

LWDB name: KentuckianaWorks

Regional name: Kentuckiana Bi-State Region (KentuckianaWorks and Southern Indiana Works)

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 C.F.R. § 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 C.F.R. § 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.

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).

Regional Plan submitted separately

- 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 C.F.R. § 679.560(a)]

Prior to the onset of the COVID-19 pandemic in the spring of 2020, the economic conditions for the Louisville Metropolitan Statistical Area (MSA) were better than they had been in many years. According to data from the Bureau of Labor Statistics, the 2019 unemployment rate was 3.7 percent, a 20-year low. The size of the region's labor force was the largest it had been in thirty years or more.

Of course, the pandemic changed everything. Unemployment rates reached levels not seen in a lifetime. After peaking at the highest rate ever recorded in April 2020, the region averaged an unemployment rate of 6.7 percent in 2020 and the size of the labor force fell by nearly 16,000 workers. Recovering from this public health and economic catastrophe will be the defining feature of workforce and economic development over the next several years. The digital divide, the need for social distancing, increased automation, and increased online learning and remote work are all creating big implications for the workforce in ways that are still being determined.

Only about half of the region's online job postings in 2020 provide minimum educational requirements. Among the job postings with educational requirements listed, 56% list an Associate's degree or above as the minimum educational requirement of the position.

According to the region's online job postings in 2020, the top basic skills advertised by local employers across all occupations include communication skills, physical abilities, organizational skills, teamwork and collaboration, and attention to detail. The top specialized skills advertised by local employers across all occupations include customer service, scheduling, sales, patient care, and cleaning. The top tech skills advertised by local employers across all occupations include the Microsoft Office Suite, SQL, Oracle, Java, and Salesforce.

The top five in-demand skills for the Region's five key industry clusters according to online job postings in the region are:

- Business and IT occupations – basic customer service, Microsoft Office and productivity tools, project management, business process and analysis, and business strategy
- Construction occupations – repair, plumbing, carpentry, HVAC, and basic customer service
- Healthcare occupations – basic patient care, emergency and intensive care, medical support, basic living activities support, and general medicine
- Logistics occupations – trucking industry knowledge, forklift operation, truck driving, HAZMAT, and customer service
- Manufacturing occupations – forklift operation, repair, packaging, machinery, and customer service.

Notably, soft skills are in-demand across all key industry clusters.

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. Include goals in preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Also, 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 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)] TEGL 7-20

The KentuckianaWorks Board undertook a rigorous Strategic Planning process in the fall of 2020. The Board – and indeed the city of Louisville and the nation – was shaken by the Breonna Taylor tragedy and the summer of protests that followed, and wanted to engage deeply in charting a path forward that would align the Board’s work with our region’s response to those events.

The Board spent a half day in October 2020 in a strategic planning retreat facilitated by an outside expert, then spent additional hours at Board meetings from November 2020 through March 2021 considering drafts and offering suggestions. The Board finalized its new Strategic Priorities at their April 2021 Board meeting, and they can now be found prominently on our website (you can read them in detail at:

<https://static1.squarespace.com/static/5941dba2b3db2bab435fa5a7/t/6082d61a6bf77968c7dba476/1619187226889/Strategic+Priorities+April+2021.pdf>

It should be noted that for the first time, the Board has made it an explicit priority of our work to address racial equity – and to track the impact of all of our efforts at least in part through that lens.

The Board doubled down on its long-time commitment to Alignment work, specifically trying to improve the linkages between what our high school students are learning and what employers want them to know and be able to do if they enter the workforce immediately after high school. This Alignment work also focuses on ensuring that what is taught and learned in high school is completely aligned with our community college system – so that more high school kids earn college credit and industry-recognized credentials in high school that position them to succeed either in the workforce or in higher education once they graduate from high school.

- 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 vision and goals of the KentuckianaWorks Board are in total harmony with those of the Commonwealth’s State Plan. The Commonwealth’s focus on Operations and operational excellence is reflected in the KentuckianaWorks Board’s priority to Convene & Partner to

Drive Change and Maximize Outcomes. The Commonwealth's focus on Education and Workforce Alignment is mirrored in the KentuckianaWorks Board's focus on Alignment. The Commonwealth's focus on Engagement and Outreach is mirrored by the KentuckianaWorks Board's focus on Racial Equity (which requires new and different outreach strategies to succeed) and its priority to Convene and Partner to Drive Change and Maximize Outcomes. The Commonwealth's focus on Resource Alignment is mirrored by the KentuckianaWorks Board's continued commitment to utilize WIOA as the "floor" and not the "ceiling" to its work – which is reflected in the fact that less than 50% of KentuckianaWorks' FY22 Budget will come from WIOA funds.

- C. (L) Describe how the local board's vision and goals take into account an analysis of the strategies in working partnership with the other entities that carry out the core programs, and the required partners in the alignment of resources.

In October 2020, the KentuckianaWorks Board spent half a day in a retreat where the intent was to update the Board's strategic plan. 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 (including, but not limited to, the Kentucky Manufacturing Career Center, the Mayor's SummerWorks Program, and the Academies of Louisville initiative) all while keeping a strong equity lens in mind. Through strong working partnerships with parties in the public sector (i.e., Louisville Forward and the regional county judge executives), the private sector (GE Appliances, Humana, UPS, Norton Healthcare, etc.), education providers (i.e., public school systems, the University of Louisville, and Jefferson Community & Technical College), and local non-profits (e.g., the Louisville Urban League, Goodwill Industries of Kentucky, Kentucky Refugee Ministries, etc.), KentuckianaWorks is more committed than ever in the alignment of resources to prepare employers and potential employees with the future needs of the Louisville area economy by carrying out the organization's core programs.

The Board's Strategic Priorities document includes this goal: "Provide leadership and oversight to every federally-funded workforce program we can gain authority over to maximize the number of people we help to get a job. KentuckianaWorks receives and manages the TANF "Welfare to Work" funding for Jefferson County (but inexplicably, not for the other six counties in our region) in a strong partnership with Goodwill of Kentucky called "the Power of Work." KentuckianaWorks also receives the SNAP E&T funding for our region (although the funding amount is woefully inadequate to meet the demands of the program). The Board believes in the power of aggregating these "core" programs under the leadership of local boards – as has been done for years in states like Texas and Florida – and continues to advocate for such an arrangement to become the norm in Kentucky as well.

