



Workforce Innovation and Opportunity Act Regional and Local Plan Guidance

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

WIOA Regional Innovation and Local Comprehensive Plan Guidance

July 1, 2021-June 30, 2025

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 FY 2022 through FY 2025 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

A. Commonwealth of Kentucky Workforce Vision and Goals

The Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet, and numerous partner cabinets, agencies and outside organizations, engaged in an aggressive effort to implement the strategic initiatives outlined in the KWIB Strategic Plan implemented 2018. This plan has served as a blueprint for transforming Kentucky's workforce services, and focused on adapting to the changing needs of employers. The Beshear 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. The employers will provide information in real time to the workforce system in order to help align resources effectively and efficiently.
- Ensuring career development is an integrated element of government services. To build the foundation for increasing the 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, which can 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.

B. 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 C.F.R. § 679.540.

Section 108(a) of the WIOA, 20 C.F.R. § 679.00 *et seq* 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 FY 2022-2025. 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.

Given the limitations of the pandemic and the restrictions on meeting in large groups set by Governor Andy Beshear, any public meetings should follow CDC and state guidance. We strongly encourage virtual meeting and public notice.

C. Regional Innovation Plan.

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to also prepare and submit a 4-Year Regional Innovation Plan that is consistent with their Local Plan content and timeframe. The Regional plan should identify opportunities for regional collaboration and innovation, and incorporate 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 **must be submitted** to the Kentucky Department of Workforce Investment **by April 30, 2021** for their review and feedback before the implementation date of July 1, 2021 (FY 2022).

KY's Regional and Local Workforce Areas:

Central Region=Bluegrass LWDA, Northern KY LWDA, KentuckianaWorks LWDA, Lincoln Trail LWDA

East Region=TENCO LWDA and EKCEP LWDA

South Region=Cumberlands LWDA and South Central LWDA

West Region=Green River LWDA and West KY LWDA

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, 20 C.F.R. Section §679.540(a).

E. Plan Completion, Submission and Approval.

1. **Completion.** All Local Workforce Development Areas (LWDAs) 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 FY 2022-2025 Regional and Local Plans must be submitted in PDF format either electronically to DarleneK.Bussell@ky.gov or on a flash drive mailed to Darlene K. Bussell, 500 Mero Street, 4 NC 13, Frankfort, KY 40601 by close of business on **April 30, 2021 for initial review by DWI. Any deficiencies identified must be remedied by June 30, 2021.**

Note: The FY 2022–2025 Regional Innovation and Local Comprehensive Plan must be sent by a designated single point of contact. If sending Plans by email the subject line should read “(Area name) FY 2022-2025 Regional and Local Plan”.

3. **Approval.** The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWI within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:
 - 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 strategiesThis is not an exhaustive list of examples

If the plan was found deficient, DWI would issue written confirmation of the specific deficiencies found.

F. Modification Process.

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R. §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 using the same methods listed above in G-2.

The 2-Year modified plans should be considered by the local area **automatically approved** after 90 days of receipt if there is no correspondence from DWI within the 90-day review period.

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 of 14 days 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

This 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
- Additional Elements

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:

Regional name:

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.

[See Regional Plan for additional information.](#)

- 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)]

[See Regional Plan for additional information.](#)

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. Due to the Covid-19 pandemic the latest available occupational projections may change based on future workforce demand. Production Occupations from 2018 to 2028 are expected to grow in the LTWDA by less than 1%, lower than the 1.1% statewide. In 2019 and 2020 new and expanding manufacturing industries in the eight-county region announced a total of 692 new jobs of which 57% were due to the announcement of a steel plate manufacturing mill by Nucor with an investment of over \$1billion. 23% of the remaining new jobs were in Food/Beverage Production, namely in distillery operations with investments over \$133million. Manufacturing employment in the LTWDA totals 19% and wages in that sector make up 23% of total wages in the region. The healthcare sector will continue to expand as it has in the past. There are no healthcare occupations that are currently in decline. In the LTWDA healthcare jobs are projected to grow 11%, slightly more than the 10% Statewide. The year-long and ongoing pandemic that has created physical and mental stress on healthcare workers may have a significant impact on the number of healthcare job openings in the coming years due to retirements/resignations. Increasing demands by an aging population needing specialized care will also 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 sometimes cause delays in new commercial projects as well as new residential construction. Construction occupations in the region are anticipated to grow 2.4% by 2028 which is more than the Statewide projection of 1.5%. The tourism industry continued to increase in the region until the pandemic shutdowns and mandated reductions in tourism activity occurred. Travel expenditures increased by 6.7% from 2018 to 2019. 2020 will be a different story but 2021 should see an increase in tourism traffic as the pandemic subsides. Employment in tourism and travel industry increased 1.7% in 2019 in the eight counties. Due to the pandemic 2020 will certainly show a reduction in tourism employment but should start showing a rebound later in 2021. 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, Meade, and Larue Counties. The Covid pandemic again has caused interruptions/closures in the small business community. Resources such as the federal CARES Act, Paycheck Protection Program (PPP), KY Small Business Development Centers, Revolving Loan Fund/Business Relief Program with the Lincoln Trail Area Development District, and local venture groups will provide opportunity and hope for small

businesses to navigate through these uncertain times. The Elizabethtown-Ft. Knox MSA 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 alleviate reductions from the past due to downsizing. The most recent addition was in 2020 when the Fifth Corps (V Corps) was activated, sending 635 soldiers to Fort Knox as well as their dependents. 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 boosting other sectors such as retail trade, accommodation and food services, and real estate. An added bonus is the increase in military spouses coming to the area giving business and industry another labor force with varied experience to recruit from.

- 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)]

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 2019 was 125,918 an increase of 1,279 from 2018. The number employed increased by 1,140 and those unemployed increased by 139. The unemployment rate continued to be low for the Lincoln Trail Area. The annual rate for 2018 was 4.3% and for 2019 it was 4.4%. Covid-19 again resulted in a retreat in 2020 from the previous years' economic positive news. Preliminary data for December 2020 show the civilian labor force declined by 5,393 and those employed declining by 6,588. The unemployment rate for the region at the end of 2020 stood at 5.5%. 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% rate in Breckinridge County to a high of 66% 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. Covid-19 will continue to have an adverse effect on participation rates through 2021 due to school closures, childcare and family health issues that will keep some workers out of the labor force until all aspects of life return to some normalcy.

The LTWDA has a 93.0% high school graduation rate for persons ages 25+ which is slightly higher than the state average of 92.0%. 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 2018-2019 LTWDA high school graduates attending in-state college is 49.5%, slightly lower than the state rate of 50.5%.

- 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.

See Regional Plan for additional information.

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 (KCC-LT), 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-LT 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); Knox Coding Academy. 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 has been in operation since 2019 and although the pandemic had interrupted its operation a few onsite classes with limited participants have recently been completed. It is hoped to be in full operation later in 2021. 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) implemented a three-year strategic plan that concluded June 30, 2020. Consultants from Strategy Matters, LLC worked to bring together citizens from all segments of the region who understood 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. Although the pandemic has paused this initiative, we hope to revisit it later in 2021. A subcommittee of the LTWDB recently reviewed proposals for a two-year strategic plan that will build upon the plan just ended. This was awarded again to Strategy Matters, LLC.

Sector Focus

The Greater Knox Coding Academy was initiated as a pilot program operated by Elizabethtown Community and Technical College (ECTC) in January 2020 through a Statewide Reserve Grant administered by the LTWDB. The Coding Academy was designed to support the civilian workforce shortages in the IT field at Ft. Knox. The Coding Academy allowed students to enter the job market within months through short term certifications in Java and Security+ and CompTIA A+. Based on discussions with Fort Knox contractors many of these coding positions have starting annual salaries over \$65,000. In addition to the coding instruction, all students

received assistance with career readiness, resume writing, job interviewing, networking, dress for success, social media and emotional intelligence. Based on the positive results of the pilot, the program will continue to be offered and has been placed on the State ETPL. In addition, several companies have supported the program with sponsorships to assist with program operations and student fees.

