

2020 – 2024
Workforce and Innovation Opportunity Act
(WIOA)

KentuckianaWorks
Southern Indiana Works

Bi-State Regional Plan

April 30, 2021

**Attachment A - WIOA Local/Regional Plan
Workforce Development Board (WDB) Approval**

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|----------------------------------|------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------|
| WDB/Region # | Southern Indiana Works / KentuckianaWorks 10 | | |
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| WDB Executive Director | Michael Gritton – KentuckianaWorks Tony Waterson – Southern Indiana Works | | |
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I certify that the information contained herein is true and accurate to the best of my knowledge and I submit this plan on behalf of the WDB listed above.

This plan is approved for the Workforce Development Board by the Workforce Development Board Chair.

| | | | |
|------------|--------------------------------------|-------|-----------|
| Name: | Michael Gritton | | |
| Title: | Executive Director, KentuckianaWorks | | |
| Signature: | | Date: | 4/30/2021 |

Section 1: Workforce and Economic Analysis

Please answer the following questions in 8 pages or less. The Department of Workforce Development has regional labor market analysts assigned for each of the Regions. These experts can assist in developing responses to the questions 1.1 through 1.3 below. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

The Greater Louisville Region (“Region”) includes six counties in Indiana covered by Southern

1.1* An 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)]

Indiana Works (Clark, Crawford, Floyd, Harrison, Scott and Washington) and seven counties in Kentucky covered by KentuckianaWorks (Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer, and Trimble). Based on 2018 U.S. Census Bureau data cited by KentuckianaWorks’ Labor Market Intelligence team, approximately 37,000 Indiana residents commute to Kentucky for work, and more than 13,000 Kentucky residents commute to Indiana for work; it truly is a bi-state region.

Local Economic Development Organizations (e.g., One Southern Indiana), the local chamber of commerce (e.g., Greater Louisville Inc.), and labor market data all support the identification of the five key industry clusters adopted by the Region’s two local workforce development boards:

- Business, Professional, and Technical Services (including Information Technology)
- Construction
- Healthcare and Social Assistance
- Logistics (including Transportation & Warehousing)
- Manufacturing.

In the third quarter of 2020, there were nearly 50,000 online job postings within the Region. The positions that are currently the most in-demand include:

- registered nurses
- hand laborers and material movers, and
- heavy and tractor-trailer truck drivers.

Not surprisingly, these occupations fall into healthcare, logistics, and manufacturing - three of the Region’s key industry clusters¹.

Research from the Brookings Institution pointed to Indiana and Kentucky as two of the states with the highest automation potential across the nation. The impact of automation on the workforce can be summarized as overall net job gains, but with displacement of workers in routine-based jobs and increased demand for non-routine jobs. This points to a need for

¹ Burning Glass Labor Insights

additional training and skills development so workers are prepared for more highly skilled positions.

The COVID-19 pandemic has accelerated the trend of technological adoption. The typical arguments for adopting automation are increasing productivity or lowering costs (or both); now the reasons extend well beyond that to include the need for social distancing, unprecedented demand for e-commerce logistics and fulfillment, and a workforce made erratic by lockdowns and school closures.

Only about half of the Region's online job postings in the third quarter of 2020 provide minimum

1.2 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)]

educational requirements. Among the job postings with educational requirements listed, 44% list an Associate degree or above as the minimum educational requirement of the position.

KentuckianaWorks' Labor Market Intelligence team has determined the following are the most in-demand knowledge and skills for the Region's five key industry clusters.

- **Business, Professional, and Technical Services** – basic customer service, Microsoft Office and productivity tools, project management, business process and analysis, and business strategy.
- **Construction** – repair, plumbing, carpentry, HVAC, and basic customer service.
- **Healthcare & Social Assistance** – basic patient care, emergency and intensive care, medical support, basic living activities support, and general medicine.
- **Logistics** – trucking industry knowledge, forklift operation, truck driving, HAZMAT, and customer service.
- **Manufacturing** – forklift operation, repair, packaging, machinery, and customer service. Notably, soft skills are in-demand across all key industry clusters.

1.3 An analysis of the local 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 and youth. WIOA Sec. 108(b)(1)(C)]

Like the rest of the nation, the Region has been significantly impacted by the COVID-19 pandemic and ensuing economic fallout. The Region experienced a record-high unemployment

rate in April 2020, as stay-at-home orders were implemented throughout the Region. In the subsequent months, the unemployment rate has fallen, but as of September is still two points higher than the same time last year. Moreover, the seemingly low unemployment rate is really driven by a decline in the overall size of the labor force, which has fallen by more than 5%. As of September, there are nearly 47,000 fewer employed workers in the region as compared to 2019.²)

Research at the national level indicates that low-wage workers, workers of color, young workers, and women are those most negatively impacted by the COVID recession. This so-called “K-Shaped Recovery” has been discussed on a national scale³. While we do not have high-frequency data on the characteristics of the labor force at the local level, we believe these trends hold true for the Region as well. Data from Opportunity Insights shows that within the Louisville MSA, workers earning more than \$60,000 per year saw an increase in employment levels between January and July, while employment levels for workers earning less than \$27,000 per year are still down nearly 15%. Workers of color are over-represented in these low wage jobs and have historically faced higher unemployment rates and lower median earnings across the educational attainment spectrum.

Research from the Brookings Institution shows that young workers were more likely to be laid off than older workers across all industries. Moreover, young workers are overrepresented in restaurants, hospitality, and retail, some of the hardest hit industries of the COVID recession. Measure of America estimates the COVID recession will lead to a huge spike in the number of young people not enrolled in school and not working (i.e., opportunity youth), numbering more than six million disconnected young people and bringing the nation’s youth disconnection rate to nearly 25%. Furthermore, racial disparities in youth disconnection are likely to be exacerbated. This was already a significant problem in the Louisville region⁴. Previous recessions tended to impact male-dominated industries like manufacturing and construction more than other industries. The COVID recession has caused steep employment losses in restaurants, hospitality, retail, and health care- industries with higher rates of female employment. Moreover, as schools and childcare facilities are either operating virtually or at a limited capacity, women are bearing the brunt of additional childcare responsibilities. Data from the Census Bureau shows that women age 25 to 44 are nearly three times more likely than men to not be working during the pandemic because of childcare responsibilities.

Among the region’s working age population (25 to 64 years old), 39% have an Associate degree or higher, 23% have some college, no degree, 29% have a high school degree or GED, and 9% have less than a high school degree. The 61% of the working age population with less than an Associate degree are the targeted population of the workforce system in the region.⁵)

² Bureau of Labor Statistics, Local Area Unemployment Statistics

³ Brotman, Eric. (2020). “The Wealth Gap Widens: COVID-19’s K-Shaped Recovery.” *Forbes*. <https://www.forbes.com/sites/ericbrotman/2020/09/30/the-wealth-gap-widens-covid-19s-k-shaped-recovery/?sh=270f3c28ce6e>

⁴ McLaren, Mandy (2019). “Louisville’s \$15 billion problem: 17,000 young people are out of school and out of work” *Louisville Courier-Journal*. <https://www.courier-journal.com/story/news/education/2019/12/11/louisville-has-large-number-youth-who-out-school-work/4055310002/>

⁵ 2014-2018 American Community Survey

The latest *Measure of America* report from June 2020 lists the disconnection rate for the Louisville MSA at 12.5%; that's 17,100 young people who are not working and not in school. The report also shows young people of color experiencing higher disconnection rates than other racial groups. Recent events have exposed how communities of color are disproportionately affected by violence, trauma, and racial inequity; the Louisville region has been a national focus in this area⁶.

⁶ Pitofsky, Marina (2020). "Louisville Mayor Declares Racism a Public Health Crisis." *The Hill*. <https://thehill.com/policy/healthcare/528181-louisville-mayor-declares-racism-a-public-health-crisis>

Section 2: Strategic Vision and Goals

Please answer the following questions of Section 2 in 10 pages or less. Section 2 responses should reflect input from members of the local workforce development board and other community stakeholders. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. As to youth, describe unique goals for in-school youth and out-of-school youth. [WIOA Sec. 108(b)(1)(E)]

Southern Indiana Works

Vision: A workforce that empowers regional businesses to be competitive in the global economy.

Mission: To lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life.

Strategic Priorities:

Talent Development: To increase in-demand skills, credentialing, and/or degree attainment of our customers that meet the current and future needs of industries. Provide a path for family-sustaining employment and career opportunities.

Economic Development: Through support of and connectivity with Economic Development Organizations and targeted Business & Industry Sector Partnerships, we add value to area business attraction, expansion, and retention. We contribute to solutions that generate community development through economic prosperity.

Next-Gen Talent: Through a Career Pathways approach, we assist young adults in attainment of a High School diploma or equivalent, post-secondary education or training, career exploration and education, work-based learning, and other skills development to prepare the next generation of talent.

Customer-Centric System: To operate a customer-focused, market responsive, high-performing talent development system. WorkOne Southern Indiana is the local area's American Job Center (One-Stop) delivering career and training services.

KentuckianaWorks

Vision: A fully prepared and engaged workforce that is aligned with the needs of employers

Mission: Engaging employers, educators, and job seekers with resources to build a stronger community through the dignity of work.

KentuckianaWorks Board priorities:

- Continuing to expand the alignment between our local education pipeline and workforce demands.

- Expanding the sector focus to synchronize the future needs of the economy with employer needs.
- Building effective programs that help youth enter the workforce more prepared.
- Partnering with local industries to provide information and training opportunities for in-demand skills; and
- Delivering career counseling and job placement services to low-income and displaced workers.

In order to create a talent development system that utilizes partnering organization from both states to promote improved responsiveness to the needs of the region's employer, job seekers, and students the Region adopted the following five goals in the *Bi-State Plan for Advancing the Regional Workforce*:

1. Provide information and appropriate employer connections to schools to align the student pipeline to the current and projected skill needs of regional employers
2. Increase the skills, credentials, and wages of current workers.
3. Expand the size of the labor force.
4. Increase the efficiency of employer engagement and core services to employers on a regional basis.
5. Create the structure for ongoing sharing of plans, data, and outcome metrics among key regional partners.

2.2 Describe how the board's vision aligns with and/or supports the strategic vision of Governor's Workforce Cabinet (GWC) as set out in the WIOA State Plan. <https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan.pdf>

Indiana's strategic vision is to create a talent system that affords all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility and provides employers the talent to grow and diversify their workforce.

The Region supports and aligns with both the Indiana vision outlined above, as well as, the Kentucky Workforce Innovation Board's (KWIB) vision of creating a workforce development system that aligns education with industry demands, prepares Kentuckians for future work, and drives economic development.

SIW's vision of a workforce that empowers regional businesses to be competitive in the global economy is a vision for the way the region will look when the board has successfully implemented its mission.

While different, KentuckianaWorks' vision of a fully prepared and engaged workforce that is aligned with the needs of employers is synced with SIW's. These regional visions of a talent pipeline that supports the community, local business, and individuals through a variety of talent attraction, retention, and development strategies. The key factor being that talent development can drive community and economic development.

SIW's mission is to lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life. In order to accomplish this mission SIW has prioritized regionalism, career pathways, career awareness, program and service

alignment based on industry needs, work-based learning (including apprenticeships), incumbent worker training, and more. KentuckianaWorks likewise supports the GWC and KWIB visions through the mission of engaging employers, educators, and job seekers with resources to build a stronger community through the dignity of work.

The power of work and the opportunity to advance in a career pathway that leads to self-sufficiency and upward economic mobility that meets the current and anticipated needs of business while ensuring the alignment of services and leveraged resources is at the center of the Region's visions.

2.3 Describe how the board's goals contribute to each of the five GWC goals. https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan_Draft_2.6.2020.pdf

The GWC's strategic plan includes a number of strategies under each goal. While Local boards are required to respond to each goal, they are not expected to address how each strategy under each goal will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

Goal 1. Focus on meeting the individual needs of Hoosiers. Indiana has created a talent development system comprised of wide-ranging workforce training and education programs. Hoosiers need to be able to find and navigate this often complex system to find the best option that meets their current and often immediate needs, fulfills their aspirations, and equips them with the skills and knowledge for socioeconomic mobility. Career pathways that help diversify the skills and talent within Indiana must be designed and delivered with the individual's economic sustainability and mobility as the focal point. These career pathways will help diversify the skills and talent within Indiana to promote economic opportunities for

SIW's strategic priorities align with the GWC's *Goal 1: Focus on meeting the individual needs of Hoosiers*. Specifically, SIW's **Customer-Centric System** priority outlines that SIW will operate a customer-focused, market response, high-performing talent development system. The Region's American Job Centers (AJC), WorkOne Southern Indiana and the Kentucky Career Center, will be the hub of delivering employment, training, and career services to jobseekers. SIW's priority of **Talent Development** further supports Goal 1 by increasing in-demand skills, credentialing, and degree attainment of customers that meet the current and future needs of industries. The priority of **Next-Gen Talent** supports Goal 1 through the implementation of a career pathway approach that includes post-secondary education, work-based learning, and skill development.

Strategy Specific:

GWC: Strategy 1.1 – Career Pathway Development

The Region has currently developed seven (7) career pathways in the following sectors: IT, Business, Healthcare, Manufacturing, Logistics, Food & Beverage, and Construction. SIW will continue to refine the career pathways with the focus on the five key sectors described in Section 1. Over the next two years, SIW will develop in partnership with LEDO and Post-Secondary Education, State Earn and Learn (SEAL) models for each of the five target sectors. Each pathway will include multiple entry points, stackable credentials that are available in the region, work-based learning options including apprenticeships, and employer partners. SIW will begin with:

- **Health Care and Social Assistance** will build off entry level certification (i.e., Certified Nursing Assistant, Pharmacy Technician, etc.) supported by Next Level Jobs – Workforce Ready Grant to provide a path to clinical positions specifically Licensed Practical Nurse and Registered Nurse. SIW anticipates on piloting the implementation of these pathway with partners in senior care and long-term care facilities.
- **Manufacturing** will begin with entry level certification such as Catapult Conexus Indiana or Certified Production Technician and will advance in three distinct occupational paths of Production, Quality Control, and Maintenance.
- **Business, Professional, and Technical Services** will focus on Information Technology and leverage the current implementation of Code Louisville and Tech Louisville initiatives. Code Louisville will be the foundation of a pathway for software/app development, web development, digital marketing, etc. while Tech Louisville leads to IT Support, Network, maintenance, etc.

GWC Strategy 1.2: Communication plan for awareness regarding benefits of postsecondary education

SIW has identified Career Awareness and Education as a strategy in order to strengthen our regional workforce. SIW is committed to the engagement of our education partners (primary, secondary, and adult) to provide career information (i.e., labor market analysis, career pathways, occupational data, etc.) in order for teachers, staff, students, and parents to be able to make informed decision. This engagement occurs in person through presentations and discussion as well as virtual through webinars, newsletters, social media, and websites. Additionally, this information will be disseminated to adults through the AJCs and talent development ecosystem.

GWC Strategy 1.3: Co-enrollment of customers in talent development programs

The Region has and will continue to leverage resources, braided funding, and coordinate services to maximize the limited resources and avoid duplication of services. SIW and our One-Stop Operator have partnered with the Community Foundation of Southern Indiana and the Metro United Way to implement an online referral system ([United Communities](#)) to support this effort. The Region's two One-Stop Operators coordinate activities, share information, and provide dual professional development furthering the bi-state collaboration among the talent development ecosystem partners.