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. Include 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 should also 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 KentuckianaWorks Board recently created a new Strategic Priorities document with seven key Board priorities:

1. Racial Equity
2. Alignment
3. Jobs, Jobs, Jobs
4. Data and Research
5. Convene and Partner
6. Productive State Partnerships
7. Tech Training

The Board’s complete Strategic Priorities document is available on the KentuckianaWorks website (www.kentuckianaworks.org), but it is worth hitting some of the highlights of these strategic priorities here.

Racial Equity – The KentuckianaWorks Board wants to “lean in” to make sure that we are making the largest difference possible for African-Americans across all of the work that we do. This translates to creating a racial equity dashboard for all of our programmatic efforts, determining how our Adult and Youth Career Centers and job training efforts can make the biggest difference to African-Americans in our region, investigating options for redirecting Board resources to better serve African-American customers, seeking funding for initiatives that improve racial equity, adding communications products that target African-American

jobseekers, and using the Board's convening power to map how major players can work together to maximize our combined impact on African-American job seekers and their families.

Alignment – The KentuckianaWorks Board wants to ensure that high school offerings are aligned with the need of regional employers so that the highest possible number of high school students gain knowledge and skills while in high school that will make them more aware of the needs of the regional economy, more marketable after graduation if they wish to enter the workforce, and more ready to enroll and succeed in post-secondary education and training if that is their wish. This translates to continuing to staff the Academies of Louisville Guiding Team, advancing SummerWorks alongside the Academies of Louisville as a viable work-based learning strategy for high school youth and young adults, implementing the new WorkBay technology platform to create a new, work-based learning platform where employers and high school students can find each other both for summer jobs and for school-year work experiences, and developing labor market intelligence tools and partnerships with employers that use the WorkBay platform as the vehicle for raising awareness about jobs and career.

Jobs, Jobs, Jobs – The KentuckianaWorks Board is always focused on helping as many people as possible find employment, but we are especially focused on this simple but important priority as the region and the nation continue to try to survive during the pandemic and then recover strongly from it. This translates to experimenting with new ways to help job seekers and employers find each other, providing leadership and oversight to every federally-funded workforce program we can gain authority over to maximize the number of people we help to get a job, and continuing to utilize a sector-focused approach to organize employers in the same sector, help them identify their common workforce challenges, and create strategies to solve those challenges wherever possible.

Data and Research – The KentuckianaWorks Board wants to ensure we learn everything possible about what has worked in our past efforts to help people gain the skills they need to gain employment, and then utilize that knowledge in our work as we move forward. This translates into getting KentuckianaWorks' past data in order so it can be utilized for research purposes, transitioning as many non-WIOA KentuckianaWorks programs to a new data tracking system called Launchpad as possible, investing in a data repository that will store data across various data systems, including KEE Suite, Launchpad, Workbay, KCAC (the KentuckianaWorks College Access Center), and from external data systems such as GoodData, when data sharing agreements can be established, beginning research on key programs and their outcomes, and continuing to inform the state about the fatal flaw of KEE Suite and encourage them to select a new system.

Convene and Partner to Drive Change and Maximize Outcomes – The KentuckianaWorks Board recognizes that our programmatic efforts can only be part of the region's strategy that helps residents gain employment and reach economic self-sufficiency. The federal government simply does not fund these programs at a level that allows them to meet the many needs of job seekers and employers in our region. Therefore, we want to reach out to key partners and

potential partners to learn more about their efforts to help job seekers and employers, and to find ways to maximize our combined impacts and to reduce duplication of efforts wherever possible. This translates into renewing our commitment to partnering with Southern Indiana Works to build out a true, bi-state workforce partnership, working with labor unions in the building trades to increase the number of African-Americans in apprenticeships, implementing a new business services contract that reduces duplication between KentuckianaWorks programs and increases job placements across those programs, and working with the Coalition Supporting Young Adults (CSYA) and Louisville Metro Government’s Office of Youth Development to coordinate efforts, resources, and data sharing regarding opportunity youth and young adults.

Partnership with the State – The KentuckianaWorks Board wants to build the strongest partnership possible with our state colleagues. This translates into working closely to close the gap between the Kentucky Workforce Innovation Board (KWIB) and their strategic plan, and the work of the KentuckianaWorks Board and its Strategic Priorities, building strong connections with the Education and Workforce Cabinet, building strong connections with other parts of state government relevant to our work, and pursuing key programmatic and funding priorities with an eye to where the state can participate as a partner or funder.

Tech Training -- The KentuckianaWorks Board Wants to Reach the Largest Scale Possible with our Information Technology Training Efforts and Partnerships. This translates into continuing and growing Code Louisville and Tech Louisville training efforts, and partnering with Microsoft’s Future of Work initiative to expand the scale and scope of tech training programs for both adults and young people.

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 the KentuckianaWorks Board has extensive partnerships with:

1. Vocational Rehabilitation

KentuckianaWorks was proud to have partnered with the Office of Vocational Rehabilitation (OVR) to implement Project CASE—a sector-specific approach to placing more people with disabilities into jobs in healthcare, manufacturing, and information technology. Now that the grant has ended, work continues on building our system partnership through a working group consisting of Career Center staff from OVR, Youth, Adult, the One-Stop Operator, and KentuckianaWorks. This group meets quarterly to continue the intentional partnership developed during the grant and focus on system collaboration and coordination to optimize services to individuals with disabilities across programs. In addition, KentuckianaWorks is a partner on OVR's RETAIN grant, to help injured or ill workers remain in or return to their jobs by implementing early intervention strategies.

