to help identify growing, in-demand, and shrinking occupations;
	Identify skills gaps to future jobs;
	Keep a focus on issues of race, equity, inclusion and diversity;
	Utilize transferable skills as often as possible for jobs of the future;
	Seek out input of board members and local employers to identify emerging growth areas;
	Work closely with board members and other employers/partners to better identify their needs in order to create more realistic grant proposals;

	<b>Build coalitions with training providers to ensure they are ready to meet the training needs of the future; and</b>
	<b>Increase presence on advisory councils of training providers and keep the board informed of advisory council meeting results.</b>

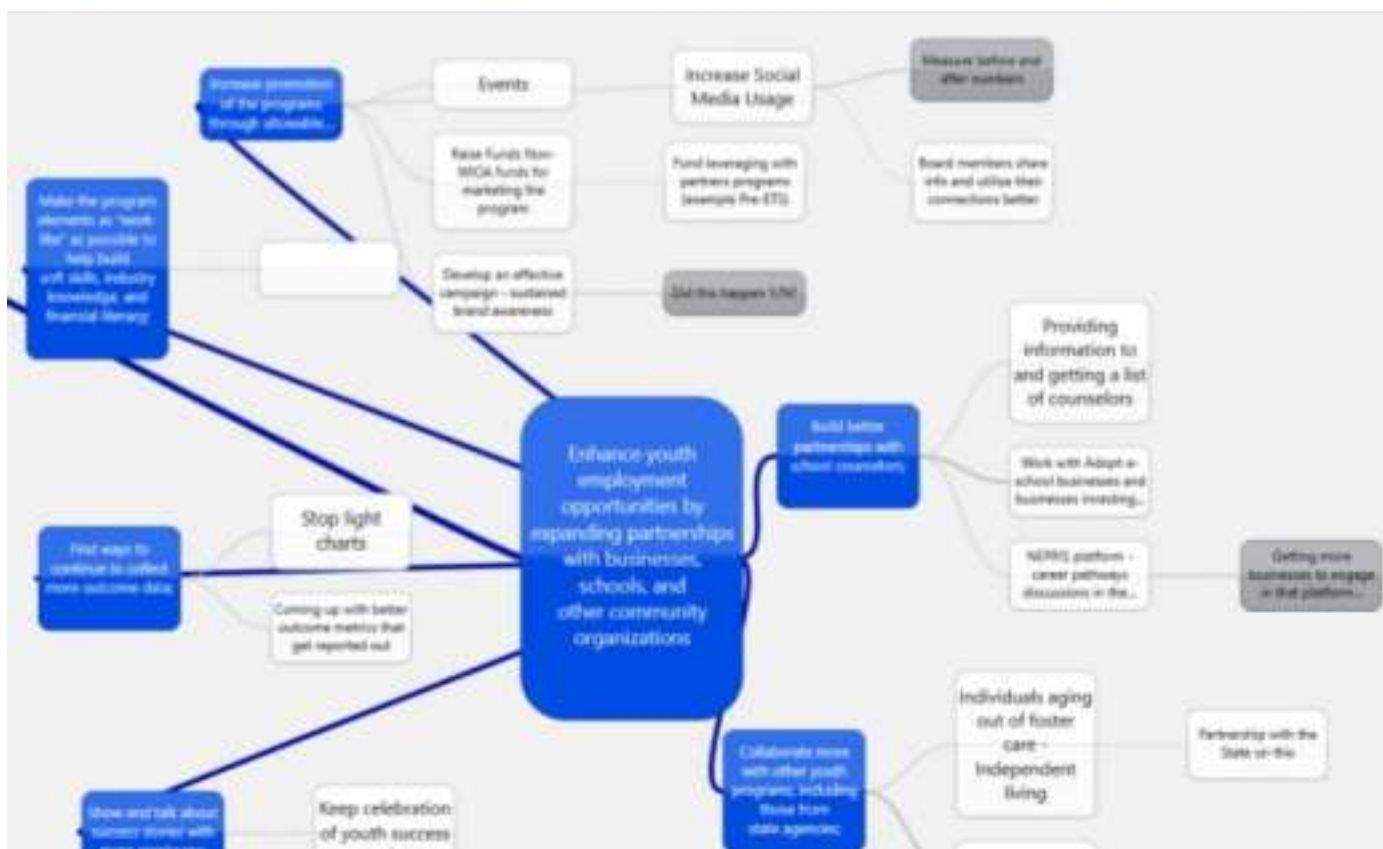
## Outcomes and Milestones

The last virtual strategic planning session related to the finalizing the goals, tactics and milestones for the strategic plan. Each of the goals and tactics were reviewed with the participants. As each was reviewed, an attempt was made to identify smaller objectives, milestones, outcomes, or timelines using mind mapping software. These sections of the mind map will be presented separately for each goal.