Goal 2. Integrate state systems to facilitate greater access to information, resources, and services for constituents, businesses, state personnel, career coaches or navigators, and case managers. In addition to acquiring skills, education, and jobs that put them on the path to social and economic mobility, constituents also must understand that they have continuous access to the talent development system throughout their working lives. For sustained economic success and personal growth, Hoosiers will need to continually engage with, and pursue, lifelong learning opportunities, which could exacerbate the complexities of this multifaceted system. Indiana must integrate our state and federal resources to help

SIW takes a holistic approach at serving jobseekers and business customers, and understands that investment into regional talent development, retention, and attraction leads to overall community vitality and prosperity. SIW has partnered with [Align Southern Indiana](#) to aggressively promote wider community collaboration. Align Southern Indiana's mission is to *actively facilitate a shared regional process that will align resources, address needs and produce sustainable solutions resulting in our region achieving its potential as a best place to live, work and play.* Align Southern Indiana has four areas of focus which include: Economic and Workforce Development; Education; Quality of Life; and Quality of Place. Partnerships such as these provide alignment of not only workforce development activities and services but also alignment of a complete talent ecosystem. To that end SIW has spearheaded the Regions application for designation as a [21st Century Talent Region](#) in conjunction with the [Indiana Office of Career Connection and Talent](#). Though this process the Region has developed a talent ecosystem map, common metrics, and focus areas.⁷

Strategy Specific:

GWC: Strategy 2.5 – Co-Location

Currently SIW has multiple partners co-located at the AJC, including WIOA Title I (Adult, Dislocated Worker, and Youth), Wagner-Peyser Employment Services, Trade Adjust Assistance; Jobs for American State Grant, Ivy Tech Community College, New Albany Housing Authority, and WIOA Title IV (Vocational Rehabilitation). Over the next two years, SIW will continue to advocate for and recruit core and non-core partners to co-locate in the AJC. The regional affiliate AJCs are co-located in several different organizations around the local area and the SIW's JAG program is co-located at 6 area high schools. SIW will work with community-based organization, schools, and libraries to explore and implement opportunities where appropriate and feasible for co-location of SIW programs.

GWC: Strategy 2.7 – System-Wide professional development and cross-training

A primary function of the One-Stop operator is to coordinate services among partners. SIW has also charged the One-Stop operator to implement system-wide professional development. Monthly partner meetings are conducted to provide all talent ecosystem partners with cross training in programs; eligibility criteria; current initiations; opportunities for collaboration; etc. to ensure all partners are kept abreast of the latest information. The One-Stop operator in conjunction with SIW host at minimum quarterly professional development sessions for all partners to attend. Recent topics include Career Coaching, Conflict Resolution; and Labor Market Analytics.

GWC Strategy 2.11- Customer-driven operations

SIW will evaluate current operations and explore options to provide alternative modes of services delivery, which could include adjusted hours/days of operations, expanded virtual services, mobile services, or other innovative solutions.

Goal 3. Align programs towards creating a healthy, engaged, and talented citizen.

Often, our programs deal with the aftermath of either situational or systematic difficulties. Some government programs perform triage on crises occurring in Hoosiers' lives, rather than curbing the systemic inequities through early intervention strategies. We envision a realignment of our programs to include an emphasis on prevention and early intervention that will elevate opportunities for success. The most vital and entrenched strategy we have for early intervention is our early education and K-12 education systems. By expanding access to early education, we can begin providing advantageous programs to Hoosier children. As our

⁷ SIW anticipates final designation as a 21st Century Talent Region in the first quarter of 2021.

SIW's **Next-Gen Talent** strategic priority is dedicated to the development and implementation of a proactive approach to talent development for the future of the region's workforce. This priority supports Goal 3 through current and future strategies such as drop-out prevention and recover programs: career awareness and education activities; youth internships and apprenticeships; youth summer works programs, and connection to partners for a holistic solution. Career pathway development, work-based learning, and other talent development strategies under SIW's **Talent Development** priority provide skills development (meeting the demands of regional business) and career mobility for area jobseekers.

Strategy Specific:

GWC: Strategy 3.5 – In-School Youth

SIW's JAG Program is an important element of the local areas strategic vision. Currently the area has 6 In-School JAG programs and SIW is committed to maintaining those programs with the possibility of expanding. SIW will further connect the JAG team with the SIW Business Service Team and is prioritizing youth internships, employer engagement, and career awareness to strengthen the JAG program.

GWC: Strategy 3.6 – Rethinking Transition for Out-of-School Youth

As outlined above under Goal 1 – GWC Strategy 1.1 SIW will development a number of career pathways under each of the Region's key sectors to provide clear direction to all jobseekers. These pathways will consist of multiple entry points, stackable credentials, and work-based learning opportunities. The promotion and outreach for these pathways will be targeted to specific WIOA priority groups including disconnected youth.

GWC: Strategy 3.7 – Increasing Access though Technology

SIW will continue to explore and access new technology solutions to provide career and trainings services. Currently the AJC utilizes virtual platforms to deliver workshops, career coaching, assessments, and other services. The Region will work with local training providers to continue the expansion of occupational skills training availability though virtual or hybrid models. SIW over the next two years will focus on the development of opportunities specifically in rural locations by partnering and leveraging local sites (i.e., Mid-America Science Park, Harrison County Life Long Learning Center, etc.) to increase access. Additionally, SIW will seek to expand access to the technological needs (e.g., hardware, internet access, etc.) of jobseekers though supportive service programs and partnerships. While at the same time expanding the availability of basics computer skills training provided thought the AJC to include Microsoft and Google Suites curriculum.

Goal 4. Maximize state and federal resources through impact-driven programs for

Hoosiers. In Indiana, there is a great deal of overlap between the populations served through our various state and federal programs focusing on either social services and/or workforce training. An interdependence of social, medical, and other support services can help Hoosiers overcome employment obstacles. To capitalize on Indiana's investments into these programs, we must include impact data in our evaluation of successful services. In addition to considering inputs (e.g., attendance and participation rates) and outputs (e.g., program completers and graduates) of these programs, we will also examine the outcomes (e.g.,

SIW supports Goal 4 and understands the importance of a data driven system and evaluating the impact of programs on the community. Successful programs and high impact-data needs to go beyond the WIOA Performance indicators. To that end, SIW has developed and will continue to refine scores cards for our OSO, Service Provider(s), and Business Service team and a data

dashboard for SIW. Each score card is comprised of real-time indicators that provides SIW with information to make proactive adjustment to implementation, project design, etc. to ensure successful outcomes. The dashboard will be comprised of several data elements to provide the Board, partners, regional stakeholders, and the community with the overall impact and performance of SIW. To understand the overall impact of the talent development system in the region (as mentioned under Goal 2) will be monitored through the collaboratively developed 21st Century Talent Region dashboard.

Strategy Specific:

GWC: Strategy 4.1 – Increase Co-Enrollment

SIW and the AJC have and will continue to prioritize co-enrollment, leveraged resources, and braided funding with core and non-core partners. Utilizing tools such as United Communities (see GWC Strategy 1.3 above) provides a needed resource to coordinate activities. Examples of co-enrollment include WIOA Youth, Adult Education, and Pell Grant; WIOA Youth, JAG, and NLJ-WRG; SNAP E&T and WIOA; CTE, WIOA Adult, and Apprenticeship Grant(s); WIOA DW, Rapid Response, and TAA; and others. Increasing co-location at the Regions AJCs will further increase co-enrollment.

GWC: Strategy 4.2 – Talent Attraction

SIW has partnered with a bi-state partners to ensure that the Region is recruiting talent to the area that meets the needs of our business community. Partnerships include One Southern Indiana, Greater Louisville Inc, Louisville Forward, and KentuckianaWorks. SIW participates and supports regional talent attraction and retention initiatives such as [Live in Lou](#) and Align Southern Indiana.

GWC: Strategy 4.4 – Program Evaluation

As described above SIW has developed and will continue to refine scorecards and dashboards to evaluate programs and assist with strategic and operational decisions. Data elements include:

OSO Scorecard

- Partner Referrals (inbound and outbound)
- Partner MOU development and execution
- Professional Development activity
- Partner engagement

Service Provider Scorecard:

- Specific grant goals (i.e., WIOA performance indicators, JAG 5 Measures, etc.)
- Funds Management
- Co-Enrollment
- Cost per participant

Business Service Team Scorecard

- WBL Activities
- Incumbent Worker Training
- Business and Community Outreach
- Service Proposal Development
- Skillful Participation

21st Century Talent Region Dashboard:

- Post-Secondary Education Attainment
- Working Population Age
- Median Household Income
- Innovation Index

SIW Dashboard (in development):

- Credential Attainment in Key Sectors
- Funding Reliance on WIOA
- Peer region comparison
- Return on Investment
- WBL and Incumbent Worker Training
- Regional Labor Participation and Wages
- Job Posting Analysis

Goal 5. Foster impactful relationships between businesses, community partners, and government agencies. In order to create a more robust talent development system and advance our populous towards economic mobility, the private sector must be a partner to drive training. We need to deepen our current partnerships with engaged businesses and expand our outreach to involve more businesses. Simultaneously, Indiana must increasingly diversify its economy to ensure we keep up with the rapid pace of the global change. The first step is promoting coordinated communication of the state's programs to all Indiana employers so no matter the size or type of business all are empowered to engage. This involves synchronization from state agencies to local regions to ensure our employers know and understand the multitude of state opportunities to engage with the talent development system. Successful business engagement must deliver value to employers, which will require our talent development programs to be more accessible and user-friendly for employers. We must also start to engage with businesses holistically, rather than focusing solely on their current needs. Our ultimate goal is to change the culture of how employers play a role and invest in their own workforce development as opposed to the government steering and telling employers what to do. Our engagement practices will shift employers from simply being the customers of the workforce system to active participants in the creation and implementation of workforce development and wraparound service solutions. Fostering and showcasing

SIW understands that Business is the primary customer of the talent development system. Business drives the demand for talent while the partnership between Economic Development, Education, and the Public Workforce System provide the supply of talent to meet that demand. It is imperative the talent ecosystem be aligned in order to work efficiently and effectively. SIW strives to be the catalyst of that partnerships to work with business, municipalities, county government, LEDOs, education providers, and other key stakeholders to development a talent ecosystem that makes the region an attractive location for business to grow and thrive, which leads community health and prosperity.

Strategy Specific:*GWC: Strategy 5.1 – Business Engagement*

The Region is committed to serving Business and a primary focus of the Bi State Plan for Advancing the Regional Workforce is a collaborative approach to business services. Goal 4 of that plan specifically aligns to GWC Goal 5 and Strategy 5.1. The Region's goal is to Increase the efficiency of employer engagement and core service to employer on a regional basis. This

includes working as a regional team, analyzing services that our offered, avoid duplication, and expand the number of business engaged and utilizing the system.

GWC: Strategy 5.2 – Solutions-Oriented

SIW Business Service team in conjunction with the Regional Business Service Team is refocusing and redefining how the system serves business, which includes:

- A solution driven approach as business consultants that research, evaluate, propose solutions, and implement strategies;
- Work collaboratively across the entire talent development system including LEDOs, Chambers, Post-Secondary Education, etc.;
- Establishment of system wide service definitions and vernacular; and
- Unified metrics and goals.

GWC: Strategy 5.4 – Work-Based Learning

SIW has been leading and developing WBL opportunities and will continue to prioritize their use as part of the overall Talent Development and Economic Development strategies. This includes but not limited to:

- Increasing the number of State Earl and Learn (SEAL) programs in the region (see GWC: Strategy 1.1 above);
- Expansion of Registered Apprenticeship Programs and/or Industry Recognized Apprenticeship Programs;
- Development of Youth Apprenticeships and Pre- Apprenticeship programs;
- Increased access to Incumbent Worker training; and
- Promotion, sponsorship, and support of Adult and Youth Internships/Work Experience.

GWC: Strategy 5.5 – Local Driven Outreach

SIW is aligned with the GWC strategy that “Rather than the state spearheading connecting with business, the majority of this outreach should occur at the local level, with state backing. The state will focus its efforts instead on helping and supporting or local workforce boards’ and partners ‘strategies to engage employers”⁸ SIW will continue to connect with employers, job seekers, and partners to design and implement robust and valuable services.

2.4* Describe how the board’s goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108 (b) (1) (E)] See WIOA Section 116 (b) (2) (A) for more information on the federal performance accountability measures.

SIW’s mission is to lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life. As part of that mission local jobseekers are served through a team and partner-anchored customer-centered practice and operational model toward attaining his/her goals and aspirations. The Regional goals align and achieve positive outcomes such as job readiness, in-demand skills/competencies demonstrated through credential/degree/or portfolio, higher waged employment, employment retention and real career mobility and advancement opportunity. While regional and inter-state activities are growing to “develop talent” and measure its gains, SIW, KentuckianaWorks, and the AJCs align

⁸ Indiana’s state Workforce Plan page 50

its operations and services to meet or exceed WIOA performance measures. The Region has achieved WIOA (previously WIA) measures and will continue so to do.

2.5* Describe any additional indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area. [WIOA Sec. 108 (b) (17)]

See Goal 4 – GWC Strategy 4.4 above.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions of Section 3 in 15 pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*) to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

[Click here to enter text.](#)

The primary strategies for alignment of core partners include collaboration, co-location, and communication. The center for activity occurs at the ACJs and coordination of partners is executed by the One-Stop Operator. Utilizing tools such as United Communities, 21st century Talent Region Dashboard, cloud-based documents, and virtual meeting platforms the region is implementing the strategic priority of a Customer Centric-System to support talent and economic development. The expectation is that these core program partner relationships will deepen and be sustained, given the common-ground mission of employment and training services:

- To employment, a career path, and family-sustaining waged employment; and
- Regular contact around service strategy, process, operation, and measurement.

Regular, focused contact includes, for example:

- Communications (monthly partner meetings, 1:1 partner meeting, e-mail, phone, social media, events, cloud software, etc.);
- Periodic analyses of respective services in order to identify positive and functional service interfaces;
- Dashboard data reports on partner and/or system services and their group interpretation;
- MOU accountability and negotiations;
- Data-sharing as able and appropriate;
- Celebrating accomplishments, and
- Shared professional development.

3.2* Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for relevant secondary and post-secondary education programs, provision of transportation, Adult Education and Literacy, Wagner-Peyser, Trade Adjustment Assistance, Jobs for Veterans State Grant, Senior Community Service and Employment Program, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108 (b) (2), (10), (11), (12) & (13)]

| | | |
|---------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------|
| | Southern Indiana Works | KentuckianaWorks |
| WIOA – Adult | JobWorks, Inc | Equus |
| WIOA – Dislocated Workers | JobWorks, Inc | Equus |
| WIOA – Youth | JobWorks, Inc | Jefferson Co. Public Schools (Jefferson Co.) / Goodwill Industries of KY (regional) |
| Adult Education | River Valley Resources | Jefferson County Public Schools |
| TANF | Maximus | Goodwill Industries of Kentucky |
| SNAP | Indiana Family and Social Services Administration | Goodwill Industries of Kentucky |
| Vocational Rehabilitation | Indiana Family and Social Services Administration | Kentucky State Office of Vocational Rehabilitation |
| Wagner-Peyser, TAA, JVSG, Unemployment Insurance | Indiana Department of Workforce Development | Kentucky State Office of Employment & Training |
| Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 | Ivy Tech Community College – Sellersburg Campus | Jefferson Community & Technical College |
| Older Americans Act, Title V | National Able | Louisville Urban League and Northern Kentucky Community Action |
| Employment and Training Activities carried out by the Department of Housing and Urban Dev. | New Albany Housing Authority | Louisville Metro Housing Authority |

3.3* Describe efforts to work with each partner identified in 3.2 to support alignment of service provision and avoid duplication of services to contribute to the achievement of the GWC’s goals and strategies. [WIOA Sec. 108 (b) (2), (10), (11), (12) & (13)]

Core and non-core partners alike are engaged and collaborated with throughout the bi-state region. The One-Stop Operators, Board Staff, and Partnership work to align services, leverage resources, and advance the overall vision of the system. Active participation on both the KentuckianaWorks and SIW Boards by partner organizations including education (secondary, post-secondary, adult, etc.), LEDOs, chambers of commerce, labor organizations, community-based organization, etc. ensure the coordination at a strategic level. The one-stop operators

work with core and non-core partners alike to coordinate the implementation of services throughout the region (see question 3.1 for more detail).