2. Adult Education

KentuckianaWorks partners with Adult Education in numerous ways across our 7-county region. While not co-located in our centers, Adult Education partners to provide

customers with Test of Adult Basic Education (TABE) assessments, remediation opportunities and GED instruction where needed to help customers improve their education and skill levels. Both in Louisville (where Jefferson County Adult & Continuing Education is the provider) and the regional counties (where JCTC is the provider), Skills U is a referral source into our programs, and the workforce programs likewise refer to Skills U for adult basic education and English Language Learning. In Louisville, Skills U has also partnered with KentuckianaWorks to offer several vocational ELL programs, including healthcare and manufacturing.

3. 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. 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.

4. Job Corps

KentuckianaWorks has partnered with Job Corps to support young adults pursuing career pathways through further training and employment. Job Corps has 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 and considers them an excellent resource for training KYCC participants.

5. 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. This program has trained 75 individuals since 2017 and placed 59 into employment. Significantly, the ShelterWorks program has led to improved coordination between housing and employment services. 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 hope to increase them through the Unite Us referral tool, which is planned to expand to all the regional counties in 2021.

6. Career Development Office (CDO)

In 2021, KentuckianaWorks is certifying the NIA Center at 29th and Broadway as the comprehensive center for our region and leaving 600 West Cedar, the region's Unemployment Insurance office. CDO has been invited to locate staff at NIA, and we will continue to coordinate with CDO on career services in our system (both in-person and virtually or through referrals). During the COVID-19 pandemic, KentuckianaWorks explored and implemented new ways to offer workforce services online and through mobile delivery services. Many of these new approaches – such as Career Edge, virtual

workshops and more online training options—will continue post-pandemic. 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.

7. County Governments.

It should be noted we have made significant changes in the number of retail centers supported and how the provider services are organized in 2020 - 2021. Funding cuts necessitated closing stand-alone youth career centers in Shelby and Bullitt County in the past year; however, we have benefited from the partnerships of the county judges in Henry, Shelby, and Bullitt Counties and have been able to locate at new locations that include youth and adult services in those counties. Bullitt and Shelby Counties have provided the space at no cost.

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 Academies of Louisville Guiding Team (which we staff) and the Evolve 502 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 renewed it again for another two-year period in 2019. The CLEO Governing Board will be asked to renew that grant for another two-year period at their June 2021 meeting. The KentuckianaWorks staff has a long and proud history of strong financial management and oversight: since 2002, the Board and staff have managed over \$225 million with no disallowed costs and no significant audit findings.

4. **Operator(s).** The One Stop Operator contract has been competitively procured twice (in 2017 and 2019). Both times, KentuckianaWorks worked through Louisville Metro Government Purchasing to ensure a fair and competitive process, and both times Equus (formerly ResCare) won the contract (note that while Equus also holds the Adult Career Services contract, the two contracts are separate and a “firewall” is observed between them). The KentuckianaWorks Board has approved an approach to implementation of the One Stop Operator contract that emphasizes 1) coordination and collaboration among the MOU partners, 2) building a robust referral system, 3) providing professional development to all MOU partners, and 4) ensuring excellent customer services in the career centers. The One Stop Operator does not manage the centers in the KentuckianaWorks region.

5. **Required program partners.** Under the direction of the KentuckianaWorks Board, KentuckianaWorks expects to continue to be engaged with our program partners throughout 2021 and 2022, to work together to enhance a service delivery strategy that maximizes resources while providing a high level of customer service to all who seek our help. The One Stop Operator is key to this mission, which is supported through quarterly MOU partner meetings and ongoing career center certifications. In the past two years, we transitioned from an online referral tool we developed (KCC Connect) to the referral tool promoted in the region by Metro United Way, called Unite Us. The One Stop Operator has been critical to this transition and continues to support new partners who sign on.

6. **Major contractors providing Adult/Dislocated Worker and Youth program elements.** All contractors were competitively procured. Equus (formerly ResCare) is currently the contractor for Adult and Dislocated Worker career services. Equus provides career services at the NIA Center and the Kentucky Manufacturing Career Center in Louisville, the Hope Center in Henry County, the Stratton Center in Shelby County, and the Buckman Street Center in Bullitt County. In addition, they provide mobile career services in the regional counties and Business Services throughout the regional counties. Goodwill Industries of Kentucky has been the provider of WIOA Youth services in the regional counties for ten years, and through a competitive procurement in 2021, they won the contract for the Louisville Metro WIOA youth services as well (will be recommended to the Board for final action at our May 27th Board meeting). Goodwill provides youth services at the Hope Center in Henry County, the Stratton Center in Shelby County, and the Buckman Street Center in Bullitt County. Beginning July 1, 2021,

Goodwill will also be providing WIOA youth services in Louisville at the Kentucky Youth Career Center on 4th Street, the NIA Center at 29th & Broadway, and Goodwill's resource center on East Broadway.

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 actively with the Coalition Supporting Young Adults (CSYA) and the Louisville Metro Government Office of Youth Development (OYD). Through CSYA and OYD, KentuckianaWorks is part of a developing 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 federally and locally-funded 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. Include 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)]

The KentuckianaWorks Board is committed to expanding access to employment, training, education, and supportive services for eligible individuals wherever possible – particularly as a way of addressing our Strategic Priority of doing more to address racial equity. However, it should be noted at the outset that KentuckianaWorks received \$6.5 million in WIOA funds in FY16, and is slated to receive only \$4.5 million in FY22 – and it is not possible to continually expand access to employment, training, education, and supportive services when the funds to support that work continue to decline. This is one of the key reasons why the Board has also identified as a Strategic Priority to Convene and Partner with other organizations wherever possible to create the kind of expanded

access mentioned here. There are many examples of this kind of partnering that we can describe:

- KentuckianaWorks has raised outside funding to purchase and implement a new technology platform for work-based learning opportunities for high school students across the 13-county, bi-state area. We have only just begun to implement that new platform, but as we do, we expect this platform – in combination with our sector-focused employer advisory groups and our business service team outreach – to increase dramatically the number of these opportunities for young people in the coming years.
- We are creating a more overt partnership with Goodwill Industries of Kentucky, so that their efforts are focused on participants who have multiple barriers and need intensive help to do so. As those participants begin to stabilize their lives and demonstrate they are ready for full-time, private sector work opportunities, Goodwill will partner with our Kentucky Career Center system to connect those participants to employment and training opportunities.
- The Kentucky Youth Career Center in Louisville partnered with Coalition for the Homeless and other partners to win a HUD grant that is now providing housing options to more of our KYCC participants who have housing needs. This grant has the potential to become a recurring funding stream, providing better housing options to KYCC participants year after year – a huge increase to the supportive services available to them.