Barriers to Employment

The LTWDB's Workforce Crisis Taskforce partnered with Hardin Memorial Health, now Baptist Health Hardin, to implement an expungement pilot program that can be replicated throughout the region. Through this program, employers are able to assist employees with the expungement process and associated costs to remove qualifying Class D felony convictions from their records which can be a barrier to successful employment. As the need for skilled, available workers continues to grow, this creates new paths for residents to enter the workforce. As a result of the successful pilot, a how-to-guide was created for employers to use to create a similar program.

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

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

Lincoln Trail Response: Researching job postings in the Lincoln Trail Area for a six-month period ending February 28, 2021 shows 63% of those postings required a high school graduation/GED. That is 12% higher than two years ago. Associate degrees or above were required for 19% of listed jobs. The most requested skills include all levels of patient care/nursing, truck driving, software development, retail and food-service front-line supervision, computer support, and customer service. Certifications most requested include CDL, security clearance, nursing, CompTIA Security+, and other healthcare related credentials.

The most requested skill clusters in the above-mentioned job postings are customer support/customer services, healthcare (basic patient care and medical support), IT software programs, business (people management), general sales, and administration (scheduling, general administrative).

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. Projections to be released by the Census Bureau mid-to-late 2021 may be adjusted due to the "baby bust" of 2020 due to Covid-19.

This analysis shows that the strategies and initiatives like the Workforce Crisis Task Force begun by the LTWDB 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. The LTWDB has just approved a two-year strategic plan proposal from Strategy Matters to build upon the previous three years' achievements by the task force.

WIOA, KCC-LT, 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 2018 for 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 – 3,181; Business/IT – 1,705; STEM – 1,523; Trades – 4,007. 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 was/is Removing Obstacles. This group's task was and still 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, (NOTE: no longer applicable) and 3) identify policy priority at the state level that could be recommended for the 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. In response to the opioid crisis, this subcommittee collaborated with the state's Strategic Initiative for Transformational Employment (SITE) to expand the number of transformational employers and decrease barriers to workforce participation. The committee partnered with Baptist Health Hardin on an initiative to support individuals with prior criminal justice involvement in getting their records expunged. BHH successfully piloted this benefit with one employee and is planning to implement this benefit within the hospital with the hope of encouraging other businesses to do the same.

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 have worked 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. The committee has worked on understanding interests of local high school students in programs in postsecondary institutions and bridging those interests with local job opportunities. They have also explored opportunities for online work-based learning opportunities (WBLO). This has become even more critical during the past year due to the limited opportunity for in-person interaction due to the pandemic.

Chapter 2: Strategic Vision and Goals

- (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

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 LTWDB 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 LTWDB 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 LTWDB 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.

In December 2020, the LTWDB issued a Request for Proposal to update its strategic plan. To provide some context in what the board is looking to do in the update:

The LTWDB serves an eight-county region by enabling collaboration across systems in order to effectively address the employment and skills needs of current employees, job seekers and most importantly employers in the region. To accomplish this, boards need to develop a stronger alignment of workforce, education and economic development systems as well as to improve the structure and delivery of the system. One of the most significant roles a local workforce development board can play is that of convening, brokering, and leveraging between the various systems to ensure its region's employers are competitive; its workforce is skilled and the systems are working in concert so the return on their investments are measurable, achievable and effective in helping the region to grow and prosper.

The Covid-19 pandemic has also had a huge impact on the workforce in the region. Thousands of people were laid off/let go as a result. Many of those have not returned to the workforce but employers continue to have open positions throughout. That need is greater even now. New barriers have appeared – physical and mental health and well-being, basic human needs, food and shelter, children learning remotely, and the list goes on and on.

Since March 16, 2020, virtually no federal funded employment and reemployment services have been offered in the Commonwealth as the sole focus has been and continues to be unemployment insurance assistance. Work search requirements for those unemployed due to Covid-19 were removed. Individuals seeking training are small in number and most, if not all, training programs are operating in a non-traditional instruction environment.

The Department for Workforce Investment granted local areas a waiver of all performance measures prior to the pandemic and that waiver continues. While the pandemic has dramatically affected the number of individuals seeking WIOA services, the bigger issue is the state's case management system and its reporting capabilities. The Department for Workforce Investment is currently working on a major overhaul of the system and hopes to have it completed in the fall of 2021.

The complexity of the workforce system and the devastating impact of the pandemic have come together to make the challenges ahead even more daunting. It is essential that the planning process answer these questions with concrete solutions for future action:

- How do we meet employer needs as well as the overwhelming needs of the unemployed?
- How do we engage and re-engage those currently out of the workforce?
- How do we address the additional barriers now facing them?
- Are we still working in a virtual environment?
- Have we recreated a new workforce model for the future?
- Do we need to re-think the future of the workforce?
- What does recovery look like?
- What should be our response for recover and “building back better,” to develop a thriving region?

To support this work, the LTWDB seeks to update/develop its strategic plan. The process will draw from the insights, experiences, and aspiration of the full Lincoln Trail community including the workforce (employed, unemployed, and disengaged), employers, training programs, educators, economic development professionals, government, and others. It will include a deep stakeholder engagement process, a thorough review of the organization's written history, planning sessions and more. It will result in a comprehensive 3-5 year strategic plan that outlines

a clear path to ensure optimal growth and long-term sustainability for businesses and residents of the Lincoln Trail region.

Strategy Matters was approved at the March 16, 2021, LTWDB quarterly meeting and contract will be in place by April 1, 2021. A final plan will be made available to the board for their consideration by September 14, 2021.

In the early 1990's, the U.S. Department of Labor instituted the one stop vision for the workforce system. Essentially, statutorily required and other workforce programs were asked to participate both programmatically and financially to the development of that system. The Lincoln Trail Workforce Development Board worked very hard to foster the development of the system but it has presented challenges along the way. The Lincoln Trail Workforce Development Board approved 4 physical centers, strategically placed through-out the region to ensure that no employer or job-seeker customer had to travel more than 30 minutes to access services – mainly WIA and WIOA, Wagner-Peyser and Unemployment Services.

Adult Education and Vocational Rehabilitation, both core partners in the WIOA have been and continue to be challenges in getting them to actively participate in the system. In 2017, the Education and Workforce Development Cabinet, removed Wagner-Peyser and Unemployment Insurance services and staff from three of the locations in the region. Unemployment Insurance Services went to a state-wide call center approach and Wagner-Peyser services were moved to the “state-designated” comprehensive center. This move created undue burden on customers as well creating havoc on the local board’s vision of a truly integrated one-stop system.

The pandemic brought on much more division of the one-stop vision. Wagner-Peyser, Unemployment Insurance, Trade, etc. were moved to the Labor Cabinet with Unemployment Insurance becoming the sole focus. Wagner-Peyser services were not offered for over a year and now are only offered in a very limited capacity thus leaving both employers and job seekers in a conundrum of having no way to connect with one another via the public workforce system. Adult Education is still housed at two of the affiliate sites in the region, but seldom participate. Vocational Rehabilitation, while housed at the comprehensive center, does not participate in any activities other than the monthly partner meeting.

The one-stop system today is so fragmented in the Commonwealth that it may be near impossible to get back to the pre-pandemic level of partnership. Partnership is a two-way street and it is critical that all partners make a programmatic and financial commitment to realize the true benefits of a one-stop system. It is an opportunity but one that may be even more difficult to achieve post-pandemic. Strategically, it is critical for recovery and hopefully, partners will see the merit of building/rebuilding partnerships.

- (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 A. above.

- (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.

Lincoln Trail Response: See A. above.

