

# Training Today for Jobs Tomorrow

Commonwealth of Kentucky  
Workforce Investment Act  
Program Year 2013 Annual Report



**Kentucky**  
WORKFORCE  
INVESTMENT BOARD

# Introduction - Governor Steven L. Beshear

Now more than ever, effective education and workforce development opportunities are critical to a stronger middle class. In Kentucky, we need a system that prepares workers for the 21st century workforce, while helping businesses find the skilled workers they need to compete in this global economy. This has been our focus as we transform the workforce development system in the Commonwealth.

Our primary goals are to align workforce training goals with the economic and education goals of the state; simplify the system; and make workforce programs more customer-focused.

The driving force behind our efforts is a thoughtful and relevant strategic plan adopted by the Kentucky Workforce Investment Board (KWIB) in 2010.

The plan identifies a series of 25 strategic priorities for this transformation effort – only a few of which are highlighted in this report. Each one, however, serves to build prosperity and improve economic and educational outcomes for Kentucky citizens and businesses.

Our Local Workforce Investment Boards, along with the Education and Workforce Development Cabinet and partner agencies, have played a critical role in bringing these strategic priorities to life.

This report is focused on the goals and significant accomplishments of the major workforce partners who have contributed toward meeting our goals. This document is not meant to be all-inclusive, but rather highlights successes that, when woven together, create a significantly more effective workforce development system.

We are working to build a more collaborative environment where business, labor, government, educators and community leaders work together to identify barriers, anticipate future workforce needs and develop innovative solutions to meet workforce challenges.



We're proud of the improvements we have implemented to build the talent pipeline, address skills gap issues and create a workforce system to better equip workers and serve employers. We're also proud of the progress our communities have made to become work-ready.

We will continue to increase the capability of Kentucky's workforce, provide the tools businesses need to thrive and stand out as a national leader in workforce training today for the jobs of tomorrow.

A handwritten signature in black ink, reading "Steven L. Beshear". The signature is fluid and cursive, with the first name "Steven" and last name "Beshear" clearly legible.

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# Training Today for Jobs Tomorrow 2013

Training Today for Jobs Tomorrow has been our goal in the past year. We worked together to create successful outcomes for our Commonwealth's employers, job seekers, disabled communities, veterans and students.

The Kentucky Workforce Investment Board has been charged with setting forth a statewide vision and plan for the overall success of the Commonwealth's workforce development system. Along with partners from Economic Development, Education, Labor and our 10 local Workforce Investment Areas, we have worked toward realizing the vision and establishing front line opportunities and strategies in preparation for tomorrow's economy.

It is no small task to bring philosophies, strategic plans and visions together to establish a cornerstone for success. However, because of the partners involved, the efforts made by local Workforce Investment Areas, and the dedication of the Kentucky Workforce Investment Board, we moved forward with our plans for a world-class workforce system.

Through initiatives such as our Work Ready Communities, the Kentucky Skills Network and our branding initiative of the Kentucky Career Centers, we have created and strengthened partnerships, strategic planning, and realized successful outcomes throughout the year.

Communities have worked together to analyze their gaps and celebrate their successes bringing together stakeholders who ultimately work together in building capacity for an exemplary workforce system. In the past year, we have realized now more than ever that we must view our various initiatives through a sector-based lens, building our system through quality-oriented data and career pathways which lead to tomorrow's jobs.

Through continuous improvement, continued evaluation of our system and the input of our many stakeholders, we plan to move in the direction of tomorrow by continuing with engaged and quality standards for training and education. We invite all stakeholders to be a part of our system by helping us to build it along the way. We feel proud to have been part of the history that is making Kentucky a global competitor for business and industry retention and attraction.



# State Workforce Development System & Services



**Secretary Thomas O. Zawacki**  
Education and Workforce  
Development Cabinet

## Education and Workforce Development Cabinet

The role of the Education and Workforce Development Cabinet is to oversee the work of educating, preparing and training Kentucky's current and future workforce.

The goal is to help all Kentuckians excel in academics and life. Lifelong learning through school, work and other training opportunities is a cornerstone philosophy of the cabinet as it supports the programs and work of its agencies.



**Commissioner Beth Brinly**  
Department of Workforce  
Investment

## Department of Workforce Investment

The Department of Workforce Investment is a link to employment services, workforce information, education and training for job seekers, employers, youth and people with disabilities.

Its offices, the Office of Employment and Training (OET), the Office for the Blind (OFB) and the Office of Vocational Rehabilitation (OVR), along with the local Workforce Investment Boards (LWIBs), work together as the Kentucky Career Center (KCC). Under the KCC brand, each agency works together to provide seamless unified services to customers statewide.



**Executive Director Melissa Aguilar**  
Kentucky Workforce  
Investment Board

## Kentucky Workforce Investment Board

The 42-member KWIB serves as an advisory board to the governor on workforce training and development issues.

The KWIB is charged with creating a statewide vision for workforce development and adopting a plan to move Kentucky forward through workforce training and development.

# Organizational Highlights



## OFFICE OF EMPLOYMENT AND TRAINING

The Kentucky OET was successful in providing vital facilitation and support for the many strategic initiatives underway in Kentucky's workforce system during PY 2013.

Overseeing the network of Kentucky Career Centers, the "storefront" of its workforce system, OET strives to deliver job services, unemployment insurance services, labor market information and training opportunities for Kentuckians and anyone looking to work or hire within the state.



Focus Talent, Kentucky's online job-match system for employers, and Focus Career, which helps job seekers search for career opportunities, are free tools that use the latest technology to match skilled workers with employers in need of those skills.

To make these tools more effective, Focus Assist and Focus Report were added to the Focus Suite in 2013.

Focus Assist is a tool for staff that simplifies the ability to create and manage job seeker lists. It also offers comprehensive filtration of spam messages and invalid or inappropriate email addresses.

Job seeker, job order and system usage reports all are available through Focus Report. A user-friendly, easy-to-configure dashboard enables staff users to gather information in real time.

These tools complement Focus Talent and Focus Career, and user numbers reflect success.

In PY 2013, 74,869 job seekers created accounts. Focus Talent had 5,138 employers (including Employ Kentucky Operating System employers) post 37,270 jobs.

The total number of jobs available externally and internally through Focus Career was 582,506.

### Unemployment Insurance

Unemployment Insurance is a federal program operated by individual states. The purpose of unemployment insurance is to provide short-term benefits to individuals who have become unemployed through no fault of their own. Every dollar of unemployment insurance benefits paid to eligible individuals puts approximately \$2 back in the local economy.

Kentucky's unemployment insurance trends and practices stayed consistent in PY 2013 with PY 2012.

In 2013, OET continued to improve all unemployment insurance processes, increase efforts to inform the public about fraud detection, improve information sharing between OET and other state agencies, re-examine forms and publications for readability and effective communications, provide training programs for employers on managing the unemployment process, and enhance re-employment strategies and services.

OET continued to promote the States Information Data Exchange System (SIDES), an e-filing system that allows employers to file responses to Division of Unemployment Insurance notices electronically, decreasing the time necessary to receive the response and preventing the risk of mishandling documents.

In 2013, OET finalized implementation of the Internet Response Module for Employers (IRME). This allows employers to respond electronically to weekly work and earnings requests, resulting in improved response time and more accurate reporting of work and earnings. It ensures that claimants who have returned to work are properly reporting

their work and earnings, especially those who are still able to collect partial unemployment benefits based on earning less than their maximum weekly benefit amount. This system will help reduce the main cause of unemployment insurance overpayments in Kentucky.

The state has recovered more than \$6.3 million from overpayment to claimants and secured delinquent collections from employers through the federal Treasury Offset Program (TOP). This centralized program is administered by the Bureau of the Fiscal Service to collect delinquent debts owed to federal agencies and states. In partnership with the U.S. Department of Labor, TOP offsets federal tax refund payments to payees who owe unemployment insurance compensation due to overpayments.

OET continued efforts to identify misclassified workers in the employer community. During 2013, Kentucky's Division of Unemployment Insurance conducted 1,399 audits. These audits resulted in the identification of 2,964 misclassified workers with a combined total of unreported wages of nearly \$7.3 million. Kentucky exceeded the minimum federal requirements in each of the categories for employer records audited. These efforts continue into 2014.

### **Veterans Services**

Kentucky met or exceeded 10 of 13 veteran employment measures in three of the four quarters during PY 2013. The Local Veterans Employment Representatives increased the number of businesses using the Focus Suite by 2,798. The Disabled Veterans Opportunity Program specialists provided one-on-one services to 3,833 veterans resulting in 2,073 of them gaining employment.

Information on veterans receiving services by employment staff shows that the six-month average wages remained consistent with last year's wages.

The National Chamber of Commerce held two Hiring Our Heroes job fairs, in both Louisville and Lexington. Approximately 400 veterans attended these events with 70 veterans hired in Louisville and 22 hired in Lexington.

The Ashland area held its second annual veterans expo. Veteran staff in Kentucky and West Virginia,

along with federal, state and local civic agencies from both states, attended along with 50 businesses. More than 400 veterans and their spouses attended with 77 veterans receiving job offers.

### **Workforce Investment Act**

Training opportunities were available through the Workforce Investment Act (WIA) for adults, dislocated workers and youth who meet certain eligibility criteria. At the beginning of current PY 2014, WIA was reauthorized by the Workforce Innovation and Opportunity Act (WIOA), which goes into effect July 1, 2015.

WIOA was the first legislative reform in 15 years to the public workforce system.

### **OFFICE FOR THE BLIND**

The Kentucky Office for the Blind (OFB) assists individuals who are blind and visually impaired to obtain and maintain employment and to live independently in their communities. Services are provided through programs with qualified rehabilitation staff from 10 field offices across the state serving all 120 counties.

In 2013, 1,582 individuals received vocational services through OFB with 336 placed in employment. Average weekly earnings rose from \$8.32 per hour at application to \$12.68 at the closure of their cases for an average increase of \$4.36 per hour with the average number of hours worked per week at 33. The educational levels of individuals achieving employment show that 55 percent of them have a high school diploma, bachelor's degree or some postsecondary education coursework.





The Independent Living and Older Blind programs served 724 individuals across the state. The Older Blind program for people 55 years and older, served 575 individuals while the Independent Living Program for people under the age of 55 years served 149.

At the Charles W. McDowell Rehabilitation Center in Louisville, residential services are designed to assist individuals who are blind and visually impaired in achieving their educational, vocational and independent-living goals. In 2013, 78 individuals were served at the center with 14 graduating from the program.

OFB annually seeks to determine the satisfaction level of all individuals served whose cases are closed both successfully and unsuccessfully. Overall, the results of the study indicated that consumers expressed high degrees of satisfaction with their experiences. Nearly 90 percent of all participating consumers rated the services that they received as a one or two on a five point scale where one is excellent and five is poor.

In 2013, OFB established two business partnerships with Humana Inc. and Xerox Business Services. Both employers demonstrated a tireless commitment to providing employment opportunities to qualified visually impaired candidates. OFB assistive technology staff worked with these employers in providing accommodations for their employees by purchasing software and hardware to ensure computability. Jointly, OFB and the business staff were willing to do whatever was needed in providing support for testing, accommodations and consultations on job tasks. These types of business partnerships enhance the success of individuals in a work setting.

## OFFICE OF VOCATIONAL REHABILITATION

The Kentucky Office of Vocational Rehabilitation (OVR) offers high quality services to people with disabilities to help them become more independent and obtain or maintain employment. Services including assessment, guidance and counseling, training, supported employment, job placement and assistive technology are delivered to meet the individual needs of consumers.

OVR employs approximately 140 rehabilitation counselors in more than 50 offices covering all 120 counties in Kentucky. OVR is divided into two divisions, the Division of Program Services and

the Carl D. Perkins Vocational Training Center (CDPVTTC), which work together to assist Kentuckians with disabilities.

During FY 2013, 3,674 individuals with disabilities obtained or maintained employment after receiving services from the OVR. Their average weekly earnings rose from \$124.27 at application to \$396.61

at the closure of their cases for an average increase of \$272.34 in weekly income. At their application, 26 percent (941) reported that their primary source of support was through employment compared to 89 percent (3,263) that listed employment as their primary source of income at case closure. About 34 percent (1,259) were receiving health insurance benefits through their employer.

As a group, OVR customers increased their federal income tax payments by an estimated \$7.8 million, their state income tax payments by about \$4 million and their social security payments by an estimated \$7.9 million (including employer contributions). They work an average of 32 hours per week with an average hourly wage of \$11.77. For FY 2013, a total of 736 Social Security recipients obtained employment after receiving services from OVR. Social Security reimbursed OVR for 230 claims totaling nearly \$2.45 million.



## **Carl D. Perkins Vocational Training Center (CDPVTC)**

Fiscal Year 2013 marked the Carl D. Perkins Vocational Training Center's 40<sup>th</sup> anniversary. The celebration culminated on Sept. 16 with a formal presentation highlighted by guest speakers who included Education and Workforce Development Cabinet Secretary



Thomas Zawacki; Department of Workforce Investment Commissioner Beth Brinly; OVR Executive Director David Beach; Kentucky State Representative Hubert Collins; the first director of the center, Carroll BURCHER; Student Government President Aaron Hacker; current director of the center, Barbara Pugh and former students.

Facility enrollment remained consistent, despite admissions and services being closed to residential students for approximately eight weeks in June and July for sanitary sewer line replacement and bathroom remodeling. The center served 853 Kentuckians during the fiscal year and received 412 new referrals from OVR counselors.



## **The Kentucky Assistive Technology Loan Corporation (KATLC)**

The Kentucky Assistive Technology Loan Corporation (KATLC) had another successful year in 2013. The program enables qualified applicants to borrow funds for the purchase of assistive technology. It processed 157 applications for assistive technology, approving 81 applications for a total of nearly \$590,000. Hearing aids and vehicles with modifications remained the most requested items.

### **Rehabilitation Technology**

Assistive technology continues to be a focus at OVR due to the significant impact it can have on a person with a disability's capacity to find and/or maintain employment. The Rehabilitation Technology Branch assists consumers in reaching their vocational goals by assessing, recommending and providing appropriate assistive technology solutions.

A total of 1,760 consumers received equipment and services that allowed them to successfully prepare for, gain or maintain employment. Of that number, 120 received modifications to their personal vehicles at a cost of more than \$1.48 million. A total of 166 individuals received driver evaluations and 101 received driver's training, providing yet another resource to facilitate successful employment.