With our core partners, we will continue to work together to find ways to expand services as funding and staffing levels allow. Other parts of this Local Plan outline our many partnerships with the Office for Vocational Rehabilitation and other core partners. We intend to continue those partnerships, as well as to explore new ways we can deliver services to help more people reach their employment and educational goals.

- C. (L) Identify and describe (for each category below) the strategies and services that are and 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 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, use of effective business intermediaries, and other business services and strategies that support the local board's strategy [WIOA Sec. 108(b)(4)(A) and (B), and 20 C.F.R. §§ 679.550-580]

Employer engagement – We do this through two main tactics. We staff and organize regular sector-focused meetings of leading employers in construction, manufacturing, health care, and information technology. We also fund and oversee a business service team approach that included not just WIOA-funded employees at our contractor/partner Equus, but also at many of our core partners as well. We intend to continue both of these efforts in future years.

Meet the needs of business – Our Kentucky Career Center team continues to be nimble in trying different ways to meet the needs of employers. As our “Jobs, Jobs, Jobs” priority in the Strategic Priorities document makes clear, we intend to continue to experiment with new approaches, since the post-pandemic world has clearly created challenges for workforce professionals across the country that we are still trying to figure out.

Coordinate with economic development – We meet regularly with economic development officials in our seven-county area, partner with those in our Southern Indiana region as well, and update the Targeted Occupations list to ensure any training dollars we are able to spend are helping people gain skills that will prepare them for in-demand jobs in our market.

Linkage between UI system and Kentucky Career Centers – We hope to continue to partner with our state colleagues so that we can get access to RESEA and other UI participants, so that we communicate with them about the ways we can help them get reemployed. This can include utilizing the state's ability to communicate with them to let them know about hiring events, job training funds available, and other opportunities to help them either get re-employed or gain new skills to do so.

Individuals with disabilities – Our primary focus here is to continue partnering with our colleagues at the Office of Vocational Rehabilitation to expand these opportunities.

- D. (L) (R) Describe local and regional efforts to support and promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5) and 20 C.F.R. § § 679.550-580]

KentuckianaWorks partners closely with city, county, and regional Economic Development Organizations by assisting with Business Retention, Expansion, and Attraction efforts by providing services to new and existing businesses in the region. The KentuckianaWorks Board

has representation from economic development organizations to provide strategic direction and economic development lenses for board business. The Regional Business Service Team provides services to businesses such as small business support, human resource support, labor market information, incumbent worker training, talent recruitment, and more. Unfortunately, the shrinking federal resources the Board receives through WIOA do not allow the Board to fund efforts supporting every last detail in that law (like entrepreneurial skills training and microenterprise services) so for the most part, we partner with other organizations who are helping people start or grow their company, but do not fund or oversee separate ventures ourselves. Using non-WIOA resources, we have certainly worked to encourage more young people to think about starting their own business some day through efforts like our SummerWorks summer jobs program (funded 50% by Louisville Metro Government and 50% through philanthropy). The work we do with our school system partners across our region also tries hard to expose young people to careers and businesses in the hopes that at least some may be inspired to start their own company someday.

- 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) and 20 C.F.R. §§ 679.550-580]

The Kentucky Youth Career Centers (KYCC) have physical locations in Jefferson (Louisville), Bullitt (Shepherdsville), and Henry (Eminence) Counties, and provide mobile services in Spencer, Shelby, Trimble, and Oldham Counties. The KYCC in Louisville has additional funding support from Louisville Metro Government, some of which focuses on delivering services to 16-24-year-olds who are court-involved through a program called Reimage. The KYCC in Louisville also is the recipient of a separate court-involved youth grant that funded a companion effort to Reimage called Compass Rose, which actively connects court-involved youth to sector-focused training opportunities.

Participants of the KYCCs (as well as Reimage and Compass Rose) 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 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 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, 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 has accessible computer stations in computer labs.

Reimage and Compass Rose are youth workforce programs focused in Jefferson County that 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 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, and housing services.

KYCC's Internship Academy program is available to youth who have met a series of benchmarks, including progressing towards or 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 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

accommodation as needed. This program contributes to the WIOA requirement that 20% of local funds be spent on work-based learning activities.

Finally, the highly successful 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. The SummerWorks program is funded through a mixture of private and public monies. A 2019 study in collaboration with the Kentucky Center for Statistics (KYSTATS) showed that participation in the SummerWorks program is associated with improved outcomes in high school graduation, post-secondary enrollment, and employment. In the program's first year, 216 young people were placed in jobs through SummerWorks; by 2018, the program had grown to 6,244 participants. Despite the COVID-19 pandemic which caused many cities to cancel their youth summer jobs programs, SummerWorks was able to continue and find new ways to innovate. The lead contractor on SummerWorks – YouthBuild Louisville – has a long and successful track record of working with young people with disabilities in their core YouthBuild work that they also bring to their work running SummerWorks. Each year SummerWorks raises outside funding (typically \$500,000 or more a year) to create sponsored job opportunities in the summer, and each year, young people with disabilities fill a number of these sponsored 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 to avoid duplication of services. [WIOA Sec. 108(b)(10) and 20 C.F.R. §§ 679.550-580]

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 (<http://www.careercalculator.org>), 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. Duplication is avoided 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) and 20 C.F.R. §§ 679.550-580]

Regional Plan submitted separately

- H. (L) Describe strategies to implement the operational goals of the local One-Stop Delivery System, maximizing coordination of services provided by DWI merit staff and the LWDBs contracted service providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12) and 20 C.F.R. §§ 679.550-580]

The One Stop Operator hosts a monthly meeting that brings together KentuckianaWorks' contracted service providers and the regional leadership for DWI merit staff to discuss coordinated services and upcoming opportunities for collaboration. In addition, the KentuckianaWorks Director of Sector Strategies coordinates a monthly Business Services meeting that includes 1) Board sector strategies staff, 2) Contracted business services staff, 3) State merit business services staff (including Veterans program staff), and 4) Other MOU partners with employer-facing staff. State Business Services staff from the Cabinet for Education and Workforce Development regularly attend these meetings as well, and often share information on employer-related state programs or new state resources. Over the years, the coordination in our system has evolved as customer needs change. The ultimate goals are to provide a positive and productive experience for jobseekers and to provide value to employers in our region by coordinating staffing and resources.

