WDB name: KentuckianaWorks
Regional name: Central Kentucky
Chapter 1: Economic and Workforce Analysis

A. (R) A description of the planning process undertaken to produce the regional plan, including a description of how all local areas were afforded the opportunity to participate in the regional planning process.

Regional Plan submitted separately

B. (R) Provide a regional analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [20 CFR 679.560(a)]

Regional Plan submitted separately

C. (R) Provide an analysis of the regional workforce, including current labor force employment (and unemployment) data and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and [20 CFR 679.560(a)]

Regional Plan submitted separately

D. (R) An analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

Regional Plan submitted separately

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

E. (L) Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] and [20 CFR 679.560(a)]
The current economic conditions for the Louisville Metropolitan Statistical Area (MSA)—which comprises the seven counties of the KentuckianaWorks Workforce Development Area, plus five counties in southern Indiana—are better than they have been in many years. According to data from the Bureau of Labor Statistics, the 2018 unemployment rate was 3.9 percent, a 15-year low. Total employment is higher than it has been since at least 1990. When adjusted for the relatively low cost of living in the region, the median annual wage is nearly $40,000, above the national median wage.

The size of the labor force in the Louisville area is the highest it has been since 1990. The region’s labor force participation rate stands at 67 percent, outpacing the nation by four points and eight points higher than the state. However, labor force participation rates in the Louisville area are not uniform across all demographic groups. The labor force participation rate varies by characteristics such as age, race, educational attainment, and disability status. For example, the labor force participation rate for individuals age 65 or older is only 19 percent, while the rate for prime-age workers (age 25-54) is 85 percent.

In the KentuckianaWorks Workforce Development Area, priority industry clusters have been identified by Greater Louisville Inc., a regionally-focused chamber of commerce, and the Louisville mayor’s office. They are: Advanced Manufacturing, Consumer and Business Services, Food & Beverage, Health Enterprises and Lifelong Wellness & Aging Care, and Logistics and Supply Chain Management. Furthermore, KentuckianaWorks breaks out Information Technology (IT) into its own industry cluster because of its good wages, high employer demand, and great importance to the 21st century economy.

In the first quarter of 2019, there were 40,800 online job postings in the Louisville MSA. Job postings with a market salary above the family-supporting wage are topped by registered nurses, tractor-trailer truck drivers, software developers, and sales representatives.

According to online job postings, the top basic skills advertised by local employers include communication skills, physical abilities, organizational skills, teamwork and collaboration, and attention to detail. The top specialized skills advertised by local employers include customer service, sales, scheduling, repair, and budgeting. The top tech skills advertised by local employers include the Microsoft Office Suite, SQL, Oracle, Java, and Enterprise Resource Planning (ERP).
Chapter 2: Strategic Vision and Goals

A. (L) Describe the local board’s strategic vision and goals to support regional economic growth and self-efficiency. Including goals or preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include as applicable a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. Strengthen to the extent possible, include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

The mission statement of the KentuckianaWorks Board is: “Engaging employers, educators, and job seekers with resources to build a stronger community through the dignity of work.” KentuckianaWorks pursues this mission in service of furthering the vision of “A fully prepared and engaged workforce that is aligned with the needs of employers.”

To execute these goals KentuckianaWorks relentlessly experiments with workforce innovations to engage and influence the community. These include novel sector-based partnerships such as the Kentucky Manufacturing Career Center and Kentuckiana Builds. This also includes many programs to improve the training and education of young people including alignment with local K-12 school systems through the Academies of Louisville and a dramatically scaled-up SummerWorks program. Programs also focus on people in need of a second chance such as ShelterWorks and Reimage. Additionally, KentuckianaWorks administers programs that emphasize cutting edge innovations such as Code Louisville, Tech Louisville, and the Career Calculator (careercalculator.org).

In all of these endeavors, KentuckianaWorks seeks to work backwards from employer needs, rather than train people for unknown demand. With this approach, KentuckianaWorks hopes to reduce the number of people with barriers to employment and to help create a more educated and skilled workforce.

At a May 29, 2019 Board retreat, the KentuckianaWorks Board reaffirmed the following priorities:
1. Continuing to expand the alignment between our local education pipeline and workforce demands.
2. Expanding the sector focus to synchronize the future needs of the economy with employer needs.
3. Building effective programs that help youth enter the workforce more prepared.
4. Partnering with local industries to provide information and training opportunities for in-demand skills; and
5. Delivering career counseling and job placement services to low-income and displaced workers.
In order to better serve these priorities, the Board has pursued the following:
New Streams of Funding

In order to meet the strategic objectives outlined by the Board in May 2019, KentuckianaWorks has sought numerous grants and contracts in addition to the core funding from the federal government through the Workforce Innovation and Opportunity Act. Over the past 5-years funding from WIOA has decreased by 19%. Today, WIOA represents roughly half of KentuckianaWorks’ $13 million budget in FY2020.

From 2011-2016, KentuckianaWorks pursued sector strategies work thanks to a significant five-year grant from the National Fund for Workforce Solutions. Even though the grant, which was matched by local foundations, has ended, the work continues, with sector strategies guided by industry partnership groups in Healthcare, Manufacturing, Information Technology, Hospitality, and Construction. KentuckianaWorks continues to participate in the National Fund network, as one of 34 sites across the country. KentuckianaWorks has also continued to receive grants from the Department of Education in order to run the KentuckianaWorks College Access Center. KentuckianaWorks became the first workforce board to run a college access center in 2005. KentuckianaWorks has also sought and won additional funding to pursue other workforce priorities of the Board, including:

- a $1.26 million grant to serve 200 young adults involved with the criminal justice system over three years (fall 2018-2021) through a federal reentry grant from the US Department of Labor;

- Establishment of a new funding model for Code Louisville in FY20 that includes the potential for major revenue-sharing with our partners at Jefferson Community and Technical College, as well as $200,000 of additional revenue from Louisville Metro Government in Mayor Greg Fischer’s FY20 Budget;

- Being part of a Louisville team that won one of five national Advancing Cities grants from JPMorgan Chase last month. Approximately $900,000 of this $3 million grant will come to KentuckianaWorks over the next three years to create and expand our Tech Louisville initiative, which will train people for computer support and help-desk jobs in IT;

- Almost $500,000 for SummerWorks raised by an Advisory Board led by former Kindred Healthcare CEO Paul Diaz;

- A $50,000 a year (now in its second year) grant from the James Graham Brown Foundation and a $140,000 grant from JPMorgan Chase for the Academies of Louisville work;
• $80,000 in yearly funding from Louisville Metro Government’s Community Services Department for ShelterWorks, our innovative new attempt to help homeless people gain manufacturing skills, secure employment, and solve their housing/shelter problems;

• Additional outside funding from JPMorgan Chase to support yearly workforce and education summits that have drawn hundreds and helped to build a strong community consensus around these issues;

• $600,000 in outside funding for training at the Kentucky Manufacturing Career Center for two years;

• A $165,000 grant from JP Morgan Chase to provide vocational ESL to healthcare workers to help foreign-trained individuals receive licenses and certifications; and

• More than $1.2 million yearly to support work done in a partnership with Goodwill Industries of Kentucky that helps hundreds of TANF (Temporary Assistance for Needy Families) recipients get off TANF and into jobs each year.

Preparing an Educated and Skilled Workforce

In the last four years, the KentuckianaWorks Board has become a key partner in Jefferson County Public Schools’ Academies of Louisville efforts, which aim to better align the education of students with the needs of employers. Officially launched in fall 2017, the “Academies Model” has created a system under which 14 (soon to be 15) of the 16 comprehensive high schools in the Jefferson County Public Schools (JCPS) system have volunteered to become full career academy schools under the Academies of Louisville initiative. JCPS now has 12,288 students in career pathways and 17,600 in the workforce pipeline.

Additionally, KentuckianaWorks has leveraged its Labor Market Intelligence department to share information with school districts across the region about the jobs and sectors that are growing and the career pathway programs needed to meet the needs of the region’s employers. These include producing flyers highlighting quality, in-demand jobs for five key sectors in Louisville, exposing students to the types of quality jobs available in their pathway. We have also committed to producing a yearly Occupational Outlook, a report helpful for career counselors who need to understand the jobs that are growing in the Louisville area.

KentuckianaWorks has also raised funds for training programs at the Kentucky Manufacturing Career Center, Kentucky Health Career Center, Code Louisville, and the Kentucky Youth Career Center.
Target Populations

For youth, KentuckianaWorks oversees several programs including the Kentucky Youth Career Center (KYCC), SummerWorks, and Reimage. The KYCC, in Louisville, (funded jointly through WIOA and Louisville Metro government) offers two main work-based learning opportunities: 1) an 8-10 week paid internship with an employer paired with a professional development series provided by KYCC staff; and 2) job shadow tours to local employers for career awareness/exposure. SummerWorks (funded by Louisville Metro Government and private funders) had over 6,200 young people participate in the summer of 2018, with 1,004 of those youth directly prepared and placed through the program’s efforts. The Reimage program, funded by a Department of Labor grant and Louisville Metro Government to target court-involved youth, offers comprehensive case management with core services focused on education and workforce development. Additionally, KentuckianaWorks also helped JCPS deploy the Google Applied Digital Skills (ADS) curriculum to middle and high schools.

For individuals with barriers to employment, KentuckianaWorks oversees the following programs: SummerWorks, Power of Work (Temporary Assistance to Needy Families, funded through the Kentucky Cabinet for Health and Family Services in partnership with Goodwill Industries of Kentucky), Kentuckiana Builds (a construction training program funded through a combination of state and local WIOA dollars), the KentuckianaWorks College Access Center (KCAC) (funded through the Department of Education TRIO grants) a one-stop center that helps people overcome barriers and go to college and the Reimage programs. For people with disabilities, KentuckianaWorks has been administering a grant from the Office of Vocational Rehabilitation for the Project CASE program to help people with disabilities gain employment in in-demand sectors. For skilled immigrants and refugees who face barriers in practicing in their profession due to language proficiency or licensure challenges, KentuckianaWorks is developing a program called KY BEST through funding from JP Morgan Chase. The program will target immigrants and refugees who have worked in healthcare to get them on a path to employment with higher wages in the United States.