| | |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Southern Indiana Works |
| WIOA – Adult | <ul style="list-style-type: none"> • Located at AJC • Monthly Partner Meeting • United Community Participant • Co-enrollment • Professional Development • Regional Business Service Team |
| WIOA – Dislocated Workers | |
| WIOA – Youth | |
| Adult Education | <ul style="list-style-type: none"> • SIW Board Member • Monthly Partner Meeting • Email Referrals • Grant Partnership - WorkIN, NLJ-WRG, etc. • Co-enrollment • Professional Development • Regional Business Service Team |
| TANF | <ul style="list-style-type: none"> • Email Referral • Monthly Partner Meeting • Co-Enrollment |
| SNAP | <ul style="list-style-type: none"> • Email Referral • Monthly Partner Meeting • Co-Enrollment |
| Vocational Rehabilitation | <ul style="list-style-type: none"> • SIW Board Member • Monthly Partner Meeting • Co-Located at AJC • United Community Participant • Co-Enrollment • Professional Development • Regional Business Service Team |
| Wagner-Peyser, TAA, JVSG, Unemployment Insurance | <ul style="list-style-type: none"> • SIW Board Member • Monthly Partner Meeting • Employer Service Team Member • Co-located at AJC • Professional Development • Co-enrollment • Grant Partner • Regional Business Service Team |

| | |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006</p> | <ul style="list-style-type: none"> • SIW Board Member • Monthly Partner Meeting • Grant Partner – NLJ-WRG • Employer Service Team Member • Co-located at AJC • Professional Development • Regional Business Service Team |
| <p>Older Americans Act, Title V</p> | <ul style="list-style-type: none"> • Monthly Partner Meeting • Employer Service Team Member • Co-located at AJC • United Community Participant • Professional Development • Co-Enrollment |
| <p>Employment and Training Activities carried out by the Department of Housing and Urban Dev.</p> | <ul style="list-style-type: none"> • SIW Board Member • Monthly Partner Meeting • Co-located at AJC • Professional Development • Grant Partner |

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

- Vocational Rehabilitation - KentuckianaWorks was proud to be partner with Vocational Rehabilitation to implement Project CASE—a sector-specific approach to placing more people with disabilities into jobs in healthcare, manufacturing, and information technology, while also helping the workforce system do this work better once the grant ended.
- Career Development Office (CDO) - KentuckianaWorks has worked closely with CDO leaders and staff to create Career Centers that deliver high quality in-person (and, in the COVID era, virtual) services to customers. KentuckianaWorks has been exploring new ways to offer workforce services online and through mobile delivery services. KentuckianaWorks will continue to experiment with CDO on service delivery models, and seeks to move toward integrated service delivery and organization into functional delivery teams as envisioned by WIOA, combining forces where the law allows, in order to better serve customers.
- Adult Education - KentuckianaWorks partners with Adult Education in numerous ways across its 7-county region. Adult Education providers are co-located in one of the adult Kentucky Career Centers (the Kentucky Manufacturing Career Center) as well as in the Power of Work (TANF) program, and often provide customers with Test of Adult Basic Education (TABE) assessments, remediation opportunities, and GED instruction where needed to help the person improve their education and skill levels. In Louisville, Jefferson County Public Schools’ Adult & Continuing Education division is both a contractor (for Kentucky Youth Career Center services under WIOA and local government funding) and a partner in service delivery efforts (e.g. the Reimage program that serve court-involved youth and young adults). In the regional counties, Adult Education partners in the counties have worked with WIOA Adult and Youth providers to

coordinate services and provide space for meeting with customers. Adult Education participated as a member of the team that developed and piloted KCC Connect.

- Public Housing Authority - KentuckianaWorks has a long history of partnering with the Louisville Metro Housing Authority. We have worked together on multiple winning Hope VI and Choice Neighborhood grants, and the Housing Authority partnered with KentuckianaWorks on the development of KCC Connect online referral system. We have collaborated on efforts to help youth and young adult residents of public housing succeed through the efforts of our Kentucky Youth Career Center. Finally, the SummerWorks program and court-involved youth interventions serve numerous youth who reside in public housing. We expect to continue these partnerships in future years, and to explore new ways to work together to help more public housing residents escape poverty and reach self-sufficiency.
- Job Corps - KentuckianaWorks has partnered with Job Corps to support young adults pursuing career pathways through further training and employment; for example, the Kentucky Health Career Center (KHCC) has hosted classes of Job Corps students seeking health careers for workshops and Job Corps students participated in Employer Spotlights held through the KHCC. Job Corps has also presented at the Kentucky Manufacturing Career Center's Employer Advisory Group and has placed students at KMCC employers. The Kentucky Youth Career Center in the regional counties has referred several students to Job Corps for occupational training.
- Community Services - The Louisville Metro Department of Community Services, which oversees Louisville's Community Services Block Grant funds, reached out to KentuckianaWorks to create ShelterWorks—a partnership that delivers career services to individuals experiencing homelessness. The goal is to reach more community-based shelter partners to support 19 individuals to gain skills and employment to move toward self-sufficiency. We look forward to continuing to grow this partnership and coordinating across additional programming to better meet community needs. In the Regional counties, WIOA Adult and Youth program providers continue to connect with Community Action Agency programs. For example, they conducted targeted outreach efforts at Low-Income Heating Assistance (LIHEAP) events. We expect to continue to grow these partnerships and invite participation in KCC Connect.

3.4 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See the [Multi-Year Adult Education Competitive Grant Application \(Request for Application\)](#). [WIOA Sec. 108 (b) (13)].

The Region's school districts have been systematically lowering their drop-out rates -- and increasing their high school graduation rates -- for years; however, a significant number of adults still lack a high school degree. Regional data is clear that without such a degree, most adults will struggle to find employment that pays enough to reach "self-sufficiency." Each respective workforce board is, therefore, a big believer in the power of excellent adult education

programs to make a powerful difference in preparing many WIOA priority customers for the workforce, in partnership with other elements of the workforce system.

KentuckianaWorks' WIOA-Youth funded programs partner extensively with Adult Education providers. In Louisville, the Kentucky Youth Career Center is actually run by Jefferson County Public Schools Adult & Continuing Education; thus, Adult Ed is both a contractor on, and a partner to, that program (because Adult Ed provides 31 significant educational services on-site at the KYCC-Louisville at no extra charge to the program). Similarly, the KYCC-Regional (run for KentuckianaWorks by Goodwill Industries of Kentucky) partners extensively with Adult Ed providers in the six Kentucky regional counties. As young adult students are working on their GED through Adult Ed, they receive a lot of case management, career planning, and wrap-around services from their case managers at the KYCC-Regional, thus avoiding duplication and maximizing the impact of government investments on these fragile young adults. For the Adult Education Selection Process, KentuckianaWorks participated in the review of local applications submitted under Title II under the direction of the Kentucky Adult Education office.

Pursuant to INDWD guidance *Multi-Year Adult Education Competitive Grant Application (Request for Application)* SIW reviews and provides feedback on all grant applications for the six-county service area. This is done by SIW staff and/or members. The SIW review team provides feedback mainly on the following four (4) areas:

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Needs Assessment The degree to which the eligible provider would be responsive to:</p> <ul style="list-style-type: none"> a. Regional needs identified in the local workforce plan; and b. Serving individuals in the community who are identified as most in need of adult education and literacy activities, including individuals: <ul style="list-style-type: none"> i. Who have low literacy skill levels; or ii. Who are English language learners | <p>Coordination Whether the eligible provider's activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, institutions of higher education, local workforce investment boards, one-stop centers, job training programs, and social service agencies, business, industry, labor organizations, community-based organizations, nonprofit organizations, and intermediaries for the development of career pathways</p> |
| <p>Alignment with Local Plan Strategies and Goals The extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan, as well as the activities and services of the one-stop partners.</p> | <p>Training Services Alignment with WIOA Whether the eligible provider has the capacity to meet the Indiana Department of Workforce Development's goal of having twenty percent (20%) of program enrolled eligible individuals participating in integrated education and training (IET); and has a strategic plan to:</p> <ul style="list-style-type: none"> a. Develop integrated education and training curriculum; and b. Ensure that integrated education and training offerings are aligned with employment opportunities available in the counties it (IET) is offered. |

3.5* Describe how the local boards are partnering with economic development and promoting entrepreneurial skills training and microenterprise services. [WIOA Sec. 108 (b) (5)]

The Region partners closely with town, city, county and regional Economic Development Organizations by assisting with Business Retention, Expansion, Attraction efforts by providing services to new and existing businesses in the 13-county region. Both local boards have representation from economic development organizations to provide strategic direction and economic development lenses for board business.

The Region actively participates and supports several initiatives led by local economic development partners including social media presentation, workgroups, etc., including TechBoss, SummerWorks Academy, Metro Manufacturing Alliance, and additionally, the Regional Business Service Team provides services to businesses such as small business support, human resource support, labor market information, incumbent worker training, talent recruitment, and more.

The Region supports businesses (including microenterprises) and in building entrepreneurial skills in the Board's staff maintains a referral relationship with the regional Indiana Small Business Development Center (ISBDC), NIA Center, Kentucky Career Center, and with the Microenterprise training available through Community Action of Southern Indiana. For example, AJC staff refer job seeking customers with an interest in entrepreneurship to the ISBDC for further assistance. ISBDC has also provided on-site informational presentations to AJC Coach staff, and ISBDC is a referral source for Entrepreneur Training for Youth, JAG, and young Adult services. In addition, the Regional Business Service Team regularly meets with business customers that qualify for ISBDC services. They refer businesses to the ISBDC when needs for outside talent development are expressed.

3.6 Describe how the local area is partnering with adult education and with out of school youth regarding business services.

The SIW core Business Service team includes the regional Work Experience Coordinator and the WIOA Out-of-School Youth Service Provider Manager. This allows a seamless experience for employers to engage with one point of contact on the business service team while accessing multiple services, programs, and grant opportunities. Additionally, the SIW Business Service team and the Out-of-School WIOA Youth career coaches are co-located at the AJC providing for informal coordination and communication. SIW Business Service Staff attend a weekly team meeting that includes the discussion of youth participates engaged in services for a team-based approach to achieving the youths' goals.

SIW partnership with adult education includes a representative from the region's adult education provider as a member of the SIW Board. Adult education is part of the Regional Business service team that meets monthly to coordinate and collaborate services to business by multiple SIW understands the importance of the foundation of basic skills and refers individuals with less

than a high school diploma to our adult education provider. The region works with adult education to provide direct access for adult education students to career and training services that include, but not limited to:

- Work- based learning
- job search services – resume preparation, interview skills, etc.
- post-secondary education
- career exploration
- labor market data
- employment opportunities
- short term skills certification
- pre-vocational training
- career pathways

As a partner in the regional talent development system Adult Education participates in monthly partner meetings, cross-agency staff professional development, and special projects (i.e., Next Level Jobs – WRG, WorkIndiana, Code Louisville, etc.). These examples of partnerships and collaboration are all interwoven with SIW business services as part of the customer centric strategy. Business services communicate with all partners about the current demand and future need area business have through the collection of business intelligence. That data is disseminated through a variety of outlets including team discussion, emails, presentations, websites, social media, etc.

KentuckianaWorks made out-of-school youth services a priority even before the passage of WIOA. In Louisville, the Jefferson County Public Schools Adult & Continuing Education division is both a contractor (for Kentucky Youth Career Center services under WIOA and local government funding) and a partner in service delivery efforts (e.g. the Reimage program that serve court-involved youth and young adults).

3.7 Based on the analysis described in Section 1.1-1.3, describe plans to focus efforts and resources on serving priority of service populations in the local area, including how this will be managed. Include any other priority populations the local area will focus on.

KentuckianaWorks

Addressing societal and economic inequities is one of key priorities for the KentuckianaWorks Board and Staff; everything the agency does is done with an equity lens in mind. To that end, the KentuckianaWorks Board held a day-long Strategic Planning session in October 2020 to better focus its efforts and resources on serving priority of service populations.

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

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

In recent months, KentuckianaWorks has worked diligently on increasing the connections of employers with immigrants and refugees; for example, a full-time staff member was brought on, there have been multiple (virtual) meetings connecting manufacturers with refugee service providers, and vice versa. One of KentuckianaWorks' key partners in this arena is the Louisville Metro Office for Globalization.

SIW:

Southern Indiana Works's focus under WIOA is to ensure that individuals with barriers have access to quality services and opportunities to increase skills, education, and employment. Our priority target populations are outlined in local Priority of Service Policy, and as defined in WIOA sec.134(c)(3)(E) as recipients of public assistance, low-income individuals, and individuals who are deficient in basic skills. Programs and services are promoted to an active network of one-stop partners to ensure availability and access to these priority populations. Some key partnerships include, but are not limited to adult education, vocational rehabilitation, Community Action Southern Indiana, and New Albany Housing Authority (HUD). Some of these partners have established on-site access to services; however, all are part of our community referral network. Program outreach is also conducted with area faith-based networks, as well as community shelter and food assistance programs. Our one-stop network hosts monthly virtual meetings which provides a forum for promotion of policies, initiatives and program services to a wide array of community partners. Our data is reviewed monthly to track goals of achieving priority of service targets.

3.8* Based on the analysis described Section 1, identify up to three industries where a sector partnership is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Describe how you will be partnering to achieve defined goals.

The Region supports several sector partnerships in Manufacturing and Healthcare – Kentucky Manufacturing Career Center (KMCC), Kentucky Health Career Center (KHCC), Regional Manufacturing Association, and Metro Manufacturing Alliance. Each of these four partnerships are well established and either led or supported by SIW and/or KentuckianaWorks. The RMA is an organic sector partnership based in Scott County, Indiana that SIW has worked with and supported since its inception. This includes working on with the RMA on their Skill Up grant, attending regular meetings, Next Level Jobs- ETG, and facilitating conversations. The MMA is led by 1SI and has 80 member and spans both sides of the river. The MAA is supported by both SIW and KentuckianaWorks and has members in both states. Currently SIW is working with 1SI

and the MMA to provide current labor market information, creation of a SEAL and establishment of short-term training program, and regular attendance at their monthly meetings.

KentuckianaWorks runs the Kentucky Manufacturing Career Center (KMCC) Employer Advisory Group, which began with 13 employers in 2012 and now has more than 140 employer members. Some 40 - 50 employers regularly participate in monthly meetings to focus on three priorities: 1) recruitment, 2) retention and 3) promotion of manufacturing as a career. Representatives from Southern Indiana Works regularly attend the meetings and manufacturing job seekers from both sides of the river are given the opportunity to participate in hiring events and training sponsored by each Workforce Development Board. Both KMCC and Work One are certified to offer the Certified Production Technician training through the Manufacturing Skills Standards Council and both have built awareness with Indiana and Kentucky employers.

KentuckianaWorks also runs the Health Careers Collaborative of Greater Louisville (HCCGL), a sector partnership convening members from healthcare, healthcare education, and community organizations. The HCCGL established bylaws that encourage participation from employers, educators and workforce board staff based in southern Indiana. The group includes 34 employer partners and meets bi-monthly to discuss shared concerns about the healthcare workforce. To meet their mission, the HCCGL developed a strategic plan that guides how they support the growth, placement and retention of healthcare workers in the region. Recent successes include the production of informational videos on respiratory therapy and collaboration with the Kentucky Chamber of Commerce's Workforce Center on an initiative to refine region-wide labor projections for registered nurses.

Opportunities for future partnerships exist in IT and Construction. One of the best examples of collaboration between KentuckianaWorks and Southern Indiana Works in 2020 is the expansion of Code Louisville and Tech Louisville across the river; these two programs are now available to residents of Southern Indiana. By offering these tech training programs to residents in both states, the KentuckianaWorks/Southern Indiana Works partnership will make it easier for the region's jobseekers to access training and find good careers, and for employers to find talented employees. In October, leadership from Southern Indiana Works and KentuckianaWorks held discussions about potential apprenticeship-focused grant opportunities where they could potentially partner together, with an emphasis on tech sector talent development. These opportunities are still under review. In 2021 the Region intends to convene IT business partners that have already been engaged in Code and Tech Louisville and explore the possibility of establishing a formal sector partnership. Similarly, the Region intends to convene business members of the construction sector to support gather additional support for KentucianaBuilds – a skills building initiative for entry level work in electric, heavy machinery operations, fiber optics, and more.

3.9 A-D

Responses may 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 or utilization of effective business intermediaries and other business services and strategies that support the local

A. Facilitate engagement of employers, including small employers with in-demand industry sectors and occupations, workforce development programs, in addition to targeted sector strategies.

The Region convenes bi-state employer groups covering a variety of in-demand industry sectors and occupations (including Manufacturing, Healthcare, IT, Construction, and Hospitality). These meetings allow employers to collaborate and address pressing workforce needs; from there, the local workforce system can collaborate to identify appropriate solutions, from applying one of the many training strategies available to the workforce system or designing a unique solution customized to employer needs.