- I. (L) Describe how the local board will collaborate with SkillsU, 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 the Kentucky Office of 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 a "self-

sufficiency” threshold. 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, both referring to and accepting referrals from Adult Education programs. As young adult students work on their GED through Adult Ed, they receive case management, career planning, and wrap-around services from their case managers at the KYCC, thus avoiding duplication and maximizing the impact of government investments on 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 that will be given to recipients of public assistance, other low-income individuals, and individual who are basic skills deficient consistent with WIOA sec. 134 (c)(3)(E).

Addressing societal and economic inequities is one of the key priorities for the KentuckianaWorks Board and Staff; everything the agency does is done with an equity lens in mind. To that end, the KentuckianaWorks Board held a thorough Strategic Planning session in October 2020 to better focus its efforts and resources on serving priority of service populations, followed by a subsequent staff retreat in December 2020. The updated Strategic Priorities list was approved at the February 2021 Board of Directors meeting, with the condition that it be continuously worked on and improved upon as needed, as well as providing specific metrics for its goals.

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.

KentuckianaWorks’ Labor Market Intelligence team has also been diving into specific racial, geographic, and socioeconomic data of KentuckianaWorks programs, building upon the well-received SummerWorks annual report that provided the data for that specific program. This racial equity dashboard will be introduced to the KentuckianaWorks Board in 2021.

In recent months, KentuckianaWorks has worked diligently on increasing the connections of employers with immigrants and refugees; for example, a full-time staff member was brought on for work with this population, there have been multiple (virtual) meetings connecting manufacturers with refugee service providers, and vice versa. One of KentuckianaWorks’ key partners in this arena is the Louisville Metro Office for Globalization, and others include refugee resettlement agencies (e.g., Kentucky Refugee Ministries and Catholic Charities of Louisville).

- K. (L) Please describe how the Kentucky Career Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop Partners.

KentuckianaWorks uses the case management platform Kentucky Enterprise Engagement Suite (aka KEE Suite). It is our state-funded and approved system of record. The Salesforce platform allows customers and case managers to enter and upload information and documents related to WIOA and career services. One of the statewide system's benefits is that all workforce boards can have access to customer information to provide seamless customer service. The system is also used by the Department of Health and Human Services. The system was developed and used in partnership with the Cabinet for Health and Family Services; however, CHFS is planning to leave the system on July 1, 2021 so that KEE Suite will then become solely a workforce case management system.

The KCC's use a referral system called United Communities. United Communities is a community-wide initiative that uses a technology platform to initiate and close referrals across One-Stop and MOU partners.

Chapter 4: Program Design and Evaluation

- 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 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) and 20 C.F.R. §§ 679.550-580]
 3. How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]
 4. How entities within the One-Stop Delivery System, including One-Stop Operators and 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. Also, include how the LWDB will providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C) and 20 C.F.R. §§ 679.550-580]
 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. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.

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 (with job seekers being the other). KentuckianaWorks 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 seven-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 have 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 continuous improvement efforts.

2. The local board's efforts to ensure the continuous improvement of eligible providers 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) and 20 C.F.R. §§ 679.550-580]

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 training is not locally available for in demand occupations, KentuckianaWorks works as a catalyst to identify and encourage potential training providers. More importantly, the KentuckianaWorks program directors and contract monitor continuously review the performance of contracted service providers; this may happen through reviewing of performance reporting, scheduled monitoring, and/or regular meetings with service providers. These reviews ensure contractors are meeting the requirements set forth in their contracts, but also that they have the support they need to be successful in helping both job seekers and employers.

3. How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]

KentuckianaWorks' mobile team is dedicated to outreach in the six regional counties surrounding Louisville. The mobile career staff meets people where they are, or customers can visit one of three KCCs that service the regional counties. Examples of how technology is used in more remote areas include 1) one general phone number to reach a career coach, regardless of location; 2) Using online formats for workshops (data shows that more people have attended workshops virtually than in-person!); 3) Customers having the ability to access CareerEdge, a career management platform; and 4) United Communities for referrals with partners that help the customer holistically.

4. How entities within the One-Stop Delivery System, including One-Stop Operators and 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. Also, include how the LWDB

will provide staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C) and 20 C.F.R. §§ 679.550-580]

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 nondiscrimination 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. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.

The KentuckianaWorks Board conducted a half-day strategic planning retreat in October 2020 to review its previous strategic plan and to make any changes needed. The feedback from that retreat was then incorporated into the draft Local Plan and also on the Bi-State Regional Plan that was placed on the KentuckianaWorks and Southern Indiana Works websites for public comment. All Board Meetings are open to the public, and links to them are provided on the website. Feedback received from the Board, staff, and/or from public comment will be incorporated into the 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) and 20 C.F.R. §§ 679.550-580].

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 significantly 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 attempted to offset these funding cuts by working to raise outside money to offer training at the Kentucky Manufacturing Career Center, where dozens of people are placed into manufacturing jobs each year, with most of them receiving training before that placement funded with non-federal dollars. *Bloomberg Businessweek* praised the KMCC as "a jobs program in Louisville [that] is filling a skills gap and putting Americans back to work."

Similarly, the innovative Code Louisville program has had 778 people complete two courses or more, with over 600 job placements or promotions at an average wage of \$45,000/year; it transitioned out of an expiring federal (Workforce Innovation Fund) grant to funding from non-local-WIOA sources (such as Louisville Metro Government and the state's discretionary WIOA dollars).