In these and other programs, KentuckianaWorks has embraced a data-driven approach of relentless experimentation and continuous improvement.

Relentless Experimentation

Perhaps the best examples of KentuckianaWorks’ embrace of relentless experimentation are the Louisville Tech Alliance and the Career Calculator. The Louisville Tech Alliance (LTA) emerged out of the Code Louisville Advisory Group. In addition to helping provide guidance to Code Louisville as it transitions from being grant-funded to a post-grant sustainability model, the LTA developed a new work and learn model for tech called BiT502. This initiative, modeled on KYFAME, will provide a pathway to an associate’s degree in Computer Information Technology (CIT) while allowing individuals to accumulate much sought after experience on the job. Finally, the LTA has provided valuable insight into the development of the Tech Louisville program. Tech Louisville is funded by
JPMorgan Chase and the Gheens Foundation to help individuals from economically disadvantaged communities gain the skills to start careers as computer user support specialists. The Career Calculator (www.careercalculator.org) allows job seekers to search for localized labor market information by occupation, college major, or desired income level, and find data on job growth, wages, local education programs, and current job openings. It has had over 40,000 unique users and over 120,000 page views since the initial launch in 2017.

**Primary Indicators of Performance**

KentuckianaWorks is steadfastly committed to meeting or exceeding every goal for its primary indicators of performance. Since KentuckianaWorks does not directly operate programs, but rather selects program service providers through a competitive procurement process, the Board’s job is to ensure that program contracts include goals related to the primary indicators of performance and that KentuckianaWorks staff see that those goals are met or exceeded.

**Future Plans for Strategic Planning**

The KentuckianaWorks Board convened for a half-day strategic planning retreat on May 29, 2019. The Board reaffirmed its strategic priorities, identified innovative areas upon which to focus, and plotted a course for new work over the next year. A strategic plan for July 1, 2019 - June 30, 2021 will be approved at the June 27, 2019 Board meeting.

The Board has also approved a partnership with southern Indiana’s Region 10 Workforce Development Board (comprising the Indiana half of the Louisville Metropolitan Statistical Area) and created a 12-county, bi-state regional plan. The overarching vision of the resulting Bi-State Plan for Advancing the Regional Workforce is to create a system that utilizes partnering organizations from both States to promote improved responsiveness to the needs of the region’s employers, job seekers, and students. The KentuckianaWorks Board and the Region 10 Workforce Development Board hope to gain permission from their respective governors to complete a regional workforce plan that would then be submitted to the Department of Labor so that our 12-county MSA can be recognized as the first bi-state workforce region in the US.

B. (L) Describe how the local board’s vision and goals relate to the Commonwealth’s goals, initiatives and priorities as outlined in the WIOA State Plan.

The KentuckianaWorks Board’s vision and goals closely relate to the Commonwealth’s goals, initiatives, and priorities.

**Actively engage employers to drive Kentucky’s workforce development system.**

Since 2011, and as part of its involvement with the National Fund for Workforce Solutions,
KentuckianaWorks has worked diligently to engage employers in the workforce development system. To guide this work, KentuckianaWorks convenes industry partnerships, comprised of groups of companies in the same sector, which provide feedback on key workforce issues—from promoting the sector, to increasing the pipeline of workers, to improving training opportunities. KentuckianaWorks has convened two new advisory groups over the past two years, the Hospitality Workforce Group and Construction Careers Advisory Group. The sector strategies groups include:

1. **Kentucky Manufacturing Career Center (KMCC) Employer Advisory Group.** Beginning with 12 companies that guided the development of the KMCC in 2012, this group has grown to more than 100 members. As an employer group, they have adopted three priorities through strategic planning: Recruitment, Retention and Promotion of Manufacturing as a Career. Meeting monthly, the employers have endorsed and participated in National Manufacturing Day, the Academies of Louisville, KY FAME, an apprenticeship workshop, retention workshops and hiring events at the KMCC. They have also provided critical feedback on the training offerings at the KMCC. Early on, 5 employers sent employees to take the Manufacturing Skills Standards Council’s (MSSC) Certified Production Technician (CPT) course to evaluate it before we began offering it. When the tight labor market was affecting the number of job seekers interested in taking the four-week CPT training, the employers urged us to develop a shorter training. The result was MTEC (Manufacturing Training and Employment Connection), a two-week training resulting in five certificates (MSSC Safety, OSHA 10, Lean Manufacturing, Forklift and Work Readiness). Participants are connected to local employers for job interviews on the final day of the training. Subsequently, employers recommended adding a third week of training to focus on measurement skills needed in many manufacturing jobs. With the guidance and support of the Employer Advisory Group, the KMCC has awarded 2,503 MSSC certificates, 351 CPTs, 467 forklift certificates and 413 OSHA 10 cards, while placing more than 1,500 job seekers into employment since opening in May 2013.

2. **Health Careers Collaborative of Greater Louisville.** This partnership evolved from an advisory committee for JCTC’s Trade Adjustment Assistance Community College Career Training grant. Formalized in 2013, this group of major regional hospitals, long term care companies, education providers, and community partners provided guidance for KentuckianaWorks’ development of the Kentucky Health Career Center, which opened in October 2015. In 2018, the group approved a strategic plan and mission statement to guide its role in the local workforce space. Currently, there are active, standing subcommittees addressing pathway development for populations representing the future healthcare workforce: youth, post-secondary students and employment transition. In addition to the standing subcommittees, the Collaborative forms task forces as needed. One of these task forces is working on a special project to resolve bottlenecks in the Registered Nurse pipeline. In addition, the Collaborative—using Labor Market Data supplied by KentuckianaWorks— has taken an active role in guiding healthcare career pathway development within the Jefferson County Public Schools.

3. **The Louisville Tech Alliance.** In January 2015, Louisville Mayor Greg Fischer convened an advisory group of 10-15 companies to provide feedback and guidance on the Code Louisville program. In October of 2017, KentuckianaWorks held a vote with the employers to modify the program into...
the Louisville Tech Alliance (LTA), a workforce collaborative for all employers of tech-oriented individuals in the Greater Louisville region. The LTA set its mission to “Develop a sustainable ecosystem to foster and grow technology talent through advocacy and community engagement” and its vision, “An innovative community that is a magnet for tech companies built on a pervasive tech culture where every interested person has an opportunity for a local apprenticeship or career”.

The Tech Alliance has quarterly meetings of which all tech employers are invited to attend and contribute ideas and topics. Additionally, several specific initiatives have arisen from the LTA, including bit502 - a work-and-learn program in which employers take on interns in technical positions and pay the participants to also attend JCTC and pursue a 2-year Computer & Information Technology degree at the same time. We are also working to establish a CIO/CTO council to bring the technology leaders of all the major local employers together to help set direction and organize resources in the city.

4. Hospitality Workforce Group. This group of hospitality employers (primarily hotels and restaurants), education providers, and community partners is working in cooperation with Louisville Tourism, as they have historically convened the hospitality industry. Business leaders are starting to emerge within the group, which informs a variety of workforce initiatives such as training pilots and career showcase events. KentuckianaWorks has recently engaged distillers to round out the group’s membership. As Louisville continues to embrace Bourbonism, these employers will offer key insights on advancing an understanding of hospitality among job seekers that promotes pride of place while also developing highly transferable employability skills.

5. Construction Career Advisory Group. This group - consisting of large and small construction employers representing multiple crafts, educators, and community partners - has been actively involved in supporting the Kentuckiana Builds program through curriculum delivery and hiring program graduates. The group meets monthly and members have begun to involve themselves with other construction workforce initiatives such as the new Jefferson BuiLT work-and-learn program. KentuckianaWorks will continue to encourage employer leadership within this group as its members identify innovative ways to grow access to construction careers.

6. Business Services. KentuckianaWorks’ Sector Strategies team is in the process of identifying the career pathways that best define Business Services and is actively partnering with the Kentucky Chamber Workforce Center on its Talent Pipeline Management Initiative. This work has proved useful in maintaining connections with employer leaders in Business Services disciplines. Once these employers are able to articulate skill sets that will advance an individual through a career in Business Services, there will be a stronger opportunity to build a more robust sector group.

The Regional Business Services Team is a cross-agency group consisting of representatives from the Workforce Development Board, the One-Stop Operator, Kentucky Office of Employment and Training, the Kentucky Office of Vocational Rehabilitation, the US Department of Labor’s Veterans Employment Training Service, and local economic development and other community based organizations. The Business Services Team collaborates to bring the needs of employers and job
seekers together and to identify pressing educational or training misalignment for education and training providers. Cross-agency communication is accomplished through regular meetings and emails.

In addition, the board works closely with Louisville Forward (the Louisville Metro economic development department), GLI (the regionally-focused Louisville chamber of commerce), and the economic development entities in the six surrounding counties to support efforts to recruit and retain businesses in the region.

**Align and integrate P12, adult education and post-secondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.**

Beginning in 2016, KentuckianaWorks started work on K-12 alignment as never before. The KentuckianaWorks Board and staff, in partnership with Jefferson County Public Schools and Greater Louisville Inc., have leaned into this challenge by providing leadership over the past three years to create a world-class career academies system that aligns high school pathways with major areas of economic growth in our region. We established the Academies business partnership process to recruit, place and secure businesses to work with schools. To date, we have 105 unique companies that have signed on to serve as business partners for 55 different career pathways. Fourteen Academy coaches were hired by JCPS to serve as the primary point of contact for all partners.

The Academies of Louisville and SummerWorks teams work closely together to ensure strong connections are built between programs. This includes weekly meetings of officials from GLI, JCPS, and KentuckianaWorks for discussing opportunities to build an integrated system. Staff working on the Academies highlight SummerWorks to Academy business partners and at the Guiding Team meetings so employers engage with both programs. SummerWorks integrates Academy pathways into student profiles when matching young people to summer job opportunities. The goal is to place 200 students in internships aligned with their Academy pathway in the summer of 2019 and to grow this number in future summers.