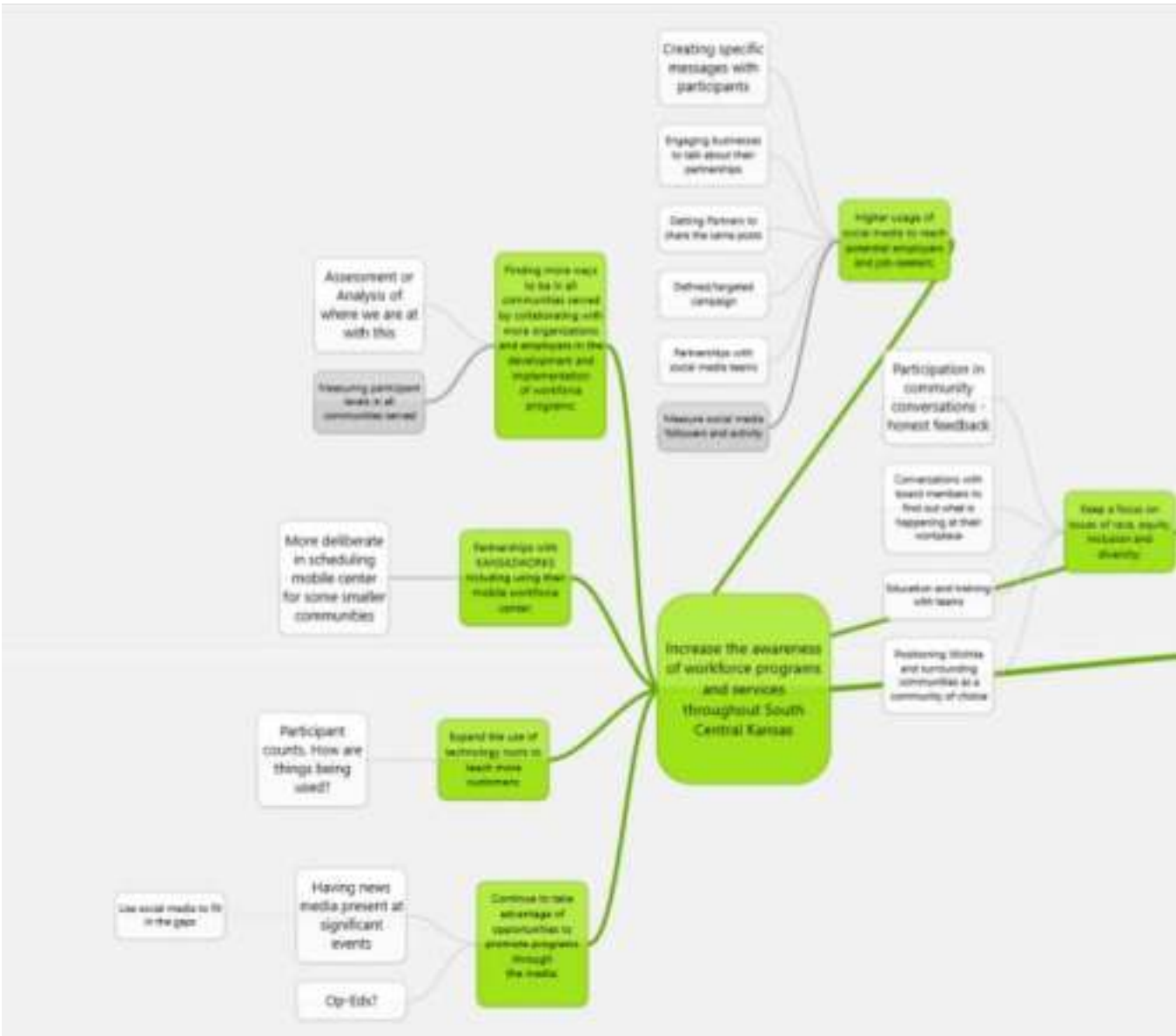


As a note, there was not a mind-mapping exercise completed for the goal “Meet or exceed the negotiated performance of WIOA Title I programs to maximize community impact.” This goal appeared as one of the six goals because it is integral to the operations of a local workforce development area. All other goals and activities a local workforce development area is able to take on and achieve are derived from