



Workforce Innovation and Opportunity Act Regional and Local Plan

**West Kentucky
Workforce Board**

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

LWDB name: West Kentucky Workforce Board (WKWB)

Regional name: West Kentucky Region

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.

A Project Timeline was created that includes activities related to producing a regional plan for the West Region. Initially, there were several discussions amongst local area Boards and staff regarding the joint planning meetings, the possibility of accessing available state funds. The funds can be used to consider innovation and impact; sector and career pathway initiatives; and enhanced services to Youth. In order to begin the planning process, a request was made to the Kentucky Economic Development Cabinet to acquire the most recent approved listing of high demand industry sectors and top occupations for the region. A Technical Assistance Funding Request was made and approved. A consultant was hired to assist with preparing regional data and analyses as local data and analysis was all that was presently available. A decision was made to prepare a tri-fold brochure with regional level data that can be shared and 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. The West Region Plan will be posted for public comment on June 14, 2017 on each local area's website for no more than 14 days and submitted to the Department of Workforce Investment for consideration no later than June 30, 2017.

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

- 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 averaging roughly 304,000 for the past several years. Despite adding just 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.

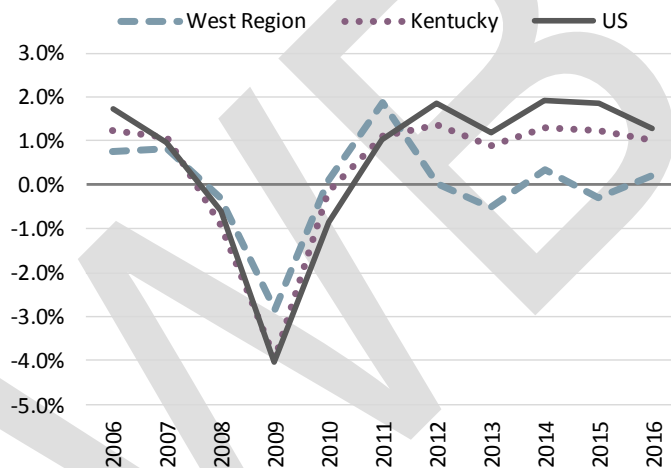
Government is the West Region's largest source of employment accounting for more than 74,000 jobs in 2016. The sector represents roughly one in four jobs in the 24-county region, or 24 percent of total employment. Federal government employment accounts for roughly one-half of jobs in the sector, reflecting 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 down by roughly 7,800 jobs compared with 2006. However, the sector has lost more than 11,000 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.

Three sectors—**manufacturing, retail trade, and healthcare and social assistance**—account for another third of the region's job base, with each representing between 10% and 12% of total employment. When combined with the government sector, the four sectors make up nearly 60 percent of total employment across the 24 counties. Of these, healthcare and social assistance is the only sector that has experienced consistent gains, adding more than 5,600 jobs over the last decade. Trends in the manufacturing and retail trade sectors have been more mixed.

FIGURE 1. WEST REGION LONG-TERM TRENDS

Employment trends, 2006-2016

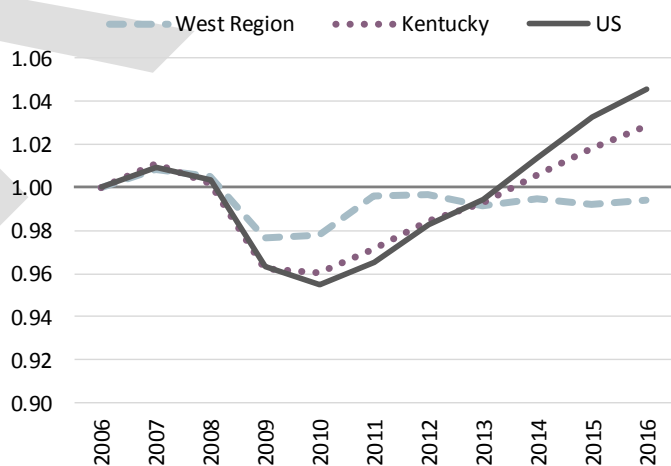
Percent change in total employment from prior year