KentuckianaWorks staff will be systematically reaching out to the superintendents in each of our 6 regional counties to ensure a strong partnership with them on these alignment issues as well. Many of them are already using our Labor Market Intelligence tools like the Occupational Outlook and the Career Calculator to inform their faculty, parents and students, and to shape their career and technical education offerings. We expect to strengthen these partnerships in the next two years significantly.

The board has also indicated that it would like to expand its efforts in working with post-secondary institutions to further alignment within the workforce system as a whole. This would include partnering with community colleges, universities, community-based organizations, economic development organizations, and businesses. The goals of post-secondary alignment would include
raising awareness among students, parents, and educators about new jobs in the region and the necessary skills required, helping students integrate formal academic learning and workplace learning, and facilitating transitions from the workforce into college and vice-versa.

**Increase Kentucky’s workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.**

KentuckianaWorks launched KCC Connect, an online partner referral system to connect partners and their customers to the Career Center system of services. This strategy leverages technology to provide the “direct linkages” to services envisioned by WIOA. Instead of a customer being told about another service provider, KCC Connect provides a mechanism for a seamless, informed referral that results in staff reaching out directly to the referred customer with the knowledge of the referral’s purpose, the customer’s career plan status and the completed assessments to inform service delivery. All WIOA MOU partners as well as other community partners have the opportunity to participate in KCC Connect at no cost. KentuckianaWorks is exploring the option of partnering with the United Way in order to implement the Unite Us system. Unite Us enables real-time coordination between health care and community services for vulnerable populations. It is designed to ensure that all providers working in a centralized network can simultaneously address the co-occurring needs of patients, and track outcomes for their patients across the community.

Recent federal funding cuts to WIOA and Wagner-Peyser funds have caused KentuckianaWorks to transition service in most of our regional counties from physical career centers to a mobile service model, leaving Jefferson County and Shelby County as the only counties with physical career centers for adults. KentuckianaWorks is committed to ensuring quality mobile service delivery to customers in the six regional counties, and the Board is exploring how to better leverage partnerships and technology to meet workforce challenges in new ways.

KentuckianaWorks engages in a robust communications and outreach strategy across a range of customer communications channels, including a range of earned and owned media platforms. Earned media consists primarily of online, print, radio, and television coverage of notable workforce events and news. Owned media includes direct emails, social media posts, and direct contact through Kentucky Career Center job-seeker staff and regional business services team staff. Many programs offered by KentuckianaWorks strive to reduce employment barriers for workers. The KYCCs strive to offer 8 wrap-around services that address participants’ needs and barriers. For example, all KYCCs offer a healthy relationship workshop series in partnership with the University of Louisville. KYCC-Louisville also has a food pantry in partnership with Dare to Care and counseling available through a partnership with Cardinal Success at University of Louisville.

Power of Work aids TANF recipients in transitioning off public cash assistance and into unsubsidized employment positions. Power of Work staff help participants identify barriers to employment and connect them with resources to address these barriers, including resources for education and ESL, housing, clothing, legal assistance, and mental health.
The Reimage Program offers participants comprehensive case management with core services focused on education and workforce development - reintegration into high school, GED attainment, college prep and placement, occupational skills training, job placement, leadership development, service learning projects, and follow up services. The program also provides wrap-around services such as mentoring, legal aid, and supportive services.

**Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

KentuckianaWorks’ Labor Market Intelligence section regularly collects, analyzes, visualizes, and distributes labor market data among policymakers and community partners in an effort to create an efficient and effective talent pipeline. This includes in-depth articles, animated videos, as well as shorter labor market highlights. We continue to send out the monthly Labor Market Update newsletter, keeping the community up-to-date on the latest labor market information and research.

KentuckianaWorks has recently commissioned outside evaluations on two of its core programs: Code Louisville and Reimage. The Code Louisville program evaluation was prepared by the Center for Business and Economic Research, Gatton College of Business and Economics at the University of Kentucky. The Reimage evaluation was conducted by the American Institutes for Research.

Additionally, KentuckianaWorks has used or uses ClientTrack and KEESuite to collect data from the Career Centers and other agency-supervised programs. KentuckianaWorks also participates in LouieStat, a framework of Louisville Mayor Greg Fischer to facilitate data-driven decisions in local government agencies.

The LMI team additionally has worked to examine education and workforce outcomes for our program participants. We continue to contract with the Kentucky Center for Statistics (KYSTATS) to examine education and workforce outcomes for SummerWorks participants. The latest evaluation was completed in Spring 2017. Another evaluation is currently underway. Contracting with KYSTATS allows us to utilize better data (administrative records, rather than self-reported data) and to examine outcomes over a longer period of time. We have also just started an analysis on wage outcomes after Individual Training Account and supportive service investments. The quality and consistency of data collection in the past has proved to be a challenge, likely necessitating the continued use of KYSTATS as a key partner in this objective. In Spring 2019, we examined retention rates for Kentuckiana Builds, the construction training program. The LMI team is eager to pursue additional analyses to understand short- and long-term outcomes for program participants.

C. (L) Describe how the local board’s vision and goals takes into account an analysis of the strategies in working with the other entities in carrying out the core programs and the required partners in the alignment of resources.
On May 29, 2019, the KentuckianaWorks Board spent half of a day in a strategic planning retreat. The Board’s vision (a region with a fully prepared and engaged workforce that is aligned with the needs of its employers) and mission (engaging employers, educators, and job seekers with resources to build a stronger community through the dignity of work) have generated nationally recognized, cutting-edge work across a whole spectrum of efforts – the Louisville Tech Alliance, the Kentucky Manufacturing Career Center, the Mayor’s SummerWorks Program, and the Academies of Louisville initiative.

At the retreat, the Board affirmed a desire to continue its efforts to expand alignment throughout the KentuckianaWorks workforce system. This included greater work to further integrate the relationship between the Academies of Louisville and SummerWorks and engaging with post-secondary institutions to strengthen pipelines for students in the academies, adult learners, and disconnected workers. Additionally, the Board affirmed the need to work with employers to ensure that programs synchronize with the future needs of the economy.

Chapter 3: Alignment of Local and Regional Area Partnerships and Investment Strategies

A. (L) Describe the local board’s strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. This discussion should include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another. Note: The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans State Grants and Unemployment Insurance.

The current strategy of the KentuckianaWorks Board has a number of key elements. These include:

1. A commitment to all people in our region. Whether a person is unemployed, underemployed, or trying to overcome a barrier such as a criminal record, homelessness, or a disability, the KentuckianaWorks Board is committed to helping that person reach their full potential through the dignity of work. This commitment translates into an aggressive effort to find additional funding streams to serve populations for whom WIOA funding may not be a good fit, as well as to expand our resources to serve more people than the limited WIOA
funding allows us to serve.

2. **Relentless experimentation.** When it comes to serving urban youth with a criminal record, or high school drop-outs in a rural environment, or helping a long-term unemployed adult get back into the workforce, no one can pretend to know all the answers. Therefore, KentuckianaWorks has adopted a commitment to relentless experimentation. This can be a powerful modus operandi, when coupled with KentuckianaWorks’ commitment to rigorously measure the work, track the data, make continuous improvements based on that data, and to be transparent about all of those outcomes and processes.

3. **Sector-driven work.** KentuckianaWorks has repeatedly seen the benefit of tackling workforce challenges by taking a sector approach, organizing employers in a key industry, asking them to articulate as an industry their needs, and then working with partners to try to fill those needs. The Board’s strategy is convinced that this “pull” model, rather than the old “train and pray” model, is the right strategy going forward. As a recipient of a grant from the National Fund for Workforce Solutions eight years ago, KentuckianaWorks (along with our fellow boards in Southern Indiana, Lincoln Trail and the Cumberlands, who were fellow grant-recipients in the WIRED65 Partnership), has benefitted from a tremendous learning exchange with over 30 National Fund sites across the country.

4. **A focus on career pathways and alignment work.** At the daylong strategic retreat in January 2016, the Board identified its number one priority as better alignment between employer needs with what is being produced by our region’s educational providers – including K-12 schools, community and technical colleges, and four-year colleges. The Board reaffirmed that alignment work as a key priority at a May 2019 planning retreat. Consequently, KentuckianaWorks has made an overt, conscious decision to play a key role in the Jefferson County Public Schools Academies of Louisville model—a transformative effort that has seen 14 (soon to be 15) comprehensive high schools adding career pathway programs. Along with our partners at GLI, KentuckianaWorks board members and staff have helped to convene a community leadership group to begin the work, organized a “launch team” to ensure a successful effort, and interacted with principals and other leaders from the 14 high schools implementing this new model. Board members and staff have also worked and partnered with other leading school districts in our 7-county region, and we intend to deepen this work across more of our counties in the coming months. KentuckianaWorks has fully embraced the “career pathways” definitions provided in WIOA and intends to lead the Louisville region’s efforts to produce more people who are truly college and career ready.

5. **Labor Market Intelligence.** Because the labor market can only function efficiently with good information, the KentuckianaWorks Board has made a major commitment to Labor Market Intelligence. The Labor Market Intelligence office at KentuckianaWorks provides regular updates to elected officials, opinion leaders, employers, and the general public on what is happening in the local labor market. This includes topics that cover job growth, wages, information on good career prospects, barriers to employment, and the changing needs of employers. As technology continues to change the labor market landscape, it is
crucial that individuals have good information about the implications of those changes. The Labor Market Intelligence office will pursue additional avenues to understand the changing labor market and employer needs so that this information can be shared broadly with policy makers, job seekers, and career changers. Every month, KentuckianaWorks sends a concise Labor Market Update email to community stakeholders and posts the content on social media. It provides the monthly local labor market data as well as highlighting labor market trends, issues, and concerns. The Labor Market Intelligence office also coordinates program evaluation with the Kentucky Center for Statistics to inform the board on program participant outcomes and impact of programs so the board can invest resources wisely. In September 2016, KentuckianaWorks released the Career Calculator (www.careercalculator.org)--an innovative, grant-funded web app, which makes labor market data from multiple sources available to the public (including in Spanish) in easily intelligible charts. It makes the data easy to search and easy to understand, from job demand and wages, to economic outcomes of different college majors in our local labor market. There have been over 40,000 unique users since the initial launch. We continue to explore options to expand upon the initial success of the web tool.