first meeting the performance requirements of the WIOA Title I programs that allow the area to maintain its status as a designated area.

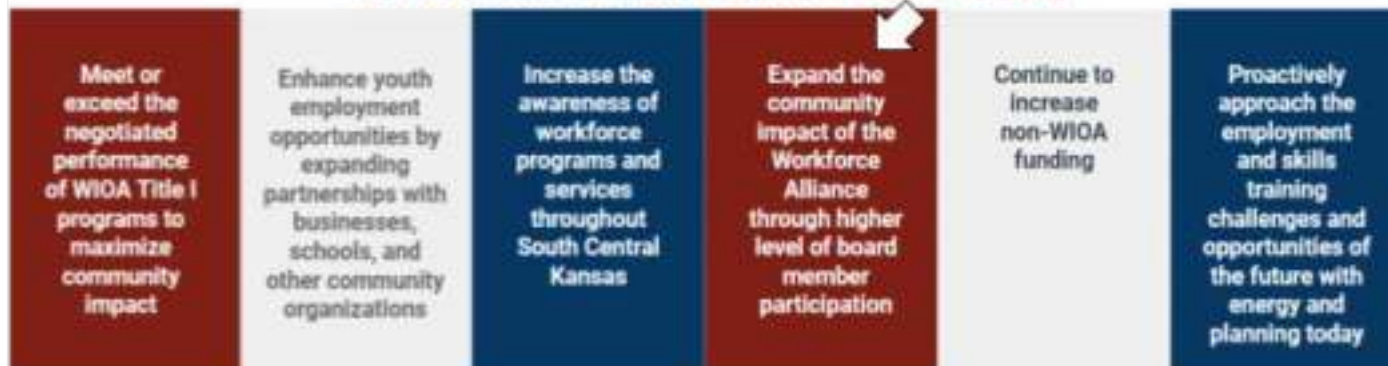
The Board and its committees will continue to work on strategies aimed at not only meeting WIOA Title I performance goals, but also exceeding negotiated standards. Performance outcomes and on-going tracking of performance measures will be a regular agenda item of the Board.