Nearly \$2.89 million was spent on assistive technology equipment and services for OVR consumers. In May 2013, the Rehabilitation Technology Branch received notice that funding for Project CARAT, a program to sanitize, refurbish and redistribute assistive technology in the Appalachian region of Kentucky, was continued. The project, which was initiated in 2012, grew in many ways in FY 2013 including the purchase of one "Hubscrub" to aid in the cleaning and sanitation of durable medical equipment.

### **Transition**

In FY 2013, OVR continued to provide high-quality services to transition-aged youth with disabilities in all 173 school districts in the state. According to the Kentucky Post School Outcomes Study, OVR once again ranked as the agency that most often provided services to youth with disabilities covered by an Individualized Education Program. A total of 8,543 consumers or about 23 percent of the 36,895 consumers on counselor caseloads in FY 2013 were

referred from secondary schools. Of the agency's 3,674 Preferred Employment Outcomes (PEO), 606 or 16.5 percent had been referred by secondary schools.

### **Job Placement**

Building business relations was the overriding theme for Job Placement in 2013 with staff working at the local and state levels to foster new partnerships and strengthen existing ones. Staff worked on developing presentations to be more business oriented, using business language. Two staff trainings focused on business relations and Office of Federal Contract Compliance Programs (OFCCP) 503 Regulations among other topics. In October, the Statewide Council for Vocational Rehabilitation presented five businesses with its Employer Recognition Award. In 2013, OVR hired five job placement staff to help better serve consumers and employers.

### **Supported Employment**

In 2013, 784 Individualized Plans for Employment were developed by OVR counselors and consumers who needed Supported Employment (SE) services. Three of these consumers had no SE services available in their areas. More than 90 SE vendors affiliated with the agency delivered services for 1,650 individuals resulting in 465 PEOs. The SE staff continued to work with the Division of Developmental and Intellectual Disabilities (DDID) on the submission of a new Medicaid waiver that will enhance these services to consumers. OVR has partnered with DDID to create a mechanism to shift from OVR funds to Medicaid waiver funds as seamlessly as possible.

## **KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM**

Kentucky Community and Technical College System (KCTCS) is the state's primary provider of workforce education, delivering programs and services that address the full spectrum of needs faced by business and industry, as well as programs for individuals who want to upgrade their skills. The system's 16 colleges and more than 70 locations provide accessible education and workforce training that is relevant and responsive to the needs of Kentucky's students, business and industry leaders, and the communities they serve.

Since its founding in 1998, KCTCS has transformed the lives of more than 500,000 Kentuckians by providing them with the skills and education they need to succeed in today's economy. This year, the program provided workforce services to more than 5,573 businesses and industries, provided training to 49,089 employees and conducted 84,940 workplace assessments.

Through the Workforce Solutions program, KCTCS offers customized employee training, helping businesses across the Commonwealth transform into more advanced, more productive competitors in today's economy. KCTCS schools provide training in multiple formats, making it easy to find the solutions that work for Kentucky's business and industry to continually upgrade the skills of their employees. In addition, KCTCS offers open enrollment classes for hundreds of topics to help individuals and companies meet their workforce training goals.

## **KENTUCKY ADULT EDUCATION**

The mission of the Council on Postsecondary Education's Kentucky Adult Education system (KYAE) is to prepare adults for college and careers by delivering a world-class education. KYAE is committed to a high quality adult education system that is accountable, efficient and meets the needs of students.

KYAE programs, located in each of Kentucky's 120 counties, help students gain the academic skills and credentials they need to transition to postsecondary education, function productively in the workforce and support their families.

KYAE is helping build our state's educational foundation as one of the first adult education systems to adopt the Common Core State Standards. This adoption will ensure that individuals participating in KYAE coursework will be receiving rigorous, standards-based instruction that will prepare them for college and career.

# CABINET FOR ECONOMIC DEVELOPMENT

KYAE's efforts to increase levels of educational attainment have been recognized nationally. A policy brief recently released by the Working Poor Families Project, *Graduating to College: Three States Helping Adult Education Students Get a College Education*, noted:

- Kentucky has far more experience than most states in strengthening adult access to postsecondary education.
- Kentucky is ahead of almost all other states in building the common core standards into its adult education system.

In addition, Kentucky's implementation of college- and career-standards in adult education was recognized in the U.S. Department of Education's Adult College Completion Toolkit as a top state strategy. During the first decade of the millennium, Kentucky witnessed the number of individuals in its working-age population (18-64) without a high school diploma or GED decline 24 percent, from 537,000 (United States Census, 2000) to 410,000 (American Community Survey, 2006-10). While this is a significant achievement, momentum must continue and build for Kentucky to develop a strong and sustainable economic future.

As illustrated in the chart below, education pays. KYAE is committed to ensuring that Kentucky adults have the opportunity to earn a GED credential and beyond. In doing so, KYAE is helping build more successful individuals, families and communities, thereby helping build a more successful Kentucky.

The Cabinet for Economic Development is the primary state agency in Kentucky responsible for encouraging job creation and retention, and new investment in the state. Programs administered by the Cabinet are designed to support and promote economic development, primarily by attracting new industries to the state, assisting in the expansion of existing industries, leading a statewide network of support for entrepreneurs, small business owners and knowledge-based start-up entities, and assisting communities in preparing for economic development opportunities.

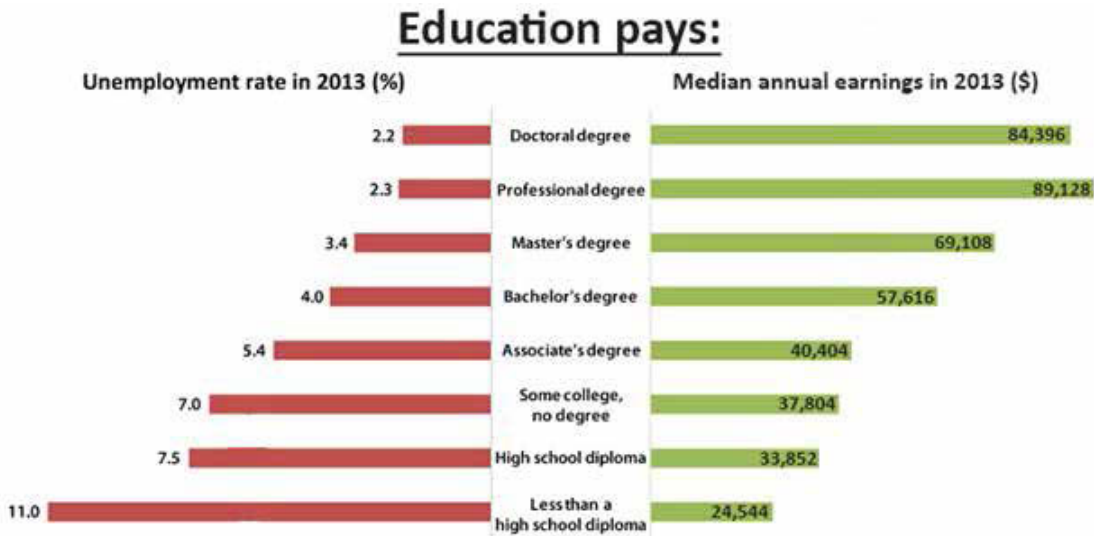
## Kentucky Skills Initiative

Businesses consistently report that the need for highly-skilled workers has never been greater. It's vital that Kentucky students develop the skills they need to be successful and that companies have a strong pool of workers from which to choose.

To help accomplish each goal, the cabinet set out to develop the best training programs possible to meet the needs of Kentucky business, both now and for the future.

The cabinet created a new education/training model that offers some students the option of combining educational opportunities with on-the-job training.

The program, called the Kentucky Skills Initiative, is based on a German model that closes the skills gap between what employers need and what job applicants offer.



Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor



Kentucky's Skills Initiative program features elements from Germany's "dual system" of vocational education that allows students to earn their high school diplomas while working as apprentices in specific occupations.

Essentially, Kentucky companies, government and educational institutions partner together so students can learn in school, and on the job, at the same time.

The Kentucky Skills Initiative is open to all manufacturing industries in the state. More than 150 Kentucky companies are participating in formalized dual-track training programs, employing hundreds of student workers who are now getting a head start in their chosen profession.

The Kentucky Skills Initiative is a win-win idea. Everyone benefits. German-American cooperation in workforce skills development provides opportunities in local communities across Kentucky for good jobs, quality training and businesses that succeed in the U.S. and global markets.

Because of the success, the cabinet anticipates expanding the Kentucky Skills Initiative throughout the Commonwealth in the future. Companies are helping develop skilled workers, and Kentuckians are getting good training and good jobs.

## Bluegrass State Skills Corporation

The Cabinet for Economic Development's Bluegrass State Skills Corporation (BSSC) was established in 1984 by the Kentucky General Assembly to stimulate economic development through customized skills training programs. The BSSC, in cooperation and coordination with its Kentucky Skills Network partner organizations, including the Education and Workforce

Development Cabinet, the Labor Cabinet and the KCTCS has the capability to customize a comprehensive program of skills training services for new and existing business and industry. By leveraging our resources, Kentucky Skills Network agencies are better able to assist Kentucky's business and industry by providing a talent pipeline to meet their workforce needs.

The BSSC also administers a grant-in-aid and tax credit program. The BSSC grant-in-aid program provides reimbursement funds for entry level and skills upgrade training of employees of Kentucky's new and existing companies. In fiscal year July 1, 2012 - June 30, 2013, the BSSC Board of Directors approved 99 skills training grants valued at about \$3.4 million to train

9,122 Kentucky resident employees.

The Skills Training Investment Credit (STIC) program provides tax credits to offset a portion of a company's costs to support skills upgrade training. Eligible companies must have been engaged in qualified activity within Kentucky for not less than three years. This past fiscal year the BSSC Board of Directors preliminarily approved STIC applications for 24 companies valued at \$1.6 million to train 6,217 Kentucky resident employees.





# Workforce System Key Initiatives

# Work Ready COMMUNITIES

Kentucky Work Ready Communities, considered one of the nation's most innovative workforce development programs, is preparing a new generation of workers for success in a global economy.

Developed with input from business and education leaders, as well as economic development experts, this program assures employers that a local workforce has the talent and skills necessary to staff existing jobs and to master the innovative technologies new jobs will require.

Kentucky, the third state to begin certifying counties as "work ready" based on the quality of their workforce, has the most rigorous certification program in the nation.

Currently, 96 counties are engaged, at some stage, in the Kentucky Work Ready certification process.

Since the program began in February 2012, 12 counties have achieved Kentucky Work Ready Community status and 26 counties have been certified as Work Ready Communities in Progress.

In addition, 32 counties have submitted letters of intent – meaning that they have formed a Work Ready Committee and intent to submit an application for certification.

Another 26 counties have expressed an interest in the program but have yet to submit a letter of intent.



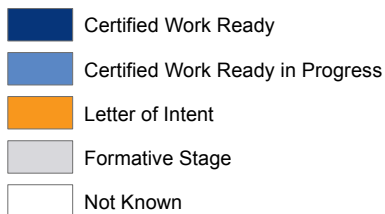
*"Working toward the Kentucky Work Ready Communities status gives communities an economic advantage when companies are looking for a place to locate and it shows established Kentucky businesses that they will continue to have a strong pipeline of skilled workers in the future." - Roxann Fry, chair of the Kentucky Work Ready Communities Review Panel and senior consultant for Economic Development at the Tennessee Valley Authority.*

Boyle, Clark, Daviess, Henderson, Madison, Nelson, Oldham, Pulaski, Rowan, Shelby, Warren and Woodford counties have achieved this status.

Counties must meet criteria in six areas including high school graduation rate, National Career Readiness Certificate holders, demonstrated community commitment, educational attainment, soft-skills development and digital literacy.

Adair, Allen, Barren, Bullitt, Christian, Floyd,  
Franklin, Gallatin, Hancock, Hart, Henry, Hopkins,  
Logan, Marion, Mason, McCracken, McLean, Monroe,  
Montgomery, Muhlenberg, Russell, Taylor, Todd, Trigg,  
Union and Webster counties have earned this status.

Applications for certification are reviewed by a panel appointed by the KWIB. The panel recommends certification by the board for the counties that meet the criteria. The panel meets four times a year to review applications, which can be submitted at any time.



# High Impact

## Workforce Investment Board

During PY 2013, five Kentucky Local Workforce Boards applied for and received certification as a High Impact Workforce Investment Board (WIB) based on the KWIBs adopted criterion.

As a result of achieving High Impact WIB status, Northern Kentucky, Lincoln Trail, Greater Louisville, Cumberland and TENCO each received \$50,000 in workforce incentive funds to be used to better position these boards with their respective communities by addressing continued workforce needs at the local level.

The Commonwealth's High Impact WIB model is driven by continuous improvement. In order for the initiative to continue reaching this goal, the Commonwealth will raise the bar, and enhance the program's criteria. The work is scheduled for completion by December 2014.





# Kentucky Workforce Academy

Kentucky Workforce Academy plays a key role in supporting the transformation of Kentucky's workforce staff by providing personal and professional growth opportunities. The academy accomplishes this purpose by providing several phases of training for its workforce staff.

Workforce Academy Phase I training was completed in June 2013 and focused on establishing a foundation for the Kentucky workforce system by creating a common vision, raising awareness of the challenges of competing in a global economy and understanding how Kentucky's workforce system must respond to meet the demands of competing on a global scale.

Workforce Academy Phase II training was completed in early July 2014. This phase included two training courses. The first was an online course on Kentucky Career Center certification that explained the process and how its focus on enhanced customer service is closely aligned with the common vision of transforming Kentucky's workforce system to better meet the needs of its

customers. Phase II concluded with the delivery of three workshops on Transformational Leadership. The training was developed for leadership from partner agencies and focused on moving beyond simply managing their people to intentionally leading them toward transformation by creating a common vision, inspiring people to want to change and empowering them to have an active role in the process.

Development of courses for Kentucky Workforce Academy Phase III is in process and will include topics that are relevant to embracing a transformed view of the workforce system, such as the power of labor market information to guide services, resource leveraging and alignment to improve efficiency and understanding sector strategies in relation to goal setting. In addition, a leadership development program is in its foundational stage and will create valuable learning opportunities for workforce staff who exhibit the potential and the desire to become leaders within the partner agencies.







We know that current and new Kentucky companies require and expect effective, efficient business services in order to thrive and grow here. In addition, equipping workers with the relevant skills these employers require is vital to the success of the Commonwealth's long-term prosperity.

The Kentucky Skills Network is making those requirements a reality by helping businesses find ways to maintain and grow a thriving workforce based on market demands.

