

ANNUAL REPORT TO STOCKHOLDERS

July 1, 2002 – June 30, 2003
WORKFORCE INVESTMENT ACT

COMMONWEALTH OF KENTUCKY
CABINET FOR WORKFORCE DEVELOPMENT



Growing a strong workforce for the Bluegrass State
Cabinet for Workforce Development

Final

Kentucky Workforce Investment Board Mission

The mission of the Kentucky Workforce Investment Board is to be a leader and catalyst in creating a comprehensive, customer-driven workforce development system that meets the changing needs of job seekers, incumbent workers and employers. This performance-based system will leverage public and private resources by building strong partnerships to produce a skilled workforce and an improved quality of life for all Kentuckians.

THOUGHTS FROM THE SECRETARY



Growing a strong workforce for the Bluegrass State

Cabinet for Workforce Development

Dear Stockholders:

Program Year 2002 marked the fourth year of implementation of the Workforce Investment Act of 1998 in Kentucky. On behalf of the Governor of the Commonwealth of Kentucky and workforce development partners committed to the One-Stop Career Center System, I am pleased to present this annual "Report to Stockholders" highlighting the accomplishments of the system and its partners. During the past year thousands of Kentuckians have experienced job loss through downsizing in both the manufacturing and service industries. The downsizing in these major industries has had a great impact not only on the individual but the family as a whole, posing even more challenges of providing services to those who seek our assistance.

The Commonwealth is addressing the economic decline by embracing the concept of the One-Stop Career Center System to the fullest extent possible through partnering and sharing of resources to meet the needs of its customers. This report focuses on the Kentucky Workforce Investment Board's strategic goals, the significant accomplishments of the 10 local Workforce Investment Areas and other major partners of the system. It is clear no one agency can meet the workforce challenges Kentucky faces. We must continue to strengthen our partnerships with education, economic development and other agencies to provide an educated and trained workforce for our employer community and the Commonwealth.

While our performance exceeded the U.S. Department of Labor's standards, we hope to further our continuous improvement efforts in order to address the challenges we face in the future. Kentucky is proud of the significant strides it has made in the past four years under the Workforce Investment Act. We would like to thank you for the opportunity to showcase our commitment to the Workforce Investment Act and for your continued support and the support of the national and regional U.S. Department of Labor staff.

Sincerely,

*W.H. Lile
Secretary
Cabinet for Workforce Development*

EXECUTIVE SUMMARY

Commonwealth Strengthens Workforce System

Kentucky's workforce system made significant strides and tremendous advancements in PY02, realizing the vision of the Workforce Investment Act of 1998 (WIA). Through the collaboration and solid partnerships with local area workforce investment areas, department agencies within the Cabinet for Workforce Development, other state cabinets and departments, state educational agencies and institutions, and employers, the commonwealth has succeeded in several areas toward a unified goal of establishing a demand-driven workforce investment system. The enhanced partnerships have led Kentucky to a more seamless delivery of services and universal access for all customers.

Kentucky faced numerous economic challenges in PY02 as evidenced by the increase in plant closures and layoffs, producing a greater demand for WIA services. Records of dislocations totaled 285, an increase of 146 business closures or layoffs over PY01. The number of employees dislocated rose to 13,607 in PY02 compared to 10,024 in PY01.

To meet the demands and challenges produced by the economic decline in the past two years, Kentucky's workforce investment system mobilized to produce exceptional accomplishments for PY02. Addressing the adverse conditions, state and local partner agency collaborations resulted in several successful initiatives. The outcome of these combined efforts resulted in:

- Successful application for and receipt of over \$9 million in a National Emergency Grant.

- Kentucky's achievement of all 17 WIA performance measures for the third consecutive year resulting in an additional allocation of over \$2 million.
- Enhancement of the Employ Kentucky Operating System to provide improvements to tracking and serving job seekers and employers.
- Partnerships with national businesses through the U.S. DOL's Business Relations Group.
- Initiation of a yearlong Business Services pilot project in three local workforce investment areas to promote business relations.
- Successful completion of a One-Stop continuous improvement study.
- Outstanding Resource Mapping project to identify gaps in youth services statewide.

Additionally, each of Kentucky's 10 local workforce investment areas produced countless promising practices to meet the growing demand of WIA customers and work through the changes in Kentucky's economy. Some of the outstanding initiatives include:

Northern Kentucky Workforce Investment Board established the **Workers-In-Transition Workshop** as a result of the increased number of dislocated workers coming through the Florence One Stop. A joint venture with the Department for Employment Services and Gateway Community and Technical College resulted in over 400 customers receiving services to prepare for their next job.

Eastern Kentucky Concentrated Employment Program (EKCEP) and its JobSight workforce centers created **Employer-Specific Orientation and Screening** (ESOS) to help employers reduce the costs and lost productivity resulting from high employee turnover.

EKCEP also developed a **Soup and Sandwich Series**. The program provided by local chambers of commerce and the Small Business Development Center presented a series of free luncheon seminars on topics of interest to business people.

The Bluegrass Workforce Investment Area partnered with **Goodwill Industries** to provide services to individuals with disabilities and training about workers with disabilities to employers.

Despite all of the challenges Kentucky faced in PY02, the commonwealth significantly moved forward in building a unified system of partner agencies that address and identify the needs of the business community and its citizens. As a part of the improvement continuum, Kentucky is positioned to become more proactive by developing demand-driven strategies and fortifying our workforce system for change and meeting our goals of providing a competitive global workforce.

KENTUCKY WIA BACKGROUND

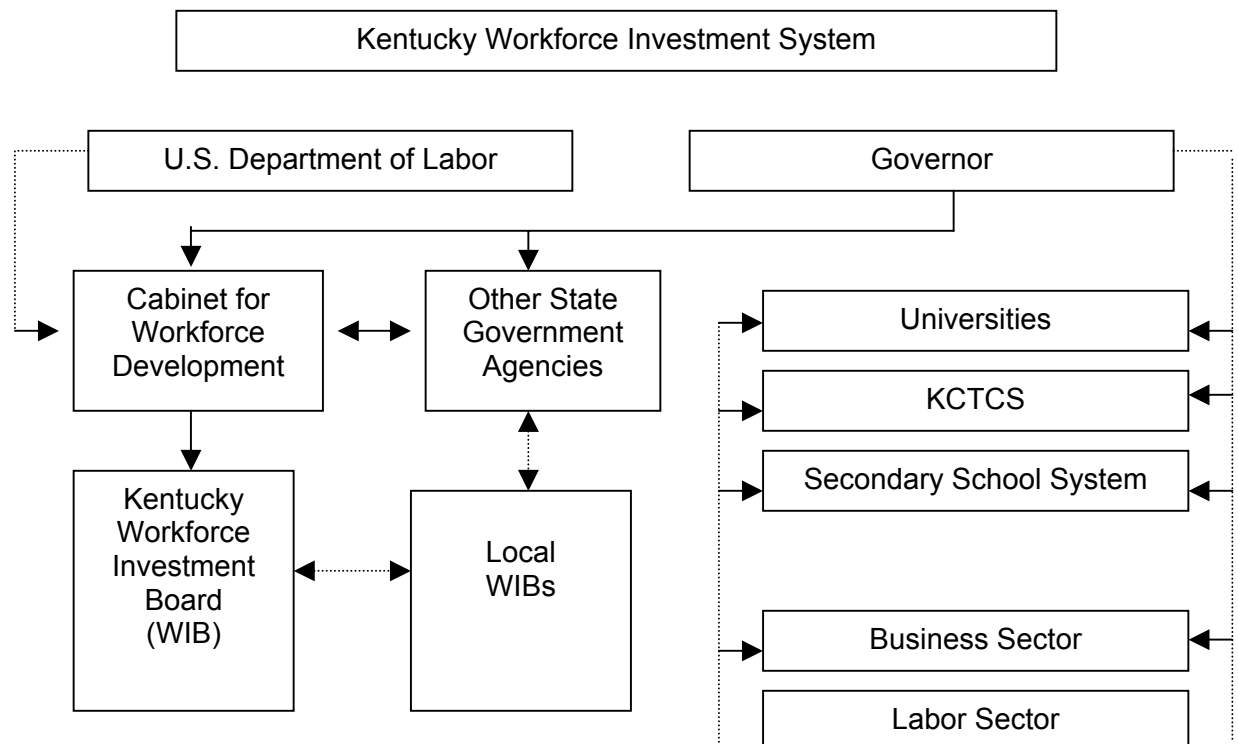
Workforce Development System

In 1998, Gov. Paul E. Patton established an ambitious goal for the commonwealth to achieve economic opportunity and a standard of living above the national average in 20 years. An essential component to achieving this goal is workforce development. The enactment of the Workforce Investment Act of 1998 provided a mechanism to advance Gov. Patton's vision. The Cabinet for Workforce Development is charged with maintaining the operations of Kentucky's workforce development system. The cabinet's mission, connecting Kentucky to employment, workforce, education and training, complement the Workforce Investment Act's intent.

The Department for Training and ReEmployment is the lead administrative agency that provides oversight of the federally funded Workforce Investment Act program. The department is responsible for program and financial monitoring, technical assistance to the local workforce investment areas, financial management and reporting, rapid response services, and performance management and reporting.

The Cabinet for Workforce Development and its six agencies represent the majority of the WIA mandated One-Stop partners. In addition to the Department for Training and ReEmployment, the Department for Adult Education and Literacy, the Department for the Blind, The Department for Employment Services, the Department for Technical Education, and the Department of Vocational Rehabilitation reside in the cabinet. The Workforce Investment Act programs assist job seekers in acquiring job skills, updating skills, and finding employment. These services are provided through the One-Stop system in each of the 10 Local Workforce Investment Areas in the commonwealth. The One-Stop system provides the resources and solutions to strengthen Kentucky's workforce by improving the quality of the workforce, reducing welfare dependency, and enhancing the productivity and competitiveness of the state and nation.

The success of Kentucky's One-Stop system is due, in large part, to the dedication and commitment of the 10 Local Workforce Investment Boards and their staff. Local boards have creatively leveraged WIA Title I funds to enhance Kentucky's workforce development and One-Stop system. Enhancements include upgrading One-Stop facilities and services and providing financial assistance to obtain training and support services to customers working to upgrade their skills. Additionally, the local boards have dedicated funds to marketing the One-Stop system to reach both individuals and business customers.



STATE STRUCTURE

Kentucky Workforce Investment Board

The Kentucky Workforce Investment Board (KWIB) was established in February of 1999 to assist the governor in implementing the provisions of the Workforce Investment Act (WIA) of 1998. Although the KWIB carries out its statutory responsibilities under WIA, most of its efforts and energies are focused on its strategic role as the leading policy board for the commonwealth's broad workforce development system. The board's role is to develop, communicate and oversee the implementation of a strategic vision and plan for developing a world-class workforce in Kentucky. In this role, the KWIB works in close partnership with the 10 local boards and, in the words of KWIB Chair Ken Oilschlager, "views the local boards as one of the primary customers of the KWIB." Additionally, the KWIB plays a critical role in constantly challenging the workforce partners and system to be demand driven.

Core Values

- Customer Driven
- Collaboration
- Measurable Results Oriented
- Continuous Improvement
- Commitment to Lifelong Learning

Strategic Goals

1. To develop a comprehensive system that identifies and fills the skill gaps in Kentucky's labor market on an ongoing basis.
2. To develop a marketing and public relations strategy that enhances awareness of workforce development issues for businesses and citizens of the commonwealth.
3. To build a statewide, user-friendly, customer-driven infrastructure for workforce development.
4. To establish Kentucky as a national leader in workforce development and lifelong learning.
5. To increase coordination, communication and resources to provide universal access to quality workforce development services for Kentucky's youth.

STATE STRUCTURE

Cabinet for Workforce Development

The Cabinet for Workforce Development (CWD) is made up of six departments and the Office of the Secretary.

The departments that make up the cabinet are the Department for Employment Services, Department for Training and ReEmployment, Department of Vocational Rehabilitation, Department for the Blind, Department for Adult Education and Literacy and Department for Technical Education.

The Office of the Secretary consists of the following support offices: Budget and Administrative Services, Communication Services, General Counsel, Quality and Human Resources, Technology Services and Workforce Partnerships.

CWD has one of state government's broadest customer bases – the cabinet provides services for employers, job seekers, high school students, dislocated workers, adult learners, people with disabilities, unemployed people and those with training needs.

The cabinet continues to enhance its comprehensive workforce information and analysis system which supports economic development in the commonwealth and helps individuals, employers and communities make informed decisions. This information is used not only by the Cabinet for Workforce Development and its customers but also by businesses, local economic development

Our Values

- *Continuous Improvement*
- *Creativity*
- *Customer Focus*
- *Employee Involvement*
- *Excellence*
- *Mutual Respect and Dignity*
- *Partnership*
- *Team Work*

Our Vision

Kentuckians are highly skilled, employed and prepared for a changing global economy.

Our Mission

The Cabinet for Workforce Development - Connecting Kentucky to employment, workforce information, education and training.

officials, other state agencies and educational institutions.

The cabinet's goal of continuously improving education, training and employment opportunities for Kentuckians also supports economic development by ensuring that Kentucky employers have access to job-ready workers.

The cabinet is involved in providing education through two departments – the Department for Adult Education and Literacy and the Department for Technical Education. These departments improve Kentucky's education product by providing high-quality education and high standards for its students and teachers.

For families to be self-sustaining, they must have the opportunity to earn a good living. The cabinet provides Kentuckians with education, training and employment opportunities through quality adult education and secondary technical programs, matching job seekers and employers who are recruiting employees, placing people in job training programs and assisting people with disabilities to enter the workforce.

The cabinet's programs are instrumental in reducing crime by providing people with opportunities for a career, an education and a strong future.