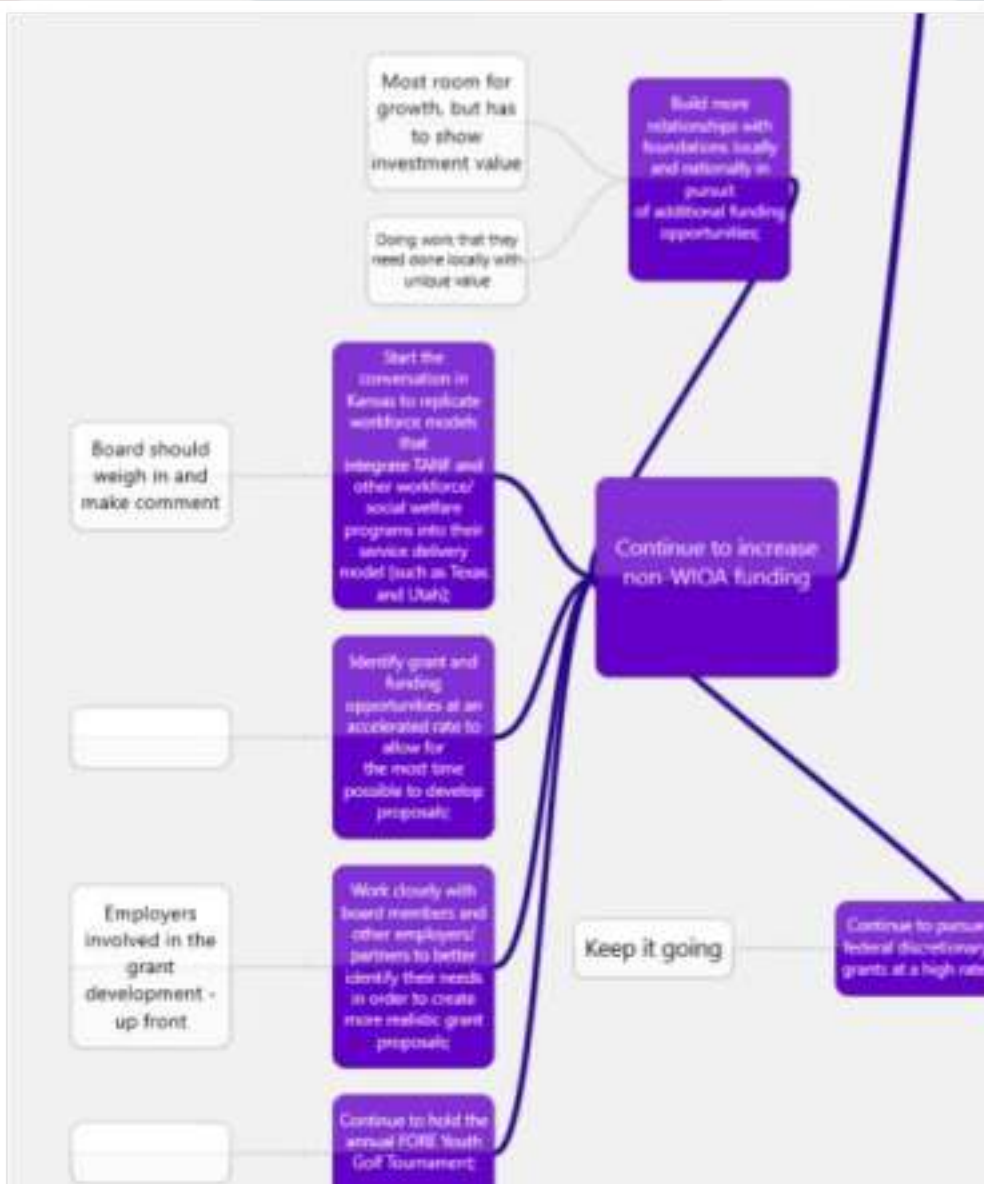
## STRATEGIC PLAN GOALS 2020-2022



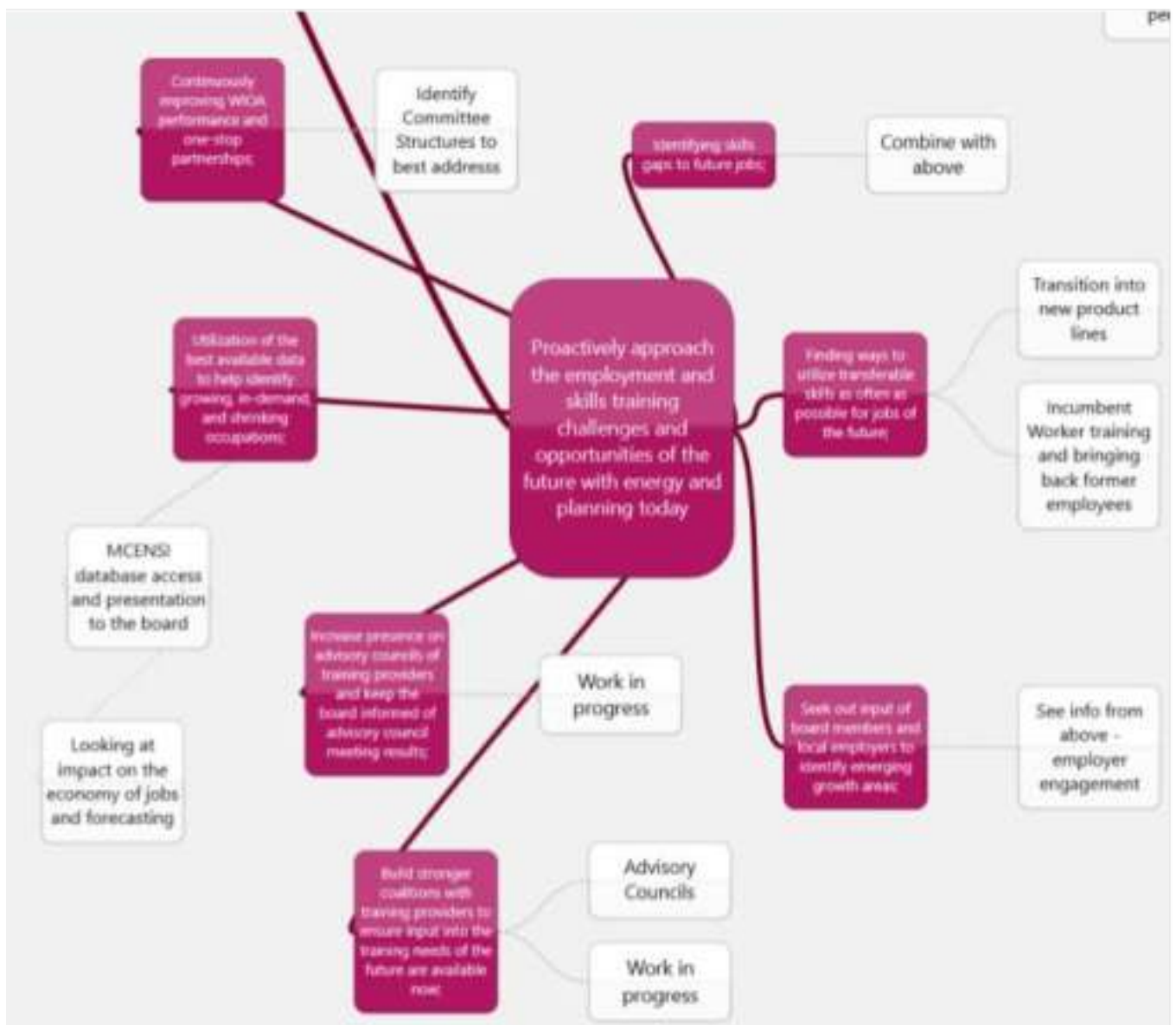
## STRATEGIC PLAN GOALS 2020-2022



## STRATEGIC PLAN GOALS 2020-2022



## STRATEGIC PLAN GOALS 2020-2022



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## Appendices

### Appendix A Mission/Vision Statements

#### Mission/Vision Statements

At the March 11, 2020 Executive Committee meeting, board members were asked to write anonymously what they believe should be the mission or vision statement of the board. The board members were asked to complete this exercise as a method of providing a foundation for further questions related to the strategic plan. The statements submitted include the following:

***“Provide a strong workforce through collaborative initiatives to help grow and attract a competitive market.”***

***“A growing regional economy through a skilled and diverse workforce.”***

***“Improving today and tomorrow’s workforce needs.”***

***“Supporting and advancing a competitive workforce and attracting new industries to Kansas by marketing our regional talent.”***

***“A model regional economy through a skilled workforce that attracts new industry.”***





***“A robust, diverse economy driven by a talented workforce, agile enough to meet market demands.”***

***“Growing a competitive workforce to address business and employment needs.”***










## Appendix B: Topic Slides from Virtual Strategic Planning Sessions

A complete report related to the virtual strategic planning sessions has been provided to Workforce Alliance. The report contains polling question responses, presented slides, discussion notes, and attendance information.











# Topic 1 Planning for the Future During this Economic Crisis

<b>Presentation Slides</b>		
 <p>Planning for the Future during this Economic Crisis</p>	 <p>Welcome - Keith Lawing</p> <ul style="list-style-type: none"> <li>Defining the topic</li> <li>Please introduce yourself in the chat area</li> </ul>	 <p>Background - Amanda Duncan</p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of Efforts</li> </ul>
 <p>Strategic Planning - Stan Odenthal</p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p>Subtopic #1</p>	 <p>Subtopic #2</p>
 <p>Subtopic #3</p>	 <p>Subtopic #4</p>	 <p>Next Steps and Additional Sessions</p>