A key component of this sector-based strategy is KentuckianaWorks' support for the Academies model at Jefferson County (e.g., Louisville) Public Schools, which entails working with groups of employers to ensure alignment between educational programs and the in-demand needs of the regional workplace. It is hoped this model can be adapted by school systems throughout the KentuckianaWorks Local Workforce Development Area, and with other regional boards.

SIW has started to convene a monthly Regional Business Service Team meeting to facilitate the coordination of talent ecosystem business facing services. This meeting consists of representatives from LEDO, LWDB, Chambers, WIOA Core Partners, and CBOs. Coordinated job fairs, recruitment strategies, sector based strategies and initiatives are examples of discussion topics and action items at the regional meeting.

Both SIW and KentuckianaWorks host core business services team (BST) meetings (which have bi-state participation) weekly to evaluate and respond to individual employer needs. The Business Services Teams seek to engage with employers to implement customized solutions based on a workforce needs assessment. From there, BST members are able to leverage the range of options available as part of a regional workforce system. In the past, this has included recruiting from untapped labor pools, work-based learning initiatives, and the development of career pathways in order to fully articulate the opportunities available to job seekers.

B. Support a local workforce development system described in 3.2 that meets the needs of businesses.

Talent and Economic development are at the core of the Region's strategies and acting as a convener and connector is key to a successful system. The Region links employers and education through the Regional Business Services Teams, industry advisory groups, LWDBs, sector partnerships, chamber events, and other stakeholder engagement. The region combines qualitative and quantitative data to provide system partners the information needed to strategize, design, and initiate talent development programs and initiatives that address regional challenges. This framework provides a platform to communicate employer needs to the talent development ecosystem including education and training. This feedback mechanism facilitates alignment between what skills are needed and what skills are provided through education and

training; examples of this include the M-TEC, MSSC, Code Louisville, Tech Louisville, NLJ-WRG, Community Impact Initiatives, and more.

C. Better coordinate workforce development programs with economic development partners and programs.

KentuckianaWorks is formally under the umbrella of Louisville Forward, the economic development department of Louisville Metro Government. Regular (bi-weekly, monthly, and ad hoc) meetings between the leadership of each organization. KentuckianaWorks is strong partners with Greater Louisville, Inc. (“GLI”), the area’s chamber of commerce. Each respective executive director serves on the other’s respective Board of Directors.

SIW has a strong partnership with all the local economic development organizations (LEDOs) and chambers of commerce in the six-county footing. The area’s largest LEDO and Chamber, One Southern Indiana (1Si), serves on the SIW Board and meetings/communication for alignment and strategy between leadership occurs regular. SIW provides business intelligence and data analytics to our LEDO partners. SIW is a member of all six respective county chambers of commerce and is an active participant. SIW works with municipalities and other economic development organizations (i.e., Align SI, Radius, River Ridge Development Authority, Regional Development Authority, etc.) to further promote the talent development ecosystem as resource to attract, retain, and expand regional business.

There are numerous examples of the Region working with LEDOs and other economic development organization in the region. KentuckianaWorks and SIW have participated, aligned, and supported initiatives such as: Regional Job Board (Covid-19 response), Local Job Fairs, Live in Lou, MMA, Greater Louisville Workforce Alliance, and more.

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

KentuckianaWorks and SIW work diligently to stay connected to, and partner with, colleagues at the respective state agencies who run and oversee the unemployment insurance system. The one-stop delivery system has for many years been driven primarily by the high amount of foot traffic in comprehensive centers from customers seeking help with their unemployment

insurance claims. The Region is committed to working hard to strengthen the linkages between the one-stop delivery system (which is overseen by the LWDBs) and the unemployment insurance programs (which are overseen by the state agency) this includes virtual referrals, dissemination of critical information, and providing access to technology for dislocated workers to engage the UI system. Communication with our state partners will continue to be paramount as we experiment with new ways to attract customers to the Career Centers.

3.10 Including WIOA and non-WIOA funding, what percentage of total funds would you project will be used for training annually?

SIW has traditionally targeted a minimum of 15% of WIOA funding (Adult, Dislocated Worker, and Youth) to be spent on training. However, when additional grants are obtained that can assist in absorbing a portion allocated overhead and staffing costs, this enables a greater contribution of the overall budget to training. The goal of SIW is to increase the skills and credential attainment metrics for our region that will lead individuals to increased wage attainment. Therefore, we continually monitor the budget to increase the training budgets as much as feasibly possible.

3.11 If the local board is currently leveraging funding outside of WIOA Title I funding and state general funds to support the local workforce development system, briefly describe the funding and how it will impact the local system. Break down the description by adult, dislocated worker and youth. If the local board does not currently have oversight of additional funding, describe any plans to pursue it.

SIW:

Infrastructure: SIW Affiliate offices are currently located at sites that are financially sponsored by Local Elected Officials and/or Board Member affiliation for counties in our region. WIOA sponsors a staff representative that is scheduled to provide services at the locations on a regular basis each week. Each location is equipped with computers, and other supplies for job search, resume preparation, career counseling and unemployment insurance filing. Customers can access all services, including training and support services, offered by AJC at these locations virtually or in-person

Hands-up Scholarships: SIW partnered with four area Community Foundations to provide “gap” funding scholarships for individuals that are attending training for a credential or degree with assistance of SIW and have funding needs beyond the available training account available. The

funding provides \$1,000 in additional support to cover additional needs for tuition, books, and/or supportive service needs to attend training.

Code Louisville/Louisville Tech: SIW continues to partner with KentuckianaWorks to keep apprised of partnership opportunity to expand in-demand training opportunities. The board recently leveraged some funding that provided the opportunity to expand these services to WorkOne Southern Indiana customers. The additional funding sponsored software, training mentors, and coordination to facilitate a software coding class and an entry-level information technology technician training program at a significantly reduced cost to the region.

The initiatives above benefit adults, dislocated workers and youth.

Lilly Youth Resilience Fund: An application was made to the Lilly Endowment Youth Resilience Fund in 2020, resulting in an award that is targeted to be utilized to strengthen our Jobs for America's Graduate Programs with additional technology to assist in virtual offerings, as well as providing funding to sponsor paid internships for both JAG and Youth Program participants. Work based learning opportunities can assist in helping disadvantaged youth to gain the confidence, skills and experience needed for successful employment retention and higher wages.

KentuckianaWorks

KentuckianaWorks leverages a number of outside funding streams to complement the funding received from WIOA to support the local workforce development system. These funds include:

- Code Louisville – Both Louisville Metro Government and the KY Cabinet for Education and Workforce provide funding to support this nationally-recognized IT training program. Since 2014, the program has produced over 800 graduates and has placed 548 people into tech jobs or helped them earn promotions based on the new skills they learned through Code Louisville.
- Tech Louisville – A JPMorgan Chase Advancing Cities grant provides funds for this tech training program, which prepares people for entry-level jobs in tech support by helping them earn the Google IT Support Professional certification.
- Kentucky Manufacturing Career Center – The Louisville Redevelopment Authority funds help to recruit, train and place people in manufacturing jobs in our region.
- Kentuckiana Builds – The KY Education and Workforce Cabinet supports this construction training program that works to attract, train, and place more minorities, women, and others in the construction field.
- SummerWorks – Louisville Metro Government and multiple outside organizations offer funding and oversee a summer jobs program that works primarily with high school students in Jefferson County Public Schools (JCPS), one of the nation's 30 largest school districts. JCPS is a majority-minority district where a majority of their students are also eligible for free or reduced lunch, so this initiative is a major attempt to address poverty and racial equity issues by ensuring JCPS students get prepared and placed in summer employment opportunities.
- Academies of Louisville – JPMorgan Chase and the James Graham Brown Foundation, among others, support this work as the “convening authority” which brings the business community, as well as the broader community, to table as partners with JCPS in the redesign efforts at 15 of the comprehensive JCPS high schools.

- Kentucky Youth Career Center – Louisville Metro Government funds augment the work KentuckianaWorks provides with WIOA Youth funds at our Kentucky Youth Career Center in Louisville.
- Reimage – Louisville Metro Government funding helps to run a special program for court-involved youth and young adults which is housed at the Kentucky Youth Career Center.
- Job Redesign – KentuckianaWorks recently received a grant from the National Fund for Workforce Solutions that will allow staff to work with employers in the Louisville region to explore ways the employers can redesign their jobs to improve their recruitment and retention efforts.
- Digital Divide – KentuckianaWorks also recently received a grant from the National Fund for Workforce Solutions that will allow staff to work with partners like the Louisville Urban League, Goodwill, and others to create a common approach to assessing customers’ digital divide skills and needs.

3.12 Optional: Describe any collaboration with organizations or groups outside of your local area, interstate or intrastate, and what outcomes you plan to achieve as a result of the collaboration.

KentuckianaWorks and Southern Indiana Works approved a Bi-State Plan for Advancing the Regional Workforce. This plan built upon the Louisville regional labor market area’s history of success and regional collaboration that span several decades. Partners in the bi-state area have been nationally recognized for shared planning, research, funding, and innovation in workforce development, economic development, and education strategies; in short, community leaders recognize economic growth and quality of place are regional issues in our respective workforce regions, and many coalitions have been built as needed to seize opportunities, address challenges, and demonstrate measurable collective positive impact in the Louisville MSA.

The challenge, then, is to move from episodic alliances for specific purposes to rather an ongoing partnership among Louisville’s regional partners that commits to advancing shared regional goals. The roles of local organizations need to be clearly defined toward reducing unnecessary and/or confusing duplication, while still recognizing the distinct assets, issues, and relationships within each of the bi-state region’s individual cities, towns, and counties.

A convergence of events and activities impacting the Louisville region served as to support the timing for the launch of this agreement. These events included business sector associations already composed of bi-state members, public secondary schools with new career pathways initiatives in both states aligned with changing graduation requirements, and the bi-state partnership in completion of a new East End Bridge over the Ohio River; “Bridge” has emerged as a symbolic word between the two states, and the intent of the bi-state plan is to leverage that success to bridge bi-state efforts for enhancing the skills and mobility of the regional workforce

to address the needs of diverse employers in all business sectors. The impact and fallout of the ongoing COVID-19 pandemic has ushered in new challenges and opportunities for local workforce board cooperation.

Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 15 pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners. **Questions that require collaborative answers for regions 5 & 12 are designated with an ***.

4.1 Describe how the local board, working with the entities carrying out core programs (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*), will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and out of school youth. Include referral processes with one stop partners. [WIOA Sec. 108 (b) (3)]

Southern Indiana Works has one full-service AJC service center located in New Albany (Floyd County), Indiana. The region has five AJC Affiliate centers (one in each county) that are provided in partnership with local county governments and community stakeholders due to a significant decline in funding to support these operations. A professional site is available with functional technology, access to skill-development workshops, and professional staff to provide access to the full array of WIOA funded career and training services. Local units of county government view the ACJs (WorkOne Southern Indiana) as a valuable local asset to their communities.

Expansion of service opportunities may include:

- Growing the One-Stop partner regional network through data tracking, referral systems, and shared outreach and promotion
- Expanded development and usage of virtual service offerings
- Additional itinerant service sites (e.g., a site niched to serving WIOA-funded Youth services)
- Evaluation and possible modification of hours of operation
- Upgrade of the Southern Indiana Works website
- Increasing usage and proliferation of social media channels
- Increased promotion, outreach, and coordinated services connectivity with a wide-range of additional local, county, and bi-state/metropolitan partners, such as:
 - Community-based organizations
 - School districts (and their college and career readiness initiatives)
 - Neighboring Workforce Development Boards (especially Louisville's KentuckianaWorks)
 - Regional post-secondary institutions
 - Community Foundations
 - Conventional media channels (local radio stations, television channels, newspapers)
 - Annual community/business directories.

4.2 Describe how the local board will facilitate and develop career pathways and utilize co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate. <https://www.in.gov/gwc/2445.htm> [WIOA Sec. 108 (b) (3)]

KentuckianaWorks and Southern Indiana Works are proud to work together on a number of initiatives that will facilitate and develop career pathways for people on both sides of the Ohio River in the Greater Louisville region. Our regions may be in different states, but they share a common metro area; workers and employers cross the river bridges with fluidity; as just one example, multiple KentuckianaWorks staff members live in Clark County, Indiana, and some Southern Indiana Works staff live in Jefferson County, Kentucky. There are a number of large employment centers on either side of the river, whether River Ridge's manufacturing & logistics companies in Indiana or GE-Appliances and Ford in Kentucky; that is not to mention the thousands of smaller companies that employ a bi-state workforce. Improving access to workforce activities that similarly cross state lines is a priority.

The Region has recognized the value and efficacy of customer co-enrollment practices for several years. Upon assessment to determine skills levels and career interests, an individual employment plan is developed with the customer to determine how to achieve their career goals. The plan outlines the career pathway designed to meet the customer's needs, which can include career counseling, skill-upgrades, occupational skills training, short-term credentialing, work-based learning, apprenticeship opportunities or a combination of these offerings, and connection to employment at a self-sustaining wage. Co-enrollment in a variety programs can leverage more resources to serve a customer's needs and will be evaluated based on customer needs and required performance metrics.

SIW has a strong talent ecosystem partner network under the Workforce Innovation and Opportunity Act (WIOA), state policy, and state and local MOUs. The ultimate goal is to create a system that assists more customers (regardless of their barriers) obtain higher-wage employment, in-demand skills, and valued credentials through the referral and co-enrollment process.

4.3 A-E Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). See below subparts for specific areas that must be addressed. [WIOA Sec. 108 (b) (6) (A-D)] (4.3 D is a collaborative answer for Regions 5 & 12).

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

The KentuckianaWorks Board has made major investments in time and money to ensure employers are treated as one of our two core customers (job seekers being the other). The staff includes a Director of Sector Strategies, a full-time program manager who staffs multiple sector-focused employer groups, and two other professionals whose duties include the staffing of similar sector-focused employer groups. Additionally, the contract of the Kentucky Career Center service provider includes a Director of Business Services, and multiple professionals who are calling on employers across the 7-county KentuckianaWorks region to ensure their needs are being met and their jobs are known to our Career Center job seekers. The KentuckianaWorks Director of Sector Strategies and the Director of Business Services convene regular meetings of all employer-facing staff members at partner agencies. They have also implemented the use of a Salesforce platform across all of these employees, making it easy for any employer-facing staff member to see previous activity with that employer in real time. In the next two years, we expect to further refine this effort, using data to drive improvement efforts.

Similarly, Continuous Improvement is directly connected to Southern Indiana Works' Vision, Mission, and Strategic Priorities. Examples of its aspects are provided below:

- Expectations and processes are embedded in service provider contracts, with components operating through contract management, supervision, and staff professional development. Each contract is based on the Board's purpose and scope of work, which is fundamentally tied to employment, career, education/training, and support services to our job-seeking customers and business customers.
- The continuous improvement expectations and processes are integral to staff job descriptions, staff training, performance evaluations, and internal monitoring. Review and improvement discussion occur regularly through weekly team meetings in a management-staff dialogue and in a peer review dialogue.
- SIW management, as well as service team leaders review customer survey feedback data in order to discern both accomplishments and recommendations from jobseeker and employer customers. SIW plans on implementation of a Net Promoter score model for jobseekers, business, and partners further provide feedback for continuous improvement.
- Business services also conducts surveys with employer groups regarding their talent and skills service needs and recommendations.

B. Describe 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)]

Southern Indiana Works and KentuckianaWorks recognize their respective geographies have a significant rural composition in outlying areas, with certain areas defined as “remote.” Facilitating access to services in these rural and remote areas is an imperative for each workforce board. Both SIW and KentuckianaWorks of deployed virtual and digital resources to increase access including software platforms (i.e., Zoom, Google Meets, Docusign, Microsoft Teams, etc.), virtual career coaching and program enrolment, virtual training opportunities (180 Skills, Allison, Code Louisville, etc.), virtual job fairs, text messaging, and more.