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

- (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, Skills U the Kentucky Adult Education and Literacy program.*

Education, 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 LTWDB's strategy is designed to respond to employer needs by continuing to draw upon its long-established relationships and partnerships between local elected officials, community leaders, workforce, education, and economic development entities. The Lincoln Trail region was one of the first regions in the Commonwealth to implement the USDOL's vision for one stops over 20+ years ago. For more specific information and detail, refer to the Partnership Agreement, and KCC MOU/IFA – all currently on file with the Department for Workforce Investment. The Lincoln Trail Area Development District was selected by the Chief Local Elected Official to serve as the local grant subrecipient. A copy of the application and contract are currently on file with the Department for Workforce Investment. A chart identifying the fourteen (14) youth service elements and the delivery plan for the Lincoln Trail region is included as an attachment to this document.

- (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)]

Lincoln Trail Response: The LTWDB 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. It is anticipated that RESEA programs will restart in April 2021 and hopefully the work search requirements for UI Claimants will be reinstituted as well. The board will continue to

work very closely with employers, education providers, economic development agencies and other community partners to facilitate continuing development of high demand career pathways for employment opportunities in the region.

In 2020, the Board worked with ECTC, Fort Knox and Knox Regional Development Alliance in the establishment of the Greater Knox Coding Academy, specifically geared to fill IT vacancies at Fort Knox. The Board was able to secure a statewide reserve grant to assist in this start up. In early 2021, discussions are under way for other IT related career pathways to meet the needs of local/regional employers. It is anticipated this project will be operational in May 2021. The Board continues to work with partners to improve access to activities leading to a recognized post-secondary credential including industry-recognized certifications that are portable or stackable. These types of options provide job-seeking customers with multiple options for obtaining skill sets at various levels as well as employment opportunities at multiple exit points. It also allows the Board and its partners to work with employers to develop various training options and pathways to meet local and regional industry demands.

The Lincoln Trail Workforce Development Area is very supportive of DWI Policy 18-001 “Co-Enrollment for all One-Stop Partners, reissued April 6, 2021 and desires to work more closely with not only the WIOA mandated core partners but all required one stop partners. The Lincoln Trail Workforce Development Board has selected a new one stop operator and one of the tasks assigned to the new provider is improve the relationships on co-enrollment, cross-training and partner involvement/engagement in the system. However, it must be noted that active involvement of leadership from the KWIB, the Department for Workforce Investment and Labor Cabinet are paramount to ensure success. The COVID pandemic and the August 2020 reorganization of Wagner-Peyser and other programs to the Labor Cabinet have added additional roadblocks. Further, the lack of Wagner-Peyser services being offered or available since March 2020, makes it more difficult to achieve. Vocational Rehabilitation has its own challenges in that guidance from their cognizant federal agency is very restrictive and Adult Education is limited by state actions on service demands/goals set for them.

- (L) Identify and describe (for each category below) the strategies and services that are and will be used to:
- 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;
- Support a local workforce development system that meets the needs of businesses in the local area;
- Better coordinate workforce development programs with economic development partners and programs;
- Strengthen linkages between the One-Stop Delivery System and Unemployment Insurance programs; and
- 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]

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 contract 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.

The business services team regularly meets with the economic development agencies in the region to provide updates on activities and solicit input/need for services, information and products they need to assist them in their efforts in recruitment and retention. We regularly provide labor market information and other information as requested. We are always prepared to participate in any discussions with companies upon their request to discuss workforce issues, solutions and options.

The LTWDB partners with local Career Development Office Staff to provide assistance with Unemployment Insurance claims filing when a company either closes or lays employees off and most recently at the request of the state with Covid-19 layoffs. This is usually coordinated the week following the closure or layoff. Unfortunately, the Cabinet reorganization removed all Unemployment Services from the KCCs and they are now available via the state call center or self-registration/filing from any computer. Also, Wagner Peyser services were only offered in person at the Comprehensive Center or by phone or email but since March 2020, no Wagner Peyser services have been offered. Since the 2017 Cabinet reorganization and more recently with the current workforce supply-demand crisis, several methodologies/strategies have been executed to assist unemployed individuals to return to work as quickly as possible. Local communities throughout the region instituted their own solutions to fill the void from the removal of Career Development Staff from the local career centers.

Responding to a company layoff or closure through Rapid Response services is a prime example of this process and was evident during the closure of MTD in Leitchfield early last year. Members of the Business Services Team, Career Center partners and other community partners worked together to provide resources to help the employees in their transition from MTD to new opportunities. The LTWDB worked with companies in the surrounding area as well as local economic development and industrial foundations to connect the affected workers with employers who were interested in hiring them. A dedicated webpage on the career center website was established to provide the affected workers with a variety of resources including employment and training opportunities, interviewing and resume tips, community resources etc. WIOA direct service provider staff assisted many with OJT opportunities at local companies. Career Development Office staff provided onsite assistance with UI filing and ECTC staff also provided a variety of workshops to help prepare workers for employment opportunities. This effort was successful due to the demand for employees in the region as well as the efforts of all partner agencies in assisting the affected workers.

First, the City of Lebanon, City of Springfield, Marion County and Washington County funded two staff positions to serve their communities and companies in matching job seekers and employers. The 2017 reorganization removed Career Development Office staff from their community and left them struggling to address their workforce needs. This effort continues to be extremely successful as it provides those communities with hands-on assistance and local employers needs are being met. Second, the Bardstown-Nelson County Chamber has started its own job board and workforce committee to provide solutions for their local business community. They are focused

on TPM (KY Chamber's Talent Pipeline Management Activities) to guide their efforts. The group has formed a collaborative of 6 manufacturers in the community to assist in their career pathway development. Third, other regional chambers/economic development agencies have created their own job posting boards to assist their local employers.

Finally, WIOA direct services provider staff are housed throughout the region at the comprehensive and three affiliate centers. In the three affiliate centers, WIOA staff handle all customers seeking services in the centers. At the comprehensive center, any customer who walks in the center is referred by the front desk staff or other partner staff to the WIOA staff first to do the initial assessment. If referral to another partner is warranted, then a referral is made. If the individual is looking for a job, then the WIOA staff refers them to a job. This has significantly increased the number of people going back to work and lessened the amount of time receiving unemployment insurance benefits.

- **(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]

Lincoln Trail Response: The LTWDB 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.

The board has been asked to be a part of a small business accelerator project in Elizabethtown. Two local entrepreneurs, owners of USA Bridal have offered space in the former Coca Cola bottling plant to develop the accelerator. In phase one the space will include 5000 square feet for a shared board room, kitchen, reception, and office space/suites for the director of the Central Region Innovation and Commercialization Center as well as tenants ranging from 300-1200 square feet. Phase two would build out another 5,000 square feet to include common networking areas, a large training room and additional suites for tenants. Phase three would expand the space to a total capacity of 50,000 square feet. All entrepreneurs "in residence" would have access to the innovation center, the Lincoln Trail Venture Group and onsite mentors.

- **(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]

Lincoln Trail Response: The LTWDB 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 committee will be discussing at the April 2021 meeting the possibility of seeking an outside entity to provide youth services in the region going forward.

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. Direct service provider staff provide 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. KCC-LT 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 occupational skills training needs, work based learning opportunities, mentoring services and case management; working with seniors at local high schools in the region to provide labor market 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 planned to create 300 new positions in 2021 and was getting ready to begin the "Jump Start" program in 2020. 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.

The Greater Fort Knox Coding Academy (February 2020 and February 2021)

The Coding Academy will focus on filling a critical shortage of IT workforce with coding skills with the Army and its contractors. Skills for positions such as network administration, systems engineers, cyber security and developers will be offered. Training on Java, Dot Net, Microsoft, Unix, Cloud, Salesforce, etc. are just a few of the programs to be offered. This hurts the region's growth potential and more importantly the stability of the installation. Right now, there are 250+ open positions and job seekers in the local market do not possess the necessary coding skills and certifications so Defense contractors are forced to fly people in during the work week. The local board submitted a request for WIOA Statewide Reserve Funding in October 2019 for the pilot class that began in Mid-February 2020. The pilot project included high school seniors from the region and adults interested in this type of career. Training was 12-16 weeks. With an approved security clearance, individuals who complete the certifications can anticipate immediate job offers with starting salaries of \$70,000+. It is anticipated that this academy will expand very rapidly after the pilot and become a talent pipeline for not only Fort Knox, but other area businesses and become a strong economic development tool for attracting businesses to the region. Covid-19

restrictions provided a few bumps along the way in its first class but the second class began on February 16, 2021.