The cabinet's services are designed and delivered with one person in mind – the individual customer. The Cabinet for Workforce Development provides opportunities that Kentuckians deserve to improve themselves financially, professionally and personally. While the cabinet's services are geared toward helping people enter the workforce, the critical byproduct is that people's lives are improved. A high school drop-out earns a GED, lands her first good job and starts taking college courses. A person with a disability becomes self-sufficient because he was given the opportunity to prove himself in the workforce. A chronically unemployed Kentuckian finally gets the necessary training to find and keep a good job. A high school student excels in technical education and sets the direction for a future career.

STATE STRUCTURE

Cabinet for Workforce Development Departments

Utilizing its large and diverse applicant database, the **Department for Employment Services (DES)** assists employers in finding qualified applicants for their job openings, while assisting job seekers in finding employment. The DES Unemployment Insurance Program provides benefits to ease the financial burden of individuals who are unemployed through no fault of their own. DES compiles and disseminates a wide range of workforce statistics, including employment, unemployment and wage information.

Services provided to nearly
253,000 job seekers

The **Department for Training and ReEmployment (DTR)** administers federally funded Workforce Investment Act (WIA) programs through local workforce investment areas. These programs help people acquire skills, update current skills and find new jobs. Trained employment professionals provide these services at One-Stop Career Centers. In addition, DTR's Rapid Response Team helps employers and employees during layoffs with information about retraining, job opportunities, filing for unemployment insurance benefits and other local, state and federal services. Through WIA youth services, young people are provided with services that increase success

both in school and the workplace.

Nearly 17,400 individuals
served through the WIA program

The **Department of Vocational Rehabilitation (DVR)** provides assessment, guidance, counseling and job placement services to assist eligible Kentuckians with disabilities achieve their career goals. The department also operates a comprehensive rehabilitation center. DVR assists employers with filling approximately 5,000 positions each year with qualified, job-ready applicants.

Services provided to over
38,400 customers

The **Department for the Blind (DFB)** offers educational assistance, job training, job placement and assistive technology to Kentuckians with visual disabilities. DFB operates a comprehensive vocational rehabilitation center for workforce preparation. The department's Business Enterprises Program offers entrepreneurial opportunities for Kentuckians with visual impairments. The department helps provide a ready workforce for employers.

Services provided to over
1,700 individuals who are
blind or visually impaired

The **Department for Adult Education and Literacy (DAEL)** offers adult education and literacy programs and services to individuals, families and employers. The department provides instruction to meet the individual needs of adults who want to develop or improve basic academic skills such as writing, mathematics, science, social studies and English as a second language. In addition, the department assists individuals in preparing for the GED test and provides instruction for adults who may face barriers in obtaining additional education.

109,880 Kentuckians
enrolled in adult
education programs

The **Department for Technical Education (DTE)** offers high school students technical training in 53 area technology centers. Students prepare for careers in medicine, computers, business, construction, manufacturing and other exciting fields. The schools also partner with local communities in economic development and training efforts. School-to-Work programs expose students to career choices and work experience.

19,807 Kentucky
students enrolled in
technical education

LOCAL STRUCTURE

Local Workforce Boards

Kentucky's local Workforce Investment Area system is comprised of 10 areas including: West Kentucky, Green River, Lincoln Trail, Barren River, Greater Louisville, Cumberlands, Northern Kentucky, TENCO, Bluegrass and Eastern Kentucky Concentrated Employment Program. Each area is governed by a Local Workforce Investment Area Board comprised of representatives of businesses, local educational entities, labor, community-based organizations, economic development, and

representatives of each of the One-Stop partners. Local Workforce Investment Area Boards are responsible for strategic and regional planning in addition to administering the portion of funds allocated to them for local services. Services are geared to adults, dislocated workers, and youth and are provided through 31 comprehensive One-Stop Centers strategically located throughout the commonwealth and over 90 satellite/affiliate centers. Partner involvement is diverse throughout the commonwealth. In more populated urban areas, various programs and providers are co-located in the Comprehensive One-Stop Centers and in more

sparsely populated rural areas, electronic connectivity links partner agencies and services. Kentucky is proud of its diverse one-stop models designed to serve customer needs and has showcased models serving rural populations as well as those business-driven design models as a result of a mass layoff. Many examples of the accomplishments of the local Workforce Investment Area programs are in the individual highlights section of this report. The successes of these programs and partnerships have resulted in the Commonwealth of Kentucky again exceeding the performance standards set by the U.S. Department of Labor.

The Business and Industry Committee of the Kentucky Workforce Investment Board requested that the Cabinet for Workforce Development implement an outreach program focused on small and medium-sized businesses. This outreach effort was coordinated with other state agencies in order to provide the business owners with one point of contact for One-Stop programs and services. Three Local Workforce Investment Areas (Bluegrass, Cumberlands and Lincoln Trail) submitted outreach plans and participated in the official business outreach pilot kickoff luncheon on Sept. 16, 2002.

Coincidentally, the Cabinet for Workforce Development was chosen as one of seven states to participate in the National Business Engagement Consortium (NBEC), funded by a grant from the Department of Labor to develop a marketing program designed to introduce the One-Stop Career Centers to business and industry. Thus, the business pilots received significant marketing assistance as part of the NBEC.

Kentucky also participated in the Business Relations Group (BRG) *Partnerships for Jobs and High-Growth Job Training* Initiatives. Four major national rollouts connecting National Business Partners to One-Stop Career Centers occurred statewide.

- Home Depot June 2002 and February 2003
- Toys "R" Us October 2002
- Swift Transportation March 2003
- Manpower, Inc. May 2003

The *High-Growth Job Training Initiative* is a strategic effort to improve the workforce system's responsiveness to the needs of the labor market so that the workforce investment system can become more demand-driven.

LOCAL STRUCTURE

One-Stop Comprehensive Career Centers

Ashland One-Stop Center
1844 Carter Avenue
Ashland, KY 41101

Lincoln Trail Career Center
860 West Stephen Foster Blvd.
Bardstown, KY 40004

Bowling Green Area Career Center
803 Chestnut Street
Bowling Green, KY 42102

Cumberlands Workforce Network
Campbellsville Career Center
1311 East Broadway
Campbellsville, KY 42718

Cumberlands Workforce Network
Corbin Career Center
310 East Center Street
Corbin, KY 40702

One-Stop Career Alliance of
Northern Kentucky
320 Garrard Street
Covington, KY 41011

Central Kentucky Job Center
121 East Broadway
Danville, KY 40423

Lincoln Trail Career Center
916 North Mulberry
Elizabethtown, KY 42701

One-Stop Career Alliance of
Northern Kentucky
8020 Ewing Blvd.
Florence, KY 41022

Central Kentucky Job Center
1000 West Main Street, Suite 5
Georgetown, KY 40324

Glasgow Area Career Center
445 North Green Street
Glasgow, KY 42141

Henderson Career Connections
Center
2660 South Green Street
Henderson, KY 42420

Breathitt Career Center
110 Riverfront Drive
Hopkinsville, KY 42241

Perry County JobSight
LKLP CAC, Inc.
14 Logan Drive, P.O. Box 340
Jeff, KY 41751

Lincoln Trail Career Center
125 East Market, Suite 10
Leitchfield, KY 42754

Central Kentucky Job Center
1055 Industry Road
Lexington, KY 40505

KentuckianaWorks One-Stop
Career Center
610 West Cedar Street
Louisville, KY 40202

KentuckianaWorks One Stop
Career Center – Nia Center
2900 West Broadway
Louisville, KY 40211

Job Net
755 Industrial Park Road
Madisonville, KY 42431

Clay County JobSight
Daniel Boone Development
Council, Inc.
1535 Shamrock Road
Manchester, KY 40962

Mayfield One-Stop Career Center
319 South 7th Street
Mayfield, KY 42066

One-Stop Government Center
201 Government Street, Suite 300
P.O. Box 46
Maysville, KY 41056

Gateway One-Stop Center
126 Bradley Avenue
Morehead, KY 40351

Owensboro Area Career Center
121 East Second Street
Owensboro, KY 42303

Paducah One-Stop Center
416 South 6th Street
Paducah, KY 42002

Pike County JobSight
Pikeville Campus of Mayo
Technical College & Prestonsburg
Community College
120 South Riverfill Drive
Pikeville, KY 41501

Bell County JobSight
Bell-Whitley CAA, Inc.
129 Pine Street
Pineville, KY 40977

Central Kentucky Job Center
595 South Keeneland Drive
Richmond, KY 40475

Elliott County JobSight at the
Rocky J. Adkins Elliott County
Public Library
Sycamore & Main Street
P.O. Box 750
Sandy Hook, KY 41171

KentuckianaWorks One Stop
Career Center – Bullitt County
Shepherdsville Square Shopping
Center – 12
445 Highway 44, East
Shepherdsville, KY 40165

Cumberlands Workforce Network
Somerset Career Center
410 East Mt. Vernon Street
Somerset, KY 42501

◀◀
*Nearly 1.4 million customers
visited a One-Stop Career Center*
◀◀

LOCAL AREA HIGHLIGHTS



Barren River Workforce Investment Area

*Serving Allen, Barren, Butler,
Edmonson, Hart, Logan, Metcalfe,
Monroe, Simpson, and Warren
counties*



The Barren River Workforce Investment Area had two contracts during the 2002-2003 program year that focused on serving special populations. These customers were adults that needed training in different areas in order to gain unsubsidized employment.

The first contract was through Experience Works. Experience Works offices were located in the Bowling Green and Glasgow Area Career Centers and served customers age 55 and over. Customers were trained in the areas of computer skills, interviewing skills, resume writing and job placements. Throughout the program year they served 77 customers in the Barren River area. This contract received both the WIA Outstanding Program Award and WIA Outstanding Customer Service Award.

The second contract was through the Western Kentucky Refugee Assistance Center. This contract served customers who were immigrants. The customers received training in the areas of work experience, English as a Second Language (ESL), job search, interviewing skills, and job placements. This contract served 94 customers.

Barren River served 170 in- and out-of-school youth during the 2002-2003 program year. These contracts offered all of the 10 youth program elements required by WIA.

One of the contracts, Glasgow Board of Education, received the WIA Program Excellence Award for its unique design. This contract has a 1-5 teacher/pupil ratio as well as an outstanding adult mentoring program.

The Monroe County Board of Education program has allowed its students to create a "WIA" club. This Workers In Action club allows the students to enhance leadership development and explore community service activities.

The Metcalfe County Board of Education had a past participant receive the WIA Outstanding Alumnus Award. Upon enrolling in the WIA youth program, Jessica was referred to Certified Nurses Aid (C.N.A.) training and was employed by a local nursing home. After graduation, Jessica was accepted at Lindsey Wilson College where she is majoring in pre-med.

Education and Training Resources focused its program on serving out-of-school youth ages 16-21 primarily in the areas of GED and occupational specific skills training.

WIA FEATURE

Carmen Hazel was enrolled in the dislocated worker program after being laid off from Corporate-Flight Management. She had worked for the company for over nine years. When laid off, Hazel was earning \$11.66/hr. She decided she would like to work in the fast-paced environment of the emergency room so she completed the necessary training in the Associate Degree Nursing (A.D.N.) nursing program at Western Kentucky University to earn an associates degree. This degree allowed her to take the exam to become licensed as a registered nurse. Hazel began working at The Medical Center of Bowling Green in August 2000. She was working the night shift earning \$15.80/hr. She later transferred to outpatient services. This position allowed her a day shift so she could spend more time with her three children.

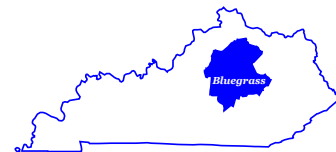
In June 2002, Hazel accepted a day-shift job at Greenview Regional Hospital in the E.R. earning \$22/hr. She is happier back in the fast-paced environment of the E.R. She is so thankful to the WIA Dislocated Worker Program and the Barren River Area Development District for the opportunity to do such meaningful work.

LOCAL AREA HIGHLIGHTS



Bluegrass Workforce Investment Area

Serving Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, and Woodford counties



Grant Makes Goodwill a One-Stop Partner

Goodwill Industries of Kentucky was awarded a \$1 million Workforce Incentive Grant (WIG) to provide services to individuals with disabilities. Goodwill serves clients in the 17-county Bluegrass Workforce Investment Area (BGWIA) through the four comprehensive Central Kentucky Job Centers in Richmond, Georgetown, Lexington, and Danville.

With the two-year grant, Goodwill plans to offer education and counseling to employers to dispel myths and stereotypes about people with disabilities in the workplace. Workshops will be available at the Central Kentucky Job Centers and on-site at companies and businesses for top management, supervisors and workers to facilitate the inclusion of people with disabilities into the workplace. The workshops will cover a wide range of topics including Understanding Hidden Disabilities, Assistive Technology and the Americans with Disabilities Act.

Funded by the U.S. Department of Labor, the grant will be used to create a seamless model between the

Central Kentucky Job Centers and private industry that addresses the employment barriers of people with disabilities.

Georgetown Job Center and Chamber Sponsor Breakfast

The Georgetown Central Kentucky Job Center and Scott County Chamber of Commerce hosted a breakfast for chamber members and tour of the One-Stop Job Center.

The chamber director expressed enthusiasm for the job center and hopes to have another breakfast at the center in the spring.

Toys “R” Us Partners with One-Stops

In early October the Central Kentucky Job Centers participated in the Toy “R” Us “Operation Geoffrey” kick-off.

Nationwide, one-stop partners met with Toys “R” Us staff to discuss how one-stops could help the toy stores find good employees, and Toys “R” Us staff were educated about different services available at the one-stops. The Lexington Toys “R” Us store manager and human resources manager met with representatives of Lexington DES, the Central Kentucky Job Centers, and the Department for Training and

ReEmployment to discuss the national business partnership.