Thanks to funding support from our colleagues at the state as well as local WIOA dollars, Kentuckiana Builds is similarly providing effective training for people who want to enter the construction field. However, without additional funding from our state partners, these successful efforts would likely have to be abandoned.

Several years ago, KentuckianaWorks offered training scholarships to more people pursuing jobs in healthcare or trucking than in any other fields; however, 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. The Board is also hopeful that Congress and the President will approve new infusions of dollars into the WIOA system to support the training and supportive services needs of the thousands of adults who want and need those opportunities.

- 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) and 20 C.F.R. §§ 679.550-580].

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 on-site) 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 could help those individuals avoid unemployment altogether.

- D. (L) Provide a description and analysis 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) and 20 C.F.R. §§ 679.550-580]

The Kentucky Youth Career Centers (KYCC) have physical locations in Jefferson (Louisville), Bullitt (Shepherdsville), and Henry (Eminence) Counties, and provide mobile services in Spencer, Shelby, Trimble, and Oldham Counties. The KYCC in Louisville has additional funding support from Louisville Metro Government, and is therefore 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. Both KYCC Metro and Region partner closely with Adult Education sites. 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 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 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).

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Finally, the highly successful 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. The SummerWorks program is funded through a mixture of private and public monies. A 2019 study in collaboration with the Kentucky Center for Statistics (KYSTATS) showed that participation in the SummerWorks program is associated with improved outcomes in high school graduation, post-secondary enrollment, and employment. In the program's first year, 216 young people were placed in jobs through SummerWorks; by 2018, the program had grown to 6,244 participants. Despite the COVID-19 pandemic which caused many cities to cancel their youth summer jobs programs, SummerWorks was able to continue and find new ways to innovate. The lead contractor on SummerWorks – YouthBuild Louisville – has a long and successful track record of working with young people with disabilities in their core YouthBuild work that they also bring to their work running SummerWorks. Each year SummerWorks raises outside funding (typically \$500,000 or

more a year) to create sponsored job opportunities in the summer, and each year, young people with disabilities fill a number of these sponsored job opportunities.

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 in 2004 – a decade before the passage of WIOA. Since that time, KentuckianaWorks has targeted virtually 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 progressing towards or 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.

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

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 FY22 budget for KentuckianaWorks and its 509(a)(3) subsidiary, the KentuckianaWorks Foundation, is expected to be roughly \$13 million – with less than 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 but are not limited to:

- 1) **SummerWorks**, 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;
- 5) **Tech Louisville**, which helps individuals from economically disadvantaged communities gain the skills to start careers as computer user support specialists;
- 6) The **Career Calculator**, an award-winning app which puts labor market information at the fingertips of anyone in our region with a computer or a smart-phone;
- 7) **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;
- 8) **ReImage**, an evolving effort to serve court-involved youth and help them get their lives back on the right track educationally and economically;
- 9) An effective **welfare-to-work program** that has helped thousands of people get off welfare and into paid employment over the past decade, and
- 10) A program with the Center for Employment Opportunities and the Dare to Care Food Bank, which offers work experience and skills training to **re-entry workers** while assisting those in need in the Louisville area during the COVID-19 pandemic.

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' Board works to ensure training is linked directly to skilled, in-demand occupations with realistic opportunities for career advancement while providing a wage beyond entry-level, ideally a family-sustaining wage. Examples of tools used to determine this data include Georgetown University Recovery 2020 research and KentuckianaWorks LMI (Labor Market Information) reporting. This data has led to regularly active Board of Directors and Program Oversight Committee discussions in recent years.

Based on criteria above, occupations are added/removed in the regional in-demand occupations listing. Sources used to determine this data include the Kentuckiana Occupational Outlook, bi-state MSA-based Talent Demand-Supply Analysis, Louisville Forward Reports, and KentuckianaWorks' Labor Market Information reports.

KentuckianaWorks has had an established policy for issuing individual training accounts (ITAs) for many years. 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 Board 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.

Chapter 5: Compliance/Performance/Administrative Cost

(Responses below should focus 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) with respect to efforts that will enhance the provision of services to individuals with disabilities. Also, include 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 disbursement 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 disbursement of grant funds. This designation was renewed by the Board of Directors and by the Chief Local Elected Officials in 2017, and renewed 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 attachment for Louisville Metro Government's purchasing policy, which KentuckianaWorks follows and which describe the competitive bid process, evaluation,

selection, and sole source. The KentuckianaWorks Board of Directors 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's sub-contract. These performance indicators are provided to the Program Oversight Committee (POC) at regularly scheduled meetings (they meet eight times per calendar year). Periodically, WIOA Common Measure performance is also shared with the POC. 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.

Additional Elements

(Include or address the following elements in the Chapters/Questions above where applicable or address them in the list below.)

- 1) (L) (R) Include goals for specific populations particularly with individuals with barriers to employment, veterans, unemployed workers, and youth and any other populations outlined in the State Combined Plan.

KentuckianaWorks and Southern Indiana Works generally do not have shared specific quantitative goals for specialized populations; rather, each Board maintains their own respective, independent policies. We rarely have quantitative goals due to the unpredictability of need; for example, we have no control over the number of veterans or dislocated workers who seek our services. Those numbers will inevitably vary each year. Our focus is to do as much outreach as we can with the resources we have, but it is a tough ask to provide specific figures.

The one population we *do* have specific goals around is youth. Many of our youth-focused talent development initiatives (e.g., the Academies of Louisville, the Academies of Greater Clark, Louisville’s award-winning summer jobs program, SummerWorks, the WorkBay work-based learning technology platform across the regional counties, etc.) do not have numerical goals, per se, but our general goal is to build the best workforce talent development system in the country by using regional labor market information, summer employment opportunities, and connecting employers with youth. For this to happen, we place an emphasis on convening and partnering with organizations such as the Coalition Supporting Young Adults, YouthBuild, and Jefferson County Public Schools. But again, setting quantitative goals is difficult to do since the economy / labor market has changed, and is changing, so suddenly and unpredictably.

