

**Workforce
Innovation
and
Opportunity Act
Regional
and Local Plan
Guidance**

**Developing Kentucky's
World Class Talent Pipeline**

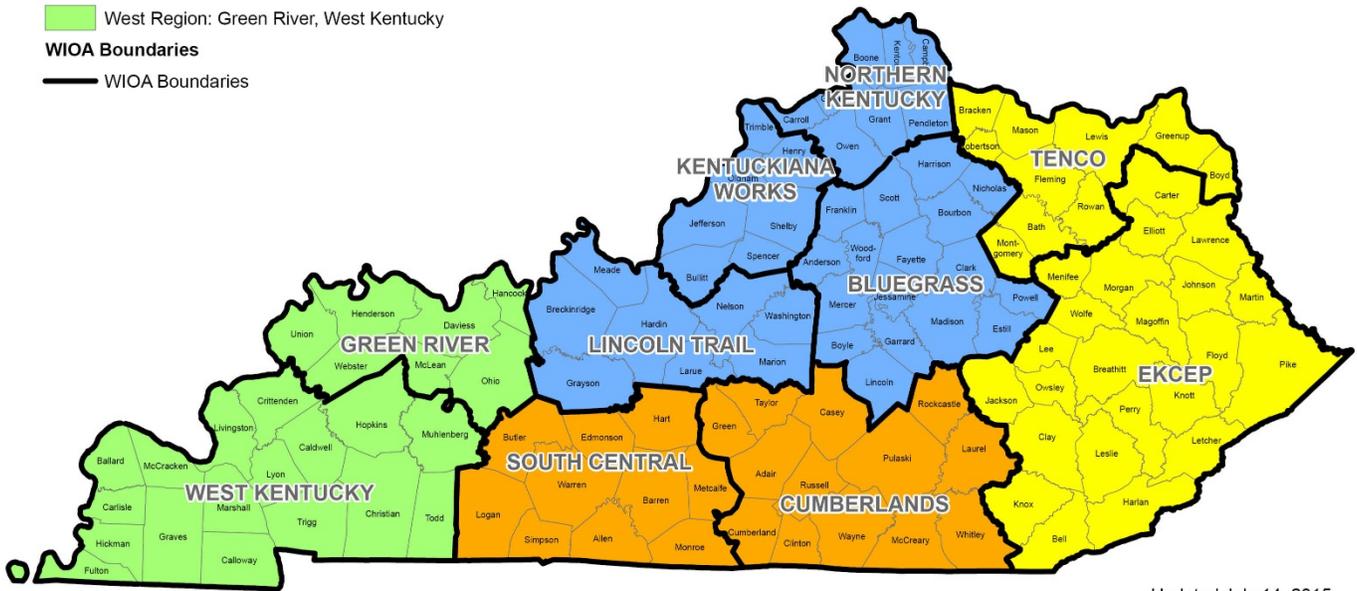
Kentucky Career Center

WIOA Regions

- Central Region: Bluegrass, Kentuckiana Works, Lincoln Trail, Northern Kentucky
- East Region: EKCEP, TENCO
- South Region: Cumberlands, South Central
- West Region: Green River, West Kentucky

WIOA Boundaries

- WIOA Boundaries



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Kentucky Department of Workforce Investment

WIOA Regional Innovation and Local Comprehensive Plan Guidance

2017 - 2020

Purpose.

The purpose of this Regional Innovation and Local Comprehensive Plan guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years (PY) 2017 through 2020 in compliance with the Workforce Innovation and Opportunity Act (WIOA) three-year planning requirements. This document provides guidance regarding comprehensive multi-year Regional and Local Plan requirements.

The Act amends the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation, in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes. The rule provides the framework for changes for statewide and local workforce development systems to increase the employment, retention, earnings, and occupational skill attainment of workers. Particularly those individuals with barriers to employments, so they can move into good jobs and careers, and provide businesses with the skilled workforce needed to make the United States more competitive in the 21st Century global economy.

A. Regional Innovation and Local Comprehensive Plans.

Local Plans serve as four-year action plans to develop, align, and integrate service delivery strategies and to support the State's vision and strategic and operational goals.

The Local Comprehensive Plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
- Apply job-driven strategies in the one-stop delivery system;
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs; and
- Incorporate the Local Comprehensive Plan in to the Regional Innovation Plan per 20 CFR 679.540.

Section 108(a) of the WIOA requires local boards in partnership with the appropriate chief elected officials to develop and submit a comprehensive four-year Local Comprehensive Plan to the Governor. It must identify and describe the policies, procedures, and local activities carried out locally that are consistent with the State Plan.

Local Plans, pursuant to WIOA, must align with the State's vision as set forth in the Combined State Plan. The Local Plan must also address certain specific provisions as set forth in Section 108 of WIOA. The State provides this guidance to the LWDBs in the formulation of its Local Plans. At minimum, Local Plans must include the provisions in this guidance.

Commonwealth of Kentucky Workforce Vision and Goals

Over the past six years, the Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet and numerous partner cabinets, agencies and outside organizations, has engaged in an aggressive effort to implement the strategic initiatives outlined in the WORKSmart Kentucky plan adopted in 2010 and updated in 2013. The plan has served as a blueprint for transforming Kentucky's workforce services focused on adapting to the changing needs of employers. The Bevin Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky.

The administration's vision includes:

- Establishing employer collaborative efforts arranged by both region and industry. These groups will examine current and future needs for skills and training and identify effective talent development systems. Information will be provided in real time to the workforce system in order to help align resources effectively and efficiently.
- Make career development an integrated element of government services with a vision of increasing labor force participation and growing Kentucky's economy. Over the next four years, the administration will work with the KWIB on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians.

The Department of Workforce Investment (DWI) Goals:

1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors.
2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning and ensure consistency in definitions used across the education and training continuum partners regarding definition.
3. Workforce Services Infrastructure Realignment – Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level.
4. Data and Performance-Informed Decision Making – Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline.

C. Regional Innovation Plan.

Each LWDB and its respective Chief Local Elected Official(s) (CLEO's) must collaborate with the other LWDBs and CLEOs within a respective planning region to prepare and submit a Regional Innovation Plan that identifies opportunities for regional collaboration and innovation and incorporates priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans will be submitted to the Kentucky Department of Workforce Investment as early as Jan. 1, 2017 and no later than June 30, 2017.

D. Relationship of Regional Innovation Plan and Local Comprehensive Plan

The regional component of the plan should outline how the region has collected and analyzed regional labor market information and must incorporate the Local Comprehensive Plans for each of the local areas within the planning region consistent with the requirements of the WIOA Rules Section 679.540(a).

E. Plan Completion, Submission and Approval.

1. **Completion.** All local workforce innovation areas in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance.

Planning teams may include content beyond these questions.