The response from Toys “R” Us was very positive, and they are looking forward to building relationships with the local One-Stops and finding the right people to fill future job openings. Since October, Toys “R” Us staff have been working with representatives of Lexington DES and the Central Kentucky Job Centers trying to recruit employees. The human resource manager said she felt as if she had been given an “angel” for an assistant.

Summer Program Keeps Estill County Youth Busy

The Estill County WIA Youth Program held an “Options and Information” session for out-of-school youth in June. The session included presentations from the Clark County Spouse Abuse Center, Estill County Health Department, Estill County EMS, and Richmond Central Kentucky Job Center.

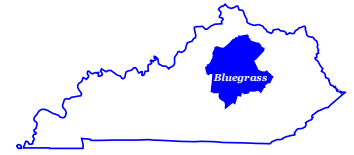
During the summer, the youth program participants took field trips to the Frenchburg Job Corps, Central Kentucky Technical College – Lexington, Richmond Central Kentucky Job Center and Natural Bridge State Park.

LOCAL AREA HIGHLIGHTS



Bluegrass Workforce Investment Area

Serving Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, and Woodford counties



Boyle County Youth Map Future

During the first of June, participants in the Boyle County WIA youth program worked on an ambitious map project. Participants painted two 35'x36' maps of the United States. With the cooperation of the Danville City Commission, the first map was painted in the Bate-Wood section of the Housing Authority in Danville, and with the cooperation of the Boyle County Board of Education, the second map was painted on a playground at Junction City Elementary School. The students surveyed both locations, stenciled the maps, chose the colors, and then painted the maps.

The map project required the participants to learn and practice a number of skills. The students purchased the paint and other materials they needed. They also learned how to use and care for the project materials. During the project, students practiced measurement, geography, communication, and leadership skills.

The students were quick to point out how the project benefited them. Some students said that working on the project helped them become more comfortable meeting new people and working as a team. Other students said that the

project helped with their self-motivation and showed them that work can be enjoyable. One student said the project inspired him to think about future career opportunities.

The students received positive recognition from the Danville City Commission and Housing Authority, the *Advocate Messenger* newspaper, Junction City Elementary, and many Boyle County residents.

Local WIA Director and DES Representative Make Presentation to Winchester Plant Managers

Representatives from WIA and Winchester DES Field Office made a presentation to a group of 15 Winchester plant managers at the Winchester DES office. The luncheon presentation was hosted by the Winchester Chamber of Commerce and sponsored by the Central Kentucky Job Centers.

Services available to employers and job seekers through the One-Stop system and Central Kentucky Job Centers were discussed, and an overview of DES and services available at the Winchester DES office were also provided. Questions were fielded at the end of the presentation. The Winchester DES office is the One-Stop access point for Clark County.

Adult Education Serving as Access Point in Jessamine County

The Jessamine County One-Stop Access Point is located in the Adult Education and Literacy office at East Jessamine Middle School in Nicholasville.

Jessamine County Adult Education and Literacy offers a variety of services to the community. Some of these are GED preparation and testing, ESL, reading and writing classes, family literacy programs, counseling and outreach services, transportation to and from services, and early childhood education. Services are also available to local employers to assist in upgrading the workforce.

An instructor and outreach specialist stressed the importance of their services to the community, saying, "We have a large population in need of adult education services," and, "A number of people don't have a GED or the necessary skills to get a job." She emphasized the value of providing one-on-one services to students. "We try to individualize services to the needs of students," she said.

LOCAL AREA HIGHLIGHTS



Bluegrass Workforce Investment Area

Serving Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, and Woodford counties



An instructor estimates that approximately 60 people a week visit and take advantage of services available at the Adult Education and Literacy office.

“All school systems are working to reduce the drop-out rate, but every system is going to have one,” he said. “Adult education can, among other things, offer a second chance to people who for whatever reason were unable to finish high school.”

BGWIA Staff Offer Workshops

In February, Bluegrass Workforce Investment Area (BGWIA) career consultants began offering a series of workshops. One workshop focused on writing resumes and cover letters, completing applications and follow-up. Another focused on interviewing, dress and appearance.

The workshops were provided at no charge and lasted approximately one hour. They were offered at the Bluegrass Area Development District (BGADD) office and Central Kentucky Job Centers in Georgetown, Richmond, Lexington and Danville.

The workshops are a new service offered by BGWIA career consultants. Other services include one-on-one assessment and assistance with job search and employability skills, and training and support services.

Job Center Services Promoted on Video

In the fall, all the Central Kentucky Job Centers will be able to play a video featuring One-Stop services. The short video will play continuously in the Central Kentucky Job Center lobbies and provide some information about the different services offered by the partners at the One-Stops.

The video features cameos from One-Stop personnel from the four comprehensive One-Stop Centers as well as success stories of clients served by the centers.

Georgetown Center Helps Staff Lowe's

In December 2002, Lowe's human resources manager contacted the Central Kentucky Job Center in Georgetown to inquire about the unemployment rate for Scott County and availability of potential applicants in the area. DES representative took 17 job orders. By the end of April, the center had placed 65 employees including 5 veterans and 41 unemployment insurance claimants.

WIA FEATURE

WIA Title I client Johnny Redding was selected as the 2003 outstanding graduate in Lexington Community College's civil engineering technology program.

In September 2001, Redding was laid off from his job of 19 years and began receiving services from the WIA Title I program in January 2002. At the time he was laid off, he was financially contributing to the cost of his daughter's college education. Returning to college was not something Redding had in mind. Though he had not attended school in 30 years, he earned a GPA of 4.0 in his first semester. His GPA was higher than that of his daughter.

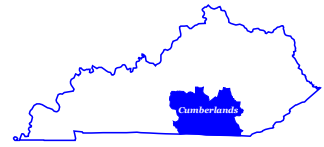
Redding received WIA Title I services from the Mayor's Training Center located inside the Lexington Central Kentucky Job Center.

LOCAL AREA HIGHLIGHTS



Lake Cumberland Workforce Investment Area

*Serving Adair, Casey, Clinton,
Cumberland, Green, Laurel, McCreary,
Pulaski, Rockcastle, Russell, Taylor,
Wayne, and Whitley counties*



In the past year, the Cumberlands Workforce Network tried to increase awareness of its many services provided through the One-Stop Centers to the business community. This was done in various ways. As a result the business community and partners of the One-Stop were brought together on many projects. Because of the successfulness of the past year, the future holds many more positive efforts due to the collaboration of the One-Stop partners.

By utilizing the business liaisons to their fullest capacity we have promoted the Cumberlands Workforce Network to business, industry and the community. Some of the following ways this has been accomplished:

- Hosting open house at all One-Stop Centers.
- Creating a Human Resource Manager's meeting in Russell County in conjunction with the Human Resource Manager's meeting in Pulaski County.
- Business liaisons spoke at Chambers of Commerce, Industrial Foundation and other meetings to make businesses aware of One-Stop services.
- Partnering with the Workforce Alliance and Adult Education to provide resources to

- businesses for upgrading skills of their employees
- Partnering with DES and Adult Education to prescreen, test and prepare applicants for new positions in different counties.
- Personal visits to state and local officials to make them aware of our efforts to help businesses access all the services and resources available to them.
- Making businesses aware that our services are free to them.
- Personal visits to each employer who visited the KY Employers Web site
- Assisting new and expanding industry with on-the-job training contracts.
- Assisting new and existing businesses and industry with prescreening, testing, job orders, labor market information, wage norms and any other service they request.

The Local Workforce Investment Area joined with the other partners in the One-Stop to assist businesses such as Stephens Pipe and Steel, McDonald's, Pyramid Machine Services, Clear Channel Radio, Bruss, General Electric – Somerset Glass Plant and TDE. Many new employers who have never used the One-Stop services were entered into the

Employ Kentucky Operating System (EKOS).

Business services continue to be a great success. Pooling our resources has proven to be very beneficial to business, industry and community.

WIA FEATURE

Betty Gaines was dislocated from her job at Osh-Kosh B'Gosh January 2002. When the WIA dislocated worker program was presented at a Rapid Response meeting, she hoped this would be an answer to her dream of owning her own dog grooming business.

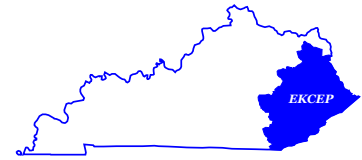
Gaines was referred to the Cumberland's WIA dislocated worker program by a Department for Employment Services coordinator. Following completion of training, Gaines opened "Dogie D Tails" in January 2003. Gaines' business became so successful, she sought help from the WIA dislocated worker program to fill a position for an assistant. Gaines has accomplished her dream of becoming an entrepreneur, "thanks to the WIA program."

LOCAL AREA HIGHLIGHTS



Eastern Kentucky Concentrated Employment Program

*Serving Bell, Breathitt, Carter, Clay,
Elliott, Floyd, Harlan, Jackson,
Johnson, Knott, Knox, Lawrence, Lee,
Leslie, Letcher, Magoffin, Martin,
Menifee, Morgan, Owsley, Perry, Pike,
and Wolfe counties*



Elliott County JobSight/ Rocky J. Adkins Elliott County Public Library

The location of Eastern Kentucky Concentrated Employment Program (EKCEP)'s fifth comprehensive one-stop center in the Rocky J. Adkins Elliott County Public Library in Sandy Hook was made possible by a multifaceted partnership involving EKCEP, state and local governments, and the local school system. The partnership was led largely by the library's namesake, 99th District Rep. Rocky J. Adkins, who serves as chairman of the EKCEP Workforce Investment Board, and by the executive director of EKCEP.

Partner agencies provided services through the JobSight center in the new \$1.4 million, 8,100-square-foot building. Partners included the Kentucky Department for Employment Services, Kentucky Department of Vocational Rehabilitation, Kentucky Department for Adult Education and Literacy, Kentucky Department for the Blind, Workforce Investment Act (WIA) program provided by the Northeast Kentucky Area Development Council (NEKADC), Experience Works, and Ashland Community and Technical

College, a Kentucky Community and Technical College System (KCTCS) institution.

Senate Hears GAO Testimony About JobSight and its Promising Practices

A U.S. Senate subcommittee learned about promising practices in EKCEP's JobSight one-stop centers during testimony on June 18. The Pike County JobSight was one of 14 exemplary one-stop centers nationwide selected for examination by the U.S. General Accounting Office (GAO), which conducted the study at the request of Sen. Ted Kennedy, Rep. John Boehner, and Rep. Howard McKeon. Throughout its testimony, GAO praised JobSight for its initiatives in cross-training and collaboration among one-stop staff, coordination with economic development, dedication of staff to business outreach, response to specific industries' needs, marketing, and creation of a shared identity for its partners.

The GAO analysts studied several JobSight centers and their accomplishments, including the Perry County JobSight and its role in offering "a tailored set of services" to attract a major employer to locate in the area, including "... assisting the company with pre-screening and interviewing applicants and establishing an

on-the-job training package that used WIA funding ...” In addition to the JobSight centers, the analysts visited EKCEP's central office and the American Woodmark dimension plant—the facility that JobSight helped attract to Kentucky.

Success N-Sight

This year, EKCEP piloted its innovative “Success N-Sight” program for older youth. Success N-Sight is a three-week course that gives 18 to 21 year olds a quick and intensive preparation for the job market. The curriculum emphasizes developing job interview skills, but also includes lessons on managing money, understanding workplace culture, employer expectations, and the basic job skills that most employers are seeking. The basic life lessons include detailed explanations of interest rates, credit ratings, and the importance of savings.

Local business people and community leaders speak to the young people on these and other key topics that usually are missing from traditional education.

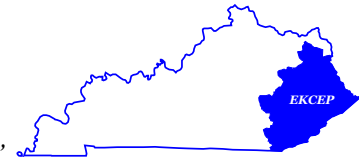
Success N-Sight also allows participants to tour businesses and “shadow” professionals at work to learn about workplace behavior and interactions.

LOCAL AREA HIGHLIGHTS



Eastern Kentucky Concentrated Employment Program

Serving Bell, Breathitt, Carter, Clay, Elliott, Floyd, Harlan, Jackson, Johnson, Knott, Knox, Lawrence, Lee, Leslie, Letcher, Magoffin, Martin, Menifee, Morgan, Owsley, Perry, Pike, and Wolfe counties



The program is designed for participants who are either high school graduates, GED holders, or GED seekers and have not made a successful transition into a job. Successful pilot sessions were held in Jackson, Prestonsburg and Pikeville.

Transition Unit

The Jackson County school's Transition Unit provides 14- to 18-year-old young people who are at risk of ending their education with an opportunity to earn credits toward graduation in a special classroom setting with the kind of individual attention that can help them succeed. The transition unit is a joint effort of EKCEP's WIA Youth Program, the Daniel Boone Development Council, and the school system.

Last school year, 17 Jackson County High School students received diplomas who otherwise would not have graduated on time—if at all—without the unit. At its peak, the unit was serving nearly 70 students.

EKCEP Business Solutions Team

To stay in touch with employers' needs and wants, EKCEP established an employer-led Business Solutions Team comprised of representatives of private

businesses and the partner agencies in EKCEP's JobSight one-stop centers. EKCEP also created the position of business solutions manager as an area-wide manager responsible for driving the development of strategies and policies for meeting the needs of Eastern Kentucky's businesses, and overseeing the implementation of these strategies and policies. The team and the business solutions manager work together to identify business needs, and develop strategies and initiatives to address those needs.

Employer-Specific Orientation and Screening (ESOS)

EKCEP and its JobSight workforce centers created Employer-Specific Orientation and Screening (ESOS) to help employers reduce the costs and lost productivity that result from high employee turnover rates. ESOS is a weeklong pre-employment course that improves and accelerates applicant screening. Half of the ESOS curriculum is general job-readiness instruction, time management, and skill assessments; the other half is specific information furnished by the employer about the duties, expectations, schedule, and working conditions on the job, including on-site learning and job shadowing activities.