SIW, with Local Elected Officials support, has established affiliate office locations in each of its five counties to provide customer access to services. Each site will be open 1-2 days per week with regularly scheduled hours in locations that are ADA compliant, have high-speed internet access, computer resources for customer use, and a career coach staff member. The affiliate sites permit computer-based self-service, over-the-shoulder assistance with job searching, coaching, and case management. The sites also permit access and/or referrals to other partners (including Adult Education, Community Action, Vocational Rehabilitation, TANF employment programs, and senior employment services).

The SIW network will be promoted and its virtual infrastructure and resources at www.workoneregion10.com, and KentuckianaWorks information can be found at its website, www.kentuckianaworks.org. Additional promotion occurs through social media channels, e-newsletter publications, fliers and brochures in various locations, and news media (print and digital).

Regional staff participate actively in local events, thus displaying and disseminating information and resources access about both its physical site and virtual resources access. Some event examples include college and career fairs, job fairs, career EXPOs, and community health fairs. SIW and KentuckianaWorks have cross-promoted some of these examples in the other’s jurisdiction in order to increase exposure for both employers and job-seekers on each side of

C. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, 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. [See WIOA Sec. 108 (b) (6) (C), 29 CFR 38 and DWD Policy 2016-09]

the river.

Southern Indiana Works, KentuckianaWorks, and their respective one-stop partners are compliant with applicable provisions of the Americans with Disabilities Act in terms of both physical and programmatic accessibility of facilities and providing staff training and support for addressing the needs of individuals with disabilities.

- Service sites have provided full physical access, per the ADA, and all sites are in ADA compliant locations (e.g., entrance/exit doors, restrooms, parking lots).
- Programmatic access is offered with offering of availability of auxiliary aids and services, certified interpreters, and accessible materials, upon request.

- Programmatic and materials access with the availability of assistive technology. SIW has assistive technology stations at each site (e.g., screen adjustments, specific mouse(s), flexible-height desks, specific software) designed to enhance participation in a customer-empowering manner through accommodating diverse types of disabilities.
- Staff have cross-trained on offering services to/with persons who have diverse types of disabilities, such as training with DWD and Vocational Rehabilitation.
- Partners all incorporate, in any public materials, at minimum: “Programs are Equal Opportunity Programs. Eligibility requirements apply. Auxiliary Aids and Services are available upon request.”

D.* Describe the roles and resource contributions of the one-stop partners agreed to per DWD Policy 2018-04 Memoranda of Understanding and Infrastructure/Additional Costs Funding Guidance. [WIOA Sec. 108 (b) (6) (D)]

SIW as the LWDB is responsible for:

- Acting as the convener for negotiating the MOU and funding agreements;
- Ensuring one-stop partners adhere to applicable guidance;
- Working with one-stop partners to achieve consensus and mediate any conflicts or disagreements
- Providing technical assistance to new one-stop partners and local grant recipients to ensure they are knowledgeable of the elements contained in the MOU and funding agreements.
- Developing a one-stop center operating budget as a starting point for negotiations.
- Ensuring negotiations include an agreed-upon budget and methodology for allocating infrastructure and additional costs among partners;
- Ensuring allocation methodology complies with Uniform Guidance and is based proportionately upon benefit of each partner;
- Ensuring that all infrastructure and additional costs are paid according to the provisions of the MOU; and
- Communications with DWD of any impasse, among partners.

SIW has developed a one-stop budget and negotiated MOU’s among required partners for the region. The allocation methodologies complies with Uniform Guidance is based on proportionate benefits to each partner. SIW has negotiated MOU/infrastructure agreements with all required partners with direct site cost-sharing occurring between SIW/WIOA, DWD, Carl Perkins/CTE, Vocational Rehabilitation, and H.U.D. A one-stop operator was procured by SIW, and the cost of the one-stop partner contract is also shared proportionately in accordance with our MOU/cost-sharing agreement.

E. Describe how one-stop centers are implementing and transitioning to an integrated technology enabled intake and case management information system for core programs and programs carried out by one-stop partners. [WIOA Sec. 108 (b) (21)]

An integrated technology enabled intake and case management system does not exist currently for the SIW one-stop system, and to our knowledge within the state. However, we provide access via technology to linkages with core partner program intake systems. In addition, the SIW one-stop partner network has engaged in an on-line referral system through the United Communities platform that provides an accessible means for partner referrals.

4.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and opportunities of such services, as well as the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108 (b) (1) (D) & 108 (b) (7)]

SIW and KentuckianaWorks adapt and periodically adjusted their customer service flow with adults and dislocated workers in keeping with federal requirements and regulations, their respective state policies, national and regional labor market trends, available resources/ capacity/priorities, functional best practices, and their respective ever-evolving operational cultures.

Implementing the region's customer service flow is based daily in the very nature of KentuckianaWorks and Southern Indiana Works through their direct services professional staff, who work with job-seekers (e.g., the un/under-employed, individuals facing any number of employment barriers) and with employers and the overall business community, both county-by-county and regionally. Utilizing values-driven, customer-focused models, the respective staff members of each workforce board implement, track, assess, and improve adult & dislocated worker workforce development activities.

Through functional service teams, shared state/WIOA provider supervision, and strong community partnerships, KentuckianaWorks and Southern Indiana Works staff welcome, assess, empower, upskill, place, and follow-up with their job-seeking customers toward positive outcomes of better employment. The staff participate in regular professional development activities. Similarly, business services staff gain workforce intelligence through their employer relationships, and then utilize individual employers, business sectors, and general labor market intelligence.

Workforce development activities and customer service flow emanate from area AJC sites and community partnerships, each demonstrating a mission-based coordination and leveraging of area resources, including/especially technology. More specifically, regional adult and dislocated

worker workforce development activities include the operation of specific programs within the customer service flow, such as veteran services, re-employment/RESEA, rapid response, and Trade Adjustment Assistance (TAA).

Business services with these populations are also organized and integrated to assist with customized hiring practices for area employers and on-site or virtual recruiting events to match jobseekers to meet an employer's specific needs. The Business service team also works to assist employers and economic development with labor market data analysis and information, talent surveys to determine area talent needs, and talent and human resource educational forums on topics determined most valuable for the region.

Strengths:

- Professional staff and technology-driven service activities that empower, guide, upskill, and prepare jobseekers for better career pathways while also meeting the in-demand hiring needs of employers in key sectors throughout the region.
- Mission-focused, customer-centered operation with regular assessing of system, teams, and individual performance based on continuous improvement practices.
- Regular professional development, attentive and proactive management, and deliberate attention to and building of positive work culture.
- Reliability and consistency in operation
- Innovation through Regional management and product development teams
- Leveraging resources through community partnerships that directly impact our operation and customers
- Consistent standards and requirements for recruiting staff/talent.

Weaknesses:

- Reduced staffing, funding allocations and increased cost of site overheads require further innovation to maintain service capacity and access at the local level.
- Rural and impoverished urban areas have more limited infrastructure (e.g., less internet access, minimal or non-existent public transportation, and available community resources
- The COVID-19 pandemic has completely changed many of the methods services are delivered, and both staff and customers are still navigating the new realities of social distancing, mask wearing, virtual appointments, etc.

Overall, capacity to service Adults and Dislocated Workers is being adjusted to retain regular and reliable services access in each county, while continuing to follow and refine the service flow described above. Additionally, as noted in the sections above, strategies are being set and/or implemented to expand service access in ways that are both innovative, functional, and reliable; as such, capacity is retained and is expected to strengthen in the near-term and long-term through the WIOA-based one-stop partner network.

4.5 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134 (a) (2) (A). [WIOA Sec. 108 (b) (8)].

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

SIW: Open communication between State and Local SIW staff allows for the coordination of services during rapid response events. Local SIW staff work within an integrated system allowing for one team to administer rapid response services to employers and employees that find themselves in layoff situations. Local Staff share information with State staff through a single point of contact at DWD. The program manager for the Dislocated Worker team works with local staff in several capacities. Information on WARN (Worker Adjustment and Retraining Notification) notices and TAA (Trade Adjustment Assistance) certifications funnels from State Coordinators to SIW leadership, who determine which appropriate frontline staff are scheduled to begin developing proper actions and responses. The employer is contacted to offer and schedule an orientation of SIW services.

Rapid Response events can be held at the layoff site, SIW offices, or a third-party facility. Depending on the size of the event, one or more SIW staff members attend a Rapid Response event. The orientation consists of an overview of all available employment and training services, UI (Unemployment Insurance) benefits, and community resource information. After the presentation, attendees can ask questions, set up individual appointments, and begin to take advantage of SIW's services. A job-fair may be offered during the orientation program, hosting employers that need employees with the same or similar skills as the employer of dislocation.

Because of the regional nature of the area many Rapid Response events transcend state lines. To this end Rapid Response events are coordinated regionally by the leadership of the SIW (Director of Operations) and KentuckianaWorks (Director of Sector Strategies) and their respective business services staff. As customer centric design is imperative to both LWDB these events are discussed and aligned during the Regional Business Service Team meeting to ensure a streamlined and efficient support of business and jobseekers.

4.6 An analysis and description of the type and availability of youth workforce activities for in school youth, including youth with disabilities. If the same services are offered to out-of-school youth, describe how the programs are modified to fit the unique needs of in-school youth. For each program, include the following: length of program and availability/schedule (i.e. 2 weeks in July); % of youth budget allocation; WIOA program elements addressed by the program, with specific focus on how the 5 new elements have been incorporated; desired outputs and outcomes; and details on how the program is evaluated. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address

KY:

The Kentucky Youth Career Centers (KYCC) have physical locations in Louisville, Bullitt, and Shelby counties and provide mobile services in Spencer, Henry, Trimble, and Oldham counties. The KYCC in Louisville has additional funding support from Louisville Metro Government and is able to serve a larger base of participants and provide some enhanced programming as a result. Participants of the KYCCs are paired with a case manager to conduct an assessment and establish an individual service plan to guide participation in the program. Participants have access to a variety of services including but not limited to education, training, employment, supportive services, youth development services, and follow up. A main component of the education services is GED preparation. In Louisville, participants can receive assessment and GED services on-site at the KYCC. In the Regional Counties, we partner closely with Adult Education sites (separate from the KYCC). Other education services include assistance, both logistical and financial, with occupational skills training or transitioning to post-secondary education. Youth also have access to employment services, including job readiness training and work-based learning opportunities such as 28 internships (see Internship Academy description below) and job shadows. The Louisville KYCC is able to offer more group programming such as job and career fairs or job shadow tours while the KYCCs in the Regional Counties provide access on an individual level. Furthermore, the KYCCs offer youth development activities such as workshops on financial management or healthy relationships and leadership development opportunities. Finally, the KYCCs provide supportive services and referrals for housing, transportation, food, childcare, and physical and mental health needs, among others to address the youths' barriers to success. In Louisville, some of this support is able to happen on-site (for example, KYCC Louisville operates as a satellite food pantry for Dare to Care and hosts a college counseling intern for mental health services; in the Regional Counties, support is all provided on a referral basis, although staff make every effort to make a warm hand off).

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

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

opportunities. Additionally, Reimage offers supportive services like access to Legal Aid, mental health counseling, substance abuse counseling, housing. etc.

KYCC's Internship Academy program is available to youth who have met a series of benchmarks including obtaining a GED or HSD and a job readiness certificate. After completing a rigorous application process, youth are provided a subsidized job placement at an employer site for 8-10 weeks where they have an opportunity to learn through training, coaching, and workplace experience. Youth also participate in professional development activities before, during, and after their job placement. The professional development curriculum provided by the program covers topics such as financial literacy, entrepreneurship, leadership, team-building, civic engagement, labor market information, and transition to post-secondary education or occupational skills training. In the regional counties, internships are available on an individual rolling basis. In 29 Louisville, Internship Academy participants enter into the program in cohorts and complete a group project on a topic of local relevance in addition to the subsidized job placement and professional development activities. Youth with disabilities are integrated into work-based learning experiences with all other youth but given accommodation as needed. This program contributes to the WIOA requirement that 20% of local funds be spent on work-based learning activities.

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

SIW:

Southern Indiana Works is committed to serving the youth population of our region, both in-school and out of school (OOS). SIW has made it a priority to serve at-risk youth throughout the region, and OOS youth have fewer community resources available to them than in-school youth.

Youth services are targeted to the individual's needs and goals based on individual and academic assessment. The career coach will incorporate review of labor market information and provide information on available services to include a review of all program elements and service options available. The career coach will evaluate barriers of the young adult and assist in the development of an individual plan of services to assist with overcoming barriers, development of skills, increasing educational attainment (if needed) and securing sustainable employment in a field of interest. Youth and young adults with disabilities may be team-coached with a representative of vocational rehabilitation to provide additional support and service offerings.

SIW has embraced the focus and value of youth gaining work experience and incorporates program elements into the boot camp educational component of the programming. SIW has engaged some good employer youth-focused partnerships, some of which have transitioned to on-the-job training and permanent hire for youth.

The OOS Youth program is evaluated at the regional level, following DWD policy and protocol. The program is evaluated in terms of:

- Performance metrics
- SIW internal program monitoring
- Annual monitoring by DWD
- SIW Youth services team (monthly)

SIW Strengths:

- Seasoned, high-performing staff and a cohesive youth services team;
- Meeting federal youth performance metrics;
- Community partners who are recruiting streams and/or partners in actively enhancing youth services (e.g., high schools, foster care organizations, community foundations, non-profits)

SIW Weaknesses:

- Less youth served than projected (Covid-19 has greatly impacted the ability to connect with young adults)

Moving forward, both KentuckianaWorks and Southern Indiana youth services staff intend to:

- Increase the number of participants recruited, enrolled, and served;
- Continue to expand work-based learning options and opportunities for youth;
- Increase the percentage of youth who increase their educational attainment in a manner that aids them to compete more effectively in the workplace and build a career;
- Leverage new funding resources, both through grant-making entities and area employers; and
- Work together to increase customer-centered collaboration throughout the bi-state region.

4.7 Identify how successful the above programs have been and any other best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108 (b) (9)]

Both JAG in-school youth programs and WIOA-based out-of-school youth services have been stable and successful over the years. Each program understands the need and desire to improve (i.e., Continuous Improvement process) and grow in terms of performance, number served, and program quality. Best practices for regional youth workforce activities are highlighted below, all involving one or more aspects of Southern Indiana Works services and/or capacity:

- Participation in Career Expos with school corporation and post-secondary partners allows SIW to help provide information on education and employment opportunities that are aligned with our communities. SIW staff participate in multiple career events annually, to discuss career pathways, in-demand occupations, and work-based learning partnerships that are available to serve area youth.
- SIW Work Experience Boot Camp: SIW developed a four-day pre-work experience intensive workshop curriculum that covers soft skills, payroll and employment documentation, completion, expectations in the workplace, resume writing, interview techniques, professional workplace etiquette, financial literacy, customer service, conflict

resolution, teamwork, goal setting and motivational programming. Upon completion of the boot camp, young adults are evaluated to proceed with on-site work experience training for 4-6 weeks, preferably in their field of interest. A Work Experience Coordinator recruit's employer and is the single-point-of-contact between the client and the employer for the term of the work experience training. The WEX Coordinator checks in with participants and employers regularly. Employers provide a skill evaluation at the conclusion of the work experience training that reflects the skills mastered, and the skills that need further reinforcement. Numerous new employer partnerships have been developed through this program. Youth are increasing confidence, experience and progressing with their career goals and pathways through this program. Several new program recommendations are being considered for the new program year to improve the program and outcomes for young adults and employers.

- College and Career Readiness: SIW contributes to the growing adoption of a College and Career Readiness model, integral to High School curricula and operations, at several area school systems: Greater Clark, South Harrison, and Scott County. The related best practices for youth workforce activities includes the usage of the Governors Work Ethic Certification and formalizing a FORD Next Gen Learning (NGL) model at Greater Clark Schools, one of only 30 such communities in the USA. SIW has been advocated for the implementing and growth of these excellent facets of student career preparation. SIW staff participate with Career and College Readiness Programs in most school corporations to help provide expertise and skill workshops to students in areas such as career exploration, resume preparation, interview preparation, and professional social media forums.
- Align Southern Indiana: SIW has been a core, active partner in the region's growing Cradle to Career Initiative, engaging various school systems, community resources, area Foundations, area post-secondary institutions, and Chambers of Commerce and Economic Development/in 5 of its 6 Counties. Target areas identified are early childhood education, drug-Free community, economic and talent development.
- Digital Skills Training: SIW has developed digital skills training platforms that allows youth to prepare for technical training pathways. Youth can prepare for the IC3 digital literacy certification on-site to gain proficiency in Microsoft Office. In addition, other platforms are being made available for young adults to gain skills in Google Suite, introductory software coding applications and other entry-level information technology pathways.