This partnership of workforce professionals from the Cabinet for Economic Development, Education & Workforce Development Cabinet, Labor Cabinet and the KCTCS connects companies with smart workforce solutions and gives workers the necessary training to compete globally.

Business services teams throughout Kentucky's 10 workforce regions have representation from each of the core partners. Each team has freedom to structure their teams based on what is more effective for their region. Some regions have teams divided by sector strategies, teams divided by locations within regions, and broader teams that have representation from other partners (i.e. Office of Vocational Rehabilitation, Office for the Blind, Kentucky Adult Education, local area chambers of commerce, local Societies for Human Resources, local economic development directors, etc.).

The goal of the teams is to identify a company's specific needs, customize flexible recruitment and training solutions, and implement quality, relevant workforce services in a timely fashion.

## Our Mission

- 1** **Single Point of Contact Approach**
- 2** **Streamlined Workforce Resources**
- 3** **Unified Marketing & Information**



Through a local network of Kentucky Career Centers, Business Service Specialists provide pre-employment resources such as recruitment and job placement, workforce assessment, labor market information, job posting and pre-employment training and apprenticeships.

The Kentucky Skills Network also provides a variety of ways to ease training costs for employers. Through such options as reimbursable grants and tax credits, Kentucky provides resources that allow flexible and customized training opportunities specific to a company's needs.

The Kentucky Skills Network is arming our workforce and our businesses with valuable tools they need for success. When Kentucky businesses succeed, the quality of life is elevated for the citizens of the Commonwealth.



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Kentucky takes pride in creating a  
**WORLD CLASS WORKFORCE** for tomorrow's jobs.



**2,551 companies** were provided workforce training services by Kentucky's workforce partners in 2013

**83,264 Kentuckians** participated in training services provided by Kentucky's workforce partners in 2013

Kentucky's workforce partners allocated \$13,467,437 in Workforce Training Funds in 2013



Kentucky is in the midst of a transformation of its workforce system. This transformation has been closely guided by the KWIB Strategic Plan, developed in 2010 and revised in 2013.

While the plan has allowed Kentucky to achieve many positive outcomes, as in many states, there are still too many citizens experiencing the burden of long-term unemployment.

In June 2014, Kentucky received a \$6 million Job-Driven National Emergency Grant (NEG) from the U.S. Department of Labor. The funds will target individuals who are long term unemployed and those more recently unemployed who have been profiled as likely to exhaust their unemployment insurance benefits.

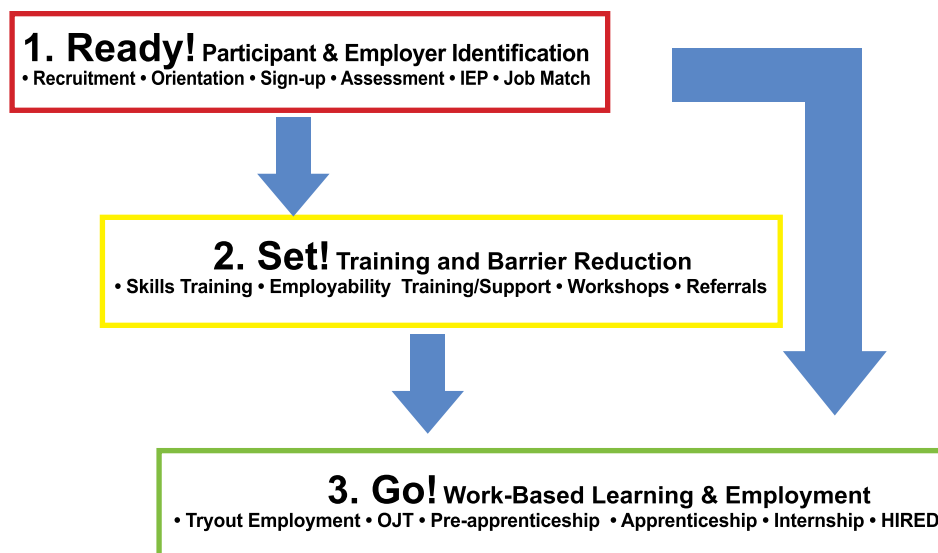
The grant will fund the Kentucky Career Center Get Opportunity (GO!) program which will provide a variety of services, including on-the-job training, customized training and apprenticeships. Funding

will also be used to provide services such as coaching, counseling and direct job placement to help connect laid-off workers with available jobs.

In addition to expanding work-based learning strategies, funds will be used to further develop and strengthen partnerships between workforce and industry organizations and align services with other federal, state and local programs.

The Job-Driven NEG offers the opportunity to leverage key KWIB strategic plan initiatives including Unified Business Services, Career Center Certification and Sector Strategies and focus those improvements intensively on the long-term unemployed. Kentucky plans to do so via Kentucky Career Center Get Opportunity (GO!) Model described in the following diagram. By the end of the grant period, 1,700 Kentuckians will have progressed through the program to Phase 3 (GO!) and ongoing employment.

### **Kentucky Career Center *Get Opportunity (GO!)***



# Accelerating Opportunity Kentucky

Education and training on the fast track

The Accelerating Opportunity Kentucky (AOKY) initiative assists low-skilled adults with earning the credentials and skills they need to get and succeed in family-sustaining jobs. This collaborative project of the KCC, KCTCS and KYAE is in its third year.

AOKY is offered at all 16 KCTCS colleges as of spring 2014. The most common programs are in the automotive, healthcare, industrial maintenance and welding sectors.

The data from the first two-and-a-half years of AOKY shows promising evidence that the initiative is helping low-skilled students succeed.

- ◆ 1,842 students enrolled
  - 846 students earned 1,182 certificates while enrolled in AOKY
  - 195 industry recognized licenses were earned by students in AOKY
- ◆ 1,091 (59 percent) have enrolled in more than one semester
  - 371 credentials were earned by students since they left AOKY
  - 35 students have earned associate degrees

Additionally, data for students enrolled in AOKY was compared to first-time students who were enrolled in the same programs between the spring 2012 and summer 2014 semesters. In those eight semesters, 846 out of 1,842 students (45.9 percent) who had enrolled in AOKY earned a KCTCS credential, compared to 841 out of 12,071 (6.9 percent) of first-time students enrolled in the same programs. The significant difference in the percentage of students in the AOKY program who earned a credential compared to the number of first-time students who earned a credential demonstrates that the team-teaching approach and contextualization of basic skills along with the wrap around services are successful strategies for low-skilled students to earn credentials.



# ENTREPRENEURSHIP

In order to gain an understanding of the current assets, challenges and opportunities related to entrepreneurship and small business development in Kentucky, the Cabinet for Economic Development, KWIB and Education and Workforce Development Cabinet helped establish a framework for developing and supporting an entrepreneurial culture and defining the role of the workforce system.

Defining a model and implementation strategy for the KWIB Entrepreneurship Support System that links various programs and initiatives, maximizes collaboration and accesses services, this partnership gave better understanding and further development toward a culture of entrepreneurship in Kentucky.

A needs assessment showed that state entrepreneurs use loan assistance; business plan assistance; and one-on-one counseling services well but could be better prepared in finding, hiring and retaining good workers as well as managing volatility in cash flows.

Kentucky entrepreneurs want to participate more in training and counseling programs that will help them close gaps in services and resources.

Model recommendations were many, but most targeted career pathway options for entrepreneurship in Kentucky, formalizing KWIB and OET emphasis on entrepreneurship training and collaboration with career centers.

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## KENTUCKY CAREER CENTER CUSTOMER FLOW

The KWIB has undertaken the Kentucky Career Center Customer Flow initiative to assess service delivery across the state for our individual and employer customers. In 2013 this initiative had a name change from the One Stop Kiosk to Customer Flow.

The purpose of the initiative remained the same of providing more efficient service and the reduction of customer wait times. Recognizing that Customer Flow in the career center encompasses the sector strategy operating framework and plays a role in service offerings and delivery processes for jobseekers and employer customers, changes were made to this initiative.

A request for proposal was issued March 1, 2014, that aligned with other initiatives that support Customer Flow such as Career Center Certification, Partners for Success, Workforce Academy and User-friendly Online Services. All of these are on track to improve the efficiency and effectiveness of services in the local career centers.





# Kentucky PARTNER FOR SUCCESS



In January 2011, the Partner for Success initiative was implemented to identify areas of common and complimentary services within the workforce investment system. Within the Kentucky Department of Workforce Investment there are four offices that have a primary focus of meeting the needs of employers, individual training and individual job placement.

The Partner for Success team, composed of individuals at all levels of each organization within the department, is identifying ways to increase efficiency and effectiveness by simplifying service delivery driven by the employer customer and the individual customer. The expectation is to have a positive impact on reporting, monitoring and performance outcomes.

Since implementation, regional trainings and leadership training of all partners have been conducted to address common concerns, share exceptional practices and develop a unified system focused on investment in workforce. Regional based workgroups identified areas of improvement and developed strategies and action plans to move beyond the obstacles. Leadership conferences were held in 2011, 2013 and 2014 allowing for a collective vision and addressing the operational issues to support the common vision.



In addition, the Partner for Success team developed and implemented the first department-wide policy on confidentiality allowing agencies to share pertinent information to achieve success with the individual customer. Efforts will continue to identify policy areas that can be department wide to promote consistent practice and consolidation of administrative functions.

Moving forward, the Partner for Success team will develop integrated training specific to frontline staff of all department agencies, as well as develop other department-wide policies in line with WIOA principles.

# Kentucky SECTOR STRATEGIES



Kentucky's Sector Strategies effort has entered its ongoing operational phase. A Sector Strategies director was hired in November 2013. The director is providing resources and coaching to the regions as they develop and deliver sector-based approaches to serving employer and individual customers.

Sector Strategies can offer a lens to apply to workforce planning and service delivery both statewide and locally. Work will continue at the Department of Workforce Investment to ensure that it is working as intended.





In October 2013, Gov. Steve Beshear and Congressman Hal Rogers joined across political party lines to create an initiative to address the economic development and employment challenges facing Eastern Kentucky. The region had endured a sharp decline in the coal industry in 2012 that left nearly 8,000 miners out of work.

They were considering an event or initiative that would enable the region to reassess its current challenges and discuss ideas or innovations already underway which could be leveraged or aligned to capture emergent regional development opportunities. Above all else, they hoped to create a neutral venue for the region's organizations, institutions, businesses, leaders and citizens to discuss a new beginning, hope, vision and collaboration.

On Dec. 9, Gov. Beshear and Congressman Rogers hosted a landmark summit – SOAR: Shaping Our Appalachian Region. More than 1,500 citizens and leaders from the public and private sectors from

across the region gathered in Pikeville to share ideas and strategies to move Kentucky's eastern and southern region forward.

Summit attendees listened to panelists discuss the importance of investment, entrepreneurship and education, and then offered their own ideas for a successful region in multiple breakout sessions addressing topics such as tourism, health, infrastructure, public-private partnerships, leadership development and youth engagement.

These ideas were included in the expansive SOAR Report released in January 2014, which called for the creation of a formalized structure for SOAR with an Executive Committee and 10 working groups focusing on the discussed topics.

The working groups were tasked with hosting public listening sessions throughout the region during the summer of 2014 to gather additional input toward the completion of action plans to submit to the SOAR executive committee. These plans will form the basis of an overall SOAR action plan, which will be used by program leadership to drive future economic development, business recruiting and investment efforts focused on Eastern Kentucky.

All SOAR working groups submitted their action plans to the SOAR Executive Committee in September 2014, and plans are in place for a second SOAR Summit

tentatively scheduled for November. At this event, the working groups will report to the region on their priorities and SOAR leadership unveils the 2015 program of work from the Executive Committee and working groups. Additionally a SOAR Futures Forum is anticipated for early spring 2015.

*"Eastern Kentucky is a brilliant, storied region that enriches the fabric of our Commonwealth," said Gov. Beshear. "Yet for several decades, the region has seen a decline in growth and development, hampered by a lack of infrastructure and other resources that communities need to grow and thrive. We know that government alone cannot solve these issues, and that is why Congressman Rogers and I launched this summit – we believe that to make real progress in eastern Kentucky, we need the input, collaboration and involvement from the people who live and work hard there every day." - Gov. Beshear*

# EVALUATION

The initiatives previously described represent an intense focus on evaluating and improving the efficiency and effectiveness of services across the workforce system. Evaluation is built in and embedded in these efforts in numerous ways, beginning with the assessments conducted by consultants and by the local workforce investment areas.

These assessments were and are at the heart of initiatives like the High Impact WIB and Kentucky

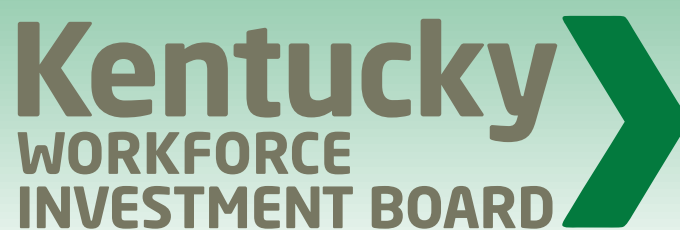
Career Center Certification. The results enable us to make substantive changes in service delivery and organizational structure required to meet the elevated workforce system standards.

As these efforts continue, we anticipate additional opportunities to evaluate the effectiveness and secure new resources to engage others to help research the strategies and results.