2. **Submission.** The PY17-20 Regional and Local Plans must be submitted electronically to the following: holly.neal@ky.gov email account by close of business on June 30, 2017. Note: PY17 – 20 Regional Innovation and Local Comprehensive Plan must be emailed by a designated single point of contact. The subject line should read “(Area name) PY 2017-20 Regional and Local Plan” or the designated Drop Box account provided.

3. **Approval.** A Regional and Local plan submitted shall be considered to be approved upon written notice at the end of the 90-day review period.

Plans will be considered approved 90 days after receipt of the plan unless:

- There are deficiencies identified through audits in workforce investment activities that the local area has not made acceptable progress.
- The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
- The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies

F. Modification Process.

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 679.530 and 679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan every two years and submit a modification as needed.

Conditions which require a modification to the Regional Innovation and Local Comprehensive Plan include:

- 1) Changes in labor market and regional and/or local economic conditions; and
- 2) Other factors affecting the implementation of the plan, including but not limited to; the financing available to support the WIOA Title I and partner-provided WIOA services, LWDB structure, and/or the need to revise strategies to meet local performance goals.

G. Public Comment

The LWDB must make copies of all Regional Innovation and Local Comprehensive Plans, and any subsequent modifications to such plans, subject to no more than a 14-day public review and comment period before submission to the Governor.

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment by members of the public inclusive of representatives of business, labor organizations and education.

2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. Plan Organization

The planning guidance is organized into the following chapters and is designed to address both the regional and local planning requirements of WIOA in one planning document.

- Economic and Workforce Analysis
- Strategic Vision and Goals
- Alignment of Local and Regional Area Partnerships and Investment Strategies
- Program Design and Evaluation
- Compliance/ Performance/Administrative Cost

Questions to be addressed in each chapter are identified as Regional (R) or Local (L). Answers to regional questions require the collaboration of LWDB's, CLEO's, and partners within the region to provide a unified regional response. Answers to local questions require a local response.

LWDB name: Lincoln Trail

Regional name: Central

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.

Lincoln Trail Response: This will be completed with other 3 areas in the Central region prior to September 30, 2019.

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

Lincoln Trail Response: The Lincoln Trail Workforce Development Area (LTWDA) continues to see its demand sectors grow, especially in advanced manufacturing, healthcare, and construction. More efficient technologies and robotics continue to change the dynamics of manufacturing by eliminating some low-skill job functions but at the same time creating jobs requiring higher skills with more technical responsibilities. Production Occupations from 2014 to 2024 are expected to grow in the LTWDA by 12%, much greater than the -.6% statewide. In 2017 and 2018 new and expanding manufacturing industries in the eight-county region announced a total of 758 new jobs of which 70% were in Transportation Equipment Manufacturing and Food/Beverage Production. Huge investments of over \$750 million are being made in Nelson and Marion Counties that will establish a new distillery, new warehouses, and other expansion projects. 23% of employment in the LTWDA is in the manufacturing sector and wages in that category make up 32% of total wages in the region. The healthcare sector will continue to expand as it has in the past. The Kentucky Future Skills Report of 2016 projects very fast growth over the next five years. There are no healthcare occupations that are in decline. In the LTWDA healthcare jobs are projected to grow 16%, more than the 13% Statewide. Increasing demands by an aging population needing specialized care will influence hiring trends for nursing, occupational and physical therapy as well as other specialties. A report by the National Society for Human Resources Management (SHRM) in 2018 states that 10,000 baby boomers are retiring every day. Skills shortages in the construction sector are causing delays in new commercial projects as well as new residential construction. Construction occupations in the region are anticipated to grow 14% by 2024 which is more than the Statewide projection of 4%. The tourism industry also continues to increase in the region. Travel expenditures increased by 7% from 2016 to 2017. Employment in tourism and travel industry increased 2.4% in the eight counties. The entrepreneurial spirit and small business environment continue to thrive in the Lincoln Trail Area, specifically in the Elizabethtown-Fort Knox Metropolitan Statistical Area (MSA) which includes Hardin and Larue Counties. In 2016 the U.S. Census Bureau reported that this MSA was listed as the No. 1 metro area in the percentage increase of business startups over a five-year period from 2009 to 2014. The Elizabethtown-Ft. Knox MSA also was recognized as No. 5 in the nation for annual growth in business services jobs in Newgeography's 2016 report. The region continues to adapt to the fluctuation in personnel, both military and civilian, at Fort Knox. The post continues to bring in small to medium-sized military units that help negate the reduction of 3,500 military three years ago. Army Cadet training for future officers now takes place on post as well as a major portion of ROTC training in the summer months. These incremental military increases also have brought additional civilian personnel as well as boosting other sectors such as retail trade, accommodation and food services, and real estate.

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

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

Lincoln Trail Response: Economic and workforce conditions continue to improve in the LTWDA and mirror the overall improvement in the State of Kentucky and United States. The civilian labor force at the end of 2018 was 125,201 an increase of 2,631 from 2017. The number employed increased by 2,234 and those unemployed decreased by 601. The unemployment rate continues to be low for the Lincoln Trail Area. The annual rate for 2017 was 4.8% and for 2018 it was 4.2%. The labor participation rate has increased from the Great Recession of 2008 but only slightly. Rates for counties in the region range from a 51.52% rate in Breckinridge County to a high of 66.76% in Washington County. Contributing factors are similar to state and national trends such as lack of required skills needed for open jobs causing people to leave the labor force, Baby Boomer retirements (previously mentioned 10,000 per day), high number of applicants and current recipients of disability payments, etc. The latest disability rates are from 2015 but we don't believe there is any reduction from the State's rate of 8.1% as opposed to the U.S. rate of 4.7%.

The LTWDA has an 88.7% high school graduation rate for persons ages 25+ which is higher than the state average of 87.4%. GED completers who enroll in a postsecondary institution is 26.6% compared to the State average of 29%. The new GED Plus program (accelerating career pathways) with Kentucky Adult Education's Skills U should increase enrollments both regionally and statewide since it allows students to earn a tuition-free college credential through the Work Ready Kentucky Scholarship Program in the high-demand sectors. The percentage of LTWDA residents attending some college is slightly higher than the state and nation – 21.4% as opposed to 20.8% statewide and 21.0% U.S. The rate of associate degree recipients is also higher than state and U.S. but lower in the bachelor's degree category.

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

- 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 an 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).