## Topic 2 The Youth Program and Youth Employment Project

Presentation Slides		
 <p>The Youth Program and Youth Employment Project</p> <p>Strategic Planning Topic #2</p> <p>Presented by Stan Odenthal</p>	 <p>Welcome - Keith Lawing/Jennifer Hughes</p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	 <p>Background Info - Amanda, Denise, Stacy, Alex</p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
 <p>Strategic Planning - Stan Odenthal</p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p>Subtopic #1</p> <p>What is the role of the coalition in this process?</p> <p>What is the role of the coalition in this process?</p> <p>What is the role of the coalition in this process?</p>	 <p>Subtopic #2</p> <p>What is the role of the coalition in this process?</p> <p>What is the role of the coalition in this process?</p>
 <p>Subtopic #3</p> <p>WIDA</p> <p>What is the role of the coalition in this process?</p>	 <p>Subtopic #4</p> <p>What is the role of the coalition in this process?</p>	 <p>Next Steps and Additional Strategic Planning Sessions</p> <p>What is the role of the coalition in this process?</p>













# Topic 3 Funding and Operations

Presentation Slides		
 <p><b>Funding and Operations</b></p> <p>Strategic Planning Team #3</p> <p>November 2020</p>	 <p><b>Welcome - Jennifer Hughes/Keith Lawing</b></p> <ul style="list-style-type: none"> <li>Defining the topic</li> </ul>	 <p><b>Background Info - Amanda and Chad</b></p> <ul style="list-style-type: none"> <li>Overview of the topic</li> <li>Background of past efforts</li> </ul>
 <p><b>Strategic Planning - Mike O'Connell</b></p> <ul style="list-style-type: none"> <li>Intro for the session</li> <li>Housekeeping items</li> <li>Live polling questions</li> <li>Planning and Doing</li> </ul>	 <p><b>Subtopic #1 Funding</b></p> <p>With the Department's goal to WIOA, how do we define the local and regional labor requirements and identify funding sources?</p> <ul style="list-style-type: none"> <li>What are the current funding sources?</li> <li>What are the funding needs?</li> <li>What are the funding gaps?</li> <li>What are the funding opportunities?</li> </ul>	 <p><b>Subtopic #2 Funding</b></p> <p>What is a source of funding that can be used to fund the program?</p> <ul style="list-style-type: none"> <li>Local funds</li> <li>State funds</li> <li>Federal funds</li> <li>Private funds</li> <li>Other</li> </ul>
 <p><b>Operations - Thinking about Purpose</b></p> <p>What is the purpose of the program? How do we define the local and regional labor requirements and identify funding sources?</p> <ul style="list-style-type: none"> <li>What are the current funding sources?</li> <li>What are the funding needs?</li> <li>What are the funding gaps?</li> <li>What are the funding opportunities?</li> </ul>	 <p><b>Subtopic #3 Operations</b></p> <p>What are the current operations? How do we define the local and regional labor requirements and identify funding sources?</p> <ul style="list-style-type: none"> <li>What are the current operations?</li> <li>What are the funding needs?</li> <li>What are the funding gaps?</li> <li>What are the funding opportunities?</li> </ul>	 <p><b>Subtopic #4</b></p> <p>What is the purpose of the program? How do we define the local and regional labor requirements and identify funding sources?</p> <ul style="list-style-type: none"> <li>Local funds</li> <li>State funds</li> <li>Federal funds</li> <li>Private funds</li> <li>Other</li> </ul>
 <p><b>Next Steps and Additional Strategic Planning Sessions</b></p> <ul style="list-style-type: none"> <li>Next Steps</li> <li>Additional Strategic Planning Sessions</li> </ul>		

# Topic 4

## Local Area Board Committee Structures













### Presentation Slides



# Topic 5

## Finalizing Goals, Tactics, and Milestones

Presentation Slides		
		
		
		
		