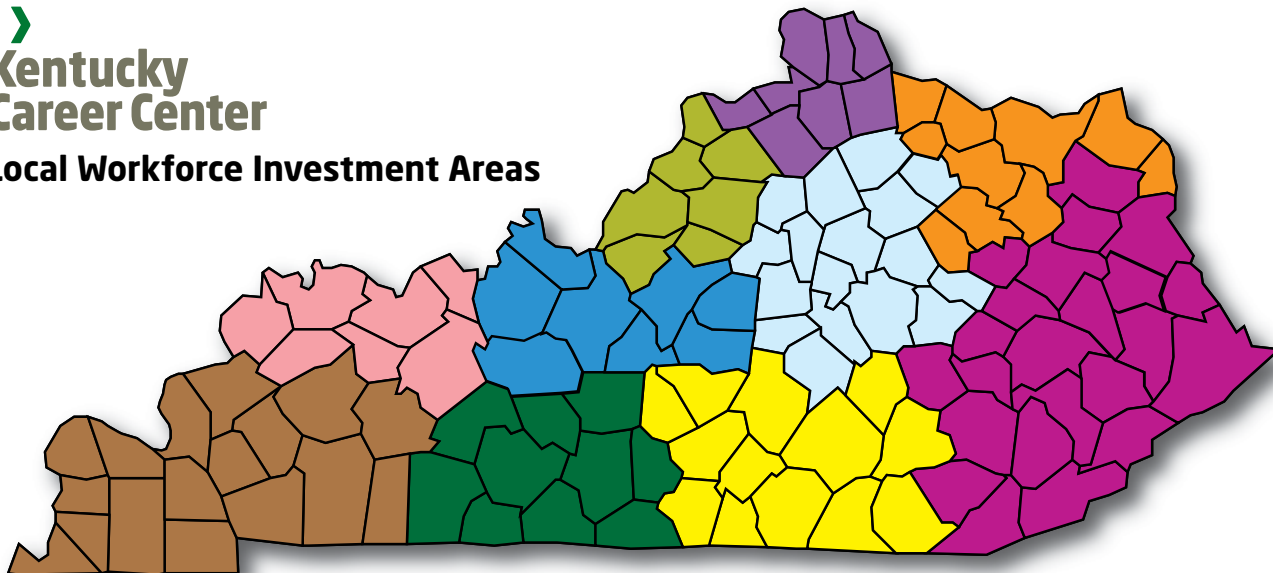




# LOCAL WORKFORCE INVESTMENT AREAS



## Local Workforce Investment Areas



### **Barren River**

Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, Warren  
**Sharon Woods, Director**  
 177 Graham Avenue  
 Bowling Green, Kentucky 42101  
 270-781-2381  
<http://kcc.bradd.org/sharon@bradd.org>

### **Bluegrass**

Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, Woodford  
**Jennifer Compton, Director**  
 699 Perimeter Drive  
 Lexington, Kentucky 40517  
 859-269-8021  
[www.ckycareers.com/jcompton@bgadd.org](http://www.ckycareers.com/jcompton@bgadd.org)

### **Cumberland**

Adair, Casey, Clinton, Cumberland, Green, Laurel, McCreary, Pulaski, Rockcastle, Russell, Taylor, Wayne, Whitley  
**Darryl McGaha, Director**  
 PO Box 1570  
 Russell Springs, Kentucky 42642  
 270-866-4200  
[www.cumberlandworkforce.com/darryl@lcadd.org](http://www.cumberlandworkforce.com/darryl@lcadd.org)

### **EKCEP**

Bell, Breathitt, Carter, Clay, Elliott, Floyd, Harlan, Jackson, Johnson, Knott, Knox, Lawrence, Lee, Leslie, Letcher, Magoffin, Martin, Menifee, Morgan, Owsley, Perry, Pike, Wolfe  
**Jeff Whitehead, Director**  
 941 North Main  
 Hazard, Kentucky 41701  
 606-436-5751  
[www.jobsight.org/jwhitehead@ekcep.org](http://www.jobsight.org/jwhitehead@ekcep.org)

### **Green River**

Daviess, Hancock, Henderson, McClean, Ohio, Union, Webster  
**Jodi Rafferty, Director**  
 300 GRADD Way  
 Owensboro, Kentucky 42301  
 270-926-4433  
<http://www.gradd.com/WD/jodirafferty@gradd.com>

### **KentuckianaWorks**

Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer, Trimble  
**Michael Gritton, Director**  
 410 West Chestnut Street, Suite 200  
 Louisville, Kentucky 40202  
 502-574-2500  
[www.kentuckianaworks.org/KentuckyCareerCenters.aspx](http://www.kentuckianaworks.org/KentuckyCareerCenters.aspx)  
[Michael.Gritton@KentuckianaWorks.org](mailto:Michael.Gritton@KentuckianaWorks.org)

### **Lincoln Trail**

Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, Washington  
**Sherry Johnson, Director**  
 PO Box 604  
 Elizabethtown, Kentucky 42702  
 270-769-2393  
[www.ltcareercenter.org/sherry@ltadd.org](http://www.ltcareercenter.org/sherry@ltadd.org)

### **Northern Kentucky**

Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, Pendleton  
**Barbara Stewart, Director**  
 22 Spiral Drive  
 Florence, Kentucky 41022  
 859-283-1885  
[www.nkcareercenter.org/Barbara.stewart@nkadd.org](http://www.nkcareercenter.org/Barbara.stewart@nkadd.org)

### **TENCO**

Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson, Rowan  
**Denise Dials, Director**  
 201 Government Street, Suite 300  
 Maysville, Kentucky 41056  
 (T) 606-564-6894  
[www.btadd.com/ddials@btadd.com](http://www.btadd.com/ddials@btadd.com)

### **Western Kentucky**

Ballard, Caldwell, Calloway, Carlisle, Christian, Crittenden, Fulton, Graves, Hickman, Hopkins, Livingston, Lyon, Marshall, McCracken, Muhlenberg, Todd, Trigg  
**Sheila Clark, Director**  
 300 Hammond Drive  
 Hopkinsville, Kentucky 42240  
 270-886-9484  
<http://www.peadd.org/employ/sheila.clark@ky.gov>



# Kentucky Career Center

## Barren River

### **Aphena**

The Barren River Workforce Investment Area (BRWIA) hosted a job fair for 54 employees being laid off from Aphena Pharma Solutions in Glasgow. The job fair was held July 23-24 on site at Aphena, offering eight employers with approximately 200 job openings in Glasgow and the surrounding counties. These employees were expected to lose their job at the end of July, but having to complete final orders allowed them to maintain employment until mid-August.

### **Graves Gilbert**

The Barren River Workforce Investment Board (BRWIB) and Daymar College coordinated efforts to serve 42 employees from Graves Gilbert Clinic in Bowling Green. Personnel from Graves Gilbert requested funds from the BRWIB to assist in layoff aversion because they were going to lose their jobs due to regulation changes. Daymar College provided a one-year training so that the employees could attain their

medical assisting license. Daymar customized the training to offer evening and weekend classes so that the employees could continue their full-time employment. The completion of this training and the joint efforts of Daymar, BRWIB and Graves Gilbert will assist in securing the jobs of these employees.



# Kentucky Career Center

## Bluegrass

### **Madison County first to graduate to Kentucky Work Ready Communities status**

In November 2013, Madison County was the first Kentucky community to move from the Work Ready Community in Progress to achieve designation as a Kentucky Work Ready Community.

Richmond Chamber of Commerce Executive Director Mendi Goble said working toward the Kentucky Work Ready Communities certification was an eye-opening experience because community leaders from business, government and education were all working together for the first time.

Goble said going through the process and working with local leaders has helped her be a better, more educated advocate for business in Richmond. "What we've built and what we've learned is what is so important," Goble said. "As a community, we are on the same page as never before. Crossing lines has opened so many doors."

## **Work Ready Communities Initiative**

The Bluegrass Workforce Investment Board (BWIB) and staff are helping the region's 17 counties build momentum for the Work Ready Communities initiative. Within the region, Woodford, Madison and Boyle counties are already certified as Work Ready Communities while Franklin County is certified as Work Ready Communities in Progress.

During the Workforce Development Forums held Fall 2013, employers expressed a need for applicants who are truly work ready when they apply for job openings – specifically, that they possess adequate soft skills to ensure they not only get the job but that they keep the job and are able to contribute to the success of the company. To meet this employer-identified need, the BGWIB hosted Work Ready Applicant Community Forums in Danville, Georgetown, Lexington and Richmond during March 2013. Information from the forums will help BGWIB develop a program that improves the applicant pool for employers of the Bluegrass region and certifies job seekers in key areas identified by those employers.

### **MESSA Medical Targeted Job Fair**

The BWIB's Business Services Unit was contacted by MESSA Medical of Lexington for help with an approaching layoff of 47

employees in its Billing and Coding unit because the company had been purchased by TEAMHealth in Knoxville, Tennessee. The



Bluegrass Rapid Response Team held meetings Jan. 23 that were followed by resume and interviewing assistance courses presented by Business Services representatives Paula Barnes and Melissa Fearin.

The Business Services Unit held a targeted job fair for affected MESSA employees on Jan. 27. Hiring representatives from Baptist Healthcare, Baptist Physicians Lexington, University of Kentucky Healthcare, Hardin Memorial Health and others attended and were impressed with the caliber of talent available for interviews. Of those workers affected, 44 attended the job fair.

According to BGWIB Business Services Manager Owen J. McNeill, "This new approach to Rapid Response services within the Bluegrass combines two attributes the WIB and our Business Services Unit excel at, presenting Rapid Response meetings and hosting job fairs. With this new format of targeted job fairs directly after Rapid Response meetings, we are

hoping to mitigate any negative affects dislocated workers experience from elongated gaps in their work histories. These job fairs provide the immediate vehicle to not only retain these highly qualified workers within our region, but immediately get them back in the workforce, hopefully cutting any downtime they might have otherwise experienced previously."

According to representatives with University of Kentucky Healthcare, the MESSA Job Fair was well worth their time, and they hired several applicants from the fair.

## **Operation Preparation**

Operation Preparation is a community based, one-on-one, college/career readiness advising month targeting every eighth - 10th-grade public school student in Kentucky and is a joint effort between the Kentucky Department of Education and the Department of Workforce Investment. Operation Preparation provides an opportunity for schools, students, parents and communities to collaborate on effective advising and the importance of planning for college and/or career during March.

## **Wild Turkey Conducts National Career Readiness Certificate Testing**

Erica N. Sluder, WIA Business Service specialist, has been working with the Anderson County Adult Education office to provide WorkKeys/NCRC testing for Wild Turkey in Lawrenceburg since January 2014. Wild Turkey has



recently gone through expansion projects to bring in bottling/distribution to their facility in Lawrenceburg. Part of the hiring process included completing three WorkKeys assessments or NCRC to be eligible to interview.

Since February 2013, more than 100 candidates have been assessed with 31 of those candidates being placed in full-time positions earning a wage of \$17.25-\$25.65 per hour.



*Candidates testing at the Anderson County Board of Education in January.*

## Kentucky Career Center Cumberlands

In February 2014, the Cumberlands Workforce Investment Board (CWIB) was certified as a High Impact Workforce Investment Board. This status has been achieved by five of the 10 WIBs in Kentucky. Accomplishing this certification was the result of meeting specific goals and commitments to establishing long-term economic success for the present and future workforce.

CWIB continues to build upon and implement parts of its strategic plan established in June 2012. The Strategic Planning committee is reviewing and updating the plan to further build upon the sector strategies which are establish areas of growth and opportunities for our participants to be trained.

CWIB has adopted Business Services Teams for the entire

workforce area. The goal of working as a collective group of partners to serve the business community of the area is the major theme of this plan. A matrix of goals and results are reported to the CWIB by gathering information from all partners.

Providing seamless service to the business community is another goal of this plan. Through a single contact many partners can be notified of the needs of an employer. Examples of results reported for the year ending June 2014 are: 854 businesses contacted; 205 visits to local chamber, Industrial Authority meetings and Human Resources groups; 1,591 individuals obtained a Gold or Silver NCRC; 1,573 individuals receiving employability



*Left to right: Thomas O. Zawacki, Kentucky Education and Workforce Development Cabinet; Darryl McGaha, Cumberlands WIA Director; Ed Holmes, Chair, Kentucky Workforce Investment Board; Wendell Holmes, Chair, Cumberlands Workforce Investment Area; Daryl Smith, Kentucky Workforce Investment Board Project Chair; Scott Pierce, Chair, Cumberlands Youth Council and WIB member; and Herb Krause, TTAI Corporate Advisor*

skills training; and 64,230 customers visiting the career centers and affiliate sites.

Through initiatives of the KWIB, the strategy of counties becoming Work Ready Communities has become a viable option for many of our counties. To date, four counties have been certified as Work Ready Communities in Progress, with one of those counties submitting their application for Work Ready Communities status, and several other counties that are considering applying. The CWIB and staff have and will continue to offer resources to assist in any way possible.

# **Kentucky Career Center** Eastern Kentucky

In 2013, the Eastern Kentucky Concentrated Employment Program's (EKCEP) Local Workforce Investment Board completed work toward a comprehensive five-year regional strategic plan.

EKCEP used an online survey system to engage stakeholders in communities across the region representing numerous backgrounds, including: business owners at-large, economic development, elected officials, secondary and postsecondary education, education advancement organizations and state workforce agencies, as well as EKCEP's own WIB and Board of Directors and workforce staff from the region's nine Community Action Agencies.

EKCEP received completed surveys and feedback from approximately 300 individuals, resulting in a 50 percent completion rate on the survey. This direct feedback was used to help influence the selection of the EKCEP WIB's vision and goals for the region of Eastern Kentucky, the region's Workforce System, and the WIB itself. The results that accompany these goals include more and better job opportunities for the citizens of the region; a better-educated and better-prepared workforce in the region;



*From left, Sheila Cornett and Christopher Johnson, both with Human Resources with the Appalachian Regional Healthcare system in Eastern Kentucky and Southern West Virginia, speak to an applicant at EKCEP's "Mega Job Fair" held Aug. 27 at the Kentucky Career Center JobSight comprehensive workforce center in Hazard. Nearly 300 people attended to apply with 45 participating employers.*

and a more diverse economy in the region.

The adoption of the EKCEP WIB's strategic plan vision, goals and results has driven EKCEP's participation and work in other economic development-centered initiatives in the region, such as SOAR and the presidential Promise Zone designation. Both initiatives formed to address the need to generate a more diverse economy in the region due to a sharp decline in the coal industry in 2012 that left nearly 8,000 coal miners out of work.

In 2013, EKCEP Executive Director Jeff Whitehead was named chair of the SOAR Education and Retraining Working Group, one of 10 Working Groups focused on various topics that work toward the region's economic rebirth.

Under Whitehead's leadership, the working group hosted seven of its own listening sessions in Eastern Kentucky, drawing a total of nearly 300 people. About 120 others completed an online survey also launched by the group.

EKCEP steered the creation and successful implementation of its own initiative to respond to the coal industry crisis with Hiring Our Miners Everyday (H.O.M.E.). Funded through \$11.3 million in National Emergency Grant (NEG) funding from the U.S. Department of Labor's Employment and Training Administration, H.O.M.E. helps workers and their spouses affected by the coal industry downturn discover their skills, determine new career options, covers costs for them to enter classroom training, and helps place them into subsidized on-the-job training positions with area employers. H.O.M.E. has enrolled more than 2,000 out-of-work miners in the initiative; more than 1,000 of these people have already re-entered the workforce, and nearly 640 have participated in classroom or on-the-job training and internships with area employers.

## Work Ready Communities

Efforts to further successfully integrate into the Kentucky Work Ready Communities framework greatly accelerated in 2013 in multiple counties within EKCEP's Local Workforce Investment Area (LWIA).

