



# **Workforce Innovation and Opportunity Act Regional and Local Plan Guidance**

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

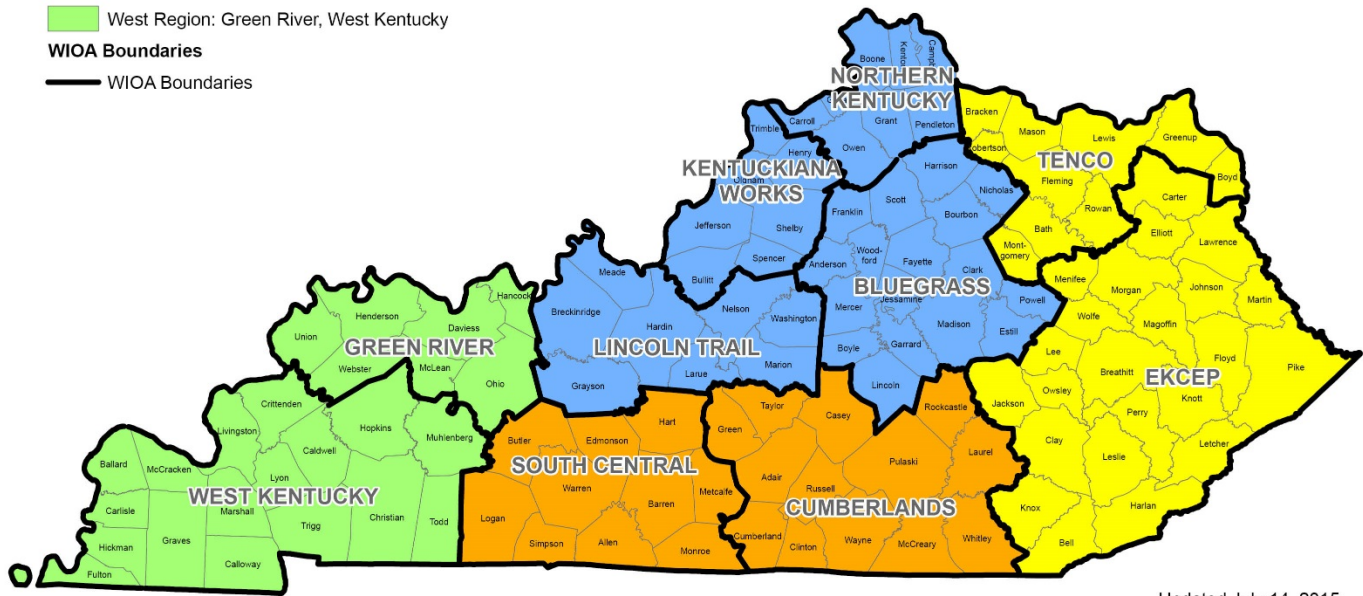
# Kentucky Career Center

## WIOA Regions

- Central Region: Bluegrass, Kentuckiana Works, Lincoln Trail, Northern Kentucky
- East Region: EKCEP, TENCO
- South Region: Cumberlands, South Central
- West Region: Green River, West Kentucky

## WIOA Boundaries

- WIOA Boundaries



Updated July 14, 2015

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# **Kentucky Department of Workforce Investment**

## **WIOA Regional Innovation and Local Comprehensive Plan Guidance**

### **2017 - 2020**

#### **Purpose.**

The purpose of this Regional Innovation and Local Comprehensive Plan guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years (PY) 2017 through 2020 in compliance with the Workforce Innovation and Opportunity Act (WIOA) three-year planning requirements. This document provides guidance regarding comprehensive multi-year Regional and Local Plan requirements.

The Act amends the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation, in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes. The rule provides the framework for changes for statewide and local workforce development systems to increase the employment, retention, earnings, and occupational skill attainment of workers. Particularly those individuals with barriers to employments, so they can move into good jobs and careers, and provide businesses with the skilled workforce needed to make the United States more competitive in the 21st Century global economy.

#### **A. Regional Innovation and Local Comprehensive Plans.**

Local Plans serve as four-year action plans to develop, align, and integrate service delivery strategies and to support the State's vision and strategic and operational goals.

The Local Comprehensive Plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
- Apply job-driven strategies in the one-stop delivery system;
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs; and
- Incorporate the Local Comprehensive Plan in to the Regional Innovation Plan per 20 CFR 679.540.

Section 108(a) of the WIOA requires local boards in partnership with the appropriate chief elected officials to develop and submit a comprehensive four-year Local Comprehensive Plan to the Governor. It must identify and describe the policies, procedures, and local activities carried out locally that are consistent with the State Plan.

Local Plans, pursuant to WIOA, must align with the State's vision as set forth in the Combined State Plan. The Local Plan must also address certain specific provisions as set forth in Section 108 of WIOA. The State provides this guidance to the LWDBs in the formulation of its Local Plans. At minimum, Local Plans must include the provisions in this guidance.

## **Commonwealth of Kentucky Workforce Vision and Goals**

Over the past six years, the Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet and numerous partner cabinets, agencies and outside organizations, has engaged in an aggressive effort to implement the strategic initiatives outlined in the WORKSmart Kentucky plan adopted in 2010 and updated in 2013. The plan has served as a blueprint for transforming Kentucky's workforce services focused on adapting to the changing needs of employers. The Bevin Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky.

### **The administration's vision includes:**

- Establishing employer collaborative efforts arranged by both region and industry. These groups will examine current and future needs for skills and training and identify effective talent development systems. Information will be provided in real time to the workforce system in order to help align resources effectively and efficiently.
- Make career development an integrated element of government services with a vision of increasing labor force participation and growing Kentucky's economy. Over the next four years, the administration will work with the KWIB on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians.

### **The Department of Workforce Investment (DWI) Goals:**

1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors.
2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning and ensure consistency in definitions used across the education and training continuum partners regarding definition.
3. Workforce Services Infrastructure Realignment – Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level.
4. Data and Performance-Informed Decision Making – Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline.

## **C. Regional Innovation Plan.**

Each LWDB and its respective Chief Local Elected Official(s) (CLEO's) must collaborate with the other LWDBs and CLEOs within a respective planning region to prepare and submit a Regional Innovation Plan that identifies opportunities for regional collaboration and innovation and incorporates priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans will be submitted to the Kentucky Department of Workforce Investment as early as Jan. 1, 2017 and no later than June 30, 2017.

## **D. Relationship of Regional Innovation Plan and Local Comprehensive Plan**

The regional component of the plan should outline how the region has collected and analyzed regional labor market information and must incorporate the Local Comprehensive Plans for each of the local areas within the planning region consistent with the requirements of the WIOA Rules Section 679.540(a).

## **E. Plan Completion, Submission and Approval.**

1. **Completion.** All local workforce innovation areas in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance. Planning teams may include content beyond these questions.
2. **Submission.** The PY17-20 Regional and Local Plans must be submitted electronically to the following: [holly.neal@ky.gov](mailto:holly.neal@ky.gov) email account by close of business on June 30, 2017. Note: PY17 – 20 Regional Innovation and Local Comprehensive Plan must be emailed by a designated single point of contact. The subject line should read “(Area name) PY 2017-20 Regional and Local Plan” or the designated Drop Box account provided.
3. **Approval.** A Regional and Local plan submitted shall be considered to be approved upon written notice at the end of the 90-day review period.  
Plans will be considered approved 90 days after receipt of the plan unless:
  - There are deficiencies identified through audits in workforce investment activities that the local area has not made acceptable progress.
  - The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
  - The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies

## **F. Modification Process.**

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 679.530 and 679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan every two years and submit a modification as needed.

Conditions which require a modification to the Regional Innovation and Local Comprehensive Plan include:

- 1) Changes in labor market and regional and/or local economic conditions; and
- 2) Other factors affecting the implementation of the plan, including but not limited to; the financing available to support the WIOA Title I and partner-provided WIOA services, LWDB structure, and/or the need to revise strategies to meet local performance goals.

## **G. Public Comment**

The LWDB must make copies of all Regional Innovation and Local Comprehensive Plans, and any subsequent modifications to such plans, subject to no more than a 14-day public review and comment period before submission to the Governor.

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment by members of the public inclusive of representatives of business, labor organizations and education.
2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

## **H. Plan Organization**

The planning guidance is organized into the following chapters and is designed to address both the regional and local planning requirements of WIOA in one planning document.

- Economic and Workforce Analysis
- Strategic Vision and Goals
- Alignment of Local and Regional Area Partnerships and Investment Strategies
- Program Design and Evaluation
- Compliance/ Performance/Administrative Cost

Questions to be addressed in each chapter are identified as Regional (R) or Local (L). Answers to regional questions require the collaboration of LWDB's, CLEO's, and partners within the region to provide a unified regional response. Answers to local questions require a local response.

## LWDB Name: West Kentucky Workforce Board

## Region Name: West Kentucky

## Chapter 1: Economic and Workforce Analysis

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

The Green River Workforce Development Board (WDB) and the West Kentucky Workforce Board in partnership with the local elected officials and staff to the Boards met, shared data and discussed revised and updated plans in producing the original regional plan and the two (2) year plan update. All local and regional planning efforts were included in the data to obtain a comprehensive view of regional opportunities and challenges. A revised project timeline including current activities related to producing the updated regional two (2) year plan has been added.

Initially, there were several discussions and meetings amongst local area Boards and staff regarding the joint planning. The initial PY17-20 plan created used state funds to allow consideration of innovation and impact, sector and career pathway initiatives, and enhanced services to Youth. The original planning process included a request to the Kentucky Economic Development Cabinet to acquire the most recent listing of high demand industry sectors and top occupations for the region and again for the regional two (2) year plan update. A consultant was hired to assist with preparing regional data and analyses as local data and analysis was all that was presently available. A tri-fold brochure with regional level data was created and shared, used as a valuable resource for partners. There were several regional joint planning meetings held and attended by partner agency staff, workforce board members, area employers, chambers of commerce, community-based organizations, economic development entities and institutions of higher education.

### Original Timeline

#### PROJECT TIMELINE - West Kentucky Region

ACTIVITY	DATE**	NOTES
Regional Plan - Technical Assistance Funding Request	3/30/2017	
Staff Discussions	3/31/2017	Joint discussions/planning
Informational Conference Call with Consultant	4/10/2017	Discussion of need, dates and scope of work. Sent summary and planning outline.
Contract from Consultant	4/16/2017	Joint discussions/planning
Information and Conference Call - Conference Call/Skype	4/25/2017	Conference Call/Skype at 2:00 PM
Green River Workforce Development Board Meeting	5/3/2017	
Full Planning Meeting (Staff)	5/9/2017	Review and discussion of narrative Madisonville - JobNet/MTEC at 10:00 AM
Data Draft from Consultant	5/14/2017	Staff review and discussion with Partner groups
Full WKY Regional Planning Meeting	5/15/2017	Initial joint planning meeting with board representatives. Madisonville - JobNet/MTEC at 10:00 AM
West Kentucky Workforce Board Meeting	5/17/2017	
Conference Call Update	5/26/2017	Review, corrections, and comments
Staff Discussion to finalize drafts	6/5/2017	Review and discussion of narrative; Any corrections noted prior to printing, etc.
Full WKY Regional Planning Meeting	6/9/2017	Review and comment for Regional Plan submission Madisonville-JobNet-MTEC at 10:00 a.m.
Regional Plan Draft Release	6/13/2017	

\*\*All dates are subject to update and final dates may be moved to better accommodate availability of those involved

The West KY Workforce Board and Green River local Plans were posted for public comment by June 14, 2019 and available on the local area's website for 14 days and were submitted to the Department of Workforce Investment for consideration by June 30, 2019. The West Regional Plan has been updated and will be posted for public comment by September 14, 2019. The plan will be available on each local area's website for public review for 14 days prior to being submitted to the Department of Workforce Investment for consideration no later than September 30, 2019.

PROJECT TIMELINE FOR REGIONAL TWO (2) YEAR PLAN UPDATE – WEST KENTUCKY REGION		
ACTIVITY	DATE	NOTES
Staff Discussions	7/29/19	Joint Discussions/Planning
Full WKY Planning Session	08/13/19	Joint planning with Board and Workforce Partners. Madisonville/JobNet/MTEC at 10:00 a.m.
Staff Discussions to finalize draft	08/13/19	Review for updates
Regional Plan Draft Release	No later than September 14, 2019	

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

After outperforming the US during the recession, job growth in the 24-county West Region has slowed, with total employment of approximately 258,024 in 2018 down from the roughly 304,000 for the past several years. Despite adding over 5,000 jobs since 2010, the region has yet to regain pre-recession employment levels, which peaked at nearly 309,000 jobs in 2007 due to the number of layoffs and changes in sectors.

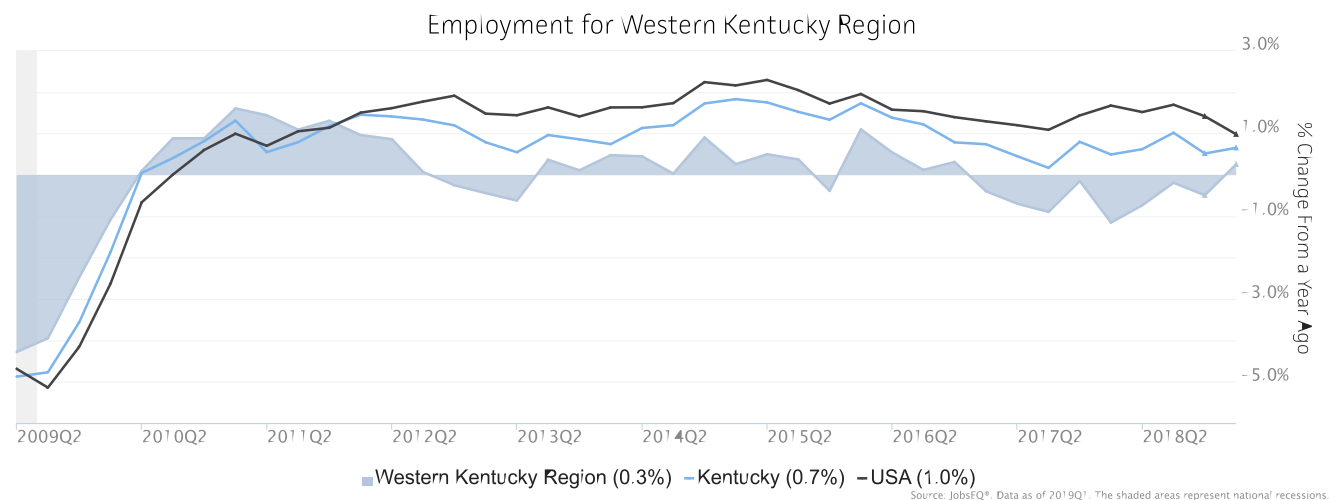
Government was the West Region's largest source of employment accounting for more than 74,000 jobs in 2016. The sector represents roughly one in four jobs in the 24-county region, or 24 percent of total employment. Federal government employment accounted for roughly one-half of jobs in the sector, reflecting the presence of Fort Campbell. While it remains a key driver of the regional economy, government employment has dropped sharply over the past decade. Current employment levels are still the largest sector with over 41,820 government jobs in 2018, roughly 16 percent. However, the sector has lost more than half the workers from its peak of nearly 85,000 jobs in 2011. Changes in federal defense spending, impacts from economic stimulus programs (e.g., ARRA), and cuts to public education at the state and local level are reflected in these trends. **Figure 1**



**FIGURE 1. EMPLOYMENT TRENDS**

## EMPLOYMENT TRENDS

As of 2019Q1, total employment for the West Kentucky Region was 266,344 (based on a four-quarter moving average). Over the year ending 2019Q1, employment increased 0.3% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q3 with preliminary estimates updated to 2019Q1.

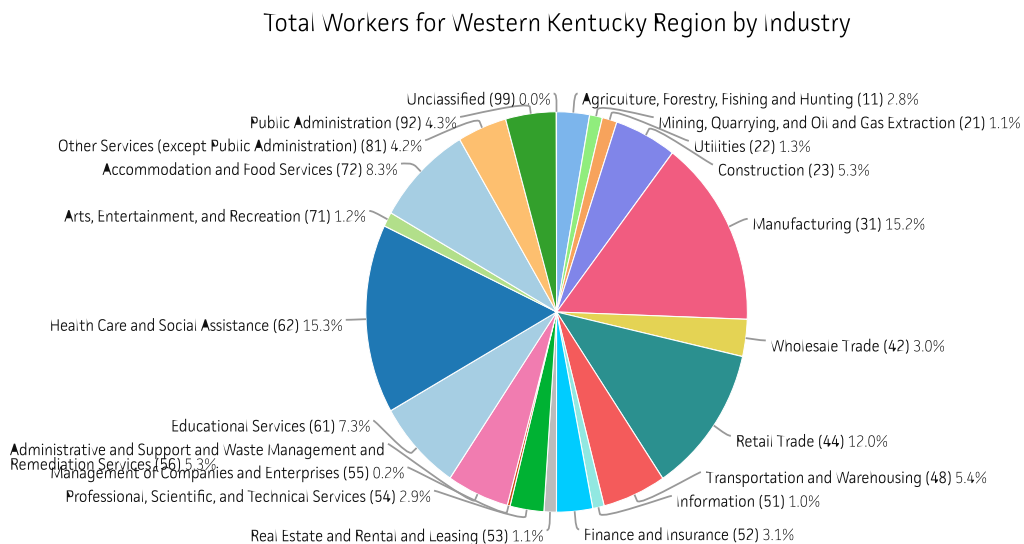
## INDUSTRY SNAPSHOT

The largest sector in the West Kentucky Region is Health Care, employing 40,691 workers. The next-largest sectors in the region are Manufacturing (40,475 workers) and Retail Trade (32,047). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Mining, Quarrying, and Oil and Gas Extraction (LQ = 2.45), Utilities (2.42), and Agriculture, Forestry, Fishing and Hunting (2.06).

Three sectors—Health Care, Manufacturing and Retail Trade—account for more than a third of the region's job base, with each representing between 12% and 15% of total employment. When combined with the government sector, the four sectors make up nearly 54 percent of total employment across the 24 counties. Of these, Health Care is the only sector that has experienced consistent gains over the last decade. Trends in the Retail Trade sectors have been more mixed over the last two years, with more of the brick and mortar locations closing as the economy transitions to more online shopping. **Figure 2**

Sectors in the West Kentucky Region with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$82,350), Utilities (\$79,255), and Management of Companies and Enterprises (\$60,440). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+3,011 jobs), Accommodation and Food Services (+1,059), and Administrative and Support and Waste Management and Remediation Services (+1,039).

**FIGURE 2. TOTAL WORKERS FOR WEST KENTUCKY REGION BY INDUSTRY**



Source: JobsEQ®, Data as of 2019Q1

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q3 with preliminary estimates updated to 2019Q1.

Over the next one (1) year, employment in the West Kentucky Region is projected to expand by 139 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+406 jobs), Construction (+93), and Administrative and Support and Waste Management and Remediation Services (+69). **Figure 3**

The potential for job creation through business start-ups and expansions appears on a strong upward trajectory and poses a tremendous economic impact for the region and the state in the near future.