6. Communications. KentuckianaWorks operates and guides a variety of programs which each have their own set of communications needs. The communications team provides assistance to each of these programs, which includes (but is not limited to) developing their communications plans and strategies, designing original print materials and graphics, producing original videos and articles, creating and managing websites, conducting email outreach campaigns, monitoring and growing social media accounts, setting brand standards and expectations with contractors, and coordinating all media and press events. In addition, the communications team assists with special agency projects such as producing an annual report and promoting a yearly workforce conference. Since KentuckianaWorks is an agency of Louisville Metro Government, the communications team at KentuckianaWorks is also part of the city government’s larger communications team and serves as a liaison to the Mayor’s Office. This entails providing regular updates, attending regular meetings, and collaborating on public relations matters.

Through dialogue with the Board and staff, the communications team has identified a few priorities that they will be pursuing in the near and medium term: (1) Enhance overall branding and client experience at adult career centers through upgrading signage, print materials, and additional aspects throughout. (2) Develop a “Menu of Options” outreach campaign for adult job seekers that informs them about our program options and is rooted in labor market information. (3) Expand outreach to local employers so they are aware of all of the employer-focused resources KentuckianaWorks and its programs offer. (4) Better leverage the full spectrum of social media tools to compliment all outreach efforts.

7. Summer jobs. Mayor Greg Fischer of Louisville Metro has earned national recognition for his SummerWorks program. Modeled on Boston’s summer jobs effort, SummerWorks helps to prepare, place, and coach hundreds of 16-to-21-year-old youth each summer, with a major focus on recruiting, preparing and placing low-income and minority youth in jobs
that build their work experience skills and ultimately introduce them to career pathway opportunities at leading employers. A matched pair study by the Kentucky Center for Statistics (KYSTATS) shows that SummerWorks participants are more likely to work once the summer is over, and more likely to move onto higher education, than similar youth who don’t participate in the program. This is one of only two programs KentuckianaWorks oversees that is completely focused on Louisville (the other being the Reimage program that serves court-involved youth and young adults), as both are funded by Louisville Metro Government and local donors.

8. **Outside funding sources.** The KentuckianaWorks budget for FY 2020 is over $13 million. Less than half comes from WIOA, with other revenue streams comprising more than half of the budget. This demonstrates the Board’s commitment to seek out other funding streams whenever they are available to help people in our region succeed through the dignity of work.

Specifically, with respect to “entities that carry out the core programs,” KentuckianaWorks proactively reaches out to potential partners to explore ways we can work effectively together to achieve the core goals of the Board. The Board prioritizes its time and attention on partnerships that are likely to produce better core programs. In the current environment, this means that the KentuckianaWorks Board has extensive partnerships with:

1. **Vocational Rehabilitation**

   KentuckianaWorks is proud to be partnering with Vocational Rehabilitation to implement Project CASE—a sector-specific approach to placing more people with disabilities into jobs in healthcare, manufacturing, and information technology, while also helping the workforce system do this work better once the grant ends.

2. **Career Development Office (CDO)**

   KentuckianaWorks will work closely with CDO leaders and staff to create Career Centers that deliver high quality in-person services to customers. KentuckianaWorks is also exploring new ways to offer workforce services online and through mobile delivery services. KentuckianaWorks will continue to experiment with CDO on service delivery models and seeks to move toward integrated service delivery and organization into functional delivery teams as envisioned by WIOA, combining forces where the law allows, in order to better serve our customers. We are experimenting with data-tracking and dual-enrollment strategies that allow us to represent the full effect of the workforce system on customers and allow us to share in the outcomes and successes that result from our combined efforts. We will work to balance these strategies with thoughtful consideration of the customer experience as they engage with the career center system.

3. **Adult Education**

   KentuckianaWorks partners with Adult Education in numerous ways across our 7-county region. Adult Education providers are co-located in one of our adult Kentucky Career
Centers (the Kentucky Manufacturing Career Center) as well as in the Power of Work (TANF) program, and often provide customers with Test of Adult Basic Education (TABE) assessments, remediation opportunities and GED instruction where needed to help the person improve their education and skill levels. In Louisville, the Jefferson County Public Schools Adult and Continuing Education division is both a contractor (for Kentucky Youth Career Center services under WIOA and local government funding) and a partner in service delivery efforts (e.g. the Reimage program that serve court-involved youth and young adults).

In the regional counties, Adult Education partners in the counties have worked with WIOA Adult and Youth providers to coordinate services and provide space for meeting with customers.

Adult Education participated as a member of the team that developed and piloted KCC Connect.

4. **Public Housing Authority**

KentuckianaWorks has a long history of partnering with the Louisville Metro Housing Authority. We have worked together on multiple winning Hope VI and Choice Neighborhood grants, and the Housing Authority partnered with KentuckianaWorks on the development of KCC Connect online referral system. We have collaborated on efforts to help youth and young adult residents of public housing succeed through the efforts of our Kentucky Youth Career Center. Finally, the SummerWorks program and court-involved youth interventions serve numerous youth who reside in public housing.

We expect to continue these partnerships in future years, and to explore new ways to work together to help more public housing residents escape poverty and reach self-sufficiency.

5. **Job Corps**

KentuckianaWorks has partnered with Job Corps to support young adults pursuing career pathways through further training and employment. For example, the Kentucky Health Career Center (KHCC) has hosted classes of Job Corps students seeking health careers for workshops and Job Corps students participated in Employer Spotlights held through the KHCC. Job Corps has also presented at the Kentucky Manufacturing Career Center Employer Advisory Group and has placed students at KMCC employers. The Kentucky Youth Career Center in the regional counties has referred several students to Job Corps for occupational training.

6. **Community Services**

The Louisville Metro Department of Community Services, which oversees Louisville’s Community Services Block Grant funds, reached out to KentuckianaWorks to create ShelterWorks—a partnership that delivers career services to individuals experiencing homelessness. The goal is to reach more community-based shelter partners to support
individuals to gain skills and employment to move toward self-sufficiency. We look forward to continuing to grow this partnership and coordinate across additional programming to better meet community needs. In the Regional counties, WIOA Adult and Youth program providers continue to connect with Community Action Agency programs. For example, they conducted targeted outreach efforts at Low-Income Heating Assistance (LIHEAP) events. We expect to continue to grow these partnerships and invite participation in KCC Connect.

Key stakeholders and entities associated with administrative and programmatic/service delivery functions.

1. Elected officials. The KentuckianaWorks region has formed a Chief Local Elected Official (CLEO) Governing Board comprised of the Mayor of Louisville Metro Government and the County-Judge Executives of Bullitt, Henry, Oldham, Shelby, Spencer and Trimble Counties. This CLEO Board reviews and approves:
   a. Designation of the fiscal agent or grant sub-recipient;
   b. Approval of the annual budget as developed and approved by the local workforce development board;
   c. Approval of the One-Stop Operator as selected by the local workforce development board through a competitive procurement process as outlined in WIOA Section 107(d)(10); and
   d. Authorization for the CLEO Governing Board to request the Governor’s consent for the local workforce development board to be the direct service provider, if such a service delivery strategy is ever chosen by a future decision of the local workforce development board.

2. Local workforce development board and committee structure. The KentuckianaWorks Board meets regularly to discuss the vision, mission, and strategic goals of the Board and to decide how to execute them. The Board typically meets 6-8 times a year for 90 minutes, with organized agendas set in advance by the Executive Director in consultation with the Office of the Chair (the current Board Chair, the incoming Chair and the past Chair). The Board’s priorities are communicated to the staff, which then works day-to-day to deliver results on these priorities and strategic goals.

   The Board also has a Program Oversight Committee, which meets roughly 9-10 times a year. As its name implies, this Committee dives into the details of individual programs, monitoring progress against goals, offering suggestions for improvements, and where needed, advising the Board when a change in contractor or a shift in programmatic design may be called for.

   Finally, the Board forms additional committees on an as-needed basis and lends its presence to various other important community endeavors focused on raising education and skill levels across our region, including the guiding team for JCPS, Academies of
Louisville, Evolve502, and the 55,000 Degrees Board.

3. **Fiscal agent.** The CLEO Governing Board selected KentuckianaWorks as the fiscal agent for two years after a competitive bid process in 2015. The CLEO board renewed that grant in 2017 for another two years, and recently renewed it for another two-year period, keeping KentuckianaWorks as the fiscal agent through September 30, 2021. The KentuckianaWorks staff has a long and proud history of strong financial management and oversight. Since 2002, the Board and staff have managed over $210 million with no disallowed costs and no significant audit findings.

4. **Operator(s).** KentuckianaWorks worked through Louisville Metro Government Purchasing to ensure a fair and competitive bid process for the one-stop-operator contract. Three organizations submitted proposals after the release of the Request for Proposals. A committee of three KentuckianaWorks Board members reviewed and scored the proposals and also conducted interviews with each of the organizations. After finalizing their scoring, the committee recommended that ResCare Workforce Services be awarded the contract for PY 2020, and both the full Board and the CLEO Board approved that recommendation.

5. **Required program partners.** Under the direction of the KentuckianaWorks Board, KentuckianaWorks expects to be engaged with our program partners throughout 2019 and 2020, to work together to develop a service delivery strategy that maximizes resources while providing a high level of customer service to all who seek our help. This will include reassessing the number of retail centers supported and looking at how the provider services are organized.

6. **Major contractors providing Adult/Dislocated Worker and Youth program elements.** All contractors were competitively procured. ResCare is currently the contractor for Adult and Dislocated Worker career services. JCPS Adult and Continuing Education is the WIOA Youth (and Louisville Metro Government funded) contractor in Jefferson County. And Goodwill Industries is the provider of WIOA Youth services in the six KentuckianaWorks regional counties.