Lincoln Trail Response: Regional economic expansion in the Lincoln Trail region has caused a shortage of job candidates with the necessary skills both "hard" and "soft". Most employers offering good paying jobs are requiring something beyond high school whether it's a short-term certification/credential or an associate degree. Workforce, education, and economic development partners in the LTWDA include the Kentucky Career Center - Lincoln Trail, secondary school systems, postsecondary institutions, economic development offices, training consortiums, chambers of commerce, SHRM groups, and innovation centers. They are all working together to develop and implement customized curriculums and certifications to meet the soft skills as well as the technical skills requirements that employers need. Examples of these include soft skills classes at the KCC-Lincoln Trail Office in Elizabethtown;

WIN Career Readiness Courseware which includes the Kentucky Essential/Soft Skills Certificate: National Career Readiness Certificate (NCRC) through adult education centers; work ethic certifications in several school systems in the region; Workforce Solutions with Elizabethtown Community and Technical College (ECTC); Tech Ready Apprentices for Careers in Kentucky (TRACK) that has been established in several school systems in the Lincoln Trail region; Hardin County Schools Early College and Career Center (EC3) in Elizabethtown that allows juniors and seniors ready for college-level curriculums a pathway to learn in-demand sectors (if a student completes two years at EC3 they will have two years of college credit); Project Lead the Way (PLTW). Two new initiatives at ECTC will help alleviate skills shortages in the region's workforce. One of those is a mobile training unit that can provide requested training for company employees on site, saving participating companies time and money. The unit is scheduled to be in operation by September 2019. The second initiative is a university center that will bring in four-year institutions that will provide bachelor's degree programs but only if these programs are determined to be needed by input from employers in the Lincoln Trail Area. These two initiatives will provide much needed help in increasing the skill levels of current employee as well as future workers.

The Lincoln Trail Workforce Development Board (LTWDB) has been implementing its strategic plan over the last two years with consultants from Strategy Matters to bring together concerned citizens from all segments of the region who together understand that for the region to grow we need to expand the numbers of people in the workforce and ensure their skill sets meet the job requirements of employers in the region. This resulted in the Lincoln Trail Workforce Crisis Task Force. Three subcommittees have been working to create initiatives which can support increased labor force participation in the eight counties. One of the subcommittees is Growing Business Investment. This group is chaired by economic development professionals who are engaging industry leaders to address solutions to the child care issues many workers face such as connecting employees to various child care options in their community, creating flexible savings account options for employees to cover child care expenses, and to get company buy-in to locate child care centers within or near industrial parks.

NOTE: Additional information from the Central Regional Plan will be included in September 2019.

- E. (L) Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] and [20 CFR 679.560(a)]

Lincoln Trail Response: Researching job postings in the Lincoln Trail Area for a six-month period ending March 31, 2019 shows 59% of those postings required a high school graduation/GED and above. Associate degree or above were required for 40% of listed jobs. The most requested skills include patient care/nursing, truck driving, software development, retail front-line supervision, computer support, and customer service. Certifications most requested include driver's license, CDL, security clearance, nursing, CompTIA Security+, and other healthcare related credentials.

Skill clusters are projected to grow from January 2019 to 2021 in customer service and support, healthcare, IT software programs, business management, general sales, and administration.

In the eight-county region the demand for workers from 2016 to 2026 with two or less years of experience in the top ten occupations shows five of these occupations are in healthcare, two each in

manufacturing and transportation/distribution/logistics, and one in information technology. These projections are based on Bureau of Labor Statistics data from the U.S. Department of Labor.

The supply of current and projected talent has and will continue to create challenges to meet the workforce demands of business and industry. The working age population ages 25-44 in five Lincoln Trail Area counties is projected to decline between 2017-2027. One of those counties is Hardin, the largest county in the region. The remaining three will have growth above the Kentucky average.

This analysis shows that the strategies and initiatives like the Workforce Crisis Task Force begun by the Lincoln Trail Workforce Development Board are critical to reaching out to the latent workforce and working to remove obstacles and barriers to employment by this target group. At the same time we need to continue growing business investment in order to keep working age individuals in our communities.

WIOA, KCC-Lincoln Trail, and Business Services Team staff meet and network with training consortiums, facility managers associations, economic development offices, chambers of commerce, and other employer-focused groups. This interaction has helped to understand employer needs in our region which include the need for soft/work ethic skills for entry-level employees and additional education beyond high school for jobs requiring various levels of technical/hard skills

According to the Kentucky Future Skills Report's latest data from 2016 from the Lincoln Trail Area total credentials from the certificate to Master's level (with most being in the certificate and associate degree levels) in four targeted sectors is as follows: Healthcare – 365; Business/IT – 514; STEM – 237; Trades – 1144. Greater emphasis on credentialing below a bachelor's degree is being given at the local school district and community technical college levels due to current and future skills needs of business and industry.

Another task force subcommittee is Removing Obstacles. This group's task is to root out policy and programmatic obstacles that influence individuals' decisions to stay out of or leave the workforce, or to participate on a part-time basis. They are focused on 1) assessing the current state of transportation pilot projects that can be expanded; 2) preparing local agencies for the rollout of community engagement requirements of the Medicaid Waiver; and 3) identify policy priority at the state level that could be recommended for the next legislative session regarding the "cliff effect" of eliminating benefit assistance to people who go to work or have the opportunity for promotion in their current position. The third subcommittee of the Workforce Crisis Task Force is Unlocking Local Potential. This group's charge is to retain the region's young talent by connect them to meaningful work experiences. They are working on two specific goals: 1) Identify the barriers/challenges faced in providing or expanding work-based learning opportunities (WBLO's) for students; and 2) specifically, what policies at the local level prevent the introduction of WBLO's in local school or school districts.

Chapter 2: Strategic Vision and Goals

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

Lincoln Trail Response: The Kentucky Workforce Innovation Board in late 2017, embarked in a dialogue with over 100 employers and workforce development leaders across the Commonwealth about the growing concerns over Kentucky's workforce participation rate, education attainment statistics, and public health indicators. The board revisited its workforce strategy and updated its strategic plan in February 2018. The Work Ready Kentucky Plan – An Urgent Call to Action:

- Goal #1: Actively engage employers to drive Kentucky's workforce development system.
- Goal #2: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
- Goal #3: Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.
- Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky

Earlier in 2017, the Lincoln Trail Workforce Development Board contracted with Strategy Matters, LLC to design and facilitate a process resulting in the creation of a strategic plan. Strategy Matters designed a three phase, highly participatory process engaging more than 75 individuals and 20 organizations in asking three complex questions: With respect to ensuring a prepared workforce for employers located in our region, a) Where are we today? b) Where do we need to go? c) How will we get there?

Where are we today? The answer is simple – we are in a workforce supply crisis.

- Leaving labor force: A large contingent of eligible labor is leaving the area to pursue 4-year degrees, enter the military, etc.
- Disconnected workers: Out of the labor pool for socioeconomic reasons (e.g., Cliff effect) or personal reasons (e.g., medical)
- Out-of-work: Population that is eligible for work but unable to maintain a job (e.g., because of child care or lack of public transportation).
- Skills mismatch: Includes community college graduates with skills that are misaligned with employers' needs/open jobs.

Where do we need to go?

The Lincoln Trail Workforce Development Board approved its strategic plan in June of 2017 to create a thriving economy, vibrant communities and healthy families across the region. The mission is to convene people and organizations to come together, develop and use relevant data, and catalyze/support action to ensure a prepared workforce for the current and future Lincoln Trail area employers.