Source: Emsi 2017.2

Employment trends, 2006-2016

Indexed to 2006 levels

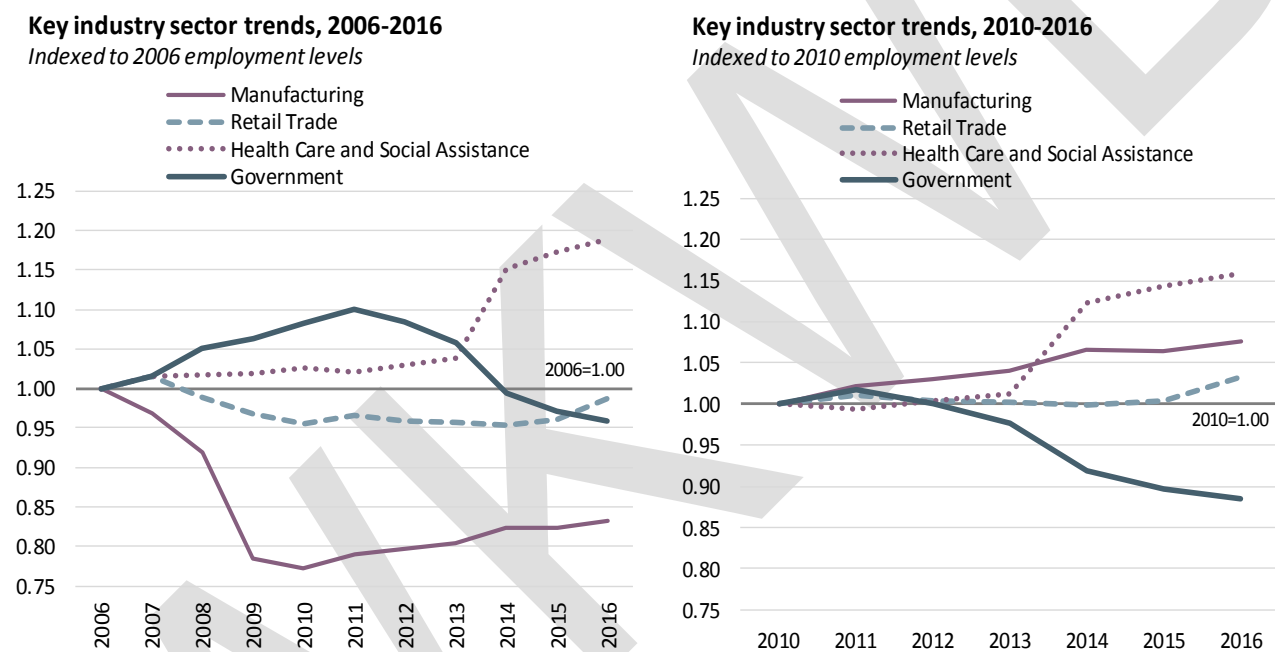


Source: Emsi 2017.2

Manufacturing has experienced strong growth since 2010. However, when viewed across the 2006 to 2016 period the sector lags pre-recession employment levels by roughly 2,700 jobs. Within the manufacturing sector, **food manufacturing** represents one of the largest industry groups, employing nearly 8,300 people region-wide. Other manufacturing industry groups representing more than 2,000 jobs in the 24-county region include **transportation equipment** (6,271 jobs), **primary metals** (4,590), **machinery** (3,781), **chemicals** (3,275) and **fabricated metal products** (2,368).

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 2. WEST REGION LONG-TERM TRENDS, SELECTED INDUSTRY SECTORS



Source: Emsi 2017.2

FIGURE 3. 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%
TOTAL		306,190	299,373	304,389	(1,801)	-1%	5,016	+2%

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, and **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.

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 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.

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. 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.

FIGURE 4. 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

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%
TOTAL		306,190	299,373	304,389	(1,801)	-1%	5,016	+2%

Source: Emsi 2017.2. Military occupations not shown.

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 assistant, dental hygiene, 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.

FIGURE 5. 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).

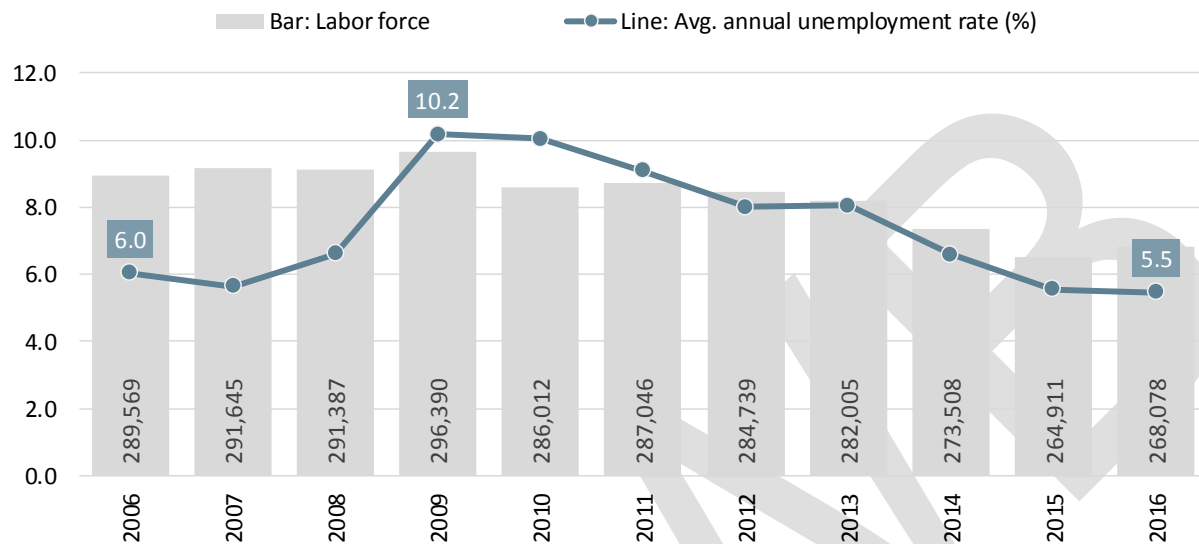
- C. (R) Provide an analysis of the regional workforce, including current labor force employment (and unemployment) data and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]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

Average annual unemployment rates for the West 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 268,000 over the decade, a loss of more than 21,000 workers (roughly 7 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 with approximately 628,000 residents across the 24-county area. Daviess and McCracken together accounted for more than one-quarter (27.7 percent) of the region's total labor force in 2016. At 4.5 percent, Daviess County had among the region's lowest average unemployment rates. McCracken County's average annual rate of 5.7 percent was slightly above the regional average (5.5 percent) in 2016. Ballard County had the highest percentage of unemployed residents, at 8.6 percent.