The WIOA One-Stop Memorandum of Understanding (MOU), which identifies the required system partners, will be renegotiated this year. In addition, KentuckianaWorks continues to reach out to other entities and seeks to be as responsive as possible to opportunities to coordinate and share information with community partners to better serve common customers. In this effort, KCC Connect is envisioned as an important tool.

KentuckianaWorks maintains a commitment to the kind of intentional communication necessary to assess, maintain, and enhance alignment among system partners. The One-Stop Operator has been coordinating regular partner meetings within the comprehensive center, with MOU partners and throughout the region. All MOU partners are also invited to participate in monthly professional development opportunities organized by the One Stop Operator and at no cost to the partners. The leadership of co-located center partners, including managers responsible for overseeing of Wagner-Peyser, Unemployment
Insurance (UI), Jobs for Veterans State Grants, Trade, Vocational Rehabilitation (VR), and Adult and Dislocated Workers, meet to discuss service delivery, and KentuckianaWorks convenes staff both as career center teams and as a system. These meetings afford the opportunity to highlight programs and services among partners and to promote service knowledge and collaboration. The Business Services Team (BST) also meets regularly, including with the participation of additional one-stop and community partners, to coordinate employer engagement and services and uses a contact management system and email listserv to facilitate coordinated service delivery.

KentuckianaWorks provides mobile services in the Regional counties, as well as staff for the Kentucky Career Center in Shelby County 3 days a week. We have made connections with Adult Education and libraries in each county in addition to working with local VR staff. Duties of the one-stop operator includes facilitating service coordination and information sharing among partners.

7. **Youth.** Partnerships are a key component of the Youth program, both as a source for recruitment into the program and as a resource for referrals for youth already enrolled in the program. In Louisville, KentuckianaWorks participates on the Executive Committee of the Coalition Supporting Young Adults (CSYA). Through CSYA, KentuckianaWorks is developing a network of partnerships with agencies committed to addressing the needs of Louisville’s disconnected youth population. Partnerships with the juvenile justice system have also been established through programs that specifically target court-involved youth. In the surrounding counties, KentuckianaWorks has established relationships with local libraries, courts, Departments of Community Based Services, Health and Wellness Coalitions, and Community Action Coalitions. In addition to community agencies, the Youth program partners with educational institutions such as school districts, Adult Education providers, community and technical colleges, and other post-secondary education and training institutions. Finally, partnerships with employers are a critical component of the Youth program. We form many of these partnerships directly with employers, as well as through Chambers of Commerce.

8. **Trade Adjustment Assistance (TAA).** Trade Adjustment Assistance (TAA) is a combined effort between Wagner-Peyser team members, local Department of Labor representatives, the Office for Vocational Rehabilitation, Adult Education, and the Dislocated Worker program. Development of local policies and procedures is a collaborative process. Additional partners such as Veterans Services and Unemployment Insurance may be included on an ad-hoc basis depending on demonstrated need.
B. (L) Describe how the LWDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable). [WIOA Sec. 108(b)(3)]

Career Pathways. In November 2015, the KentuckianaWorks Board formally approved an understanding of the career pathways language in WIOA. The Board agreed that because WIOA specifically mentions secondary and postsecondary education—preparation, counseling, and the organization of services to support advancement—KentuckianaWorks staff will engage in career pathways work that includes, but is not limited to, the following:

1. Working with the local secondary and postsecondary education systems to include labor market information in career and college counseling efforts; and

2. Supporting and fostering programs and partnerships that:
   a. address labor market inefficiencies and work to better align educational pipeline output with labor market demands; and
   b. provide support during critical education-to-career transitions.

The KentuckianaWorks Board also tasked staff to:

1. Lead the local efforts to align high school and post-secondary offerings by communicating employer needs and labor market demands; and

2. Run programs to help high school and college students to obtain job opportunities, internships, and co-ops that lead to greater employment opportunities.

In keeping with this mandate, KentuckianaWorks has played a major role in the last 3 years to help Jefferson County Public Schools—the largest school district in the state—create the Academies of Louisville at 14 (soon to be 15) comprehensive high schools. These new career pathway programs have been developed utilizing labor market data from the KentuckianaWorks Labor Market Intelligence team. Key representatives from leading companies on the KentuckianaWorks Board—like GE Appliances, UPS, Ford Motor Company, and Norton Healthcare—have taken the lead in developing clear career pathway programs inside these high schools that align with industry-recognized credentials and job demands in their respective sectors. This work is now being replicated in other sectors such as information technology, business services, construction, and
hospitality—with key staff and Board support from KentuckianaWorks at every step of the way.

We envision this work as an on-going and vital part of the Board’s work and intend to stay active in future years to ensure that high school offerings are aligned with industry needs. The Board has also been very involved in making sure that these high school offerings align with certificate and associate degree programs available at Jefferson Community and Technical College, so that we create a truly seamless workforce development system that can move people from high school through the community college and beyond if that is their wish.

KentuckianaWorks is also highly engaged to ensure that this work is aligned across our 7-county region. The Board has regular dialogue with school superintendents in multiple counties and continues to work with them to ensure their programs are also aligned with employer and labor market demand across the region.

Finally, KentuckianaWorks has been an active partner in successive efforts to build a “Cradle to Career” system in Louisville. Our Board Chair and/or Executive Director have served as active Board members of 55,000 Degrees, the Mayor’s Cradle to Career Cabinet, and now Evolve 502. All of these efforts have been designed to create a seamless K-12 system that prepares high school graduates to be college and career ready, and then delivers them to employers and colleges ready to succeed.

Co-Enrollment. KentuckianaWorks wants to see a co-enrollment policy that encourages integrated services in the Kentucky Career Centers -- particularly between Wagner-Peyser and WIOA-funded staff. We also favor a co-enrollment policy that allows the WIOA-funded staff in those Kentucky Career Centers to truly have all of their work counted, tracked and measured -- rather than the system we have today, which inaccurately shows that most KCC customers are served as Wagner-Peyser customers, with only a small portion of those customers then being enrolled in WIOA. We know -- and our Wagner-Peyser partners also know -- that a huge number of customers currently being enrolled only in Wagner-Peyser are being served by WIOA-funded staff, but the state’s current co-enrollment policy does not show this work in WIOA customer counts or performance. We strongly favor a system that once and for all enrolls in WIOA (not just Wagner-Peyser), counts, and measures the total number of people being served by front-line staff in our Kentucky Career Centers.

If this new co-enrollment policy demonstrates over time that performance is lower than with the much smaller number of customers currently being enrolled in WIOA, we would ask and expect the state to renegotiate performance rates with the Department of Labor, and then to also renegotiate rates with the local Workforce Development Boards as well.

Local boards have had productive early discussions with state staff about moving in this direction. We look forward to making more progress on this co-enrollment goal in the near future.

Additionally, KentuckianaWorks is looking to improve co-enrollment among partner organizations (both internal and external to the career center), including TANF, to determine how to best serve common customers and reduce service redundancies. A challenge in co-serving customers well is the lack of a shared data system to ensure that partners are providing non-redundant services and
that customers experience seamless, well-coordinated services. To facilitate co-enrollment among partners, KentuckianaWorks has developed a co-case management policy to clarify roles and responsibilities so that services are not duplicated and customers experience improved coordination of services.

**Improve access to activities leading to a recognized postsecondary credential, including a credential that is an industry-recognized certificate or certification, portable or stackable.** With guidance and support from established industry partnerships in manufacturing, healthcare, technology, construction, hospitality and business services, KentuckianaWorks will continue to identify industry-recognized credentials that are of interest to employers. When training for these credentials is available in the region, KentuckianaWorks will promote the opportunities to youth, adults and dislocated workers. When the training for these credentials is not available in the region, KentuckianaWorks will act as a catalyst to identify training providers and encourage them to make the training accessible. In some cases, this might involve guidance to training providers in how to submit program information for acceptance on the Eligible Training Provider List. In other cases, it may involve a longer-term effort to encourage local educational institutions to develop programs for targeted occupations. All such efforts will involve employer input as well as Labor Market Information.

Additionally, the career pathways work discussed earlier is all about improving access—for both high school students and community college students—to industry-recognized credentials that are of interest to employers. This work began with the three industry groups—manufacturing, healthcare and information technology—that already had deep employer engagement. The work is moving in the coming year to new sectors where the same approach in the construction, business services, and hospitality sectors.

### C. (L) Identify and describe (for each category below) the strategies and services that are and/or will be used to:

1. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;
3. Better coordinate workforce development programs with economic development partners and programs;
4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and
5. Increase competitive, integrated employment opportunities for individuals with disabilities.
Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board’s strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

Incumbent worker training programs. With limited funds, KentuckianaWorks does not provide incumbent worker training defined as the development of a customized training for an employer’s incumbent workforce. However, through the Business Services Team, companies are referred to the Kentucky Community and Technical College System (KCTCS) for participation in KCTCS-TRAITS funding for incumbent worker training. KentuckianaWorks may also guide members of the industry partnerships to collaborate on a KCTCS-TRAITS project. For instance, members of the Health Careers Collaborative of Greater Louisville have prioritized the career development of incumbent workers to meet current and future workforce needs. Local hospitals were interested in developing an Acute Care Nurse Aide training and that is now being developed by JCTC through KCTCS-TRAITS. KentuckianaWorks is coordinating the committee developing the program, although we are not funding the initiative. Likewise, the Employer Advisory Group of the Kentucky Manufacturing Career Center has identified the need to coordinate opportunities for members to tap into the KCTCS-TRAITS funding to provide training for their incumbent workers.