Lincoln Trail Strategy Overview: The complex nature of workforce development systems, particularly within a region of diverse counties such as Lincoln Trail, calls for a multi-pronged approach with clearly delineated roles that play to the strengths and resources of key actors. The Lincoln Trail Workforce Development Board approach maps out a mission, strategy, objectives, and activities for the board itself and also a strategy for a new focus, the Workforce Crisis Task Force (WCTF) – an initiative of the Board's Workforce, Education and Economic Development Committee. The work of these groups is based upon a shared vision and set of goals and engages partners who also share these goals, vision and values.

The strategy is designed utilizing a Collective Impact framework, , a well-researched and demonstrably effective approach used to align activity addressing complex issues in a highly collaborative manner, bridging the work of government, non-profit sector and business.

BOARD VALUES, VISION, AND MISSION:

GUIDING VALUES: Collaboration and Community

SHARED VISION: A thriving economy, vibrant community and healthy families across the Lincoln Trail area.

MISSION STATEMENT: To convene people and organizations to come together, develop and use relevant data, and catalyze/support action to ensure a prepared workforce for current and future Lincoln Trail area employers.

STRATEGIES FOR SHARED GOALS:

- Goal #1: Stabilize current industries/sectors with respect to resolving their workforce shortages.
- Goal #2: Create capacity for new industries to come, removing workforce shortage as a constraint.
- Goal #3: Invest in WDB as the backbone organization aligning resources to respond to future challenges.
- Board Strategy: Using the collective impact framework, utilize the WDB as the backbone organization, for the current crisis and for future challenges and opportunities in the region.
- WCTF Strategy: Via the work of the WCTF, mobilize the latent workforce and reconnect them to labor force participation through:
 - Mitigating the cliff effect, and thereby increase the incentive to rejoin the workforce.
 - Increase individual commitment to live and work in the Lincoln Trail region.
 - Expand employment investments in our current and future workforce.

The Workforce Crisis Task Force has a three prong approach (committees) to increasing workforce participation. Each committee is responsible for one aspect of work, all designed to raise labor force participation rates.

- **Unlock Local Potential** – This group, led by Dr. Juston Pate, President and COO of ECTC and Jon Ballard, Superintendent of Elizabethtown City Schools is focused on increasing access to and utilization of work based learning opportunities. Primary focus is to help members of the education community to connect to those in government and industry as needed to develop strong work based learning opportunities (WBLO). These are proven to help people attach to, and stay in, local jobs. The committee’s overarching goal – what will make this region, and the jobs in it, appealing to the next generation?
 - **Objectives:**
 - 1. Create a manual/guide for WBLO implementation for employer. From start to finish, how does an employer provide and partner with schools to implement a successful WBLO?
 - School Districts identify their leading businesses and industries.
 - Increasing the number of students ready for WBLO’s (eligible and prepared).
 - Creating and placing more students in WBLO’s.
 - Create a space on KCC-Lincoln Trail website for employers to post their WBLO vacancies.

- **Remove Obstacles** – This group, led by Dr. Doniell Lovell, sociology professor at WKU, and Julia Springsteen, a local non-profit attorney and active community volunteer are whether through insufficient access to healthcare, childcare, housing or transportation, too many of our local workers want to work but simply cannot until their basic needs are met. This committee is working on solutions to enable these workers to get back to work soon.
 - **Objectives:**
 - Educate the region about the cliff effect.
 - Determine audiences. (businesses, social service organizations, etc.)
 - Identify key learning points that are most salient to the audience above.
 - Create collateral (op-eds, blog posts, one-pagers) directed at specific audiences.
 - Work with Business Investment Committee to support local businesses in enacting practices that can offset the cliff effect.
 - Work with businesses to document changes practices and any correlation with improved workforce recruitment and retainment.
 - Create a policy agenda for the Task Force.
 - Finalize a list of current state level policies contributing to the cliff effect and other workforce participation barriers.
 - Identify potential collaborators: who is already working on these policies? Who are we aligned with that might be interested in working on them?
 - Prioritize policies and create official Task Force Legislative Agenda, to include workplan for addressing 2-3 (or potentially federal level, depending on collaborators).
 - Support Ride to Independence replication (in conjunction with Business Investment Committee).
 - Research best practices in employer-sponsored transportation programs.
 - Conduct asset mapping for transportation providers and resources in the region.
 - Collaborate with Business Investment Committee to identify employers in piloting program.
 - Develop a transportation survey for employees.
 - Identify and reach out to transportation expertise to support program design.
- **Grow Business Investment** – This group, led by Daniel Carney, Executive Director of the Springfield-Washington County Economic Development Authority and Rick A. Games, President and COO of Elizabethtown Industrial Foundation, are focused on helping regional employers in adopting best practices which are demonstrated to attract new workers to employment opportunities and help retain them once hired. The group is also working on what are the policies, needed legislative changes and programs that influence individual's decisions to enter, stay in or leave the workforce.
 - **Objectives:**
 - Engage businesses (owners, hiring managers, etc.) in activities which support their own understanding of the barriers to hiring/retaining the workforce they need.
 - Focus on three key employee needs which have proven to be

significant across region and sectors: transportation, childcare and preparedness.

- Assist employers in meeting these needs by facilitating connections to programs, initiatives, and resources (e.g., Ride to Independence, carpool facilitation, expanded child care options, subsidies, referrals, etc.).
- Support ease of employer delivery of those services and support to their employees with written tools and short instructional guides to improving on site barrier reductions.
- Work with the other two committees to support local businesses in enacting practices that can offset the cliff effect.
- Document changing practices and the correlation with improved workforce recruitment and retainment.
- Coordinate business activity with expanding work based learning opportunities in region.
 - Coordinate activity between and among partners at state and regional education and workforce development activity, especially but not limited to USDOL grant opportunities.
 - Identify potential collaborators: who is already working on these policies? Who are we aligned with that might be interested in working on them?
 - In coordination with the Unlocking Local Potential Committee, deliver employer manual/guide for engaging in multiple WBLO's.
- **How will success be measured?**
 - Increase Workforce Development Board average labor force participation rate.
 - Increase labor force participation rate of all counties to surpass state average.
 - Decrease average days to hire across all major industries.
 - **Leading indicators**
 - KCC staff will increase number of individual appointments with job seekers.
 - KCC staff will increase number of direct relationships with employers.
 - KCC staff will increase number of appointments with job seekers who have not been employed or seeking employment in the last month.

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.

Lincoln Trail Response: See above. Response covers A, B, and C.

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

Lincoln Trail Response: See above. Response covers A, B, and C.

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

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

Lincoln Trail Response: The Lincoln Trail Workforce Development Board’s strategy is designed to respond to employer needs by drawing upon its long-established relationships and strong partnerships between local elected officials, community leaders, workforce, economic development and education providers. The Lincoln Trail Workforce Development Area was one of the first regions in the Commonwealth to implement the USDOL’s vision for one stops over twenty years ago. For further information and detail refer to the Partnership Agreement, KCC MOU/IFA and response to the Local Grant Subrecipient Application – all are currently on file with the Office of Career Development. A chart identifying the fourteen (14) youth service elements and the delivery plan for the Lincoln Trail region is attached to this document.