Partners in this initiative include Elizabethtown Community and Technical College, U. S. Army, KRDA, Lincoln Trail Workforce Development Board, School Systems in Hardin, Meade and Nelson Counties and the KCC-Lincoln Trail.

The LTWDA has a contract with the Lake Cumberland Area Development District for the provision of direct services in the region. This includes youth programs and ensuring the 14 WIOA Youth Elements are addressed. A copy of the Lake Cumberland Area Development District chart is included. The LTWDA will work with the direct services provider to ensure that additional agreements are in place by June 30, 2021.

- **(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]

Lincoln Trail Response: The LTWDB 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 to develop strong work-based learning opportunities in the region.

- **(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]

Lincoln Trail Response: The LTWDB currently leverages community programs/services and partners to provide supportive services. Appropriate referrals are made to other agencies to provide such supportive services as child care, transportation, 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. This project was scheduled to begin in the spring of 2020 but was put on hold because of the pandemic.)

The Workforce Crisis Task Force held its annual Workforce Summit in June 2020. A link to the slide deck for the virtual summit is included here for reference on some key projects. The link includes video presentations on pilot projects that were established to assist individuals overcoming barriers.

https://docs.google.com/presentation/d/1aqmsmmNK6XFGNry6Vhf_1vaETzQGihMWN5Lfs5xZXQ/edit?usp=sharing

The region has also been working with the Addiction Recovery Center housed at the former St. Catharine College Campus about how the board can work with their residents in developing plans to enter or reenter the workforce. These discussions are in the formative stages and plans are to implement in the Summer of 2021.

- (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]

Lincoln Trail Response: The LTWDB has had a contract with the Lake Cumberland Area Development District for the provision of One Stop Operator services since July 1, 2017. This includes coordination of the delivery of services and activities provided through the KCC-LT. The contract expires on June 30, 2021 and the LTWDB has issued a new One Stop Operator RFP with a contract start date of July 1, 2021. The KCC-LT system includes the comprehensive center in Elizabethtown and three affiliate sites in Bardstown, Lebanon and Leitchfield. All locations were recertified in 2019. The LTWDB continues to strive for the opportunity to reach the next level and integrate the one stop system with all partners, programs, services and funding. Over the course of the past year, the pandemic has changed the way day to day services have been provided through the KCC-LT with many partners working remotely to provide services to customers. Plans are currently underway to reopen the KCC-LT locations on a graduated basis. The One Stop Director, who is also co-lead of the Business Services Team, continues to fulfill this role and communicate with partners through monthly virtual meetings. Since the pandemic began in March 2020, the primary focus has been resolving the overwhelming unemployment insurance issues which have greatly impacted the provision of employment and reemployment services. WIOA direct service provider staff have continued to provide employment and training services but have faced the challenge of limited jobseekers due to extended unemployment insurance benefits and the removal of the work search requirement. The LTWDB's One Stop Operator and direct services provider staff have continued to work with state merit staff and have increased their efforts to ensure that there is not a gap in services for KCC-LT customers. A prime example of this effort includes direct service provider staff partnering with state Trade staff to ensure employees of a recent Trade impacted closure in the region receive upfront, continuous services, with the exception of TAA eligibility determination. The return of the Unemployment Insurance program to the local area will require a reassessment of the flow of services to ensure coordination among all KCC-LT partners. The addition of this program will increase foot traffic in the center and will provide the opportunity to serve more customers.

- (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.

Lincoln Trail Response: The WIOA statute identifies Adult Education and Literacy as one of the four core partners in the One Stop System and the LTWDB was eager to explore the new opportunities. After the Office of Employment and Training 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 had 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 LTWDB 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. The LTWDB has not heard anything about when the next Request for Proposal cycle will occur.

- (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).

Lincoln Trail Response: The Education and Workforce Development Cabinet 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 Career Development Office have had several conversations since October 2018 regarding when the priority of service requirement is invoked. The Department for Workforce Investment reissued policy 16-002 “WIOA Policy on Adult Priority of Service”, dated April 6, 2021. The Lincoln Trail Workforce Development Board also has a policy that is more restrictive than the department’s. The one critical issue that is still unresolved is when the priority is initiated. For Wagner-Peyser customers, there is no official mandate for adult priority and services are available to any who seek them. This will impact the state and each local area in the ability to meet federal guidance and state policy. Additional conversations with the state and local areas must occur to address this critical issue. This will also require possible changes in the KEE Suite case management/data repository system.

Currently, the LTWDB 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, 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.

The US Department of Labor issued new guidance in TEGL 7-20, dated November 24, 2020 titled “Effective Implementation of Priority of Services Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult program”. The Education and Workforce Development Cabinet issued a draft statewide policy in January 2021 for review and comment but have not received final approved policy.

- (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.

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.

The KEE Suite system has been more than a challenge since its inception. The state is still not able to report accurate data or performance, system flaws make accuracy impossible and case management is extremely difficult because it was not built for WIOA programs. Local workforce boards have expressed repeated concerns about the system and were told that a new system would be implemented in the future. The KEE Suite system was and is a huge failure and programmatic reporting or desire for integration is greatly hampered. It should also be noted partner programs continue to use separate and siloed systems that prohibit true integration for Kentucky's one-stop partners. Uncertain as to future statewide plans on this very important issue.

Chapter 4: Program Design and Evaluation

- (L) Describe the One-Stop Delivery System in the local area including:
- 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 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]
- 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]
- 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]
- 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.

Lincoln Trail Response:

- The LTWDB issued a RFP for a One-Stop Operator beginning on February 1, 2021 with services set to begin on July 1 2021. 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 Request for Proposal specifically requests:
 - Develop a business services delivery plan for the KCC-Lincoln Trail to provide an overview of workforce services and that can be customized to address each business's needs. Plan should include appropriate labor market information about the region.
 - Recruit, train and deploy a business services team throughout the region to serve as solutions agents for workforce related services. Each member of the team should have a

minimum of 10 (10) contacts with the business community every 30 days. All contacts should be recorded in the appropriate database within 3 working days of visit.

- Develop, offer and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- Address immediate and long-term skilled workforce needs in in-demand industries and address critical skill gaps within and across industries.
- Respond and coordinate all business requests for screening and recruitment of candidates, providing interview space, hosting job fairs and other services available through the centers.
- Coordinate with the Rapid Response Coordinator to align partner services for workers who have or will be dislocated from their jobs due to a business or plant closure.
- Collaborate with system partners to facilitate and participate in special projects such as job fairs, business driven workshops, and be responsible for communicating employer needs to KCC-Lincoln Trail staff.

In coordinating regional services, the one-stop operator must not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and/or education services.

The LTWDB will prefer to contract with an entity that is knowledgeable about workforce development services, their objectives, and the regulations that govern them, including:

- Career services (described in WIOA Section 134(c)(2)).
- Training services (described in WIOA Section 134(c)(3)).
- Employment and training activities carried out under WIOA Section 134(d), if any.
- Programs and activities carried out by one-stop partners, including Vocational Rehabilitation, Adult Education, postsecondary education, unemployment insurance and Veterans Services.
- Data, labor market information, and analysis from Wagner-Peyser (described in Section 15(a) of the Wagner-Peyser Act).
- Labor exchange services authorized under the Wagner-Peyser Act.

Entities that apply should possess and have demonstrated the following characteristics:

- Flexibility and ability to adapt to change.
 - Competent management skills
 - Inspirational, visionary, goal-driven, highly professional leader
 - Skilled communicator
 - Commitment to strong partnerships
 - Commitment to the integrated service delivery model
-
- 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 rolled 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.