Meet needs and facilitate engagement of employers . . . through sector specific industry panels. KentuckianaWorks currently convenes groups covering Manufacturing, Healthcare, IT, Construction, and Hospitality. These meetings allow employers to collaborate and address pressing workforce needs. From there, the local workforce system can collaborate to identify appropriate solutions, from applying one of the many training strategies available to the workforce system or designing a unique solution customized to employer needs. A key component of this sector-based strategy is KentuckianaWorks’ support for the academy model at Jefferson County Public Schools, which entails working with groups of employers to ensure alignment between educational programs and the needs of the workplace. We hope this model can be adapted by school systems throughout our Local Workforce Development Area and with other regional boards.

In addition to employer aggregations, members of the business services team meet with employers individually. The Regional Business Services Team (BST) seeks to engage with employers to implement customized solutions based on a workforce needs assessment. From there, BST members are able to leverage the range of options available as part of a regional workforce system. In the past, this has included recruiting from untapped labor pools, work-based learning initiatives (including OJT), and the development of career pathways in order to fully articulate the opportunities available to job seekers.

Support a local workforce development system described in element 3.2 that meets the needs of businesses. KentuckianaWorks links to employers and educators through the regional business services team, industry advisory groups, and the Board itself. This framework provides a platform to communicate employer needs to the career center system along with education and training
providers. This feedback mechanism facilitates alignment between what skills are needed and what skills are provided through education and training.

Examples of this include the M-TEC program that was developed in cooperation with manufacturing employers. This program modified the Certified Production Technician training program to better reflect local needs and to get workers on the job faster. Another example is working with hospitality employers on a program to best prepare individuals to enter into a career pathway in hospitality. We learned from employers that all new employees go through a custom training program based on an available certification. This means that any training focusing on the credential would be redundant. Instead, we focused on the true needs that employers identified which were interpersonal skills. We identified a local training provider that conducted this sort of training and we piloted a small cohort from a community facing high levels of workforce barriers. Lastly, the workforce board convenes groups of employers to support educational alignment within high schools in the local area. This is primarily manifested in our work with the Academies of Louisville schools. This work has led to 100 partnerships and counting between career academies and local businesses.

Better coordinate workforce development programs with economic development partners and programs. KentuckianaWorks is part of the Kentucky Skills Network, which brings together workforce development, economic development, and educational partners to deliver customized solutions to employers. In addition to the Kentucky Skills Network, KentuckianaWorks works closely with economic development agencies within its seven counties to deliver workforce services in conjunction with economic development efforts. KentuckianaWorks staff is regularly included in discussions with potential economic expansion projects by state and local economic development partners. Finally, KentuckianaWorks’ workforce efforts are consistently highlighted in business attraction and expansion efforts as examples of how the local area is developing a talented workforce that meets the needs of employers.

Strengthen linkages between the one-stop delivery system and unemployment insurance programs. KentuckianaWorks works hard to stay connected to and partner with our colleagues at the state who run and oversee the unemployment insurance system. The one-stop delivery system for many years has been driven primarily by the high amount of foot traffic in our comprehensive center from customers seeking help with their unemployment insurance claims. The state recently changed the requirements that mandated UI recipients to visit the Kentucky Career Centers. As a result, foot traffic has plummeted, and local staff inside the KCC at Cedar, led by the One Stop Operator, have been devising new strategies to attract new customers to the Career Centers now that unemployment insurance claims help will no longer drive that foot traffic.

We will work hard to strengthen the linkages between the one-stop delivery system, which is overseen by the local board, and the unemployment insurance programs, which are overseen by the state from the state capitol. Communication will continue to be paramount as we experiment with new ways to attract customers to the Career Centers.

Increase competitive, integrated employment opportunities for individuals with disabilities. KentuckianaWorks is partnering with the state to increase the participation of individuals with
disabilities in high-demand career pathways through the Project CASE grant. Sector-dedicated staff are working to connect students and career center customers with existing Healthcare, IT and Manufacturing training and employer opportunities. The goal is to increase the knowledge and expertise within the career center system to better serve individuals with disabilities and connect pathway work in an intentional way to this population. KentuckianaWorks contractors delivering program services draw upon the support of partners, particularly the expertise of OVR and community resources when serving individuals with disabilities as well as directly provide services and coordinate placement with employers. Furthermore, OVR staff charged with connecting consumers to job opportunities are members of the regional business services team.

Because the Project CASE grant is in its last year in FY20, staff will be focused on ensuring that the lessons learned from the grant can be incorporated into the daily practices of our Kentucky Career Center staff and partners.

D. (L)(R) Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

Given the decreasing funding levels for WIOA, entrepreneurship skills training is an area where the Board has chosen to refer customers to other existing programs wherever possible. For example, there are resources at the Kentucky Career Center at the NIA Center to help people trying to start a business or to grow it into a small business. Skills training efforts in construction also routinely introduce trainees to people who have launched their own business in construction, as a way of “planting the seed” for entrepreneurship early in that field.

E. (L) Describe the type and availability of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

The Kentucky Youth Career Centers (KYCC) have physical locations in Louisville, Bullitt, and Shelby counties and provide mobile services in Spencer, Henry, Trimble, and Oldham counties. The KYCC in Louisville has additional funding support from Louisville Metro Government and is able to serve a larger base of participants and provide some enhanced programming as a result. Participants of the KYCCs are paired with a case manager to conduct an assessment and establish an individual service plan to guide participation in the program. Participants have access to a variety of services including but not limited to education, training, employment, supportive services, youth development services, and follow up. A main component of the education services is GED preparation. In Louisville, participants can receive assessment and GED services on-site at the KYCC. In the Regional Counties, we partner closely with Adult Education sites (separate from the KYCC). Other education services include assistance, both logistical and financial, with occupational skills training or transitioning to post-secondary education. Youth also have access to employment services, including job readiness training and work-based learning opportunities such as
internships (see Internship Academy description below) and job shadows. The Louisville KYCC is able to offer more group programming such as job and career fairs or job shadow tours while the KYCCs in the Regional Counties provide access on an individual level. Furthermore, the KYCCs offer youth development activities such as workshops on financial management or healthy relationships and leadership development opportunities. Finally, the KYCCs provide supportive services and referrals for housing, transportation, food, childcare, and physical and mental health needs, among others to address the youths’ barriers to success. In Louisville, some of this support is able to happen on-site. For example, KYCC Louisville operates as a satellite food pantry for Dare to Care and hosts a college counseling intern for mental health services. In the Regional Counties, support is all provided on a referral basis (although staff make every effort to make a warm hand off).

KYCC services are available to youth with disabilities. KYCC partners with the Office of Vocational Rehabilitation (OVR) and the Office of the Blind (OFB). All eligible students, including those with disabilities, have access to remediation in the subjects of math and reading, for the purpose of raising basic skill levels to promote success in obtaining the GED or entering college or short- or long-term training. All youth, including those with disabilities, are encouraged to participate in Workforce Education, which is a workshop that covers entry-level job-readiness activities, such as resume building, interviewing, dressing for success, workplace culture, and appropriate work behaviors. Additionally, KYCC currently has accessible computer stations in the computer labs.

Reimage and Compass Rose

These programs are focused in Jefferson County and work with youth and young adults between the ages of 16-24 who have been involved with the criminal justice system. This does not directly include youth with physical or mental disabilities, but neither does it preclude them. In fact, program staff have the flexibility to serve youth directly or by referring them to partner agencies to address more specific issues. Primarily, young adults that are served through Reimage efforts have been identified as having varying levels of learning, structural, emotional, and socio-economic barriers. All participants have access to one-on-one case management, education services, job readiness training, service learning opportunities, and mentorship. All Reimage youth are offered short-term credential training via post-secondary education and career pathway exposure. All Reimage youth may participate in supplemental programming offered through KYCC, including youth development activities such as workshops on money management and healthy relationships and leadership development opportunities. Additionally, Reimage offers supportive services like access to Legal Aid, mental health counseling, substance abuse counseling, housing, etc.

KYCC’s Internship Academy program is available to youth who have met a series of benchmarks including obtaining a GED or HSD and a job readiness certificate. After completing a rigorous application process, youth are provided a subsidized job placement at an employer site for 8-10 weeks where they have an opportunity to learn through training, coaching, and workplace experience. Youth also participate in professional development activities before, during, and after their job placement. The professional development curriculum provided by the program covers topics such as financial literacy, entrepreneurship, leadership, team-building, civic engagement, labor market information, and transition to post-secondary education or occupational skills training. In the regional counties, internships are available on an individual rolling basis. In
Louisville, Internship Academy participants enter into the program in cohorts and complete a group project on a topic of local relevance in addition to the subsidized job placement and professional development activities. Youth with disabilities are integrated into work based learning experiences with all other youth but given accommodations as needed. This program contributes to the WIOA requirement that 20% of local funds be spent on work-based learning activities.

Finally, the SummerWorks program specifically identifies youth with disabilities as a population to serve and plans to work with other partners in the workforce system to connect youth with disabilities to job opportunities.

F. (L) Describe how the LWDB coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services. [WIOA Sec. 108(b)(10)]

Coordinate Strategies. Students involved with KYCC programming are linked with a Career Planner, who is instrumental in the creation of a career plan, to include post-secondary opportunities. Students are provided with customized information regarding career pathways, local high-demand career fields, and the opportunity to link chosen pathways with educational resources.

Enhance Services. Programming includes exposure to local colleges via short and long-term training, access to career and/or college fairs, and industry-recognized credential attainment. With the use of Career Calculator web-app, students will have real-time local information regarding career and educational resources.

Avoid Duplication of Services. KentuckianaWorks takes care to ensure that services are not duplicated within the same framework of the Youth Adult one-stop system. For example, the Kentucky Youth Career Center actively partners with local colleges, short term training providers, and various community resources, including but not limited to the KentuckianaWorks network of Career Centers, to provide access to, and information regarding in-demand career pathways to increase educational attainment. Through these partnerships, Case Management data tracked through KEE Suite, and adherence to the newly drafted services overlap policy between Youth and Adult services for the designated ages of 18-24. Similar care is taken within the same framework of both the Youth and Adult One-Stop system.

All workforce education at KYCC is structured to meet the needs of youth participants. Case Managers work one-on-one with youth to ensure the best course of programming is mapped out for each individual.