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Beyond the West Region's four largest sectors, other sectors adding at least 1,000 jobs since 2010 include **administrative & support services** (+2,246 jobs); **lodging, restaurants, & bars** (+2,133); **transportation & warehousing** (+1,663); **construction** (+1,311); and **finance & insurance** (+1,284).

**FIGURE 3. INDUSTRY GROWTH RATE**

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Four Quarters Ending with 2019q1			Total Change	Avg Ann % Chg in Empl	Separations (Approximate)				
		Empl	Avg Ann Wages	LQ			Total New Demand	Exits	Transfers	Empl	---Growth---
62	Health Care and Social Assistance	40,691	\$46,550	1.07	676	0.3%	4,242	1,884	1,951	406	1.0%
31	Manufacturing	40,475	\$55,546	1.84	3,011	1.6%	3,764	1,557	2,653	-446	-1.1%
44	Retail Trade	32,047	\$26,821	1.15	-361	-0.2%	4,279	1,890	2,386	4	0.0%
72	Accommodation and Food Services	22,045	\$14,678	0.92	1,059	1.0%	3,630	1,580	1,988	62	0.3%
61	Educational Services	19,574	\$35,341	0.90	-2,405	-2.3%	1,772	871	937	-36	-0.2%
48	Transportation and Warehousing	14,356	\$53,314	1.21	1,037	1.5%	1,555	650	871	34	0.2%
56	Administrative and Support and Waste Management and Remediation Services	14,044	\$29,373	0.82	1,039	1.5%	1,690	689	932	69	0.5%
23	Construction	14,032	\$45,936	0.93	-213	-0.3%	1,474	496	885	93	0.7%
92	Public Administration	11,416	\$42,626	0.91	-334	-0.6%	1,013	445	603	-35	-0.3%
81	Other Services (except Public Administration)	11,114	\$25,542	0.96	-836	-1.4%	1,262	576	685	1	0.0%
52	Finance and Insurance	8,149	\$51,876	0.78	274	0.7%	756	295	474	-13	-0.2%
42	Wholesale Trade	7,964	\$53,276	0.79	-376	-0.9%	798	316	520	-37	-0.5%
54	Professional, Scientific, and Technical Services	7,629	\$55,329	0.43	195	0.5%	700	246	410	45	0.6%
11	Agriculture, Forestry, Fishing and Hunting	7,415	\$36,148	2.06	-225	-0.6%	802	346	455	1	0.0%
22	Utilities	3,347	\$79,255	2.42	-498	-2.7%	289	109	192	-13	-0.4%
71	Arts, Entertainment, and Recreation	3,143	\$17,727	0.59	84	0.5%	455	198	243	14	0.4%
21	Mining, Quarrying, and Oil and Gas Extraction	2,881	\$82,350	2.45	-1,716	-8.9%	259	95	195	-32	-1.1%
53	Real Estate and Rental and Leasing	2,804	\$35,485	0.61	60	0.4%	277	130	155	-7	-0.3%
51	Information	2,564	\$43,780	0.49	-565	-3.9%	226	91	158	-23	-0.9%
55	Management of Companies and Enterprises	608	\$60,440	0.15	-65	-2.0%	55	21	35	0	0.0%
99	Unclassified	48	\$29,454	0.13	-5	-2.1%	5	2	3	0	-0.1%
<b>Total - All Industries</b>		<b>266,344</b>	<b>\$41,061</b>	<b>1.00</b>	<b>-164</b>	<b>0.0%</b>	<b>29,213</b>	<b>12,464</b>	<b>16,611</b>	<b>139</b>	<b>0.1%</b>

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q3 with preliminary estimates updated to 2019Q1. Forecast employment growth uses national projections adapted for regional growth patterns.

The distribution of industries in the 24-county West Region is reflected in its occupational mix. Office and administrative support workers comprise the largest share of the job base, accounting for more than 36,000 jobs across the 24 counties (roughly 13 percent of total employment). Production

workers, sales and related occupations, transportation and material moving personnel, and food service workers round out the top five, with each representing roughly 9% to 10% of the total.

Production occupations as a group have shown the highest increase in numeric terms, adding more than 2,500 jobs since 2010. Transportation and material moving occupations have made similar gains during the period, adding roughly 2,100 jobs. Employment in both occupational groups is well above the level that would be expected in a labor market of the same size based on national averages, as evidenced by the regional location quotient (LQ) of 1.77 and 1.42, respectively. Other occupational groups with above-average concentrations of employment in the West Region include **installation and repair** workers (LQ=1.32) and **construction and extraction** (mining) workers (LQ=1.24). In percentage terms, **agricultural-related** occupations and **personal services** workers saw the highest gains, increasing by 17 percent and 14 percent respectively. **Figure 4**



**FIGURE 4. NET CHANGE IN EMPLOYMENT BY MAJOR INDUSTRY SECTOR, 2006-2016 AND 2010-2016**

*Ranked by number of jobs in the sector in the region in 2016*

*Source: Emsi 2017.2*

NAICS	Description	Employment			Net Change in Employment			
		2006	2010	2016	2006 to 2016		2010 to 2016	
					#	%	#	%
90	Government (all branches)	77,337	83,724	74,115	(3,221)	-4%	(9,609)	-11%
31	Manufacturing	46,301	35,781	38,498	(7,803)	-17%	2,717	+8%
62	Healthcare & social assistance	29,892	30,664	35,540	5,649	+19%	4,877	+16%
44	Retail trade	32,765	31,312	32,341	(424)	-1%	1,029	+3%
72	Lodging, restaurants, & bars	20,104	19,911	22,044	1,940	+10%	2,133	+11%
23	Construction	16,246	13,897	15,207	(1,039)	-6%	1,311	+9%
56	Administrative & support services	12,176	11,627	13,873	1,697	+14%	2,246	+19%
81	Personal & other services	13,993	13,852	13,316	(677)	-5%	(536)	-4%
48	Transportation & warehousing	11,001	10,496	12,159	1,158	+11%	1,663	+16%
52	Finance & insurance	7,016	6,920	8,205	1,188	+17%	1,284	+19%
42	Wholesale trade	8,554	8,759	8,104	(450)	-5%	(655)	-7%
11	Agriculture & forestry	7,152	7,251	7,516	364	+5%	265	+4%
54	Professional services	6,992	7,616	7,355	363	+5%	(261)	-3%
21	Mining (incl. oil & gas)	3,918	4,751	3,682	(236)	-6%	(1,069)	-22%
61	Educational services (private)	2,485	3,263	2,924	439	+18%	(339)	-10%
53	Property sales & leasing	2,648	2,407	2,565	(83)	-3%	158	+7%
51	Information	3,165	2,815	2,503	(662)	-21%	(312)	-11%
71	Arts, entertainment, & recreation	2,290	2,205	2,475	184	+8%	270	+12%
22	Utilities	1,203	1,312	1,327	124	+10%	15	+1%
55	Corporate & regional offices	824	794	584	(240)	-29%	(210)	-26%
<b>TOTAL</b>		<b>306,190</b>	<b>299,373</b>	<b>304,389</b>	<b>(1,801)</b>	<b>-1%</b>	<b>5,016</b>	<b>+2%</b>

## OCCUPATION SNAPSHOT

The largest major occupation group in the West Kentucky Region is Office and Administrative Support Occupations, employing 34,640 workers. The next-largest occupation groups in the region are Production Occupations (27,600 workers) and Sales and Related Occupations (26,273). High

**FIGURE 5. OCCUPATION SNAPSHOT IN WEST KENTUCKY REGION, 2019q1**

SOC	Occupation	Current						5-Year History		1-Year Forecast				
		Four Quarters Ending with 2019q1						Total Change	Avg Ann % Chg in Empl	--Separations--				
		Empl	Avg Ann Wages <sup>1</sup>	LQ	Unempl	Rate	Online Job Ads <sup>2</sup>			Total New Demand	Exits	Transfer	Empl	Avg Ann Rate
43-0000	Office and Administrative Support	34,640	\$32,500	0.91	1,483	4.2%	1,175	288	0.2%	3,661	1,751	2,055	-146	-0.4%
51-0000	Production	27,600	\$39,400	1.72	1,311	4.6%	414	1,781	1.3%	2,652	1,061	1,898	-308	-1.1%
41-0000	Sales and Related	26,273	\$31,900	0.99	1,539	5.8%	2,249	116	0.1%	3,668	1,633	2,048	-13	0.0%
53-0000	Transportation and Material Moving	23,569	\$36,400	1.28	1,500	6.1%	1,075	580	0.5%	2,845	1,131	1,704	10	0.0%
35-0000	Food Preparation & Serving Related	22,665	\$20,700	0.99	1,767	7.3%	1,534	552	0.5%	3,945	1,726	2,142	77	0.3%
11-0000	Management	17,197	\$86,100	1.05	296	1.8%	544	-299	-0.3%	1,346	587	723	35	0.2%
29-0000	Healthcare Pract. & Technical	16,814	\$70,700	1.10	295	1.8%	1,222	-431	-0.5%	1,042	462	451	129	0.8%
49-0000	Installation, Maintenance, and Repair	13,312	\$45,900	1.30	412	3.0%	622	-361	-0.5%	1,236	460	773	3	0.0%
25-0000	Education, Training, & Library	13,006	\$48,000	0.87	454	3.5%	519	-1,334	-1.9%	1,079	539	534	7	0.1%
47-0000	Construction and Extraction	13,004	\$46,800	1.06	921	6.6%	190	-1,325	-1.9%	1,377	455	878	45	0.3%
39-0000	Personal Care and Service	9,410	\$24,400	0.81	503	5.3%	320	491	1.1%	1,528	742	675	111	1.2%
13-0000	Business and Financial Operations	8,939	\$59,700	0.64	265	3.3%	395	-2	0.0%	804	264	526	14	0.2%
37-0000	Building and Grounds Cleaning and Maintenance	8,421	\$26,300	0.92	551	6.2%	423	25	0.1%	1,067	505	540	22	0.3%
31-0000	Healthcare Support	7,424	\$28,200	1.02	311	4.0%	466	-158	-0.4%	926	430	425	72	1.0%
21-0000	Community and Social Service	4,849	\$40,600	1.10	124	2.7%	421	161	0.7%	576	201	331	44	0.9%
33-0000	Protective Service	4,545	\$35,700	0.79	138	3.0%	151	-49	-0.2%	439	207	238	-5	-0.1%
17-0000	Architecture and Engineering	4,242	\$75,900	0.94	98	2.7%	112	93	0.4%	307	106	195	5	0.1%
15-0000	Computer and Mathematical	3,326	\$64,500	0.43	75	2.6%	234	-32	-0.2%	236	58	161	16	0.5%
27-0000	Arts, Design, Entertainment, Sports, and Media	2,805	\$40,400	0.60	80	3.5%	286	-96	-0.7%	256	113	152	-9	-0.3%
45-0000	Farming, Fishing, and Forestry	1,815	\$28,700	1.05	181	9.4%	12	-26	-0.3%	247	65	192	-10	-0.6%
19-0000	Life, Physical, and Social Science	1,265	\$58,200	0.60	26	2.5%	61	-61	-0.9%	110	33	77	0	0.0%
23-0000	Legal	1,222	\$74,500	0.55	22	1.9%	21	-80	-1.3%	76	30	42	4	0.3%
	<b>Total - All Occupations</b>	<b>266,344</b>	<b>\$41,600</b>	<b>1.00</b>	<b>n/a</b>	<b>n/a</b>	<b>12,447</b>	<b>-164</b>	<b>0.0%</b>	<b>29,460</b>	<b>12,561</b>	<b>16,761</b>	<b>139</b>	<b>0.1%</b>

Source: [JobsEQ®](#) Data as of 2019Q1 unless noted otherwise. Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2018 and should be taken as the average for all Covered Employment

2. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list). Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2018Q3, imputed where necessary with preliminary estimates updated to 2019Q1. Wages by occupation are as of 2018 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.72), Installation, Maintenance, and Repair Occupations (1.30), and Transportation and Material Moving Occupations (1.28).

Occupation groups in the West Kentucky Region with the highest average wages per worker are Management Occupations (\$86,100), Architecture and Engineering Occupations (\$75,900), and Legal Occupations (\$74,500). The unemployment rate in the region varied among the major groups from 1.8% among Healthcare Practitioners and Technical Occupations to 9.4% among Farming, Fishing, and Forestry Occupations.

Over the next one (1) year, the fastest growing occupation group in the West Kentucky Region is expected to be Personal Care and Service Occupations with a +1.2% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Practitioners and Technical Occupations (+129 jobs) and Personal Care and Service Occupations (+111). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (3,868 jobs) and Office and Administrative Support Occupations (3,806). **Figure 5**

Healthcare workers (including both **healthcare support** and **professional and technical** positions) experienced a slight decline from 2010, despite strong growth in the healthcare and social assistance sector. A closer look reveals that two in four jobs gained during the period (40%) were in social assistance industries. This part of the healthcare and social assistance sector includes a range of services for individuals and families, including services for the elderly and vocational rehabilitation services. In addition, gains in healthcare-related industries were driven largely by growth in hospital and senior care facility employment. Typically, healthcare-specific occupations comprise a smaller share of employment in these industries, since hospital and other residential settings include a range of housekeeping, managerial, and administrative occupations.

**FIGURE 6. NET CHANGE IN EMPLOYMENT BY MAJOR OCCUPATIONAL GROUP, 2006-2016 AND 2010-2016**

*Ranked by number of jobs in the group in the West Region in 2016*      *Source: Emsi 2017.2. Military occupations not shown.*

SOC	Description	Employment			Net Change in Employment			
		2006	2010	2016	2006 to 2016		2010 to 2016	
					#	%	#	%
43	Office and Administrative Support	36,199	35,806	36,268	68	+0%	462	+1%
51	Production	33,453	26,491	29,035	(4,418)	-13%	2,544	+10%
41	Sales and Related	26,479	25,115	25,700	(779)	-3%	585	+2%
53	Transportation and Material Moving	24,417	23,533	25,636	1,219	+5%	2,103	+9%
35	Food Preparation and Serving Related	21,376	21,526	23,321	1,945	+9%	1,795	+8%
29	Healthcare Practitioners and Technical	16,123	17,086	16,732	609	+4%	(354)	-2%
11	Management	16,438	15,616	15,349	(1,089)	-7%	(268)	-2%
47	Construction and Extraction	16,441	15,196	15,230	(1,211)	-7%	34	+0%
25	Education, Training, and Library	15,080	15,746	14,797	(283)	-2%	(949)	-6%
49	Installation, Maintenance, and Repair	13,788	13,346	13,875	88	+1%	529	+4%
39	Personal Care and Service	8,577	8,795	9,987	1,410	+16%	1,192	+14%
37	Building/Grounds Cleaning and Maint.	9,246	8,817	9,849	602	+7%	1,031	+12%

31	Healthcare Support	7,290	7,567	7,515	224	+3%	(52)	-1%
13	Business and Financial Operations	7,395	7,422	7,265	(130)	-2%	(157)	-2%
21	Community and Social Service	4,291	4,486	4,688	398	+9%	202	+5%
33	Protective Service	5,153	4,830	4,460	(692)	-13%	(370)	-8%
17	Architecture and Engineering	4,124	3,757	3,847	(278)	-7%	90	+2%
45	Farming, Fishing, and Forestry	1,981	2,350	2,872	891	+45%	522	+22%
27	Arts, Design, Ent., Sports, and Media	2,705	2,621	2,497	(208)	-8%	(124)	-5%
15	Computer and Mathematical	2,277	2,425	2,354	77	+3%	(72)	-3%
19	Life, Physical, and Social Science	1,286	1,393	1,249	(37)	-3%	(144)	-10%
23	Legal	1,171	1,216	1,084	(87)	-7%	(132)	-11%
<b>TOTAL</b>		<b>306,190</b>	<b>299,373</b>	<b>304,389</b>	<b>(1,801)</b>	<b>-1%</b>	<b>5,016</b>	<b>+2%</b>

An analysis of openings by occupation and skill level helps to illustrate employer needs due to new job growth and replacement demand. Among low-skilled positions (those requiring a high school diploma or less), demand is driven by a mix of net new growth and turnover. Among middle skills jobs (those requiring some training beyond high school, but less than a four-year degree), demand is more likely to be driven by the replacement of existing workers. **Figure 6**

This replacement demand is likely due, at least in part, to the retirement of workers, as a large share of the workforce in these occupations are 55 years or older. Supervisory positions comprise a large share of the occupations in this group, pointing again to the loss of experienced workers due to the ongoing baby boom retirement. The relative median wage rate for machinists, which is 20 percent above the national level, suggests employers have experienced some difficulty finding qualified workers in this occupation.

Based on recent planning efforts in the West KY and Green River Local Areas, truck drivers, welders, process control/instrumentation, and maintenance workers remain key pain points among regional employers. Within the healthcare sector, parts of the combined region are experiencing significant shortages of primary care physicians. Other healthcare skills in demand include EMTs/paramedics, medical laboratory technicians, physical and occupational therapy occupations, stenography, dental assistants, dental hygienists, radiography, and pharmacy technicians. In addition, implementation of the Affordable Care Act has increased demand for frontline workers, such as medical assistants. Some employers report difficulty finding part-time help and workers to fill a variety of lower-wage occupations, such as childcare, warehousing, poultry processing, and agricultural positions. Demand for farmworkers can be seen in the wage premium for this position, with median hourly wage rates in the region that are 30 percent above national levels.