- B. (L) Describe how the LWDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable). [WIOA Sec. 108(b)(3)]

Lincoln Trail Response: The Lincoln Trail Workforce Development Board plans to leverage all of the programs, services and resources of core programs as well as other community partners to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment. The Board will be working closely with employers, education providers, etc. to facilitate development of high demand career pathways for customers to select from. Two current examples, Jump Start, a new welding apprenticeship program started with Metalsa and KY Fame. The Board will also work closely with its partners to improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certification or certification (i.e., - Welder Helper I at Metalsa), portable or stackable as required by the WIOA statute and corresponding regulations.

- C. (L) Identify and describe (for each category below) the strategies and services that are and/or will be used to:
1. Meet needs and facilitate engagement of employers, including small employers and

- employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;
 3. Better coordinate workforce development programs with economic development partners and programs;
 4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and
 5. Increase competitive, integrated employment opportunities for individuals with disabilities.

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board's strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

Lincoln Trail Response: Using dedicated sources of information gives us the knowledge and tools to set priority sectors and make necessary adjustments as economic conditions and/or business needs changes. The Education and Workforce Development Cabinet's central purpose for the Business Services Teams (BST) is "to coordinate, promote, conduct outreach and provide access to workforce partners and resources designed for employer clients. Kentucky's workforce programs are designed to meet the needs of employers in relation to the economic needs of their respective region.

The Business Service strategy has four primary components:

1. Identify a single point of contact for client development within each WIOA region.
2. Streamline workforce resource delivery.
3. Unify and coordinate outreach and information.
4. Leverage multiagency data sharing system."

The purpose of Business Services and Business Services Teams per the recently issued BST manual:

Intended to promote, market, connect and provide access to initiatives such as:

- Work Opportunity Tax Credit,
- Unemployment Tax Credit,
- Worker Adjustment Retraining Notice (WARN),
- Layoff Aversion and Rapid Response,
- Federal Bonding,
- Incumbent worker training programs,
- On-the-job training programs,
- Customized training programs
- Target recruitment,
- Apprenticeship promotion,
- Assistance for apprenticeships,
- Recruiting employers to KCCs and
- Connecting job seekers and employers by facilitating relationships.

In addition to the WIOA related resources and requirements, "within Kentucky there are additional resources that provide direct services and resources to employers. These should be incorporated

within the Business Service strategy and include but are not limited to:

- Training incentive programs;
- Customized training
- Talent Pipeline Management Systems;
- Labor Market Information; and
- Sector strategy and career pathway development.

Collective, both Federal and State based programs are designed to meet the needs of employers in relation to the economic needs of each respective region. An educated, adaptable, qualified labor market is the primary objective for workforce development in Kentucky; this sustained improvement of the Commonwealth's economy is accomplished through the alignment and ongoing analysis of business personnel needs and skills training.

Kentucky's Business Service strategy includes a partnership of local and state workforce development organizations dedicated to providing proactive workforce development and skills development resources to business clients. This strategy offers a streamlined approach to assisting business with recruiting talent, training new and existing employees, and developing tomorrow's workforce. At its core, the Business Services strategy consist of five primary organizations who provide direct resources and services to employers:

- Local Workforce Development Boards (LWDB)
- Kentucky Education and Workforce Development Cabinet (EWDC)
- Kentucky Cabinet for Economic Development (CED)
- The Kentucky Chamber's Workforce Center (Workforce Center)
- Kentucky Community and Technical College System (KCTCS)

The strategy exists to provide unified, efficient, quality and seamless workforce services and resources to new, existing and expanding companies within the Commonwealth. Additionally, the KWIB's Strategic Plan's goals include increasing employer engagement and aligning resources of system partners. Both are essential in increasing the workforce participation rate and providing job seekers with career opportunities.

Business Service Teams are designed to provide a primary point of contact for employer customers. The structure is comprised of three levels, each of which may act as a point of entry for contact with companies. Level one consists of local BSTs and a BST lead. BST leads are Kentucky Career Center (KCC) system partner personnel responsible for coordinating BST teams locally and delivering services to business and industry in their workforce area. BSTs include all local representatives from the five core state partners, as well as additional local partners.

Level two includes the Workforce Project manager (WPM). WPMs will be housed regionally within EWDC's Office of Employment and Apprenticeship Services and are individuals dedicated to employer engagement as the primary function of their job. Initially, there will be five (5) WPMs assigned to cover the workforce innovation regions. Central, South, East and West The Central region will be covered by two WPMs (Kentuckianaworks/Lincoln Trail and Northern Kentucky/Bluegrass). Each WPM will be assigned to two (2) Workforce Innovation Areas and will assist the local BST lead with

coordination of each local BST. The Cabinet for Economic Development's Office for Workforce and Community Development will also assign WPMs to each BST to coordinate workforce issues pertaining

to new and expanding projects approved by the Kentucky Economic Development Finance Authority (KEDFA).

Level three consists of the State team that include four partners from the EWDC, CED, KCTCS, and the Workforce Center. These organizations must work synergistically to ensure that companies receive unified and coordinated information and services related to their workforce development needs. State partners also coordinate with their regional and local colleagues to ensure information is shared among agencies across Kentucky.

Additional partners such as the Council on Post-Secondary Education (CPE) and Kentucky Department of Education (KDE) – Career & Technical Education (CTE) should also serve in a support roll to BSTs at the local and state level in order to provide opportunities for employers to participate in curriculum development, skills development programs, college and university career development/job placement, and to enhance work-based learning opportunities.”

The Lincoln Trail LWDA has OJT, customized and incumbent worker programs and policies in place and actively promotes the advantages and benefits to employers for training needs for both new hires and current employees. The board works closely with training consortiums via local economic development offices in the region to promote these programs and other business services that will assist in addressing local workforce skill needs.

In an effort to increase competitive integrated employment opportunities for individuals with disabilities, the Office of Vocational Rehabilitation (OVR) assists businesses in hiring, developing and keeping valued employees. An OVR counselor will conduct an assessment to determine eligibility for services. After eligibility is determined, the counselor’s role is to provide information, resources, guidance and counseling, and choices related to an individual’s strengths, resources, priorities, concerns, capacities and abilities so the individual can prepare for and enter a job.

OVR also provides an array of services at no cost including prescreening of applicants based essential job requirements, on-site job trainer and support services if deemed necessary (coordinated by OVR and performed by Communicare), restructuring/work site adjustment, accessibility survey of complete work site, assistive technology, devices and specialized equipment plus other required follow-up services.