Educational attainment levels among the region's adult population (those 25 years or older) lag that of the state and US. 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 US adults. Residents were slightly more likely than either their state or US counterparts to have some college, but less than a four-year degree. Thirty percent of adult residents in the region had some postsecondary experience, up to and including an associate's degree, a figure slightly above state (28 percent) and US levels (29 percent). The region also differed significantly from the state and US 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. 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 6. LABOR MARKET TRENDS, 2006-2016



Source: US Bureau of Labor Statistics

FIGURE 7. LABOR FORCE DATA BY COUNTY

2016 Annual Averages

County	Labor Force	Employed	Unemployed	Unemployment Rate (%)
Ballard	3,690	3,373	317	8.6
Livingston	3,692	3,433	259	7.0
Muhlenberg	11,581	10,770	811	7.0
Fulton	2,067	1,927	140	6.8
Union	6,177	5,765	412	6.7
Ohio	9,489	8,872	617	6.5
Christian	24,725	23,236	1,489	6.0
Graves	15,461	14,537	924	6.0
Carlisle	2,723	2,561	162	5.9
Webster	5,811	5,471	340	5.9
McCracken	28,851	27,219	1,632	5.7
Hickman	2,010	1,898	112	5.6

Lyon	3,039	2,868	171	5.6
Marshall	14,843	14,006	837	5.6
Trigg	5,698	5,380	318	5.6
Hopkins	20,017	18,917	1,100	5.5
Hancock	3,900	3,689	211	5.4
Caldwell	5,397	5,112	285	5.3
Crittenden	4,081	3,877	204	5.0
McLean	4,253	4,049	204	4.8
Henderson	21,180	20,177	1,003	4.7
Calloway	18,431	17,604	827	4.5
Daviess	45,469	43,433	2,036	4.5
Todd	5,493	5,261	232	4.2
REGION	268,078	253,435	14,643	5.5

Source: US Bureau of Labor Statistics

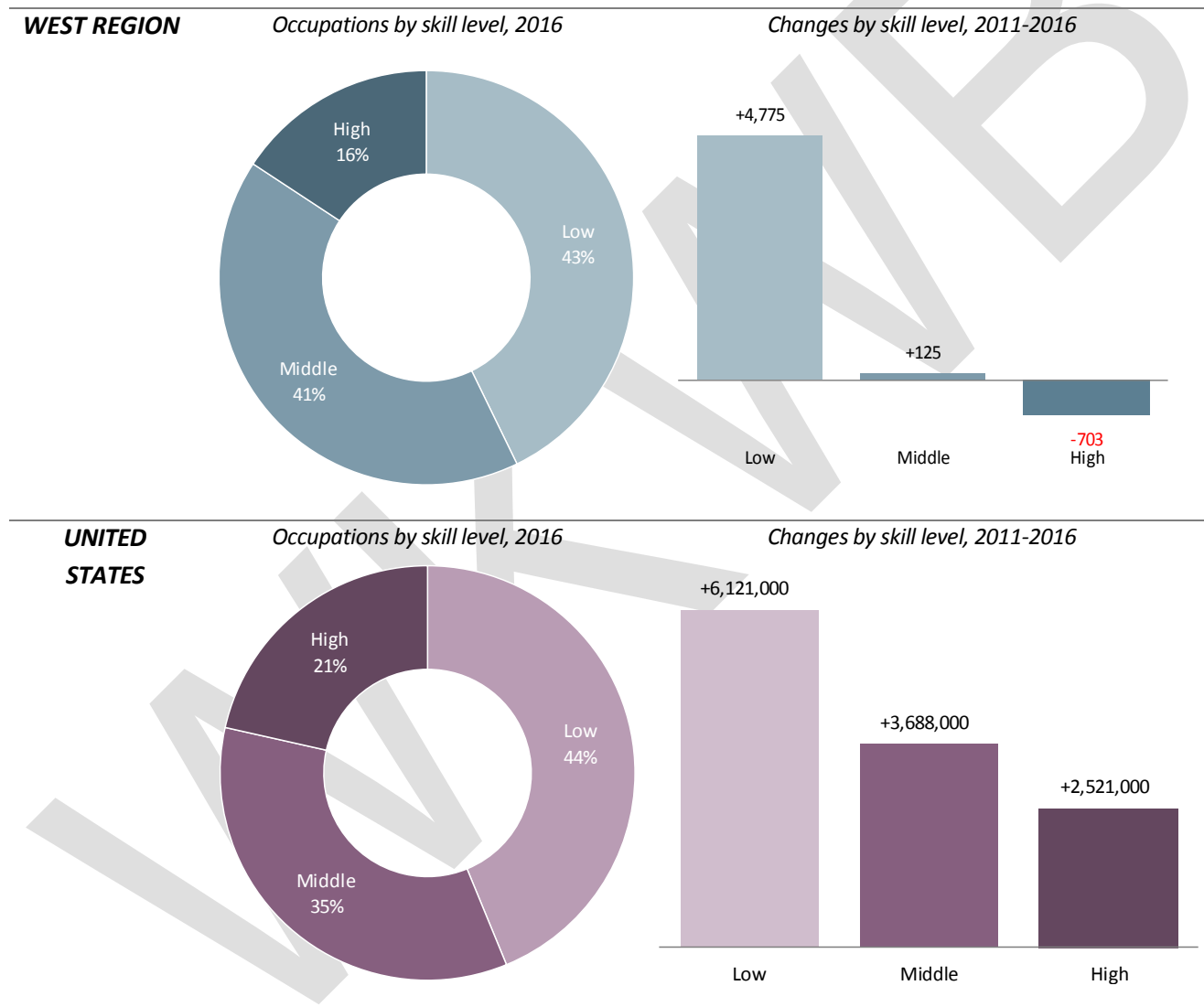
Federal data on typical education, experience, and training requirements by occupation was used to segment the region's occupational structure by skill level. Low-skilled occupations are defined as those requiring a high school diploma or less, while occupations requiring a bachelor's degree or above 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 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 US, 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.

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. A list of the top skills and certifications sought by employers in the West Region based on these postings is shown in Figure 9. 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.