4.8 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. Include a description of the process and criteria used for issuing individual training accounts. If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided [WIOA Sec. 108 (b) (19)]

Southern Indiana Works and KentuckianaWorks' respective Boards work to ensure training is linked directly to skilled, in-demand occupations with realistic opportunities for career

advancement while providing a wage beyond entry-level, ideally a family-sustaining wage. Examples of tools used to determine this data include Georgetown University Recovery 2020 research⁹, Indiana Career Council data, and KentuckianaWorks LMI (Labor Market Information) reporting. This data has led to regularly active Board discussions in recent years.

Based on criteria above, occupations are added/removed in the regional in-demand occupations listing. Sources used to determine this data include Hoosiers by the Numbers, Kentuckiana Occupational Outlook, bi-state MSA-based Talent Demand-Supply Analysis, Fast Forward and Louisville Forward Reports, and KentuckianaWorks' Labor Market Information reports. KentuckianaWorks has had an established policy for many years for issuing individual training accounts (ITAs). The policy includes clear guidance on customer eligibility for WIOA training funds, the amount of assistance available per customer per year, the training programs that are eligible to be funded, the linkages to the customer's career development plan, and the priority of service and customers' accountability in the process. The KentuckianaWorks Board has recently updated these policies. In addition, the Board has created a methodology for identifying the high demand occupations for which customers can access ITA dollars when they are available. Unfortunately, WIOA funding cuts have decimated the availability of ITA dollars in our region, so that too often these policies are abstract "thought exercises" that don't apply to real customers, because the funding simply isn't there to support these ITA activities. We will continue to advocate for increased funding levels for WIOA from Congress so that more of our customers who want and need ITA dollars to pursue and complete the training they need to become productive working citizens will be available to them.

The general process and criteria for Issuing Individual Training Accounts (ITA) through SIW is as follows. An enrolled customer:

- Is unable to find suitable employment reflective of their skill, academic, and/or technical skillsets;
- Evidences motivation/readiness to skill-up to a specific credential or degree related to the criteria;
- Evidences and verifies financial need;
- Has their career coach verify job search activities and efforts;
- Undergoes an academic assessment as needed (in addition to initial assessment);¹⁰
- Researches sector fields and occupations of interest and completes a personal budget (each customer must complete a career training packet, including research on employment opportunities available in the local/desired area for occupational training to be considered. Additionally, the occupation considered for training must be on the regional in-demand occupations list. The customer can choose an education/training provider from the INTraining List for the state of Indiana);
- Completes their academic and career plan, which is then reviewed, discussed, and approved in partnership between the customer and coach;
- Reviews financial aid options;
- *An ITA is issued*, as appropriate, to cover full or partial tuition costs in conjunction with Pell Grant, student loan, scholarship, and/or other available funding (Per WIOA

⁹ https://cew.georgetown.edu/wp-content/uploads/StateProjections_6.1.15_agc_v2.pdf

¹⁰ The customer is empowered in these actions (e.g., assessing activity, researching, personal budgeting). They own the process of making an informed, motivated, and realistic choice regarding occupation, career path, choice of area school, cost, training term and schedule, etc.

regulations and state policy, WIOA funds are the last tuition-assistance option; any partial or full assistance is provided in keeping with ITA criteria),

- Maintains regular contact between customer and coach as training progress, need for support services arises, etc. (*this relationship remains central to the service process*);
- Receives Job Placement services as needed from SIW staff, and;
- Gets follow-up contact and services, if needed, after obtaining skilled employment.

SIW training contracts:

1. Computer Literacy and Microsoft Office pre-vocational training (provided weekly to enrolled customers based on individual needs and goals), and
2. Work-Based Learning contracts, such as On-the-Job Training (“OJT”) and Work Experience (Internships) relating directly to the customer-centered model, inclusive of academic assessment, skills assessment, and past work experience, along with career coaching and guidance designed to facilitate the customer’s empowered, informed choice regarding field of work and occupational choice.

The RESEA Coordinator select and schedule the customers for the RESEA/JFH orientations.

4.9 Describe how Jobs for Hoosiers and RESEA activities are coordinated and carried out in the local area and how these activities will be incorporated into WIOA programming.

4.10 Describe strategies to engage workers and employers impacted by the COVID-19 pandemic and how services will be provided.

All career coaches participate to register participants prior to the RESEA/JFH orientations, and to provide a WorkOne orientation to promote engagement and participation in WIOA intensive services. An individual Plan is developed for each participant outlining career assessments and employment activities they will complete. Follow-up appointments are made with a Career Coach to track progress and ensure RESEA/JFH participants complete the activities outlined in his/her Plan. Case management is provided for RESEA participants by career coaches. RESEA customers are required to meet with a career coach to report bi-weekly reports of work search results and WorkOne product usage

The impact of Covid-19 has been felt in every aspect of life including the Regions ability to provide services to jobseekers and employers. Both LWDB immediately took action in the first quarter of 2020 to assess the challenges brought on by the global pandemic and begin to overcome them though strategic solutions. Some initial actions taken by the region included:

- A joint collaboration with KentuckianaWorks, GLI, and SIW to populate and promote a community jobs board (<http://www.kentuckianaworks.org/jobs>), helping jobseekers

connect directly with employers who are still hiring even during the pandemic's economic recession.

- KentuckianaWorks and Southern Indiana Works partnered to create and promote virtual job fairs and recruitment activities for local employers (e.g., Amazon, Sazerac, and Ford).
- Participation in the Greater Louisville Workforce Alliance. A bi-state work group that was established as a steering committee which included representatives from KentuckianaWorks, SIW, Greater Louisville Inc, Mayor Greg Fischer's office, JCTC, ITCC, and the Kentucky Chamber of Commerce. The group convened regularly to ensure the coordination of different agency Covid-19 responses.

At the system's level KentuckianaWorks and SIW Board of Directors Meetings, Committee Meetings, Chief Local Elected Official (CLEO) Meetings, staff meetings, monthly partner meetings, etc. have been held virtually (Google Meet, Microsoft Teams, WebEx, or Zoom) since mid-March. This allowed the LWDBs to continue the alignment of services.

KentuckianaWorks and SIW staff have been holding virtual sessions and providing virtual service delivery for employers and jobseekers since the COVID-19 utilizing email, video conference, and over-the-phone services, and DocuSign (for signatures). The AJCs (WorkOne and KCAC) have been offering a combination of virtual and in-person services, with appointment-only meetings. Staff have been trained to provide a safe and sanitary environment. With the use of technology, the Region has been able to provide the complete array of Career and Training services virtually including but not limited to assessments, development of individual employment plans, career planning, pre-vocational services, labor market information, etc.

The Region will continue to develop and refine service delivery in the post Covid-19 world. To that end, on a strategic level the Region has identified three existing and anticipated workforce implications of the COVID crisis:

- **Re-allocation shock** (i.e., shifts in consumer spending will alter job demand) – manufacturing and logistics two of the major sectors of the region;
- **Automation forcing** (i.e., the need for social distancing, an unprecedented demand for e-commerce, and continuously evolving stay-at-home orders and school closures has accelerated the rate of technological change) – This is especially notable in Louisville, as the Louisville MSA ranks 8th in the nation in the average automation potential among the country's 100-largest metro areas; and
- **Digital demands** (i.e., more technologically-advanced workplaces and increased remote education/working has caused digital access to become essential) – 26% of Louisville region households do not have a desktop or laptop, and 29% of Louisville region households have limited internet access; this is a huge issue to address in 2021 and beyond.

Section 5: Compliance

Please answer the following questions of Section 5 in 12 pages or less. Most of the response should be staff driven responses as each are focused on the organization's compliance with federal or state requirements. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

KentuckianaWorks (KW): Please see the Louisville Metro Purchasing Policy ([attachment C](#)),

5.1 Describe any competitive process planned to be used to award the sub-grants and contracts in the local area for activities carried out under WIOA Title I. State the names of current contracted organizations and the duration of each contract for adult, dislocated worker, and youth services. Attach contracts as Exhibit 1. [WIOA Sec. 108 (b) (16)]

which KentuckianaWorks follows and which describes the competitive bid process, evaluation, selection and sole source. The KentuckianaWorks Board of Directors has the final approval of vendor and sub-recipient recommendations.

SIW: Southern Indiana Works has three contracts with service providers:

1) JobWorks, Inc.

- JobWorks, Inc. has a contract to deliver WIOA-funded Adult, Dislocated Worker, and Youth services in the six county Southern Indiana Works region. The Board conducted a competitive procurement for WIOA services in February 2020 and a new contract was in place by July 1, 2020. The Board utilizes a single WIOA service provider due to the size of the allocation to maximize WIOA resources.

2) Continuous Improvement Center

- The Continuous Improvement Center ("CIC") provides customers with computer literacy, Microsoft Office, and IC3 Digital Literacy trainings each week. A competitive procurement process was completed, with renewal options incorporated into the contract.

3) JobWorks, Inc.

- JobWorks, Inc. Has a contract to deliver WIOA funded One-Stop Operator Services in the six county Southern Indiana Works region. The Board conducted a competitive procurement for One-Stop Operator services in February 2020 and a new contract was in place by July 1, 2020.

SIW abides by OMB uniform guidance and follows federal and state policy requirements in conducting its competitive procurements.

The contracts are provided in [Attachment D](#).

The specific procurement process is summarized as follows:

1. Staff develops and drafts a Request for Proposal representing SIW regional workforce goals and compliance requirements for the programs and regional workforce system with guidance from the Board and the Fiscal Agent. The RFP

aligns with the region's Workforce Plan. The RFP may or may not include a letter of intent to bid.

2. A Notice of Availability of the RFP is publicized in Legal Notices of Regional News, placed on the SIW and DWD websites, and is distributed to lists of known prospective bidders. The RFP is normally available for a period of 2-4 weeks.
3. Proposals are collected and sent to a volunteer review team comprised of representatives of the Board. Each team review member must formally attest in writing that they have no Conflicts of Interest with participation in the process. The RFP process may or may not include a formal presentation process to representatives of the board.
4. The review team evaluates the proposal(s), independent of one another, based on a specified uniform scoring system as outlined in the RFP with a specified deadline for submission of ratings. Upon completion of the review, participating members forward their scoring sheet, inclusive of any comments to board staff assigned to the procurement. The rating sheets are collected, and a consolidated rating sheet is produced, inclusive of any comments regarding bidder proposals.
5. The review team is assembled to discuss the ranking results from the review and highlights strengths/weaknesses of each proposal so justification of the results can be accurately presented to the full Board for consideration.
6. The results are presented to the full Board for consideration and formal voting. Upon finalizing the vote, the selected bidder is contacted by staff to be notified of their award. A notice is sent to all bidders to notify them of the Board's selection and to thank them for their interest.
7. A contract is developed based upon the scope of work for regional workforce goals and compliance requirements for the programs and regional workforce system. The contract is signed by the contractor's designee and Board's designee, inclusive of a detailed contract line-item budget.

Attachment E

5.2 Provide an organization chart as attachment that depicts a clear separation of duties between the board and service provision.

5.3 Describe any standing committees or taskforces of your Local Board, including the role and scope of work of your youth committee (or youth representatives on the WDB if you do not have a committee).

KY: The KentuckianaWorks Board of Directors meets regularly to discuss the vision, mission, and strategic goals of the Board, and to decide how to execute them. The Board typically meets eight (8) times per year for 90 minutes, with organized agendas set in advance by the Executive Director in consultation with the Office of the Chair (the current Board Chair, the incoming Chair, and the past Chair). The Board's priorities are communicated to the staff, which then works day-to-day to deliver results established by these priorities and strategic goals.

The KentuckianaWorks Board also has a Program Oversight Committee, which also meets roughly eight (8) times per year. As its name implies, this Committee dives into the details of individual KentuckianaWorks programs, monitoring progress against goals, offering suggestions for improvements, and, where needed, advising the Board when a change in contractor or a shift in programmatic design may be called for. Finally, the Board forms additional committees on an as-needed basis and lends its presence to various other important community endeavors focused on raising education and skill levels across our region, including but not limited to: the guiding team for JCPS; the Academies of Louisville; Evolve502; and the 55,000 Degrees Board.

SIW: Indiana Works has one standing committee in accordance with the Board's Bylaws. The Executive Committee is responsible for business and policy of the board, as directed by the board, with the committee's actions and recommendations being presented to the board for board deliberations and formal actions. The Executive Committee consists of all board officers, Standing Committee, and Council Chairs, at least one (1) member at large elected by the RWB membership, and the immediate Past Chair position to ensure a total of at least seven (7) Executive Committee members. At least four (4) of the Executive Committee members must be from the business sector (profit and/or non-profit). The Executive Committee will meet as needed, upon request of the Chair. The Executive Committee will be conducted in accordance with Region 10 Bylaws Articles VI (Voting), Article VIII (Open Door Law) and Article IX (Meetings) of these bylaws.

SIW has several Board members that act as Youth Representatives and provide guidance and consultation regarding youth policy and programming. While the Board does not have a Youth Council, its regional youth activities and local work are active. Youth representatives participate in regional and school specific youth career events, college & career readiness programming with local school systems and Align Southern Indiana initiatives. SIW Youth representatives have initiated youth outreach forums with most of the school systems in the southern Indiana region. Youth staff partner with high schools to provide career workshops and guidance on a variety of topics to include career exploration, resume preparation, interviewing techniques, social media, and other relevant career topics. Youth representatives participate in a variety of youth targeted outreach events with community partners such as Adult Education, Community Action Southern Indiana, Vocational Rehabilitation, Ivy Tech, and faith-based partners.

Regional: Bi-State Core Team consist of representatives from Kentucky and Indiana as follows:

- One officer and the chief executive of each board;
- One chief executive of a Chamber of Commerce from each local area;
- One K-12 representative from each area;
- One higher education representative from each local area; and
- One LEDO representative from each local area

The Bi-State Core team is charged with advancing the goal laid out in “Bi-State Plan for Advancing the Regional Workforce.” Those goals include:

- Provide information and appropriate employer connections to schools to align the student pipeline to the current and projected skill needs of regional employers
- Increase the skills, credentials, and wages of current workers.
- Expand the size of the labor force.
- Increase the efficiency of employer engagement and core services to employers on a regional basis.
- Create the structure for ongoing sharing of plans, data, and outcome metrics among key regional partners.