Currently, all but seven counties in EKCEP's 23-county LWIA are in various stages of the Work Ready Communities process, with Floyd County now a Certified Work Ready Community in Progress – eastern Kentucky's first county to attain this advanced designation. Several other counties, including Carter, Wolfe, Lee, Owsley, Breathitt, Perry, Knott, Leslie, Letcher, Pike, Martin, Johnson, and



*Applicants lined up to enter EKCEP's "Mega Job Fair" held Aug. 27 at the Kentucky Career Center JobSight comprehensive workforce center in Hazard. Nearly 300 people attended to apply with 45 participating employers.*

Lawrence, also have filed their Work Ready Communities letter of intent, and Knox and Menifee counties are recognized as being in the formative stage.

EKCEP also ensured several instances of noted continuity exist between its own strategic plan and the goals of the Work Ready Communities initiative and the KWIB, including goals and measurements related to college and career readiness; educational attainment; alternative career pathways through Accelerating Opportunity, apprenticeships, and entrepreneurship; lifelong learning, among other items.

## Kentucky Skills Network

Much of EKCEP's collective work over the past year involved direct engagement with employers in an effort to locate and provide job opportunities to out-of-work coal miners in the region through the H.O.M.E. initiative.

EKCEP has organized a number of successful H.O.M.E. job fairs allowing enrolled miners and their spouses to apply for work positions directly with hiring employers. These have included job fairs for 17 regional employers in Eastern Kentucky, as well as other events for positions with large-scale Kentucky manufacturing plants such as Toyota Motor Manufacturing Kentucky (TMMK) in Georgetown, Webasto, Plasticsud, Anchor Packaging, EST, Quanex, Aichi Forge, R/S Godwin Truck Body, Cooper Standard, and Caudill Seed Company.

These job fairs also included additional events held in partnership with the Kentucky Coal Association to seek applicants for Patriot Coal's underground coal mining operations in Western Kentucky—a region which remains largely unaffected by declining coal production demands like those seen in Eastern Kentucky.



Due to the success of these events, EKCEP received calls from other employers and held job fairs for companies such as Alliance Coal of Western Kentucky, GMS Mine Repair, and White Oak Resources from Illinois. EKCEP also held a job fair for the R.J. Corman Railroad Group from Nicholasville in February 2014 that attracted nearly 300 applicants.

Nearly 1,500 people have attended EKCEP job fairs throughout 2013 to apply for jobs with the participating businesses.

Through H.O.M.E., EKCEP also partnered with esteemed training providers to give H.O.M.E. enrollees access to targeted training opportunities for new careers. H.O.M.E.'s involvement is directly responsible for Hazard Community and Technical College (HCTC) getting a much-accelerated start on an eight-week electrical lineman training course in late 2013. As part of the partnership, H.O.M.E. covered tuition and other costs associated with the miners' participation in the training.

In December 2013, 20 former coal miners graduated from the course with certifications as electrical linemen. Upon graduation, most of the participants had immediate job prospects with companies such as Pike Electric Corporation and American Electric Power. In July 2014, a second lineman training class of 18 participants, including 15 H.O.M.E. enrollees, graduated from the course. Seven of those 18 graduates had already started full-time jobs in the field upon graduation.

Additional EKCEP employer services initiatives include

partnerships with employers in economic development activities and initiatives, such as the federal Promise Zone designation. EKCEP is an implementing partner in this effort, led by Kentucky Highlands Investment Corporation. The presidential designation gives special priority to grant proposals and other federal economic development assistance to requests from an eight-county region in eastern Kentucky within EKCEP's 23-county LWIA.

EKCEP has used the designation to further the efforts of a partnership with the American Association of Community Colleges. This partnership is aimed at leveraging resources and contacts with national organizations in Washington, D.C. in order to bring major corporate equipment sponsorship to skilled-trades training programs in the Kentucky Community and Technical College System network in Eastern Kentucky. The goal of the partnership is to bolster technical training programs at those colleges to feature the most up-to-date training equipment possible and provide innovative skilled career pathways for the region's jobseekers and unemployed.

Further, EKCEP partnered with Southeast Community and Technical College, Kentucky Highlands Investment Corporation, National Association for Community College Entrepreneurship (NACCE), Sam's Club and the Kentucky Small Business Development Center at Southeast Kentucky Community and Technical College to create the first Selling to the World Expo.

The event featured two days of expert-led workshops for current and aspiring business owners in the region geared toward using online resources to drive and grow small business. Topics ranged from website development, social media marketing, shipping and product regulations. Nearly 100 people attended the event, and a second Expo will be held in May 2015.

### **Accelerating Opportunity Kentucky**

EKCEP's support of Accelerating Opportunity Kentucky (AOKY) is grounded in AOKY's goal of helping our lowest-skilled adults earn higher-wage jobs faster by combining Adult Basic Education with career and technical education. AOKY's focus on jobs, the economy and increasing opportunities for adults to earn higher wages aligns perfectly with the needs of the region and EKCEP's Strategic Plan.

EKCEP also supports the collaborative design of AOKY and the need for a braided approach to funding. EKCEP committed \$110,000 to provide flexible support to AOKY in addition to direct support of additional WIA clients enrolled in the AOKY program. EKCEP expects more than 100 clients to meet the developmental education requirements for further postsecondary education, to enter a career path, and then enter the workforce. EKCEP's unique approach to supporting AOKY was highlighted at National Conference on Integrated Basic Skills Pathways in Bellevue, Washington in April 2014.



# Kentucky Career Center Green River

## Work Ready Communities

The KWIB has certified six of the seven counties in the Green River Local Workforce Investment Area (GRLWIB). The counties of Daviess and Henderson have been designated as

Work Ready Communities, while Hancock, McLean, Union and Webster

counties are Work Ready Communities in Progress. Ohio County has submitted a "Letter of Intent" for application as a Work Ready Community in Progress.

## Kentucky Skills Network

Dollars and Sense: Understanding Workforce and Economic Incentives was an educational event held on May 21, 2014, for regional employers to learn about the various programs offered through the Kentucky Skills Network. More than 30 employers attended the event and discovered ways to maximize their human capital and increase productivity.

Success Story: The lack of a local driving school was one of the greatest needs expressed from the employers who attended the Kentucky Skills Network Sector Forum on Transportation,

skill upgrades and new training programs were developed.

Partnerships increased through member attendance, event sponsorships and guest speaking

at regional Chamber of Commerce events, Owensboro Society of Human Resources

meetings, Kentucky Association of Manufacturers meetings and the Kentucky Institute for Economic Development conference.

## Sector Strategies

The Green River Workforce Investment Board (GRWIB) has identified key sectors as high demand/high growth sectors for the GRLWIA. The identified sectors are transportation, distribution and logistics; healthcare/social assistance; energy; advanced manufacturing; finance and insurance; and professional, scientific and technical. More than half of the individuals have obtained employment in the sectors for which they received training.



Distribution and Logistics in 2013. To meet that need, the Business Services Team members worked to bring a local commercial driver's license (CDL) school to the Green River Region. Classes began this summer at Henderson Community College and are going strong with the first class of eight students and many more interested in attending.

Numerous employers were contacted through an outreach push and visits from the Business Services Team. As a result, new OJT contracts, targeted job fairs, Focus Talent postings, employer expansion projects, a grant approval, capital investment projects,

# Kentucky Career Center KentuckianaWorks

## Sector Strategy

Kentucky Manufacturing Career Center is preparing people for local manufacturing jobs.

In November 2013, U.S. Labor Secretary Thomas E. Perez stood in a classroom at the Kentucky Manufacturing Career Center and said, "Whoever said that manufacturing is dead or dying hasn't been to the Louisville area!"

Secretary Perez came to the center to find out how its programs were responding to the demands of local employers to feed their need for skilled manufacturing workers. It was just one stop on his tour of local manufacturers like Ford and General Electric.

Since May 2013, the Kentucky Career Center, located on the campus of the Airport Industrial Center in South Louisville, has offered a variety of training programs for unemployed and underemployed residents in KentuckianaWorks seven-county region. In addition to career counseling and job search assistance, staff at the center works with nearly 30 area manufacturers to screen prospective job candidates and to provide basic manufacturing skills training for their existing employees.

Currently, the center offers the NCRC credentialing classes, a four-week Certified Production Technician course developed by the Manufacturing Skills Standards Council which offers nine hours of college credit, and an English as a Second Language course that is customized to include manufacturing terms and vocabulary. All services and programs at the Kentucky Manufacturing Career Center are free to those job seekers who qualify.



*U.S. Labor Secretary Thomas E. Perez, second from right, made a point during a panel discussion of manufacturing training and workforce issues. Among those on the panel were, left, Earl Jones, senior counsel for GE Appliances; Michael Gritton, executive director of KentuckianaWorks, Greater Louisville's Workforce Investment Board; Tony Newberry, president of Jefferson Community and Technical College, and Mary Ann Hyland-Murr, Jefferson Community and Technical College. (Dawghaus Photography)*

Pedro Arias Guerrero, a Cuban immigrant, found success through several of the Kentucky Manufacturing Career Center's programs beginning with the English as a Second Language course in 2013. He was working as a laminator at a local manufacturer through a staffing agency making \$8.44 an hour. His second shift job didn't allow him to participate in the full-day Certified Production Technician class.

Guerrero's career specialist suggested that he seek a higher-paying job with one of the center's partner employers until he could take advantage of a class that worked around his schedule. He took and passed the NCRC class. With this new credential he interviewed with Yamamoto Fine Blanking Engineering and was hired at \$12 an hour. His pay has increased since he was hired, and the company sent Guerrero to a Multi-Skilled Technician

class for incumbent workers, which has positioned him for future promotion opportunities and more advanced manufacturing studies at local colleges and universities.

From July 1, 2013 – June 30, 2014, the KMCC achieved the following results:

| <b>Overall</b>  |                  |
|---|------------------|
| Total Job Seekers Served (Unduplicated)                             | 949              |
| Total Job Seekers Served (Duplicated)                               | 2,050            |
| <b>Employment</b>   |                  |
| #People placed in (All Jobs) from KMCC                              | 170              |
| #People placed in manufacturing jobs from KMCC                      | 120              |
| <b>Wages</b>  |                  |
| Average wage of all KMCC clients placed (at placement)              | \$12.35          |
| Average wage of CPT graduates (at placement)                        | \$12.82          |
| Range of wages of KMCC clients placed in manufacturing              | \$8.00 - \$28.32 |
| <b>Training &amp; Credentials</b>                                   |                  |
| National Career Readiness Certificates (NCRC) Administered          | 238              |
| National Career Readiness Certificates (NCRC) Earned                | 150              |
| All job seekers who enrolled in "KeyTrain" to earn NCRC             | 397              |
| MSSC Certified Production Technicians (Full Certificates Earned)    | 75               |
| MSSC CPT Jobseekers placed into employment (of 64 total)            | 53 (83%)         |
| JCTC Multi-Skilled Technician Training – Completed                  | 30               |
| English As Second (ESL) Language Students Served (at least 12 hrs.) | 282              |
| ESL Students Earning NCRC   | 14               |
| ESL Students Earning MSSC CPT Credential                            | 8                |
| ESL and Adult Ed Students Referred to NCRC tutoring                 | 53               |
| ESL or Adult Ed Students in Skills for Manufacturing Success Class  | 74               |

The Kentucky Manufacturing Career Center also partners with nearby Iroquois High School to offer a free summer class to qualified graduates to earn the Certified Production Technician Certificate and qualify for manufacturing internships and paid entry-level manufacturing jobs.

To close the loop from training to earning a paycheck, the Kentucky Manufacturing Career Center works closely with nearly 30 area manufacturers to tailor training to meet their needs for skilled employees. These manufacturers regularly participate in job fairs after each training course to hire graduates from the class.

Companies engaged in the first year included: Anderson Wood Products, AAK, Atlas Machine & Supply, Brown-Forman, Cardinal Aluminum, Carrier Vibrating Equipment, Dakkota Integrated Systems, Derby Fabricating Solutions, Dynacrft, GE, Graphic Packaging International, Houston-Johnson, JCI Louisville 2, Kentucky Artisan Distillery, Kentucky Trailer, Krauth Electric, LINAK US, Millennium Forge, Misa Metal Fabricating, n/th works, Paradise Tomato Kitchens, Piston Automotive, Raytheon Missile Systems, Steel Structural Systems, Sunoco Protective Solutions, Sypris Technologies, United Industrial Services, Universal Woods, Westport Group, Yamamoto and ZFX Flying Effects.

Education and training partners in the Kentucky Manufacturing Career Center are Jefferson Community and Technical College, Jefferson County Public Schools (JCPS) Adult Education, JCPS Career and Technical Education, JCPS Iroquois High School Magnet Career Academy.

KentuckianaWorks acts as fiscal agent and manages the center through a contract with the regional one-stop operator.

Funding for the Kentucky Manufacturing Career Center is provided by the Louisville Redevelopment Authority, Workforce Investment Act, National Fund for Workforce Solutions, JPMorgan Chase Foundation, PNC Foundation, the James Graham Brown Foundation, The Gheens Foundation and the Community Foundation of Louisville.

# Kentucky Career Center

## Lincoln Trail

### Kentucky Skills Network

The Kentucky Career Center in Lebanon was named "Supporting Industry of the Year" at the annual Marion County Industry Appreciation banquet on Nov. 1, 2013.

According to Karen King, with the Marion County Office of Economic Development, the award is given to a local business that supports manufacturing and industry in Marion County. The committee selected the career center because of its ongoing support

as community partners and assistance with job fairs in partnership with the Marion County Office of Economic

Development and the Marion County Industrial Foundation.

Tom Lund, Marion County Office of Economic Development Director, said "The Lebanon Career Center has become the go-to place for

Staff members at the center are constantly striving to improve and expand services in order to fulfill their mission of providing a qualified workforce for the employer and quality employment opportunities for the job seeker.



*Pictured from left are Mike Burress, Julita Nance, Carol Thompson, Wendell Lawrence, Terri Thomas and Nancy Shockency. Not pictured is Misty Curry.*

employers who are searching for qualified applicants as well as those looking for new jobs."

### Employer/ Job Seeker Activities

The Lincoln Trail Workforce Investment Area (LTWIA) was successful in providing employment assistance to job seekers and workforce solutions to business through its OJT program. A total of 95 individuals were enrolled in OJT at

11 companies providing \$417,414 in OJT agreements. The average cost per participant was \$3,393 and the success rate was 71 percent.