ESOS is provided free at the request of employers who agree to hire only applicants who complete the course. JobSight has provided customized ESOS for several employers including long-term health care facilities and restaurant chains.

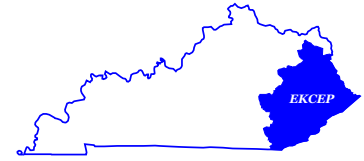
JobFit

An innovative EKCEP pilot project is getting employers' attention in Eastern Kentucky. JobFit is a Web-based job profiling system that addresses one of the greatest challenges every employer faces: finding the right workers for their particular job needs. JobFit is based on the premise that employees are the most important asset to any business. Employees who are well-matched to their positions will have higher attendance records, less turnover, higher job satisfaction and better job performance creating a win/win situation for both sides of the workforce equation—job seekers and employers. JobFit allows job seekers to complete a survey that constructs an accurate profile of their strengths, interests, learning styles, and workplace attitudes. Employers can then match job seekers' profiles to the profiles of the most successful workers in available positions. EKCEP is currently piloting JobFit in six of its 23 counties.



Eastern Kentucky Concentrated Employment Program

*Serving Bell, Breathitt, Carter, Clay,
Elliott, Floyd, Harlan, Jackson, Johnson,
Knott, Knox, Lawrence, Lee, Leslie,
Letcher, Magoffin, Martin, Menifee,
Morgan, Owsley, Perry, Pike, and Wolfe
counties*



On-the-Job Training (OJT)

EKCEP's OJT initiative is being used in conjunction with other employer services to support the growth of occupational sectors in our region that offer the most promise for longevity and prosperity in eastern Kentucky.

A clear success can be found in the development of the wood industry. While the primary wood industry of logging has long been present because wood is an abundant and renewable natural resource in the mountains, it's been exportive in nature, leaving the bulk of the profit to wood manufacturers far from eastern Kentucky.

Due to the concerted effort of EKCEP and its partners in economic development, wood manufacturers are realizing the benefits of locating these secondary (and hopefully soon tertiary) wood plants closer to the raw material. Obvious benefits to the employer are the raw material transportation costs they save and the readily available workforce that can be trained to their specifications. This approach helped land American Woodmark, the third

largest cabinetmaker in America in 2001 when they chose Hazard as the location for their new 220,000-square-foot Dimension Mill. The mill has already created over 200 jobs. The Dimension Mill is doing so well that American Woodmark is currently looking at Martin County, also in the EKCEP region, as a possible location for an assembly plant they intend to open in spring 2004. Two other cabinet manufacturers have had an eye on Woodmark's success and are exploring three location sites in eastern Kentucky, as well. EKCEP has used OJT to train 74 individuals in secondary wood industries jobs to date and this number is growing.

Soup and Sandwich Series

EKCEP's JobSight one-stop centers have partnered with local chambers of commerce, and the Small Business Development Center to present a series of free luncheon seminars on topics of interest to business people, called the Soup and Sandwich Series. The partnership has pooled resources to offer top quality presentations that usually are available only in paid seminars.

The subject matter is timely, business-oriented and useful, and the presenters are professionals. Topics of Soup and Sandwich Series seminars have included: pending legislation that will affect businesses; state and federal grant and loan opportunities; HUB-zone government contract opportunities; health care options for small employers; environmental regulations; and community college business programs.

Adult Services

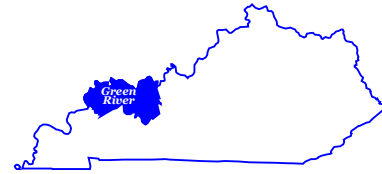
EKCEP and employment services have partnered to develop a series of Career Basics workshops that offer job seekers a quick course in valuable but often under-appreciated information, including: how to fill out a job application; how to craft an appealing resume; how to write an impressive cover letter; and how to be calm, confident and prepared in a job interview. The guidance provided by Career Basics is especially useful to dislocated workers, who may not have been in the job market for many years.

LOCAL AREA HIGHLIGHTS



Green River Workforce Investment Area

*Serving Daviess, Hancock, Henderson,
McLean, Ohio, Union, and Webster
counties*



Hancock County Industrial Training Consortium

The Green River Workforce Investment Area has worked extensively with the newly-created Hancock County Industrial Training Consortium during FY'03. The consortium, comprised of business leaders from Weyerhaeuser, Commonwealth Aluminum, Century Aluminum, McElroy Metals, Alcoa Automotive, First Class, Roll Coater, Southwire, Dal-Tile, and Precision Roll Grinder, was organized to address the training needs for their employees in Hancock County.

Partner agencies are considered "stakeholders" in this initiative and are available to provide resources. The business leaders determine the consortium's needs and look to the stakeholders to meet those needs. The entire process is business driven, rather than agency driven. Partner agencies that have participated extensively with the project are the Hancock County Career Center, Green River Area Development District (GRADD) – WIA Services, Hancock County Adult Education, Hancock County Schools, and the Kentucky Community and Technical College System (KCTCS). Bluegrass State Skills Corporation, economic development and county

government have also been extremely active partners. In their first year of operation, the consortium has come a long way. Not only did the consortium establish its management structure, it also established a curriculum committee to identify the types of training upgrade that each company needed, cross-referenced the training needs to streamline such training, and arranged the courses to fit into the industry's schedules. The first training courses began in fall 2002. A sampling of the courses offered in a month may include control of industrial motors, time management, three phase transformers and AC motors, DC motors and generators, intermediate hydraulics, and fundamentals of Programmable Logistics Controls (PLC). Package curriculum is utilized whenever possible but most of the courses are customized for the industry's needs.

Training is held at the Hancock County Career Center or at one of the industry locations. The consortium is now focusing on identifying resources to establish an industrial training facility. Discussions have been held with the Cabinet for Workforce Development, Department for Technical Education, and U.S. Rural Development. Even though this direction is not part of the expertise of the partner agencies, they are working diligently to make this goal a

reality. They are bringing in more partner agencies to help with grant writing for bricks-and-mortar projects. It is all in a day's work to meet the needs of business.

Tri-County Business and Industry Training Consortium

The Tri-County Business and Industry Training Consortium, serving Henderson, Union and Webster counties, received an unexpected but pleasant surprise this year. U.S. Secretary of Labor Elaine Chao was the keynote speaker at the Henderson County Chamber of Commerce annual meeting this year. Several of the business leaders spoke with her at that time about the need for industry-upgrade training. The U.S. Department of Labor responded with a \$3 million demonstration grant. Only seven grants were awarded nationwide.

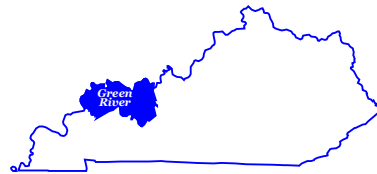
By April, training opportunities were in full swing. The catalog of classes available to area employers and their workers range from basic electricity and programmable logic controllers to CPR and a combustion and flame safety class. One of the courses proven surprisingly popular is the "dress for success" class. Partner agencies assisted in a pre-employment course for unemployed and underemployed persons. Several of the area employers agreed to hire new employees

LOCAL AREA HIGHLIGHTS



Green River Workforce Investment Area

Serving Daviess, Hancock, Henderson, McLean, Ohio, Union, and Webster counties



from the pool of individuals who completed that course. Within nine months of being awarded the grant, more than 600 people from 30 different companies have received training.

Local Partnerships – Job Quest 2003

The Green River Workforce Investment Board sponsored Job Quest 2003 in May. The event brings out the best among the partner agencies. The event attracted more than 1,600 job seekers – the unemployed and many looking for a better job. Eighty-five exhibitors recruited new employees and took job applications. The exhibitors were all encompassing -- health care providers, manufacturing, tourist-related companies such as hotels, and a couple of public safety agencies. A Kentucky state representative even set up a booth to recruit employees for his insurance business.

This event brought all partners together to serve the customer. The Owensboro Career Center manned the information desk. Registration was provided through a joint effort between GRADD, the Department for Employment Services and KCTCS. All of the education institutions provided information on their course offerings. Partner agencies designed to serve targeted

populations, such as the Department of Vocational Rehabilitation and the Senior Community Employment Program, set up booths to assist clientele.

WIA FEATURE

James T. Johnson graduated in 1969 with a bachelor's degree in math from Marshall University. He worked with a few different companies over the years before he began his employment with Whitehall Furniture LLC in Owensboro, where he worked for three years as an information systems manager. After receiving the news of his lay-off, Johnson updated his resume and began his job search with help from GRADD. Unfortunately, he was unable to gain suitable employment in this area because his skills were obsolete. Johnson decided he needed to continue his education in order to gain the updated skills necessary to find employment. He began his training at Owensboro Community College in January 2002 taking several computer courses. After talking with staff, Johnson continued his education at Western Kentucky University. His goal

was to get a computer science degree and eventually a master's degree. Johnson would then be able to teach college courses at Western. Johnson is currently taking courses toward his master's degree. Johnson and his wife have been very thankful to GRADD for all the assistance provided. According to Mrs. Johnson, her husband would not have been able to go back to college and gain the occupational skills to begin a new career at age 56 without GRADD's assistance. Both are very happy and hopeful that by this time next year, Johnson will be a professor and share the knowledge he learned during his training through the GRADD-WIA program.

LOCAL AREA HIGHLIGHTS



**LINCOLN
TRAIL
CAREER
CENTERS**



Lincoln Trail Workforce Investment Area

*Serving Breckinridge, Grayson,
Hardin, Larue, Marion, Meade,
Nelson, and Washington counties*



The Lincoln Trail Workforce Investment Area operated five contracts at seven sites throughout the area last year. Four of those service sites were for in-school youth while the other three provided services to out-of-school youth. One hundred percent of youth completed their goals and obtained GEDs or diplomas and went on to college or high-paying jobs. Out of the 43 in-school youth who exited from the program during the FY03, 37 graduated or remained in school. (They exited because they showed no need for further services.) Of those who graduated, most have either gone to college, work, or in the case of some special needs youth, to a skill training program for youth with disabilities.

During the last program year, 47 out-of-school youth exited the program. Out of the 47, 37 were successful in obtaining either a GED, a job, other credential, or some combination of the three.

Youth Partnerships

The Department for Juvenile Justice funds programs aimed at preventing juvenile delinquency targets many of the same youth that are targeted through WIA. When service providers were brought together, it was an opportunity for both groups to share ideas, helpful hints, funding resource

possibilities, and a chance to find out who is providing what services.

Also, in the Hardin County area, assistance has been offered through the Big Brothers/Big Sisters program to develop the mentoring component required in the law and regulations.

Many businesses in all areas have joined the Lincoln Trail Workforce Investment Area in providing work opportunities to our youth. In one area where work opportunities are limited and most of the businesses are small and have minimal funds for employees, the costs of employing the youth are divided between the businesses and the service provider. A nursing care center in Washington County not only hires youth when they complete the youth program in their area, but they also assist in providing work readiness training prior to the youth looking for employment.

In another area, the school system has adopted the WIA program as a school club. This allows youth who may not qualify or feel comfortable in another club the opportunity to list club involvement on future college and scholarship applications.

Lincoln Trail Career Center – Leitchfield

The following e-mail message was recently received from one

of the staff in the Lincoln Trail Career Center-Leitchfield:

“Yesterday, I looked out in the resource room – every computer was in use, customers were seated at the tables completing forms or looking at the job lists, everything was running smoothly and everything was organized and in its place. I thought to myself – this is the way it is supposed to be. I just wanted to thank everyone again for making this a reality. It is wonderful to finally have a workplace that is customer-friendly and makes our jobs so much easier. We are very proud of our new office.”

The county judge executive’s willingness to do whatever it took to make the center a reality resulted in the opening of the Lincoln Trail Career Center-Leitchfield on April 30, 2003.

Business Services

The Lincoln Trail Workforce Investment Area was one of three areas selected by the state Workforce Investment Board to operate a 12-month business services pilot program. The primary objective of this program was to increase the business community’s awareness and use of services within the Lincoln Trail Career System. Small- and medium-sized businesses were the main focus.

This program got underway in fall 2002 about the time

LOCAL AREA HIGHLIGHTS



**LINCOLN
TRAIL
CAREER
CENTERS**



Lincoln Trail Workforce Investment Area

*Serving Breckinridge, Grayson,
Hardin, Larue, Marion, Meade,
Nelson, and Washington counties*



a marketing campaign directed toward adults and dislocated workers eligible for WIA programs was nearing completion. The Lincoln Trail Area had a distinct advantage by already having a marketing consultant that was developing promotional materials geared toward businesses when the Cabinet for Workforce Development announced that Kentucky was one of seven states receiving U.S. Department of Labor funds for the marketing of one-stop career center services. The local workforce investment area then had two sources of marketing strategies. A One-Stop Marketing Team was formed from the three pilot areas. The team received training and developed strategies for a six-month campaign. Marketing efforts from both the state and local level included direct mail outs, phone contacts, personal visits, presentations before business groups, news releases to the media, radio spots, cable TV ads and billboards.

As a result of these efforts in the Lincoln Trail Area, the business liaison received 59 leads that were contacted to determine the needs of each business. The majority of those having immediate or specific needs had job openings and needed help in employee recruitment. Department for Employment Services staff

took the job orders and assisted in the recruitment. Eight businesses had an interest in training for incumbent staff. The Community and Economic Development Office (CEDC) at the Elizabethtown Community and Technical College was contacted. The CEDC made contact and is currently providing services to six of those businesses. One of these companies is saving substantial amounts of training dollars by using KCTCS instead of sending its employees to Louisville. Two companies were interested in small business issues and were contacted by the University of Kentucky Small Business Development Center office to provide consultation.