[Click here to enter text.](#)

5.4 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

KentuckianaWorks: Jaime Disney, KentuckianaWorks – Jaime.Disney@KentuckianaWorks.org
– 502.574.2620

Southern Indiana Works: Tony Waterson, Southern Indiana Works –
twaterson@workoneregion10.com – 502-494-8811

5.5 Identify the entity responsible for the disbursement of grant funds as described in WIOA Sec. 107 (d) (12) (B) (i) (III). [WIOA Sec. 108 (b) (15)]

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

Southern Indiana Works: Crowe, LLP – 3815 River Crossing Parkway – Indianapolis, IN 46240
– 317.208.2507

5.6 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108 (b) (17)]

KentuckianaWorks has submitted and agreed to the performance goals listed below in September 2020; however, they have received a waiver to not be held accountable for the upcoming program year due to significant statewide challenges with KEE Suite, the state's system of record.

| Adult Program | PY 20 State Rate | PY 20 | | PY 21 State Rate | PY 21 |
|----------------------------------------------------|---------------------------------|--------------|--|---------------------------------|------------------|
| Employment Rate 2 nd Quarter After Exit | 68.0% | | | 69.0% | |
| Employment Rate 4 th Quarter After Exit | 66.0% | | | 69.0% | |
| Median Earnings 2 nd Quarter After Exit | \$5,400 | | | \$5,700 | |
| Credential Attainment within 4 Quarters After Exit | 54.0% | | | 57.0% | |
| Measurable Skill Gains | 50.0% | | | 55.0% | |
| Dislocated Worker Program | | | | | |
| Employment Rate 2 nd Quarter After Exit | 72.0% | | | 73.0% | |
| Employment Rate 4 th Quarter After Exit | 70.0% | | | 72.0% | |
| Median Earnings 2 nd Quarter After Exit | \$7,000 | | | \$7,200 | |
| Credential Attainment within 4 Quarters After Exit | 61.0% | | | 63.0% | |
| Measurable Skill Gains | 50.0% | | | 55.0% | |
| Youth | | | | | |
| Employment Rate 2 nd Quarter After Exit | 62.0% | | | 66.0% | |
| Employment Rate 4 th Quarter After Exit | 67.0% | | | 69.0% | |
| Median Earnings (Second Qtr. After Exit) | \$3,000 | | | \$3,700 | |

| | | | | | |
|----------------------------------------------------|-------|--|--|-------|--|
| Credential Attainment within 4 Quarters After Exit | 50.0% | | | 55.0% | |
| Measurable Skill Gains | 50.0% | | | 55.0% | |

Southern Indiana Works' negotiated local levels of performance are as follows:

| Southern Indiana Works | Local Negotiated Levels of Performance PY20 and PY2021 | | |
|------------------------|-----------------------------------------------------------|-------------------|---------|
| | Adult | Dislocated Worker | Youth |
| Employment 2Q | 80.9% | 80.9% | 76.8% |
| Employment 4Q | 79.5% | 80.4% | 75.2% |
| Credential | 71.4% | 66.7% | 64.4% |
| Median Earnings | \$7,046 | \$8,116 | \$4,347 |
| Measurable Skills Gain | 64.5% | 77.1% | 41.9% |

[Click here to enter text.](#)

5.7 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services 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 at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108 (b) (14)]

KY: The Kentucky Office of Vocational Rehabilitation has a representative who serves on the KentuckianaWorks Board of Directors (and also the Program Oversight Committee).

SIW: The Southern Indiana Works Board has a replicated cooperative agreement with the Office of Vocational Rehabilitation ("OVR"). The Office of Vocational Rehabilitation has an executed One-Stop partner Memorandum of Understanding ("MOU") representing Family & Social Services Administration entities OVR and TANF employment services (Maximus is the statewide vendor therein) regarding One-Stop system services.

Additional and meaningful partnering also occurs at the local level:

- OVR has a representative on the Workforce Board.
- OVR staff are co-located at the WorkOne center in New Albany part-time each week.
- Professional development staff training has occurred between OVR counselors and WorkOne staff regarding the provision of services to individuals with disabilities.
- SIW and OVR staff have partnered to provide job search training to OVR rehabilitation agency vendors, at OVR's request.

- OVR Staff and representatives participate on one-stop partner professional development training held quarterly for the one-stop network.
- Technical assistance (typically around customer needs, technology, or accommodation) occurs as needed; interagency communications are open and responsive.
- Staff have working relationships with K-12 Special Needs/Education personnel at area high schools, have connectivity with area Transition Councils, and are represented at Transition Fairs.
- SIW also has working relationships with designated personnel who serve students with disabilities at Ivy Tech and Indiana University Southeast.
- SIW staff have long-term service relationships with area rehabilitation agencies that provide job placement services and/or supported employment services.
- Efforts to enhance services continue to be explored.

Consultation with members of the public (including local elected officials and representatives of

5.8 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments in Exhibit 3 attached to this Local Plan. [WIOA Sec. 108 (b) (20)]

business, labor, education, and economic development) has occurred in the following ways for each agency:

- Board meetings include relevant representatives and focus on the respective Board's scope of work as a regional business-led and demand-driven employment, training, and career development system.
- Participation in regional or bi-state workforce-related project meetings, such as: regional workforce development planning with KentuckianaWorks and Southern Indiana Works, national sector-based workforce training initiatives, educational attainment initiatives, area infrastructure advocacy, and opportunities for local, state or federal funding.
- Policy designs, reviews, and approvals.
- Discussions with local Chambers of Commerce (e.g., One Southern Indiana and Greater Louisville, Inc.), economic development agencies, Ivy Tech and Jefferson Community & Technical College leadership, Adult Education and regional high schools, and organized labor representatives (these discussions have led to general workforce discussion, mutual information-sharing, and specific decisions as appropriate).
- Meetings with Chief Local Elected Officials ("CLEOs") to inform, report on, and seek input and perspective about the future of the region's workforce.

The areas identified above resonate with each respective KentuckianaWorks and Southern Indiana Works Board's choice and visioning to partner and collaborate more fully, reflecting the area's federal/data-defined Metropolitan Statistical Area, with one shared labor market. The area's One-Stop partners are becoming more attuned to the expectations and directions of working together, coordinating, and aligning employment, career, education/training, and support services.

To ensure public awareness of its plan(s), Southern Indiana Works has:

- Sent e-mails to a wide range of stakeholders (e.g., Chambers of Commerce, Economic Development shops, School Systems, and post-secondary institutions) regarding the DRAFT Plan's availability for review and comment for a 30-day period.
- Publish the plan availability on the regional website, as well as the Dept. Of Workforce Development website.
- Published Legal Ads in local newspapers so the public is aware of same.
- Posted notices at the entrance of WorkOne sites, on the WorkOne website, and to public sites (e.g., public libraries); and
- Sent the DRAFT Plan to key stakeholders (i.e., Board Members, Local Elected Officials, etc.)

KentuckianaWorks

5.9 Describe the board's process, frequency, and schedule for monitoring adult, dislocated worker, and youth services, including who conducts monitoring visits for your agency, training these staff receive on monitoring or site evaluation, and a listing of all upcoming planned or scheduled monitoring visits, all forms used during the review process and in Exhibit 4 attached to this Local Plan. [WIOA Sec. 108 (b) (22)]

General Monitoring Policy for KentuckianaWorks:

1. All monitoring performed by KentuckianaWorks will be in accordance with guidelines, regulations, policy, and other issuances from the Department for Training and Re-Employment, Cabinet for Workforce Development, Frankfort, Kentucky, the U.S. Department of Labor, and the City of Louisville Office of Internal Audit.
2. Contractor administrative or supervisory personnel may be present at any document or record review and any staff interview to provide clarification or additional information. However, contractor staff may not be present during participant interviews. Contractor staff do not have to be present for monitoring activities to occur.
3. Contractors should assign a lead staff member to organize the Contractor's responsibilities during the visit and to act as a resource/information source for KentuckianaWorks' monitor(s) before, during and after the actual site visit.
4. Contractors may request technical assistance on the monitoring process from KentuckianaWorks at any time. All requests must be made in writing (an e-mail request is acceptable). KentuckianaWorks will attempt to meet these needs within two (2) weeks of the request.
5. Monitoring documents and reports are stored in KentuckianaWorks' Central File Unit for each Contractor and will be made available to local, state and federal monitors.

Purpose of Monitoring for KentuckianaWorks:

The main purpose of monitoring activities is to identify potential problems and provide technical assistance for corrective actions so the delivery of services is not interrupted and resources are used effectively. Consistent delivery of technical assistance as needed will also reduce findings and lower the Contractor staff time consumed in responding. Ultimately, monitoring activities are to ensure compliance with applicable local, state and federal rules and regulations.

Frequency of Monitoring for KentuckianaWorks:

1. Each Contractor will receive at least one on-site monitoring visit per year, including a desk audit and follow-up visits as needed. Desktop reviews may be on-going to ensure quality and data consistency.
2. KentuckianaWorks' Monitor(s) will notify Contractors at least one week in advance prior to a monitoring visit. However, KentuckianaWorks reserves the right to monitor any and all KentuckianaWorks-funded programs and/or related records at any time without any notice if deemed necessary. All electronic and hard copy records, documents, forms and other data related to KentuckianaWorks-funded services must be made available at any time upon KentuckianaWorks' request. (Please note Federal, State, or City monitors may provide less than 24 hours' notice prior to monitoring; KentuckianaWorks has no control over this issue).

Process for KentuckianaWorks:

- Normally, a monitoring visit will begin with a brief overview meeting between KentuckianaWorks' monitor(s) and the Contractors' lead staff member and any other Contractor staff invited by the lead staff member. This meeting will outline the visit schedule and identify the monitor's needs. This overview meeting is generally a convenience for both parties and is not required as part of the required monitoring activities.
- KentuckianaWorks' monitor(s) may request electronic and/or hard copy files, records, and documents to be pulled and compiled prior to the visit or may randomly choose the needed material during the visit. (Files, records and documents may be selected by the monitor because of their relationship to a particular issue or vendor rather than at random). KentuckianaWorks' monitor(s) may request to review the materials without the presence of Contractor staff or may request that the lead staff member or another designee is present during the document review.
- The monitoring visit may be completed in one day or may require the on-site presence of the KentuckianaWorks' monitor(s) over the course of several days. Contractors should plan space and staff resources to accommodate the monitor(s) as needed.
- Telephone, written correspondence or in-person contact with participants will be a part of the monitoring process. These contacts may occur during the on-site visit or after the visit is completed. The outcomes of these interviews will be shared with the Contractor.
- An informal out-briefing session may occur, but is not required, upon completion of the site visit. The monitor will informally review the findings as a precursor to the formal written report.
- The formal results of the visit will be presented in written form, normally within one month of the visit. The Contractor will normally have thirty (30) days to respond in writing.
- The formal report will include any required time frames or deadlines for corrective actions. The monitor(s) may return for another site visit to verify that required corrective actions have been taken.

SIW:

Program Monitoring:

- Weekly, Monthly desktop monitoring of adult, dislocated worker, and youth case files via the state's case management data system is performed by the Board's Data

Management Coordinator, Anita McNallin. Anita has significant experience in WIOA employment and training service systems.

- Review of case manager/career coach practices through site visits and interviews by supervisors.
- A comprehensive site and internal program monitoring by Board staff performed annually.
- Formal annual monitoring by the state’s DWD Oversight & Compliance Division
- Training of internal monitoring staff occurs through DWD-related work groups, WIOA monitoring training webinars, professional peer exchanges, National Association of Workforce Development Professionals (NAWDP), and other expert trainings.

Fiscal Monitoring:

- The Board’s Administrative Services & Operations Director monitors the WIOA budget and related expenses on a weekly and monthly basis, in conjunction with the region’s Fiscal Agent Crowe LLP (“Crowe”). Crowe conducts fiscal review and evaluation monthly and performs on-site fiscal monitoring of all subrecipients annually.
- The board procures and provides oversight of an independent third-party financial audit of WIOA and all Board funds annually.
- Crowe participates in state and federal fiscal management trainings on a regular basis each year. Particular attention is given to fiscal management changes under WIOA and OMB regulations.

Monitoring and Review Forms available upon request.

5.10 Describe your professional development plan for all youth staff, including the frequency, type (in-person, self-guided, web-based, etc.), and topics addressed.

Southern Indiana Works’ ongoing Youth Services Professional Development provides a range of training opportunities designed to maintain and improve the skills and competencies of SIW’s youth services staffing (including direct service personnel, team leaders, supervisors, and board staff), along with guidance from relevant Board members. Training considers both in-school and out-of-school youth.

- In-School staff participate in all related JAG professional development (via online and peer- and team-study/exchanges), and at statewide and national learning events.
- Out-of-School youth services staff also participate online trainings and peer- and team-study/exchanges, and in local, statewide, and national learning events, including monthly trainings with a consortium of local youth service providers from other community/non-profit organizations throughout southern Indiana.

- Data Management and Monitoring Coordinator staff provides both initial and periodic trainings on youth service practices, WIOA program elements, and related documentation and data tracking with all youth services staff.
- Professional development is documented by the staff representative’s supervisor for the staff member’s performance evaluation.
- All youth staff and Regional partner staff participate (or have the opportunity to participate) in professional development training coordinated by the SIW One-Stop operator which are held quarterly. Examples include De-escalation Training, Career Coaching, and utilizing data analytics.

5.11 Provide a list of all local policies. Copies of documents are not required at this time but may be requested later.

| <i>KentuckianaWorks</i> | <i>SIW</i> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Supportive Services • Occupational Skills Training • Wage Guideline for Training Access • Targeted Occupation • Inclement Weather • Case Management • WIOA Selective Service • WIOA Priority of Service • Performance Indicator: Measurable Skill Policy • Outcomes: Credential Attainment • Allowable Cost • Allowable Cost: Parking Policy • Allowable Cost: Food Policy • Code Louisville Priority of Service • Handling and Protecting of PII • PII Policy Attachment: Receiving Secure Emails From KentuckianaWorks • Allowable Costs to Support Work From Home During the Health Crisis • Conflict of Interest Policy for Service Providers • Youth Work Experience Policy • Youth Program Enrollment • Youth Incentive Policy | <ul style="list-style-type: none"> • Demand Occupation Policy • Procurement Policy • Equal Opportunity-Complaint Policy • Eligibility, Participant Payment, and Priority of Service Policy • Monitoring Policy • Property Management Policy • Personnel Policy |

DWD Memo 2020-05
Attachment B – (SIW Only) Program
Participants for PY20

| | Program Participants | Program Funding (WIOA) | Additional Funding (State) | Additional Funding (Federal) | Total Budget | Budget per Participant | Explanation (Optional) |
|-----------------------|-----------------------------|-------------------------------|-----------------------------------|-------------------------------------|---------------------|-------------------------------|-------------------------------|
| WIOA Adult | 170 | 301,267 | | | 301,267 | 1,722 | |
| Dislocated Worker | 150 | 142,810 | | | 142,810 | 952 | |
| Youth (In School) | 8 | 25,000 | | | 25,000 | 3,125 | |
| Youth (Out of School) | 60 | 195,000 | | | 195,000 | 3,250 | |
| NDWG – Opioid Impact | 105 | | | 240,000 | 240,000 | 2,286 | |
| ER-DWG | 55 | | | 100,000 | 100,000 | 1,818 | |
| WRG | 145 | | | 500,000 | 500,000 | 3,448 | |
| AGE | 30 | | | | | | |
| Wagner-Peyser | 5,500 | | | | | | |
| Veterans (Overall) | 275 | | | | | | |

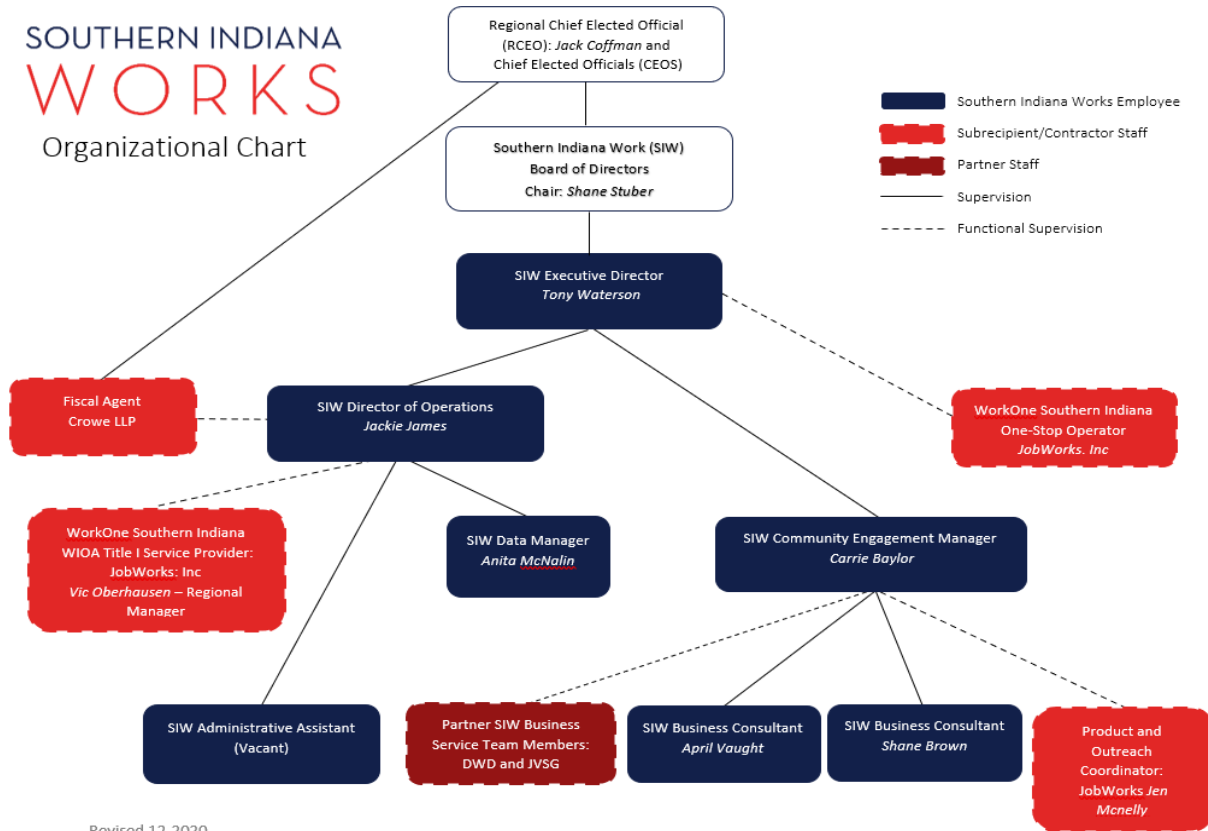
Each program should reflect all participants enrolled, regardless if they are co-enrolled in another program. Explanations of projections are encouraged.