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

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

The Lincoln Trail Workforce Development Area has a long standing history of interest and support for entrepreneurial activities and/or entrepreneurial skills training including, but not limited to partnerships with the regional Kentucky Innovation Office, the University of Kentucky’s SBDC, Western Kentucky University, #100Ideas, etc. Forums such as “Sharks in the Heartland” gave future entrepreneurs a chance to pitch their business ideas to local venture groups for seed money and investment. This has been a major focus for the region for about 15 years. These activities are easily replicable in other local workforce development areas across the Central Region.

- 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)]

Lincoln Trail Response: The LTWDA Youth committee is in the process of assessing the needs of the Lincoln Trail region as it relates to serving youth. One of the first items they are focusing on is identifying the youth demographic and determining how to target outreach efforts in order to ensure potentially eligible youth, including youth with disabilities, are aware of services.

The LTWDA currently provides a variety of youth workforce activities with an emphasis on preparation for education and/or employment in the high priority sectors.

LTWDA staff provides one-on-one case management to the youth customer to help them identify their career goals and establish a plan to achieve them. Initial activities include assessing the youth's education and work history as well as identifying any barriers they may have to achieving their career goals. Based on the needs of the youth, there are a variety of activities available to help them meet their career goals such as soft skills training, labor market information, occupational skills training in a high priority sector, and work experience opportunities, to name a few. Kentucky Career Center-Lincoln Trail staff work closely together to ensure the customer has access to all services that would help them meet their career goal. For example, LTWDA staff and OVR staff share many common customers that allow youth with disabilities to be served on a variety of levels to meet their needs.

Successful models and best practices would include partnering with the KY FAME program to assist youth with training needs and provide additional case management; working with seniors at local high schools in the region to provide information about careers in the high priority sectors; participating with local employers in sector-targeted job fairs; helping to establish a "manufacturing day" event at a local high school; participating with local SHRM groups to provide work readiness skills to youth.

Additional potential models and best practices for the future include efforts by the Board's Workforce Crisis Task Force's Unlocking Local Potential Subcommittee. The committee is focused on engaging youth in work-based learning opportunities (WBLOs) in high demand sectors in the region. Too often, our students and young adults choose to start careers outside the region and at the same time, local employers struggle to find qualified talent. The Committee has developed a "How to Guide" on WBLOs as well as explanations on the 7 different types of WBLOs – service learning, mentoring, shadowing, entrepreneurship, school-based enterprise, internship, cooperative education and/or registered apprenticeship and pre-apprenticeship. Local employers such as AEI Engineering, Atlas Altec, AGC, Dow Chemical, Harshaw Trane, Flex Films, LG&E-KU and Metalsa have expressed interest in developing WBLOs. Metalsa plans to create 250 new positions this year and in 2020 is getting ready to begin the "Jump Start" program. To ensure they have a sound talent recruitment plan in place; a new initiative to attract new high school graduates and allows the graduates to choose one of two paths – Direct Hire or Tuition Reimbursement. The Direct Hire path offers a career immediately and opportunities to participate in apprenticeship programs. The Tuition Reimbursement Path provides participants immediate eligibility for scholarships from ECTC (Elizabethtown Community and Technical College) and/or Metalsa's tuition reimbursement program. It should be noted that tuition reimbursement is not normally an immediate employee benefit. Finally, four videos have been developed over the past year to provide youth and employers with additional information about how WBLOs are benefiting regional employers.

- F. (L) Describe how the LWDB coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate

strategies, enhance services and avoid duplication of services. [WIOA Sec. 108(b)(10)]

Lincoln Trail Response: The Lincoln Trail Workforce Development Board works closely with all secondary and post-secondary education programs and activities to coordinate strategies, to enhance services and to ensure nonduplication of services. Currently the Board's Workforce Crisis Task Force (WCTC) Unlocking Local Potential Subcommittee is working on methodologies to assist the educational community to connect to government and industry as need to develop strong work based learning opportunities in the region.

- 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)]

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

Lincoln Trail Response: The Lincoln Trail Workforce Development Board currently leverages community programs/services and partners to provide supportive services. Appropriate referrals are made to other agencies to provide such supportive services such as child care, transportation, and etc. The WCTC's Removing Obstacles Subcommittee is identifying and addressing the policies and problems that prevent people from entering or staying in the workforce, and expanding programs and policies that support people in re-entering and staying in the workforce (i.e., Supporting Ride to Independence replication through the region or industries offering child care onsite or in the industrial parks.)

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

Lincoln Trail Response: The Lincoln Trail region was the first to have all four of its centers certified either as a comprehensive or affiliate center. The centers in Elizabethtown, Bardstown and Lebanon were recertified in March 2019 and Leitchfield should be recertified by June 2019. While this effort is just another step in a process that started over twenty years ago, the Board sees the legislation as an opportunity to go to the next level and finally integrate the one stop system with all partners, programs, services and funding. The effects of 2017 downsizing and reorganization of the Office of Employment and Training (now Office of Career Development) staff to only the comprehensive center has been challenging and seriously limited access to their programs throughout the region. Also, the changes in the Unemployment Insurance program has drastically reduced foot traffic in the centers. As such, the Direct Services Provider has increased its efforts to work with job seekers and employers in the 3 affiliate sites.

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

Lincoln Trail Response: The WIOA identifies Adult Education and Literacy as one of the four core partners in the One Stop System and the Lincoln Trail Workforce Development Board was eager to

explore the new opportunities. After the OET (now OCD) reorganization in 2017, discussions began with local Adult Education providers about locating at the outlying centers vacated by OET staff. Adult Education is located full time in Bardstown and Leitchfield and has a regular presence in Elizabethtown and Lebanon. This arrangement had been discussed with state leadership for years but was finally made possible by the local providers.

The Lincoln Trail Workforce Development Board also reviewed applications in the Spring of 2018 for local provision of Title II Adult Education and Literacy services. The Board's responsibility in the review was to determine whether such applications are consistent with the local plan and make recommendations to the eligible provider(s) to promote alignment with such plan.

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

Lincoln Trail Response: The Education and Workforce Development Cabinet OET/OCD has issued two policies regarding adult priority of service – 6/15 and 3/15/18. Both policies have been shared with the one-stop operator. However, the local workforce areas and OCD have had several conversations since October 2018 regarding when the priority of service requirement is invoked. At this time, no resolution has been reached.

Currently, the Lincoln Trail Workforce Development Board follows the latest State policy reiteration, US DOL TEGL 19-16 and its own local policy as well. The local area will ensure that 50% of all adults receiving WIOA Title I Adult Individualized Career Services, Training Services or both will be recipients of public assistance, other low-income individuals or individuals who are basic skills deficient. Individuals who do not meet income self-sufficiency levels, have other barriers to employment including but not limited to: poor work history, no work history, single parents, long-term unemployed and offenders will also receive priority of services. Youth target groups will include heavy emphasis on out-of-school youth including foster children who are aging out of the system. The LTWDB, through its partnerships, the LTWDB will continue coordinating targeted outreach and recruitment of these target groups through tools such as social media, word of mouth, targeted media buys and other outreach strategies.