Discussions are also underway to expand apprenticeship opportunities in the region. These discussions began in mid-February 2021 with anticipated rollouts to begin in Summer/Fall of 2021. Initially, apprenticeships will be focused in key regional sectors but plans are to offer opportunities in all five high-demand sectors in the region.

- 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 was available pre pandemic 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. Individual customers may seek services from their nearest library, go to one of the four career centers in the region or follow the career center on its Facebook site or the KCC website.

During the early days of the Covid-19 pandemic, all in-person services ceased and all KCC-Lincoln Trail services went virtual or by phone. Unemployment Insurance services became a total team effort by KCC partners through early Fall of 2020. As the numbers increased, the state elected to establish a tiered approach to the crisis. Phone systems at the KCC were linked to Amazon Connect and no longer allows for calls to be answered locally. Direct Service Provider staff received cell phones in order to be available to their customers throughout this crisis and also utilize all of the virtual tools available to them. It is anticipated that in-person WIOA and Unemployment Insurance services by appointment will resume in mid-April 2021 at the Hub in Elizabethtown and WIOA only services at the three affiliate sites.

We regularly post information about workforce opportunities in the region via the KCC-Lincoln Trail website and social media channels. Finally, when the Mobile Training Lab arrived in early October 2019, we are working closely with ECTC to ensure that training services become even more easily available when their 3 campuses become “mobile”.

- 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. Disability awareness training has been scheduled for all KCC staff on March 17, 2021.
- The local plan will be published from March 26 – April 26, 2021 on the following websites: www.ltadd.org and www.ltcareercenter.org, sent via the Lincoln Log Newsletter (sent to 200+ community partners, elected officials and interested parties and notices were provided to local board members of its availability for review and comment.
- **(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].

Lincoln Trail Response: The LTWDB 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.

- (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].

Lincoln Trail Response: The LTWDB 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.) The Lincoln Trail Workforce Development Area submitted a revised Rapid Response Plan to the Cabinet in August of 2018. The approved plan is on file with the Department for Workforce Investment.

The Business Services Team (BST) Rapid Response (RR) Coordinator will serve as the main point of contact for notification of all impending layoff or closures. Notification may come in a variety of forms such as a WARN, employees of the affected company, communication from KCC Partners, media or public announcements, etc. The BST RR Coordination will also notify the State Rapid Response unit immediately, upon learning of an impending dislocation.

The BST RR Coordinator will contact the employer regarding Rapid Response services as soon as possible but no later than two business days of receiving the notice of dislocation. The initial contact with the employer will allow the BST RR Coordinator to verify the layoff, provide information to the employer about Rapid Response services and encourage the employer to participate in an informational meeting with the Rapid Response Team members to customize a plan for Rapid Response services. In most instances, the BST RR Coordinator and the RR Team member representing the Career Development Office and Unemployment Insurance will attend the initial employer meeting on behalf of the Rapid Response Team.

Information and discussion during the initial employer meeting may include the items listed below. If the employer chooses not to have an initial meeting, these items will be discussed and arranged during the initial contact period.

- The potential for averting the layoff or disclosure may be discussed, with prior consultation from state or local economic development representatives.
- An overview of services offered by Rapid Response Team partners, additional service providers and other resources in the local area to meet the short and long-term needs of the affected workers. These services may include reemployment services, job training, healthcare options and unemployment insurance, to name a few.
- Customized format for the Rapid Response employee sessions, content and benefits to the employer and employees.
- Assessment of the employer's layoff plans and schedule.
- Identification of the employees affected by the dislocation such as average wage, skills level, education attainment and years of service.
- Company benefits available to employees, i.e., severance pay, insurance coverage, relocation/reemployment opportunities or job development/job search activities.
- Information regarding the petition process for TAA.
- Determination if any special accommodations for the employee sessions will be needed such as provisions for the visually or hearing impaired or foreign language interpreters.
- Dates, times and locations will be determined for the employee sessions.

Following the initial contact and/or employer meeting, the BST Rapid Response Coordinator will coordinate and oversee the implementation of the planned Rapid Response services in the following ways:

- Notifying and coordinating with the designated Rapid Response Team members and additional partners the meeting dates, times and location as well as other pertinent information regarding the layoff and employees.
- Notifying the State Rapid Response unit of the planned activities.
- Ensuring that each partner understands their role during the session, which is to provide an overview of services and answer questions pertaining to their respective programs.
- Providing information to the LEO's and other officials regarding the Rapid Response activities.
- Providing a Rapid Response session agenda to the employer and Rapid Response team members.
- Arranging workshops and/or other customized services based on the needs of the employees and as determined by the employer.
- If the company has an approved Trade petition a representative from this program will provide information regarding TAA services.
- The Rapid Response Coordinator will report all data elements, as required, in the State data systems within 10 days of the Rapid Response event.

Rapid Response Partners include:

- Lincoln Trail Workforce Development Area
- Kentucky Career Center – Lincoln Trail
 - WIOA Dislocated Worker Program
 - Reemployment Services and Unemployment Insurance
 - Office of Vocational Rehabilitation
 - Veterans Services
 - TAA – if applicable
- Kentucky Adult Education (Skills U)
- Lincoln Trail District Health Department
- Affordable Care Act Healthcare Representative
- Elizabethtown Community and Technical College
- Other partners deemed necessary based on the needs of the employees.

Materials covered includes:

- KCC Services:
 - Reemployment Services
 - Focus Career Registration
 - WIOA training activities
 - KEE Suite Registration
 - TAA – if applicable
 - Internet sites that provide information on job search, partner services, etc.
 - Information on workshops, which cover resume writing, interviewing skills, job search assistance, etc.
- Lincoln Trail District Health Department Services such as women's cancer screenings, WIC, immunizations, etc.
- Adult Education (Skills U) Services
- Affordable Care Act Healthcare Information
- Elizabethtown Community and Technical College non-credit courses at no charge.

- **(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]

Lincoln Trail Response: The description and analysis of youth workforce activities, including activities for youth with disabilities, was outlined in Chapter 3 above. Successful models and best practices for youth workforce activities in the Lincoln Trail region were also described in Chapter 3 and include partnerships with the KY FAME program, the Greater Knox Coding Academy and a WBLO “How to Guide”, to name a few. The LTWDA has focused on providing services to Out-of-School youth since the inception of WIOA, therefore continues to easily meet the minimum seventy-five percent Out-of-School youth expenditure rate. Limited services are provided to in-school youth which include providing labor market information and employment/career opportunities in the region. Direct Service Provider staff have a relationship with high schools in the region to connect with seniors who do not have an employment/career path and would benefit from WIOA Out-of-School youth services once they graduate. The LTWDB’s Direct Service Provider is responsible for implementing WBLO’s for youth. Due to the pandemic, this component was not offered in 2020. The LTWDB recently approved offering WBLO’s in the region beginning in Summer 2021. This would be contingent upon the status of the pandemic at the time and all required safety protocols being followed.

- (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).

Lincoln Trail Response: The LTWDB 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. In the summer of 2018, 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 third annual Workforce Summit was held in June 2020 with over 75 people attending virtually. The LTWDB is committed to excellence in its local/regional role as the convener and broker for workforce solutions in the region.

- (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;
 - Need 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 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 LTWDB 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 below should focus on the local area's compliance with federal or state requirements.)

- **(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).

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. **Beginning on page 11 in the KCC Memorandum of Understanding approved by the Cabinet, the terms of agreement between the Lincoln Trail Workforce Development Board and the Office of Vocational Rehabilitation describe partners roles and responsibilities to enhance the provision of services in 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).**

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

Discussions of pooling funds for administrative costs for the Central Kentucky Region has not occurred.

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.

- (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.

The Central Kentucky planning region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become reality: a complete commitment by all core partners to work more collaboratively to achieve performance and most importantly a technology platform that all partners can utilize to capture, collect, analyze and negotiate performance information. A shared data platform is critical for this to become reality.

- (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 serve as the Local Grant Subrecipient for the Workforce Innovation and Opportunity Act for the Lincoln Trail Workforce Development Area.