G. (R) Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11)]

The MOU partners have evaluated KentuckianaWorks’ Supportive Service policy at a recent...
meeting. In addition, the One Stop Operator began the process of developing an Asset Map of supportive services provided by all partners. This Asset Map will be available to all partners to avoid duplication and provide appropriate resources for customers throughout the region.

H. (L) Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by DWI merit staff and the LWDB’s contracted service providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

The most fundamental and important strategies to maximize coordination of services between Wagner-Peyser staff and WIOA staff are the establishment of regular meetings to form service delivery strategy in the comprehensive Career Center and a weekly meeting that brings together all Career Center staff at the same time for regular communication and dialogue. Given the tremendous problems caused by the roll-out of the state’s new data system (KEE Suite), the One Stop Operator, the regional manager for Wager-Peyser, and the program manager for the WIOA-funded contract, met regularly to discuss and change customer flow, staff work assignments, and other vital inner-working of the Career Center operation on a daily or weekly basis. Those same 3 leaders also convene a weekly meeting of their entire staff, plus our colleagues from Vocational Rehabilitation, to ensure customer flow changes and service delivery changes were discussed fully with all staff affected by the changes. These key strategies have allowed the combined teams to remain nimble while focusing daily on great customer service. These same strategies will continue to be used as additional changes -- to KEE Suite, to funding and staffing levels, and to the economy -- take place.

I. (L) Describe how the local board will collaborate with WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232. [WIOA Sec. 108(b)(13)] This will include a discussion of how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232. Adult Education and Literacy grant review training and process oversight to be provided by Kentucky Adult Education.

Collaboration with Adult Education

Our region’s school districts have been systematically lowering their drop-out rates -- and increasing their high school graduation rates -- for years. However, we still have a significant number of adults who lack a high school degree. And regional data is clear that without such a degree, most adults will struggle to find employment that pays enough to reach “self-sufficiency.”

The KentuckianaWorks Board is therefore a big believer in the power of excellent adult education programs to make a powerful difference in preparing many WIOA priority customers for the workforce, in partnership with other elements of the workforce system. Our WIOA-Youth funded programs partner extensively with adult education providers. In Louisville, the Kentucky Youth Career Center is actually run by Jefferson County Public Schools Adult & Continuing Education. Thus, Adult Ed is both a contractor on, and a partner to, that program -- because Adult Ed provides
significant educational services on-site at the KYCC-Louisville at no extra charge to the program.

Similarly, the KYCC-Regional, run for us by Goodwill Industries of Kentucky, partners extensively with Adult Ed providers in our six regional counties. As young adult students are working on their GED through Adult Ed, they receive a lot of case manager, career planning, and wrap-around services from their case managers at the KYCC-Regional -- avoiding duplication and maximizing the impact of government investments on these fragile young adults.

**Adult Education Selection Process**

KentuckianaWorks participated in the review of local applications submitted under Title II under the direction of the Kentucky Adult Education office.

**J. (L)** Please describe the direction given by the Governor and the local WDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134 (c)(3)(E).

KentuckianaWorks has developed a policy addressing the Priority of Service for Adults that incorporates the conditions set forth in WIOA sec.134 (c)(3)(E). The One Stop Operator is required to assure that program service providers receive training regarding Board policies. The priority status of all adult participants is determined during the initial eligibility review and the priority level is recorded in the participant file and data record.

**K. (L)** Please describe how the Kentucky Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

The Commonwealth of Kentucky has made giant strides to create a new technology platform for the workforce system -- called “KEE Suite” -- that is revolutionizing the intake and case management information system for the Kentucky Career Centers. In its first year of operation, the rollout suffered from many of the same “bugs” and defects that many new data platforms do -- but our state partners are working tirelessly to improve the system so that it works for front-line staff. As they do so, all of the partners in the Kentucky Career Centers in our region are providing the state with written feedback and items to create or correct, as well as testing the system for effectiveness on a daily basis and reporting back in real time. The new system still requires A LOT of work to meet its purpose -- which is to function as the new intake and case-management system for the workforce system across Kentucky. We intend to remain an active partner with the state as they work to achieve this goal, and will continue to provide real-time feedback and suggestions as we do so.
A. (L) Describe the one-stop delivery system in the local area including:

1. The local board’s efforts to collaborate with employers, to provide continuous improvement of business services and to operate a “Job-driven” delivery system.

2. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan

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1. The local board’s efforts to collaborate with employers, to provide continuous improvement of business services and to operate a “Job-driven” delivery system.

The KentuckianaWorks Board has made major investments in time and money to ensure employers are treated as one of our two core customers (job seekers being the other). The staff includes a Director of Sector Strategies, a full-time program manager who staffs multiple sector-focused employer groups, and two other professionals whose duties include the staffing of similar sector-focused employer groups.

Additionally, the contract of our Kentucky Career Center service provider includes a Director of Business Services, and multiple professionals who are calling on employers across our 7-county region to ensure their needs are being met and their jobs are known to our Career Center job seekers.

The Director of Sector Strategies and the Director of Business Services convene regular meetings of all employer-facing staff members at partner agencies. They’ve also implemented the use of a Salesforce platform across all of these employees, making it easy for any employer-facing staff member to see previous activity with that employer in real time.
In the next two years, we expect to further refine this effort, using data to drive our improvement efforts.

2. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.

While the Commonwealth provides the oversight of training providers who qualify for the Eligible Training Provider List, the KentuckianaWorks Program Oversight Committee (POC) periodically reviews the performance of training providers regarding completion and job placement of KentuckianaWorks customers who complete the training program. When trainings are not locally available for in demand occupations, KentuckianaWorks works as a catalyst to identify and encourage potential training providers.

More importantly, the KentuckianaWorks staff monitors the performance of contracted service providers continuously. This may happen through reviewing of performance reporting, scheduled monitoring, and regular meetings with contractor staff. This ensures that contractors are meeting the requirements set forth in their contract but also that they have the support they need to be successful in helping job seekers and employers.

3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means.

KentuckianaWorks provides mobile service delivery in all counties without a brick-and-mortar career center. Service delivery includes dedicated outreach and case management staff assigned by county. The KCC Connect online referral system provides a means for partners to coordinate service delivery among customers resulting in personalized outreach to the customer. KentuckianaWorks will continue to experiment with technology as a means of service delivery including enrolling Tech Louisville and Code Louisville students in the Unite Us system and evaluating if it would be a good approach to roll out to the rest of KentuckianaWorks program participants. Customers in the regional counties are already accessing online workshops and participating in the Code Louisville initiative. Additional support for accessing service is provided through the One-Stop operator role that is charged with coordinating partner services and information sharing.

4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.
As part of Career Center Certification, career centers are reviewed to determine ADA compliance and to assure they are equipped to serve individuals with disabilities. The Department of Labor has indicated that for WIOA section 188, only technical changes have been made to the 30 rules proposed in 1999 to implement section 188 of the Workforce Investment act of 1998.

KentuckianaWorks will continue with the following to assure compliance with section 188:

- Sub-recipient contracts will contain a non-discrimination clause referencing federal, state and local laws. Sub-recipients will be monitored.
- Partners under Memorandum of Understanding will provide assurances on nondiscrimination and equal opportunity and are subject to KentuckianaWorks monitoring.
- KentuckianaWorks will continue to cooperate with Equal Opportunity and non-discrimination compliance monitoring by the Career Development Office.

**5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.**

The KentuckianaWorks Board conducted a half-day strategic planning retreat on May 29, 2019 to review its previous strategic plan and to make any changes needed. The feedback from that retreat was then incorporated into the draft WIOA Local Plan that was placed on the KentuckianaWorks website for public comment and circulated to the KentuckianaWorks Board on June 26, 2019. The Board will be revising the Local Plan by September 30, 2019 to incorporate metrics from some of the key goals of the strategic plan that will be discussed at the Board meeting on June 27, 2019. Any feedback received from that Board meeting, as well as any feedback received from the public comment period in late June - mid July, will be incorporated into that final version of the Local Plan.

**B. (L) Describe the local board’s assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]**

The KentuckianaWorks Board is generally pleased with the type of employment and training activities available in our region. The region’s high schools are making yeoman efforts to link their offerings more closely to the needs of the region’s employers, and to ensure that a growing number of their graduates leave with an industry-recognized credential and college credit wherever possible. The region’s post-secondary providers also offer a wide mix of classes and degrees that align with the needs of our region’s employers.

The KentuckianaWorks Board is less pleased with the availability of training activities, particularly for WIOA Adult and Dislocated Worker customers. WIOA funding levels have dropped by a third in our region in the last decade, making it much more difficult for the Board to offer retraining services to the number of customers in the Career Centers who need them. The Board has offset these funding cuts by working to raise outside money to offer training at the Kentucky Manufacturing Career Center, where over 1,500 people have been placed into manufacturing jobs.
in the last 5 years, with most of them receiving training before that placement funded with non-federal dollars. Similarly, the Board has funded the innovative Code Louisville program, which has now trained over 550 people for at least 6 months, with over 400 job placements at an average wage of over $40,000 a year, out of an expiring federal (Workforce Innovation Fund) grant. In the future, the bulk of Code Louisville funding will come from non-WIOA sources.

Thanks to funding support from our colleagues at the state, Kentuckiana Builds is similarly providing effective training for people who want to enter the construction field. But without that additional funding from our state partners, the successful effort would likely have to be abandoned.

In previous years, KentuckianaWorks offered training scholarships to more people pursuing jobs in healthcare or trucking than in any other fields. But the WIOA funding cuts -- and the lack of alternative funding sources to support this training -- have practically eliminated the training availability for these two in-demand, high-wage sectors. The Board is not happy about this, and continues to seek alternative funding methods to restore the availability of these training tracks for WIOA customers.