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

Lincoln Trail Response: On October 1, 2018, the Commonwealth of Kentucky rolled out the KEE Suite (Kentucky Enterprise Engagement Suite) as the new integrated intake and case management information and reporting system. As with any new system, there are numerous issues to be resolved. There needs to be additional in-depth and on-going training provided to staff utilizing the system, continued quick resolutions to identified issues and verification of the data.

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 of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]
 3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]
 4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]
 5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.

Lincoln Trail Response:

1. The Lincoln Trail Workforce Development Board issued a RFP for a One-Stop Operator beginning on July 1, 2017. In the RFP, the Board describes its vision for the career center of the future – driven by, and responsive to, the demands of the employers in the local labor market. Under this new paradigm, activities and services should tie back to employer demand. The Career Centers should be responsive to employer demands. A key goal is employers value the centers because staff understands the workforce needs of industry/companies and can respond quickly to their needs for talent. The staff should provide qualified applicants to targeted industries in the region, and by so doing, make the centers the human resource vendor of choice for local companies. Staff should include industry-occupational experts with deep and cooperative relationships with companies in the targeted industries in the region. Staff should use proven tactics to respond quickly when an employer places a job order including: a pool of job seekers should be readily available in the KEE Suite and Focus Talent systems and staff should also establish relationships with training and education institutions to develop skills training programs needed by employers. The Board is committed to continuous improvement of its business services and to operate a “job driven” delivery system.

The 2017 reorganization of OET aka OCD has impacted efforts to provide the full array of services throughout the region. OET aka OCD is no longer located at any of the affiliate sites and only located at the comprehensive center in Elizabethtown. Staff travel to outlying communities is limited as well. The Wagner-Peyser services provided by OET/OCD are the gateway/entry point to other partner programs in the centers and are now limited in scope.

2. The Lincoln Trail Workforce Development Board strictly adheres to the statutory, regulatory, and State’s policy of eligibility of training providers. The board is fortunate to have a strong working relationship with the Elizabethtown Community and Technical College to focus on identifying and developing training programs based on employer needs. The College will be rolling out a mobile training lab in Summer of 2019 that will take training to any employer in

the region. Funding for this initiative includes WIOA statewide reserve dollars.

3. Most programs and services offered by the KCC-Lincoln Trail are available via the website, state website, phone or in person within 30-45 minutes of every citizen in the region. Access to Unemployment Insurance services is now via self-service contact to a call center and Wagner-Peyser services are limited to in person visits to the “hub” in Elizabethtown or phone/email contacts.
4. Each application of certification/recertification as a comprehensive and/or affiliate KCC, requires submission of supporting documentation of compliance with Section 188 and with the Americans with Disabilities Act of 1990 regarding physical and programmatic accessibility of programs and services, technology and materials for individuals with disabilities. These applications are on file with the Department for Workforce Investment, Office of Career Development and the local workforce board’s local grant subrecipient. In each application, it was noted that assistive technology for the resource room was obsolete and staff had not received ample training to provide adequate accommodations. To date, these issues have not been resolved and/or discussed by Cabinet leadership.
5. Please refer to the Lincoln Trail MOU/IFA submitted to the Department for Workforce investment. The Lincoln Trail Workforce Development had previously submitted a MOU/RSA to the Department for Workforce Investment on May 19, 2015. The Governor has not opted TANF out of the one-stop system but there have been no discussions statewide and/or locally regarding how to bring those services to the system. This will need to be addressed.

- 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)]

Lincoln Trail Response: The Lincoln Trail Workforce Development Board has identified individualized training, on-the-job training, incumbent workers training, transitional jobs, customized training, apprenticeships, work experience and other alternative work-based training services as options for training opportunities. The availability of training is abundant at this time. For employment related activities, the Board has identified at a minimum, direct referrals to jobs, career assessment, individual employment planning, workshops and referrals to outside services/agencies with specific services. The Board’s Workforce Crisis Task Force is also working with local businesses and community leaders on identifying ways to increase business investment, eliminating barriers to employment and removing obstacles to employment. The region has ample employment opportunities but few people skilled, qualified or willing to seek employment.

- 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)]

Lincoln Trail Response: The Lincoln Trail Workforce Development Board follow’s the state’s Preliminary Policy on Implementation of Rapid Response services and activities (No policy number, date issued – 11/1/15 and effective date – 1/1/16.)

- D.** (L) Provide an analysis and description of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on

types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9)]

Lincoln Trail Response: The LTWDB's youth committee is focused on providing employment and training opportunities to out-of-school youth and sharing labor market information to secondary schools for their students on employment/career opportunities in the region. Several short You-Tube videos have been developed this year on career opportunities in high demand sectors in the region. The videos produced by KET are also available for students to view for potential opportunities. The Board WCTC is also very focused on identifying available work based learning opportunities available and are developing a manual to assist employers, educators, workforce practitioners, etc. in creating these valuable learning opportunities. The Board is also in discussions with ECTC and Metalsa about their newly designed "Jump-Start" apprenticeship program that hopefully will be the model for future industry sector projects. Finally, the Board's direct service provider is tasked with rolling out a summer work experience project for out-of-school youth in Grayson, Marion, Nelson and Washington counties for the summer of 2019. The board hopes to expand the project into Breckinridge, Hardin, Larue and Meade in the summer of 2020.

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

Lincoln Trail Response: The Lincoln Trail Workforce Development Board has been implementing its strategic plan since the Summer of 2017. Since that time, the Board has established a Workforce Crisis Task Force, comprised of business and community leaders, educators, economic development professionals, citizens and other interested parties to address the Workforce Supply/Demand issue in the region. Last summer, the first annual Workforce Summit was held to celebrate first year successes and identify the next year's goals and objectives. Over 100 people attended and the second annual Workforce Summit is scheduled for June 4, 2109. The Lincoln Trail Workforce Development Board is committed to excellence in its local/regional role as the convener and broker for workforce solutions in the region.

- 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.

Lincoln Trail Response: All adult, dislocated worker and/or out-of-school youth seeking services from WIOA through the one-stop system, will have access to career and training services dependent upon their individual need. There is no sequence of services mandated under the federal statute. Career services may include at a minimum:

- Determination of program eligibility;
- Outreach, intake, and orientation regarding services available;
- Initial assessment of skill levels, aptitudes (including skills gaps) and supportive service needs;
- Labor exchange services, including-
 - Job search and placement assistance and in appropriate cases, career counseling, including-
 - Provision of information on high demand industry sectors and occupations; and
 - Provision of information on nontraditional employment; and
 - Appropriate recruitment and other business services on behalf of employers, such as

providing information and referral to specialized business services not traditionally offered through the one-stop system;

- Provision of referrals to and coordination with activities with other programs and services within the one-stop system and/or other workforce development programs;
- Provision of workforce and labor market employment statistics information;
- Provision of performance information and program cost information on eligible training providers of training services, youth providers, career and technical education providers, adult education providers, and providers of vocational rehabilitation services;
- Provision of information in formats that are usable by and understandable by customers regarding local area and one-stop performance;
- Provision of information in formats that are usable by and understandable by customers relating to the availability of supportive services or assistance;
- Referral for supportive services or assistance as appropriate;
- Provision of information and assistance regarding filing claims for unemployment assistance;
- Assistance in establishing eligibility for financial assistance;
- Services, if determined appropriate in order for an individual to obtain/retain employment consisting of –
 - Comprehensive and specialized assessment of skill levels;
 - Diagnostic testing;
 - In-depth interview and evaluation to identify employment barriers and goals;
 - Development of an individualized employment plan;
 - Group counseling;
 - Individual counseling;
 - Career Planning;
 - Short-term prevocational services;
 - Internships and work experience linked to careers;
 - Workforce preparation activities;
 - Financial literacy activities;
 - Out-of-area job search assistance and/or relocation assistance; or
 - English language acquisition and integrated education and training programs;
- Follow up services for up to 12 months.