Attachment C – City of Louisville Procurement Policy

Attachment D – SIW Contracts

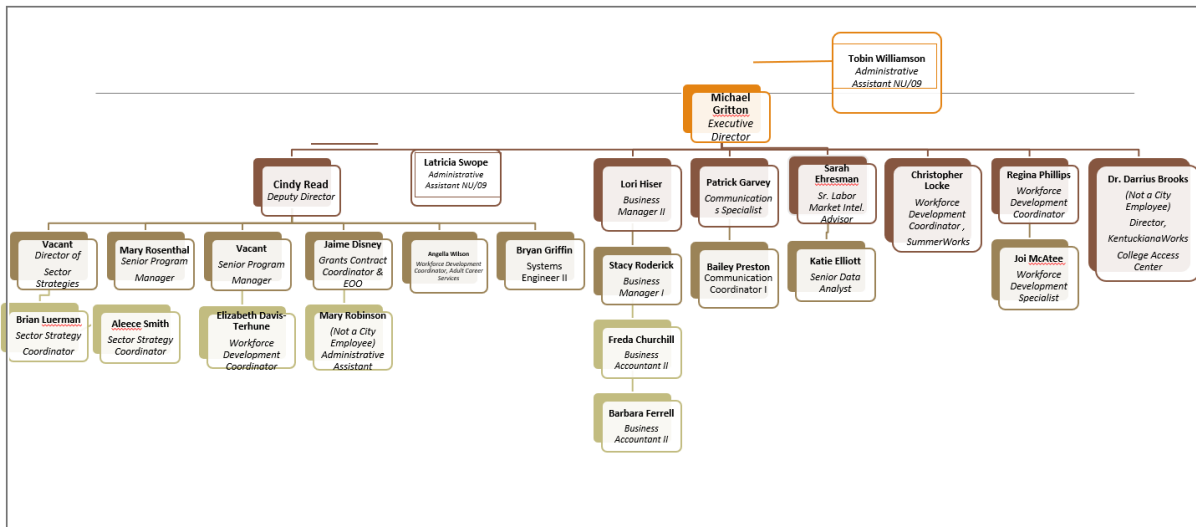
Attachment E - Organizational Charts

SOUTHERN INDIANA WORKS Organizational Chart



Revised 12-2020

KentuckianaWorks



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

Chapter 1: Economic and Workforce Analysis

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

Board and Staff leadership from both KentuckianaWorks and Southern Indiana Works approved a Bi-State Plan for Advancing the Regional Workforce in 2019. This plan built upon the Louisville regional labor market area’s history of success and regional collaboration that spans several decades. Partners in the bi-state area have been nationally recognized for shared planning, research, funding, and innovation in workforce development, economic development, and education strategies; in short, community leaders recognize economic growth and quality of place are regional issues in our respective workforce regions, and many coalitions have been built as needed to seize opportunities, address challenges, and demonstrate measurable collective positive impact in the Louisville MSA.

The challenge, then, is to move from episodic alliances for specific purposes to an ongoing partnership among Louisville’s regional workforce partners that commits to advancing shared regional goals. The roles of local organizations need to be clearly defined toward reducing unnecessary and/or confusing duplication, while still recognizing the distinct assets, issues, and relationships within each of the bi-state region’s individual cities, towns, and counties.

A convergence of events and activities impacting the Louisville region served to support the timing for the launch of this agreement. These events included: business sector associations already composed of bi-state members; public secondary schools with new career pathways initiatives in both states aligned with changing graduation requirements; and the bi-state partnership in completion of a new East End Bridge over the Ohio River. With that in mind, “Bridge” has emerged as a symbolic word between the two states, and the intent of this bi-state regional plan is to leverage that success to bridge bi-state efforts for enhancing the skills and mobility of the regional workforce to address the needs of diverse employers in all business sectors. The impact and fallout of the ongoing COVID-19 pandemic has ushered in new challenges and opportunities for regional workforce board cooperation.

The Bi-State Regional Plan was made available for public comment in January 2021, as Indiana’s regional workforce board plans were due for submission prior to Kentucky’s. It was published as a public notice in local newspapers, sent to Board Members, and

shared with other stakeholders. It has also been posted on the public websites of both Southern Indiana Works and KentuckianaWorks.

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

Refer to Bi-State Question 1.1 (p. 3)

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

Refer to Bi-State Question 1.3 (p. 4)

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

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

Southern Indiana Works and KentuckianaWorks adapt and periodically adjust their customer service flow with adults and dislocated workers in keeping with federal requirements and regulations, their respective state policies, national and regional labor market trends, available resources/capacity/priorities, functional best practices, and their respective ever-evolving operational cultures.

Implementing the region's customer service flow is based daily in the very nature of KentuckianaWorks and Southern Indiana Works, through their direct services professional staff who work with job-seekers (e.g., the un/under-employed, individuals facing any number of employment barriers) and with employers and the overall business community, both county-by-county and regionally. Utilizing values-driven, customer-focused models, the respective staff members of each regional workforce board implement, track, assess, and improve adult & dislocated worker workforce development activities.

Through functional service teams, shared state/WIOA provider supervision, and strong community partnerships, KentuckianaWorks and Southern Indiana Works staff welcome, assess, empower, upskill, place, and follow-up with job-seeking customers toward positive outcomes of better employment. Staff participate in regular professional development activities. Similarly, business services staff gain workforce intelligence through employer relationships, and utilize individual employers, business sectors, and labor market intelligence.

Workforce development activities and customer service flow emanate from area American Job Center sites and community partnerships, each demonstrating a mission-based coordination and leveraging of area resources, including/especially technology. More specifically, regional adult and dislocated worker workforce development activities include the operation of specific programs within the customer service flow, such as veteran services, re-employment/RESEA, rapid response, and Trade Adjustment Assistance (TAA).

Business services with these populations are also organized and integrated to assist with customized hiring practices for area employers and on-site or virtual recruiting events to match jobseekers to meet an employer's specific needs. The Business service team also works to assist employers and economic development with labor market data analysis and information, talent surveys to determine area talent needs, and talent and human resource educational forums on topics determined most valuable for the region.

Regional Strengths:

- Professional staff and technology-driven service activities that empower, guide, upskill, and prepare jobseekers for better career pathways while also meeting the in-demand hiring needs of employers in key sectors throughout the region.
- Mission-focused, customer-centered operation with regular assessing of system, teams, and individual performance based on continuous improvement practices.
- Regular professional development, attentive and proactive management, and deliberate attention to and building of positive work culture.
- Reliability and consistency in operation
- Innovation through Regional management and product development teams
- Leveraging resources through community partnerships that directly impact our operation and customers
- Consistent standards and requirements for recruiting staff/talent.

Regional Weaknesses:

- Reduced staffing, funding allocations and increased cost of site overheads require further innovation to maintain service capacity and access at the local level.
- Rural and impoverished areas in both regions have more limited infrastructure (e.g., less internet access, minimal or non-existent public transportation, and available community resources)

- The COVID-19 pandemic has completely changed many of the methods services are delivered, and both staff and customers are still navigating the new realities of social distancing, mask wearing, virtual appointments and meetings, etc.

Overall, our respective capacity to service Adults and Dislocated Workers is being adjusted to retain regular and reliable services access in each county, while continuing to follow and refine the service flow described above. Additionally, as noted in previous sections, strategies are being set and/or implemented to expand service access in ways that are both innovative, functional, and reliable; as such, capacity is retained and is expected to strengthen in the near-term and long-term through the WIOA-based One-Stop partner network.

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

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

Refer to Bi-State Question 3.5 (p. 22)

- G. (R) Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11) and 20 C.F.R. §§ 679.550-580]

KentuckianaWorks and Southern Indiana Works are proud to have strong working relationships with both TARC (Transit Authority of River City) and KIPDA (Kentuckiana Regional Planning & Development Agency), two Louisville-based organizations that impact public transportation in the Greater Louisville metro area (both in Jefferson County and throughout the bi-state region). Both Workforce Boards have been intentional about locating our service centers specifically along TARC routes, because we know hundreds of customers use TARC to access our career services. TARC's service connects Louisville's historically low-income and/or minority neighborhoods to employment centers across the Kentuckiana region. TARC has been and continues to be a valued partner in our efforts to help people get to jobs or skills-building programs. We often work out partnership agreements that provide program participants with TARC passes, because we know this is the most efficient and effective way to ensure they can get to where they need to go at an affordable cost. KentuckianaWorks staff leadership have recently connected with leadership from both KIPDA and TARC to share updates and ideas, and Southern Indiana Works is also in regular contact with both of these valued partners.

Childcare remains a tremendous barrier to work for many jobseekers, a trend that has unfortunately been worsened by the COVID-19 pandemic and subsequent a) closure of numerous childcare providers and/or b) changes in job status for working parents and caregivers. Indeed, this is one of the foremost workforce challenges for the foreseeable future. The staff of the America's Job Centers across our bi-state region certainly know how to refer customers to the professionals who can issue child care vouchers to them when they are available, and as we hopefully exit the COVID-19 era soon, we would expect to resume these referrals. However, cuts to the number of child care vouchers available to customers overall in both Kentucky and Indiana sometimes mean these vouchers are unavailable for customers. And unlike other states like Texas that ensure these child care vouchers are available as a routine part of the service delivery options

available through America's Job Centers, neither KentuckianaWorks nor Southern Indiana Works have any control over those vouchers, so our frontline staff are left referring customers to other locations to access them, which is not ideal.

Both Boards have made changes to their supportive services policies to allow the purchase of laptops, Chromebooks, and Wi-Fi hot spots to help customers access our services – especially training services – while following state guidelines during the COVID-19 pandemic.

Chapter 5: Compliance/Performance/Administrative Cost

(Responses below should focus on the local area's compliance with federal or state requirements.)

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

Refer to Bi-State Question 5.7 (p. 49)

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

KentuckianaWorks and Southern Indiana Works do not currently pool any funds together for administrative cost arrangement purposes. Instead, each respective Board has pursued and won multiple grants (federal, private, etc.) that have allowed us to deliver services across the bi-state region while keeping our respective Board finances separate from the other.

- 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.

Refer to Bi-State Question 5.6 (p. 48)

Additional Elements

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

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

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

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

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

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

The KentuckianaWorks Board has made major investments in time and money to ensure employers are treated as one of our two core customers (job seekers being the other). The staff includes a Director of Sector Strategies, a full-time program manager who staffs multiple sector-focused employer groups, and two other professionals whose duties include the staffing of similar sector-focused employer groups. Additionally, the contract of the Kentucky Career Center service provider includes a Director of Business Services, and multiple professionals who are calling on employers across the seven-county KentuckianaWorks region to ensure their needs are being met and their jobs are known to our Career Center job seekers. The KentuckianaWorks Director of Sector Strategies and the Director of Business Services convene regular meetings of all employer-facing staff members at partner agencies. They have also implemented the use of a Salesforce platform across all of these employees, making it easy for any employer-facing staff member to see previous activity with that employer in real time. In the next two years, we expect to further refine this effort, using data to drive improvement.

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

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

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

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

Superintendent Marty Pollio of Jcps is a Board member of KentuckianaWorks. He or members of his leadership team regularly provide updates to the KentuckianaWorks Board on the progress and challenges of the Academies. In turn, multiple other

Superintendents of other districts in our region have also presented and engaged in dialogue about how the Board – and particularly the business community – can help them achieve their goals.

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

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

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

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

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

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

also served in leadership positions at JCTC – either on their Board or the Board of their Foundation.

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

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

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

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

Because KentuckianaWorks also oversees several programs that are funded by sources other than WIOA, additional data systems are used by the agency and its program operators. The Cabinet for Health and Family Services, an agency of the Commonwealth of Kentucky, provides a system of record, OTIS, for TANF E&T and SNAP E&T. KentuckianaWorks uses Launchpad, another Salesforce-based case management system for its reentry programs, youth homelessness program, and tech training programs. It operates similarly to KEE Suite. The WorkBay platform is used for the summer youth employment program, and to provide easy access to work-based learning opportunities for high school students. The Blumen data system is used for the

TRiO-funded College Access Center. In all cases, data is collected on demographics, eligibility, enrollments, services received, and outcomes achieved. Monthly and annual reports are used to track program performance and reported to the KentuckianaWorks Program Oversight Committee and Board of Directors. Reports are also provided to the various grant funders (e.g., DOL, HUD, Dept. of Ed, JPMorgan Chase Foundation, etc.) as specified by different funding streams.

In combination, the data systems used across KentuckianaWorks are used to inform data-driven strategies and policies for the organizations. With a renewed focus on racial equity, data on demographics of program participants and their outcomes informs the Board of how well KentuckianaWorks is doing at serving African Americans and other underserved populations in our community. Data on the long-term outcomes of past program participants helps inform the effectiveness of different interventions, so dwindling funding can be used where it makes the most impact.

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

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

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

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

1. Youth
 - a. KentuckianaWorks and Southern Indiana Works are working on building a talent-development system that utilizes the WorkBay platform as way to have employers and potential employees find each other for work-based learning opportunities (e.g., summer jobs, senior year co-ops, and expanded apprenticeship trainings on both sides of the river across the region). Some specific examples of these work-based opportunities include:
 - i. KYFAME (Kentucky Federation for Advanced Manufacturing Education) – A program which combines college coursework with paid, on-the-job training that leads to Advanced Manufacturing

Technician certification. This is a two-year program with around 25-30 available slots.

- ii. Bit 502 – A two-year work-and-learn program where participants will work on a tech team with a local employer 32-hours/week and attend Jefferson Community & Technical College 8 hours/week, getting paid for a full 40-hour week. Participants will earn two years of work experience and a 2-year Associates degree in Computer Information Technology.
- iii. SummerWorks – An award-winning summer jobs program for Louisville youth to gain work experience. In 2020, around 1,000 gained work-based learning experience even amidst the COVID-19 pandemic.

2. Adults

- a. Southern Indiana Works and KentuckianaWorks are actively (as of April 2021) exploring ways to partner with the building trades unions and labor leaders on both sides of the river in order to get more minorities and more women into work-based apprenticeship training programs in order to achieve more equity in the construction workforce.

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

KentuckianaWorks proudly partners with all of the providers of adult education in our region. The Kentucky Youth Career Centers – in both Louisville and the six-county region around it, which is run separately – routinely partner with adult education whenever a youth participant needs those services. The service provider staff in our America’s Job Centers also routinely refer customers to adult education whenever a basic assessment indicates that they may need their help in pursuing their employment and career goals.

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: Tony Georges
Title: HR Director – UPS Air Region
Signature:
Date:

Chief Local Elected Official

Name: Greg Fischer
Title: Mayor – Louisville Metro
Signature:
Date:

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

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

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

| | |
|-------------------------------|-------------------------------|
| Local Elected Official | Local Elected Official |
|-------------------------------|-------------------------------|

| | |
|-----------------------------------------------------------|-----------------------------------------------------------|
| Name: John Riley | Name: Todd Pollock |
| Title: Judge Executive – Spencer County | Title: Judge Executive – Trimble County |
| Signature : | Signature: |
| Date: | Date: |