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

Average annual unemployment rates for the West Kentucky Region have fallen steadily since peaking at 10.2 percent in 2009. However, the region's total labor force has contracted during this period, dropping from a high of nearly 290,000 in 2006 to slightly more than 271,000 in 2018, a loss of more than 18,967 workers (roughly 6.5 percent). By contrast, the region's population declined



by roughly 5,600 residents since the 2010 Census, a loss of less than 1 percent. Total population has remained relatively steady in recent years across the 24-county area. Census numbers project the trend will continue into 2020. Daviess and McCracken together accounted for more than one-quarter (28.5 percent) of the region's total labor force in 2018. At 4 percent, Daviess County had among the region's four lowest average unemployment rates. McCracken County's average annual rate of 5.6 percent was slightly above the regional average (5.1 percent) in 2018. Ballard County had the highest percentage of unemployed residents, at 6.9 percent, with Livingston County and Muhlenberg County close behind at 6.8 percent and 6.7 percent respectively. **Figure 7**

**FIGURE 7. LABOR FORCE DATA BY COUNTY**

County	Labor Force	Employed	Unemployed	Unemployment Rate (%)
Ballard County, KY	3,583	3,335	248	6.9
Caldwell County, KY	5,419	5,163	256	4.7
Calloway County, KY	18,864	18,127	737	3.9
Carlisle County, KY	2,311	2,198	113	4.9
Christian County, KY	24,853	23,549	1,304	5.2
Crittenden County, KY	3,908	3,706	202	5.2
Daviess County, KY	48,018	46,121	1,897	4
Fulton County, KY	2,048	1,930	118	5.8
Graves County, KY	15,447	14,670	777	5
Hancock County, KY	4,089	3,919	170	4.2
Henderson County, KY	22,154	21,303	851	3.8
Hickman County, KY	1,812	1,708	104	5.7
Hopkins County, KY	19,281	18,429	852	4.4
Livingston County, KY	3,702	3,451	251	6.8
Lyon County, KY	3,063	2,907	156	5.1
Marshall County, KY	15,078	14,280	798	5.3
McCracken County, KY	29,386	27,744	1,642	5.6
McLean County, KY	4,285	4,074	211	4.9
Muhlenberg County, KY	10,604	9,890	714	6.7
Ohio County, KY	9,914	9,348	566	5.7
Todd County, KY	5,312	5,100	212	4
Trigg County, KY	6,001	5,717	284	4.7
Union County, KY	6,039	5,739	300	5
Webster County, KY	5,862	5,616	246	4.2
<b>WEST REGION</b>	<b>271,033</b>	<b>258,024</b>	<b>13,009</b>	<b>5.1</b>
<b>Green River LWA</b>	<b>100,361</b>	<b>96,120</b>	<b>4,241</b>	<b>4.5</b>
<b>West KY LWA</b>	<b>170,672</b>	<b>161,904</b>	<b>8,768</b>	<b>5.3</b>

2018 Annual Averages

Source: US Bureau of Labor Statistics

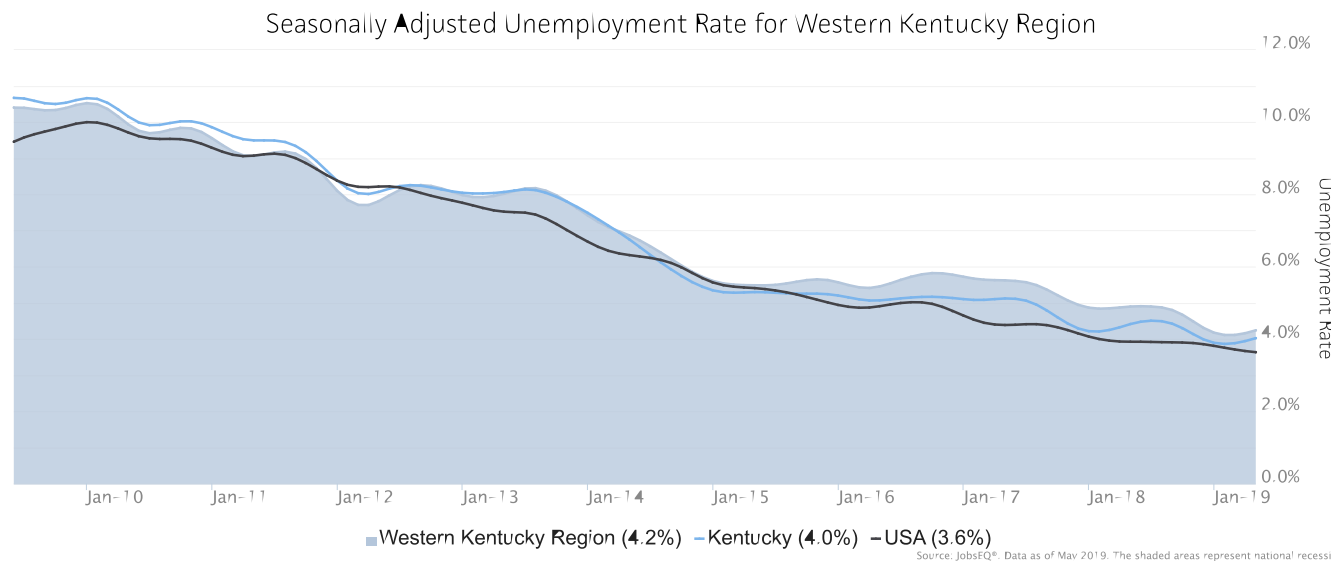


# UNEMPLOYMENT RATE

The seasonally adjusted unemployment rate for the West Kentucky Region was 4.2% as of May 2019. The regional unemployment rate was higher than the national rate of 3.6%. One year earlier, in May 2018, the unemployment rate in the West Kentucky Region was 4.9%. **Figure 8**

Kentucky civilian labor force increased by 1,795 individuals in May 2019, bringing the state's labor force to 2,067,057. The number of people employed in May was up by 1,474, while the number unemployed increased by 298. Kentucky's seasonally adjusted preliminary May 2019 unemployment rate was 4 percent. This compares to the U.S. rate of 3.6 percent as well as neighboring states of Indiana 3.6, Illinois 4.4, Ohio 4.1, Virginia 3.0 and Tennessee's 3.3 percentages. **Figure 9**

**FIGURE 8. SEASONALLY ADJUSTED UNEMPLOYMENT RATE FOR WEST KENTUCKY REGION**



**FIGURE 9. KENTUCKY LOCAL AREA UNEMPLOYMENT STATISTICS (LAUS) Seasonally ADJUSTED**

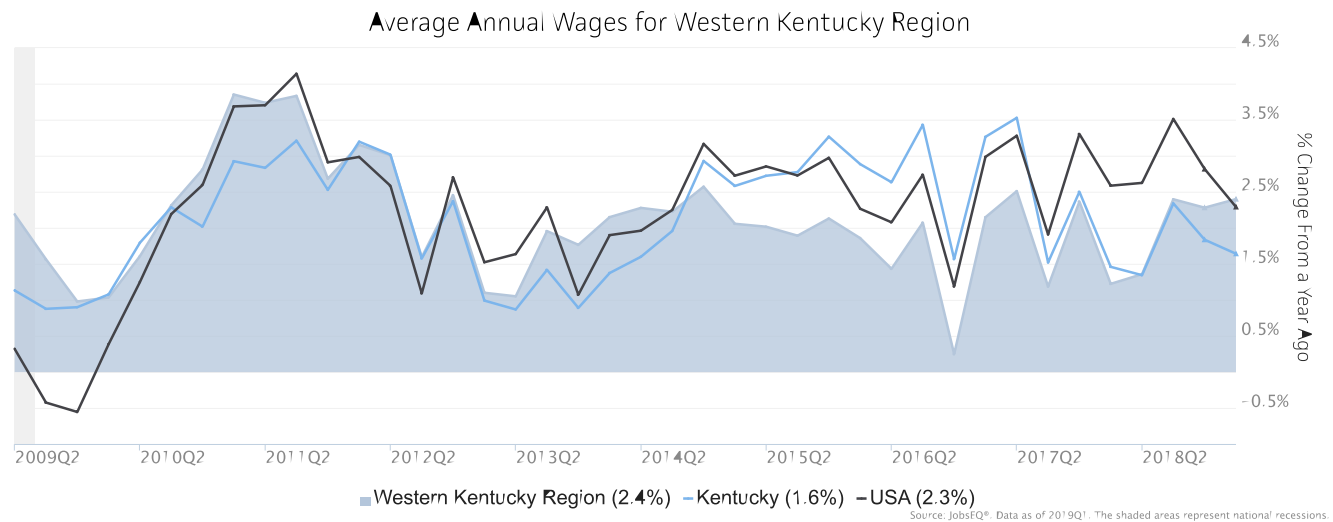
Month	Area Title	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Seasonally Adjusted					
Jan-19	Kentucky	2,063,483	1,976,696	86,787	4.2%
Feb-19	Kentucky	2,063,277	1,979,574	83,703	4.1%
Mar-19	Kentucky	2,064,784	1,981,852	82,932	4.0%
Apr-19	Kentucky	2,065,262	1,982,274	82,988	4.0%
May-19	Kentucky	2,067,057	1,983,771	83,286	4.0%

Kentucky Seasonally Adjusted Data provided by KYSTATS LAUS Report –May 2019.

# WAGE TRENDS

The average worker in the West Kentucky Region earned annual wages of \$41,061 as of 2019Q1. Average annual wages per worker increased 2.4% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$55,825 in the nation as of 2019Q1. **Figure 10**

**FIGURE 10. AVERAGE ANNUAL WAGES FOR WEST KENTUCKY REGION**



Educational attainment levels among the region’s adult population (those 25 years or older) lag behind that of the state and U.S. More than one-half of adult residents in the West Region, 53 percent have a high school degree or less, compared with 49 percent of Kentucky residents and 41 percent of U.S. adults. Residents were slightly more likely than either their state or U.S. counterparts to have some college, but less than a four-year degree. 48.3 percent of the region’s adult had some postsecondary experience, with 23.4 having an associate’s degree or higher. The region also differed significantly from the state and U.S. with regard to advanced degrees. Just 17 percent of adults in the 24 counties combined hold a four-year degree or higher, compared with 30 percent of adults nationwide. **Figure 11**

Federal data on typical education, experience, and training requirements by occupation was used to segment the region’s occupational structure by skill level. Low-skilled occupations are defined as those requiring a high school diploma or less, while occupations requiring a bachelor’s degree or above are categorized as high skill. The remaining jobs—those typically requiring more than high school, but less than a four-year degree—are deemed middle-skills jobs. Middle-skills positions account for a much greater share of the West Region’s total job base than the national average, representing 41 percent of regional employment, compared with just 35 percent nationally. This finding reflects the needs of the region’s growth clusters, including various manufacturing and transportation-related industries. In comparison, the 24 counties have significantly lower levels of high-skilled jobs, which comprise less than 16 percent of jobs in the region versus 21 percent on average nationally. Low-skilled jobs, as a group, are nearly on par with the U.S., accounting for 43 percent and 44 percent respectively. These jobs have also experienced higher rates of growth in the region historically. A look at recent trends shows that jobs requiring a high school diploma or less accounted for nearly all of the region’s job gains between 2011 and 2016, while high-skilled jobs

declined slightly during the same period. By contrast, low-skilled jobs accounted for roughly 50 percent of job growth at the national level. **Figure 12**

**FIGURE 11. DEMAND FACTORS BY SKILL LEVEL**

*Estimated annual openings (through 2021) with estimated of net change and replacement demand*

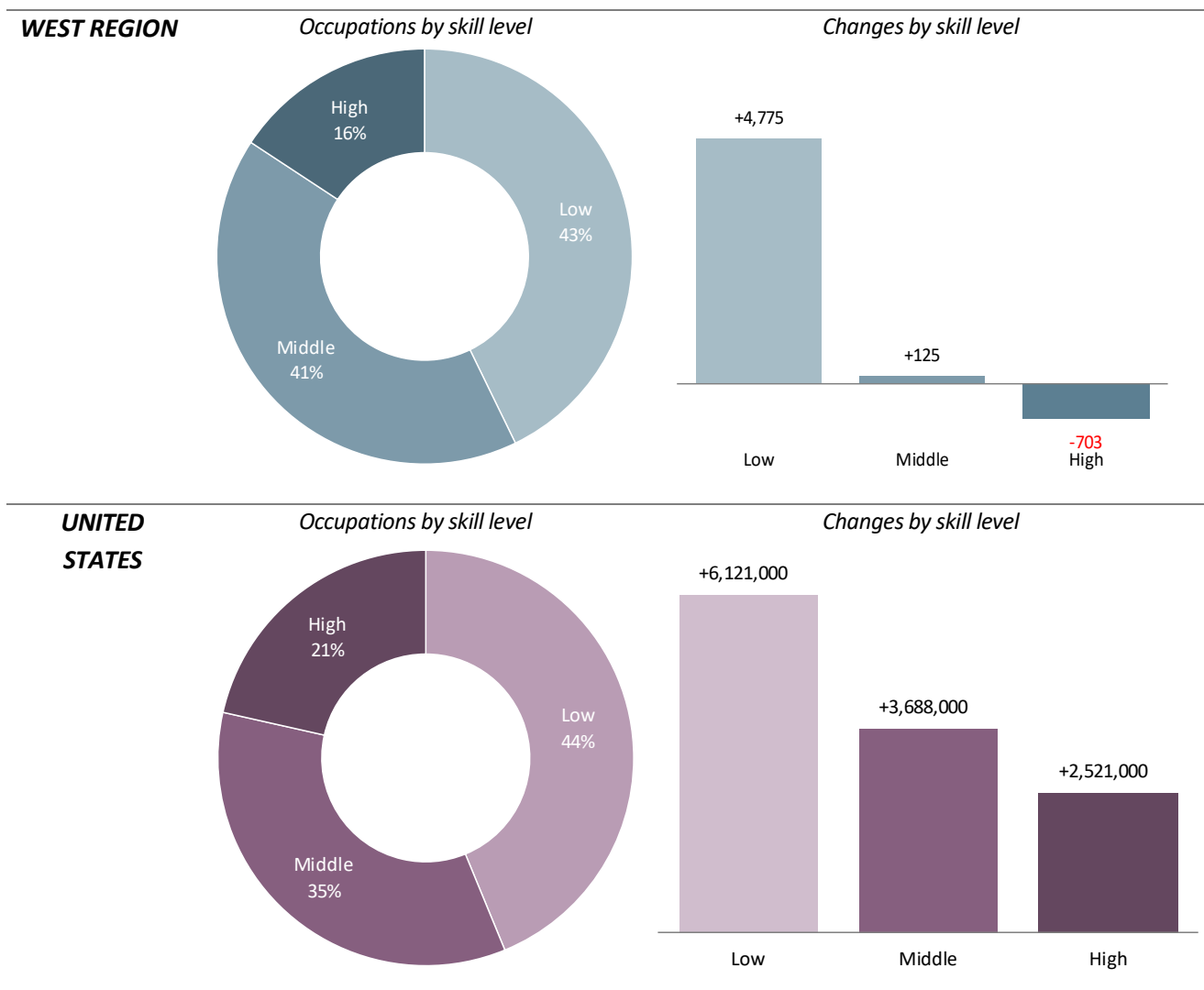
SOC CODE	DESCRIPTION	2016 Jobs	DEMAND FACTORS			Relative Wages (US=1.00)	DEMOGRAPHICS	
			Projected Annual Openings (2016-21)	New jobs	Replacement		% 55-64 Years	% 65+ Years
LOW-SKILL (High school or less)								
41-2031	Retail Salespersons	8,286	407	24%	76%	0.90	16%	9%
35-3021	Combined Food Prep. & Servers, Incl. Fast Food	9,480	383	14%	86%	0.94	7%	3%
41-2011	Cashiers	6,972	336	5%	95%	0.96	11%	5%
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	5,153	255	31%	69%	0.97	13%	3%
35-3031	Waiters & Waitresses	3,761	205	6%	94%	0.94	4%	2%
43-4051	Customer Service Representatives	2,872	182	51%	49%	0.87	13%	3%
39-9021	Personal Care Aides	2,955	156	73%	27%	0.90	19%	9%
43-5081	Stock Clerks & Order Fillers	3,526	152	21%	79%	0.91	14%	5%
37-2011	Janitors & Cleaners, Exc. Maids & Housekeepers	4,051	133	25%	75%	0.91	23%	9%
43-9061	Office Clerks, General	3,134	127	41%	59%	0.86	19%	8%
47-2061	Construction Laborers	2,322	114	45%	55%	1.04	17%	2%
45-2092	Farmworkers & Laborers, Crop & Greenhouse	1,831	107	38%	62%	1.30	14%	10%
37-2012	Maids & Housekeepers	2,828	103	24%	76%	0.89	18%	6%
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	5,299	102	36%	64%	0.82	24%	8%
43-3071	Tellers	1,422	87	19%	81%	0.92	17%	5%
MIDDLE-SKILL (More than high school, less than four years)								
29-1141	Registered Nurses	6,057	292	39%	61%	0.77	20%	3%
53-3032	Heavy & Tractor-Trailer Truck Drivers	5,166	182	37%	63%	0.80	22%	7%
51-2092	Team Assemblers	3,936	166	36%	64%	1.06	15%	2%
31-1014	Nursing Assistants	3,577	128	25%	75%	0.88	13%	4%
11-9013	Farmers, Ranchers, & Other Agricultural Mgrs.	3,961	126	—	100%	0.75	25%	30%
49-9071	Maintenance & Repair Workers, General	3,025	119	26%	74%	0.96	23%	6%
49-9041	Industrial Machinery Mechanics	1,902	95	39%	61%	1.05	23%	3%
41-1011	First-Line Supvsr., Retail Sales Workers	3,022	90	18%	82%	0.87	17%	6%
43-1011	First-Line Supvsr., Office & Admin. Support	2,402	81	47%	53%	0.78	21%	5%
35-1012	First-Line Supvsr., Food Prep. & Servers	2,000	78	18%	82%	0.84	9%	3%
29-2061	Licensed Practical/Vocational Nurses	1,724	76	21%	79%	0.88	18%	4%
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	1,979	71	35%	65%	0.86	22%	6%
51-4041	Machinists	1,376	71	34%	66%	1.20	21%	4%
25-9041	Teacher Assistants	2,513	68	1%	99%	0.98	20%	5%
51-4121	Welders, Cutters, Solderers, & Brazers	1,419	63	23%	77%	0.99	14%	2%
HIGH SKILL (Four-year degree or above)								
11-1021	General & Operations Managers	3,440	142	32%	68%	0.78	20%	4%
53-5021	Captains, Mates, & Pilots of Water Vessels	914	101	49%	51%	1.06	17%	3%

25-2021	Teachers, Elementary (Except Special Ed.)	2,742	69	—	100%	0.91	21%	4%
13-2011	Accountants & Auditors	1,259	63	40%	60%	0.80	23%	9%
25-2031	Teachers, Secondary (Exc. Special Ed. & CTE)	1,769	47	—	100%	0.92	22%	4%
25-1099	Teachers, Postsecondary	1,834	42	—	100%	0.90	20%	14%
21-1021	Child, Family, & School Social Workers	1,101	41	22%	78%	0.88	17%	4%
11-3031	Financial Managers	751	34	40%	60%	0.65	20%	4%
25-2022	Teachers, Middle School (Exc. Special Ed. & CTE)	1,321	32	—	100%	0.92	21%	4%
11-9111	Medical & Health Services Managers	587	29	37%	63%	0.77	24%	3%
17-2051	Civil Engineers	351	29	51%	49%	0.93	23%	6%
17-2112	Industrial Engineers	643	29	25%	75%	0.99	21%	4%
17-2141	Mechanical Engineers	433	28	40%	60%	1.01	18%	3%
41-3031	Securities, Commodities, & Financial Svcs. Sales	654	28	48%	52%	0.66	15%	6%
13-1071	Human Resources Specialists	557	27	42%	58%	0.85	16%	3%

Source: EMSI 2017.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed. Note: Excludes military and unclassified occupations.

Note: Marker indicates occupations where older workers comprise a significant share of the workforce (i.e., those occupations where the percentage of the workforce age 55-64 = 20% or higher and those where the percentage of workers age 65+ = 10% or higher).

**FIGURE 12. OCCUPATIONAL DISTRIBUTION BY SKILL LEVEL, WEST REGION VS. US**



Source: Emsi 2017.2

Job postings data provides real-time information on the skills and certifications sought by regional employers. Despite some limitations, most notably the underrepresentation of some occupations (production and skilled trades) and the overrepresentation of others (healthcare and IT), real-time labor market information offers timely insights regarding employer needs within the region. Emsi's job posting analytics indicate the just over 109,000 unique jobs were posted between October 2016 and March 2017. Truck drivers were by far the most common position sought, accounting for 44 percent of total postings during the period. As a result, transportation and distribution related skills are among the most requested skills and certifications in the region, along with healthcare.