# Kentucky Career Center Northern Kentucky



## Youth Connect's Ignition Program Showcases Youth Talent

Ignition is a Youth Entrepreneurial Project designed by the Northern Kentucky Workforce Investment Board (NKWIB). The program ran for 10 weeks and included students from Holmes and Dayton high schools. The Ignition teams are chosen based on interest, aptitude and Workforce Investment Act eligibility. The students split their time between a paid internship and creating a business model in a classroom setting. The students learn about professionalism, budgeting, marketing, branding and a myriad of topics related to starting a business, as well as, work readiness.

The entrepreneurship portion of the program is hands on and allows youth to develop a business model for a service or

product. At the end of the 10 weeks, students present their business model to a panel of judges.

In addition, youth participate in a one-year follow-up program that gives them to access the services and mentoring that they received while in the class. As part of the classroom training all youth are exposed to information and assistance about postsecondary education.

Part of the credit for Ignitions success is the business and community partner involvement. The following partners contributed their knowledge, time or funds to the students; Gateway Community and Technical College, Brighton Center and Northern Kentucky Community Action Commission, and Partners for Competitive Workforce.

## Northern Kentucky's Girls Day Out

Local manufacturers have indicated a need for more potential employees in the pipeline. Due to an unprecedented number of retirements, advanced manufacturers are facing a shortage of workers and are partnering with workforce and education to turn the tide of potential workers.

In April 2014, 84 girls from five local counties converged on Carroll County High School to learn about advanced manufacturing. The event, hosted by the Northern Kentucky Area Development District, Jefferson Community and Technical College (JCTC), Kentucky Career Center and Brighton Center, brought the girls together with local businesses, education providers and women working in the advanced manufacturing field. Some of areas major manufacturers, Dow Corning,

Gallatin Steel, North American Stainless and Abzac, saw the value of participating and sent employees to speak with the girls and participate in interactive booths. JCTC was on site to discuss career paths, financial options and short-term certifications.



### **Kentucky Skills Network**

NKWIB implemented the use of key performance indicators to ensure services provided by the center's Business Services Team are "on target." These reports provide real-time, substantive information to make sure the NKWIB strategic plan is being accomplished. They are reviewed at each NKWIB meeting.

### **High Impact Workforce Investment Board**

NKWIB was the first in the state to receive certification as a High Impact WIB. To receive this designation, the NKWIB submitted a detailed application, underwent a two-day review by a team of workforce development and economic development experts from throughout the Commonwealth, and met standards that measured the three areas of strategic planning, developing and managing resources and managing the work of the board.



# Kentucky Career Center TENCO

TENCO WIB and Maysville Community and Technical College hosted a Teacher Academy to provide an opportunity for local teachers and administrators to learn about the career opportunities in the area. Participants learned about careers in areas such as welding and heating and cooling.

During the project, the focus was on training secondary school teachers and administrators about career pathways and high-demand, high-wage occupations available in the local area. This was a hands-on approach, where secondary school personnel not only toured local businesses, but were able to try the job.

## Sector Strategies

TENCO Workforce Investment Board's targeted sectors were developed through forums that include representatives from local business, economic development and educational institutions. As the sectors are approved by the TENCO WIB, information is disseminated to individuals, agencies and local stakeholders through presentations, technology and documents available to the public.



*Secondary school personnel learning to weld*



*Heating and cooling demonstration*



TENCO WIB employer activities: TENCO WIB, local chambers of commerce, and the Office of Employment and Training held a job fair for the Nestle plant in Montgomery County. The company expanded operations and needed to hire approximately 250 people.

TENCO WIB provides the Fast Forward to Work program to local businesses, such as Meadowview Regional Medical Center and St. Claire Regional Medical Center.

## Work Ready Communities

TENCO WIB is working diligently on assisting its 10 counties in achieving a Work Ready Communities or Work Ready Communities in Progress designation.

Currently, Rowan County has been designated Work Ready, and Mason and Montgomery counties have reached Work Ready Communities in Progress status.

TENCO WIB is working with businesses, local elected officials, chambers of commerce, educational institutions, economic development and public agencies to achieve the goal of having a regional area prepared for economic growth and expansion.



# Kentucky Career Center Western Kentucky

## Right Choice Program

The purpose of the Right Choice Program is to offer non-custodial parents assistance and resources to enhance employment opportunities so that they can make their child support payments on a regular basis instead of getting in legal trouble for non-support. Since the average cost of an inmate incarceration in Kentucky is \$14,603 per year, the Right Choice program reduces the cost to Kentucky taxpayers by providing an array of employment resources. The program has been operating in western Kentucky since July 1999.

Right Choice provides a court advocate to the non-custodial parent to develop a Workforce Assessment Plan to present to court officials for approval. Referrals are made to career centers and partner agencies to meet the participant's needs.

The program has been successful because of key partners participating, including local circuit, district and family court judges; the West Kentucky Workforce Investment Board (WKWIB) and the Right Choice Assessment Team.



*Karen Corbett-Wallace, Program Specialist for Right Choice Program*

## Response to Community Needs

WKWIB tries to accommodate the needs of dislocated workers by opening specialized centers when there is a mass layoff or closure. On May 31, 2013, the United States Enrichment Corporation (USEC) issued a WARN to its 1,034 employees at the Paducah Gaseous Diffusion Plant. The WKWIB entered into a contract with West Kentucky Community and Technical College to start the Career Solutions Community, which opened its doors in August 2013.

Along with the opening of the center, the WKWIB has assisted former USEC employees with an Education and Training Fair, multiple job fairs and specialized workshops. More than 1,000 individuals have participated in the WKWIB's activities.



*Martha Wooldridge, WKWIB Workforce Skills Specialist (right) assists job seeker in finger dexterity assessment at Kayser job fair.*

WKWIB is often called upon to conduct job fairs and events to meet the needs of business and



industry in the region. An example of this was the Kayser job fair in Fulton County which had more than 550 job seekers, of which 82 percent met the job requirements.

As a testament to that success, Eddie Crittendon, Fulton/Hickman County Economic Development executive director said, "Nothing demonstrates the quality of our workforce than more than hundreds of qualified people who attended the job fair."

## Double Success

Alyssa and Maryssa Duncan are identical twin sisters. As is often true with twins, they are inseparable. They arrived together at JobNet to register in Focus Career before meeting with a WKWIB participant services specialist to inquire about funding assistance to complete their training in the registered nurse program at Madisonville Community College in Madisonville.



*Alyssa and Maryssa Duncan*

While attending MCC, both ladies worked part-time at a local nursing home performing CNA duties, which cut substantially into their study time. Having each other's support worked well, as they both graduated in December 2013 with GPAs of 3.4.

The twins more than "doubled" their previous wage of \$10.75 an hour when Baptist Health hired both ladies as registered nurses at approximately \$21.50 per hour.



*Education & Training Fair*

Maryssa recently reported that they both work the same shift on the same floor, but on opposite ends.

## On-the-Job Training (OJT)

WKWIB puts a major emphasis on connecting workers with employers to hire, train and retain employees in full-time permanent jobs. WKWIB targets high-wage and high-skilled positions for its OJT programs. Businesses are

expected to maintain employees in full-time employment of at least 30 hours per week at a minimum of \$11 per hour. WKWIB staff markets the program to current, new and expanding businesses. Staff assistance reduces paperwork and offers a direct line of service

to the employers' needs.

During FY2014, 124 individuals were enrolled in OJT contracts and trained by 20 employers in the West Kentucky region. The total amount of funding allocated toward OJT contracts was more than \$1 million.

Philip M. Dunn, Human Resource manager for T.RAD North America Inc. Hopkinsville said, "We have found the OJT program to be very helpful to us in offsetting our cost of hiring new staff members. WKWIB staff has been helpful in making the program user friendly. We plan to continue to use this program whenever it is available as we plan to hire an additional 15 to 20 staff members this year."



# Program Results

# Cost of Program Activities Relative to Program Outcomes

July 1, 2013 - June 30, 2014

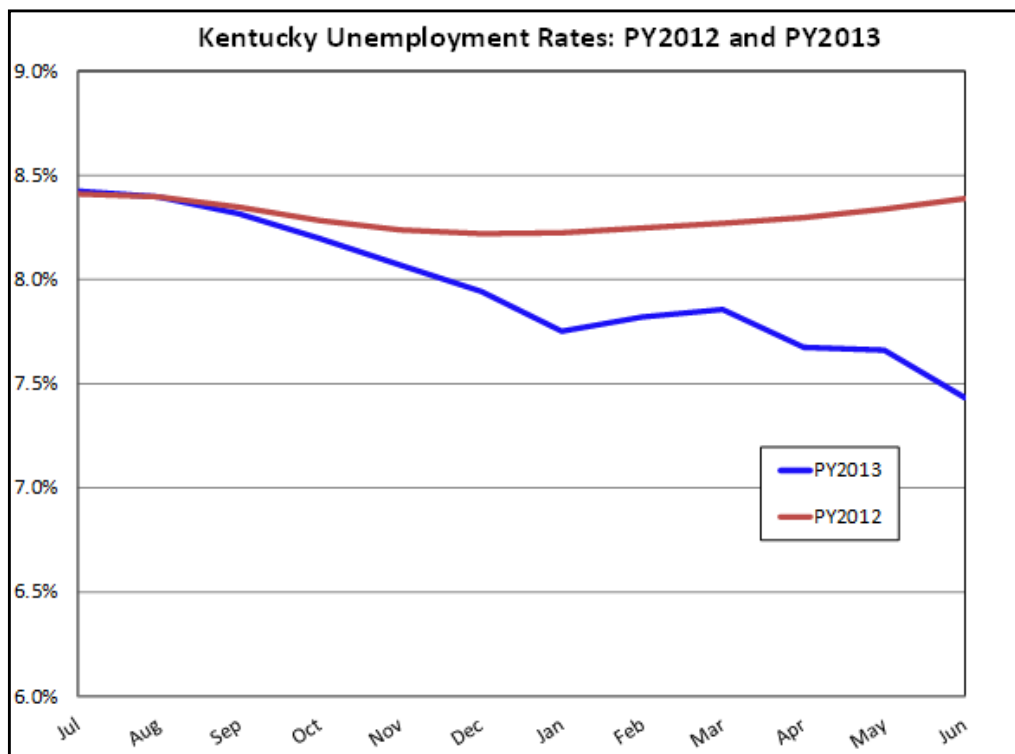
|                               | PY 2013<br>Expenditures<br>(Formula<br>funds) | PY 2013<br>Customers<br>Served | PY 2013<br>Exiters | PY 2013<br>Cost Per<br>Customer<br>Served | PY 2013 Cost<br>Per Customer<br>Exited |
|-------------------------------|---|--------------------------------|--------------------|---|--|
| <b>Adults</b>                 | \$12,188,690                                  | 3,794*                         | 2,112              | \$3,213                                   | \$5,771                                |
| <b>Dislocated<br/>Workers</b> | \$8,801,454                                   | 4,503                          | 2,398              | \$1,955                                   | \$3,670                                |
| <b>Youth</b>                  | \$9,746,778                                   | 3,409                          | 1,924              | \$2,859                                   | \$5,066                                |

\*Does not include 212,043 Adult Self-Service Only

Kentucky is aggressively moving forward in its efforts to leverage WIA Title 1 funds with other federal, state, local and private resources. In doing so, the emphasis is on improving efficiency and effectiveness at every level of the workforce development system. Success is evident through the many accomplishments under the *WORKSmart Kentucky* strategic plan as outlined in the PY 2012 report. As Kentucky workforce partners encounter challenges, partnerships have continued to be strengthened and greater commitments formed between workforce, education and economic development agencies.

Kentucky's unemployment rate averaged 8.0 percent in PY 2013 compared to 8.3 percent a year earlier, and 8.8 percent in PY 2011. The national economy followed a similar track, but the improvement was much more pronounced. The U.S. unemployment rate fell to 6.8% in PY 2013 compared to 7.8% a year earlier. The year started in July 2013 with Kentucky's unemployment rate

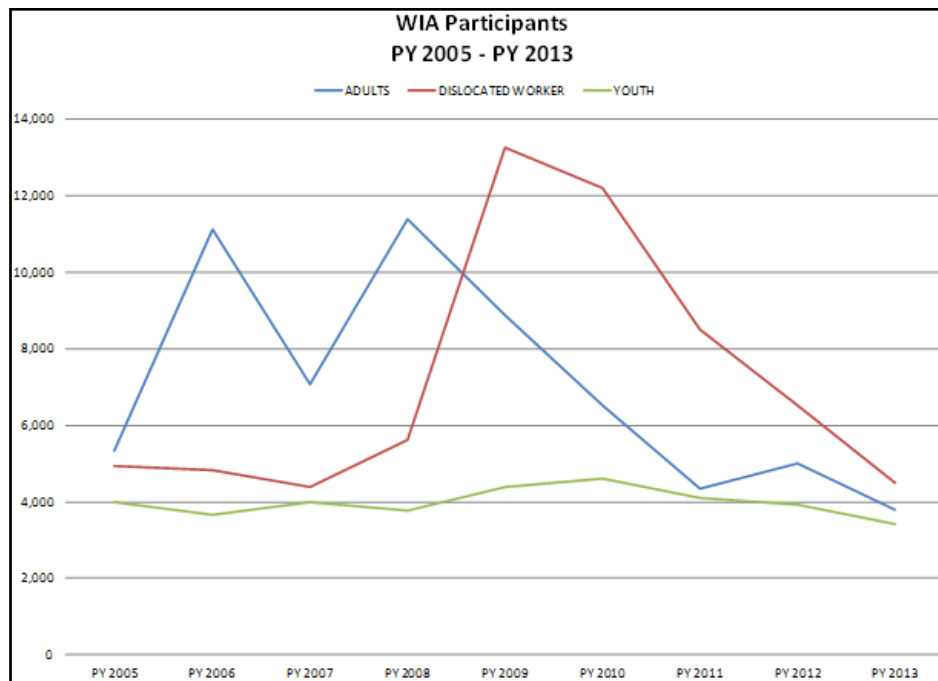
at 8.4% and ranked as the 8th highest among the 50 states and the District of Columbia. The year ended with Kentucky's situation worsening slightly relative to the national average with the fifth highest unemployment rate.



The labor market improved steadily during PY 2013 as shown by the steady decline in the unemployment rate in the chart. Kentucky's demographics, however, are such that the proportion of population above 65 years is higher than the national average. An

older population typically means more individuals choose to retire resulting in a decline in the civilian labor force. Overall employment, as measured by the Current Population Survey of the Bureau of Labor Statistics, shows a decline of 0.6 percent in the number of employed, while the national average increased by 1.2 percentage points.