Breckinridge County Library Accessibility Project

When the Lincoln Trail Workforce Investment Board (LTWIB) began a certification process for One-Stop Information Access Points, the Breckinridge County Library (BCL) applied to the board for this designation.

In order for a site to be certified it must be inspected and determined to be accessible to individuals with disabilities. The BCL responded positively to the recommendations by the LTWIB and immediately indicated a willingness to make the facility accessible, not just to meet the requirements for certification, but to enable

them to better serve all the citizens of Breckinridge County.

After meeting certification requirements, the facility was approved to be a part of the Lincoln Trail Career Center system.

NEG Project

The Lincoln Trail Workforce Investment Area was awarded a National Emergency Grant (NEG) in February for more than \$1 million through the statewide multicompany NEG. The NEG will assist employees of Parker Hannifin, Superior Essex, Elizabethtown Sportswear, Vac Magnetics, Berne Apparel, and Collis who lost their jobs from plant closures.

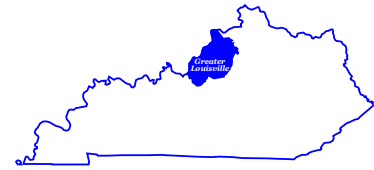
The 870 employees will now be eligible to receive assistance for up to two years in re-training opportunities.

LOCAL AREA HIGHLIGHTS



Greater Louisville Workforce Investment Board

Serving Jefferson, Bullitt, Henry, Oldham, Shelby, Spencer, and Trimble counties



KentuckianaWorks views the work of its partners as vital to reaching the overarching goals of educational attainment, building a responsive workforce, and creating quantum change. Partnerships are being built that provide avenues for individuals, including those served under the Workforce Investment Act, to connect to resources in the community.

Greater Louisville Inc. (GLI) – the chamber of commerce and economic development agency for the Greater Louisville area conducted a membership survey in 1999 asking what was the greatest challenge its membership and the community faced. The overwhelming response was workforce challenges – with the greatest challenge being the ability to match qualified local talent with opportunities. Once this need was identified, a local initiative to address what was becoming known as the “brain drain” was created.

Faced with the challenge of making a substantial and sustainable impact on the process of connecting job seekers and employers connect, a unique partnership was created among four organizations, (Career Resources, Inc., KentuckianaWorks, Greater

Louisville Inc., and MyCareerNetwork), comprising the **Regional BrainGain Alliance**. This innovative approach allowed non-profit and for-profit organizations to collaborate on the implementation of a solution that benefits both sides of the workforce – employers and job seekers.

KentuckianaWorks has always placed a strong emphasis on business outreach and related services via the one-stop system. Through a collaborative effort between Greater Louisville and KentuckianaWorks’ one-stop operator, Career Resources, Inc., a regional job portal that makes searching for career opportunities and/or searching for qualified candidates easier for both participants and employers was created. The portal serves as a central database of job openings and job seekers and offers a comprehensive listing of full- and part-time jobs in Greater Louisville’s 24-county workforce region.

With the help of state incentive funds used for marketing and launching the site, GLW.com has been and continues to be a huge success. The Web site currently has over 47,000 resumes posted in its database including all one-stop customer resumes. Over 930 employers are currently using the portal to post their open positions

and over 400 hires have been made through the site.

Local Successes

A true consensus about workforce development goals and how they fit into a larger economic development strategy are clearly defined through the united focus of political, business and educational leaders.

- 1) Raising educational attainment levels across the board, from GEDs to Ph.Ds;
- 2) Building a responsive workforce development system that works for job seekers and companies looking to expand or locate in the area; and
- 3) Aiming for and achieving “quantum change” that will measurably improve Louisville’s competitive ranking versus our regional competitors.

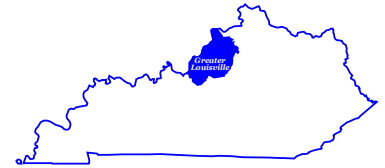
Greater Louisville has revamped its Web site, www.greaterlouisvilleworks.com, to provide job seekers with a single place to go to find jobs in the Louisville area and provide employers with a set of affordable tools to manage their hiring needs.

LOCAL AREA HIGHLIGHTS



Greater Louisville Workforce Investment Board

*Serving Jefferson, Bullitt,
Henry, Oldham, Shelby,
Spencer, and Trimble counties*



Career Resources (CRI), Greater Louisville's one-stop provider, and the Department for Employment Services are true partners in creating a seamless system for job seekers and businesses that will stretch public dollars while enhancing services available to customers.

The Louisville Youth Opportunity Network (LYON) program is one of the nation's most effective Youth Opportunity programs, making a measurable difference for 14-21 year olds in the empowerment zone in lifting their education and skill levels.

Jefferson Community College (JCC) and Jefferson County Public Schools (JCPS) Adult Education have created a visionary partnership to jointly recruit, assess and educate adults in a way that will maximize their chances of succeeding while keeping costs down.

Every person who files for unemployment insurance in Jefferson and Bullitt counties is given the chance to take a basic educational assessment and take classes on site or in their community if the assessment shows deficiencies. Addressing these deficiencies improves their skills and chances of reemployment.

Jefferson County Adult Education Partners with Community College

The partnership began in 2002 with six developmental reading classes using computer-assisted instruction at an adult education learning center, Ahrens, located next to JCC's downtown campus. Over the past year, the partnership has grown; in 2003 more than 400 JCC developmental reading, writing, and math students were served in 24 classes by Jefferson County Public Schools Adult and Continuing Education (JCPSACE) using the computer-based PLATO program through Kentucky Virtual Adult Education (www.kyvae.org).

On June 9, 2003, the partnership was made official with a signed memorandum of understanding between JCPSAE and JCC, and the program continues to grow. In June, three-week intensive preparation courses were offered to help future JCC students prepare for their college entrance exam, the COMPASS. In addition to the instruction in COMPASS-specific handbooks, computer time is allotted during the course to alleviate unfamiliarity or fear of taking a computerized exam. The enormous response received revealed that college readiness is an area that needs to be addressed. "We are thrilled to have such a strong partnership

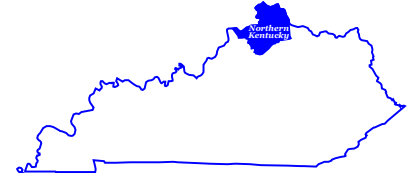
with JCC, and we hope it continues to grow," said Julie Scoskie, director of JCPSACE. "We are committed to helping adults increase their levels of educational attainment, from GED to Ph.D, and this is one way in which we're able to contribute to the personal and professional success of individuals as well as to the economic success of our community."

LOCAL AREA HIGHLIGHTS



Northern Kentucky Workforce Investment Area

Serving Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties



The partners of the One Stop Career Alliance of Northern Kentucky recognized there were significant numbers of customers coming in for services who had little or no experience with computers. It was obvious in this computer age, the One Stop needed to address this deficit, and do it in such a way that customers could get what they needed at the Florence comprehensive facility.

Through an analysis of services provided, it became clear that the adult education and Gateway Community and Technical College System partners needed to take the lead. The Northern Kentucky Workforce Investment Board provided the resources to outfit the training classroom with workstations, equipment, and some supplies to ensure the learning environment was complete.

Beginning in January 2003, adult education provided training in introduction to computers. Using adult education guidelines, this partner provided a Test of Adult Basic Education (TABE) to determine if a client was functioning below the 12.9 grade level. If they were, they were enrolled in the class to receive this vital training. From January through June, in small

groups, 75 individuals took advantage of the training.

Gateway Community and Technical College provided introduction to word training. This was accomplished by attaining a \$30,000 Workforce Alliance Grant that paid for instructors, books and supplies. Out of 77 customers attending the training, 61 percent attained employment and 12 percent went for further training. Clearly, the partnership between adult education, Gateway Community and Technical College and the Northern Kentucky Workforce Investment Board is working.

Youth Services: Leadership Services

A contract was awarded to Gateway Community and Technical College's Business and Industry Services Division to provide the same leadership development services and information to all 187 WIA Youth clients so that 1) their training experience was more consistent and 2) the information was more directly related to becoming leaders within their communities. This program provides a comprehensive range of services that develops leadership skills and enhances the development of employment skills. Staff of Gateway go to each subcontractor site to provide the following:

- Leadership development classes where students learn the characteristics of a good leader, who the leaders are in their lives, what instills admiration, what skills are needed to become a good leader, and how to develop a personal plan for being a good leader.
- Career guidance classes using community and industry partnerships with the North Central area Health Education Center and the Northern Kentucky Manufacturing Advisory Committee were offered on assertiveness, food handling, interviewing, CPR, resume writing, first aid, and financial planning

Youth gained skills and knowledge and experience that:

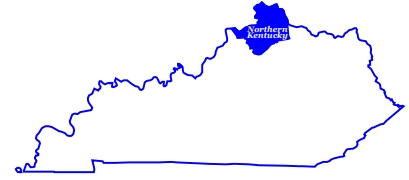
- Increases self-esteem
- Enhances their ability to use the one-stop career center services
- Increases technical and job skills
- Provides new career options and
- Allows them to gain leadership and employability skills.

LOCAL AREA HIGHLIGHTS



Northern Kentucky Workforce Investment Area

Serving Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties



Business Services: Kentucky Manufacturing Skill Standards (KMSS)

The Northern Kentucky Workforce Investment Area has a strong manufacturing industry base. It was important to establish a combination of services that meet their needs. Through adult education, Gateway Community and Technical College System, Department for Employment Services and the Northern Kentucky Workforce Investment Board, manufacturers have useful options for ensuring employees have skills needed in the industry.

The adult education partner provides an initial review of an individual's skill level. First the Test of Adult Basic Education (TABE) is administered. If basic reading and math skills are below acceptable levels, adult education provides remediation to raise the results. This is followed by the KMSS test for Level 1. When successful, adult education provides the KMSS Level 1 Certification. To supplement this, the Kentucky Employability Certificate is also available.

Gateway Community and Technical College addresses the KMSS Level 2 testing and certification. This analyzes the individual's higher level manufacturing skills. If

deficient, Gateway provides the occupational training needed to eliminate the deficiency.

The Department for Employment Services (DES) identifies individuals interested in and capable of working in a manufacturing environment.

The Northern Kentucky Workforce Investment Board provided the resources to purchase a system of handheld testing devices for adult education staff when they go to an employer to provide testing/assessment services.

The partners collaborated to make sure the KMSS program is presented to the employers in a way that meets their needs for attaining qualified employees or training incumbent workers. The next step is to implement the program with a group of 25 local employers who have expressed interest in the system.

Adult/Dislocated Worker Services: Workers-In-Transition Workshop

The Florence One-Stop comprehensive site saw a significant increase in the number of dislocated workers coming in the doors. Many of these customers needed help with the basics of job readiness and job search assistance. Because of the increase in

numbers, partners developed the Workers-in-Transition Workshop.

The two primary partners in providing the workshop were DES and Gateway Community and Technical College. Beginning sessions in September 2002, these agencies addressed the total experience of losing a job and finding the next job.

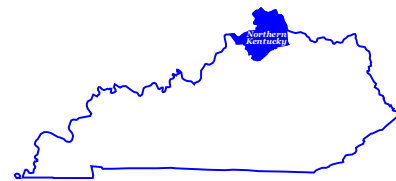
- The sessions begin with an overview of what the one-stop has to offer.
- Each participant is given a packet that includes support service referral information, and job seeking information.
- The staff get into the "nuts and bolts" of how one moves on from the devastating experience of being laid off to the exhilarating experience of getting the next job. The tone of the sessions is very positive and upbeat with staff sharing personal information about their own journey from being unemployed to employed.
- The customers are then given the opportunity to network among themselves. Everyone brings his resume to share, and discuss it. Co-participants give them feedback on their communication skills and suggestions for their job search.

Local Area Highlights



Northern Kentucky Workforce Investment Area

Serving Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties



To date, over 400 customers have attended the Workers-in-Transition Workshops.

NKWIB Marketing Efforts

The Northern Kentucky Workforce Investment Board (NKWIB) gave priority to increasing efforts to market the one-stops in the local workforce investment area. Although the one-stops continue to be used by increasing numbers of individual customers, the awareness of the one-stop by the business community was largely undeveloped. To begin to change this, the NKWIB provided the resources and support for the following:

- *Purchase of a special printer for easy production of promotional materials.* By having this equipment, the one-stop partners can create promotional literature to meet the needs of specific businesses, clusters of businesses and/or business organizations. Presentation materials can be created within a short timeframe.
- *Inclusion of one-stop brochure in the Northern Kentucky Chamber of Commerce's Business Journal.* This publication went to 7,000 business subscribers.
- *Sponsorship of a Northern Kentucky Chamber of Commerce's "Business After Hours" event.* Over 200 business people attended the networking event

where information about the one-stop was available.

- *Article in the Boone County Recorder – "One-Stop Career Alliance Gets the Job Done."* This community newspaper goes to 1,739 homes with another 1,700 available in newspaper racks.
- *Appearance on local cable show – "The Judge's Journal."* Hosted by the Kenton County Judge-Executive, the topic of discussion was Workforce Development Solutions in Northern Kentucky. The one-stop director, and the Northern Kentucky Workforce Investment Area's director were panel members to discuss how the One Stop and the Workforce Investment Board are working to assist employers in the area. The *Judge's Journal* is available to 48,000 network subscribers.
- *Public Service Announcements –* Over the course of the year, public service announcements about the one-stop have been aired over numerous radio stations.

The NKWIB sees these accomplishments as only the beginning of its marketing efforts. It is the board's intent to increase the momentum with a commitment of resources and expertise.

«»
Provided core/informational services to approximately 98,000 northern Kentucky residents in multiple visits to 5 One-Stop sites.