Hard skills encompass subject matter expertise required to perform a particular job. Examples of these occupation-specific skills include programming, accounting, or welding. Soft skills are less easily defined, but are generally considered to be essential to career success. They include skills that facilitate personal interactions, as well as more basic skills, that contribute to overall employability. Examples of the former include communication skills, customer service, time management, problem solving, and the ability to work in teams. Basic skills, sometimes referred to as employability skills, include attitudes and practices that affect individual performance in the workplace. These include things such as punctuality, attitude, willingness to learn, and proper workplace etiquette. **Figure 13**

### FIGURE 13. TOP SKILLS AND CERTIFICATIONS REQUESTED BY WEST REGION EMPLOYERS

*Compiled by Emsi from requirements included in online job postings for regional employers October 2016 to March 2017*

SOFT SKILLS		
<ul style="list-style-type: none"> <li>• Scheduling (Project Management)</li> <li>• Leading</li> <li>• Leadership</li> <li>• Learning</li> <li>• Cleanliness</li> <li>• Listening</li> <li>• Coordinating</li> <li>• Ethics</li> <li>• Mental Health</li> <li>• Critical Thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Depth Perception</li> <li>• Creativity</li> <li>• Career Development</li> <li>• Telephone Skills</li> <li>• Team Building</li> <li>• Speech</li> <li>• Reliability</li> <li>• Listening Skills</li> <li>• Personal Life</li> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Development</li> <li>• Tenacity</li> <li>• Active Listening</li> <li>• Literacy</li> <li>• Conversation</li> <li>• Team Leading</li> <li>• Persuasive Communication</li> <li>• Perception</li> <li>• Endurance</li> <li>• Creative Problem-Solving</li> </ul>
HARD SKILLS		
<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Driving</li> <li>• Training</li> <li>• Insurance</li> <li>• Management</li> <li>• Road Transport</li> <li>• Cargos</li> <li>• Customer Service</li> <li>• Sales</li> <li>• Retailing</li> </ul>	<ul style="list-style-type: none"> <li>• Life Insurance</li> <li>• Operations</li> <li>• Health Care</li> <li>• Communications</li> <li>• Cleaning</li> <li>• Merchandising</li> <li>• Hazardous Materials</li> <li>• Restaurant Operation</li> <li>• Retirement</li> <li>• Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Health Insurance</li> <li>• Information Technology</li> <li>• Finance</li> <li>• Leasing (Contract Law)</li> <li>• Purchasing</li> <li>• Information Security</li> <li>• Nursing</li> <li>• Testing</li> <li>• Innovation</li> <li>• Selling Techniques</li> </ul>
CERTIFICATIONS		
<ul style="list-style-type: none"> <li>• Commercial Driver's License (CDL)</li> <li>• Registered Nurse</li> <li>• Nurse Practitioner</li> <li>• Licensed Practical Nurse</li> <li>• Transportation Worker Identification Credential (TWIC) Card</li> <li>• Board Certified</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Practice Registered Nurse</li> <li>• Psychiatric-Mental Health Nurse Practitioner</li> <li>• Certified Distance Learning Administrator</li> <li>• Certified Nursing Assistant</li> <li>• Family Nursing Practitioner</li> </ul>	<ul style="list-style-type: none"> <li>• CompTIA Security+</li> <li>• Advanced Life Support</li> <li>• Critical Care Registered Nurse (CCRN)</li> <li>• Patient Care Technician</li> <li>• Nurse Practitioner Certification</li> <li>• Cisco Certified Network Associate</li> <li>• CNOR Certification</li> </ul>

- Certified Benefits Professional
- Certified Apartment Property Supervisor
- Licensed Vocational Nurses
- CompTIA A+ Certification
- ANCC Certified
- American Association of Nurse Practitioners (AANP) Certified
- Medical Technologist
- Medical License
- Licensed Clinical Social Worker (LCSW)
- CompTIA Server+
- Certified Medical Assistant
- CompTIA Security+ Certification

Source: Emsi 2017.2

Note: Items shown reflect information compiled by Emsi from job postings made by employers in the 24-county region within the dates indicated as part of their Job Posting Analytics data series.

- D. (R) An analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities an capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.** *Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).*

The use of sector-based partnerships has proven to be an effective approach to workforce development. Target sectors identified via planning efforts conducted in the West KY and Green River Local Areas reveal three sectors, which are common across the West Region: advanced manufacturing, healthcare, and distribution-related activities. Though not specifically listed, a focus on professional services growth has also been noted for the West Kentucky Local Area. A number of the demand occupations discussed previously are employed in these sectors, including truck drivers, nurses, and supervisory positions.

Sector-based responses are in progress in the region. The region's community and technical colleges are working with major employers (especially in the manufacturing sector, but also including some healthcare organizations) to address some of the workforce shortages through the Kentucky FAME (Federation of Advanced Manufacturing Education) program. Using a joint academic training/apprenticeship model originally developed in partnership with Toyota and the Bluegrass Community College, West Kentucky is creating a new pipeline of skilled workers to support regional employers.

Regional employers are building partnerships and starting new initiatives in the jails and with schools to find new sources of skilled labor to fulfill their needs. The Purchase Area Health Education Consortium works to connect high school students with medical fields and encourage internships. In addition, new efforts are

**FIGURE 14. SECTORS IDENTIFIED IN LOCAL AREA PLANNING EFFORTS**

	West Kentucky	Green River
<b>Advanced Manufacturing</b>	✓	✓
Agriculture & Food	✓	
Cultural Industries	✓	
Construction	✓	✓
<b>Health Care</b>	✓	✓
Business and Information Technology	✓	✓
<b>Transportation &amp; Logistics</b>	✓	✓

Sources: West Kentucky: Regional Economic Growth Strategy, prepared for the West Kentucky Workforce Board by TIP Strategies, June 2016; Green River Area Development District website <http://www.gradd.com/WD/SectorStrategies/>.

Note: Cultural industries encompass a range of employment associated with visual and performing arts, media (e.g., film, radio, TV, books), recreational activities, and creative industries (e.g., design, architecture, and advertising).

underway to collaborate with Fort Campbell and Tennessee to connect soldiers separating from service with employment opportunities in West Kentucky. Local colleges work with area employers to provide Incumbent Worker Training to targeted populations. The approaches are proving successful for employers, especially in the manufacturing industry, and could be expanded to better satisfy the region's workforce demands. Articulating additional career paths in agriculture and energy and raising awareness of opportunities in eco-tourism and the maritime industry were also identified by employers as needs. **Figure 14**

Wage rates remain an issue brought up in many discussions regarding the recruitment and retention of labor in the region. Median Wages are shown by County in Figure 9. However, pay scales are critical to filling and retaining skilled positions in the region, such as chemical engineers, physicians, and nurses and back-filling entry-level positions. Feedback from local employers in a wide range of sectors also point to soft skills and employability concerns (e.g., ability to pass screening requirements) as a significant barrier to hiring needs. Continuing to build partnerships between local workforce boards, employers, educators, and economic development professionals will be critical to increasing the availability of pre-employment training for new entrants to the labor market and increased skills training for incumbent workers. Other specific needs identified by area stakeholders include increasing access to labor market information early in the education pipeline, improving basic communication and math skills, and providing a clear understanding of employer expectations with regard to the workplace essential skills (e.g., professionalism, attendance) that employers seek.





Kentucky's communities are stepping up to the plate when it comes to demonstrating the quality of their workforce and working to improve opportunities for success. The Kentucky Work Ready Community program has the ability to transform a community. It encourages counties to take a credible inventory of the current and future workforce, identify the gaps, and carry out strategies to achieve a more knowledgeable, trained workforce. Through this effort, Kentucky communities can assess their own workforce strengths and follow a process to become certified as Work Ready or Work Ready in Progress. As of May 2019, 12 counties in the West Region were certified Work Ready, with an additional 9 counties certified as Work Ready In Progress. The average workforce participation rate for the West region is at 57% with the median income just over \$41,087 in the region. Work Ready also looks at strategies to improve percentages with degrees (see figure 11). Work Ready Community teams are addressing many of these employer challenges and workforce needs to be sure that students understand the value of certain skills, behavior, attendance, and are aware of the availability of jobs in the region. **Figure 15**

























Five-year future demand from 2018 for projected job growth in the West Region comprises of West Kentucky Area with 26,282 job-projected openings and 14,076 in the Green River Area. The Top Very Fast Growing occupations for West Kentucky is Education, Training and Library occupations with 1,369 projected openings and Computer and Mathematical occupations with 189. Green River's top Very Fast Growing occupations are Healthcare Practitioners and Technical with 1,136 projected in demand as well as Healthcare Support occupations with 487. The top fast growing occupation in West Kentucky is in the Food Preparation and Serving related occupations with projected demand of 3,573, with the top fast growing occupation in Green River as Installation, Maintenance and Repair occupations. There are other occupations showing as growing as well as stable in the West Region.

**Figure 16**

**FIGURE 15. WORK READY STATUS BY COUNTY, MAY 2019**

**Work Ready Status Indicator**

	Certified Work Ready
	Certified Work Ready in Progress
	Letter of Intent
	Formative Stage

Work Ready	County	Working Age from 18-65	Workforce Participation Rate	Internet Availability	High School Graduation Rate	Some College or Higher	Assoc. Degree or higher	Veteran Population	Working Age without HSD or GED	Median Income	Pop. % In Poverty
	Ballard	4,753	57.8%	100%	91%	53%	24%	591	12%	\$44,620	18%
	Caldwell	7,414	55.1%	100%	94%	48%	24%	645	8%	\$47,745	18%
	Calloway	25,295	57.4%	100%	96%	68%	29%	2,077	7%	\$38,113	22%
	Carlisle	2,817	65.0%	100%	94%	51%	24%	323	15%	\$40,996	17%
	Christian	44,197	56.4%	100%	92%	52%	23%	5,173	12%	\$37,078	20%
	Crittenden	5,284	59.3%	100%	89%	45%	23%	711	15%	\$42,122	18%
	Daviess	58,943	63.8%	100%	90%	57%	31%	6,301	9%	\$51,769	16%
	Fulton	3,778	45.1%	100%	96%	47%	19%	507	19%	\$28,672	25%
	Graves	21,606	57.0%	100%	94%	50%	25%	1,955	14%	\$43,528	19%
	Hancock	5,071	62.3%	100%	97%	49%	23%	606	10%	\$48,555	16%
	Henderson	28,028	62.8%	100%	91%	53%	27%	2,885	12%	\$40,564	19%
	Hickman	2,627	54.8%	100%	100%	37%	18%	377	20%	\$38,036	15%
	Hopkins	27,470	57.8%	100%	89%	48%	26%	3,072	12%	\$45,097	17%
	Livingston	5,490	51.2%	100%	94%	40%	15%	506	14%	\$39,051	16%
	Lyon	5,103	53.5%	100%	98%	44%	22%	933	14%	\$34,589	14%
	Marshall	18,158	62.1%	100%	95%	51%	28%	2,570	12%	\$48,568	11%
	McCracken	38,754	58.9%	100%	91%	60%	37%	4,908	10%	\$40,878	17%
	McLean	5,376	61.4%	100%	94%	47%	23%	605	14%	\$44,218	19%
	Muhlenberg	18,975	48.8%	100%	89%	41%	20%	2,037	17%	\$41,105	21%
	Ohio	14,157	53.5%	100%	94%	40%	18%	1,445	16%	\$41,571	21%
	Todd	7,096	61.7%	100%	100%	41%	22%	692	18%	\$40,440	20%
	Trigg	8,024	52.7%	100%	93%	57%	27%	1,678	12%	\$29,232	16%
	Union	9,617	51.5%	100%	92%	41%	16%	900	13%	\$40,706	23%
	Webster	7,944	58.7%	100%	88%	39%	18%	861	17%	\$38,840	21%
<b>Regional Total</b>		375,977									
<b>West KY Regional Average</b>			57.0%	100.0%	93.4%	48.3%	23.4%	1,765	13.4%	\$41,087	18.3%

Source: Kentucky Work Ready Communities (<http://thinkkentucky.com/workready/>) (<https://kystats.ky.gov/Latest/WRC>)

Additionally, Agricultural Hemp saw test planting in 2015 with the approval of 1,742 acres for planting by the Kentucky Department of Agriculture. As of March 2019, KDA had approved 56,000 acres of agricultural Hemp production. Hemp was removed from the federal controlled substance list upon approval of 2018 Farm Bill. (Hemp contains 0.3 % THC and therefore has no potential for illicit drug use). Kentucky at this time requires a KDA issued permit for any person or organization to grow, handle, or process hemp plants, viable seed, leaf or floral materials. This licensing path has presented Kentucky with a tremendous opportunity to develop and market a new agricultural product internationally. Murray State University was the first university in the Commonwealth, to legally plant seed in the United States, for pilot program development. Following the early pilot programs the market for Hemp product development has expanded rapidly within Kentucky. This growth has created regional economic development through business operations and related job creation. This growth has also led to the creation of the Center for Agricultural Hemp within the



**FIGURE 16.**

<b>FIVE YEAR PROJECTED DEMAND FOR GENERAL OCCUPATIONS</b>		
<b>Green River</b>	<b>Status</b>	<b>Projected Jobs</b>
Healthcare Practitioners and Technical Occupations	Very Fast Growing	1,136
Healthcare Support Occupations	Very Fast Growing	487
Installation, Maintenance, and Repair Occupations	Fast Growing	785
Personal Care and Service Occupations	Fast Growing	480
Computers and Mathematical Occupations	Fast Growing	77
Production Occupations	Growing	1,986
Office and Administrative Support Occupations	Growing	1,625
Food Preparation and Serving Related Occupations	Growing	1,141
Transportation and Material Moving Occupations	Growing	1,356
Construction and Extraction Occupations	Growing	636
Education, Training and Library Occupations	Growing	552
Management Occupations	Growing	529
Building and Grounds Cleaning and Maintenance Occupations	Growing	472
Business and Financial Operations Occupations	Growing	329
Protective Service Occupations	Growing	279
Community and Social Service Occupations	Growing	164
Farming, Fishing, and Forestry Occupations	Growing	62
Life, Physical, and Social Science Occupations	Growing	57
Legal Occupations	Growing	43
<b>West Kentucky</b>	<b>Status</b>	<b>Projected Jobs</b>
Education, Training and Library Occupations	Very Fast Growing	1,369
Computers and Mathematical Occupations	Very Fast Growing	189
Food Preparation and Serving Related Occupations	Fast Growing	3,573
Healthcare Practitioners and Technical Occupations	Fast Growing	1,948
Healthcare Support Occupations	Fast Growing	975
Personal Care and Service Occupations	Fast Growing	791
Installation, Maintenance, and Repair Occupations	Growing	1,449
Transportation and Material Moving Occupations	Growing	2,758
Management Occupations	Growing	1,140
Building and Grounds Cleaning and Maintenance Occupations	Growing	749
Business and Financial Operations Occupations	Growing	623
Protective Service Occupations	Growing	469
Community and Social Service Occupations	Growing	346
Legal Occupations	Growing	77
<i>Source: KY'STATS, Kentucky Workforce Dashboard August 2019</i>		

Hutson School of Agricultural at Murray State University. This Center serves the Purchase, Pennyriple and Green River Area Development Districts.

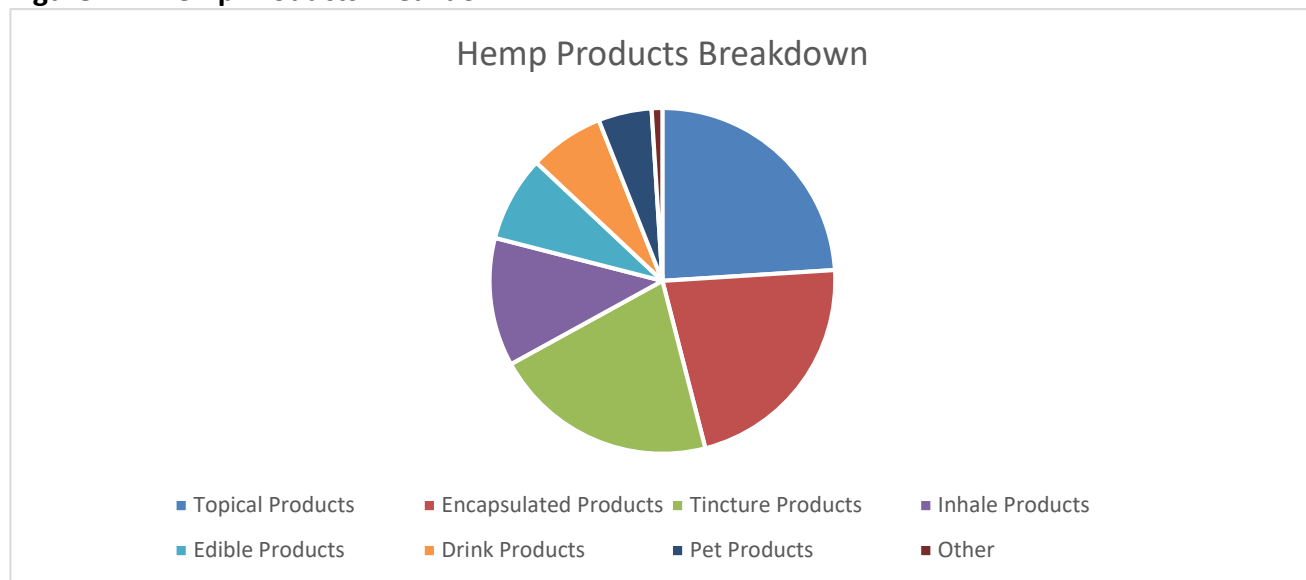
A list of companies that have begun or expanded operations with the region include, but is not limited to, AeroSource H, GenCanna, CV Sciences, Hempwood, Halcyon Thruput and Vertical

Wellness. The following are a few examples of the impact of agricultural hemp to the regional economy:

- 1) AeroSource-H, opened in Ballard County in January and in five months exceeded their KBI employment projections and continue to grow.
- 2) Gencanna is finishing construction of a processing plant in Graves County, Kentucky with total project cost of \$60 million and a projected job creation of over 80 positions.
- 2) Vertical opened operations in Trigg County with a processing plant totaling \$5 million and estimated creation of 100 jobs.
- 3) Hempwood is opening a hardwood manufacturing plant in Calloway County, Kentucky with substantial investment in equipment and processing.
- 4) Davies County, Kentucky will see the opening of Bluegrass BioExtracts, a processing plant in Owensboro, Kentucky which will create 40 jobs.