- (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.

- (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 TEGL No. 4-15 as the foundation for developing performance and effectiveness of the one-stop provider.

In the TEGL, 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.

Additional Elements

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

- (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.

Lincoln Trail response:

Lincoln Trail and the Central Kentucky Region will work closely with our partners to ensure historically underserved populations are primary target groups for services, especially during the current health crisis.

- Priority must be provided in the following order:
 - First, to veterans and eligible spouses who are recipients of public assistance, individuals who are basic skills deficient, or those identified as being low-income; note that these populations have top priority in all WIOA and other DOL-funded programs.
 - Second, to individuals in WIOA Adult programs from specified priority groups—recipients of public assistance, individuals who are basic skills deficient, or those identified as being low-income—who are not veterans or their spouses in priority group 1
 - Third, to veterans and eligible spouses who are not included in WIOA's priority groups
 - Fourth, ***priority populations established by the Governor and/or Local WDB.***
 - Last, to non-covered persons outside the groups given priority under WIOA.

Potential Strategies

- Full integration with all required partners
- Cross-train staff from different programs to understand other partner programs and to share their expertise about the needs of specific populations, including those most in need, so that all staff can better serve all customers
- Staff the center with career counselors skilled in advising job seekers of their options, who are knowledgeable about local labor market dynamics, aware of available services inside and outside the AJC, and skilled in developing customers' skills for employment success
- Develop and implement operational policies that achieve an integrated system of case management, using technology to achieve alignment in service delivery that meets customers' needs
- Partner across programs, including community-based and philanthropic organizations, to effectively maximize necessary services, including supportive services, to those most in need while minimizing duplicative processes and resource use
- Develop outreach strategies with partner programs to ensure that those most in need are identified and served
- Encourage, develop, and implement the use of career pathways for those most in need.

Suggested Partnerships:

- Careful coordination of and collaboration with the WIOA Youth program to co-enroll OSY who are school drop outs, basic skills deficient, low income, and public assistance recipients
 - Closely partnering with the TANF program to help TANF participants obtain the skills they need to achieve self-sufficiency
 - Individuals (over the age of 18) in receipt of SNAP currently or in the previous six months are eligible for priority in the WIOA Adult program
 - AEFLA serves adults who are over 16 years of age and who are not enrolled or not required to be enrolled in school under a state's compulsory school laws. Participants are basic skills-deficient, English language learners, or without a high school diploma or its equivalent
 - VR - individuals with disabilities are identified as individuals with barriers under WIOA, and may be eligible for statutory priority in the Adult program if they are low income, basic skills-deficient, or recipients of public assistance
 - Community Service Block Grant (CSBG) can integrate with the WIOA Adult program to serve and support low-income individuals and families
- (L) (R) Describe how you will use the results of any feedback to make continuous quality improvements.

The Lincoln Trail Workforce Development area (LTWDA) strives for continuous quality improvement and welcomes all feedback regarding the provision of workforce services in the Lincoln Trail region. There are a variety of sources the LTWDA uses to gauge success and identify areas that need improvement. One of the leading indicators of success for the local area and region will be how effective the workforce system is in helping employers fill their critical needs of open positions. The LTWDA is listening to employer needs through a variety of avenues such as the Workforce Development Board, local Business Services Team, Chambers of Commerce, Talent Pipeline Management, SHRM and other employer-based organizations. The feedback received allows the LTWDB to target services to help meet specific employer needs whether that means more On-the-Job training and incumbent worker training opportunities, job fairs or just meeting with employers to discuss the full array of workforce services. One of the benchmarks identified in the Lincoln Trail Workforce Development Board's recent strategic plan was to increase the workforce participation rate. Progress was being made prior to the Pandemic but now employers are reaching out indicating they are facing greater challenges in meeting their workforce needs. We feel that opening up the work search requirement for unemployment insurance and the provision of more extensive Wagner Peyser services would lead to higher participation in WIOA services and a chance to increase the participation rate. Other sources of feedback to assist the LTWDA in continuous improvement include the State and local monitoring processes and customer (both job seeker and employer) satisfaction surveys. In addition, WIOA mandated performance measures are, historically, a key component in determining if the program is performing satisfactorily but concerns regarding the reliability of data in the KEE Suite system make it difficult to depend solely on these metrics. As a result of incorporating all sources of feedback into the continuous improvement process the LTWDA is better able to identify and meet the region's needs, ensure compliance with the law and regulations and improve the services being provided in the region.

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

Lincoln Trail/Regional Response: The state plan has identified a statewide Memorandum of Agreement to be implemented in the near future. Since information is not available to the

local workforce development areas or planning regions at this time, the portion of the state plan identifying this process is included as reference.

A statewide Memorandum of Agreement between Kentucky Workforce System Partner Programs for the Integrated Workforce System is nearing completion and execution. The purpose of this Memorandum of Agreement (MOA) between state-level workforce system partner programs is to establish cooperative and mutually beneficial relationships and successfully accomplish the following:

- Streamlining statewide identification and sharing of common core services by function rather than by agency;
- Effective blending of funds by function rather than agency to the extent not inconsistent with federal law;
- Participation in a common and coordinated system of referral;
- Participation in a common case management system; and
- Achievement of established performance goals grouped by function rather than by agency, as defined by the Kentucky Workforce Innovation Board and the Education and Workforce Development Cabinet.

The MOA will define roles and responsibilities for the local staff and contractors, including providing the following workforce services in the KCC system:

- Assisting individuals in obtaining employment that leads to self-sufficiency;
- Providing employers with access to qualified and appropriately skilled employees who have been assessed, trained and possess appropriate credentials and certifications;
- Delivering effective programs offered through a seamless and integrated workforce development delivery that eliminates duplication of services;
- Reducing administrative costs and accommodating the needs of employers;
- Holding participant organizations accountable for costs, appropriate use of state and federal funding, performance and metrics; and
- Reacting to the current demand for skilled workers by specific industries and identified sectors of unfilled jobs.

The MOA will also identify the roles and resources that workforce system partner programs will contribute to integrate service delivery and support operations of the KCC system in all areas of the state. It also is intended to reflect state programs; commitments and activities to work in collaboration to implement the following priorities of the state's workforce strategic plan:

- Employers – Actively engage employers to drive Kentucky's workforce development system.
- Education – 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.
- Workforce Participation – Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.
- Organization and Resource Alignment – Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

The long list of partner entities, state agencies, and programs that will be parties to this MOA includes:

Education and Workforce Development Cabinet
Department for Workforce Investment

Kentucky Centers for Statistics
 Kentucky Department of Education
 Kentucky Cabinet for Economic Development
 Kentucky Community and Technical College System
 Kentucky Labor Cabinet
 Cabinet for Health and Family Services
 Department for Community Based Services
 Department for Aging and Independent Living
 Division of Disability Determination Services
 Kentucky Justice and Public Safety Cabinet
 Kentucky Workforce Innovation Board
 Kentucky Council on Post-Secondary Education Conference of Presidents
 Kentucky Commission on Military Affairs
 Kentucky Chamber of Commerce
 Kentucky Housing Corporation
 Job Corps
 Kentucky Association of Counties
 Kentucky League of Cities
 Kentucky Association of Area Development Districts
 National Federation of Independent Businesses
 Kentucky Human Development Institute

These parties will commit to providing integrated delivery of comprehensive workforce services in Kentucky to the job seeker and business customer in a welcoming, inclusive environment.

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

The Central Kentucky planning region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become reality: a complete commitment by all core partners to work more collaboratively to achieve performance and most importantly a technology platform that all partners can utilize to capture, collect, analyze and negotiate performance information. A shared data platform that is reliable is critical for this to become reality. The current KEE Suite system is unable to provide this data and more importantly partner agencies continue to develop separate reporting systems that may make this action unattainable.

KY Stats may be a general source for data collection and reporting of all core programs. However, until the KEE Suite system is replaced, the data for Wagner-Peyser and WIOA programs will continue to be suspect at best.