Training services may be used to provide services to eligible adults, dislocated workers and out-of-school youth, who –

- After an interview, evaluation or assessment and career planning have been determined to-
 - Be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher wages from previous employment;
 - Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher wages from previous employment;
 - Have the skills and qualifications to successfully participate in the selected program of training services
- Who selects program of training services directly linked to employment in the local area, planning region or an another area to which he/she is willing to commute or relocate;
- Unable to obtain or requires additional grant assistance;
- Determine to be eligible in accordance with the priority system;
- Any other state directive/policy; and
- Maximize customer choice in selection of an eligible provider.

Training services may include-

- Occupational skills training, including non-traditional;
- On-the-job training;
- Incumbent worker;
- Programs that combine workplace training with related instruction;
- Training programs operated by the private sector;
- Apprenticeships;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job Readiness;
- Adult Education and Literacy activities; and
- Customized training.

Individual training accounts (ITAs) will be utilized for occupational skills training services. The ITA will be developed by and between the customer, Direct Services Provider staff (WIOA Career Managers), and the eligible training provider. The agreement identifies the roles and responsibilities of each party. A budget for training services is also developed (currently the Lincoln Trail Workforce Development Board has established a limit of \$4000/per year and only applies towards tuition. Budget information is developed for two years (second year is planning purposes only and not an immediate committal of funding for a second year.)

Chapter 5: Compliance/Performance/Administrative Cost

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

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

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

Lincoln Trail Response: There are no current replicated cooperative agreements in place between the LTWDB and the Office of Vocational Rehabilitation in the Department for Workforce Investment with respect to efforts to enhance the provision of services to individuals with disabilities and to other individuals, such as cross training staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration and coordination. The LTWDB has not been provided any guidance, nor any information regarding the development of cooperative agreements.

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

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

Lincoln Trail Response: The Lincoln Trail Area Development District, the local grant subrecipient for the Lincoln Trail region maintains three (3) costs pools for administrative purposes. They are as follows:

Common Cost Pool – This cost consists of occupancy and other facility costs that support all programs located at the primary LTADD facility. Costs charged to the common cost pool are independent of the costs charged to the other cost pools. This pool cost is allocated among the multiple programs benefitting from the activity.

Indirect Administrative Cost Pool – This cost consists of Accounting, Human Resources and Procurement activities that benefit all programs and cannot be directly charged to a program or cost objective. This pool is allocated among the multiple programs benefitting from the activity.

Operational Cost Pool – This cost consists of activities related to the Board of Directors and general management activities that benefit all programs. This cost is allocated among the multiple program benefitting from the activity.

- 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.

NOTE: Additional information will be added as a part of the Regional Plan – September 2019.

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

Lincoln Trail Response: The Lincoln Trail Development Association (LEO Governing Board), through a competitive bidding process selected and awarded a contract to the Lincoln Trail Area Development District to act as the Local Grant Subrecipient for the Workforce Innovation and Opportunity Act for the Lincoln Trail Workforce Development Area.

- 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)]

Lincoln Trail Response: The Lincoln Trail Workforce Development Area will follow the procurement process and guidelines outlined in the Uniform Administrative Requirements at 2 CFR 200.

- 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.

Lincoln Trail Response: Indicators for the local board to measure performance and effectiveness for the local grant subrecipient, direct services provider, eligible training providers and one stop operator are still in developmental stages. The LTWDB reviews financial statements on a quarterly basis, reviews the annual audit, helps develop the annual budget, and makes recommendation on transfer of funds between the adult and dislocated worker program. Eligibility training provider performance is the responsibility of the state and will be captured in KEE Suite in the future. The LTWDB reserves the

right to limit use of a provider or a program if local customer performance has not been sufficient or met local expectations. The Workforce, Education, and Economic Development Committee of the LTWDB regularly reviews reports, including programmatic and fiscal monitoring reports of the direct service provider.

The LTWDB plans to use TEGE No. 4-15 as the foundation for developing performance and effectiveness of the one-stop provider.

In the TEGE, it says characteristics of high quality one-stop centers and their partners (core, required and others):

- One-Stop Centers provide excellent customer service to job seekers, workers and businesses.
 - Reflect a welcoming environment to all customer groups who are served by the one-stop centers.
 - Develop, offer and deliver quality business services.
 - Improve the skills of job seekers and worker customers.
 - Create opportunities for individuals at all skill levels and levels of experience.
 - Provide career services that motivate, support and empower customers.
 - Value skill development.
- One-Stop Centers reflect innovative and effective service design.
 - Use an integrated and expert intake process for all customers entering the one-stop centers.
 - Design and implement practices that actively engage industry sectors.
 - Balance traditional labor exchange services with strategic talent development.
 - Ensure meaningful access to all customers.
 - Include both virtual and center-based service delivery.
 - Incorporate innovative and evidence-based delivery models.
- One-Stop Centers operate with integrated management systems and high-quality staffing.
 - Reflect the establishment of robust partnerships among partners.
 - Organize and integrate services by function.
 - Develop and maintain integrated case management systems.
 - Develop and implement operational policies,
 - Use common performance indicators.
 - Train and equip one-stop center staff.
 - Staff the center with highly trained career counselors.

While this vision only provides the vision/foundation for the one-stop system, it is critical that all core, required, and other potential partners are willing to come to the table to build a successful system. This starts with leadership at the State level for those state-operated programs and Kentucky is now fortunate to have most of those programs housed within the Education and Workforce Development Cabinet. Local staff need to be given direction on levels of participation, empowered to actively participate and encouraged to fully integrate the one-stop system at the local level. Program partners need to understand that operating in silos is not productive and the newly created Kentucky Works Collaborative should make overcoming these and other obstacles a thing of the past. Finally all partners must provide the one-stop system with the necessary technology, tools and on-going training to achieve and grow success.

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: Dean Schamore	Name: Tommy Turner
Title: Chair	Title: Judge- Executive, Larue County
Signature:	Signature:
Date:	Date:

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

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
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