From a product standpoint, CBD oils are the most publicly well known. However, a diversified Hemp products market will make up what is projected to be a \$21.9 billion dollar market in 36 months based simply on what is known about the trajectory of the market at this time in 2019. The product breakdown, as a percentage of the total market projections is shown in the graph below. **Figure 17**

**Figure 17. Hemp Products Breakdown**

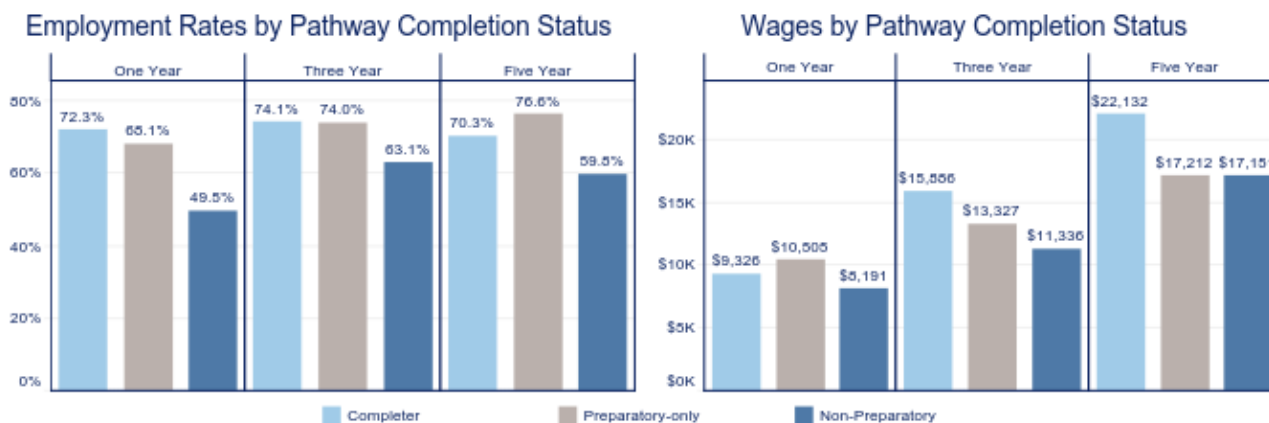


Caution should be exercised in using these projections given the 3-year development window. However what is known is that very familiar retailers seeking such product manufacturing include Coca Cola, CVS Pharmacy, Walgreens and Rite Aid and Heineken just to name a few. The potential for job creation through business start-ups and expansions appears on a strong upward trajectory and poses a tremendous economic impact for the region and the state in the near future.

Green River outcomes for 2017 Federal fiscal year (FFY) 2017 by pathway completion status documents outcomes for academic year 2012 high school graduates, three-year are for 2014 graduates and one-year are for 2016 graduates. Individuals enrolled in a postsecondary institution were excluded and not in the analysis. Students that completed any career pathway showed the likelihood of being employed in Kentucky, the year after high school, was 72.3 percent and decreased to 69.7 percent five years after graduation. For those students who reached preparatory-

only status before graduation, 68.1 percent were employed the following year and this percentage increased higher after five years to 77.4 percent. Completers and preparatory students both outperformed the non-preparatory students in the likelihood of being employed in Kentucky on year 49.5 percent and five years at 59.8 percent after graduation. Individuals who reached preparatory-only or pathway completer status were more likely to be employed in a Kentucky's in-demand sectors than non-preparatory students at all intervals. Individuals employed in Kentucky, earned more three and five years out, on average, if they were a pathway completer. For those with a pathway completion, median wages were \$1,135 higher than non-preparatory students the year after graduation (a 14% premium), with a \$4,970 premium five years after. **Figure 18**

**FIGURE 18. EMPLOYMENT RATES AND WAGES BY PATHWAY COMPLETION STATUS- GREEN RIVER**

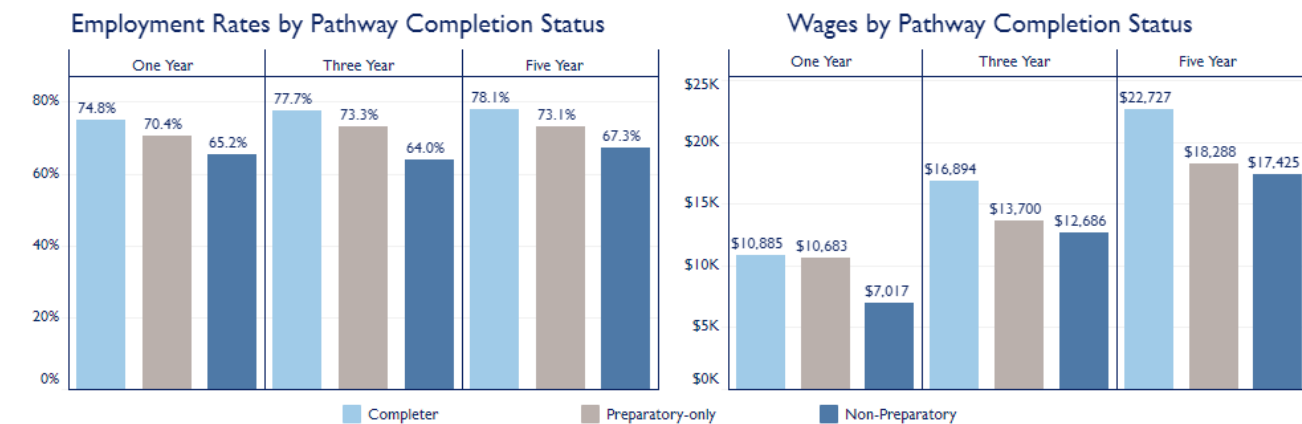


Source: KYSTATS LWA Whitepaper

The Green River Education and Workforce Outcomes for Career and Technical Education (CTE) show that 57 percent of high school graduates who completed a career pathway enrolled in postsecondary education the next year. Seventy-two percent of career pathway completers were employed the year after graduation in 2017.

West Kentucky outcomes for FFY 2017 document those individuals who completed any career pathway, the likelihood of being employed in Kentucky the year after HS was 73.6%, decreased to 70.7% five years after graduation. For those students who reached preparatory-only status before graduation, 66.9% were employed the following year and this percentage increased, with a higher percentage employed five years after (67.8%). Completers and preparatory students both outperformed the non-preparatory students in the likelihood of being employed in Kentucky one (55.3%) and five years (57.1%) after graduation. Individuals who had reached preparatory-only or pathway completer status were more likely to be employed in one of Kentucky's in-demand sectors than non-preparatory students at all intervals. Individuals employed in Kentucky, earned more at every interval, on average, if they were a pathway completer. For those with a pathway completion, median wages were \$4,271 higher than non-preparatory students the year after graduation (a 64% premium), with a \$5,551 premium five years after. **Figure 19**

**FIGURE 19. EMPLOYMENT RATES AND WAGES BY PATHWAY COMPLETION STATUS- West Kentucky**



Source: KYSTATS LWA Whitepaper

The West Kentucky Education and Workforce Outcomes for CTE show that 61 percent of high school graduates who completed a career pathway enrolled in postsecondary education the next year. Seventy-four percent of career pathway completers were employed the year after graduation in 2017.

Data on awards and degrees awarded for credit by area institutions reflects regional demands for healthcare workers and skilled trades' positions are highest. When cross-walked to occupations, the data can be used to illustrate the relationship between the supply of workers graduating from regional institutions and employer demand due to new industry growth and replacement needs (captured as annual openings). This approach presents some limitations and data should be viewed with caution. The most significant of these is that the data excludes graduates of noncredit workforce solutions programs through the Kentucky Community and Technical College System, which can be an essential part of the talent pipeline for some occupations that require a short-term certification. The mapping of occupations to fields of study (CIP Codes) can also be problematic as some fields of study train students for multiple occupations across multiple sectors such as the Liberal Arts and Sciences credential. In addition, the comparison does not account for the migration of graduates into and out of the region due to a large military, veteran and military spouse population. However, it can provide a starting point for highlighting imbalances and creating solutions for regional employers as they address hiring and recruitment needs. **Figure 20**

**FIGURE 20. COMPLETIONS BY FIELD OF STUDY WITH A COMPARISON TO PROJECTED 10 YEAR ANNUAL OPENINGS**  
*Ranked by number of awards conferred for credit by regional institutions, 2015-2016 academic year*

CIP Code	Program	Regional Completions (2016)	Projected Annual Openings 2026	
53.0202	High School Diploma or Equivalent	6745	**520	
24.0101	Liberal Arts and Sciences/Liberal Studies	1249	262	
51.3901	Licensed Practical/Vocational Nurse Training	751	103	
52.0201	Business Administration and Management, General-Bachelors	515	778	
48.0508	Welding Technology/Welder	417	120	
46.0302	Electrician	379	205	
11.0101	Computer and Information Sciences, General	340	280	
51.0716	Medical Administrative/Executive Assistant and Medical Secretary	338	125	
51.3801	Registered Nursing/Registered Nurse –Associate & Bachelor	375	407	✓
51.3801	Registered Nursing/Registered Nurse	517	334	
28.0301	JROTC Army Certificate of Training	240	-----	
47.0605	Diesel Mechanic Technology/Technician	224	201	
52.0402	Executive Assistant/Executive Secretary	205	36	
51.2699	State Registered Nursing Assistant (SRNA)/Medicaid Nurse Aid (MNA)	200	462	✓
47.0303	Industrial Mechanics and Maintenance Technology	156	202	✓
44.0701	Social Work	150	35	
13.121	Commonwealth Child Care Credential (CCCC)	143	127	
15.0399	Electrical and Electronic Engineering Technologies/Technicians	105	20	
01.9999	Agriculture, Agriculture Operations, and Related Sciences, Other	103	46	
51.0808	Veterinary/Animal Health Technology/Technician and Veterinary Assistant.	95	27	

Source: KYSTATS

**Note:** Fields of study in which annual openings exceed the number of completions are flagged (✓)

\*\*Occupation with the highest projected annual opening for a High School Diploma or Equivalent is Personal Care Aide

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

Truck drivers, welders, process control/instrumentation, logistics, healthcare, team assemblers, and maintenance workers are in demand and included in the twenty-five fastest growing occupations among regional employers. Within the healthcare sector, the region is experiencing a significant shortage of nurses and primary care physicians. Other healthcare skills in demand and needed include: EMTs/paramedics, medical laboratory technicians, physical and occupational therapy occupations, stenography, dental assistant, dental hygiene, radiography, and pharmacy technicians. In addition, there is an increased demand for lower wage frontline workers, such as medical assistants, nurse aides, and personal/home health aides. Some employers report difficulty finding part-time help and seasonal workers to fill a variety of positions across sectors, such as childcare, warehousing, poultry processing, retail, restaurant, and agricultural positions. Continuing to build

partnerships between the Workforce Board, employers, educators, and economic development professionals has been critical to the success of current initiatives to increase the number of re-entries into the workforce among those who had dropped out.

In addition to the “work ready” efforts, sector-based employment, GED plus, and talent pipeline management efforts are in progress in the region. The region’s colleges are working with major employers, workforce boards, and chambers to address some of the workforce shortages through the Kentucky FAME (Federation of Advanced Manufacturing Education) program, Talent Pipeline Management (TPM), Youth Programs, Work Ready Skills Initiative programs, GED Plus, scholarships, and more in the local areas. West Kentucky is working to create new pipelines of skilled workers to support regional employers.

In addition, regional employers are building partnerships to find new sources of skilled labor to fulfill their needs. The Purchase Area Health Education Consortium works to connect high school students with medical fields and encourage internships. In addition, new and more effective partnerships with Fort Campbell and our Tennessee Workforce partners to connect soldiers separating from service, veterans, and military spouses with employment opportunities are available in West Kentucky. Efforts are also underway to focus training and re-training funds through a National Dislocated Worker Grant to assist local dislocated workers, transitioning military, and spouses. These non-traditional approaches are proving successful for some employers, especially in the manufacturing industry, and the region is exploring ways to expand to better satisfy the region’s evolving workforce and healthcare demands. Since the last plan, the local area has articulated career paths in agriculture and tourism, as well as raising awareness of opportunities in the maritime industry and construction since they were identified by employers as needs in the local area.

With information from Business Services teams (BST), data from the Kentucky Center for Statistics (<https://kystats.ky.gov/>) and real-time information on the skills and certifications sought by regional employers, local Boards gain critical insight on employer needs within the region. Despite some limitations and duplications due to systems using artificial intelligence to spider jobs from multiple websites and systems, most notably the underrepresentation of some occupations (production and skilled trades) and the overrepresentation of others (healthcare and IT), the real-time LMI offers timely insights and helps us better meet the employer needs within the region. We are looking forward to receipt of updated local area occupational outlooks for more insight into future pathways.

## Chapter 2: Strategic Vision and Goals

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

The West Kentucky Workforce Board (WKWB) had a unique opportunity to address strategic planning with changes in local economies influencing the area plus the workforce system transformation to WIOA. The area had numerous layoffs at the beginning of WIOA (2014-2016) where individuals lost good paying jobs after years of work at various companies. Most of those major dislocations were determined to be Trade impacted. One of those larger layoffs centered on the loss of the Paducah Gaseous Diffusion Plant, which resulted in the direct award of a National Dislocated Worker Grant. Facing increased loss of generational coal jobs in Western Kentucky and the Illinois Basin over the last few years also resulted in awards of an EDA POWER and DOL POWER National Dislocated Worker grants. Following that was the announced shutdown of the TVA coal fired power plant in 2020. These changes brought about many opportunities to rethink the strategies and future planning. There were multiple community roundtables, partnerships, planning meetings, calls and discussions to better align all the regional planning efforts with a more strategic focus on ways to align all the projects with state goals and local needs.

The local area implemented a revised strategic planning goal alignment project in March 2018 to better align with the four core goals of the Kentucky Workforce Innovation Board (KWIB) "Kentucky Work Ready: An Urgent Call to Action" strategic plan and the action items from regional planning. (Strategic Planning documents and Critical Areas of Focus will be attached at completion of updated Regional plan.) The workforce's previous strategic planning effort known individually as "Pennyryle Future" and "Purchase Future" performed under the USDOL Regional Innovation Grant releases. The West KY Future reports were the basis for many of the goals moving forward. The Pennyryle Area Development District also received the Department of Defense – Office of Economic Adjustment grant to assist Ft. Campbell. Included in the grant is the development of the Ft. Campbell Strong Regional Economic Diversification and Growth Plan, which will serve as the planning and implementation guide to address changes at Fort Campbell and the surrounding region (KY and TN). The Ft. Campbell Strong partnership examines proposed reductions at the base and assess the impact of reductions and changes on the region. While identifying and analyzing the capacity of the region in key areas, it will define long-term strategies needed for local, regional, and state leadership required to mitigate impacts of troop reductions and changes. Ft. Campbell Strong will also discuss how to best reach and serve the military population, reduce unemployment for the veterans, spouses, and service members following transitions, as well as promote growth in the area. There were also major strategic planning efforts underway that were included attempts made to align with various state projects, Comprehensive Economic Development Strategy (CEDS), Delta Regional Authority (DRA) projects, Muhlenberg County planning, various local economic development projects, community entrepreneurship, and small business growth efforts.



The WKWB area also has a significant labor pool provided through Ft. Campbell, with a large veteran population in addition to active military, veterans, and their spouses. There are approximately 400-500 soldiers a month transitioning out of the military into the local job market. The local area and career centers have been actively engaged with employment and transition activities, committees, and support of this Dislocated Worker population and the diverse skill set. The WKWB, with support from the community and local elected officials, created a veterans transition support plan to provide services directed to the exiting military and their spouses including job training, employment search, and guidance to job opportunities. This coordination involves both states workforce groups, VETS staff, career center services and revolve around supporting exiting military with contacts and referrals to local job openings, matching leadership skills to local positions, representing business/industry at military events for departing veterans.

The region is continuing to work on action items from the strategic plan, West Kentucky Future, and combining that with data from the POWER initiatives, regional strategic initiatives, and state initiatives such as TPM to update regional strategies. From the resulting data and occupational shifts, the WKWB will continue updating its mission and vision statements to better align with the data. The WKWB will then be able to realign its vision and sector goals with these outcomes. The WKWB will also be able to examine the future investment and funding strategies based on this information. The board also hopes to be able to set benchmark guides that can be viewed as indicators to the area's economic health, educational attainment, and strategic goals.

The WKWB's current mission is to provide an integrated system of quality employment information and training services to businesses and individuals through trained staff and technology utilization at accessible services sites. The vision is to create a skilled and competitive workforce through a comprehensive delivery system to support the economic growth of Kentucky. The Board understands the necessity to link workforce education and economic development. However, many of the funds under WIOA have eligibility restrictions and limitations that only focus on a small number of the population that may be in need of new skills or upgraded skills. Even with the USDOL emphasis on work-based learning, the board could not provide funds to place all individuals in industry regardless of the eligibility. Therefore, the challenge is to expend the funds in the most strategic way that influences the total workforce system to best meet the needs of business/industry; this is not an easy solution, as many areas have identified. In order to utilize all the members of our potential workforce, including individuals with disabilities and individuals in need of self-sufficiency, the system must strive to leave no one behind, at a time when workforce demand is stretching beyond the available numbers of individuals engaged in the workforce.

The return on investment for on-the-job training is a high wage placement of an individual in a local company with a need. Our return on investment cannot be achieved by placing one person in training for one job, for one company at a time. Continuing to focus on broad skills development and workforce skills building will support local businesses for a growing economy. The continued future regional economic development planning effort with WIOA high demand sector focus will even take us further outside the rural, diverse economy of our seventeen (17) western most counties of Kentucky as we seek these workforce system solutions, as well as regional and state solutions, as a team.



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

The West Kentucky Workforce Board (WKWB) serves the seventeen western most counties of the region providing policy development and coordination of partnerships in workforce development in support of economic development for the region. WKWB Mission - The mission of the WKWB is to provide an integrated system of quality employment, information and training services to businesses and individuals through staffing/technology utilizing accessible service sites. The WKWB serves, as a liaison between employers in the business, industry, and public sector and individuals in order to make workforce needs known. The WKWB also promotes and provides strategies and solutions to motivate individuals to continue their education and improve their work skills. It is also the intent of the WKWB to encourage and assist in the development of new training programs to benefit the region's workforce. The WKWB conducts planning, oversight, and analysis of local workforce development programs through the local Career Centers. The WKWB strives to promote the region's availability of qualified workers by matching efforts and activities with economic development goals.

Even as the WKWB looks at a realignment of its mission and vision with its new data and strategic plan, the core goal of our local system will concur with Kentucky's "WORK Smart" Plan and the updates in the Kentucky Workforce Innovation Board (KWIB) approved "Kentucky Work Ready: An Urgent Call to Action" strategic plan. The goals identified below are all within the core of every workforce development board's goals. As we look at the strengthened alignment of education, workforce, economic development, and the workforce delivery system, we can never be without our focus on the customer, either the business or the individual, in order to direct our services to their needs. The continuation of this work will take a higher level of commitment, time, and engagement at each level of the system and partners. The Board will continue to lead its local workforce region regardless of dwindling resources, changing Federal leadership, and through uneven economic growth. The local Board will look toward state leadership, current initiatives and goals, agency contributions, and seek creative solutions to leverage funds among partners to reach those goals.

There have been discussions, partnerships and efforts to expand the Kentucky Career Center and add cross-cabinet partnerships to find a more holistic approach to addressing the individual and the needs of the employer. The vision statement of the state plan says, "transforming Kentucky's workforce services focused on adapting to the changing needs of employers, establishing dynamic, employer-led workforce development, and creating collaborative efforts arranged by both region and industry. Groups will examine current and future needs for skills and training and identify effective talent development systems and talent pipelines using real time data to help align resources effectively and efficiently with a vision of increasing labor force participation and growing Kentucky's economy. Kentucky will transform the workforce development system through innovative practices which enhance sustainable economic and job growth to improve the lives of Kentuckians".

The four (4) goals identified originally by the state plan are as follows:

- Align the Commonwealth's workforce development system with Kentucky's education objectives.