Both Boards also place a high priority on serving “out of school youth” with our limited and shrinking WIOA Youth dollars. KentuckianaWorks has managed to leverage federal youth reentry grants, as well as \$500,000 in yearly funding from Louisville Metro Government, to add to our Kentucky Youth Career Center services a specialized program focusing on court-involved youth (ages 16-24). While Census data points to over 17,000 “disconnected youth” in our bi-state region pre-COVID, we know that number rose dramatically with the impact of job cuts during the pandemic, and our paltry and shrinking WIOA Youth dollars only allow us to set modest goals for serving a few hundred of these youth and young adults each year. We are hopeful that Congress and the President may invest more in our systems so that we can serve a higher number of these youth and young adults to meet the rising number of these important young adults.

- 2) (L) (R) Describe how you will use the results of any feedback to make continuous quality improvements.

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 the Kentucky Career Center service provider includes a Director of Business Services, and multiple professionals who are calling on employers across the seven-county KentuckianaWorks region to ensure their needs are being met and their jobs are known to our Career Center job seekers. The KentuckianaWorks Director of Sector Strategies and the contracted Director of Business Services convene regular meetings of all employer-facing staff members at partner agencies. They have 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 improvement.

In making “racial equity” its number one Strategic Priority, the KentuckianaWorks Board recently committed to doing more to hear from Black customers of our various programs. We intend to use the feedback we gather from those customers to make further changes to our outreach efforts as well as our service delivery offerings – so that a “continuous improvement” loop is created. We will then continue to gather feedback from customers to create further refinements to our efforts over time.

- 3) (L) (R) Describe activities of core programs and program-specific information on the alignment process.

For the last four years, the KentuckianaWorks Board has placed a HIGH degree of importance on Alignment efforts. The Board has explicitly adopted a definition of the “career pathways” work that WIOA charges them with leading in our region that includes working with the high schools to ensure the skills their students are learning are aligned with the needs of the region’s employers.

This work can take many forms. KentuckianaWorks is serving as the “convening authority” for the Academies of Louisville work. In the Ford Next Generation Learning model that outlines how communities can connect their employers better to the work of their high schools, a “convening authority” brings together business and community leaders to partner with school districts to ensure high school learning is aligned with local employer needs. We staff the Guiding Team of the Academies of Louisville (chaired currently by GE Appliances HR Leader Tom Quick), and organize meetings six times a year that focus on the triumphs and challenges of implementing the Academies model in 15 Jefferson County Public Schools high schools.

Superintendent Marty Pollio of Jefferson County Public Schools is a Board member of KentuckianaWorks. He or members of his leadership team regularly provide updates to the KentuckianaWorks Board on the progress and challenges of the Academies. In turn, multiple other Superintendents of other districts in our region have also presented and engaged in dialogue about how the Board – and particularly the business community – can help them achieve their goals.

KentuckianaWorks is experimenting in 2021 with new ways to serve the graduating seniors from our high schools, to connect as many of them as possible to post-secondary education opportunities when they want them, and to connect them to employment opportunities when they prefer to go right to work upon graduation.

KentuckianaWorks and our Chamber partners at GLI have helped to recruit and on-board over 100 business partners at Academy high schools. The list of these partners includes a “who’s who” of some of Louisville’s leading employers (like UPS, GE Appliances, Humana, Kindred Healthcare, and Republic Bank), but also many small and mid-sized companies, as well.

In 2021, KentuckianaWorks is also implementing a new technology platform, provided by an innovative company called WorkBay (www.workbay.net), to make it easier for employers and high school students to find each other for work-based learning opportunities – whether they be summer jobs, senior year co-ops, or apprenticeship opportunities. While our implementation of this platform is still a “work in progress” at the time of this writing, we are proud of what it’s done already to connect young people to information about summer jobs, jobs and careers in our region. You can see for yourself at www.kentuckianaearns.org). The name of the platform reflects our bi-state ethos – we hope this platform will ultimately serve as the platform for work-based learning opportunities across our 13-county region.

KentuckianaWorks has raised over \$300,000 to support this work in the past from great partners like JPMorgan Chase and the James Graham Brown Foundation, and now has pledges for an additional \$750,000 to support this work in the future from those and other funders.

KentuckianaWorks staff are also partnering with school districts in our regional counties to create closer ties between their high schools and local employers. We have provided modest financial support to a shared position in Shelby County funded by a total of seven funders that focuses on increasing the number of work-based learning opportunities for high school students there, as well as creating better connections between graduating seniors and companies that are hiring.

The Board and staff at KentuckianaWorks also work regularly with our colleagues at Jefferson Community and Technical College (JCTC) on alignment issues. We have developed in partnership apprenticeship-like efforts for manufacturing (KY FAME) and information technology (bit502). JCTC has been an integral partner in the Academies work by dramatically expanding their dual credit offerings. Key leaders on the KentuckianaWorks Board and the Guiding Team of the Academies of Louisville have also served in leadership positions at JCTC – either on their Board or the Board of their Foundation.

This exposition does not cover all of our Alignment activities, but it certainly represents some of the highlights of the Board’s commitment and involvement on these issues.

4) (L) (R) Describe the process for data collection and reporting of all core programs.

The Education & Workforce Development Cabinet (an agency of the Commonwealth of Kentucky) provides the data system of record for all WIOA-funded programs to KentuckianaWorks, a Salesforce-based system is called KEE Suite. It was developed by Deloitte and went live in the fall of 2018. KEE Suite is used to capture demographic and eligibility data on all enrollees in Wagner-Peyser, Trade Adjustment Assistance, and WIOA Adult, Dislocated Worker, and Youth. It also captures enrollments in sector-based training programs that are partially or fully funded with WIOA funds, and require WIOA enrollment for participation. The system serves as a case management tool. Not only is data on the client and enrollment captured, but also the specific services received, outcomes achieved, and interactions with the case manager along the way.