A more robust measure of the employment situation is the nonfarm employment series derived from the Bureau of Labor Statistics' Current Employment Statistics. In PY 2013 nonfarm employment increased by 0.6 percent, considerably less than the 1.1 percent gain in PY2012. During the final quarter of PY 2013 the nonfarm employment



situation improved steadily with an expansion of 1.2 percent points in June 2014.

The number of dislocated worker participants has continued to decline since PY 2009 and now is approximately at the PY 2006 - PY 2007 average. The number of WIA-enrolled

dislocated workers served was 4,503 — a decline of 2,009 from the previous year for a 31 percent decrease. This is a marked decline since PY 2009 – PY 2010 average of 12,720 dislocated workers served.

WIA-enrolled adult participants receiving intensive and training services also showed a decrease from PY 2012 of 24 percent – the lowest number since PY 2002. The number of adult customers seeking services (other than intensive and training) dropped 14 percent or 33,301 – from 245,344 to 212,043.

The number of youth participants has remained steady since PY 2005, but does show a 13 percent decrease from last year. The PY 2013 number of youth participants served, 3,409, is the lowest since PY 2000.



# WIA Financial Statement

## WIA Financial Statement Program Year 2013-2014

| Operating Results                     | Available               | Expended                | Percentage Expended | Balance Remaining       |
|---------------------------------------|-------------------------|-------------------------|---------------------|-------------------------|
| <b>Total All Formula Fund Sources</b> | <b>\$ 55,808,193.09</b> | <b>\$ 35,326,423.07</b> | <b>63%</b>          | <b>\$ 20,481,770.02</b> |
| Current Year Funds                    | \$ 35,549,051.20        | \$ 16,240,115.02        | 46%                 | \$ 19,308,936.18        |
| Carry in Monies (Non-Additive)        | \$ 20,259,141.89        | \$ 19,086,308.05        | 94%                 | \$ 1,172,833.84         |
| Adult Program Funds                   | \$ 10,741,964.81        | \$ 5,104,254.97         | 47.52%              | \$ 5,637,709.84         |
| Carry in Monies (Non-Additive)        | \$ 7,143,860.33         | \$ 7,084,434.85         | 99.17%              | \$ 59,425.48            |
| Dislocated Worker Program Funds       | \$ 9,126,576.24         | \$ 3,717,266.00         | 40.73%              | \$ 5,409,310.24         |
| Carry in Monies (Non-Additive)        | \$ 5,170,276.57         | \$ 5,084,188.29         | 98.33%              | \$ 86,088.28            |
| Youth Program Funds                   | \$ 10,734,671.30        | \$ 4,926,446.08         | 45.89%              | \$ 5,808,225.22         |
| Carry in Monies (Non-Additive)        | \$ 5,159,276.85         | \$ 4,820,331.68         | 93.43%              | \$ 338,945.17           |
| Rapid Response Funds                  | \$ 3,167,618.50         | \$ 788,663.36           | 24.90%              | \$ 2,378,955.14         |
| Carry in Monies (Non-Additive)        | \$ 2,269,196.29         | \$ 2,003,727.11         | 88.30%              | \$ 265,469.18           |
| Statewide Activity Funds              | \$ 1,778,220.35         | \$ 1,703,484.61         | 95.80%              | \$ 74,735.74            |
| Carry in Monies (Non-Additive)        | \$ 516,531.85           | \$ 93,626.12            | 18.13%              | \$ 422,905.73           |

| Cost Effectiveness              | C/E Ratio | Period of Availability on Balance Remaining: |                  |
|---------------------------------|-----------|--|------------------|
| Overall, All Program Strategies | \$ 4,777  | Through June 30, 2015 (PY 2012 funds)        | \$ 1,172,833.84  |
| Adult Program                   | \$ 5,771  | Through June 30, 2016 (PY 2013 funds)        | \$ 19,308,936.18 |
| Dislocated Worker Program       | \$ 3,670  | Balance Remaining                            | \$ 20,481,770.02 |
| Youth Program                   | \$ 5,066  |  |                  |

| Other OET Projects                | Award Amount           | PY 2012 Expended       | Balance (C/Fwd to PY 2013) |
|-----------------------------------|------------------------|------------------------|----------------------------|
| Dislocated Worker NEG's:          | \$ 3,457,264.00        | \$ 2,131,092.84        | \$ 1,326,171.16            |
| Other Grants:                     | \$ 1,868,270.62        | \$ 1,079,648.36        | \$ 788,622.26              |
| <b>Grand Total Other Projects</b> | <b>\$ 5,325,534.62</b> | <b>\$ 3,210,741.20</b> | <b>\$ 2,114,793.42</b>     |

In PY 2013, Kentucky had available more than \$15.2 million in formula dislocated worker funds and expended 65 percent or more than \$9.8 million. In PY 2012, available dislocated worker funds totaled just more than \$14 million and expenditures were reported at nearly \$8.8 million – which indicates an 11 percent increase in dislocated worker expenditures in PY 2013. The Commonwealth spent more than \$3.4 million, or 59 percent, of available Rapid Response funds in PY 2013 compared to \$3.7 million, or 62 percent, in 2012. Nearly \$900,000 was transferred from the Adult to the Dislocated Worker program.

The number of dislocated workers who received training under the Trade Act is included in the total number of dislocated workers. Trade-affected participants receiving training are co-enrolled in the dislocated worker program in order to receive the wrap-around services to ensure the participant is successful in completing training and landing employment that pays a family-sustaining wage. The number of dislocated workers that received training in PY 2013 under the Trade Act totaled 681 – nearly 30 percent less than in PY 2012. Training expenditures for dislocated workers qualifying for services under the Trade Act totaled more than \$4 million. More than \$2.3 million was expended for Trade administration and case management from Trade funds and nearly \$1.2 million from Rapid Response funds for Trade case management.

Additionally, 350 dislocated workers received services through three National Emergency Grants (NEG). Under the Dislocated Worker Training NEG, 182

participants are enrolled in training. Under the Comair NEG, 84 participants are enrolled in training. Wages to assist in the clean-up efforts in the storm-devastated areas of eastern Kentucky were paid to 84 dislocated workers under the Severe Storms, Tornadoes, Straight-Line Winds and Flooding NEG.

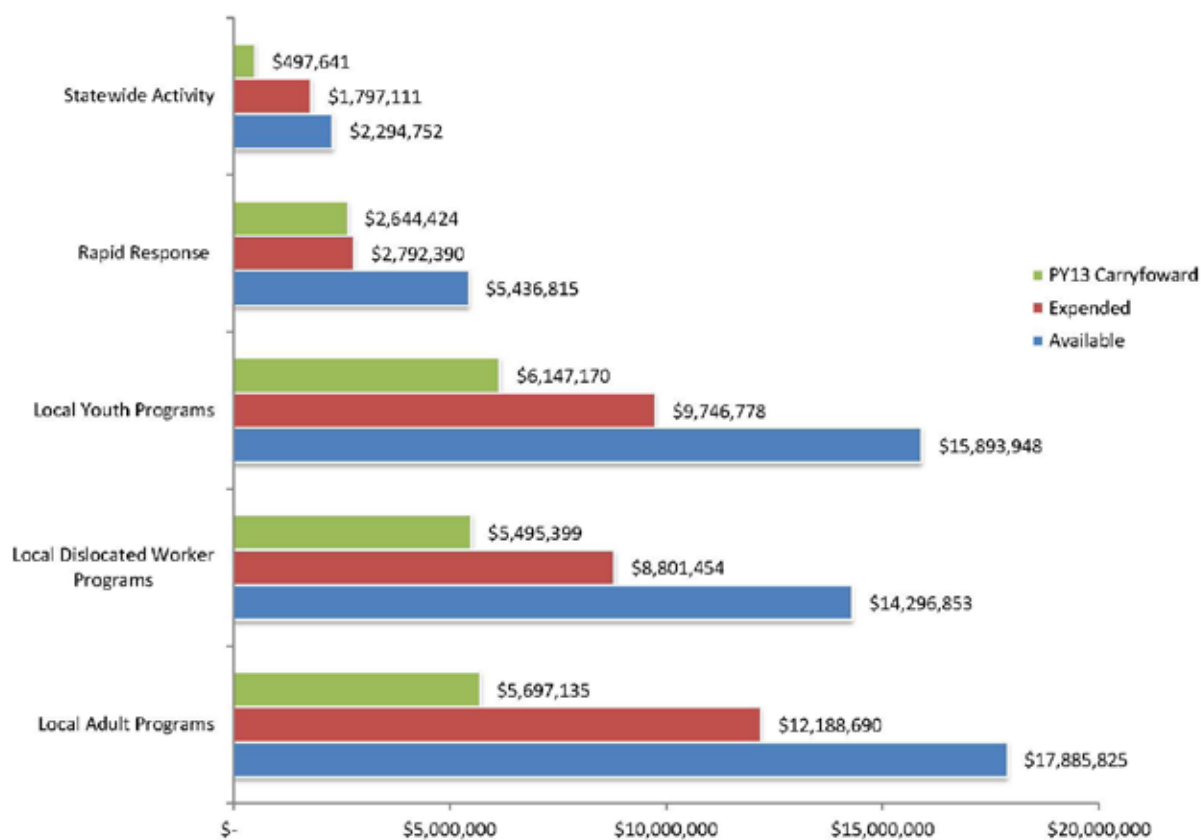
The availability of Adult funds decreased from PY 2012--\$19,666,104 in PY2012 compared to \$17,885,825 in PY 2013. Expenditures also decreased by nearly \$722,000. The PY 2013 expenditure rate for Adult program funds was 68 percent—two percentage points higher than PY2012. More than \$1.3 million was transferred from the Dislocated Worker to the Adult program.

Kentucky continues to provide exceptional services to low-income youth who face barriers to employment. As depicted in the WIA Participant chart, the number of WIA-enrolled youth participants has remained steady since PY 2005 but did show a 13 percent decrease from PY 2012 to PY 2013. However, expenditures decreased by 22 percent from \$12,494,328 in PY 2012 to \$9,746,778 in PY 2013. The expenditure rate decreased 10 percentage points from 71 percent in PY 2012 to 61 percent in PY 2013.

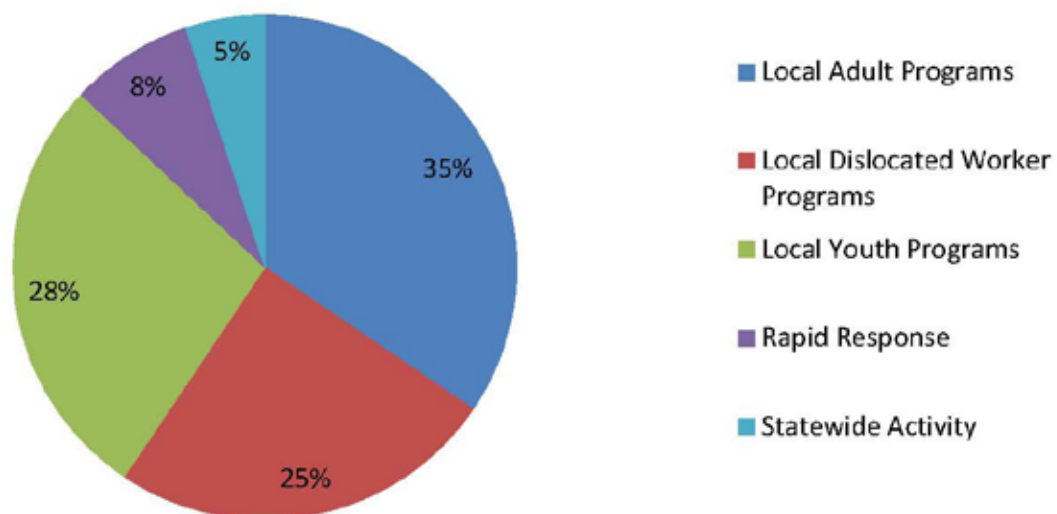
As the WIA Financial Statement indicates, Kentucky's Statewide Activity expenditure rate significantly decreased from PY 2012 – from 91 percent to 78 percent. The decrease was largely due to the increased spending to complete many of the major workforce initiatives in PY 2012 before the 15 percent carry-in statewide funding expired.

# WIA Expenditure Summary

**Kentucky WIA Formula Expenditure Summary**



**WIA Formula Expenditures  
PY 2013**



During PY 2013, the Commonwealth of Kentucky spent \$39,771,093 in WIA formula funds. As represented in the chart, Statewide Activities constitute four percent (\$1,705,865) of the total expenditures. Rapid Response activities conducted at both the state and local level represent nine percent (\$3,455,754) of the total expenditures of which nearly \$1.2 million was expended for Trade case management at the local level. Kentucky's LWIAs expended 87 percent (\$34,609,474) of the total expenditures.

| Program Year 2013 WIA Formula Expenditures |                  |                  |
|--|------------------|------------------|
|  | Available        | Expended         |
| Local Adult Programs                       | \$ 17,885,825.14 | \$ 12,188,689.82 |
| Local Dislocated Worker Programs           | \$ 14,296,852.81 | \$ 8,801,454.29  |
| Local Youth Programs                       | \$ 15,893,948.15 | \$ 9,746,777.76  |
| Rapid Response                             | \$ 5,436,814.79  | \$ 2,792,390.47  |
| Statewide Activity                         | \$ 2,294,752.20  | \$ 1,797,110.73  |
| Totals                                     | \$ 55,808,193.09 | \$ 35,326,423.07 |

Kentucky's total WIA formula fund expenditure rate for PY2013 is 63 percent, down from 68 percent in PY 2012. The carry-in funds into PY 2014 are \$20,481,770 compared to the carry-in funds in PY 2013 of \$20,259,142. The Commonwealth and local workforce investment areas are committed to meeting the challenges ahead to turn the nation's economy around through innovative programs, providing the necessary and vital training services necessary to compete in the 21st century economy.