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

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.) The Lincoln Trail Workforce Development Area submitted a revised Rapid Response Plan to the Cabinet in August of 2018. The approved plan is on file with the Department for Workforce Investment.

The Business Services Team (BST) Rapid Response (RR) Coordinator will serve as the main point of contact for notification of all impending layoff or closures. Notification may come in a variety of forms such as a WARN, employees of the affected company, communication from KCC Partners,

media or public announcements, etc. The BST RR Coordination will also notify the State Rapid Response unit immediately, upon learning of an impending dislocation.

The BST RR Coordinator will contact the employer regarding Rapid Response services as soon as possible but no later than two business days of receiving the notice of dislocation. The initial contact with the employer will allow the BST RR Coordinator to verify the layoff, provide information to the employer about Rapid Response services and encourage the employer to participate in an informational meeting with the Rapid Response Team members to customize a plan for Rapid Response services. In most instances, the BST RR Coordinator and the RR Team member representing the Career Development Office and Unemployment Insurance will attend the initial employer meeting on behalf of the Rapid Response Team.

Information and discussion during the initial employer meeting may include the items listed below. If the employer chooses not to have an initial meeting, these items will be discussed and arranged during the initial contact period.

- The potential for averting the layoff or disclosure may be discussed, with prior consultation from state or local economic development representatives.
- An overview of services offered by Rapid Response Team partners, additional service providers and other resources in the local area to meet the short and long-term needs of the affected workers. These services may include reemployment services, job training, healthcare options and unemployment insurance, to name a few.
- Customized format for the Rapid Response employee sessions, content and benefits to the employer and employees.
- Assessment of the employer's layoff plans and schedule.
- Identification of the employees affected by the dislocation such as average wage, skills level, education attainment and years of service.
- Company benefits available to employees, i.e., severance pay, insurance coverage, relocation/reemployment opportunities or job development/job search activities.
- Information regarding the petition process for TAA.
- Determination if any special accommodations for the employee sessions will be needed such as provisions for the visually or hearing impaired or foreign language interpreters.
- Dates, times and locations will be determined for the employee sessions.

Following the initial contact and/or employer meeting, the BST Rapid Response Coordinator will coordinate and oversee the implementation of the planned Rapid Response services in the following ways:

- Notifying and coordinating with the designated Rapid Response Team members and additional partners the meeting dates, times and location as well as other pertinent information regarding the layoff and employees.
- Notifying the State Rapid Response unit of the planned activities.
- Ensuring that each partner understands their role during the session, which is to provide an overview of services and answer questions pertaining to their respective programs.
- Providing information to the LEO's and other officials regarding the Rapid Response activities.
- Providing a Rapid Response session agenda to the employer and Rapid Response team members.
- Arranging workshops and/or other customized services based on the needs of the employees and as determined by the employer.
- If the company has an approved Trade petition a representative from this program will provide information regarding TAA services.
- The Rapid Response Coordinator will report all data elements, as required, in the State data systems within 10 days of the Rapid Response event.

Rapid Response Partners include:

- Lincoln Trail Workforce Development Area
- Kentucky Career Center – Lincoln Trail
 - WIOA Dislocated Worker Program
 - Reemployment Services and Unemployment Insurance
 - Office of Vocational Rehabilitation
 - Veterans Services
 - TAA – if applicable
- Kentucky Adult Education (Skills U)
- Lincoln Trail District Health Department
- Affordable Care Act Healthcare Representative
- Elizabethtown Community and Technical College
- Other partners deemed necessary based on the needs of the employees.

Materials covered includes:

- KCC Services:
 - Reemployment Services
 - Focus Career Registration
 - WIOA training activities
 - KEE Suite Registration
 - TAA – if applicable
 - Internet sites that provide information on job search, partner services, etc.
 - Information on workshops, which cover resume writing, interviewing skills, job search assistance, etc.
- Lincoln Trail District Health Department Services such as women’s cancer screenings, WIC, immunizations, etc.
- Adult Education (Skills U) Services
- Affordable Care Act Healthcare Information
- Elizabethtown Community and Technical College non-credit courses at no charge.
- (L) (R) Describe strategies for and/or toward work-based training models.

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.

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.

The business services team regularly meets with the economic development agencies in the region to provide updates on activities and solicit input/need for services, information and products they need to assist them in their efforts in recruitment and retention. We regularly provide labor market information and other information as requested. We are always prepared to participate in any discussions with companies upon their request to discuss workforce issues, solutions and options.

- (L) Describe the Eligible Training Provider procedure including initial eligibility, criteria for selection and information addressing factors related to performance indicators.

Lincoln Trail Response: The LTWDB follows Sec. 122 of the Workforce Innovation and Opportunity Act of 2014 and Education and Workforce Development Cabinet Policy 16-014, effective July 1, 2016. The ETPL is specifically a state mandated function and the local workforce board may add additional performance benchmarks if so desired. The LTWDB has not issued any additional performance benchmarks. Information regarding the state issued policy is included for reference

POLICY NAME: Eligibility Training Provider Listing Policy

PURPOSE: The purpose of this policy is to provide new information, criteria and procedures for the Eligible Training Provider Listing (ETPL) usage and implementation. This policy addresses the activities of local workforce development areas, Office of Employment and Training staff, as well as those providers wishing to offer services to individuals whose training is funded through the Workforce Innovation and Opportunity Act of 2014. This update also includes language and guidance on the inclusion of National Registered Apprenticeship programs into the ETPL functions.

POLICY:

- Training Providers Subject to ETPL Requirements

The following types of training providers are subject to the ETPL requirements in order to receive WIOA Title I Adult and Dislocated Worker funds to provide training services to eligible adult and dislocated workers through Individual Training Accounts (ITAs). Additionally, this process applies to Out-of-School Youth (ages 18-24) who are being served through the ITA process.

- Institutions of higher education that provide a program of training that leads to a recognized postsecondary credential;
 - Apprenticeship programs registered by the United States Department of Labor Office of Registered Apprenticeship; and
 - Public or Private training providers, including joint labor-management organizations, pre-apprenticeship programs, and occupational/technical training.
- Application Process

The application process falls into the submission of three types of information:

- Information regarding the Training Provider Agency
- Information about Program Offering
- Student Data Collection.

Currently, components one and two are collected on the ETPL website. At this, time component three is collected through a partner agency, the Kentucky Center for Education and Workforce Statistics.

The following is an overview of the steps involved in completing the application process:

- Step 1: Creation of Account on ETPL website (<https://etpl.ky.gov>). During this phase, providers are asked to create an account to access the system. Providers must provide basis information such as Federal Employee Identification Number, email and designate their “Provider Type.” Providers all fall under one of four categories:

- HEA Title IV Funded School
- Proprietary Schools
- Registered Apprenticeship
- Other (includes non-profits and schools such as cosmetology, faith based and mortuary science schools that do not fall under the purview of Proprietary Education.)

The provider type is very important moving forward as the requirements of the application vary slightly based on provider types. For example, if a school selects “proprietary,” then they must include certification from the Kentucky Commission on Proprietary Education later in the application process to continue. Another example is for providers associated with the Registered Apprenticeship Program, as will be discussed later in this document.

Upon completion, the provider submits the account information for approval. Once the information is reviewed by the state ETPL coordinator, approval is sent to the provider and they may now access the system.

- Step 2: Complete the Provider Application. The Provider Application is located with the ETPL system and captures pertinent information about the training provider. Providers must complete this step successfully before training programs will be considered for approval and inclusion. Information collected on the application includes:

- Year institution established
- Proprietary license number (if applicable)
- Refund policy information
- Narrative discussions regarding;
 - Ability to provide training to individuals who are employed
 - Ability to provide training with individuals with barriers to employment
 - How the provider is partnered with local business
 - How are training services aligned with local in demand industry sectors and in demand occupations
- Compliance with Americans with Disabilities Act (ADA)
- Is proposed training site accessible to those with limited mobility?
- How is student data collected for submission?

Additionally, within this section providers are also required to submit a copy of Equal Opportunity Employment Plan or other agency policy addressing non-discriminatory practices, as well as a copy of the agency’s Limited English Proficiency Plan (LEP) or other documentation of a strategic effort to provide services to those with limited English proficiency.

This allows for EO monitoring to be completed via desk audit with every program on the list initially.

- Step 3: Complete Program Application. Provider will complete an application for each program they wish to be included on the ETPL. Information collected includes:
 - Program name
 - CIP Code
 - Training program description
 - How long has program been in existence?
 - Plans to track student data for program for submission
 - Is program HEA approved?
 - Degree/certificate to be awarded
 - Training program length
 - Online program availability
 - Training program costs (tuition, fees, textbooks, supplies, miscellaneous)
 - Training program address information (Providers with programs at multiple locations/campuses do not have to submit multiple applications; instead, they can list multiple locations for each program.)
- Step 4: Register and upload student level data with the Kentucky Center for Education and Workforce Statistics (KCEWS). KCEWS was created in 2012 to expand upon the work of the Kentucky P-20 Data Collaborative, including maintaining the Kentucky Longitudinal Data System (KLDS), a statewide longitudinal data system that facilitates the integration of data from the Kentucky Department of Education (KDE), the Council on Postsecondary Education (CPE), the Education Professional Standards Board (EPSB), the Kentucky Higher Education Assistance Authority (KHEAA), and the Kentucky Education and Workforce Development Cabinet. KCEWS has the authority to collect and link data in order to evaluate education and workforce efforts in the Commonwealth. This includes developing reports and providing statistical data about these efforts so policy makers, agencies, and the general public can make better informed decisions about the Commonwealth of Kentucky's education systems and training programs, KRS 151B.132. The Center must also ensure compliance with the federal Family Education Rights and Privacy Act, 20 U.S.C. sec 1232g, and all other relevant federal and state privacy laws, KRS 151B.133(12).

Because of their expertise in data collection and established systemic infrastructure, KCEWS was the ideal partner for OET to collect student level data to be used for determining performance data to be included on the ETPL. Providers are given detailed instructions on how to register, as well as templates for submitting student data.

It is important to note that in-state Colleges and Universities that submit their student level data to CPE are exempt from this step, as KCEWS already has access to that data.

Application Process for Registered Apprenticeship Programs

Because of the difference in the nature and oversight of the programs, the path for application is somewhat different for Registered Apprenticeship Programs. By WIOA statute, all Registered Apprenticeship programs that express interest in being listed (sic) on the ETPL must be included. WIOA Section 122) Registered Apprenticeship Providers still must create an account and register for the ETPL site as other providers. However, they do not have the Provider Application as their inclusion in the State RA listing serves as approval.

Once the program applies, and inclusion is re-verified with current standing on the State RA listing, the program is approved and placed on the website.

Approval Process

Once the Provider has completed all necessary steps within the ETPL website and successfully uploaded the required student data, the State ETPL Coordinator will review and approve program. Programs that meet all requirements, and fall within one of the in-demand industry sectors utilized by the ten local workforce development areas, will be approved.

Programs that do not meet all requirements, or fail to send complete information will be placed in pending status until the issues can be resolved or requirements met.

Programs that fall under the “Proprietary” category can also be placed in pending status if there is an issue with their good standing with the Commission on Proprietary Education. Once resolved, they can be placed back in good standing immediately.

Programs may be removed from the ETPL in several manners:

- Training Provider representative may, in writing, request to have their school and/or program removed from the ETPL for any reason, at any time.
- Training Providers that willfully and knowingly submit false information will be removed from the ETPL.
- Training Providers who fail to meet Subsequent Eligibility Requirements.
- Training Providers who fail to maintain required certifications and licenses.

Subsequent Eligibility Determination

Program will be evaluated on a biannual basis to determine subsequent eligibility, based on the student performance data that yearly. (sic)

In order to remain on the list, providers must maintain a completion rate of 20 percent and an entered employment rate of 50 percent.

Performance Data Exception: First year program will not be exempted from data submission, however, they must indicate how data will be tracked and submit what is currently available.

Program Performance Listing on ETP (Program Report Card)

In allowing for greater informed consumer choice, the following performance data for each program will be displayed along with program listing:

- Completion Rate (number completed)
- Entered Employment Rate (employed second quarter after exit)
- Employment Retention Rate (employed fourth quarter after exit)
- Average earnings (median earnings second quarter after exit)
- Skills Credential

This information will be displayed so customers can compare and contrast differing program to decide which is best for individual needs, along with program cost information.

Optional Local Board Performance Standards

Local boards, with the creation and implementation of local written policy, have the option of requiring higher levels of performance for programs, as well as requesting additional performance information.

Submission of Student Level Data

Training providers will be required to submit student level data on ALL participants listen in programs each year for inclusion on ETPL. This information will be submitted through the Kentucky Career Center for Education and Workforce Statistics website, <https://kcews.ky.gov>. (sic) Programs cannot be approved until data submission has been accepted and passed necessary validation of completion.

Information collected includes:

- Fiscal year
- Provider Federal Employer Identification Number
- Provider Federal Interagency Committee on Education (FICE) number (if applicable)
- Institution Name
- Institution Start Date (enrollment start date)
- Last Name
- First Name
- Middle Name
- Social Security Number (mandatory)
- Date of Birth
- Gender
- Ethnicity
- Race
- Course Classification of Instruction Program (CIP) Code
- Program Level (level of credential student is attempting)
- Program Name
- Program (participant) start date
- Program (participant) end date
- Program (participant) end reason
- Method of instruction
- Credit or Contact hours attempted for Fiscal Year
- Credit or Contact hours completed for Fiscal Year
- Exclusion from Performance (reason)

Exclusions from Performance Calculations

Individuals may be excluded from performance if they did not complete the course/program due to the following:

- Institutionalized,
- Health/medical or family care,
- Deceased, or
- Member of Military Forces called to Active Duty.

Utilizing Out of State Training Providers

Participants may utilize out of state training providers in one of two ways.

First, the out of state training provider can apply for inclusion just as in state providers by providing the same information and student level data. Second out of state providers could be utilized through a Reciprocal Agreement between the provider's home state and the Commonwealth allowing for reciprocity between the ETPL lists of both states, allowing providers included in one state to automatically be eligible in the other without further process.

Proprietary Licensure

Any private, for-profit provider, providing training classes within Kentucky must have a proprietary license issued (sic) by the Kentucky Commission on Proprietary Education before they may be included on the ETPL.

Compliance and Monitoring

Training providers that receive federal financial assistance under WIOA Title I must comply with the Americans with Disabilities Act (ADA) of 1990 and the nondiscriminatory and Equal Employment provisions of federal law. Compliance for both is monitored through the application process through desk review of submitted documents and plans.

Performance monitoring of providers will take place through the yearly submission of student data and subsequent analysis.

NOTE: Several references in this policy have not been updated to reflect agency name changes and KEE Suite was to be utilized to capture this information but its numerous failures have prohibited any performance data being captured.

- (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.

An Integrated English Literacy and Civics Education (IELCE) program is offered in the Lincoln Trail region by two Skills U providers. Due to the small English as a Second Language population the providers do not have an IELCE grant but serve students as needed. The program includes the following services: Preparing adults who are English Language Learners (ELLs) for unsubsidized employment in an in-demand occupation or career pathway which leads to economic self-sufficiency; Assist ELLs in achieving competency in English reading, writing, speaking and comprehension; Prepare ELLs on the rights and responsibilities of citizenship and civic participation; Prepare ELLs without a high school diploma for its equivalent (GED); Lead to ELLs entering postsecondary education or training. Individuals coming through the Kentucky Career Center-Lincoln Trail with a need for these services are referred to the Skills U program.

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: Hon. Dean Watts
Title: LTWDB Chairman	Title: Nelson County Judge- Executive
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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