- Align the Commonwealth’s workforce development system with economic development strategies and establishing employer collaborative efforts arranged by both region and industry.
- Simplify the workforce development service delivery system.
- Improve service to achieve a customer-centered delivery system.

In February 2018, the Kentucky Workforce Innovation Board (KWIB) approved the “Kentucky Work Ready: An Urgent Call to Action” strategic plan, articulating four additional core goals with objectives and metrics and realigned the Work Ready Community initiative to better align. Those goals are:

- Actively engage employers to drive Kentucky’s workforce development system.
- Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
- Increase Kentucky’s workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.
- Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

The WKWB has been and continues to be an active partner in the evolving workforce transformation and talent delivery, as well as KCC services, to better serve the region, citizens, and businesses.

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

As previously referenced, the local area is continuing to analyze and revise strategies based on available data, changes in the local region, employer needs, and workforce supply/demand. The local area will continue to review its vision and assure goals and metrics align with the sectors and strategies identified in the data, state plan, strategic plan, KWIB plan and update this local plan, regional plan, and strategic plans as needed. The currently stated vision and goals align with the goals and strategies of key partners and coordinating agencies.

Currently there is regular input from local officials, partner agencies, chambers of commerce, education, economic development, Veterans, Ft Campbell partners, sector group representatives, and others identified through the strategic planning process including sector sessions. These groups, along with the extended network of KCC partners and the collaborating state groups/educational institutions, have all attempted to align their activities, initiatives and goals within the broad framework of the KWIB initiatives. The local area and region has supported and aligned to Kentucky’s strategic plan through implementation of the KWIB’s initiatives and continues to partner with state agencies, across cabinets and with organizations in these areas. The WKWB will continue its focus to improve and grow a comprehensive workforce system, which provides a talent pipeline to meet the evolving needs of business and support economic growth.

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

- A. **(L)** Describe the local board's strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1.

This discussion should include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another.

*Note: The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans State Grants and Unemployment Insurance.*

The West Kentucky Workforce Board (WKWB) is a nonprofit organization responding to training needs, economic development efforts, and workforce development programs throughout the western Kentucky region. The WKWB is responsible for bringing the partners together to develop the local plan/regional plan. The WKWB oversees the Kentucky Career Center (KCC), also known as the One Stop Career Center System in the local area, in conjunction with local elected officials. The WKWB has undergone extensive strategic planning, surveyed employers, education, sector groups, and convened focus groups to determine what services they want and need. It is important that the board carefully examines the area, data and its vision, implements services and strategies to be in line with those discoveries, and examines the investment, programs and their policies. The WKWB will also determine if a change is in order for high demand sectors and training priorities on a regular basis as new data is released to examine the local labor market by the Kentucky Center for Statistics (<https://kystats.ky.gov/KYLMII>), Census, or other agency.

In western Kentucky, the workforce system partners include:

- WIOA Title I programs for Adults, Dislocated Workers, Trade, and Youth,
- Carl D. Perkins Vocational and Applied Technology Education Act - Career and Technical Education and Postsecondary Vocational Education-Provided through KCTCS and other postsecondary education institutions,
- Kentucky Office of Vocational Rehabilitation,
- Title II Adult Education — Kentucky Skills U – Office of Adult Education,
- Kentucky Career Development Office (CDO) representing these required partners: Veteran's services, Unemployment Insurance, Wagner-Peyser Act and Trade/TAA,
- Title V - Senior Community Services Employment Program (SCSEP),
- Job Corps,
- KTAP, TANF and SNAP, Kentucky Department for Community Based Services,
- Kentucky Farmworkers Program,
- Audubon Area Community Services - Kentucky Works,

- Senior Employment Services - Goodwill,
- “Right Choice” Program,
- Commission of Native American Affairs,
- Community Services Block Grant Programs including “Fresh Start”,
- Re-Entry Councils and Second Chance Programs,

as well as Chief local elected officials, businesses, the WKWB, DSP, OSO, Business Service Teams, Chambers, schools, Work Ready Community Committees, economic development, Fort Campbell Strong, NW Middle TN Workforce Board, and other community agencies.

Other required duties of the WKWB include:

- Convening, brokering, and leveraging system stakeholders to develop the local plan. The WKWB is trying to identify non-federal expertise/resources to support workforce development activities.
- Convening and engaging employers in concert with other entities to promote business representation on the board, support utilization of the business services workforce group system and engage in workforce investment activities, meet business needs, support economic growth, and develop/implement proven/promising strategies to meet the skill needs and expand employment and career advancement in in-demand industry sectors or occupations.
- Leading implementation of career pathways with secondary and postsecondary education.
- Leading efforts to identify, promote and disseminate proven/promising strategies for meeting the needs of employers, workers and jobseekers including individuals with barriers to employment.
- Developing strategies to use technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers.
- Conducting program oversight for the career center system.
- Negotiating/reaching agreement on regional/local performance with Chief Local Elected Officials and the Governor.
- Selecting one-stop operators, providers of youth activities, eligible providers of training services and providers of career services (DSP).
- Coordinating activities with education and training providers, including adult education and literacy, Carl Perkins and the Rehabilitation Act.
- Developing a budget for the local board consistent with the local plan and the duties of the local Board, subject to the joint approval of the chief elected officials and the WKWB.
- Assessing annually the physical and programmatic accessibility of KCC in the local area.

The Pennyryle Area Development District is the sub-recipient/fiscal agent for the WKWB and the Purchase Area Development District is the Direct Services Provider(DSP). The staff hired under the Direct Services contracts provide the WIOA Adult and Dislocated Worker services through the career centers. The Purchase Area Development District is the One Stop Operator (OSO).

Key stakeholders in the region include the WKWB, WIOA required core partners, WIOA recommended partner agencies, other KCC partners, business leadership, chambers, economic development, and local elected officials. The WKWB has worked with our partners, cooperated and collaborated through consortium agreements and memorandums of Understanding (MOU) to operate and manage the career centers. Financial arrangements negotiated for KCC infrastructure

and resource sharing are developed, and the infrastructure funding agreements finalized as a part of the MOU. As the KCC and its activities transition with WIOA and employer needs evolve, the WKWB will continue to build relationships. By further reducing siloes, barriers to service, and avoiding duplication, the centers can provide superior services to all customers. Collaboration with multiple entities across all areas of workforce services help align all workforce programs around business needs and provide creative solutions and services to enhance economic development.

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

The WKWB works with Core Partners, KCC Partners, OSO, DSP, and other community agencies to expand access to employment, training, education, and supportive services for all eligible individuals, particularly eligible individuals with barriers to employment, through collaboration and leveraging resources of core programs and partners. This communication and coordination of resources is key to maximizing customer service delivery and efficiency. KCC Services and Workshop offerings are shared among the agencies. Available offerings and funding are reviewed to ensure customers are receiving the most up to date information available and allocated to help the most-in-need individuals overcome barriers and return to the workforce quickly. Efficient service, co-enrollment, and partnership allow agencies to maximize resources and serve more individuals. The KCC staff will review current LMI data and available jobs with customers to encourage development of high demand career pathways, including short-term and long-term career planning with stackable credentials.

Individuals seeking services are co-enrolled, as appropriate, in core programs. The benefit to co-enrollment and common performance is that there is greater communication among partners and less duplication of efforts. When adults and dislocated workers are co-enrolled, they receive more information about educational opportunities, wrap-around services, and are able to access multiple KCC activities and seek needed services, not just a single partner service. This approach encourages individuals to take action toward long-term success by completing a postsecondary credential or industry-recognized certification. Co-enrollment also allows partners to leverage resources while providing a more comprehensive service delivery strategy that meets the needs of the most in need customers with several barriers to employment.

The focus on sectors, high demand jobs, and career pathways aligns education, career and Technical education, training providers and workforce development programs. It allows KCC to meet the skill requirements of employers in high-demand occupations while offering students, job seekers and workers the skill needs to succeed in available jobs. The KCC BST, in partnership with the state team from the Office of Employer and Apprenticeship Services (OEAS), work closely to meet the needs of employers. KCC BST works with employers and education providers to facilitate development of high demand short-term career pathways and apprenticeships for customers to select (such as the FAME or apprenticeship program) as an alternative to traditional classroom training. The goal is to link academic credits and credentials with a seamless system of career exploration, preparation and

skill upgrades, and to provide multiple entry and exit points spanning secondary, postsecondary, adult and workplace education.

The WKWB works closely with its partners to improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate, portable certification, or stackable credential) as noted in WIOA. To better understand the occupations and local sectors, individuals are provided LMI data and counseled by KCC staff. The labor market data and available opportunities allows them to make an informed decision regarding their occupation and better understand future trainings available based on their short and long-term career goals. As a way to assist customers in making career decisions, staff also review the level of education, certifications needed, wages, available jobs, and future trends of sectors resulting in fewer who change careers or training programs.

- C. **(L) Identify and describe (for each category below) the strategies and services that are and/or will be used to:**
- 1. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;**
  - 2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;**
  - 3. Better coordinate workforce development programs with economic development partners and programs;**
  - 4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and**
  - 5. Increase competitive, integrated employment opportunities for individuals with disabilities.**

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

1. The WKWB will use the local KCC Business Services Teams (BST) for outreach, as well as meeting the needs of local and regional employers. The BST utilizing the Labor Market Information (LMI), assists the Board in making informed decisions regarding which sectors should be targeted. Whether through SHRM groups or plant managers meetings, local economic development, or Chambers of Commerce, the BST strives to be where the businesses are doing business, to facilitate and engage employers. The WKWB, in cooperation with KCC partners, value employer interaction and are gathering data on the needs of the employers and sectors. Labor Market Information helps the local area see the big employment picture, but local employers sharing their day-to-day needs help the KCC target needed skills to build a stronger regional workforce. It is critical to include all employers, from small employers to large high-demand industries. The WKWB engages their business members, economic development groups, regional employers, OEAS staff, and Chambers for direction and input, whether in focus groups, workforce surveys, wage surveys, or training/skill analysis. Hiring events, job fairs, KCC events, training and workshop planning are based on employer recommendations as well as customer feedback. Whether through LMI, soft skills workshops,

occupational skills training, on-the-job training, work experience, or incumbent worker training, workers need employer input to feel confident that they are choosing a stable career or occupation.

2. The WKWB local area has worked for years to align and streamline services in the region while building and strengthening services for businesses. With a strong business led sector focused board, chamber engagement and BST staff members spend time in the community reaching out to employers. The strategies have been developed to best meet the needs of employers and are revised as needed. The area continues to analyze the regional needs and identify potential strategies to best serve the specific workforce or sector needs of the region. The WKWB will continue to refine sector strategies as the needs of the labor market change as based on new data. The local area will continue to build stronger partnerships, refine services and sector strategies to meet the needs identified by business.

3. The WKWB has developed a strong partnership by engaging the majority of the local economic development leadership. The BST is composed of KCC and Workforce partners including economic development. BST membership includes staff from the WKWB, Career Development Office, KCTCS, Kentucky Farmworker's Program, regional and community Economic Development groups, Adult Education- Skills U, and the Office of Vocational Rehabilitation. The BST regularly communicates to discuss individual employer needs, sector needs, or community economic development needs. WKWB staff often asked to present information to prospects at local economic development leadership's request. The BST is often asked to provide their leadership for local hiring events, job fairs, program offerings, Work Ready Community Meetings, TPM Events, workforce and community activities, Chamber events and committees, and SHRM/PIMA support. The WKWB will continue to refine its mission, offerings and coordination among agencies as it strives to meet the changing needs of the workforce and region. The WKWB utilizes their strong relationship with economic development, Core partners, and chamber memberships when reaching out to others in our region. Partnership is key to everyone's success.

4. The WKWB and the Kentucky Career Development Office (CDO) have been strong partners in the KCC system. With the reorganization, some career centers no longer exist in the region. Even though unemployment insurance staff are no longer co-located with the KCC, staff are available by phone or computer allowing customer's services without travel to a different KCC. Through technology and communication, the rural area works to serve customers quickly and collaboratively even though we might not be co-located. KCC Staff make referrals to assist customers to return to work quickly. WIOA DSP staff share outcomes following training programs, such as on-the-job training programs, work-based learning programs, apprenticeship, youth, incumbent worker or customized training programs with CDO and KCC Partner staff. BST staff are represented by multiple agencies, including CDO. These collaborative partnerships allow a flow of information for co-enrolled participants and efficient referrals across agencies.

BST staff are cross-trained to provide service information updates for employers across all programs. The BST Plan focuses on local relationships and communicates the services available from all partners to local area employers and new/expanding industries. The Core BST regularly communicates and meets to discuss individual employer needs and community/economic development needs. The group is often asked to provide assistance at local hiring events, job fairs, chamber events, and provide economic development and SHRM support.



5. The Office of Vocational Rehabilitation (OVR) has been an integral partner in providing career center services to individuals with disabilities. Career center staff work with OVR staff to provide supports for appropriate occupational support (if necessary) to prepare the consumer for competitive and integrated employment opportunities for individuals with disabilities, aligned with the consumer's interests, strengths, and abilities. Many customers are able to find employment with career services alone. If a customer needs additional assistance, or special services, OVR is consulted for testing, counseling, and recommendations (e.g., OJT hours and appropriate worksite accommodations) for co-enrolled participants. OVR Blind services staff also have a presence in the regions' Centers as needed, to better coordinate services to participants.

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

(L) The WKWB has embraced the KWIB initiative supporting entrepreneurship. Entrepreneurs and small business owners are the catalyst to economic growth in the region due to the new hiring opportunities plus one of the largest points of job growth. The local area was represented on the KWIB committee for the initiative and local staff were assigned to develop entrepreneurship activities and partnerships in the region. The WKWB is involved in partnerships with multiple groups to encourage small businesses in the region including Murray State University Small Business Development, Kentucky Innovation Network through Murray State University, Regional Innovation for Startups and Entrepreneurs hub (RISE), Mission Vision Partners, local community business incubators and economic development efforts. Whether making referrals, providing contact information, sponsoring or participating in regional entrepreneurial events, the WKWB is committed to small business growth and economic development initiatives. The BST actively participates in the groups and activities throughout the region.

The Kentucky Career Center continues to do workshops to assist individuals in the region and provide referrals in collaboration with the partners listed above for individuals interested in entrepreneurship. WKWB staff put together packets with a listing of local and state assistance available to assist local entrepreneurs. This information packet is now available at regional Rapid Response sessions and in the KCC. There is also collaboration with those local economic groups, which have special entrepreneurial programs. Entrepreneurial activities are also available through each of the competitively procured youth contractors. The availability Entrepreneurial Skills Training, one of the fourteen youth Program elements, is available through all WIOA Youth Contractors.

The western Kentucky region is also home to an annual one day Regional Entrepreneur Conference, for entrepreneurs in all stages, and their service providers. There is also a Pennyryle Entrepreneurial Network (PEN) network. The PEN provides a platform for entrepreneurs in Western Kentucky to share information, ask questions, and thrive. WKWB also partners with regional economic development groups and makes referrals to their individual entrepreneurial efforts. Paducah Economic Development has a strong entrepreneurial effort entitled "Entre Paducah". It was founded as a means to help entrepreneurs gain the access to services that will allow their ideas and dreams to become both tangible and successful. Entre Paducah connects entrepreneurs and small business owners with organizations in the region that provide a beneficial service to them. Hopkins County has the "1 Million Cups" program offering weekly support meetings to help educate, engage,

and connect local entrepreneurs, innovators, investors and interested community members, which Business Services staff attend to better reach all employers as well as the Kentucky Innovation Station. West Kentucky's RISE consortium includes partners in Murray, Henderson, Hopkinsville, Madisonville and Paducah. The Pennyryle Area Development District and Purchase Area Development District will act as lead partners, joining the Technology Council of West Kentucky, Murray State Center for Telecommunications Systems Management and MSU's Small Business Development Center. The goal is to build up area startups, focus on collaboration and develop a culture of supporting entrepreneurs and new startups.

**(R)** Both local boards have embraced the entrepreneurship initiative. Entrepreneurs and small business owners are the catalyst to economic growth in the region due to the numbers of new hiring opportunities.

The Business Services Teams (BST), in conjunction with the two (2) local workforce boards, are committed to and assist in promoting services to those interested in owning their own business. The local workforce boards foresee establishing greater local and regional economic development partnerships that will promote businesses and entrepreneurial opportunities as well as develop innovative concepts for the West Region.

Murray State University plays an important regional role in supporting entrepreneurship and small business assistance. This covers the Purchase, Pennyryle and Green River Area Development Districts. Both pre-venture and existing businesses can find assistance directly from Murray State University through its business consulting services in the Bauernfeind College of Business or through its many service provider partnerships, which include the Kentucky Small Business Development Center and the Kentucky Center for Agriculture and Rural Development. Additionally the West Kentucky RISE program is a regional innovation and entrepreneurship program supported by Kentucky Cabinet for Economic Development and Murray State University. The West Kentucky RISE program has nodes in Madisonville, Murray, Henderson, Paducah and Hopkinsville to service the entire West Kentucky area.

Each local area have strong entrepreneurial efforts with their respective economic development entities. Detailed information can be found in each Local Area Plan. Moving forward the West Region will explore additional opportunities between the local boards and the Business Services Teams to grow small business and entrepreneurial efforts.

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

The West Kentucky Workforce Board (WKWB) serves WIOA eligible youth ages 16-24 (including youth with disabilities) through the KCC, contracted youth providers, self-service activities, school systems, Ft. Campbell partnerships, partner referrals, local agencies, Community and regional colleges. Core and workforce partner agencies under WIOA, as well as local agencies help provide needed youth elements and referrals for service. Youth, based on their needs and interests, are served at the KCC or referred to the contracted youth providers.

Outreach, eligibility, assessment and intake are performed through a joint effort among WIOA Direct Services staff, procured youth contractors and the KCC staff to best serve the youth population and meet individual needs of the youth.

Youth program activities are awarded via a competitive procurement, review and negotiation process. The WKWB will follow the fiscal agent's procurement policy (including federal and state guidance) in competitively securing youth services within the seventeen (17) counties of the western Kentucky region. The WKWB contracts with the competitively procured entities to provide youth services as described in the scope of work. Youth served shall meet the WIOA criteria as specified in the Act. A minimum of 75% of the funds will be allocated to program activities serving out-of-school youth. The local area encourages work based learning (WBL) and targets at least 20% of funding for work experience and other WBL activities, with contractors asked to place at least 40% of contracted participants in WBL. By providing WBL experiences with private and public sector businesses, the youth will gain valuable experience and workplace essential skills that are crucial to obtaining and retaining unsubsidized employment in the future.

The WIOA Youth programs selected by the WKWB will provide services targeted to assist the youth in attaining credentials, increasing basic skills levels, obtaining employment or enrolling in post-secondary education, and increasing their wages, as well as increasing work readiness skills. The WKWB youth policies and procedures align with the state policy and target services aligned to achieve performance goals and benefit the youth participants.