«»
Averaged 8,100 customers per month
«»

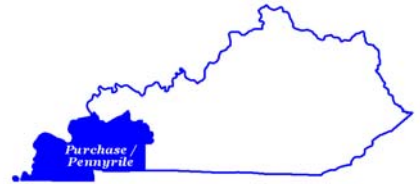
«»
Enrolled 187 in youth programs. Of the 83 who completed, 79.5 percent found employment. An additional 103 received a high school diploma or GED
«»

LOCAL AREA HIGHLIGHTS



West Kentucky Workforce Investment Area

Serving Ballard, Caldwell, Calloway, Carlisle, Christian, Crittenden, Fulton, Graves, Hickman, Hopkins, Livingston, Lyon, Marshall, McCracken, Muhlenberg, Todd, and Trigg counties



Hopkinsville Community College (HCC) Youth Workforce Connections Program has worked with the West Kentucky Workforce Investment Board to develop an innovative program combining local business and industry funding with two out-of-school youth programs to enhance the opportunities of the WIA enrolled participants.

HCC has created workforce connections within the community and combined them with other funding sources to allow the business and industry specialist to promote his efforts and the talents of the youth in the Purchase/Pennyrite area.

The model involves identifying out of school youth and offering them short-term occupation and employability training. Most of the students have been hired full time by a local industry. For those who have additional barriers, they have combined the internship with the training. At the end of the internship, the students with multiple barriers have a better chance of being kept in a full time capacity.

The students are trained and receive a welding certification at the end of the class. The curriculum is the same one the local industries use to certify their welders. Through local

coordination and collaboration, a local factory has been hiring participants upon completion of the certification. They are placed on 90-day probation as are all employees of the factory. At the completion of the probationary period, students are hired full time. This has worked so well, that another local business has joined the effort, and the college has received a lot of inquiries about the program.

One local business hired 16 of the Youth Workforce Connections certified welders. Nearing the year point since the training began, six are still employed for the same company and almost all of the other participants have found other employment in the area or are attending secondary education.

Partnerships Right Choice Partners

The Right Choice Partners are community agencies contributing their time and efforts in an innovative way to assist a WIA funded coordinator through the one stop career center and the local courts. The program was designed to serve non-custodial parents in obtaining or retaining employment in order to assist the court system in the collection of defaulted child support payments. This partnership allows the parent the opportunity accept financial responsibility of supporting his

child by obtaining employment. In addition, it provides a return on investment to the community by saving the court time and tax payer dollars.

The Right Choice program is funded through the Workforce Investment Act of the Pennyrite Area Development District (PADD). In coordination with this effort, partner agencies such as the Minority Economic Development Initiative (MEDI), of the Hopkinsville-Christian County Chamber of Commerce, Division of Child Support, Department of Community Based Services (DCBS), Friend of the Court, Department for Employment Services, Adult Education, Kentucky Farm Workers Program, Job Corps and the local court system have supported the program through no additional funding, just time and support of the clients.

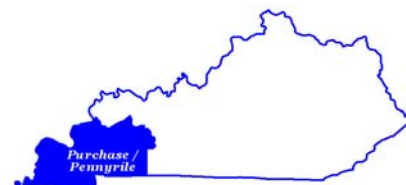
The PADD began working with the local court officials in July 1999 to provide this unique program. Currently, Right Choice programs are operating in Christian County, Hopkins County, and Muhlenberg County through the circuit court and district court systems in coordination with the local career centers and the partners. The county attorneys, district judges, and family court judges in these

LOCAL AREA HIGHLIGHTS



West Kentucky Workforce Investment Area

*Serving Ballard, Caldwell, Calloway,
Carlisle, Christian, Crittenden, Fulton,
Graves, Hickman, Hopkins, Livingston,
Lyon, Marshall, McCracken,
Muhlenberg, Todd, and Trigg counties*



counties have stated that working with this unique community partnership and its positive impact on the community have been invaluable. One judge stated, "It has provided a positive solution to an insidious problem."

Another partner stated, "It has proven to be an affirmative step in giving parents the opportunity to make the right choice and accept their responsibilities to their children and the community."

Business Services

A major factor in Pella's decision to locate in Murray, was the number of workers who have been dislocated in plant closures in the region. In early August 2002, Pella representatives met with Career Development Center (CDC) staff to discuss services that could be provided by the WIA funded facility. Over the next month it was determined that the CDC would issue position advertisements, accept applications, administer pre-employment assessment and provide initial assistance with the interview process.

Beginning in September 2002, the CDC, with its partner, Calloway County Adult Education, used local WIA activities to recruit and hire permanent workers for the new

facility. The CDC accepted almost 4,000 applications and administered as many pre-employment assessments. Pella required that potential employees meet minimum standards in an assessment process. In turn, this has encouraged the general workforce to attend Calloway County Adult Education sessions to improve basic skills.

Pella has selected its hourly workforce from this pool of applicants compiled by the CDC who came from around the country as well as from across the region. Pella Corporation has been recognized by Fortune magazine as being among the "100 Best Companies to Work For," and earned this achievement by providing exceptional benefits, development opportunities, communications and positive work environments for its employees. Pella is committed to extensive training programs for its employees and after a year will pay for tuition to attend postsecondary educational institutions. Pella has demonstrated a tangible commitment to improving job opportunities for the workers of Murray/Calloway County.

Pella representatives have partnered with staff at the CDC to shape the direction and scope of services offered. The

human resource director serves on the Community Resource Committee for the CDC and readily offers suggestions, information and support to CDC staff on how to better serve employers and customers.

National Emergency Grant - Mattel

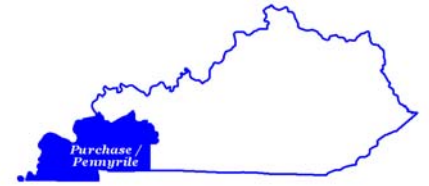
In November 2002, U.S. Secretary of Labor Elaine L. Chao awarded a WIA National Emergency Grant of up to \$3.4 million that will aid 680 workers laid off or facing future layoffs from Mattel, Inc. in Murray. Over \$1.9 million was provided to the West Kentucky Workforce Investment Board to supplement existing re-employment programs including job search assistance, job development, job placement, basic skills training and counseling that takes place at the area career centers. The Career Discovery Center in Murray was developed with a mission to serve the career transition needs of the dislocated workers from Mattel and around Western Kentucky.

LOCAL AREA HIGHLIGHTS



West Kentucky Workforce Investment Area

Serving Ballard, Caldwell, Calloway, Carlisle, Christian, Crittenden, Fulton, Graves, Hickman, Hopkins, Livingston, Lyon, Marshall, McCracken, Muhlenberg, Todd, and Trigg counties



WIA FEATURE

After receiving her GED, Jamie Pataky decided to seek WIA assistance to complete the Registered Nurse (RN) program at Madisonville Community College (MCC); she was determined eligible for services through the WIA adult program.

To get this far, Pataky had been awarded a two semester scholarship to MCC through the adult education program in 1999. To be eligible for this scholarship, students had to write an essay discussing their goals and how the scholarship would help them attain those goals. The scholarships were awarded based on academic excellence and the essays written by the graduates.

Pataky had dreamed of becoming an RN when she was attending adult education and was thrilled she had come so far in her career goals. Not only was she a full-time student, she had three children at the time and was taking care of her 16 year-old sister. She was receiving public assistance as it was difficult for her to hold down a job, go to school, and be a mother to her own children and her sister. Although she was very busy with her family, she

continued to go to classes and excel in her studies. On top of all that, she delivered her fourth child during the second semester of nursing. In December 2002, she completed her RN degree against odds some would say could not be beaten.

Since that time, she has been working at Regional Medical Center in Madisonville on the Obstetric (OB) floor. She loves her job and the mothers and babies can sense that. Pataky is full of energy and enthusiasm. The word "quit" is not even in her vocabulary. She exemplifies the attitude and determination it takes to have a goal and see it through to fruition no matter how difficult reaching that goal may be at times.

Her husband is now working toward his GED so he can attend college. They are no longer on public assistance, and in fact they are building their own home. Many times, Pataky has thanked the WIA staff for helping her dreams become a reality.

WIA FEATURE

Alice Johnson has demonstrated her involvement and commitment to people not just WIA programs. In her 10 plus years working with training and reemployment programs, she has worked with senior employment, adult, youth and dislocated worker program and rapid response services. Johnson played a major role in making the Career Discovery Center (CDC) in Murray an exemplary program. She was involved in preparations for the roundtable discussion regarding the loss of Mattel in Murray and subsequently assigned to work with and train the CDC's new staff on the delivery of WIA services. Currently, she does initial intake and eligibility for the Paducah Career Center.

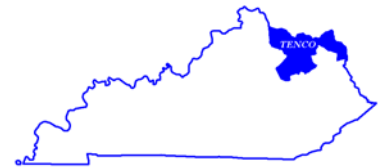
Johnson was the first workforce specialist for the dislocated worker program in the Purchase Area and was instrumental in the design of the program, working to develop strategies to meet the needs of the dislocated worker and displaced homemaker. As an active partner at the Paducah Career Center, she promotes every aspect of all partner services each chance she gets. She is always working to present the most up-to-date information about partner services as well as WIA workforce services.

LOCAL AREA HIGHLIGHTS



TENCO Workforce Investment Area

Serving Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson, and Rowan counties



The three TENCO Comprehensive Centers increased partnerships and services during the program year. Adult education partners from outlying counties are present at each center on an itinerate basis, thereby increasing knowledge of services available through the one-stop centers and increasing the capabilities offered in each center, especially the resource rooms.

The **Maysville One-Stop Career Center** hosted a multi-agency potluck and was featured in the local paper with recipes published. High school counselors were invited to the one-stop center and given a tour and information about the center. Quarterly, the center hosted a luncheon for all agency staff to share information, favorite recipes and participate in a fundraiser for the American Cancer Society Relay for Life. The Cabinet for Families and Children is a partner and assists in the resource room. The one-stop center partners manned a booth at the Regional Business Expo and Job Fair in Maysville. A regional Leadership Horizons class held a session at the one-stop center.

The **Morehead One-Stop Career Center** hosts workshops every Tuesday evening for the unemployed. Partners include adult education, Kentucky Community and Technical College System (KCTCS), WIA Title I, Community Action Program and Department for Employment Services (DES). Information is disseminated, testing is scheduled and administered, and specific topics are identified for future workshops. Vocational rehabilitation counselors are available on an itinerate basis to provide counseling and assist in the resource room.

Ashland One-Stop Career Center includes adult education who administers TABE assessments for companies hiring new employees. Department of Vocational Rehabilitation and Department for the Blind assist in the resource room along with WIA staff. Community Action and WIA staffs are located full time in the center. Besides delivering their regular services, all agency staff are available to assist with the resource room. Partners participated in the regional job fair held at a local mall last spring.

Partners have been very helpful in participating in Rapid

Response meetings with employers and employees. Ashland has experienced several closures during the past year with several hundred unemployed.

Business Services

The Workforce Investment Board established the Business Services Team, during the spring 2003 with the assistance from Greg Newton & Associates. Partners of the one-stop centers who were responsible for contacting businesses, formed a team and chose an individual to be a business service representative for each one-stop. Serving as business representative for the Morehead Center is a representative from the Department for the Blind. Representatives from KCTCS serve as business representatives for the Maysville and Ashland centers. Each center developed two pilot sites through the following process. The business representative contacted two businesses to ascertain their workforce needs. The representative related the needs of the employer to the one-stop partners and they wrote a proposal, which was presented to the company by the representative. As a result, two adult education classes were offered in the workplace. The company gave incentives

LOCAL AREA HIGHLIGHTS



TENCO Workforce Investment Area

Serving Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson, and Rowan counties



to employees who raised their reading level and/or earned a GED.

A business services coordinator position was created to assist the three areas in continuing the momentum and providing assistance in convening groups, conducting research and providing technical assistance. The Workforce Investment Board has been involved in identifying industry clusters for the team to target.

WIA FEATURE

In July 2001, it was announced that a large percentage of TechnoTrim workers in Maysville would be laid off by mid-September 2001. This was just the beginning of what would eventually lead to the facility closing by the end of the winter 2003. Many of these dislocated workers were interested in training and wanted to stay close to home to continue their education. Maysville Community College (MCC) was the logical choice. Meetings were held among DES, WIA, and college staff to discuss trying to accommodate these individuals who were in one of the most stressful situations of their lives – losing jobs that they'd felt

were permanent. A major concern while these discussions were taking place was that since the Trade Act affected these workers, they had a limited amount of time to get into full-time training and receive the extension on their unemployment benefits. This meant that these individuals had to be in school by October 2001. Working with Dr. Ed Story, dean of Academic Affairs, and Barbara Campbell, assistant dean for Workforce Development, and other major players in these activities, MCC was able to start several classes on the 2nd bi-term of fall semester 2001. Also, since there was a tremendous interest in practical nursing, they hired an extra professor and started a new Licensed Practical Nurse (LPN) class in January 2002. Seventeen ladies graduated from this LPN class in May 2003.

This is an example of how MCC has worked with the one-stop partners in providing outstanding service to the residents of the Buffalo Trace area. They are already asking about how they can help with the recently announced layoffs at Champion Housing and Crystal Tissue, and we are sure they will strive to accommodate the needs of our adults and dislocated workers who need to continue their education.

WIA FEATURE

Prior to Amanda Casterline entering the WIA program, she had dropped out of high school, given birth to a son, and was living on a limited income. Ann Royster was working with People's Self-Help Housing and the Lewis County WIA program. Royster felt Casterline would greatly benefit from the workshops and services that the WIA out-of-school youth program could provide. With Royster's help, Casterline was able to return to school. Lewis County High School provided her with a flexible curriculum where she could catch up with her credits and graduate with other classmates in 2002.

Casterline then entered Maysville Community College in August 2002 in the office systems program. Her dedication and excellence in her college classes did not go unnoticed by her professors. Her name was given to East Kentucky Power Cooperative in January 2003 as a possible part-time office person. She was hired at a starting wage of \$9.22 per hour and continues to work about 25 hours per week while maintaining full-time classes. She also is on the dean's list at MCC and plans to graduate in December 2004.

STATE HIGHLIGHTS

State Initiatives and Programs

The Rapid Response program is an early intervention service offered to businesses and workers affected by layoffs and plant closings. Rapid response services are offered at no cost to the business or the participating employees.

When a company has to layoff employees because of a closing or downsizing, it is difficult for both the business and the affected workers. The Cabinet for Workforce Development has designed a system to help a Rapid Response Team. Staff from the Department for Training and ReEmployment lead the state's rapid response efforts. The first step is an on-site employer meeting. The team will discuss resources and services available to help the employer manage the layoff and identify the specific needs of the affected employees. Using information gained from the on-site meeting, the Rapid Response Team develops a plan of action for delivering necessary services.

The Rapid Response Team is an effective example of the collaborative effort between local, state, and national agencies regarding employment-transitioning services. Local representatives (from the agencies listed below) provide familiar faces and hometown support to businesses and laid-off workers. At the state level, the department's Rapid Response Team coordinates the array of services available from the following partner agencies:

- ✓ The Department for Employment Services

- ✓ Local Workforce Investment Area (LWIA) One Stop Career Center - WIA Dislocated Worker program
- ✓ The Department for Adult Education and Literacy
- ✓ The Department of Vocational Rehabilitation
- ✓ Cabinet for Health Services
- ✓ U.S. Department of Labor Employee Benefit Security Administration.

While a multitude of services are covered in a typical rapid response session for dislocated workers, all partnering agencies cooperate to make the Rapid Response Team individualistic and unique.

From July 1, 2002 -June 30, 2003, the Rapid Response program reported 285 layoffs, which impacted approximately 13,607 employees transitioning from being laid off to reemployed in the Commonwealth of Kentucky. The Rapid Response Team served 139 businesses and met with 10,024 employees the previous program year. The state's Rapid Response Team is an invaluable service for continuing education and improving the workforce within Kentucky.

National Emergency Grant

Last year, Kentucky experienced excessive numbers of mass layoffs in all industries that resulted in statewide moratoriums on the provisions of services to any new clients and cuts in services with existing clients. The Trade Act program administered by the Department for Employment

Services also experienced a cut back in services to eligible clients. It was necessary to assure continuing services to dislocated workers in Kentucky, therefore the state applied for a National Emergency Grant through the U.S. Department of Labor.

Kentucky was awarded up to \$10.7 million to support project operations through December 2004. Operations consist of core, intensive and training services to dislocated workers in seven of the 10 local workforce areas. Funding assisted over 1,000 dislocated workers who would have been turned away without the approval of these funds by the U.S. Department of Labor.

In addition to the statewide multicompany National Emergency Grant, a NEG was awarded to the commonwealth to target dislocated workers in the Greater Louisville area.

Youth Services

Jobs for America's Graduates Through Workforce

Investment Act statewide reserve funds, out-of-school youth are served utilizing the Jobs For America's Graduates (JAG) curriculum and are administered through four of the local workforce investment areas. Youth ages 16-21 are provided basic skills and work readiness skills training in order to achieve a GED and one positive outcome, such as employment or post-secondary education. These four sites served approximately 114 youth.

STATE HIGHLIGHTS

Previously, administration for the program was provided on a state level. This year the administration of the four JAG out-of-school models was moved to the local level. This structure promotes the concept of local workforce investment areas and youth councils acting as the strategic planners and coordinators of youth services in each local area.

Jobs for Kentucky's Graduates

Through Workforce Investment Act statewide reserve funds 48 sites throughout Kentucky served in-school youth using the Jobs for America's Graduates curriculum administered through the Department of Education. This contract served 771 youth ages 14–21 in grades 9-12. Since 1999, program sites have grown from 14 to 48.

2002 Youth Summit

The 2nd annual Youth Summit was held at the Georgetown College Training Center November 6-7 with over 200 attendees. Attendees included WIA youth participants, youth providers, youth council members and partner agencies. All presenters did a great job and had an 88 percent positive rating from the evaluations. Workshops included topics such as WIA 101, best practices, performance, follow-up services.

Resource Mapping

Available funding from statewide reserve funds afforded the Department for Training and ReEmployment the opportunity to work with the University of Kentucky

School of Social Work, Training Resource Center to provide a comprehensive computer-based list of current employment and training services for youth ages 14-21, by county and by each LWIA. Focus groups were held in each local workforce investment area to discuss current services and gaps in services. A report was developed from these findings and recommendations were made. A database has been developed and will be continually updated. This project was initiated and guided by the KWIB youth committee. The site may be accessed at <http://www.uky.edu/SocialWork/KYouthresource/>

Department for Technical Education

Through Workforce Investment Act incentive funds, the Department for Technical Education partnered with the Kentucky National Guard Youth Challenge Division within the Kentucky Department for Military Affairs to provide services to at-risk youth.

The Kentucky National Guard Youth Challenge Division conducts an 18-month voluntary program for at-risk youth between the ages of 16 and 18 who have dropped out of school. The program consisted of two phases. The first phase was a rigorous 22-week residential military program located at Fort Knox. The second phase was a 12-month mentoring period, which took place in the participant's home community. The target group is recruited from all 120 counties. Two

full-time recruiters meet with school officials, social workers, juvenile court caseworkers, parents, and youth to explain the program. GED attainment is a major goal of the residential phase and is continued during the mentoring phase if the participant does not attain it during the residential phase.

The Youth Challenge Program established a technical education component. This component assisted participants in linking their academic studies to the world of work. This kind of academic/technical education integration assists participants in accomplishing higher academic achievement. The technical component consists of four building-trades classes: carpentry, electrical technology, plumbing and HVAC.

State Partnerships Collaborative Partnership Building with Businesses

Through Workforce Investment Act incentive funds, the Department for Training and ReEmployment partnered with the Kentucky Community and Technical College System (KCTCS) to coordinate the delivery of a collaborative partnership building with businesses training initiative for individuals at the one stops. Training was conducted across the commonwealth to enhance building relationships between businesses and one-stop centers.

STATE HIGHLIGHTS

Bioptic Driving Program

Through efforts to enhance utilization of Kentucky's one-stops the Department for the Blind and the Department for Training and ReEmployment entered into a partnership to expand the Department for the Blind's Bioptic Driving Training Program. Workforce Investment Act statewide reserve funds assisted the Department for the Blind in training persons with low vision to drive. Most individuals with visual acuity loss do not have the freedom that comes with having a driver's license and driving a vehicle.

Bioptic driving allows individuals with distance visual acuity of at least 20/200, an unrestricted visual field and a distance visual acuity of at least 20/60 with a bioptic telescopic device to obtain a learner's permit and participate in driver training to prepare for the operator license examination. WIA funds support staffing of a vocational rehabilitation assistant, a certified driver rehabilitation specialist and a program coordinator in providing bioptic driving training. Through these additional funds, training opportunities were expanded to customers seeking employment who are currently on a waiting list for the bioptic driving program.

Department for Adult Education and Literacy

To foster an increased partnership between adult education and the one-stop system, Workforce Investment Act incentive funds helped increase access to adult education services programs

at the comprehensive one-stop centers. Deskside engineers were deployed to troubleshoot and install PLATO Learning Inc. (PLATO) and Worldwide Interactive Network (WIN) Adult Education and Skills Evaluation software at locations through the commonwealth. These engineers were available to troubleshoot problems that programs were experiencing regarding connectivity issues, along with access to PLATO and WIN curricula.

State Initiatives

Ford Motor Company

Workforce Investment Act statewide reserve funds assisted the Ford Motor Company at its Louisville assembly plant to upgrade skills in its workforce. Workforce Investment Act funds are a part of a collaborative project between economic development and a business retention strategy developed by the Louisville assembly plant and Kentucky officials. The primary focus of the training has been centered around lean manufacturing and the integration of lean concepts throughout the plant. In order to meet the specialized training demands required in computerizing their processes and implementing lean manufacturing, external trainers such as Kentucky Community and Technical College System (KCTCS), vendor specific trainers, and specialists trained both onsite and offsite. A certificate of completion was awarded to employees completing the skills upgrade courses. Academic credit and industry-specific certification was offered when appropriate.

It is anticipated that with the usage of WIA funds assisting the plant, the plant will be better able to accomplish goals such as launch new products on time with a fully trained workforce, reach or exceed company launch quality objectives, achieve a higher level of production readiness, maintain or improve the quality of the outgoing model, fully implement lean manufacturing, build a state-of-the-art internal training program and provide continuous technical training for skills-trade employees. The ultimate success of this project is the retention of the Louisville assembly plant at the same or higher production capacity as presently exists.

Kentucky Employability Certificate

The Kentucky Employability Certificate was publicly rolled out at an event in Owensboro in May 2003. Owensboro was chosen for the statewide kickoff because it is one of the commonwealth's leaders in utilizing WorkKeys® and the Kentucky Employability Certificate (KEC). The KWIB, in conjunction with ACT, Inc., is the major sponsor of the KEC, which is designed to document foundation skills in applied math, reading and locating information. The certificate is based on ACT's WorkKey's® system and has been endorsed by KCTCS, the Department for Adult Education and Literacy, the Council on Postsecondary Education, the Kentucky Chamber of Commerce, the Kentucky Society for Human Resource Management,

STATE HIGHLIGHTS

the Cabinet for Workforce Development, in addition to other organizations. Kentucky was the first state in the nation to introduce such a certificate and issued over 1,200 through June 2003.

Statewide Strategic Planning Initiative

The Kentucky Workforce Investment Board (KWIB) in partnership with the 10 local workforce investment boards (LWIBs) undertook a comprehensive planning initiative to set a strategic direction for workforce boards and their communities as they grow and retain Kentucky's future workforce. Futurist Ed Barlow of Creating the Future, Inc. presented 10 thought-provoking regional community events around the commonwealth entitled: *Creating a Competitive Economic Development and Workforce Advantage*. Bob Knight, former president of the National Association of Workforce Boards (NAWB), partnered with Barlow in this project. In addition to these community events, the LWIBs also participated in *Taking Your WIB to the Next Level* sessions, designed to move boards toward a more strategic role in their communities. Some of the draft strategic directions are: creating a sense of urgency around the importance of workforce and economic development; promoting and supporting career pathway models; organizing workforce efforts around industry sectors or clusters; and enhancing relationships with educational institutions and economic development partners. The

KWIB will finalize its plan in early 2004.

One-Stop Evaluation Project

Workforce Investment Act incentive funds provided consulting services by the Charter Oak Group for the One-Stop Evaluation Project. Charter Oak assisted in identifying one-stop system-wide quarterly indicators, continuous improvement benchmarks, developing other methods and tools to collect system-wide data, revising customer satisfaction surveys, and preparing reports for various stakeholders. Data from the new customer satisfaction survey combined with participant records from the WIA tracking system in Kentucky found important discoveries about the effectiveness of training and its connection to earnings gains and customer satisfaction. These findings had major implications for how participants are counseled about training, who goes into training, the type and quality of training selected and how completers are assisted in finding training-related employment. Statewide training using templates and forms was given to the local workforce investment areas.

One-Stop Accessibility

Training was provided by the University of Kentucky to one-stop career center staff on the installation, use and maintenance of adaptive equipment and software at the comprehensive one-stops through Workforce Investment Act incentive funds. Training sessions were conducted across the commonwealth. Training

manuals were developed consisting of traditional presentation content; detailed directions for each type of adaptive hardware and software installation; and a one-page summary sheet containing directions for use for each type of hardware and software. Materials were prepared in large print, Braille and audio formats. The rehabilitation engineering and rehabilitation technology staff of the Department of Vocational Rehabilitation and Department for the Blind assisted a project director and training coordinator for the blind in carrying out these activities.

◀◀
*Nearly \$491 million provided in
Unemployment Insurance benefits*

◀◀
*Through WIA more than 8,000
youth ages 14 –21 were served*

◀◀
*4,773 individuals with disabilities
achieved positive employment
outcomes*

COST AND EVALUATION OF WIA ACTIVITIES

WIA Title IB

Cost of Program Activities Relative to Program Outcomes July 1, 2002-June 30, 2003

	PY 2002 Expenditures	PY 2002 Customers Served	PY 2002 Exiters	PY 2002 Cost Per Customer Served	PY 2002 Cost Per Customer Exited
Adults	\$ 12,735,651.00	4755	2392	\$ 2,678.37	\$ 5,324.27
Dislocated Workers	\$ 5,850,847.00	4616	1725	\$ 1,267.51	\$ 3,391.80
Youth	\$ 14,413,510.00	8045	4116	\$ 1,791.61	\$ 3,501.82

The Commonwealth of Kentucky Program Year 2002 (PY02) was a year of great successes and a year that challenged the state to meet the demands of the dislocated worker population. Kentucky continued to experience a significant number of industry-based dislocations. This is reflected in the 9 percent (4,219 to 4,616) increase of dislocated workers served during the program year compared to PY 01. This figure does not represent the number of individuals served through statewide Rapid Response activities. A fewer number of adults were served (5,383 to 4,755). This was in part due to an 18 percent reduction in available funding. There was also a slight decrease in youth served; 8,045 in PY02 compared to 8,117 in PY01.

As in Program Year 2001 (PY01), Kentucky continued to reduce the cost per customer exited in all funding streams. This was due in part to the reduction of Individual Training Account (ITA) awards available for training and support services at the local workforce investment area level. Several local workforce areas implemented a series of short-term training for dislocated workers needing intensive/upgrade skills services rather than extensive re-training services. Additionally, the cost per customer served measure was lowered in all funding areas.