#### Other Grants not included previously in this report:

| Reporting Category  | 6/30/2014              |                        |                        |
|---|------------------------|------------------------|------------------------|
|   | Available              | Expended               | Balance                |
| <b>Dislocated Worker NEG:</b>                                 | <b>\$ 3,457,264.00</b> | <b>\$ 2,131,092.84</b> | <b>\$ 1,326,171.16</b> |
| Severe Storms, SL Winds & Flooding (258SL12)                  | \$ 859,793.00          | \$ 811,472.43          | \$ 48,320.57           |
| Comair NEG (258CA13)  | \$ 1,356,574.00        | \$ 486,747.58          | \$ 869,826.42          |
| Dislocated Worker Training                                    | \$ 1,240,897.00        | \$ 832,872.83          | \$ 408,024.17          |
| <b>Other Grants:</b>  | <b>\$ 1,868,270.62</b> | <b>\$ 1,079,648.36</b> | <b>\$ 788,622.26</b>   |
| PY 2011 Performance Incentive Grant (251PI12)                 | \$ 1,178,136.00        | \$ 1,079,648.36        | \$ 98,487.64           |
| PY 2011 Performance Incentive Grant (251PI13 251DW13 251YT13) | \$ 690,134.62          | \$ -                   | \$ 690,134.62          |
| <b>GRAND TOTAL</b>  | <b>\$ 5,325,534.62</b> | <b>\$ 3,210,741.20</b> | <b>\$ 2,114,793.42</b> |



## **Dislocated Worker National Emergency Grants**

### **Severe Storms, Tornadoes, Straight-Line Winds and Flooding Disaster Grant**

Severe storms producing straight-line winds and up to 19 tornadoes affected a widespread area of Kentucky from Feb. 29 - March 2, 2012. FEMA declaration 4057 included Menifee, Morgan and Wolfe counties in Eastern Kentucky. Kentucky Gov. Steve Beshear declared a state of emergency in these and other areas and authorized the use of 275 National Guard Troops to assist with storm-related damage.

Awarded in April 2012, the Commonwealth received an NEG in the amount of \$859,793. The grant ended June 30, 2014, with a total of 84 dislocated workers who were employed in cleanup and recovery efforts. As of June 30, 2014, the total award expended was \$811,472.

**Comair Airlines Grant** - In July 2012, Delta announced that it would shut down its northern Kentucky-based Comair Airlines. The last Comair flight

was Sept. 29, 2012. As a result, Comair Airline laid off 1,994 workers.

Since the closure also affected neighboring Indiana and Ohio, Kentucky coordinated dislocated worker services with career counselors from those states. About 143 pilots will be trained for the Airline Transport Pilot (ATP) rating and an estimated 200 participants will be trained in three high-

demand sectors. As of June 30, 2014, 84 dislocated workers have been enrolled with a total expenditure of \$486,748.

### **Dislocated Worker Training Grant**

Kentucky was awarded an NEG on June 26, 2013, in the amount of \$1,240,897. Gov. Steve Beshear announced the receipt of the grant to expand training of dislocated workers. The grant will provide services such as OJT, customized training and apprenticeships, to those individuals who have experienced long-term unemployment. As of June 30, 2014, 182 dislocated workers have been enrolled with a total expenditure of \$832,873.



# Measuring Success in Difficult Economic Conditions

| WIA AND Wagner-Peyser PY 2013 Performance |                            |                   |
|---|----------------------------|-------------------|
| WIA                                       | PY 2013<br>Negotiated Rate | PY 2013<br>Actual |
| <b>Adult Measures</b>                     |                            |                   |
| Entered Employment Rate                   | 81.8%                      | 85.4%             |
| Employment Retention Rate                 | 87.0%                      | 84.7%             |
| Avg. Six Month Earnings                   | \$15,500                   | \$12,456          |
| <b>Dislocated Worker</b>                  |                            |                   |
| Entered Employment Rate                   | 86.0%                      | 84.6%             |
| Employment Retention Rate                 | 91.3%                      | 91.9%             |
| Avg. Six Month Earnings                   | \$16,838                   | \$15,846          |
| <b>Youth</b>                              |                            |                   |
| Placement in Employment or Education      | 70.0%                      | 72.8%             |
| Attainment of Degree or Certificate       | 70.0%                      | 66.9%             |
| Literacy or Numeracy Gains                | 61.9%                      | 50.2%             |
| <b>WAGNER-PEYSER</b>                      |                            |                   |
| Entered Employment Rate                   | 55.0%                      | 59.0%             |
| Employment Retention Rate                 | 79.0%                      | 82.0%             |
| Avg. Six Month Earnings                   | \$13,000                   | \$13,685          |

## Kentucky's 10 Local Workforce Investment Areas PY13 Performance Results

| Adult Measures                        | Exceeded | Met | Failed |
|---------------------------------------|----------|-----|--------|
| Entered Employment Rate               | 3        | 5   | 2      |
| Entered Retention Rate                | 3        | 6   | 1      |
| Avg Six Month Earnings                | 2        | 6   | 2      |
| <b>Dislocated Worker</b>              |          |     |        |
| Entered Employment Rate               | 5        | 4   | 1      |
| Entered Retention Rate                | 4        | 6   | 0      |
| Avg Six Month Earnings                | 2        | 7   | 1      |
| <b>Youth</b>                          |          |     |        |
| Placement in Employment or Education  | 6        | 3   | 1      |
| Attainment of a Degree or Certificate | 7        | 2   | 1      |
| Literacy and Numeracy Gains           | 5        | 2   | 3      |

# Customer Satisfaction Measures

Kentucky implemented a new statewide customer satisfaction process that went live July 1, 2014. The surveys for both the job seeker and employer are posted on the Kentucky Career Center website (<http://kentuckycareercenter.ky.gov>) for convenience to the customer. Customers visiting the career centers who have received workforce services are encouraged to visit the website and complete the survey. Both the job seeker and employer surveys include questions such as the reason for the visit and how well their needs were met.

Local workforce investment areas continue to conduct similar regional surveys. The following is a sample of the questions and results from the Cumberland Workforce Investment Area.

## Individual Customer

| I was treated courteously by all One-Stop Center Staff | Number of Respondents | Score (percentage) |
|--|-----------------------|--------------------|
| Strongly Disagree                                      | 6                     | 5%                 |
| Disagree   | 0                     | 0%                 |
| Agree  | 6                     | 5%                 |
| Strongly Agree   | 99                    | 89%                |

## Individual Customer

| I was able to get an appointment in a reasonable amount of time. | Number of Respondents | Score (percentage) |
|--|-----------------------|--------------------|
| Strongly Disagree  | 4                     | 4%                 |
| Disagree   | 0                     | 0%                 |
| Agree  | 13                    | 12%                |
| Strongly Agree   | 94                    | 85%                |

## Individual Customer

| I would recommend One-Stop Center services to others. | Number of Respondents | Score (percentage) |
|---|-----------------------|--------------------|
| Strongly Disagree                                     | 5                     | 5%                 |
| Disagree  | 0                     | 0%                 |
| Agree   | 7                     | 6%                 |
| Strongly Agree  | 99                    | 89%                |

## Individual Customer

| Overall I was satisfied with the services I received from the One-Stop Center. | Number of Respondents | Score (percentage) |
|--|-----------------------|--------------------|
| Strongly Disagree  | 4                     | 4%                 |
| Disagree   | 0                     | 0%                 |
| Agree  | 11                    | 10%                |
| Strongly Agree   | 96                    | 86%                |

**Employer Customer**

| How convenient are our business services to use? | Number of Respondents | Score (percentage) |
|--|-----------------------|--------------------|
| Extremely convenient                             | 8                     | 47%                |
| Very convenient                                  | 9                     | 53%                |
| Moderately convenient                            | 0                     | 0%                 |
| Slightly convenient                              | 0                     | 0%                 |
| Not at all convenient                            | 0                     | 0%                 |

**Employer Customer**

| How professional are our business services staff? | Number of Respondents | Score (percentage) |
|---|-----------------------|--------------------|
| Extremely professional                            | 12                    | 71%                |
| Very professional                                 | 5                     | 29%                |
| Moderately professional                           | 0                     | 0%                 |
| Slightly professional                             | 0                     | 0%                 |
| Not at all professional                           | 0                     | 0%                 |

**Employer Customer**

| How knowledgeable were the business services staff? | Number of Respondents | Score (percentage) |
|---|-----------------------|--------------------|
| Extremely knowledgeable                             | 10                    | 59%                |
| Very knowledgeable                                  | 7                     | 41%                |
| Moderately knowledgeable                            | 0                     | 0%                 |
| Slightly knowledgeable                              | 0                     | 0%                 |
| Not at all knowledgeable                            | 0                     | 0%                 |

**Employer Customer**

| How responsive was our business services staff? | Number of Respondents | Score (percentage) |
|---|-----------------------|--------------------|
| Extremely responsive                            | 14                    | 82%                |
| Very responsive                                 | 3                     | 18%                |
| Moderately responsive                           | 0                     | 0%                 |
| Slightly responsive                             | 0                     | 0%                 |
| Not at all responsive                           | 0                     | 0%                 |



# Kentucky Waivers

**The U.S. Department of Labor allows states to request waivers to general statutory and regulatory authority to affect program improvement. Additionally, waivers provide flexibility to states and local areas and enhance their ability to improve the statewide workforce system. The Commonwealth requested and received the following waivers.**

## **Fund Transfer Authority**

Waiver allows local areas to transfer up to 50 percent of a program year allocation for adult employment and training activities and up to 50 percent of a program year allocation for dislocated worker employment and training activities between the two programs. The waiver provides local workforce investment boards the ability to better respond to changes in the economic environment and the local labor market. Resources are channeled to the population with the greatest need. The Transfer Authority waiver has empowered the local boards to be more responsive to the volatile economic climate.

## **Incumbent Worker Training-Utilizing Local and Rapid Response Funds**

Kentucky has two waivers to provide incumbent worker training beyond the available Statewide Reserve funds. These waivers allow up to 10 percent of local dislocated worker funding and up to 20 percent of rapid response funds to be expended on incumbent worker training activities as part of a layoff aversion strategy. The waivers promote maximum investment of these funds as well as increased levels of service. Incumbent worker training provided with local or rapid response funds focus on employer and worker layoff aversion and competitiveness through skills upgrade training. In previous years, this waiver has enhanced the state's efforts toward job retention and rapid re-employment as well as providing new job prospects for presently employed individuals.

With the increasing global competitiveness, it is imperative that businesses and industries have the most skilled and knowledgeable employees. With skill-upgrading, businesses may be able to remain viable and prevent layoffs and closures. Employers will have the human resources to remain competitive and, in some instances, expand. Upgrading the skills of incumbent workers allows them to quickly move into more specialized jobs within their industries, creating new job possibilities for the lower skilled workforce to enter.

## **Minimize the collection of participant data for incumbent worker training programs**

The waiver simplifies the process of serving businesses and incumbent workers and allows program outcomes to be captured without the burden of extensive collection of data not applicable to incumbent workers or incumbent worker training. Eliminating the requirement to capture information that does not impact program outcome, allows local areas to timely assist employers in averting layoffs and improving employer customer service.

## **Required 50 percent employer match for customized training**

The waiver eliminates the current 50 percent employer contribution requirement for customized training and substitutes a sliding-scale contribution based on size of employer. The waiver has afforded more customized training opportunities for smaller businesses or businesses with smaller training budgets. Specific goals to be achieved are to: 1) Improve the ability of the Commonwealth to respond to changes in employer and industry needs; 2) Increase employer/Board collaboration to address industry needs and worker training; 3) Allow the smaller employer to grow and expand; 4) Provide the employer with a trained workforce; and, 5) Provide greater flexibility in designing and implementing WIA programs.

### **Increase the employer reimbursement for on-the-job training (OJT)**

The waiver allows for the reimbursement of up to 90 percent to employers with 50 or fewer employees and up to 75 percent of the costs for employers with 51-250 employees. Businesses with more than 250 employees are reimbursed at the 50 percent rate.

Employers, WIA customers and job seekers benefit through this waiver. As the economy improves and more employers are able to access OJT, the participant becomes more valuable to present and future employers. Several local areas took advantage of this waiver citing that it increased participation by small businesses that have not used their services in the past.

### **Replace the performance measures at WIA Section 136(b) with the common measures**

The waiver facilitates system integration and streamlines the reporting process across partner programs. It assists in achieving the goal of a fully integrated workforce system; provides clear and understandable information to stakeholders; improves service coordination and information sharing; simplifies and streamlines performance measurement system; assists in the realignment of youth program designs to better implement the Department of Labor's Youth Vision—targeting out-of-school youth; and reduces labor intensive data collection. Outcomes include a more integrated case management system, improved customer service and operational effectiveness.

### **Utilize Individual Training Accounts (ITAs) for Older Youth program participants**

The waiver has allowed continued flexibility in utilizing Youth funds to provide training services while retaining the limited Adult funds to be used for Adult training services. It has increased the efficiency and customer choice for older youth. The workforce system has a full array of services to offer older youth that can benefit them in decision-making processes, such as choosing a rewarding career, selecting a training provider and making smart financial decisions. Local areas report that this waiver has allowed them to serve more youth in high-demand occupations while reserving limited adult funding.

### **Extend the period of initial eligibility for training providers on Kentucky's Eligible Training Provider List (ETPL)**

The waiver has allowed training providers to offer continuous, uninterrupted service to WIA customers. WIA customers continue to have the ability to choose their training providers and access training services in their local areas with the highest degree of informed customer choice possible. The primary goal of this waiver is to ensure that the increasing numbers of adults and dislocated workers have a system that can offer training options ensuring maximum customer choice. The Eligible Training Provider List allows participants to choose the best possible program and provider to enhance skills and further their education and career goals.

### **Exempt the state from the requirement to provide local workforce investment area incentive grants under the Governor's Statewide Reserve funds**

The reduction to 5 percent in the WIA allotment for PY 2013 Governor's Reserve funds restricted the state's ability to effectively fund and carry out all of the required statewide workforce investment activities and complete current obligated statewide innovative projects. Under this waiver Kentucky was able to prioritize the use of Governor's Reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

# Kentucky Workforce Investment Board Members



## KWIB Board Members

Kenneth Allen  
Governor Beshear  
Larry Bond  
Beth Brinly  
Rick Christman  
Larry Clark  
James Cole  
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Roxann Fry  
Oliver Keith Gannon  
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Col. David E. Thompson (Retired)  
Thomas Volta  
Steven Willinghurst  
Richard Wilson  
Tom Zawacki

# Kentucky Education and Workforce Development Cabinet Leadership

## Kentucky Education and Workforce Development Cabinet

### **Education and Workforce Development Cabinet**

Thomas O. Zawacki, Secretary  
500 Mero Street 3rd Floor  
Frankfort KY 40601  
502-564-0372

### **Department of Workforce Investment**

Beth Brinly, Commissioner  
500 Mero Street 3rd Floor  
Frankfort KY 40601  
502-564-0372

### **Kentucky Workforce Investment Board**

Melissa Aguilar, Executive Director  
500 Mero Street 3rd Floor  
Frankfort KY 40601  
502-564-0372

### **Office of Employment and Training**

Buddy Hoskinson, Executive Director  
275 East Main Street  
Frankfort KY 40621  
502-564-5331