<p><b>1. Increase the awareness of workforce programs and services throughout South Central Kansas</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>1.1. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.2. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.3. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.4. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.5. Increase awareness of workforce programs and services throughout South Central Kansas.</li> </ul> <p><b>Measures and Metrics</b></p> <ul style="list-style-type: none"> <li>1.1.1. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.1.2. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.1.3. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.1.4. Increase awareness of workforce programs and services throughout South Central Kansas.</li> <li>1.1.5. Increase awareness of workforce programs and services throughout South Central Kansas.</li> </ul>	<p><b>2. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>2.1. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.2. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.3. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.4. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.5. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> </ul> <p><b>Measures and Metrics</b></p> <ul style="list-style-type: none"> <li>2.1.1. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.1.2. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.1.3. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.1.4. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> <li>2.1.5. Expand the impact of the local workforce board through higher levels of participation, improved efficiencies, and greater outreach.</li> </ul>	<p><b>3. Continue to increase non-WEDA funding</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>3.1. Continue to increase non-WEDA funding.</li> <li>3.2. Continue to increase non-WEDA funding.</li> <li>3.3. Continue to increase non-WEDA funding.</li> <li>3.4. Continue to increase non-WEDA funding.</li> <li>3.5. Continue to increase non-WEDA funding.</li> </ul> <p><b>Measures and Metrics</b></p> <ul style="list-style-type: none"> <li>3.1.1. Continue to increase non-WEDA funding.</li> <li>3.1.2. Continue to increase non-WEDA funding.</li> <li>3.1.3. Continue to increase non-WEDA funding.</li> <li>3.1.4. Continue to increase non-WEDA funding.</li> <li>3.1.5. Continue to increase non-WEDA funding.</li> </ul>
<p><b>4. Proactively approach the workforce challenges and opportunities of the future with energy and planning today</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>4.1. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.2. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.3. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.4. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.5. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> </ul> <p><b>Measures and Metrics</b></p> <ul style="list-style-type: none"> <li>4.1.1. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.1.2. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.1.3. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.1.4. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> <li>4.1.5. Proactively approach the workforce challenges and opportunities of the future with energy and planning today.</li> </ul>	<div style="display: flex; align-items: center;"> <div style="background-color: #1a2b4d; color: white; padding: 20px; flex: 1;"> <p><b>Next Steps in the Strategic Planning Process</b></p> </div> <div style="background-color: #e0b0c0; padding: 20px; flex: 1;"> <ul style="list-style-type: none"> <li>1. Develop a vision statement and strategic plan.</li> <li>2. Conduct a SWOT analysis.</li> <li>3. Identify key performance indicators (KPIs).</li> <li>4. Implement the strategic plan.</li> <li>5. Monitor and evaluate progress.</li> </ul> </div> </div>	

## Appendix C: About the Strategic Planning Facilitator



**THE ODENTHAL GROUP, LLC**

***Strategy, Talent, and Technology Solutions for Workforce and Economic Development***

**Website:** [www.odenthalgroup.com](http://www.odenthalgroup.com)

**Email:** [stan@odenthalgroup.com](mailto:stan@odenthalgroup.com)

The Odenthal Group is building talent solutions to enhance how workforce development and economic development activities are implemented at the local, state, and national level. We offer strategic planning services, program evaluation, technical writing, and customized training programs for local workforce boards and economic development groups.

The Odenthal Group was formed in July 2019 by Stan Odenthal. Stan has over a decade of state government experience, including previously holding two executive-level positions with state government agencies. Prior to starting the Odenthal Group, Stan was the Director of the Office of Employment and Training with the Nebraska Department of Labor. He was also previously the Executive Director for the Nebraska Equal Opportunity Commission.



Stan Odenthal

Stan has extensive experience in bringing together and skillfully facilitating collaborative projects amongst multiple stakeholders, including government agencies, secondary schools, institutions of higher education, local governments, chambers of commerce, and individual businesses for a common purpose to move things forward. Stan holds a J.D. from the University of Nebraska College of Law, an M.A. in Political Science from the University of Nebraska Lincoln and a B.A. in History and Political Science from Weber State University.



The Odenthal Group has a team of partnering consultants with extensive experience and high level knowledge in the areas of workforce development, education, information technology, and economic development. Additionally, the Odenthal Group owns and operates workforceKO ([www.workforceKO.com](http://www.workforceKO.com)), a website which offers on-demand classes, and connects workforce and economic development groups with the resources, news, and training tools they need to have a bigger impact in the work they do on a daily basis.



## Appendix D: Complete Mind Map of Timelines and Objectives