KentuckianaWorks pulls monthly and annual reports from KEE Suite on program performance, measuring actual tallies against contractually-obligated goals. These reports are used in monthly meetings with the program operators, as well as provided to the KentuckianaWorks Program Oversight Committee and the Board of Directors. Data from KEE Suite are also used for program monitoring. All WIOA core programs are subjected to local, state, and federal monitoring to evaluate if the programs are operating in compliance with the statute, regulations, and guidance in a manner that will ensure achievement of the program's goals and outcomes. The Workforce Cases created within KEE Suite provide the program enrollment information used for these evaluations. The data reported within KEE Suite is also used by the Commonwealth of Kentucky to submit statewide performance and participant outcomes for the Participant Individual Record Layout (PIRL) report, the Department of Labor's quarterly and annual performance report.

Because KentuckianaWorks also oversees several programs that are funded by sources other than WIOA, additional data systems are used by the agency and its program operators. The Cabinet for Health and Family Services (an agency of the Commonwealth of Kentucky) provides a system of record (OTIS) for TANF E&T and SNAP E&T. In 2021, KentuckianaWorks introduced Launchpad, another Salesforce-based case management system for its reentry programs, youth homelessness program, and tech training programs, as well as to provide vouchers for the WIOA Youth programs. It operates similarly to KEE Suite. The WorkBay platform is used for the summer youth employment program, and to provide easy access to work-based learning opportunities for high school students. The Blumen data system is used for the TRiO-funded College Access Center. In all cases, data is collected on demographics, eligibility, enrollments, services received, and outcomes achieved. Monthly and annual reports are used to track program performance and reported to the KentuckianaWorks Program Oversight Committee and Board of Directors. Reports are also provided to the various grant funders (e.g., DOL, HUD, Dept. of Ed, JPMorgan Chase Foundation, etc.) as specified by different funding streams.

In combination, the data systems used across KentuckianaWorks are used to inform data-driven strategies and policies for the organizations. With a renewed focus on racial equity, data on

demographics of program participants and their outcomes informs the Board of how well KentuckianaWorks is doing at serving African-Americans and other underserved populations in our community. Data on the long-term outcomes of past program participants helps inform the effectiveness of different interventions, so dwindling funding can be used where it makes the most impact.

- 5) (L) (R) Describe the policies and procedures in place for Rapid Response and coordination with local and state agencies for layoffs, natural disasters etc.

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.

- 6) (L) (R) Describe strategies for and/or toward work-based training models.

There are two strands of work-based training models we work with:

1. Youth

- a. KentuckianaWorks and Southern Indiana Works are working on building a talent-development system that utilizes the WorkBay platform as way to have employers and potential employees find each other for work-based model opportunities (e.g., summer jobs, senior year co-ops, and expanded apprenticeship trainings on both sides of the river across the region). Some specific examples of these work-based opportunities include:
 - i. KYFAME (Kentucky Federation for Advanced Manufacturing Education) – A program which combines college coursework with paid, on-the-job training that leads to Advanced Manufacturing Technician certification. This is a two-year program with around 25-30 available slots.
 - ii. Bit 502 – A two-year work-and-learn program where participants will work on a tech team with a local employer 32-hours/week and attend Jefferson Community & Technical College 8 hours/week, getting paid for a full 40-hour week. Participants will earn two years of work experience and a 2-year Associates degree in Computer Information Technology.
 - iii. SummerWorks – An award-winning summer jobs program for Louisville youth to gain work experience. In 2020, around 1,000 gained work-based learning experience, even amidst the COVID-19 pandemic.

- b. Both the Metro and Regional WIOA Youth programs implement an “Internship Academy” that incorporates professional development, leadership development, financial literacy, job shadowing, and an 8- to 10-week paid internship at a local employer. Site agreements are developed with each sponsoring employer so that participants receive specific training during the internship period. Many participants have received job offers for permanent employment following the internship. This program fulfills WIOA Youth requirements for work experience.
2. Adults
- a. Southern Indiana Works and KentuckianaWorks are actively (as of April 2021) exploring ways to partner with the building trades unions and labor leaders on both sides of the river in order to get more minorities and more women into work-based apprenticeship training programs in order to achieve more equity in the construction workforce.
- 7) (L) Describe the Eligible Training Provider procedure including initial eligibility, criteria for selection and information addressing factors related to performance indicators.

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 respective training programs. When trainings are not locally available for in demand occupations, KentuckianaWorks works as a catalyst to identify and encourage potential training providers. More importantly, KentuckianaWorks staff monitor the performance of contracted service providers continuously. This may happen through reviewing of performance reporting, scheduled monitoring, and/or regular meetings with contractor staff. This ensures contractors meet 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.

- 8) (L) (R) Describe how the LWDA/Region will establish or continue to improve an Integrated English Literacy and Civics Education program (IELCE) that provide educational services consisting of literacy and English language acquisition integrated with civic education that includes instruction of the rights and responsibilities of citizenship and civic participation.

KentuckianaWorks proudly partners with all of the providers of adult education in our region. The Kentucky Youth Career Centers – in both Louisville and the six-county region around it, which is run separately – routinely partner with adult education whenever a youth participant needs those services. The service provider staff in our America’s Job Centers also routinely refer customers to adult education whenever a basic assessment indicates that they may need their help in pursuing their employment and career goals. The KY SkillsU programs are represented at the quarterly MOU partner meetings, where they are able to raise awareness for their services and build partnerships for referrals.

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.

Local Workforce Development Board BOARD CHAIR	Chief Local Elected Official
Name: Tony Georges	Name: Greg Fischer
Title: HR Director – UPS Air Region	Title: Mayor – Louisville Metro
Signature:	Signature:
Date:	Date:

See additional page if more than one Chief Local Elected Official signature is required.

Local Elected Official	Local Elected Official
Name: Jerry Summers	Name: John Brent
Title: Judge Executive – Bullitt County	Title: Judge Executive – Henry County
Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
Name: David Voegele	Name: Dan Ison
Title: Judge Executive – Oldham County	Title: Judge Executive – Shelby County
Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
Name: John Riley	Name: Todd Pollock
Title: Judge Executive – Spencer County	Title: Judge Executive – Trimble County
Signature:	Signature:
Date:	Date: