

SOUTH CENTRAL

WORKFORCE DEVELOPMENT BOARD

WIOA LOCAL PLAN

DRAFT

Chapter 1:

Economic and Workforce Analysis

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- 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.
- B. (R) Provide a regional analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [20 CFR 679.560(a)]
- C. (R) Provide an analysis of the regional workforce, including current labor force employment (and unemployment) data and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and [20 CFR 679.560(a)]
- 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.

[Chapter 1 items are all “Regional” - Bowling Green Area Chamber of Commerce is coordinating with the Cumberlands region to determine labor market information to include in this section or to attach to Plan]

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

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

[Bowling Green Chamber to determine data elements to include - already developed elements for each sector combined with JobsEQ data on projected quantity of workers by occupation]

Chapter 2:

Strategic Vision and Goals

Chapter 2: Strategic Vision and Goals

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

The following are the Board's vision, mission, and key goals for positioning of the Board that are included in the Strategic Plan:

Vision

A dynamic region with high-quality jobs where employers can find the skills they need to be competitive and job seekers have the skills they need to acquire high-quality jobs.

A local workforce development board that is knowledgeable, action-oriented and respected as the leader in defining workforce development needs and in creating integrated solutions for employers, job seekers, students, and the community.

Mission of Board

To lead the development and implementation of a highly effective workforce development system in the ten counties of South Central Kentucky in partnership with business, economic development, education, and community organizations in the labor market area.

The Commonwealth's WIOA Combined Plan notes that the WorkSmart Kentucky Plan has driven significant changes in the state's workforce development system since 2010 and the 2010-13 goals continue to inform and guide the system as it transitions from WIA to WIOA. Shown below are the state's key goals and the Board's goals that relate to state priorities.

Positioning of the Board as Partner in Economic Development

The South Central Workforce Development Board is positioning itself to be a key partner in economic development in the thriving South Central Kentucky region by producing a supply of educated and skilled workers aligned with the needs of current employers, and aligned to the region's economic development goals for attracting new employers. To be effective in that role the Board will need to:

- Understand the dynamics of the regional labor market;
- Investigate and implement best practices in addressing needs;
- Recruit regional employers as partners in education and training, not just end users of products of educational and workforce development programs;
- Inspire the public to continually acquire new skills at all age levels;
- Motivate discouraged workers to return to the workforce and to training and education pathways; and
- Provide leadership and stewardship for funds and programs of the Workforce Innovation and Opportunity Act (WIOA) and other funds that the Board acquires to meet its strategic goals.

The Board's Strategic Plan will continue to be updated and expanded to address new opportunities and challenges. The Board is in the process of hiring a President, and the President and Board will work to refine the plan. The Board and its one-stop operator will focus on the WIOA primary performance indicators, and the Board will also explore additional indicators related to employer services, community impact with its partners, and fund development to expand services.

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

The Commonwealth's WIOA Combined Plan notes that the WorkSmart Kentucky Plan has driven significant changes in the state's workforce development system since 2010 and the 2010-13 goals continue to inform and guide the system as it transitions from WIA to WIOA. Shown below are the state's key goals and the Board's goals that relate to state priorities.

WORKSMART KENTUCKY 2010-13 GOALS

Align Kentucky's workforce development system with its educational objectives

Align Kentucky's workforce development system with economic development strategies

RELATED STRATEGIC GOALS OF LOCAL BOARD

Focus on sector-based engagement of the region's employers to identify & close skill gaps

Present employer demand information to education providers & monitor progress toward filling gaps

Work with employers & educators on creation of credentials that have currency with employers & also stack toward other credentials & degrees

Continue sector-based engagement of the employer community to track progress

Build on the sector priorities of the Bowling Green Chamber of Commerce; work with economic development leaders in each county to align and customize strategies

Establish training priorities for the Kentucky Career Center Operator that align with identified economic development goals

WORKSMART KENTUCKY 2010-13 GOALS

Simplify the workforce development system

Transform the workforce system

Improve service to achieve a customer-centered delivery system

RELATED STRATEGIC GOALS OF LOCAL BOARD

Coordinate & simplify the system message to both job seeker & employer customers

Present customer-friendly information on the website to enable 24/7 access to services & referrals to partners as needed

Break down service silos and deliver a unified menu of services under the Kentucky Career Center brand

Build a broader and more responsive workforce development system via the creation of the SCKY Foundation for Workforce Development

Re-focus the system to be demand-driven system responsive to employers in key sectors

Work intensively with K-12 educators to create career pathways grounded in promotion of high-quality jobs available in the region

Expand business services via Business Services Teams to meet immediate needs of employers

Create the state model for an integrated one-stop center that is customer-focused

Expand access points for services via new partnerships with service providers, community organizations, libraries & others

In 2015 Kentucky assembled multiple partners, as part of its work in the National Governors Association (NGA) Policy Academy for Aligning the Education and Training Pipeline to the Needs of the Economy, to develop an Economic Competitiveness Agenda supported by the twin pillars of Career Pathways and Sector Strategies. Five goals resulted from that process and are shown below in relationship to key drivers in the Board's local strategies.

2015 ECONOMIC COMPETIVENESS AGENDA

Career Pathways & Sector Strategies

SUPPORTING STRATEGIC GOALS OF LOCAL BOARD

Utilize Sector Strategies as the organizing device for ongoing business engagement & outreach

Embed Career Pathways as the “language of the system” in working with K-12 and higher education leaders

Build on the new SCK Launch partnership of the Bowling Green Chamber of Commerce to expand knowledge of career pathways in the South Central Workforce Area and, via the Regional Plan, into the Cumberland area

Work-Based Learning Infrastructure

Increase outreach to employers via the reactivated Business Services Team of the one-stop operator and the new business partnerships to be formed by the Board’s President

Create a menu of engagement options for local employers and recruit them as partners for work-based learning approaches with education

Target work-based learning strategies (internships, OJT, apprenticeships) to high-priority needs in key industry sectors

Workforce Services Infrastructure Realignment

Selection of a new one-stop operator and negotiation on new standards for customer service

Work with the state on creating a model one-stop center to implement WIOA priorities for integration of services

Create new partnerships for service access across the 10 counties using the new one-stop center as the hub for affiliates and access points

2015 ECONOMIC COMPETITIVENESS AGENDA

Data & Performance-Informed Decision Making

Communications

SUPPORTING STRATEGIC GOALS OF LOCAL BOARD

Create dashboards for fiscal agent & one-stop operator to present key data to the Board

Work with the one-stop operator, the core service partners, and the state to reduce the need for multiple data systems

Determine return-on-investment (ROI) for programs of study in order to prioritize training and education expenditures

Work with WIOA and economic development partners to streamline the process for communications that occur with local employers

Hold the one-stop operator accountable for cross-partner knowledge building & ongoing communications on demand-side priorities

Develop public awareness strategies, in partnership with local chambers of commerce & business groups, to showcase job opportunities & options for career pathways

In 2015 Kentucky assembled multiple partners, as part of its work in the National Governors Association (NGA) Policy Academy for Aligning the Education and Training Pipeline to the Needs of the Economy, to develop an Economic Competitiveness Agenda supported by the twin pillars of Career Pathways and Sector Strategies. Five goals resulted from that process and are shown below in relationship to key drivers in the Board's local strate The Board is committed to working with K-12 and higher education partners on issues related to college and career readiness, and to the goal of all high school graduates in the region having direct access to the attainment of post-secondary education and training needed to access high-quality jobs.

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

The Board, with majority business members, is uniquely positioned as a board with diverse perspectives on workforce development issues including educators, organized labor, service organizations, and other community leaders. Business members of the Board represent the key sectors of the region's economy, enabling the Board to address cross-sector issues that are identified and issues unique to specific sectors when needed. The Board has a role that supports but is distinctly different from the roles of the Kentucky Career Center partners, the One-Stop Operator, and the service and training providers in the workforce development system. The role can be described as having longer timelines (ensuring employers that pipelines of talent will exist far into the future) and operating at a higher level (coordinating with regional planning groups and government officials to maintain partnerships, develop joint strategic goals, and measure the collective impact of joint efforts).

The Board's relationship with the Kentucky Career Center Operator and the service and training partners is one of quality assurance, enabled by direct contracts and memorandums of understanding (MOUs). The Kentucky Career Centers focus on providing high-quality services to meet immediate transactional needs of job seekers for jobs and employers for workers.

The Board is responsible for making sure that the key drivers are in place in a local plan for a high-quality workforce development system. The Urban Institute, drawing on the work of the U.S. Department of Labor has identified the following seven major functions of a local workforce development system:

- Provide employment services that connect jobs and job seekers;
- Provide education and training to develop skills and credentials tied to labor market needs;
- Offer supportive services that reduce the barriers for individuals to participate successfully in the labor market;
- Support employers' human resources needs and structures;
- Develop and coordinate workforce strategies and policies;
- Provide funding and resources for the system; and
- Improve job quality and access to high-quality jobs via strong attachments to economic development organizations.

To prepare for its roles in performing these functions and for the preparation of its Strategic Plan, the Board convened key partners and stakeholders during the last quarter of 2016 to identify priorities for action. Sessions included representatives from employers (broken out by industry sector), economic development leaders, chambers of commerce, local elected officials, and education partners. A separate session was also held with the new one-stop operator and core service partners. The Board also received input from employers via an on-line survey. All input was used to inform the Board during its strategic planning process.

Studies and plans of partner organizations continue to be reviewed to achieve maximum alignment of goals for collective impact. Partners' documents reviewed thus far include Voices for the Common Good and Southern Kentucky Speaks Out (United Way of South Central Kentucky), Community Health Plan for 2013-2015 (Barren River Community Health Planning Council), Kentucky's Workforce Challenges (Kentucky Chamber of Commerce), and the recently released Engaged Strategic Plan (Warren County).

Chapter 3:

Alignment of Local and Regional Area Partnerships and Investment Strategies

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

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

The vision of the South Central workforce area is that economic development, education, and workforce development/talent development partners are aligned both locally and regionally to sustain a continually-growing vibrant economy in the region. The South Central Workforce Board is a key partner providing leadership on talent development strategies within that context. This is consistent with the role and duties of a local workforce board as defined in the Workforce Innovation and Opportunity Act (WIOA) of 2014. WIOA envisions a business-led board that, in partnership with the local elected officials who appoint board members, performs the following key duties: creates an overall workforce development plan that aligns all workforce development resources toward common goals; analyzes economic conditions of the region; convenes stakeholders to identify and leverage resources; leads efforts to engage a diverse range of employers; establishes industry sector partnerships; leads the development of career pathways; identifies and promotes best practices; selects operators and service providers for the one-stop system; performs program oversight for WIOA and partner funding; coordinates educational activities, including adult education/literacy programs; and develops the budget for the use of WIOA funding.

Multiple agreements provide the structural foundation for the local partnerships. These include:

- **Interlocal Agreement** among the 10 counties of the workforce area that: creates the Governing Board of local elected officials; defines the voting procedures for approval of key items; creates the process for selection of a Chief Local Elected Official; defines dispute resolution procedures; defines shared liability; establishes rules for selection of a Fiscal Agent; and prescribes the procedure for approval of an annual budget developed and presented to the local elected officials by the South Central Workforce Board.
- **Partnership Agreement Between Local Elected Officials and South Central Workforce Development Board** that: establishes expectations for communications between the Board and the LEOs; defines the process for development of the annual plan and budget, including a youth plan; defines public review and comment procedures; and defines processes for selection of entities to perform the roles of Fiscal Agent and One-Stop Operator in the local workforce area.

- **Memorandum of Agreement Between the Commonwealth of Kentucky and the South Central LEO/Workforce Board Partnership** that establishes the contractual relationship necessary for release of WIOA funds to the local area.
- **Memorandum of Understanding Between the South Central Workforce Development Board and the Required One-Stop Partners** that defines the roles and responsibilities of each partner for the operation of the Kentucky Career Center service delivery system in the local workforce area, including expectations for sharing operating costs of the delivery system.

The Board has established its leadership and organizational structure to perform the duties prescribed by WIOA. Current standing committees include:

- Executive Committee to supervise the affairs of the Board in the intervals between regular Board meetings and to act on behalf of the Board between meetings. The Executive Committee may meet as often as it deems necessary and will make recommendations to the full Board. Actions taken by the Executive Committee will stand unless overturned by the full Board at its next meeting. Actions will be taken by majority vote. The Executive Committee may act on behalf of the full Board when quorums are not established at a Board meeting and a quorum exists for the Executive Committee.
- Finance Committee to oversee budget development and monitor spending via reports submitted to the Board from the Fiscal Agent. Spending items requiring Board action will be reviewed by the Finance Committee and recommendations will be made by the committee to the full Board for action. Any modifications of budgets of the Board or its contractors will be made by the Finance Committee to the full Board.
- Governance Committee to create and maintain the Board's operational procedures and to create draft policies for the local workforce development system to be presented to the full Board for approval. Such policies include operational policies for the one-stop operator, service providers, and training providers in providing services to customers via the Kentucky Career Center network. Policy changes from the state or federal government related to WIOA will be brought to the committee for creating any needed changes in local policies as a result of state or federal actions.
- Youth Council to develop and oversee the region's youth services plan, with the annual plan and subsequent modifications brought to the full Board for approval. The Youth Council will recommend policies to the full Board for youth spending priorities and approved youth services providers, including recommendations on the percentage of WIOA funding to be spent on in-school (maximum of 25%) vs. out-of-school youth. The Youth Council will also maintain relationships with local school districts and the Bowling Green Chamber of Commerce to implement career pathways strategies.

Through a competitive procurement process, the City of Bowling Green has been chosen as Fiscal Agent and ResCare as the Kentucky Career Center (one-stop operator) for the local workforce area. The Board is currently establishing its own staff structure and hiring a chief executive officer, the Board's President, who will be directly accountable to the Board. In the interim, the Board is utilizing a competitively procured contractor to provide staffing assistance during transition to the new staff structure.

A separate non-profit corporation, the SCKY Foundation for Workforce Development, Inc., has also been created with Articles of Incorporation files April 21, 2016. This organization exists primarily to support the work of the Board by generating resources to expand programs and services in the region.

The chart below provides the list of required WIOA partner programs and the entity that enter into an agreement with the Board for integration of services and sharing of resources in the one-stop system.

REQUIRED PARTNER PROGRAM

(CORE PROGRAMS IN BOLD)

WIOA Adult

WIOA Dislocated Workers

WIOA Youth

Adult Education & Literacy

Wagner-Peyser

Vocational Rehabilitation

Trade Adjustment Assistance

Veterans Employment & Training

Unemployment Insurance

Postsecondary Education

Title V of Older Americans Act

Community Service Block Grant

Housing & Urban Development E & T

Job Corps

Bureau of Apprenticeship & Training

TANF

MOU PARTNERS FOR LOCAL PROGRAMS (CORE PROGRAMS IN BOLD)

ResCare

ResCare

ResCare

SKYCTC & Local School Boards

KY Office of Employment & Training

KY Office of Vocational Rehabilitation

KY Office of Employment & Training

KY Office of Employment & Training

KY Office of Employment & Training

SKYCTC

Experience Works

Community Action of Southern Kentucky

Housing Authority

Great Onyx Job Corps Center

KY Office of Apprenticeship & Training

KY Department for Community Based Services

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

The Board currently works in partnership with local economic development organizations to collect, review and analyze labor market information provided by the Commonwealth of Kentucky and through primary research in the region via surveys and input sessions. Sector-based discussions with employers are used to validate official sources of labor market information and to serve as a “reality check” on key issues such as hiring needs, skill requirements, availability of talent, availability of training, and wage levels. The insights that are gathered are then used to inform educational and service partners so that their programs and services can be more precisely aligned with identified needs. Filling skill gaps may require development and/or promotion of portable credentials, certifications and/or degree programs. Current work is focused on the following key sectors in the region: Construction, Healthcare, Hospitality/Tourism, Manufacturing, Transportation/Distribution/Logistics, and Professional Services.

The South Central Workforce Board, with majority business members, is uniquely positioned in the community as a board with diverse perspectives on workforce development issues including educators, organized labor, service organizations, and other community leaders. Business members of the Board represent the key sectors of the region’s economy, enabling the Board to address cross-sector issues that are identified and issues unique to specific sectors when needed. The Board has a role that supports but is distinctly different from the roles of the Kentucky Career Center partners, the One-Stop Operator, and the service and training providers in the workforce development system. The role can be described as having longer timelines (ensuring employers that pipelines of talent will exist far into the future) and operating at a higher level (coordinating with regional planning groups and government officials to maintain partnerships, develop joint strategic goals, and measure the collective impact of joint efforts). To supplement the Board’s role, a new non-profit organization, the SCKY Foundation for Workforce Development Inc., has been formed to expand workforce development programs, services and initiatives in the region.

The Board’s relationship with the Kentucky Career Center Operator and the service and training partners is one of quality assurance, enabled by direct contracts and memorandums of understanding (MOUs). The Kentucky Career Centers focus on providing high-quality services to meet immediate transactional needs of job seekers for jobs and employers for workers.

While not the direct provider of services, the Board is responsible for making sure that the key drivers are in place in a local plan for a high-quality workforce development system. The Urban Institute, drawing on the work of the U.S. Department of Labor has identified the following seven major functions of a local workforce development system:

- Provide employment services that connect jobs and job seekers;
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- Offer supportive services that reduce the barriers for individuals to participate successfully in the labor market;
- Support employers’ human resources needs and structures;
- Develop and coordinate workforce strategies and policies;
- Provide funding and resources for the system; and
- Improve job quality and access to high-quality jobs via strong attachments to economic development organizations.

To implement its role, the Board will need the capability and resources to:

- Analyze labor market information to develop action strategies;
- Convene employers in each key business sector to identify skill gaps and training needs;
- Convene education and training providers to develop career pathways that meet employers' need and involve employers directly as partners; and
- Determine the return-on-investment (ROI) of spending on training and education.

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

1. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;

A top priority for the Board in its strategic plan, its selection of the one-stop operator and in the creation of its own staff structure is increased engagement with the employer community on a sector-by-sector basis. This requires implementation of new strategies and relationships at both the transformational level and the transactional level. Via the Board's strategic planning process, sector-based employer input sessions were held and needs and proposed solutions were identified for each sector. The Board intends to maintain ongoing strategy discussions with sector-based employer panels in order to validate labor market information, identify specific skill gaps, and assess the responsiveness of local educational and training programs to meet skill needs. The focus of the Board will be maintaining a reliable pipeline of talent for each industry sector on a long-term basis to promote expansion of jobs with existing employers and attraction of new jobs to the area. The Board, with representatives of each key industry sector on the Board, will serve as a convening group to identify and address cross-sector needs and the needs that are specific to individual sectors. While the Board's analysis will include all educational and training programs and funding sources available to the region, the Board will also target WIOA funds to the skill needs that are identified. At the transactional, day-to-day level of meeting employers' immediate needs, the Kentucky Career Center operator has formed a Business Services Team composed of multiple partners that will assist local employers in identifying and developing talent. Team members will have sector specialties and will be able to provide local employers with information on the resources available to them from all services partners of the Kentucky Career Center system. Employers will also be recruited by the Board and the Business Services Team members to become partners in work-based learning strategies. The Board will work collaboratively with the Bowling Green Area Chamber of Commerce to support and expand the industry sectors and career pathways structures of the Chamber, particularly in communicating sector priorities to service, education and training providers.

2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;

The section above describes the Board's approach in addressing the needs of local employers on both a short-term and a long-term basis. The Board, in its strategic plan, has identified products and services that it will develop via its staff and as additional resources are obtained through its fund development efforts. Products and services identified are:

- Real-time information on the quantity and quality of available talent and trainees in the system, which will vary with changes in local economic conditions;
- Clear, concise menu of services available to employers from all local service and training partners;
- Organizing "town hall" meetings where employers can communicate needs and opportunities to broad audiences of educators, students, and the general public;

- Expanded vocational guidance packages for schools, students and parents;
- Integration of work ethics curriculum into occupational training programs, as employers have identified the lack of “soft skills” as a major impediment for hiring; and
- Sector-specific communications/newsletters to employers to provide information on local resources and to showcase best practices in work-based learning and employer/education partnerships.

3. Better coordinate workforce development programs with economic development partners and programs;

The Board will work closely with all regional economic development organizations to coordinate efforts and share knowledge related to retention and expansion of existing employers and attraction of new employers. The foundation for coordination will be agreement on targeted industry sectors followed by development of career pathways that align with employers’ needs. At the planning and program development level, the Board and economic development organizations will coordinate on convening sector-based employer panels and conducting surveys that will develop projections on job needs for both replacement and expansion, determine skill needs related to the jobs, establish timetables for meeting needs, and develop deeper insights below the level of published labor market data. Information gained from employers will then be used to ensure alignment between employers and the programs offered by education, training and workforce development organizations, addressing the most common and most critical needs first. The Board’s President will also coordinate with the Board’s one-stop operator on communication protocols for the Business Services Team as a framework for sharing employer information between the workforce development and economic development systems is refined.

4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and

The primary goal for staff of the South Central area Kentucky Career Center services network is to assist unemployed persons in returning to work as quickly as possible, using the availability of unemployment compensation resources as a short-term bridge while job search and job preparation is occurring. In building the model Kentucky Career Center office in our area for replication throughout the state, the emphasis in service delivery and community awareness will be on changing the historic image of the “unemployment office” to widespread community recognition as an “employment office” and primary hiring center for an increasing number of employers in the region. This shift in community awareness will be made possible by an aggressive outreach program to employers in key industry sectors led by the reinvigorated business services team of the one-stop operator and core partners.

In accord with the Kentucky Office of Employment and Training priorities and protocols, local unemployed persons will be encouraged to take the following steps in accessing on-line assistance combined with career counseling services available at Kentucky Career Centers:

- Step 1 – Register on-line in Focus Career. Resources available via the web-based platform will assist in preparation for job search. Resources include: resume builder; job matching with current jobs listed by employers; daily/weekly job alerts; and career exploration tools.
- Step 2 – File an Unemployment Compensation claim on-line or via phone. Tutorial videos are available on initial filing, the benefits process, and the appeals process. Applicants will be provided information about reemployment services available via the Kentucky Career Centers offices. In cases of major layoffs, information on all steps will be provided as part of rapid response services as a collaboration between state staff and locale Kentucky Career Center staff.
- Step 3 – Seek assistance from the Kentucky Career Center comprehensive center, a satellite center, or a community access point. Staff will be available to offer hands-on assistance in: registration as a job seeker; connecting to services available for target populations such as veterans and persons with disabilities; connecting to a wide array of job postings by area employers; procedures for initial filing of Unemployment Compensation claims over the internet; career counseling tied to real-time labor market information on high-priority employer needs; job search classes; and short-term skills training on computer skills and other skills needed to access jobs across multiple sectors.

The Board and its one-stop operator will work closely with the state’s Unemployment Compensation staff to strengthen linkages between employment-focused services of the Kentucky Career Center system and the temporary compensation assistance available to qualified laid-off workers. Focus areas of collaboration will include: common language for presenting information to the public; shared data collection and analysis; cross-training of staff; identification and prioritization of skills of laid-off workers compared to current skills demands of employers; and incorporation of benchmarks related to Unemployment Compensation in the Board’s dashboard for regular progress monitoring.

5. Increase competitive, integrated employment opportunities for individuals with disabilities.

The Office of Vocational Rehabilitation (OVR) is a fully integrated partner in Kentucky Career Center services team. OVR assists the other partners in identifying disabilities of job seekers and assisting the job seeker in accessing special services that are available via OVR. These services include funds for assistance to employers for adaptations needed to employ persons with disabilities and technology that is available for assisting persons with disabilities in accessing career and training services. OVR maintains relationships with a network of employers who have a history of working successfully with OVR clients. OVR and the other one-stop partners also maintain relationships with local service organization including LifeSkills, Career Finders of Southern Kentucky, Western Kentucky University Office of Student Disability Services, and the Kentucky Department for the Blind.

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

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

The South Central Kentucky region is fortunate to have a partnership of the Kentucky Innovation Network, Center for Research & Development, Small Business Development Center, and SCORE. The local area partners work collaboratively to provide a broad range of services to entrepreneurs and founders of microenterprises through the WKU Center for Research & Development Accelerator, where they are provided space, access to professional services needed to start a business (such as legal counseling, patent development assistance, and sources of start-up funding). In addition, programs such as Bucks for Bright Ideas encourages local entrepreneurs to apply for funding for their business ideas and works to connect them with services through the partners already mentioned. Also, K-12 school students are exposed to entrepreneurship through the local Junior Achievement organization, where students learn entrepreneurial thinking and participate in a “shark tank” experience where they can advance to regional and state competitions.

The Board and its partners in economic development recognize the importance of promoting entrepreneurial thinking within education and training programs for two reasons. First, on the job creation side, small business growth is the backbone of economic development in the region, and providing tools to stimulate that growth is a necessary ingredient. Second, on the worker side, the workplace continues to shift toward “free agency” of workers in the “gig economy,” so workers and students will need to be fully equipped to navigate in this environment. This is particularly true for two groups of individuals: laid-off older workers who may not be hired at former income levels by a single employer but may be able to sell their considerable skills to multiple employers as free agents; out-of-school and out-of-work young adults who may find the quickest route to a job is starting a small business. The Board will work with its one-stop operator and its youth service providers to ensure that self-employment and entrepreneurship skills are integrated with other occupational and basic education courses.

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

The Board, led by its Youth Council, is currently assessing the results of current youth efforts as it transitions to the WIOA requirement for a minimum funding level of 75% for out-of-school youth. The one-stop operator and WIOA services provider is working closely with the Board to review youth expenditure levels and assess the projected outcomes and needs of youth who transitioned from the prior service provider. As new plans are developed the Board and its youth services providers, the Board will ensure that the required youth program elements are made available to WIOA youth participants. Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to competitively procured or partner agencies for specialized services such as GED preparation or mental health services. Services for youth with disabilities are coordinated with partners at the Office of Vocational Rehabilitation and other local non-profits specializing in disability services. The required elements under WIOA include:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
2. Alternative secondary school offerings or dropout recovery services;
3. Paid and unpaid work experiences with a academic and occupational education component;
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations;
5. Leadership development activities (e.g., community service, peer-centered activities);
6. Supportive services;
7. Adult mentoring;
8. Follow-up services for at least 12 months after program completion;
9. Comprehensive guidance and counseling, including drug and alcohol abuse counseling;
10. Integrated education and training for a specific occupation or cluster;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market information about in-demand industry sectors and occupations; and
14. Postsecondary preparation and transition activities.

The Board and its President, along with the one-stop operator and its revitalized Business Services Team, will reach out to employers in the region to enlist them as partners in work-based learning initiatives, mentoring, and other means of engaging out-of-school youth. This population segment is a critical component of the talent pipeline as many out-of-school young adults are not working, have dropped out of the official labor force, or are recipients of public assistance. Employers' critical needs for skilled workers necessitates that the Board build new, innovative relationships with partners such as TANF, the criminal justice system, alternative schools, neighborhood associations and others to connect both WIOA youth and adult services to this population.

The Board will build on best practices models both within and outside of the workforce area. Two models within the local area are:

- The Southcentral Kentucky Federation for Advanced Manufacturing Education (SKY FAME) is a partnership of regional manufacturing partners whose purpose is to implement dual-track, apprenticeship-style training that will create a reliable pipeline of highly skilled workers for the sector. While initially focused on manufacturing, the model will be explored by the Board for possible implementation in other sectors.
- The Learn and Earn program at Western Kentucky University (WKU) partners with area companies to employ both traditional and non-traditional college students, allowing students to work with local employers and receive income while taking advantage of scholarships provided by their employers. Employers benefit by gaining more productive employees.

Models that are being explored from outside the area include YouthBuild programs in multiple sites and juvenile offender programs that begin training while youths are incarcerated and then transition them to continued training and employment. The Board is particularly interested in working with employers on work-and-learn models such as apprenticeship, pre-apprenticeship, internships, and co-op programs.

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

The South Central Kentucky region is fortunate to have 50 colleges and universities within 60 miles of the region. Higher education institutions within the region include Southcentral Kentucky Community and Technical College (SKYCTC), Western Kentucky University, Daymar College, and the Warren County Area Technology Center. These local institutions have a history of working collaboratively with economic development and business leaders to build a work-based learning environment that is employer-defined and seamlessly delivered by an interlocking series of steps that begin early in the education pipeline and continue into careers with associated lifelong learning.

The Board is committed to building on these positive relationships and program successes and bringing successful strategies to an even larger scale in the ten-county workforce area, and within the context of the WIOA Regional Plan, to expand the reach into the Cumberlands workforce area. An example of success is the partnership between the Warren County Area Technology Center (ATC) and the SKYCTC. Together they have developed a one-plus-one model where high school juniors and seniors earn a year of college credit through technical training at ATC with SKYCTC certified instructors. Upon graduation students transition directly to SKYCTC to finish a second year of study resulting in attainment of an associate's degree. Of the 2016 graduating class of welders, 18 of the 20 graduates have been placed in local jobs directly out of high school using the industry certification earned at ATC, and the second year of SKYCTC tuition is being paid by their employers. The Board intends to identify and create other such partnerships that will address the needs of employers in each major industry sector, employing sector-based strategies and associated career pathways as the primary coordination structure.

OUTCOMES

WIOA Adult

WIOA Dislocated Workers

WIOA Youth

Adult Education & Literacy

Wagner-Peyser

Vocational Rehabilitation

Trade Adjustment Assistance

Veterans Employment & Training

Unemployment Insurance

Postsecondary Education

Title V of Older Americans Act

Community Service Block Grant

Housing & Urban Development E & T

Job Corps

Bureau of Apprenticeship & Training

TANF

SUCCESS MEASUREMENT

ResCare

ResCare

ResCare

SKYCTC & Local School Boards

KY Office of Employment & Training

KY Office of Vocational Rehabilitation

KY Office of Employment & Training

KY Office of Employment & Training

KY Office of Employment & Training

SKYCTC

Experience Works

Community Action of Southern Kentucky

Housing Authority

Great Onyx Job Corps Center

KY Office of Apprenticeship & Training

KY Department for Community Based Services

OUTCOMES

- Identify common skills gaps within sectors
- Develop strategies to address skill gaps
- Inventory current training & education programs
- Obtain commitments for unified credentials shared by employers in the sector
- Develop partnerships for customized training to address the skill gaps
- Utilize National Career Readiness Certificate (NCRC) assessments
- Unify employer standards for high school/GED, soft skills and technical credentials
- Reduce turnover rates
- Achieve greater efficiency and cost savings for employers
- Develop a marketing plan to promote the advantages of employment in high-priority jobs
- Increase awareness & interest in high-priority occupations and associated training
- Enroll existing workers in training programs to increase employer productivity
- Increase opportunities for low-wage workers to advance to higher-wage, higher-skill positions

SUCCESS MEASUREMENT

- Published results in a report to assist training & service providers in creating relevant programs
- Target list of needed skills for qualified workers based on the research
- Mapping information from higher education partners for inventory of current training & education programs
- Use of the unified advanced manufacturing credential adoption as a model for other sectors
- Strategies developed by sector-based employer partners
- Increase in number of NCRC certificate holders and employers using NCRC as hiring standard
- Adoptions of standards with employers giving hiring preference to credential holders
- Feedback from employers on impact of process on turnover rates
- Feedback from employers on time and cost savings in filling positions & retaining workers
- Marketing plan with metrics
- Increased number of students and existing workers enrolled in programs
- Feedback from employers on productivity increases resulting from employee training
- Reduced number of households receiving public assistance, as reports are released by the state

The Board and its higher education and economic development partners will work with the region's employers to achieve the following outcomes with progress measurement as shown:

The Board will build on successes at the K-12 level. South Central Kentucky's elementary and secondary schools rank high in Kentucky and U.S. rankings because of the region's commitment to strong community education values, supportive business leaders, and parent involvement. The region is home to the Carol Marin Gatton Academy which was ranked best high school in America for three consecutive years by Newsweek magazine, and is also the first metropolitan area in America to implement the acclaimed FranklinCovey™ Leader in Me school transformation initiative at every grade level.

The Board will also partner with SCK Launch, a partnership between the Bowling Green Area Chamber of Commerce, the Bowling Green Independent School District, Warren County Public Schools, and the local business community to create the talent pipeline for high-demand sectors to grow the regional economy. The Board will assist in expanding the use of the tools developed by the Bowling Green Area Chamber of Commerce to greater scale throughout the ten-county area.

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

The Board and its one-stop operator recognize the need for the provision of supportive services on an as-needed basis to address barriers to access for training and employment. All WIOA enrolled adults, dislocated workers and youth are eligible for supportive services as defined in WIOA Section 3(59). Supportive services may be provided to eligible WIOA adults, dislocated workers and youth when the supportive services are necessary for the participant to reach his/her employment and training goals. Supportive services are based on financial need and participants are not automatically entitled to supportive services.

Supportive services may be provided to eligible WIOA participants who:

- Are enrolled in WIOA career or training services; or
- Have exited active WIOA enrollment and need post-program supportive services as part of follow-up services (up to 12 months following exit); and
- Are unable to obtain the supportive services through any other resource or program providing such services.

Current Board policies related to supportive services include:

Allowable Supportive Services

The following list provides examples of supportive services and is not intended as an exhaustive or exclusive list of allowable services:

- Assistance with local transportation costs and limited private automobile repairs associated with work or training;
- Assistance with child care and dependent care costs;
- Assistance with housing and food;
- Assistance with utility payments;
- Assistance with medical and prescription services;
- Assistance with uniforms or other appropriate work attire, hygiene, haircuts, eyeglasses, and work or training related material costs;
- Assistance with employment-related professional memberships;
- Assistance with translations;
- Assistance with licenses and permits related to work;
- Assistance with accommodations needed to address physical and learning disabilities;
- Assistance with accommodations for educational and skills testing;
- Assistance with out-of-state job search and relocation to a new job; and incentive payments.

Limits

The supportive services limit for each enrolled WIOA participant is \$1000 for the durations of the participant's enrollment in all WIOA programs, including follow-up services. The one-stop operator has the authority to increase the limit to \$1500 if the additional supportive services allocation would significantly benefit the participant's ability to continue and complete the program, or benefit the participant in job retention or wage advancement. Any authorization beyond \$1500 must be approved in advance by the Board based upon justification presented to the Board by the one-stop operator. Training expenses covered by an approved Individual Training Account (ITA) do not count against the supportive services limits.

Procedures

1. Career Planners determine a participant's need for supportive services as part of the initial and ongoing assessments related to the individual's employment plan.
2. The participant prepares a personal budget verifying that he/she does not currently have the financial resources for the proposed supportive services assistance.
3. Career Planners determine if other community resources can be obtained and make referrals as appropriate.
4. Career Planners submit the written supportive services request to the one-stop operator or designee for approval with entries made into the case management system as required.
5. Career Planners track services provided and associated costs to ensure that limits are not exceeded, entering data into required tracking systems.

The Board and its one-stop operator are aware that childcare and transportation pose significant barriers to training and to employment for many applicants for services. Local organizations including Community Action of South Central Kentucky, Salvation Army, and the Housing Authority provide transportation and childcare assistance on a temporary basis. However, current needs for such assistance exceed the available resources of these organizations and of WIOA. The Board will join with other workforce development partners to convene key organizations to understand the full demands and possible solutions related to both transportation and child care. Two significant challenges to be addressed include childcare availability for second and third shift workers, public transportation availability to two significant sources of employment (Kentucky Transpark and South Industrial Park), and lack of any public transportation in rural areas.

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

Through a competitive procurement process, the Board selected ResCare as its one-stop operator and provider of WIOA-funded services. ResCare brings significant resources and expertise to the Board in meeting operational goals and coordinating services among other partners. With more than 350 ResCare-managed workforce operations in the nation, its team brings an array of best practices and policies for working collaboratively with core partners in the one-stop center setting. ResCare's local operation is now fully staffed and a systematic review of services and partnerships is in progress in transition from the prior one-stop operator and service provider. The Board will initiate Memorandums of Understanding (MOUs) and cost sharing agreements with core partner, as required by WIOA, in order to identify and document the resource commitments of partners that can be leveraged.

ResCare brings a Workforce Services Delivery Model designed to leverage all of the available resources that it has at its disposal plus those of the core partners. That model includes elements of:

- Recruitment, engagement and training of local staff to be the “most engaged local leaders” for workforce service delivery;
- National subject matter experts who undergird all local operations in best practices and highest quality operations;
- A world-class job readiness program that provides a full continuum of education, skill enhancement, and career transition tools;
- Cutting edge technology with the sophistication meet the needs of employers and job seekers for quality matches between the two;
- National relationships with employers that supply an “unmatched employer briefcase” that creates a foundation of job opportunities in every community served; and
- An intense performance management system to provide outcomes to the Board and the broader community.

The current environment in the Commonwealth of Kentucky and in the local workforce area presents a unique opportunity to “push the re-set button” in multiple ways, including the core relationship with the region’s employers, the responsiveness of service and training providers to needs identified by employers, the combined use of a hub one-stop center site combined with technology and increased access points to better serve customers, and stronger bonds among service partners to break down siloes and simplify the service delivery message to customers. The leadership of the one-stop operator in managing the resources committed by partners will serve to clarify roles and reduce duplication of services. In addition, there will be constant recruitment of additional organizations that have not been partners in one-stop services in the past and, with the help of the Board and its new President, an ongoing search for new sources of funding to support the system.

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

WIOA calls for a strengthened relationship between WIOA Title I programs and Title II Adult Education and Literacy programs in order to integrate basic educations programs with career pathways to higher educations and to jobs with employers. In the South Central area the Southcentral Kentucky Community & Technical College (SKYCTC) receives the Title II funding for four counties (Barren, Metcalfe, Simpson, Warren) in the region, with Title II services in the other six counties provided by the local school boards. By 2018 it is expected that 54% of all jobs in Kentucky will require some level of postsecondary education, thus making completion of high school or GED acquisition an essential gateway to further education and good jobs. Both the SKYCTC and school board sponsored adult education programs provide a diverse group of students with the resources to meet their educational goals, including obtaining a GED, enrolling in higher education, improving workplace skills, and increasing language proficiency. Programs partner with the Kentucky Career Center network to assist low literacy and English-as-Second Language (ESL) students qualify for occupational training and degree programs in the region.

SKYCTC is represented on the Board, and relationships have been developed between the Board's one-stop operator and the school boards sponsoring adult education programs in the other counties. Per the requirements of WIOA, all local Title II plans of service will be reviewed by the Board prior to approval submission of the plans to the state. The Board will make recommendations on services and partnerships with the Kentucky Career Center system as needed, based on the needs identified by regional employers, economic development organizations, and the core one-stop service partners.

The Board's collaboration with SCK Launch provides an opportunity for the Board to work with local K-12 school districts on career pathways frameworks for secondary school students and for adult education students, with sector-based career information and information on post-secondary programs made available to both youth and adults. In addition, K-12 students will obtain information on services available at Kentucky Career Center physical and on-line sites, which may prove to be a valuable resource to them at critical points where assistance is needed, such as dropping out of school, losing a job, needing to know how to move from low-wage jobs to higher wage jobs.

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

The one-stop operator, ResCare, is well-versed in WIOA requirements for implementing priority of service requirements under WIOA. The Board will work with the one-stop operator to ensure that Section 134(c)(3)(E) of WIOA is implemented per the law and the Governor's plan and policies. Under this section of WIOA, and as further detailed in USDOL Training and Employment Guidance Letter (TEGL) No. 19-16 (March 1, 2017), Kentucky Career Center staff, when using WIOA Adult funds to provide individualized career services and/or training services, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient as defined in WIOA Sections 3(36) and 3(5). Under WIOA, priority must be implemented regardless of the amount of funds available to provide services in the local area, which is a change from the prior Workforce Investment Act (WIA). Direction has also been given to the one-stop operator to increase outreach efforts to local organizations that serve the target populations in order to increase awareness, referrals, and enrollments in WIOA-funded programs. There are no restrictions on providing basic career services, and those services will continue to be provided to any eligible adult.

Veterans and eligible spouses continue to receive priority of service under WIOA. However, per TEGL No. 10-09, priority of service will be provided in the following order:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding;
 - Second, to non-veterans show are included in the priority group for WIOA Adult funds;
 - Third, to veterans and eligible spouses who are not included in the WIOA Adult funds priority groups;
 - Fourth, to any priority population established by the Governor and/or the local Board;
 - Last, to any persons not covered by the groups above.
- K. (L) Please describe how the Kentucky Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

The South Central Board and its on-stop operator are fully committed to working with state leadership across multiple agencies to create a model Kentucky Career Center system for replication in other parts of the state. A key feature that must be built into the model is an integrated intake and case management system for all one-stop partners.

Kentucky's WIOA Combined State Plan recognizes the need for data integration, stating that:

"Existing legacy case management systems across OET, OVR and OFB are disparate and insular. At the core of Kentucky's current efforts to achieve inclusive and comprehensive interoperability are the following plans:

- Reciprocal exchange of distinct data between the common intake system and the legacy transactional systems currently utilized in each agency.
- Conversion to a cross-agency, common case-management system will be executed as current legacy transactional systems are retired. The system will be built using the same technology deployed for the common intake process.

The long-range plan solidifies an enduring and inclusive virtual management system through consolidated customer service. The process for accessing and availing services for all customers including individuals, employers, claimants and training providers, will be facilitated and coordinated via a single point of entry to the system. New data-linkages will greatly enhance Kentucky's ability to make real-time and insightful economic, educational, and social policy decisions. By eliminating current delays associated with the time required to request, gather, and dissect often divergent data sets, agencies will be better equipped to measure the effectiveness of their programs, targeting programmatic and administrative areas for improvement. More importantly, the system will enable the creation of effective and broad reaching customer awareness and utilization of agencies' broad array of available services. The common data repository built upon the same technology use for the intake and case management processes is integral to this plan to ensure standardization and integrity of mandated state and federal reporting requirements."

In building a model one-stop network locally, the Board will include technology enhancement, per the state's directives, as part of all Memorandums of Understanding (MOUs) and cost sharing agreements for infrastructure with the core partners. The Board's one-stop operator is a national leader in creating and managing integrated services in a one-stop setting and will be implementing national best practices for data management as the model one-stop network is built. An enhanced, coordinated data platform for service delivery tracking is an essential ingredient for achieving the Board's vision of dispersed delivery system with a single comprehensive one-stop center and multiple access points across the ten counties. Technology will also be incorporated for real-time counseling between staff at the comprehensive one-stop center site and customers at remote system access points.

Chapter 4:

Program Design and Evaluation

Chapter 4: Program Design and Evaluation

A. (L) Describe the one-stop delivery system in the local area including:

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

The Board's primary objective is to "re-set" the relationship between the local workforce development system and the employer community to ensure responsiveness to local employers in addressing current skill gaps and in creating a reliable pipeline of talent in the future. The Board and its partners in economic development have created a framework of targeted industry sectors to provide a mechanism to validate labor market information, capture real-time job openings, project future needs, and maintain ongoing communications with service and training providers to address needs. The Board's strategic planning process, along with the subsequent creation of the local and regional WIOA plans, began with the engagement of employers in the region on a sector-by-sector basis. Each sector-based input session focused on several key questions:

- What do you need the most to accelerate the growth of your business in the region?
- Where does attracting a qualified workforce fit in your list of priorities?
- How do you currently access local services related to workforce needs? What works well and what doesn't?
- What are your top priorities for a workforce development system in the region?
- How do you want to be involved as a partner with the workforce development system?

The Board will maintain an ongoing partnership with local economic development and government leaders in working at a strategic and transformational level with local employers to ensure that the workforce development system remains accountable and responsive. At a transactional level, in meeting immediate needs, the Board has selected ResCare as its one-stop operator, in large part because of ResCare's established record in engaging employers in a job-driven system. ResCare has built a local business services team of experts, trained to the national ResCare standards of quality, that provide a wide range of services to employers that incorporate solutions and resources from the Kentucky Career Center system. Through this work, the local one-stop system will continue to move toward achievement of the Board's goal of the Kentucky Career Center system as a first source for employers in meeting hiring needs. The Board will maintain industry sector panels to continually assess the quality of services and to make improvements in service delivery as needed base on the feedback of its employer customers.

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

The creation of a job-driven delivery system described in Section A.1 above sets a high bar for service and training providers in the local system. The Board actively communicates with the providers to actively cultivate relationships that ensure responsiveness to employers. This dialogue occurs in a dynamic environment where business needs evolve service strategies will need to change as a result. When needed new service providers will be identified and procured. The focus will be maintained on high-demand occupations within priority industry sectors, along with skills that cut across all sectors, such as basic literacy, math, and familiarity with basic computer applications.

The Board has adopted a “Demand Occupation Requirement for Training” in its Individual Training Accounts Policy. The stated requirement in the policy is:

“The South Central Workforce Development Board (WDB) is committed to increasing income levels and creating employment opportunities for customers in the South Central Kentucky Region. The SDB has established priorities for High Demand, High Growth and High Wage employment opportunities in the region.

It is the policy of the WDB to work with the Kentucky office of Employment and Training Labor Market Information (LMI) section an local labor market information systems to identify targeted industries and occupations prioritized for WDB funding. Occupations must be identified through local labor market information as having the potential for high entry ways (currently defined as at least \$9.81 an hour or above 150% of the Lower Living Standard Income Level) and projected growth and/or significant job openings in the area. To be considered for funding through WIOA, a training program must lead to a recognized credential defined by WIOA. The term ‘recognized postsecondary credential’ means a credential consisting of an industry-recognized certificate or certification, a certificate of completion from an apprenticeship, a license recognized by the State or Federal governments, or an associate or baccalaureate degree.”

The Board and its economic development partners will work to engage employers directly in work-based learning opportunities in partnership with education and training providers. Such opportunities may include internships, apprenticeships, on-the-job training (OJT), and other work experiences connected to classroom training. In doing so, the Board will build on a number of existing partnerships such as the Advanced Manufacturing Partnership (AMP) that started in 2012. AMP worked to identify and approve the manufacturing competency model, adopt nationally recognized credentials (such as that National Career Readiness Certificate and the Certified Production Technician certification). Local training providers have responded to manufacturing needs, including the creation of a SKYFAME (Southcentral Kentucky Federation for Advanced Manufacturing Education) and the subsequent creation of an Advanced Manufacturing Apprenticeship Program that began in the fall of 2016. The Board is committed to expanding these successful models into other sectors, and to providing a menu of options for employers for engagement in work-based learning strategies for both current and emerging employees.

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

The Board's priorities for creating a model comprehensive one-stop center as a hub, connected to an expanded network of community access points, is described in other sections of this plan. The process of development of Memorandums of Understanding (MOUs) with core partners will emphasize several key points related to service access: sharing of costs for technology to connect access points across the region; deployment of staff to access points on a scheduled and as-needed basis; and leveraging the use of offices of partners that already exist in the region. The one-stop operator will also work to develop new relationship with potential access points, such as libraries and community-based organizations, and to provide training and resources that will allow them to connect customers to the Kentucky Career Center network.

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

The Office of Vocational Rehabilitation (OVR), as a core partner in the local Kentucky Career Center network, will continue to work with the Board's one-stop operator to ensure that all physical sites are certified for ADA accessibility. The Board will also coordinate with local and state OVR staff to identify technologies that will increase accessibility at the comprehensive one-stop center site and the network of access points. With the creation a model one-stop center as the comprehensive site, the Board and its one-stop operator have the opportunity to embed state-of-the art accessibility in the creation of the site. OVR will also assist in staff training for the other one-stop partners to ensure that persons with disabilities are identified and that all resources available to them are provided. The Board and one-stop operator will work closely with OVR in the expansion of access points in the ten counties to ensure that physical barriers are eliminated and that maximum use of technology is employed at the access points and via on-line services.

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

The draft local and regional plans will be posted on the Board's website and comments accepted during the 14-day public review process prescribed by the state. Comments can be made directly to the Board via the website. Notice of the availability of plans will be made to media outlets in the region. Direct notification of the availability of plans will be sent to all participants in the Board's public engagement process leading to the Board's Strategic Plan. In addition, a public session will be convened by the Board during the 14-day public review period to receive input directly from interested parties. Any comments expressing changes requested in the plan will be included as an addendum to the plan when submitted to the Governor, along with any actions taken in response to the input received.

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

As previously described, the Board is committed to creating and maintaining a jobs-driven workforce development system in the region. ResCare, as the new one-stop operator, is currently working with the Kentucky Career Center partners to evaluate all aspects of customer flow and service delivery. This begins with a common intake process to assess the skills and needs of job seekers related to the needs identified by labor market information and employers in the priority sectors. Career counselors work with the job seekers on transferability of skills and on identification of education and training needs that lead to accessing high-demand occupations. Individual Training Accounts (ITAs) are a primary option for developing new skills, and priorities for accessing ITA funds are previously described. Other options include on-the-job training (OJT), incumbent worker training, transitional jobs, customized training, and other work-based learning experiences. ResCare is currently assessing the use of all training funds compared to the sector and occupational priorities and will report the results to the Board as part of its regular reporting structure. The Board is committed to identifying employers who will partner directly with training providers in strategies such as apprenticeship to address skill gaps in the region. The newly-created SKYFAME Apprenticeship Program is a model for replication in other sectors and with additional employers. The Board is also working to engage a wider array of local social services organizations to address supportive services needs so that barriers to participation in education and training programs can be minimized.

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

The Board's one-stop operator is charged with organizing local rapid response activities and coordinating activity with the state's Rapid Response Unit. The one-stop operator has established a Local Area Rapid Response Team (LARRT) and has designated a Local Area Rapid Response Coordinator (LARRC) to lead local rapid response activity. The LARRC is the main point of contact for notification of all impending layoffs or closures. When the LARRC is notified of a qualifying activity, the LARRT members are notified and contact is made with the employer to arrange the details of an initial session at the impacted business. The LARCC is the local point of contact for the state's Rapid Response Unit throughout the process. All activity is recorded in the state's data tracking system.

Whenever possible, all local engagement with the employer and the impacted workers occurs prior to the layoff date. The LARRT's first step is with the employer to ensure that the services and the process are understood and that information is gathered from the employer to design a successful engagement. Using information gained from the employer, a customized service plan is developed. The plan may include specialized workshops, job fairs, and enhanced services from multiple state and local agencies. Activities may include services provided by:

- State and local economic development organizations;
- Unemployment Insurance staff;
- Career counselors providing up-to-date labor market information;
- Local health departments;
- Trade Adjustment Assistance Program; and Local WIOA partners who can provide access to a wide array of partners' services.

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

The Board and one-stop operator are focused on the transition of youth services to meet the 75% out-of-school youth expenditure requirement. The transition process provides an opportunity to create new partnerships and expand current programs that serve out-of-school youth. In particular, new partnerships will be explored with the juvenile justice system, the foster care system, and with TANF to promote and connect services. Successful out-of-school youth programs currently include Western Kentucky University's Earn and Learn program started in Barren County, the manufacturing partnership with SKYCTC for SKYFAME and the Certified Production Technician program. The first two examples allow out-of-school youth to earn wages while accessing education, and sponsoring companies pay the education costs.

To expand opportunities for out-of-school youth, the Board has adopted a "Co-Enrollment in the WIOA Adult Program" provision as part of its WIOA Youth Eligibility Policy. The provision states:

"The WDB encourages co-enrollment in youth and adult programs (Title I) and across all WIOA core programs where appropriate. Individuals who meet the respective program eligibility requirements may participate in adult and youth programs concurrently. Such individuals must be eligible under the youth or adult eligibility criteria applicable to the services received. Program operators may determine, for these individuals, the appropriate level and balance of services under the youth and adult programs. Program operators must identify and track the funding streams which pay the costs of services provided to individuals who are participating in youth and adult programs concurrently, and ensure no duplication of services. Individuals who meet the respective program requirements for WIOA youth title I and title II may participate in title I youth and title II (Adult Education and Literacy) concurrently. (20 CFR 681.430). When determining in which program(s) to enroll a participant, the decision must be based on the service needs of the participant, and if they are career ready base on an objective assessment of their occupational skill, prior work experience, employability and needs as required in WIOA Sec. 129 (c) (1) (A). (20 CFR 481.440)"

In-school youth will continue to be a high priority for the Board, as it collaborates with the SCK Launch career pathways initiative of the Bowling Green Area Chamber of Commerce. Much of this will occur with non-WIOA funds, including two recent grant awards that will be used to expand the comprehensive career immersion initiative and to provide a Youth Services Coordinator for the one-stop operator staff. There are also multiple successful youth development strategies to build on, including Junior Achievement's Shark Tank, the Junior Achievement/Bowling Green Area Chamber Work Ethic Seal program, and the Area Technology Center's program that allows students to earn nationally-recognized industry credentials while in high school.

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

The Kentucky Workforce Innovation Board (KWIB) created standards and criteria for High-Impact Local Workforce Boards. Board members have participated in training opportunities provided by the KWIB. The Board is committed to implementing best practices from other regions and in establishing a culture of continuous improvement and high standards for serving the community, both at the transformational level with community leaders and at the transactional level with service partners in meeting the needs of employers, job seekers and students. To implement that commitment, the Board engaged in a planning and community input process in the last quarter of 2016 that culminated in a strategic planning session in January 2017. The results of the strategic planning session were then captured in an initial Strategic Plan that the Board will continue to refine and augment, as the plan is meant to be a dynamic tool for Board growth and development.

The KWIB standards and criteria under each standard are shown below. Under each criterion is a list of actions taken or planned by the Board to achieve the result related to each criterion.

Standard I: Strategic Planning & Implementation

Criterion 1: There is a strategic plan that is goal oriented and goes beyond the scope of WIOA funds.

- Initial strategic plan for Board's work and impact in the region has been developed
- Strategic goals incorporate WIOA funds & metrics but go well beyond those
- Metrics in the strategic plan focus on community impact, and specifically on the impact in meeting the skill needs of employers on a sector-by-sector basis
- As part of the strategic planning process, best practices of Boards in other regions were reviewed

Criterion 2: The strategic plan emerged from a broadly inclusive process, reflecting the participation of economic development, employer, human service, education and other relevant stakeholders.

- The strategic plan was informed by labor market information, community input sessions & a survey of employers
- Input that was gathered was then discussed one-on-one with local elected officials and with the entire Board in a special strategic session facilitated by an outside consultant
- The strategic planning process has engaged leaders of other regional organizations, particularly economic development, chambers of commerce & educational organizations

Criterion 3: The strategic plan is a "living" document; it is part of the continuous improvement process.

- The initial strategic plan will continue to be updated to seize new opportunities and address new challenges as they emerge
- The Board's new President will be charged with utilizing the strategic plan as a primary means of engaging Board members in refining and monitoring goal attainment
- The Board plans to establish specific timeframes, responsibilities & metrics to track progress toward achievement of high-impact goals

Criterion 4: The board has adopted a sector strategy approach to its employer engagement.

- Target industry sectors have been identified in collaboration with the Bowling Green Chamber of Commerce
- Employer input sessions & the employer survey were organized by sector in order to determine needs and opportunities on a sector basis
- The Board's work with employers will be used with service providers, educators & the one-stop operator to assess the ability of the workforce system to meet needs on a sector basis

Standard II: Developing & Managing Resources

Criterion 5: The board has reviewed and approved an annual budget with fiscal integrity that aligns with the goals established in the strategic plan.

- The Board worked closely with the local elected officials in creating the expectations for a competitively procured fiscal agent
- The Board worked with the fiscal agent to develop the current format for financial reports that are presented to the Board in a clear and concise manner
- The Board has identified areas of spending that need to be address by the one-stop operator in making sure that funds are spent effectively and on time

Criterion 6: Resources and assets are coordinated and leveraged from other workforce, economic development, human services, and educational organizations.

- The Board, during the development of memorandums of understanding (MOUs) and cost sharing agreements with core one-stop partners, is working to create a map of resources that are available to the region from multiple sources beyond WIOA
- The Board is leveraging partnerships with higher education and economic development to build on the work of these partners in sector-based strategies and career pathways
- The Board has built a community foundation with a separate board to develop new funding sources that will support the broader work of the Board

Standard III: Managing the Work of the Board

Criterion 7: The board is diverse, connected to the community, and business driven.

- The re-formulated Board is broadly inclusive of business leaders from multiple sectors and community leaders from key organizations
- The Board has met its initial organization goals for development of its non-profit charter, bylaws, and committee structures
- Committees, including the Youth Council, include members beyond Board members, enabling the Board to continually bring expertise to its work from local experts and stakeholders

Criterion 8: The board measures both the board's effectiveness and the effectiveness of the local workforce system in meeting their stated strategic goals.

- The Board is currently working with its new one-stop operator to develop the appropriate dashboard indicators to track progress efficiently at the Board level, focused on key strategic objectives of the Board, such as targeting training resources to sector-based skill gaps
- The Board's one-stop operator is charged with organizing the resource commitments of the one-stop partners to achieve the Board's strategic goals, with reporting to the Board done on that basis
- The Board will work directly with the business community on a sector-by-sector basis to assess satisfaction with the workforce development system and to identify any weaknesses in the delivery system that require the Board's attention

Additional Administrative Criteria Identified by KWIB

- Policies of the Board are currently being reviewed and updated in collaboration with the Board's one-stop operator
- Committee chairs take responsibility for the work of each committee and bring specific recommendations to the full Board for review and approval
- Board agendas are fully developed and circulated to all Board members in advance of meetings, including pertinent attachments
- Expectations have been set for the job duties of the new Board President
- The Board and the local elected officials have worked closely with the state to create a "clean slate" in transition from the prior one-stop operator and Board, with transparency to the community on any monitoring and audit findings.

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

The Board is committed to utilizing Individual Training Accounts (ITAs) as a key training strategy for upgrading skills of job seekers to prepare them for high-wage local jobs that are in high growth occupations or in occupations where job openings will be sustained as a result of high replacement needs. While customer choice remains a core principle for serving job seekers, job seekers will be guided by career counselors who will provide advice on training that provides the best return-on-investment in the context of the job seeker's individual employment plan.

The following is a summary of current ITA policies and procedures.

Types of Training Allowed

Individuals are expected to take an active role in managing their employment plans by utilizing ITAs in conjunction with other resources. All training services are provided only after assessment of: abilities, interests, occupational skills, workforce skill standards, labor market demand for the occupation, self-management skills, and resources available by the training provider.

ITAs are intended primarily for training in occupations in high demand in Kentucky. The Kentucky Education and Workforce Development Cabinet maintains and continually updates a list of high demand occupations to be used as guidance. Exceptions may be granted on a case-by-case basis by the One-Stop Operator for occupations in demand in other states when it can be demonstrated that it is feasible for the participant to relocate. Exceptions may also be granted when a specific job opportunity has been pre-identified as available following the training. In order to have an exception approved, evidence must be documented that the result of the ITA will be a job with significant wage progress to warrant the investment of resources into the training activity.

ITAs may be approved for full-time (equal to or exceeding 12 credits or 120 hours per quarter) or part-time (attendance less than 12 credits or 120 hours per quarter) or for short-term skill upgrades (specific skill certifications building on existing training and experience) leading to employability. In all cases, approval will include documentation for a high-demand occupational goal or approval by the One-Stop Operator for an allowable exception.

WIOA funds cannot supplant financial aid available through the training institution and other sources of funding. WIOA funding is considered to be “last funding” in the participant’s mix of resources available from other sources. WIOA funds are limited to participants who are unable to obtain other grant assistance for training or who have a financial need that exceeds the assistance available from other sources. Training providers must consider the availability of Pell grants and other grant sources (including scholarships normally available to all students at the training institution) so that WIOA funds supplement rather than replace other available financial aid.

Duration and Cost Limits

1. Determination of Need Amount - ITA funding levels will be determined on a case-by-case basis tied to the specific needs of each individual. ITAs will only be used for participants who are unable to obtain grant assistance from other sources to pay the costs associated with training, or participants who require assistance beyond the grant assistance they have from other sources. The availability and contribution of other training resources and financial aid grants, including Pell Grants, will be documented via a Program Costs/Resources worksheet as part of the participant’s individual employment plan. When awarding an ITA, consideration will always be given to the labor market demand in the region or to demand in other regions where the participant plans to relocate. The decision to award the ITA will be based on an analysis of resources/needs and relationship of the training to labor market needs, and no denial will be based solely on the basis of which particular provider is selected from the state’s Eligible Training Provider List. Selected training programs must be on the Commonwealth of Kentucky’s statewide Eligible Training Provider List which can be found at <https://etpl.ky.gov>.
2. Funding Limits - Each participant’s ITA is limited to a maximum (lifetime ceiling) amount of \$6,000 within the maximum ITA duration period. The maximum amount for one fiscal year of ITA participation is \$3,000. Exceptions to the funding limits may be granted by the one-stop operator for special circumstances, with the exceptions reported to the South Central Workforce Development Board as they occur. Each participant’s ITA will be limited to no more than the published cost of the selected training program, which may include tuition, fees, required books and software, tools, clothing, and equipment.
3. Duration - An ITA is limited in duration to three (3) training years, and only one program of study will be funded for each participant. Exceptions to the duration limit may be granted by the one-stop operator for special circumstances, with the exceptions reported to the South Central Workforce Development Board as they occur. Special circumstances may include but are not limited to additional or specialized training needed for persons with disabilities or with English language barriers.

Management Process

1. Authorization and Obligation of Funds – After an ITA is awarded, an Authorization for Classroom Training is created, signed by the participant, the training facility, and the one-stop operator (or designee). A signed copy is returned from the training facility to the one-stop operator to initiate the obligation and to authorize payments. Terms, conditions, and scheduling of payments will be detailed in the Authorization for Classroom Training. Items covered by the ITA but not provided by the training provider may be paid directly to the participant by the one-stop operator or designee. Short-term training may be paid by one-time payment with a schedule of incremental payments not needed.
2. Satisfactory Progress – Individuals are expected to maintain satisfactory progress toward completion of the training program. Satisfactory progress is defined as:
 - Maintaining a grade point average sufficient to graduate from the training program and receive the planned certification for completion; and/or
 - Completing sufficient credit hours to complete the training program in the timeframe established by the ITA.
3. Interruption of Training Process – In some cases a participant may have to stop attending school for a quarter as a result of circumstances beyond his/her control (sick child, death in family, etc.). When this occurs, the participant's case notes should document the delay, and changes should be made in any required participant status reports to reflect that the participant is not currently in occupational skills training. Upon return to training, if this occurs, the participant will be placed back into the appropriate reporting category. Additionally, the participant's Authorization for Classroom Training will be revised to reflect any changes. If a participant does not attend training for two consecutive quarters, his/her Authorization for Training will be canceled and the associated training funds will be de-obligated. If the participant wishes to return to training, a new ITA proposal will need to be created, and if approved, a new Authorization for Training will be prepared. In such cases the one-stop operator must approve the new ITA. Exceptions may be granted by the one-stop operator for individuals called into military duty for short periods of time.
4. Modifications to ITA – Modifications of the ITA may be allowed only for adjustments within the same occupational training area at the training institution originally identified for the training. All modifications must be approved by the one-stop operator. When a training program is removed from Kentucky's Eligible Training Provider List, participants currently enrolled via an ITA in the removed program may be allowed to complete the training program. However, such ITAs will not be modified beyond the original plan.

The Board is currently coordinating with its one-stop operator to review policies, including a review of outcomes for ITAs and participants that the one-stop operator acquired from the previous operator. The review of ITAs and ITA policies will be aimed at aligning the use of limited training funds to needs of employers in key sectors. Via implementation of the Regional Plan, the Board will also seek to coordinate its ITA policies with the Cumberland's workforce area to simplify the process for job seekers and training providers in the broader region.

Chapter 5:

Compliance/Performance/ Administrative Cost

SOUTH CENTRAL

WORKFORCE DEVELOPMENT BOARD

Chapter 5: Compliance/Performance/Administrative Cost

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

[Regional response to be developed in collaboration with the Cumberland area]

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

The South Central and Cumberland workforce areas, as the two boards of the South Region, do not currently plan to pool funds on a regional basis. In the short term, the two boards will explore areas for administrative efficiency and cost savings. Such efforts could lead to sharing of certain functions, such as contract monitoring and development of administrative templates, at a future date.

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

[Regional response to be developed in collaboration with the Cumberland area]

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

The local elected officials, operating under the authority given them under WIOA, selected the City of Bowling Green as their Fiscal Agent for receipt and disbursement of WIOA funds for the South Central workforce area. The Fiscal Agent disburses funds in accord with decisions made by the Board and the local elected officials per their agreement.

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

The Board will employ a competitive procurement process for acquiring all goods and services, in compliance with state and federal guidelines. The Board prepared requests for proposals (RFPs) for the fiscal agent and for the combined one-stop operator/WIOA service provider in 2016. The Board used the City of Bowling Green's procurement procedures in doing so. Bids were received, and Board members implemented a bid review, rating, selection and contract award process, ensuring that there were no conflicts of interests in the selection process. The fiscal agent, one-stop operator, and service provider for all WIOA-funded services are now in place and fully operational in advance of the requirement for full implementation of one-stop center services by July 1, 2017. The Board also created a non-profit foundation structure to assist the board in fund development and expansion of services. That organization, the SCKY Foundation for Workforce Development Inc., has adopted articles of incorporation and bylaw and exists to support and expand the work of the Board. The Board is in the process of hiring a President who will initially be administratively supported within the personnel framework of the Bowling Green Area Chamber of Commerce. In implementing its strategic plan, the Board will determine staffing needs and administrative structures for the future.

- F. (L) Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]
Note: This description may include when, how and by whom the indicators are being employed; and if the measured performance and effectiveness are used in a continuous improvement process.

The Board has worked with the procured Fiscal Agent to agree on a reporting format that is used for financial reports at meetings of the Finance Committee and at full Board meetings. The Fiscal Agent is charged with managing receipt and disbursement of funds on behalf of the local elected officials, and for providing necessary information and training to contractors in order to ensure adherence to all relevant accounting procedures. Success measures for the Fiscal Agent audit and state financial monitoring reports with no substantive findings, and timely processing and reporting of funds.

The Board has developed a dashboard for ongoing monitoring of WIOA programs:

[Insert Dashboard developed by Lori Strumpf for Board]

In addition to WIOA program measures, the Board engaged the employer community during its strategic planning process to identify measures of success related to expectations for a high-performing workforce development board. These measures include, which will continue to be monitored by the Board and its economic development partners for maximum transparency with the public, include:

- Number of employers and job seekers served (increasing market penetration)
- Closing skills gape (increase in number of credentials produced in gap occupations)
- Decreased turnover rates for employers
- Decreased time to fill open positions
- Satisfaction levels with the system – as rated by job seekers and employers
- Increased economic prosperity of residents (increased earnings, reduction in need for public assistance)
- Increased educational attainment rates for the region
- Increased labor market participation rates

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**

Name: _____

Title: _____

Signature: _____

Date: _____

Chief Local Elected Official

Name: _____

Title: _____

Signature: _____

Date: _____

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

Local Elected Official

Name: _____

Title: _____

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