The adult program experienced a higher cost for services than dislocated workers due to the multiple barriers and extensive needs of many of the adult customers. Youth program costs varied reflecting the different services needed for youth, so the average cost does not effectively capture what actually occurred. (E.g., some younger youth may benefit from an in-school program that is relatively inexpensive, while an older youth may receive services over a period of years and need extensive support services and training). It also should be noted that measurements of activity costs for the three funding streams do not reflect services provided to thousands of customers who receive core services through the one-stop system. A more detailed analysis of program costs is contained in the tables on the following pages.

While the commonwealth experienced a substantial increase in need for services, adequate funds to support the need became a challenge for the local workforce investment areas. Escalated expenditures in PY01 provided less carry forward funds in PY02 resulting in a 25 percent reduction of funds available for PY02 workforce activities. This reduction in worker funding for PY02 left the commonwealth with a reduced workforce development budget, one already challenged by severe state revenue reductions. Ten local area boards in PY02 asked the governor for statewide reserve funds to provide adult, youth and dislocated worker services. These funds, \$3.4 million, were requested to keep services operating, not to expand or enhance services. The department also awarded over \$4.7 million in rapid response additional assistance funds to 10 local area boards to meet the increased demand in services to dislocated workers. Additionally, the commonwealth was awarded two National Emergency Grants during PY02. These awards assisted the local areas already strapped for funding to serve the increased numbers of dislocated workers in their workforce areas.

COST AND EVALUATION OF WIA ACTIVITIES

During PY02 great strides were made in the increase in data collection and reporting capacity for Title IB services and the creation of a statewide foundation of data collection for the one-stop career center system. Data collected included:

Nearly 1.4 million visits were made to the one-stop career center system from July 1, 2002 to June 30 2003. During the same period, five local areas combined reported nearly 250,000 "hits" on their Web sites; and over 42,000 employers were served. The department also reported over 6,300 inquiries made through America's Service Locator and the toll-free help line.

Status of State Evaluations of Workforce Investment Activities

In response to the Kentucky Workforce Investment Board's request to better gauge the success of the One-Stop Career Center System and its continuous improvement efforts, the Charter Oak Group under contract with the Commonwealth of Kentucky completed its One-Stop evaluation project during Program Year 2002. The final report included the following:

- Customer and performance analysis regarding job seeker customer flow, employer customers, average weekly wage, self-sufficiency exit information.
- Employer customer satisfaction report indicating employer satisfaction data from both WIA and Department for Employment Services (DES) program data.
- Participant customer satisfaction reports including dimensions of service quality regarding WIA data.

The analysis also includes information regarding training, employment and earnings increases and satisfaction information. The Department for Training and ReEmployment (DTR) will continue to analyze program data and with the capabilities of generating the above-referenced reports should provide the state board with data to evaluate services to assure continuous improvement of the system.

To improve fiscal management evaluation services, DTR initiated several changes to the department's current fiscal processes by moving to an Internet-based reporting system. Collection, analysis and reporting of financial information required intensive staff involvement at both the local and state levels. Previously, local areas reported information electronically, via fax or through conventional mail depending upon their capabilities. These reports were then manually entered and reviewed. Detection of errors after the information was compiled required resubmission of information by the local area and manually reentering the data. This labor-intensive process demanded staff time and attention that could have been spent on other administrative and supervisory duties.

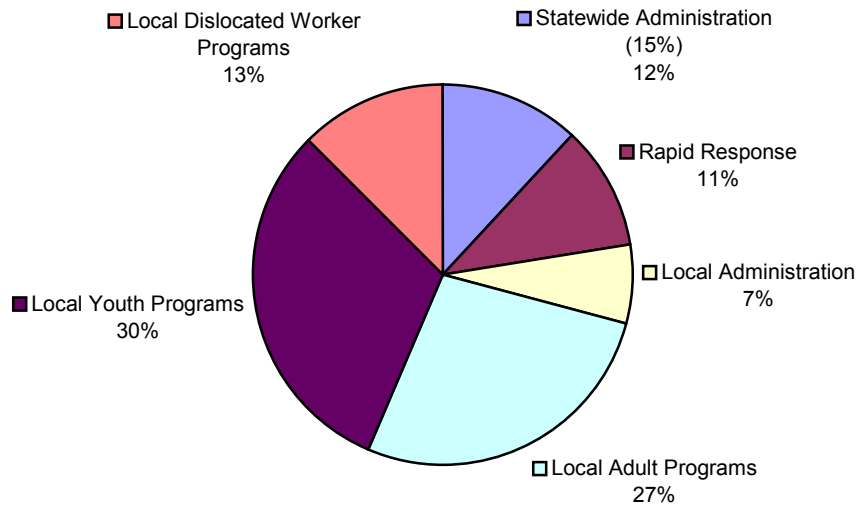
The department worked diligently to address these concerns and has implemented many countermeasures to improve our internal processes. In conjunction with the fiscal staff of the local areas, DTR has developed a financial reporting system that utilizes existing computer software to compile and report information more accurately. By collecting monthly financial reports, DTR has been able to track expenditures at the local level more effectively and provide the most current information available when answering requests.

DTR has further improved its efficiency and accuracy by selecting an Internet-based reporting system that will reduce the demands upon staff time and further automate the process. This application allows local areas to report their information using a standard software package provided by DTR. The local area information is analyzed for accuracy as it is entered and then instantly compiled with information from other local areas and the state. This process alleviates demands upon staff time to review several reports in order to identify and correct errors at the state level. This application allows local areas to access available funds by making requests

COST AND EVALUATION OF WIA ACTIVITIES

according to the appropriate project. Expenditures can be tied to funding requests and the state can generate accurate and current information. In addition, this application allows DTR to devote more time and attention to other administrative duties such as audit reconciliation. By providing the ability to generate current, accurate reports about expenditures and fund requests, this system allows DTR to provide needed information to auditors.

PROGRAM YEAR 2002 EXPENDITURES



Funding Source	Available	Expended	Percent of Total
Statewide Administration (15%)	\$ 14,838,266.00	\$ 5,534,009.00	12%
Rapid Response	\$ 6,462,922.00	\$ 4,936,728.00	11%
Local Administration	\$ 7,335,019.00	\$ 3,099,581.00	7%
Local Adult Programs	\$ 16,868,264.00	\$ 12,735,651.00	27%
Local Youth Programs	\$ 30,609,904.00	\$ 14,413,510.00	31%
Local Dislocated Worker Programs	\$ 8,670,739.00	\$ 5,850,847.00	13%

During Program Year 2002 the Commonwealth of Kentucky spent \$46,570,326 in WIA formula funds. As represented in the chart above, Statewide Activities constitute 12 percent (\$5,534,009) of the total expenditures. Rapid Response activities conducted at both the state and local level represent 11 percent (\$4,936,728) of the total expenditures. Kentucky's LWIAs expended 77 percent (\$36,099,589) of the total.

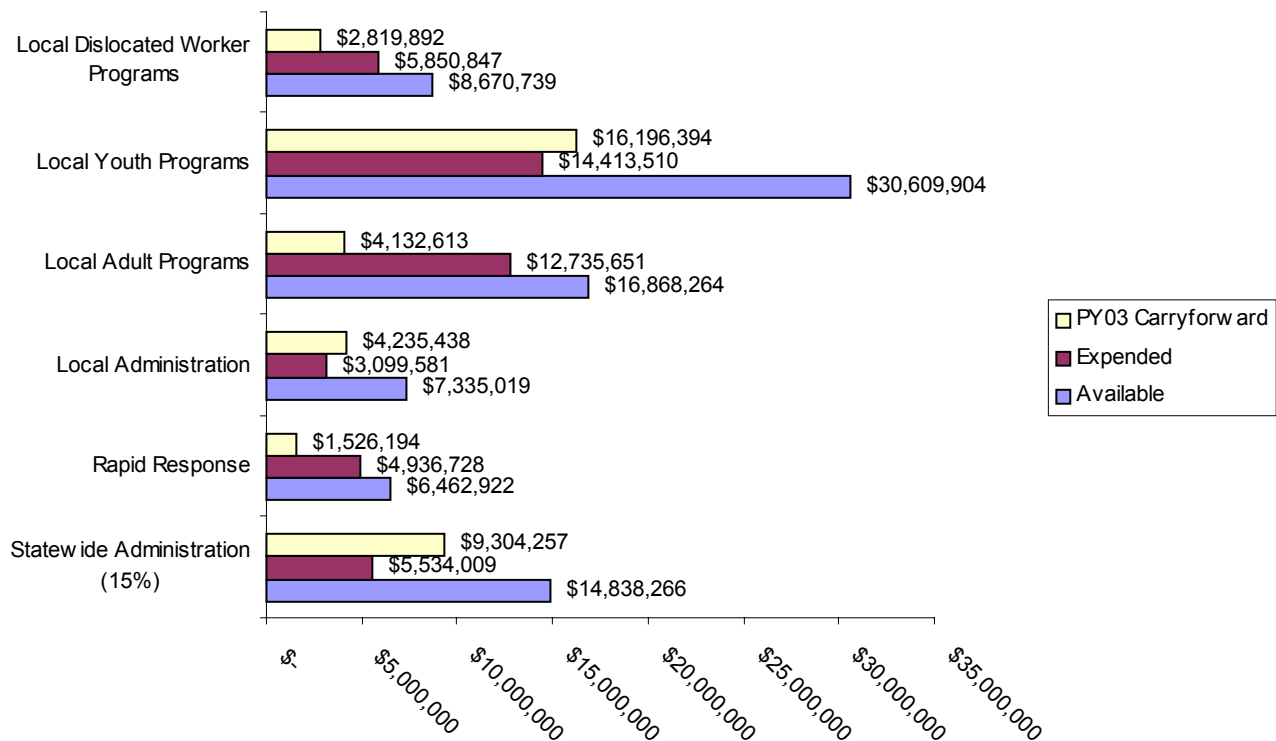
COST AND EVALUATION OF WIA ACTIVITIES

WIA Financial Statement Program Year 2002

Operating Results	Available	Expended	Percentage	Balance Remaining
Total All Funds Sources	\$ 66,368,936.00	\$ 32,392,065.00	49%	\$ 33,976,871.00
Adult Program Funds	\$ 11,294,258.00	\$ 7,161,645.00	63%	\$ 4,132,613.00
Carry in Monies (Non-Additive)	\$ 5,574,006.00	\$ 5,574,006.00	100%	\$ -
Dislocated Worker Program Fund:	\$ 5,740,872.00	\$ 2,920,980.00	51%	\$ 2,819,892.00
Carry in Monies (Non-Additive)	\$ 2,929,867.00	\$ 2,929,867.00	100%	\$ -
Youth Program Funds	\$ 12,193,726.00	\$ 235,249.00	2%	\$ 11,958,477.00
Carry in Monies (Non-Additive)	\$ 18,416,178.00	\$ 14,178,261.00	77%	\$ 4,237,917.00
Out of School Youth	\$ 9,182,971.20	\$ 5,904,907.00	64%	\$ 3,278,064.20
In School Youth	\$ 21,426,932.80	\$ 8,508,604.00	40%	\$ 12,918,328.80
Summer Employment Opportunities		\$ 2,836,191.00		
Local Administration Funds	\$ 3,129,192.00	\$ 54,566.00	2%	\$ 3,074,626.00
Carry in Monies (Non-Additive)	\$ 4,205,827.00	\$ 3,045,015.00	72%	\$ 1,160,812.00
Rapid Response Funds	\$ 2,798,985.00	\$ 1,999,243.00	71%	\$ 799,742.00
Carry in Monies (Non-Additive)	\$ 3,663,937.00	\$ 2,937,485.00	80%	\$ 726,452.00
Statewide Activity Funds	\$ 6,204,183.00	\$ 252,926.00	4%	\$ 5,951,257.00
Carry in Monies (Non-Additive)	\$ 8,634,083.00	\$ 5,281,083.00	61%	\$ 3,353,000.00

Cost Effectiveness	C/E Ratio
Overall, All Program Strategies	\$ 3,934.42
Adult Program	\$ 5,324.27
Dislocated Worker Program	\$ 3,391.80
Youth Program	\$ 3,501.82

Kentucky WIA Expenditure Summary



KWIB BOARD MEMBERS

KENTUCKY WORKFORCE INVESTMENT BOARD MEMBERS

Ken Oilschlager, Chair, KWIB; Executive Committee
Jerry Abramson, Accountability and Funding Committee
John Adams, Marketing and Public Relations Committee
James Baker, Marketing and Public Relations Committee
Charlie Borders, Local Liaison Committee, Executive Committee
Larry Clark, Accountability and Funding Committee, Executive Committee
Bill Clouse, Vice-chair, Accountability and Funding Committee
Martha Layne Collins, Chair, Local Liaison Committee; Executive Committee
Mike Dixon, Marketing and Public Relations Committee
Mike Garrison, Chair, Marketing and Public Relations Committee; Executive Committee
Ron Geary, Youth Committee
Margaret Grissom, Vice-chair, Business and Industry Committee
Elmo Head, Chair, Youth Committee; Executive Committee
Billy Jackson, Youth Committee
Annette Jones, Marketing and Public Relations Committee
Mary Lassiter, Executive Committee
Tom Layzell, Business and Industry Committee
Willie Lile, Executive Committee
Bill May, Local Liaison Committee
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Randy McQueen, Accountability and Funding Committee
Kay Meurer, Chair, Business and Industry Committee; Executive Committee
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Joey Pendleton, Youth Committee
Ron Ramsey, Accountability and Funding Committee
Nicky Rapier, Vice-chair, Local Liaison Committee
Ted Richardson, Accountability and Funding Committee
Benjamin Richmond, Youth Committee
James Shane, Business and Industry Committee
George Sotsky, Business and Industry Committee, Executive Committee
Sue Tamme, Business and Industry Committee
Glenna Taylor, Local Liaison Committee