FIGURE 8. OCCUPATIONAL DISTRIBUTION BY SKILL LEVEL, WEST REGION VS. US



Source: Emsi 2017.2

FIGURE 9 includes both hard skills and soft skills. 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 9. 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"> • Scheduling (Project Management) • Leading • Leadership • Learning • Cleanliness • Listening • Coordinating • Ethics • Mental Health • Critical Thinking 	<ul style="list-style-type: none"> • Depth Perception • Creativity • Career Development • Telephone Skills • Team Building • Speech • Reliability • Listening Skills • Personal Life • Cooperation 	<ul style="list-style-type: none"> • Leadership Development • Tenacity • Active Listening • Literacy • Conversation • Team Leading • Persuasive Communication • Perception • Endurance • Creative Problem-Solving
HARD SKILLS		
<ul style="list-style-type: none"> • Recruitment • Driving • Training • Insurance • Management • Road Transport • Cargos • Customer Service • Sales • Retailing 	<ul style="list-style-type: none"> • Life Insurance • Operations • Health Care • Communications • Cleaning • Merchandising • Hazardous Materials • Restaurant Operation • Retirement • Maintenance 	<ul style="list-style-type: none"> • Health Insurance • Information Technology • Finance • Leasing (Contract Law) • Purchasing • Information Security • Nursing • Testing • Innovation • Selling Techniques
CERTIFICATIONS		
<ul style="list-style-type: none"> • Commercial Driver's License (CDL) • Registered Nurse • Nurse Practitioner • Licensed Practical Nurse • Transportation Worker Identification Credential (TWIC) Card • Board Certified • Certified Benefits Professional • Certified Apartment Property Supervisor • Licensed Vocational Nurses • CompTIA A+ Certification 	<ul style="list-style-type: none"> • Advanced Practice Registered Nurse • Psychiatric-Mental Health Nurse Practitioner • Certified Distance Learning Administrator • Certified Nursing Assistant • Family Nursing Practitioner • ANCC Certified • American Association of Nurse Practitioners (AANP) Certified • Medical Technologist • Medical License • Licensed Clinical Social Worker (LCSW) 	<ul style="list-style-type: none"> • CompTIA Security+ • Advanced Life Support • Critical Care Registered Nurse (CCRN) • Patient Care Technician • Nurse Practitioner Certification • Cisco Certified Network Associate • CNOR Certification • 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.

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 25 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 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 underway to partner with Fort Campbell to connect soldiers separating from service with employment opportunities in West Kentucky. This approach is proving successful for some employers, especially in the manufacturing industry, and could be expanded to better satisfy the region's workforce demands. Articulating career paths in agriculture and raising awareness of opportunities in maritime were also identified by employers as needs.

Wage rates remain an issue in the recruitment and retention of labor generally. However, pay scales are a critical challenge to filling skilled positions in the region, such as chemical engineers, physicians, and nurses. 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. Continuing to build partnerships between local workforce boards, employers, educators, and economic development professionals will be required to increase the availability of pre-employment training for new entrants to the labor market and 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

FIGURE 10. SECTORS IDENTIFIED IN LOCAL AREA PLANNING EFFORTS

	West Kentucky	Green River
Advanced Manufacturing	✓	✓
Agriculture & Food	✓	
Cultural Industries	✓	
Energy		✓
Finance & Insurance		✓
Health Care & Social Assistance	✓	✓
Professional, Scientific, & Tech. Services		✓
Transportation, Distr., & Logistics	✓	✓

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).





























understanding of employer expectations with regard to the workplace (e.g., professionalism, attendance).

As of May 2017, 11 counties in the West Region were certified Work Ready, with applications in progress in an additional 9 counties. According to state-level data, 33,882 National Career Readiness Certificates (NCRC) have been awarded to workers across the 24 counties, representing slightly less than 9 percent of the region's working age population. The share of the working-age population that has earned this credential is highest in Union, Webster, and Hancock Counties.

Data on awards and degrees awarded for credit by area institutions reflects regional demands for healthcare workers and skilled trades' positions. 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 growth and replacement needs (captured as annual openings). This approach presents some limitations and should be viewed with caution. The most significant of these is that the data excludes graduates of noncredit programs, which can be an essential part of the talent pipeline for some occupations. The mapping of occupations to fields of study (CIP Codes) can also be problematic as some fields of study train students for multiple occupations. In addition, the comparison does not account for the migration of graduates into and out of the region. However, it can provide a starting point for highlighting imbalances.

FIGURE 11. NCRC STATUS REPORT BY COUNTY, MAY 2017

With status of Kentucky Work Ready Community certification

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	Current NCRC	Current Percent
	Union	9,503	1,640	17.26%
	Webster	8,372	1,420	16.96%
	Hancock	5,144	787	15.30%
	Daviess	58,933	8,766	14.87%
	Muhlenberg	19,568	2,712	13.86%
	Caldwell	7,785	1,065	13.68%
	Hopkins	28,785	3,868	13.44%
	Ohio	14,226	1,355	9.52%
	Fulton	4,222	363	8.60%
	Todd	7,295	599	8.21%
	Henderson	28,829	2,227	7.72%
	Crittenden	5,518	425	7.70%
	McLean	5,695	428	7.52%
	Lyon	5,289	376	7.11%
	Graves	21,924	1,505	6.86%
	Hickman	2,829	190	6.72%
	Carlisle	2,985	201	6.73%
	Marshall	18,842	1,262	6.70%
	McCracken	39,858	2,436	6.11%
	Ballard	4,971	282	5.67%
	Trigg	8,384	382	4.56%
	Livingston	5,841	219	3.75%
	Calloway	24,859	709	2.85%
	Christian	45,287	828	1.83%
REGION		384,944	34,045	8.90%

Source: Kentucky Work Ready Communities (workready.ky.gov)

FIGURE 12. COMPLETIONS BY FIELD OF STUDY WITH A COMPARISON TO ANNUAL OPENINGS*Ranked by number of awards conferred for credit by regional institutions, 2013-2014 academic year*