The youth contracts each detail how that contractor will provide services, the offerings available, and how each of the 14 Program elements themselves, through a referral or a partnership will be provided. All youth contractors must make all 14 elements available as a part of their programs and describe in their RFP (contract scope of work) how they will provide each element and the available services, if selected to serve youth. Contractors are encouraged to partner with existing local, state, or national entities that can provide program element(s) at no cost to the LWDB, as described at 20 CFR 681.460(c). While the 14 Program Elements represent a variety of services to be provided based on the individual's objective assessment and ISS and all must be made available. Some services may overlap across multiple program elements. The 14 elements all WKWB WIOA youth contractors offer include:

- Tutoring, Study Skills Training, Instruction, Dropout Prevention Services
- Alternative Secondary School Services or Recovery Services
- Work Experiences- Work Based learning to include work experience, internship, on the job training, job shadowing, summer employment, or pre-apprenticeship
- Occupational Skills Training
- Education Offered Concurrently With Workforce Preparation and Training for a Specific Occupation
- Leadership Development Opportunities
- Supportive Services
- Adult Mentoring
- Follow-Up Services
- Comprehensive Guidance and Counseling
- Financial Literacy Activities
- Entrepreneurial Skills Training

- Services That Provide Labor Market Information
- Postsecondary Preparation and Transition Activities

Any referral for the youth to receive an element from another source will include the contractor following up with the youth and agency, to assure the youth received all the services intended, and were successful with that referral. If the youth needs additional services, the contractor must secure those services to meet the needs. Youth are able to access entrepreneurial skills training element through contracted providers as described in Chapter 3(D). Services and referrals, as well as partner services, will assure youth obtain assistance overcoming any barriers to employment.

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

The WKWB works closely with local education providers and the WKWB Youth Committee to align services and make appropriate referrals. Boards of Education, Murray State University and the three Community Colleges are a part of WKWB meetings and share updates with staff and KCC. The WKWB has been working closely with all secondary, post-secondary education programs/activities, Career and Technical Education, area technology centers, adult education, JKG and community projects to coordinate strategies, enhance services and avoid duplication of services ensuring that we take full advantage of all funds. Every Community College in the region and Murray State University serve as members of the WKWB.

The WKWB BST staff participate in the KY FAME, GED Plus, Apprenticeship, Career Pathway Projects and Accelerating Opportunity (AO) initiative, encouraging the KCC to make referrals to the programs. These efforts focused on creating effective pathways to credentials for low-skilled adults, in order to earn the credentials needed to get a family sustaining job, reform how education is delivered to adults. By integrating basic skills education with technical training, while providing wrap around services that include instructional and career supports for adult learners, more low skilled adults can re-enter the workforce at family sustaining wages. The WKWB is engaged with the TRACK program in Christian County as well as efforts to increase occupational skill levels for Young adults in the River counties. The partnerships with local industries and the colleges have been invaluable in opening up new training opportunities in the area. All of our Community Colleges, Workforce Solutions, and economic development agencies have been involved in supporting the initiatives to meet the needs of the local employers.

While engaging in “Work Ready” Community projects with local counties, workforce and BST staff are involved in initiatives to raise educational completion levels and assist adults in returning to school. This shared knowledge helps avoid duplication of efforts and encourages referrals. The WKWB also works with the Kentucky Career and Technical Education initiative to identify high demand sectors as well as refinement/alignment of the program offerings to current sector needs in the area technology centers. Todd County, in partnership with Hopkinsville Community College opened the Todd County Career Path Institute to bring occupational training closer to home for rural residents. These relationships encourage secondary and post-secondary providers to make cross-referrals to the KCC.

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

The West Region has determined it is not feasible to coordinate supportive services at this time, due to the difference in the funding levels for each local area. The region has shared information regarding available resources for supportive services to widen the options for individual customers.

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

The WKWB, OSO, and DSP will continue to partner with Core WIOA partners, DWI merit staff and local partners in order to provide quality services in the area career centers. This area has built strong relationships among partners over the years to overcome the lessening resources while still serving the customers. Communication is the key to avoiding duplication and efficiently serving our joint customers. By working together, reducing duplication, and coordinating across all partnering agencies, customers receive the quality services they have come to expect. The WKWB supports and is involved with the state and KWIB initiatives as a western Kentucky career center team effort with our core and career center partners. The WKWB in coordination with DWI merit staff and partners from core programs plan and provide joint training for career center staff on Trade, Rapid Response, KEE Suite, Business Services, Salesforce/KIBES, new initiatives, new policies, case management practices, and KCC services.

WIOA training focuses on the identified sectors and current LMI. In addition to providing individualized career services, training service and follow-up, WIOA staff will focus on providing comprehensive and specialized assessments of the skill levels and service needs of workers, which may include the following:

- diagnostic testing and use of other assessment tools for career goal identification,
- in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals,
- development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve his or her employment goals, including the list of information about the eligible training providers (as described in proposed § 680.180),
- group counseling and individual counseling, including career planning,
- short-term, pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training,
- internships and work experiences that are linked to careers (as described in proposed § 680.170),
- workforce preparation activities,
- financial literacy services as described in Sec. 129(b)(2)(D) of WIOA and proposed § 681.500,
- out-of-area job search assistance and relocation assistance, and
- English language acquisition and integrated education and training programs.

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

WIOA identifies Adult Education and Literacy as one of the core partners in the Career Center System. The WKWB and the regional Adult Education partners are excited about the new opportunities and the changes this will bring to the customers of the Kentucky Career Centers in the region. Adult Education has been a strong partner in the region, assisting with career center customers as well as state and local initiatives. Adult Education has been an onsite partner in several of the career centers over the years. Recent funding reductions have reduced Adult Education's presence in the centers. The WKWB looks forward to Adult Education and Literacy being a vital part of the system on a daily basis again soon. The coordination on projects and assistance provided to customers has changed many lives. Additional coordination can only magnify that assistance and increase performance. The local area looks forward to additional dialogue, planning and implementation of additional coordination. Adult Education feels this planning must start at the state level, since they design the proposal process for service providers.

The WKWB selected volunteers to read, review and evaluate the Adult Education proposals and work with Adult Education to review local applications for providing adult education and literacy activities under Title II for the local area. Staff provided information for WKWB members on the additional alignment details to help them assure and determine whether such applications were consistent with the local plan, initiatives and performance rates. The WKWB provided Board feedback and recommendations to the state. They provided a review of the proposal and how on the provider(s) could better align with/promote KCC services and sectors and the plan.

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

The CDO Priority of Service policy requires that at least 50% of all adults served in career and training services are recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient. This priority assists low income, under-employed adults in gaining the skills needed to obtain employment, return to work or advance their career, and opens new entry level positions for youth. The WKWB had implemented Adult income thresholds prior to WIOA, so the policy falls in line with current efforts. The KCC partners and state staff discussed how to assure all partners had data entered for co-enrollees not referred to WIOA to reflect their income status.

**K. (L) Please describe how the Kentucky Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.**

The WKWB and KCC are using an integrated, technology-enabled intake and case management information system (Focus, KEE Suite, and Salesforce/KIBES) to track and share communication and service levels of common participants and employers. The technology focus allows staff to serve individuals as they arrive and see what services have been provided. Customers are able to receive services from wherever they are, and with Skype and Zoom, customers can get their questions answered by subject matter experts at any location in the local area without having to travel to a specific location or KCC after the downsizing of staff and changes in UI delivery. Websites have been upgraded, social media used to share hiring events and job fairs, and the new case management system allows customers to do job search and receive services on their phones.



## Chapter 4: Program Design and Evaluation

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

- 1. The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.**
- 2. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**
- 3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]**
- 4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]**
- 5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan**

1. The WKWB is committed to continuous improvement of its business services and to operate a sector focused "job driven" career center system. Through active communication with employers and involvement in SHRM, PIMA, Chambers, economic development and Work Ready Communities the BST is aware of the needs of employers and strives to be even more responsive. Through monthly BST meetings, webinars, conference calls, regional trainings and planning discussions among partners, the WKWB continues its collaboration with employers and core partners to develop stronger employer relationships. As the Board strengthens its sector based partnerships, and job driven efforts based on the LMI, business feedback, and the regions' planning process, creative solutions to meet workforce needs are developed and implemented to assist employers.

2. The WKWB will strictly adhere to the WIOA eligible training provider's requirements and the State's policy on eligibility of training providers. The WKWB understands that providers will have a system of reporting their performance so an appropriate review of their performance can be available to staff and customers selecting a training provider. The local area may remove providers that do not meet local performance goals. High demand sectors, corresponding occupations and job openings are required for training selections. Contracted training providers have been selected through the review process in which a statement of need with supporting documentation is required to address employment/ occupational needs in the area. Reporting, reviewing, and monitoring of the contracted providers is on going. Prior year performance is submitted in the state system for the year prior before any consideration of future funding is made. The state implemented a revised eligible training provider's application and process that is in place under WIOA. The WKWB complies with this online process and utilizes the state system to assure that

accredited Providers who meet required performance are the ones on the ETPL. Providers utilized are approved providers who are on the ETPL and career paths are high demand occupations.

3. Career Centers in the region are available within about an hour drive of every citizen in the region. The career center's website, the state's website, phone, online system, or social media availability allows access from remote areas. We also have made partner access available at all sites thru remote access via SKYPE or Zoom. We also utilize newspaper, TV, radio interviews and social media to release information about events, job fairs, services and job openings. In the event of large remote closures and layoffs, the WKWB has a bank of laptops that can be taken to the site to serve individuals with limited access, as individuals register in the system or claim benefits.

4. At the time of the review of the application for certification as a Kentucky Career Center, each submitting center was required to submit supporting documentation of their compliance with Section 188 and with the Americans with Disabilities Act of 1990 regarding physical and programmatic accessibility of programs and services, technology and materials for individuals with disabilities. The reviews were completed by the Office of Vocational Rehabilitation, their recommendations for improvement or upgrade to existing state facilities. These reports are on file with the Department for Workforce Investment and/or the Kentucky Career Development Office (CDO). In each application, it was noted that the assistive technology previously provided by the Office of Vocational Rehabilitation for the resource room was obsolete. It was stated OVR would look into appropriate repairs or replacements with staff training on how to use and provide appropriate customer assistance. To date, the Cabinet has not addressed these issues.

5. The plan is posted online, notices are sent out on social media, as well as board members and interested persons receive a notification of the opportunity for public comment.

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

The WKWB has made all available applicable WIOA employment activities, career services and training services. The KCC staff and WIOA DSP staff offer services to clients based upon assessments. For employment activities, the Board has identified at a minimum, direct referral to jobs, co-enrollment, career assessment, individual employment planning, LMI data, workshops, and referrals for outside services or to agencies with specific services. Currently, local businesses have ample jobs available for low and middle skills individuals, so fewer are seeking training. Often the difficulty for businesses is finding qualified employees for more skilled positions. Available training includes: individualized occupational training (ITA), on-the-job training (OJT), incumbent workers training, transitional jobs, customized training, apprenticeships, KY FAME, work experience, internships and other alternative work-based learning and training services as training options for customers. For employment activities, the Board has identified, at a minimum, the direct referral to jobs, co-enrollment, career assessment, individual employment planning, workshops, and referrals for outside services or to agencies with specific services. The WKWB will continue to promote and develop work based learning opportunities under WIOA.

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

The WKWB follows the state policy on the implementation of Rapid Response services and activities. Local staff with the understanding that state staff is available for assistance, conduct all Rapid Response activities. The state Rapid Response team is notified of all layoffs in the region and is the recipient of all original WARN notifications. The WKWB has an experienced and established local Rapid Response Team to oversee and carry out Rapid Response activities in the region. Staff developed under state direction, and follows, a local Rapid Response plan to determine the needs of the company and needed services. The local area coordinates available services with the impacted employer and notifies local team members, state staff and local leadership of the plan to respond to the layoff notification. All staff are emailed the response plan, agenda and timeframes. Local officials and local economic development are contacted regarding the event and made aware of planning efforts. The local area documents, in the state system, all activities for the employees, the session, and the business. The local area assures procedures are followed, and data is entered in the system as needed.

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

The West Kentucky Workforce Development Board (WKWB) serves WIOA eligible youth ages 16-24 (including youth with disabilities) through the career center system, contracted youth providers, self-service activities, school systems, Ft. Campbell partnerships, partner referrals, local agencies, and regional colleges. The WKWB has been moving toward serving more out-of-school youth over the last years of WIA. Prior to WIOA, the funding priority determined by the Workforce Board was already over 60% for out-of-school youth services obligations. The required 14 Program elements are available as a part of all contracted programs selected to serve youth. Any referral processes for the youth will include follow-up with the referral to assure the youth receives all the services intended. Services and referrals, as well as partner services, will assure youth have the opportunity to be successful by helping them overcome any barriers to employment.

A Request For Proposal is released and the Board competitively procured and selected youth providers for the year. Youth served shall meet the WIOA criteria as specified in the Act, Regulations and guidance. A minimum of 75% of the funds shall be allocated to program activities serving out-of-school youth. The local area encourages work based learning (WBL) and targets at least 20% of funding for work experience and other WBL activities. Youth contractors have pledged to do additional WBL through paid work experience (up to 500 hours each), internship (up to \$5,000 each) and job shadowing (up to 80 hours). The local area is working with regional business leaders to stimulate interest in on-the-job training, pre-apprenticeship programs and other out of school youth services. The local area is assisting the local colleges with KYFAME programs, as well as the school system with TRACK, WRSI Initiatives and other internship based or apprenticeship-model programs.

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

The WKWB submitted original base-line documentation in the initial year Kentucky organized its program under the KWIB's initiative. The WKWB consistently performs its duties to remain in line with the criteria developed by the Kentucky Workforce Innovation Board. The WKWB is committed to excellence in its local/regional role as the convener and broker for workforce development in the region. This local area has consistently met and exceeded USDOL performance having never failed any performance standard- a benchmark not achieved by several of the local areas with this designation. The WKWB will still strive for continued performance and a high return on its investments plus Board leadership initiatives. Kentucky's High Performing Board process was organized under WIA but the continuation of the certification process lapsed as of June 30, 2015, so it was not a valid process at the time the plan.

The Local Workforce Development Area (LWDA) Dashboard, an interactive tool, designed to display near real-time workforce information for Kentucky's 10 LWDA's. The dashboard features an interactive map that illustrates LWDA performance and rankings establishing a foundation for understanding strengths as well as challenges facing LWDA's throughout the commonwealth. Phase Two of the Local Workforce Dashboard will be implemented in the fall of 2019. The second phase will include additional metrics and data relating to the job placement rates, time to earnings, and costs per customer served.

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

All adult, dislocated worker and/or out-of-school youth that seek services from WIOA, through the KCC system, will have access to individualized career services and training services depending on their individual needs and assessments. There is no sequence of services mandated under the federal statute.

WIOA Career services may include at a minimum:

- Determination of program eligibility;
- Outreach, intake, and orientation regarding services available;
- Initial assessment of skill levels, aptitudes (including skills gaps) and supportive service needs;
- Labor exchange services;
- Job search and placement assistance and in appropriate cases, career counseling, including:
  - Provision of information on high demand industry sectors and occupations; and
  - Provision of information on nontraditional employment; and
- Appropriate recruitment and other business services on behalf of employers, such as providing information and referral to specialized business services not traditionally offered through the one-stop system;
- Provision of referrals to and coordination with activities with other programs and

services within the one-stop system and/or other workforce development programs;

- Provision of workforce and labor market employment statistics information;
- Provision of performance information and program cost information on eligible training providers of training services, youth providers, career and technical education providers, adult education providers, and providers of vocational rehabilitation services;
- Provision of information in formats that are usable by and understandable by customers regarding local area and one-stop performance;
- Provision of information in formats that are usable by and understandable by customers relating to the availability of supportive services or assistance;
- Referral for supportive services or assistance, as appropriate;
- Provision of information and assistance regarding filing claims for unemployment assistance;
- Assistance in establishing eligibility for financial assistance;
- Services, if determined appropriate, in order for an individual to obtain/retain employment, consisting of:
  - Comprehensive and specialized assessments of skills levels;
  - Diagnostic testing;
  - In-depth interview and evaluation to identify employment barriers and goals;
  - Development of an individualized employment plan;
  - Group counseling;
  - Individual counseling;
  - Career planning;
  - Short term prevocational services;
  - Internships and work experience linked to careers;
  - Workforce preparation activities;
  - Financial literacy services;
  - Out-of-area job search assistance and/or relocation assistance; or
  - English language acquisition and integrated education and training programs
- Follow up services for up to 12 months.

Training services may be used to provide services to eligible adults, dislocated workers and out-of-school youth, who:

- After an interview, evaluation/assessment and career planning have been determined to:
  - Be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to a higher wages from previous employment;  
Be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages compare to or higher than wages from employment;
  - Have the skills and qualifications to successfully participate in the selected program of training services.
- Select programs of training services directly linked to employment in the local area, planning region or an another area to which he/she is willing to commute or relocate;
- Are unable to obtain or require additional grant assistance;
- Are determined eligible in accordance with the priority system;
- Maximize customer choice in selection of an eligible provider.

Training services under WIOA may include:

- Occupational skills training, including non-traditional;
- On-The-Job training;
- Incumbent worker;
- Programs that combine workplace training with related instruction;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job Readiness;
- Adult Education and Literacy activities; and
- Customized training.

Individual training accounts (ITA) will be utilized for occupational skills training services as determined in WKWB policy. KCC WIOA DSP staff complete the assessments, determination of training need, and detail the six (6) criteria in case notes. Staff document the need for training and submits the request for approval. The training approval tab in KEE Suite is completed and is approved/denied by designated Direct Service Provider (DSP) administrative staff. An obligation for training services is also developed. Currently the Board has established a limit of \$15,000 for the training costs, waivable only by the WKWB Director, based upon individual case. Budgeting information is captured for two (2) years (for planning purposes only) depending upon the training term. The training agreement identifies roles and responsibilities of each party.

## Chapter 5: Compliance/Performance/Administrative Cost

Responses should be focused on the local area's compliance with federal or state requirements.

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

The MOU delineates the efforts and services provided by all partner agencies and describes how services will be made available through the KCC. Since the OVR/OFB merger in 2018, the MOU language has been updated to reflect the correct agency names.

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

The West Region has determined that it is not appropriate to consider pooling administrative costs at this time. Arrangements for pooling funds to pay for WIOA administrative activities have not been developed. The new state system tracks all system costs by agency and as a whole, but does not break costs down into individual salaries.

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

Each local area will continue to negotiate performance goals with the State and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals. Certainly, each of the local areas can learn from one another regarding strategies and efforts to meet or exceed its own local standards. WIOA brought several new performance standards. The change in state case management systems has had some reporting and data collection issues. Once the state is able to fix the system issues, it could be advantageous for the regions to continue to train and strategize together.

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

The Pennyryle Area Development District has been awarded the contract as the fiscal agent/local grant sub recipient under the Workforce Innovation and Opportunity Act by the West Kentucky Workforce Development Board and the local officials. The contract was awarded through a competitive procurement process per the direction and approval of the Department of Workforce



Investment. The Fiscal Agent was recently re-bid with a new contract procured to start July 1, 2019 with the Pennyriple Area Development District.

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

Guidance within the Uniform Administrative Requirement at 2 CFR 200, Office of Budget and Management Circulars (OMB) and the Kentucky Revised Statue, KRS-45A, is being utilized in the contracting and procurement processes along with the fiscal agent/sub recipient procurement policy. Under normal procurement activity, the local workforce development Board will develop a request for proposals and procurement outline utilizing the above references as cited. The request for proposal letters, application packets and proposal guidance shall be made available to potential providers. The fiscal agent/sub recipient shall maintain a list of potential service providers for the local workforce area composed of currently contracted service providers, area coordination agencies, community based organizations, local educational agencies, educational institutions and others providing a written request for such inclusion. The potential service provider file includes current WKWB service providers, mandated coordination/linkage agencies, public agencies, and requests from private vendors. With the adaptation of procurement announcements on websites, we experience more immediate access and a broader potential distribution than under just mailings to a list.

The WKWB will maintain its accountability and the transparency actions already incorporated in the current processes. The fiscal agent/sub recipient, Pennyriple Area Development District (PADD), is a subdivision of local government as identified in the Kentucky Revised Statue (KRS). Procurement processes of the Pennyriple ADD will allow it to contract with other state related agencies such as community colleges, state universities, school boards, etc., without competitive procurement when expedient, and allowable. In all cases noted above, the principles of high demand occupations and industry needs, adherence to training provider listings, review of budgeting and cost analysis, and oversight principles would be applicable in the award of funds. Transparency shall be a principle applied to all funding awards regardless of funding source or method of award.

The West Kentucky Workforce Development Board (WKWB) and its program review committee through its normal proposal selection process under the procurement policies, directives, regulations and the WKWB procurement process outline shall accomplish the selection of service providers. This process includes the application of the WKWB's established restrictions and review for programs as outlined in the request for proposals. The WKWB Executive Committee may also function with the same authority as the full WKWB in making procurement decisions or in the selection of service providers when the action would expedite procurement.

The request for proposals informs the potential service provider that the application narrative must adhere to the identified target groups, occupational needs, performance criteria and program policy shall be identified and noted in the request for proposals. The program selection criteria shall be issued to the service provider as an adherence guideline in the request for proposals. The WKWB, through its subgroups or committees, may impose specific policies or priorities providing the

proposal applicants have been provided the opportunity to conform to any newly applied law, policy or procedure after proposal receipt.

The Purchase Area Development District has been awarded the contract as the Direct Services Provider (DSP) of WIOA Title I Adult, Dislocated Worker and Youth services under the Workforce Innovation and Opportunity Act by the West Kentucky Workforce Development Board and the local officials. The contract was awarded through a competitive procurement process per the direction and approval of the Department of Workforce Investment.

The Purchase Area Development District was also awarded the contract as the One Stop Operator (OSO) under the Workforce Innovation and Opportunity Act by the West Kentucky Workforce Development Board and the local officials. The contract was awarded through a competitive procurement process per the direction and approval of the Department of Workforce Investment.

Selection of service providers shall be based on the demonstrated effectiveness of the agency or organization in delivering comparable services while meeting performance goals, cost, quality of service expectations and identified needs. Programs with past results as 1) relating to performance criteria, and 2) years of program experience, shall be required to provide information to the WKWB, its review committee and any subgroup(s) consulted for funding consideration as to the demonstrated effectiveness of past program efforts. The staff shall prepare a recommendation to the Board for consideration after proposal review. The WKWB, or the Executive Committee, may also review and evaluate, and/or terminate any existing program regarding the conditions of selection for continued funding under criteria outlined in the request for proposals.

Criteria that may be considered by the WKWB to be utilized in the selection of service providers shall be referenced in the request for proposals are potentially as follows:

- No occupational skills training program proposal shall be entered into by any participant unless the levels of skills in the program are approved by the WDB.
- Acceptable proposals must demonstrate a reasonable and justified expectation of reaching USDOL performance criteria, as may be negotiated by the Governor with the local WDB and the local officials.
- Service providers shall demonstrate ability of the agency to delivery comparable or related services at a reasonable cost while meeting performance goals and providing quality training.
- Targeted or special populations served by a proposed training program must be consistent with the targeted groups identified by the local WDB.
- Priority consideration will be given to proposals demonstrating services at a competitive training cost per participant.
- Assurance must be given by the applicant of adequate fiscal and program management capabilities.
- Funds cannot be used to duplicate facilities or services already provided by coordinating agencies available in the local area from Federal, state, or local sources unless it is demonstrated that an alternate would be more effective or more likely to achieve the performance criteria and/or requirements of the Act.
- If applicable, a review of the past performance of an applicant's programs under previous federal/state employment and training programs will be considered but will not cause these programs to have preference over one without prior experience.

- Consideration shall be given to the unemployment rate of the proposal's area to be served as compared to the other local or state unemployment figures.
- Coordination and linkage plans must be addressed by the program applicant with special consideration given to referral to support services as deemed appropriate.

Documented review activities are referenced in the request for proposals. The request for proposals shall target multi-staff rating sheets with aggregate scores provided to the WKWB review committee. Allowability of cost is reviewed per applicant, on a per person basis by the application of reasonable, necessary, and allocable cost principles to the projected proposal budgets. Price comparisons are given with cost analysis performed by the staff as well. Existing programs are reviewed by the WKWB with specific comments in any problem areas of performance, filled slots, expenditures, or operations. All information on existing programs is passed along to the review group. This procurement process promotes a full and open competition by publicly announcing all requests for proposals processes and encouraging competition with specified requirements for review as outlined in the request for proposals guide/WIOA law. The procurement process as briefly outlined within the Guide accompanying the request for proposals application packet notes the following:

- A clear and concise description of information to be provided in the response.
- Required documents to be submitted and reviewed prior to proposal review.
- Background information requirements on the agency as it may relate to administrative ability and expertise in the area.
- Outline of the LWDA's review process plus examples of some of the review forms relating to competitive cost/price areas.
- Conflict of interest and nepotism definitions and review policies within the LWDA.

The WKWB has a written Conflict of Interest Policy regarding the actions of the WDB membership during the proposal review process. The local WKWB staff also adheres to specific guidelines during the request for proposal process as outlined in the WKWB policies. For example, once the request for proposal is issued, staff shall no longer discuss possible project collaboration and funding scenarios except during a specified negotiation session in which a minimum of two (2) staff participate with the potential provider after the review of the proposal. The fiscal agent/sub recipient has a "Code of Ethical Conduct" which includes specific statements relating to the staff's actions during any procurement process. Review teams are also being requested to sign a conflict/confidentiality statement prior to review activity.

The WKWB shall adhere to the appropriate method of procurement as outlined in the Act and Final Regulations depending on the service or item being procured and its purchase price. Due to the WKWB encompassing a rural area with limited providers competing for services, proposal requests may be issued but some may result in being non-competitive based on the response or lack thereof. Non-competition may exist because only one (1) local entity in a county or area to be served may be interested in providing services in the rural areas. In such instances, established documentation of provider ability, past experience, and technical evaluations of the proposals are utilized. Historical procurement response numbers are available for reference. The procurement policies of the fiscal agent/sub recipient allows contracts with state agencies (if otherwise allowable) without competitive procurement processes but the reasonableness of cost is reviewed in a non-competitive process. Small purchase procedures, as outlined in the procurement policy or state

price contract items, are most often used for items purchased by the local WDB, the fiscal agent or its subcontractors.

A required budget is available from each potential provider for analysis. Under performance based contracting, any profit arising from the program operation will be outlined and noted by line item in the budget for staff review and comparison. The local WDB may limit profit to a maximum of ten percent (10%) with approved amounts normally below this limitation and based upon the local reasonableness' tests. Units of local governments shall only be paid under a cost reimbursement basis for services as noted under the regulations and in the contract. The required line-item budget submitted with the proposal provides for a detailed review for staff to ensure that charges shall be made in accordance with the allowable cost category and limitations as outlined in the Act and Regulations. Only those contracted, reasonable, allocable and allowable costs may be charged under the contract/subcontract.

The local WKWB shall maintain a reliable oversight system. Each contracted service provider receives a technical assistance visit within the first 45 to 90 days of operation, with a full monitoring visit occurring later in the contract period. This may be omitted if the entity has been a previous service provider. Desktop reviews and on-site monitoring consider contracted training expectations including enrollment levels, training activity, performance, and expenditures among other requirements as noted in the subcontract or regulations. Specific contract provisions are included to meet the required contract elements as outlined in the Law, Final Regulations or guidance. The basis of payment is also included in the contract and previously outlined in the proposal request. Contract administration issues are outlined not only in the contract language but also in the local WKWB's "Forms and Procedures Manual" of which all training subcontractors receive a copy. The results of this oversight system allow the local WDB to modify contract amounts based on expenditure levels and participant service levels. Corrective action on serious contract issues or violations can result in contract modifications or terminations.

Contract provisions shall be included by the local WDB to ensure that the procured service, method of payment, duration of contract, and compliance with the specific WIOA law and regulations. Assurances of nondiscrimination and equal opportunity are also required items. The grievance protest procedures regarding a procurement decision by the WKWB are outlined in proposal guidelines. The policy states that any grievance or complaint relating to the procurement process shall be addressed in writing to the WKWB Program Review Committee Chairman who shall then address the issue with the full Review Committee. There is a two (2) week response time for the complaint to be acknowledged by the complaining party. No complaint shall be addressed to the full local WDB unless it is the choice of the Program Review Committee or the Executive Committee to do so.

Extensive records and documentation shall be maintained on each potential provider submitting a proposal for review. An original proposal and each successive proposal submitted after negotiations, or upon discussion with the review committee, are maintained. Notes are maintained by staff relating to requested revisions, negotiation discussions, and reviews of submitted materials. All of these items become a part of the procurement file. Extensive material is also printed as a part of the review committee packet to show the evolution of the proposals and any issues reviewed by staff. The local WDB has the responsibility of ascertaining the legal contracting

availability/status of potential providers. The local WDB obtains and maintains completed forms from all potential providers regarding their status pertaining to federal contracting requirements.

**F. (L) Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]**

**Note: This description may include when, how and by whom the indicators are being employed; and if the measured performance and effectiveness are used in a continuous improvement process.**

The fiscal agent/sub recipient is the Pennyrile Area Development District. The Fiscal Agent is monitored and audited annually with the work papers reviewed by the state auditor. There are annual audits, state monitoring by various state agencies, local desktop reviews, sub-contractor monitoring and continuous oversight of the programs to ensure the required program activity and scope of work are fulfilled by the fiscal agent, DSP and OSO. Contracted entities are monitored a minimum of annually to ensure appropriate service. The measures for Youth program contractors are negotiated and tracked quarterly and annually, as available, to determine contractor effectiveness. The LWDB staff randomly reviews participant files and performs quarterly file reviews to make sure the DSP staff are following local policy.

The WKWB met or exceeded all federal measures under WIA. The WIOA measures negotiated for adult, youth and dislocated worker programs are still being baselined. There are some reporting and performance errors due to the new cross cabinet systems in place. The state is currently working to correct the performance data pulled from KEE Suite and redesign what is available in reports. As KEE Suite is corrected at the state level, data pulls and reports available will more accurately align with the PIRL and TEGs.

The WKWB, DSP, OSO and Career Development Office (CDO) have joint trainings with the local Kentucky Career Center staff and partners to review performance measures, outcomes, and how KEE Suite and Salesforce/KIBES data entry affects the center and is reflected in state reports.

# West Kentucky – Strategic Plan

**KWIB Goal #1: Actively engage employers to drive Kentucky's workforce development system.**

**West KY Goal: Actively engage employers to drive West Kentucky's workforce development system.**

Required Actions	Responsibility	Measures	Due Date	Status	Outcomes
Increase engagement with employers in high demand sectors and economic development agencies regarding future workforce needs.	<ul style="list-style-type: none"><li>•West KY Workforce Board</li><li>•KY Career Center Partners</li></ul>	Use Local Workforce Area Dashboard’s Employer Metric data to determine Penetration Rate.	Compare annually against established performance measures.	Ongoing	With active employer engagement, the West KY Workforce Board can detect employment trends and identify future workforce needs.
Provide technical training and workforce development programs that are flexible and relevant to meet the needs of current and future employers.	<ul style="list-style-type: none"><li>•Business Services Team</li><li>•Direct Services Provider</li></ul>	Use Local Workforce Area Dashboard’s Employer Metric data to determine Repeat Employer Customer Rate.	Compare annually against established performance measures.	Ongoing	The WKWB serves as a liaison between employers in the business, industry, and public sector and individuals in order to address workforce and training needs.

**KWIB Goal #2: Align and integrate P-12, adult education, and post-secondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.**

**West KY Goal: Align and integrate P-12, adult education, and post-secondary education to provide lifelong opportunities in West Kentucky that prepare individuals for the rapidly shifting realities of work in the future.**

Required Actions	Responsibility	Measures	Due Date	Status	Outcomes
Continue partnerships with P-12 and postsecondary educational programs to measure that technical training and workforce development programs are relevant in meeting the needs of current and future employers.	<ul style="list-style-type: none"><li>• Business Services Teams</li><li>• WIOA Youth Providers</li><li>• School Districts</li><li>• KY Office of Career &amp; Technical Education</li><li>• Postsecondary Institutions</li></ul>	Utilize KY Stats Postsecondary Feedback data to measure longitudinal employment outcomes for graduates.	Compare annually against established performance measures.	Ongoing	Establishing a strong partnership with P-12 and postsecondary educators ensures that training providers are informed and capable to meet employer training demands.
Increase the number of certificate and career-focused credentials for in-demand careers in the LWDA’s working age population.	<ul style="list-style-type: none"><li>• One Stop Operator</li><li>• Direct Services Provider</li><li>• WIOA Youth Providers</li><li>• Postsecondary Institutions</li></ul>	Use Local Workforce Area Dashboard’s Customer Metric data to determine the number of credentials earned by individuals enrolled in WIOA services.	Compare annually against established performance measures.	Ongoing	Establishes the West KY Workforce Board as a vital resource for programs that meet the needs of area employers.

**KWIB Goal #3: Increase Kentucky’s workforce participation by creating opportunities, incensing workforce participation and removing employment barriers for Kentuckians.**

**West KY Goal: Increase West Kentucky's workforce participation by identifying employment opportunities and removing barriers to targeted populations.**

Required Actions	Responsibility	Measures	Due Date	Status	Outcomes
Encourage greater labor force participation by the coordination and delivery of Workforce Innovation & Opportunity Act services within the workforce area.	<ul style="list-style-type: none"><li>• West KY Workforce Board</li><li>• One Stop Operator</li><li>• Direct Services Provider</li><li>• Kentucky Career Center Partners</li></ul>	Use KY Stats established Labor Participation annual percentage rate.	Compare annually the labor participation rate data released by KY Stats.	Ongoing	With greater labor force participation, employer vacancies are filled timely by qualified candidates.
Provide labor market information and occupational skills training to individuals needed to fill current and emerging high-wage, high-demand jobs.	<ul style="list-style-type: none"><li>• One Stop Operator</li><li>• Direct Services Provider</li><li>• Kentucky Career Center Partners</li></ul>	Use KY Stats established Labor Participation annual percentage rate.	Compare annually the labor participation rate data released by KY Stats.	Ongoing	The WKWB serves as a liaison between employers in the business, industry, and public sector and individuals in order to address workforce needs.
Encourage labor force participation by the coordination and delivery of Workforce Innovation & Opportunity Act services to those who meet the statutory requirements or are targeted populations including: <ul style="list-style-type: none"><li>•Low-income adults and youth</li><li>•Dislocated workers, including those long-term unemployed</li><li>•Offenders</li><li>•Veterans</li><li>•Individuals with Disabilities</li><li>•Those recovering from substance abuse</li><li>•Young adults aging out of foster care.</li></ul>	<ul style="list-style-type: none"><li>• West KY Workforce Board</li><li>• One Stop Operator</li><li>• Direct Services Provider</li><li>• Kentucky Career Center Partners</li></ul>	Use KY Stats established Labor Participation annual percentage rate.	Compare annually the labor participation rate data released by KY Stats.	Ongoing	With greater labor force participation, employer vacancies become filled with skilled individuals.



**KWIB Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

**West KY Goal: Focus resources on the most effective initiatives and improve the return on our workforce investment**

Required Actions	Responsibility	Measures	Due Date	Status	Outcomes
Create a stable, effective and fully engaged workforce development board by strengthening membership and retaining WDB members.	<ul style="list-style-type: none"> <li>West KY Workforce Board</li> <li>CLEO/LEOs (Governing Board)</li> </ul>	Ensure the West KY Workforce Board has proper representation per WIOA and considering characteristics such as industry represented, county represented, cultural diversity, and skill sets.	Compare annually against established federal requirements.	Ongoing	By understanding workforce development needs, anticipating trends, and focusing on system outcomes and performance, the West KY Workforce Board can effect substantial long-term change in the economic well-being of our community.
Utilize data to measure effectiveness, performance and return on investment.	<ul style="list-style-type: none"> <li>West KY Workforce Board</li> <li>CLEO/LEOs (Governing Board)</li> </ul>	Ensuring positive outcomes of service delivery such as, job placements, retention and wages earned and/or increased.	Compare annually against established performance measures.	Ongoing	The WKWB governs the Kentucky Career Center System in the Purchase and Pennyriple counties of Kentucky. It is involved in the program administration, oversight and service delivery of Department of Labor initiatives

**West KY Goal: Support workforce strategic planning efforts of local, regional, and federal agencies and funding partners.**

<b>DRA</b>	Provide technical training and workforce development programs that are flexible and relevant to meet the needs of current and future employers.	<ul style="list-style-type: none"> <li>Business Services Teams</li> <li>Direct Service Provider</li> <li>KY Career Center Partners</li> </ul>	Use Local Workforce Area Dashboard's Employer Metrics data to determine Repeat Employer Customer Rate.	Compare annually against established performance measures.	Ongoing	The entirety of the West Kentucky Workforce Board's service area is located in the Delta Regional Authority footprint.
<b>West KY Future</b>	Build up KY FAME (Federation of Advanced Manufacturing Education) program.	<ul style="list-style-type: none"> <li>Business Services Teams</li> <li>KY FAME Chapter Members</li> <li>SHRM Groups</li> <li>Postsecondary Partners</li> <li>KY Association of Manufacturers</li> </ul>	Use local community college enrollment data to measure student enrollment and employer participation.	Compare annually against established performance measures.	Ongoing	West Kentucky Workforce Board serves as a liaison between employers in the business, industry, and public sector and individuals in order to address workforce needs.

Campbell Strong Workforce Partnership	Align, coordinate, and expand advanced manufacturing training that builds on an existing industry strength and leverages West Kentucky labor force	<ul style="list-style-type: none"><li>•Business Services Teams</li><li>•Direct Service Provider</li><li>•Campbell Strong Workforce Partnership</li></ul>	Use KEE Suite enrollment data to report the number certifications and certificates earned by Ft. Campbell soldiers, then matriculating area employers.	Compare annually against established performance measures.	Ongoing	The West KY Workforce Board and the Campbell Workforce Strong Partnership will actively work with employers to leverage and incorporate Ft. Campbell talent into the WKWB communities.
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We the undersigned attest that this submittal is the Regional and Local Plan for our Local Workforce Development Area (LWDA) and certify that this plan has been prepared as required, and is in accordance with the applicable Workforce Innovation and Opportunity Act Regional Innovation and Local Comprehensive Plan Guidance.

<p>Local Workforce Development Board</p> <p>BOARD CHAIR</p>	<p>Chief Local Elected Official</p>
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

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

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
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