C. (L) Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]

Rapid Response is a service available to any employer laying off individuals but is typically offered to companies who submit a Worker Adjustment and Retraining Notification (WARN) Act notice—meaning they will be laying off 50 or more employees. The Local Area Rapid Response Coordinator (LARRC) comes from the Adult Career Services provider and coordinates directly with the statewide rapid response coordinator to set up an event, preferably onsite, to explain the range of resources available to include WIOA, how to file UI and particulars as to when to apply. In addition to the LARRC, the KentuckianaWorks Director of Sector Strategies, coordinates with other agencies—including OVR and DOL—as appropriate to deliver coordinated and customized services to the affected individuals. This can even include scheduling job fairs with companies that are looking for people with the same skills as those being laid off, which would help those individuals avoid unemployment altogether.

D. (L) Provide an analysis and description of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9)]
Identify successful models and best practices for youth workforce activities relevant to the local area.

The Kentucky Youth Career Centers (KYCC) have physical locations in Louisville, Bullitt, and Shelby counties and provide mobile services in Spencer, Henry, Trimble, and Oldham counties. The KYCC in Louisville has additional funding support from Louisville Metro Government and is able to serve a larger base of participants and provide some enhanced programming as a result. Participants of the KYCCs are paired with a case manager to conduct an assessment and establish an individual service plan to guide participation in the program. Participants have access to a variety of services including but not limited to education, training, employment, supportive services, youth development services, and follow up. A main component of the education services is GED preparation. In Louisville, participants can receive assessment and GED services on-site at the KYCC. In the Regional Counties, we partner closely with Adult Education sites (separate from the KYCC). Other education services include assistance, both logistical and financial, with occupational skills training or transitioning to post-secondary education. Youth also have access to employment services, including job readiness training and work-based learning opportunities such as internships (see Internship Academy description below) and job shadows. The Louisville KYCC is able to offer more group programming such as job and career fairs or job shadow tours while the KYCCs in the Regional Counties provide access on an individual level. Furthermore, the KYCCs offer youth development activities such as workshops on financial management or healthy relationships and leadership development opportunities. Finally, the KYCCs provide supportive services and referrals for housing, transportation, food, childcare, and physical and mental health needs, among others to address the youths’ barriers to success. In Louisville, some of this support is able to happen on-site. For example, KYCC Louisville operates as a satellite food pantry for Dare to Care and hosts a college counseling intern for mental health services. In the Regional Counties, support is all provided on a referral basis (although staff make every effort to make a warm hand off).

KYCC services are available to youth with disabilities. KYCC partners with the Office of Vocational Rehabilitation (OVR) and the Office of the Blind (OFB). All eligible students, including those with disabilities, have access to remediation in the subjects of math and reading, for the purpose of raising basic skill levels to promote success in obtaining the GED or entering college or short- or long-term training. All youth, including those with disabilities, are encouraged to participate in Workforce Education, which is a workshop that covers entry-level job-readiness activities, such as resume building, interviewing, dressing for success, workplace culture, and appropriate work behaviors. Youth with disabilities are also encouraged to participate in work-based learning activities and accommodations have been made on an individual basis for them to be successful in their participation. Additionally, KYCC has accessible computer stations in the computer labs.

Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. KentuckianaWorks made out-of-school youth services a priority even before the passage of WIOA. Since that time, KentuckianaWorks has targeted almost all Youth funding to serve out-of-school youth. While KentuckianaWorks will continue to serve primarily out-of-school youth and meet the 75% expenditure rate, we will also serve a small
percentage of in-school youth—youth from targeted populations that are at a higher risk of becoming disconnected youth in the future (e.g. youth with disabilities).

**Provide information on types of work-based learning activities planned for youth.** KYCC’s Internship Academy program is available to youth who have met a series of benchmarks including obtaining a GED or high school diploma and a Workforce Education certificate. After completing a rigorous application process, youth are provided a subsidized job placement at an employer site for 8-10 weeks where they have an opportunity to learn through training, coaching, and workplace experience. Youth also participate in professional development activities before, during, and after their job placement. The professional development curriculum provided by the program covers topics such as financial literacy, entrepreneurship, leadership, team-building, civic engagement, labor market information, and transition to post-secondary education/occupational skills training and/or employment. In the regional counties, internships are available on an individual rolling basis. In Louisville, Internship Academy participants enter into the program in cohorts where they complete a group project on a topic of local relevance in addition to the subsidized job placement and professional development activities.

In addition to the Internship Academy experience described above, KentuckianaWorks offers job-shadowing experiences so that a broader group of youth will have access to work-based learning activities. Although less intensive than the Internship experience, youth participating in a job shadow experience benefit from career exploration and exposure to the occupational skill requirements and career pathways available in particular industries. KentuckianaWorks focuses on providing job shadow tours in high-demand fields in the local labor market but will also accommodate individual job shadows focused on a particular participant’s niche interest.

Both Internship Academy and the job shadow tours contribute to satisfying the WIOA requirement that 20% of local funds to be spent on work-based learning activities.

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**E. (L) Describe local board actions to become and/or remain a high-performing local board, consistent with the factors developed by the Kentucky Workforce Innovation Board.**

The KWIB has enunciated a number of factors to encourage Boards to become “high-performing local boards,” including thinking beyond the scope of WIOA, actively engaging private sector board members, and striving for innovation in tackling workforce development issues.

The KentuckianaWorks Board won “High Performing WIB” certification from the KWIB in 2013-2014 and has not slowed in its quest to continue producing national-caliber workforce innovations in our region.

The FY 2020 budget for KentuckianaWorks and its 501(c)(3) subsidiary, the KentuckianaWorks Foundation, is over $13 million, with only half that amount coming from the core funding streams of WIOA and Trade. The Board continues to “think beyond the scope of WIOA” by raising money, designing programs, securing contractors, and delivering services that solve workforce challenges. These initiatives include:
1) An award-winning summer jobs program in Louisville;
2) An award-winning effort to meet the hiring needs of the manufacturing sector through our Kentucky Manufacturing Career Center and an innovative education and training partnership with the Manufacturing Skills Standards Council;
3) The Academies of Louisville effort, which has created a world-class career academies system that aligns high school pathways with major areas of economic growth in our region;
4) Code Louisville, a path-breaking approach to training a large number of people to become software coders and developers and Tech Louisville which helps individuals from economically disadvantaged communities gain the skills to start careers as computer user support specialists;
5) An award-winning web app, the Career Calculator, which puts labor market information at the fingertips of anyone in our region with a computer or a smart-phone;
6) ShelterWorks which has pioneered a national model for housing and workforce partnership that aims to support individuals experiencing homelessness to enter career pathway employment and permanent housing by participating in short-term occupational training and gaining industry recognized credentials;
7) An evolving effort to serve court-involved youth and help them get their lives back on the right track educationally and economically; and
8) An effective welfare-to-work program that has helped thousands of people get off welfare and into paid employment over the past decade.

The KentuckianaWorks Board is committed to providing strategic leadership for our region on the workforce challenges we face, and is equally committed to seek funding and partnerships wherever possible to address these challenges.

F. (L) Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)] This should include how contracts will be coordinated with the use of Individual Training Account’s and how the LWDB will ensure informed customer choice in the selection of training programs.

KentuckianaWorks has had an established policy for many years for issuing individual training accounts (ITAs). The policy includes clear guidance on customer eligibility for WIOA training funds, the amount of assistance available per customer per year, the training programs that are eligible to be funded, the linkages to the customer’s career development plan, and the priority of service and customers’ accountability in the process. The KentuckianaWorks has recently updated these policies. In addition, the Board has created a methodology for identifying the high demand occupations for which customers can access ITA dollars when they are available.

Unfortunately, WIOA funding cuts have decimated the availability of ITA dollars in our region, so that too often these policies are abstract “thought exercises” that don’t apply to real customers,
because the funding simply isn’t there to support these ITA activities. We will continue to advocate for increased funding levels for WIOA from Congress so that more of our customers who want and need ITA dollars to pursue and complete the training they need to become productive working citizens will be available to them.

Chapter 5: Compliance/Performance/Administrative Cost

Responses should be focused on the local area’s compliance with federal or state requirements.

A. (R) Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and Workforce Investment’s Office of Vocational Rehabilitation (OVR) and Office for the Blind (OFB) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration and coordination. WIOA Sec. 108(b)(14).

Regional Plan submitted separately

B. (R) Describe the establishment of the administrative cost arrangement including the pooling of funds for administrative costs, as appropriate for the region.

Regional Plan submitted separately

C. (R) Describe the establishment of an agreement concerning how the planning region will collectively negotiate on and reach an agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.

Regional Plan submitted separately

D. (L) Identify the local grant recipient of Title 1 responsible for the disbursal of grant funds. [WIOA Sec. 108(b)(15)]

After bidding in 2015 to be the fiscal agent for the KentuckianaWorks Workforce Development Board, KentuckianaWorks is the entity responsible for the disbursal of grant funds. This designation was renewed by the KentuckianaWorks Board and the Chief Local Elected Officials Board in 2017 and again in 2019.

E. (L) Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes but is not limited to the process used to award funds to a one-stop operator and other sub-
recipients/contractors of WIOA Title I adult, dislocated worker and youth services. [WIOA Sec. 108(b)(16)]

Please see the attachments for Louisville Metro purchasing policy, which KentuckianaWorks follows, and which describe the competitive bid process, evaluation, selection and sole source. The KentuckianaWorks Board has the final approval of vendor and sub-recipient recommendations.

F. (L) Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

Note: This description may include when, how and by whom the indicators are being employed; and if the measured performance and effectiveness are used in a continuous improvement process.

Program performance is detailed in each provider sub-contract. These performance indicators are provided to the Program Oversight Committee (POC) at regularly scheduled meetings. Additionally, common measure performance is reported to the POC from each program year quarter. The combination of common measure performance and contract performance is a basis for assessing the one-stop delivery system. Going forward, the new common measure to determine the effectiveness of serving employers will augment this on-going review of the system.

We the undersigned attest that this submittal is the Regional and Local Plan for our Local Workforce Development Area (LWDA) and certify that this plan has been prepared as required, and is in accordance with the applicable Workforce Innovation and Opportunity Act Regional Innovation and Local Comprehensive Plan Guidance.

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