CIP Code	Program	Regional Completions (2013)	Annual Openings 2016
24.0101	Liberal Arts and Sciences/Liberal Studies	1,588	45
51.3901	Licensed Practical/Vocational Nurse Training	1,224	84
52.0201	Business Administration and Management, General	874	393
52.0402	Executive Assistant/Executive Secretary	530	146
51.3801	Registered Nursing/Registered Nurse	517	334
46.0302	Electrician	369	119
48.0508	Welding Technology/Welder	361	79
11.0101	Computer and Information Sciences, General	307	62
19.0709	Child Care Provider/Assistant	290	82
52.0101	Business/Commerce, General	240	364 ✓
51.0716	Medical Administrative/Executive Assistant and Medical Secretary	228	91
51.1004	Clinical/Medical Laboratory Technician	167	15
47.0201	HVAC and Refrigeration Maintenance Technology/Technician	147	16
43.0103	Criminal Justice/Law Enforcement Administration	146	9
51.0801	Medical/Clinical Assistant	146	48
15.0000	Engineering Technology, General	141	43
24.0102	General Studies	139	—
12.0401	Cosmetology/Cosmetologist, General	138	40
13.1202	Elementary Education and Teaching	130	70
48.0503	Machine Shop Technology/Assistant	129	131 ✓
47.0303	Industrial Mechanics and Maintenance Technology	116	194 ✓
44.0701	Social Work	109	64
30.9999	Multi-/Interdisciplinary Studies, Other	106	—
51.0808	Veterinary/Animal Health Tech./Technician and Veterinary Assistant	92	15
01.9999	Agriculture, Agriculture Operations, and Related Sciences, Other	79	45

Source: National Center for Education Statistics IPEDS data accessed via Emsi (2017.2)

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

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

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

Truck drivers, welders, process control/instrumentation, healthcare and maintenance workers are in demand 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 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 frontline workers, such as medical assistants, nurse aides and home health aides. Some employers report difficulty finding part-time help and workers

to fill a variety of lower-wage occupations, such as childcare, warehousing, poultry processing, retail and agricultural positions.

Wage rates remain an issue in the recruitment and retention of labor generally in West Kentucky. However, pay scales are a critical challenge to filling skilled positions in the region, such as chemical engineers, physicians, and nurses. Feedback from local employers in a wide range of sectors also point to soft skill issues and employability concerns (e.g., ability to pass drug screening requirements) as a significant barrier to hiring. Continuing to build partnerships between the Workforce Board, employers, educators, and economic development professionals will be required to increase the availability of pre-employment training for new entrants to the labor market and 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 (e.g., professionalism, attendance).

As of May 2017, eight West Kentucky counties were certified Work Ready, with six certified as Work Ready in progress. According to state-level data, 17,292 National Career Readiness Certificates (NCRC) have been awarded to West Kentucky workers. The percentage of the working-age population that has earned this credential is highest in Caldwell, Hopkins, and Muhlenberg Counties. In addition to the “work ready” efforts, sector-based responses are also in progress in the region. The region’s community and technical colleges are working with 25 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 and Work Ready Skills Initiative programs in several counties. FAME uses 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 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 underway to partner with Fort Campbell and our Tennessee Workforce partners to connect soldiers separating from service with employment opportunities in West Kentucky. Efforts are also underway to focus training and re-training funds through a POWER National Dislocated Worker Grant to assist coal miners. These non-traditional approaches are proving successful for some employers, especially in the manufacturing industry, and could be expanded to better satisfy the region’s evolving workforce demands. Articulating career paths in agriculture and raising awareness of opportunities in the maritime industry were also identified by employers as needs.

Job postings data from Wanted Analytics 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 LMI offers timely insights regarding employer needs within the region.

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 impacting the area plus the workforce system transformation to WIOA. The area had numerous layoffs in 2014-2016 in the region where individuals lost good paying jobs from years of work at various companies. Most of the major dislocations were determined to be Trade impacted. One of those 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 coal jobs and the impact in the western Kentucky coal fields, over the last few years, resulted in awards of an EDA POWER and DOL POWER National Dislocated Worker grants.

The workforce's previous strategic planning effort was updated in 2012, known as "Pennyrile Future" and "Purchase Future" performed under the USDOL Regional Innovation Grant releases. The Pennyrile 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. The plan will work to examine proposed reductions at the base, assessing the impact of those reductions on the region, identifying and analyzing the capacity of the region in key areas, defining strategies for local, regional and state leadership needed to mitigate impacts of troop reductions and promote growth in the area.

The WKWB local area also has a significant labor pool provided through Ft. Campbell, with a large veteran population in addition to active military 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 population. 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 currently in the final phases of "West Kentucky Future" (www.westkentuckyfuture.org) and combining that with data from the POWER initiatives 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. So, the challenge is to expend the funds in the most strategic way that impacts the total workforce system to best meet the needs of business/industry—which 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 future regional economic development planning effort under WIOA 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.

- 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 counties of the Pennyriple/Purchase in providing policy development and coordination for 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 "WORKSmart" Plan. The four (4)

goals identified below are all within the core of every workforce development board's goals. As we look at the alignment of education, workforce 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. The Board will be expected to lead its local workforce region in this path regardless of dwindling resources, changing Federal leadership, and uneven economic growth. The local Board will look toward state leadership and state agency talent contributions as well as leveraged funds among training partners.

Currently there are discussions about expanding the Kentucky Career Center partnerships to include the Department for Community Based Services and new cross-cabinet partnerships. 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 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 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.

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 Workforce Development Area is in the midst of updating a workforce analysis and strategic plan. After the updated data is compiled, the local area will review vision and goals with the sectors and strategies identified in this plan. Even the currently stated vision and goal align with the goals of key partners and coordinating agencies. Currently there is input from local officials, partner agencies, chambers of commerce, education, economic development, Veterans, Ft Campbell partners, sector group representatives and others identified through the current strategic planning process including small group and sector sessions. This group along with the extended network of career center partners and the collaborating state groups/educational institutions have all attempted to align their activities and goals within the broad framework of the KWIB initiatives. The local area and region has supported and aligned to Kentucky's "WORKSmart" Plan through implementation of the KWIB's initiatives and continues to partner with state agencies and organizations in these areas. The WKWB will continue its focus to improve and grow a comprehensive workforce system which provides talent 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 Career Center System in the local areas, in conjunction with local elected officials. The WKWB has undergone extensive strategic planning and surveyed employers plus worked in small groups to determine what services they want and need. It is important that the board carefully examines the area, examines its vision, implements services and strategies to be in line with those discoveries and examines the investment for programs with their policies. The WKWB will also determine if a change is in order for high demand sectors and training priorities.

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,
- Kentucky Office for the Blind,
- Title II Adult Education — Kentucky Adult Education,
- Kentucky Office of Employment and Training including: Veteran's services, Unemployment Insurance, Wagner-Peyser Act and Trade,
- 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,

- Goodwill,
- “Right Choice” through WIOA,
- Re-Entry Councils.

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.
- 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 career centers in the local area.

The Pennyryle Area Development District is the sub-recipient/fiscal agent for the WKWB and currently subcontracts with the Purchase Area Development District for services within the eight (8) county Purchase region. The staff hired under the contracts provide the WIOA Adult and Dislocated Worker services through the career centers.

Key stakeholders in the region include WIOA required core partners, WIOA recommended partner agencies, business leadership, chambers, economic development, and local officials. The WKWB has worked with our partners, cooperated and collaborated through consortium agreements to operate and manage the career centers. Financial arrangements for career center services and cost sharing are negotiated through resource sharing agreements. As activities and career centers transition with WIOA, the WKWB will continue to build those relationships. By further reducing siloes, barriers to service, and avoiding duplication, the centers can provide superior services to customers. Collaboration with multiple entities across all areas of workforce services help align all workforce programs around business needs and services to enhance economic development

initiatives in the region. In addition to those mentioned above, agencies and partners involved in collaboration and services include: re-entry groups, inner city community development (CDBG), fiscal agent, one stop operator(s), workforce board committees and youth contractors.

As resources for all agencies have diminished, the only way to serve the number of customers utilizing the regional centers is to coordinate services and to utilize technology. No one agency has adequate staff to provide all the services without collaboration and sharing duties. Services to customers are reviewed among the agencies to ensure customers are receiving the most up to date information available and dollars are best allocated to help individuals overcome multiple barriers and quickly return to the workforce. Co-enrollment allows partners to leverage resources while providing a more comprehensive service delivery strategy that meets the needs of customers with several barriers to employment. With common performance, all adults and dislocated workers who receive services, other than self-service and informational activities, must be registered and considered a program participant for WIOA Title I performance. The WKWB has set up a committee to assist with services to individuals with disabilities.

Business Services staff across all agencies meet regularly with employers. They are involved in monthly Society for Human Resources Management (SHRM) meetings, Industrial Managers Association groups, Chamber of Commerce meetings, etc. to be accessible to business and to listen to their needs.

Youth program services are provided through a competitive procurement process , through the fiscal agent, and also directly through the Career Centers. The identified contractors provide services to youth, including the 14 elements. Contracts are operated outside of the career center. Youth eligibility and referrals to programs occur in the career centers.

For further information and detail refer, to the Partnership Agreement, Memorandum Of Understanding/Resource Sharing Agreement and response to the Local Grant Sub recipient Application – all on file with the Office of Employment and Training. (See 5.7)

- 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 and other Career Center Partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, through collaboration and leveraging resources of core programs and partners. This coordination of services and resources is key to strong customer service. Services to customers are reviewed among the agencies, along with funding, to ensure customers are receiving the most up to date information available and dollars are best allocated to help individuals overcome barriers and return to the workforce quickly. The career centers review LMI data with customers to encourage development of their future career plans, including career pathways to high demand careers.

Individuals seeking services are also co-enrolled as appropriate in core programs. The benefit to co-enrollment and common performance is that there is greater communication among partners around customer services and less duplication. When adults and dislocated workers are co-enrolled, they receive more information about educational opportunities and are able to access WIOA activities and services, not just job search or unemployment. This encourages individuals to take an action and complete a recognized postsecondary credential or industry-recognized certification. Co-enrollment allows partners to leverage resources while providing a more comprehensive service delivery strategy that meets the needs of customers with several barriers to employment.

The Career Pathways program aligns education, training and workforce development programs to meet the skill needs of students, job seekers and workers and the skill requirements of employers in high-demand industries and occupations. The career center system through the BST works closely with employers and education providers to facilitate development of high demand career pathways for customers to select. The goal of the Career Pathways program 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 Board will work 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. Individuals are shown LMI data to determine the different levels of education needed and how it relates to the career path they are interested in to assist them in making career decisions. The labor market data allows them to make an informed decision regarding the occupational certification/degree or how long they enroll in school based on short and long term career goals.

- 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 Business Services Teams (BST) for outreach, as well as meeting the needs of local and regional employers. The Business Services Team, by utilizing the Labor Market Information (LMI), assists by 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 Career Center partners, value employer interaction in focus groups and are gathering data on the needs of the employers. The WKWB engages their business and economic development member/groups for direction and input. It is critical to include small employers and high demand industry sector employers in workforce surveys and training sector analysis. Labor Market Information helps the local area see the big employment picture, but local employers sharing their day to day needs help career centers build a stronger regional workforce. Events and workshop planning are based on employer as well as customer feedback. Whether through soft skills workshops, occupational skills training, on-the-job training, work experience, or incumbent worker training, workers need employer input to feel confident 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 board, chamber engagement and BST staff members spending time in the community reaching out to employers, the strategies have been developed to best meet the needs of employers. The area continues to analyze the regional needs and identify potential strategies to best serve the specific workforce needs of the region. The WKWB is in a planning process to refine sector strategies. During the planning, the local area will continue to build stronger partnerships with industry, 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 Business Services Team is composed of Career Center partners including economic development. BST membership includes staff from the WKWB, Office of Employment & Training, KCTCS, Kentucky Farmworker's, regional and community Economic Development groups, Adult Education, and the Office of Vocational Rehabilitation. The team regularly communicates to discuss individual employer needs, sector needs, or community economic development needs. The group is often asked to provide their leadership at local hiring events, job fairs, Operation Workforce activities, program offerings, chamber events 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 region. The WKWB utilizes their strong economic development membership and reaches out to others in our region. WKWB staff often present information to prospects at local economic development leadership's request. Partnership is key to everyone's success.

4. The WKWB and the Kentucky Office of Employment and Training have been strong partners in the career center system. With the reorganization, some career centers no longer exist in the region or are no longer co-located with unemployment insurance. But, through technology and communication, the area works to serve customers collaboratively even though we might not be co-located. Staff make cross-referrals to better assist customers to return to work quickly. WIOA staff share outcomes following training programs, such as on-the-job training programs, work-based learning programs, apprenticeship, incumbent worker or customized training programs with

OET and UI staff. Business Services staff are represented by multiple agencies, including UI and OET. BST staff are cross-trained to provide service information updates for all programs.

The Businesses Services Team Plan focuses on local relationships and communicates the services available from all partners to local area employers and new/expanding industries. The Core Business Services Team is composed of WKWB Business Services staff, Office of Employment & Training, KCTCS, Economic Development, Adult Education, and the Office of Vocational Rehabilitation staff. The team regularly communicates/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 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 to provide supports for appropriate occupational support (if it is needed) to prepare the consumer for competitive and integrated employment opportunities for individuals with disabilities that is 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 regarding OJT hours and appropriate worksite accommodations. Office for the Blind staff also have a presence in the regions' Centers to better coordinate services.

- 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, Mission Vision Partners, community business incubators and economic development efforts. As part of our local NEG, the WKWB included entrepreneurship training plus support services as well as workshops to assist dislocated workers from USEC in starting their own businesses. The Career Center continues to do workshops to assist individuals in the region and provide referrals in collaboration with these partners. 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 Center. There is also collaborate with those local economic groups which have special entrepreneurial programs. 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 western Kentucky region is 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 staff attend.

(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, 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 foresees establishing greater local and regional economic development partnerships which will promote businesses and entrepreneurial opportunities as well as develop innovative concepts for the West Region.

The Kentucky Small Business Development Center (KSBDC) provides valuable tools to help entrepreneurs make informed business decisions when planning to open a new business. Additionally, the KSBDC provides clients with access to a network of knowledgeable consultants with various expertise who are working vigorously to insure small business success. In addition, both areas have a relationship with Murray State Small Business Development.

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 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 career center system, contracted youth providers, self-service activities, school systems, Ft. Campbell partnerships, partner referrals, local agencies and regional colleges. Outreach, eligibility, assessment and intake shall be performed through a joint effort among WIOA staff, youth contractors and the Career Centers to best serve the youth population and meet individual needs.

Core and workforce partner agencies under WIOA, as well as local agencies, help provide needed youth elements and referrals for service. 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. The 14 Program elements are required and are available as a part of all programs selected to serve youth. Any referral processes for the youth will include follow-up services to assure the youth receive all the services intended and are

successful. Services and referrals, as well as partner services, will assure youth obtain assistance overcoming any barriers to employment. Youth programs selected 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 youth policies and procedures target services aligned to achieve performance goals and benefit the youth participants.

Youth program activities described above are awarded via a competitive procurement and negotiation process. The WKWB will follow the sub recipient's procurement policy (including federal and state guidance) in competitively securing youth services within the seventeen (17) counties of the western Kentucky region. By providing WBL experiences with private and public sector businesses, the youth will gain valuable experience and skills crucial to obtaining and retaining unsubsidized employment in the future.

- 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 Youth Committee to align services and make appropriate referrals. Boards of Education, Murray State University and three Community Colleges are a part of WKWB meetings and share updates with staff and Career Centers. The WKWB has been working closely with all secondary, post-secondary education programs/activities to coordinate strategies, enhance services and avoid duplication of services to ensure that all funds are maximized to their fullest extent. Every Community College in the region and Murray State University serve as members of the WKWB.

The WKWB staff participates in the KY FAME and Accelerating Opportunity (AO) initiative, encouraging the career center system to make referrals to the programs. Accelerating Opportunity is focused on creating effective pathways to credentials for low-skilled adults in order to earn the credentials needed to get a family sustaining job. The initiative seeks to reform how education is delivered to low-skilled adults by integrating basic skills education with technical training while providing wrap around services that include instructional and career supports for adult learners. The WKWB is also engaged with Kentucky Fame in the region as well as the TRACK program in Christian County. 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 and OET have been involved in these referrals and supporting the initiatives

While engaging in "Work Ready" Community projects with local counties, workforce 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 current Kentucky Career and Technical Education initiative to identify high demand sectors as well as refinement/alignment of the program offerings to current sector needs. Todd County in partnership with Hopkinsville Community College recently opened the Todd County Career Path Institute. These relationships encourage local secondary and post-secondary providers to make cross-referrals to career centers. The WKWB's "Operation Workforce" initiative requires the participation of the local educational entity within each county for the locally funded activities focusing on workforce.

- 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 will share 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 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 core partners plan and provide joint training for career center staff on Trade, Rapid Response, EKOS, Business Services, Salesforce and career center services.

WIOA training also focuses on the identified sectors and current LMI. In addition to providing 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. 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 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 Board will also work with Adult Education to review the application for providing adult education and literacy activities under Title II for the local area, to determine whether such applications are consistent with the local plan and performance rates. The WKWB should make recommendations to the eligible provider(s) to promote career center services and service alignment with 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 OET 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 and under-employed adults gain the skills to return to work or advance their career, and opens new entry level positions for youth.

- 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 KY Career Centers are using an integrated, technology-enabled intake and case management information system (EKOS/Focus and Salesforce) to track and share communication and service levels of common participants. The technology focus allows customers to receive services from wherever they are, and with Skype, customers can get their questions answered by subject matter experts at any location in the local area.

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 "job driven" career center system. Through monthly BST meetings, regional trainings and planning discussions among partners, the WKWB continues its collaboration with employers and core partners within the career center to develop stronger employer relationships. As the Board goes through its current strategic planning process over the next few months, the Board will seek to strengthen its sector based partnerships and job driven efforts based on the business feedback from the region's planning process.

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 Kentucky providers will have a system of reporting their performance so an appropriate review of their performance can be available to staff as well as to the customer selecting a training provider. The local area may remove providers that do not meet local performance goals. High demand sectors and corresponding occupations are required for training selections.

Contracted training providers have been selected through the proposal 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 for the year prior before any consideration of future funding is made.

3. Career Centers in the region are available within about a 45 minute drive of every citizen in the region. The career center's website, the state's website, phone, or social media availability allows access from remote areas. We also have made partner access available at all sites thru remote access via SKYPE. 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 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 FOCUS system, register for UI benefits 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 and are on file with the Department for Workforce Investment and/or the Office of Employment and Training. 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, these issues have not been addressed by OVR.

5. The plan is posted online, notices are sent out on social media, board members and interested persons receive 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 career center 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. Often the difficulty is finding qualified employees. Available training includes: individualized occupational training (ITA), on-the-job training (OJT), incumbent workers training, transitional jobs, customized training, apprenticeships, work experience, 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 promote enhancing 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. All Rapid Response activities are conducted by local staff with the understanding that state staff is available for assistance. The WKWB has an experienced and established local Rapid Response Team to oversee and carry out Rapid Response activities in the region. The local area coordinates available services with the impacted employer and notifies local team members and local leadership of the plan to respond to the layoff notification. Staff developed and follows a local Rapid Response plan and determine the needs and services of the company and the employees for the session. All staff are emailed the response plan and timeframes. Local officials and local economic development are contacted regarding the event. The local area documents all activities, assures procedures are followed, and data is entered in the system as requested. The state Rapid Response team is notified of all layoffs in the region and is the recipient of all original WARN notifications.

- 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 4-5 years. Prior to WIOA, the funding priority determined by the Workforce Board was already over 60% for out-of-school youth services obligations.

A Request For Proposal was released and the Board has competitively procured and selected youth providers for the 2017-2018 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 programs.

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.

- 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 does not currently wish to commit the staff time to build the required documentation volumes for submission nor ask its current membership to commit an increase of volunteer time on this process. The WKWB has not placed a great value on this designation to date. The WKWB will still strive for continued performance and a high return on its investments plus Board leadership initiatives. Any WKWB decisions not to embrace the initiative will not affect its services. 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 is not a valid process at this time

- 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 career center system, will have access to career 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. Career Center staff complete the assessments, determination of training need, and detail the six (6) criteria in EKOS. Staff document the needs for training and submits the request for approval. The training approval tab in EKOS is completed and is approved/denied by designated 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.

- 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 at this time.

- 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 brings with it several new performance standards and it could be advantageous for the region to strategize together.

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

The Pennyrile 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 procurement process per the direction and approval of the Department of Workforce Investment.

- 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, Pennyrile Area Development District (PADD), is a subdivision of local government as identified in the Kentucky Revised Statue (KRS). Procurement processes of the Pennyrile 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.

Selection of service providers shall be based on the demonstrated effectiveness of the agency or organization in delivering comparable services on the basis of meeting performance goals, cost, and quality of service and identified need. 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) 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 now 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 due to the fact that 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. Contracted entities are monitored a minimum of annually to ensure appropriate service. The Pennyrile Area Development District currently provides direct services to three career centers and subcontracts with the Purchase Area Development District to provide direct services to the remaining career center. Direct services will be bid again prior to December 3, 2017. There are annual audits, monitoring and continuous oversight of the programs to ensure the required program activity and performance is met.

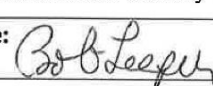
The WKWB has met or exceeded all federal measures. The measures for adult and dislocated worker programs negotiated for PY 16 and PY 17 are employment rate 2nd quarter, employment rate 4th quarter, median earnings 2nd quarter, and credential rate. The WKWB current youth contractors have the overall youth performance measures being met or exceeded in all required measures. The measures for Youth programs negotiated for PY 16 and PY 17 are employment rate 2nd quarter, employment rate 4th quarter, and credential rate.

The WKWB and Office of Employment and Training (OET) have joint trainings with the career center staff to review performance measures and outcomes and how they impact the center. The group also trades data reliability and review outcome details for correctness.

The state implemented a new eligible training provider's online application and process beginning July 2015 under WIOA. The WKWB complies with this process and utilizes the state system.

We the undersigned attest that this submittal is the Regional and Local Plan for our Local Workforce Development Area (LWDA) and certify that this plan has been prepared as required, and is in accordance with the applicable Workforce Innovation and Opportunity Act Regional Innovation and Local Comprehensive Plan Guidance.

Local Workforce Development Board	Chief Local Elected Official
BOARD CHAIR	
Name: Jackie Jones	Name: Steve Tribble
Title: Chair, West Kentucky Workforce Bd.	Title: Christian County Judge/Executive
Signature: 	Signature: 
Date:	Date:

Local Elected Official	Chief Local Elected Official
Name:	Name: Bob Leeper
Title:	Title: McCracken County Judge/Executive
Signature:	Signature: 
Date:	Date:

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