

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

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**LOCAL WORKFORCE INVESTMENT BOARD**  
**Local Plan**

**January 1, 2014 - June 30, 2015**

**Local Plan Instructions**  
**For Kentucky's**

**LOCAL WORKFORCE INVESTMENT SYSTEM**  
**Program Years 2013 - 2014**

**-Submitted by-**  
**Workforce Investment Board**

<b>LOCAL AREA:</b> Bluegrass
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# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 - 2014

### Instructions

In accordance with the Workforce Investment Act (WIA), this document provides directions to Kentucky's Local Workforce Investment Boards (LWIBs) for preparing the Local Plan update. The Local Plan covers the time period of January 1, 2014 through June 30, 2015. LWIBs are required to submit plans to the Kentucky Department of Workforce Investment's Office of Employment and Training (OET) in order to receive funding under WIA.

The Local Plan update guidance is composed of three sections:

- **Section A: "Integration and Strategies."** This section should illustrate the LWIB's engagement in regional economic development strategies, as well as how the LWIB conducts business beyond the narrow focus of WIA programs.
- **Section B: "Program Operations."** This section collects information required by law in order for LWIBs to receive their base funding.
- **Section C: "System Operations and Attachments."** This section includes information needed to ensure that the local workforce systems meets certain legal requirements as well as complies with agreements between OET and the LWIBs. This section also asks for information needed to respond to requests from legislative leaders, local leaders, Education and Workforce Development Cabinet's executive leadership, and other interested parties.

### 2013 - 2014 Local Plan Update Requirements

- **Local Plan Update Due Date: December 1, 2013**
- **Deliverables:**
  1. Electronically submitted, via e-mail, Local Plan Update Sections A, B, and C, including all attachments (A,B,C,D,E) to Pat Dudgeon at [PatriciaO.Dudgeon@ky.gov](mailto:PatriciaO.Dudgeon@ky.gov) and;
  2. Mail one (1) hard copy of the signature page with original signatures to:

Pat Dudgeon  
Office of Employment and Training  
Division of Workforce & Employment Services  
275 East Main Street, 2WA  
Frankfort, Kentucky 40621

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

---

**Planning Timetable Estimates**

July 12, 2013	Issuance of Local Plan Guidelines
November 1, 2013	Last date to begin the Public Comment Period. Beginning of the OET review, comment and clarification period
November 30, 2013	End of the 30 Day Public Comment Period
December 1, 2013	Local Plans are due to OET along with submittal of the original signature page. Final Review and Approval of Local Plan Updates by OET begins
January 1, 2014	Beginning of Local Plan Period

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 – 2014

### Section A: Integration and Strategies

One of the state's strategies is to invest in LWIBs who perform at a strategic level and who are leading or participating in innovative approaches to a wide range of regional challenges and opportunities. This section will be used to describe the LWIB's engagement in regional development strategies, as well as how the LWIB conducts business beyond the narrow focus of employment programs. OET will use this information for guidance in allocating special, discretionary and incentive grants (if funding is available).

#### 1. How does the WIB identify and analyze regional economies?

In a time of profound global economic change, it is our belief that we cannot simply continue with the same strategies that led to 20th century economic success. The Bluegrass Workforce Investment Board (BGWIB) is business led and sector focused. We believe a key ingredient to future economic prosperity is understanding and solving the workforce challenges of the businesses in our region. We must be market driven. Part of our quest to meet the needs of the private sector lies in in-depth data mining and analysis to uncover growth industries, emerging job opportunities, and the key skill sets and education that will be needed to enable businesses to prosper and aid residents in obtaining quality 21st century career opportunities.

The BGWIB has partnered with the Executive Director for the Community & Economic Development Initiative of Kentucky (CEDIK) of the University of Kentucky (UK), to create an economic profile of the region. As a result, CEDIK developed both a Regional Economic Profile for the entire Bluegrass Region as well as individual county profiles.

The BGWIB Economic Profile is a tool that sets the stage for strategy formation, collaboration, and the concrete action steps we will take to help prepare our current and future workforce and propel our businesses to success in the global marketplace. This regional economic profile gives an overview of the region and focuses on our sector focus areas of advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. It also gives a detailed synopsis of the economic landscape in each county in the BGWIB Region.

#### 2. How is this information used to identify the key industries and demand occupations within this economy?

The purpose of this profile is to explore the current trends in employment by industry over the last five years in the BGWIB Region. Specifically, the profile includes data describing jobs by industry, job growth from 2007 to 2012, average earnings by industry, expected number of jobs in 2020, and the current location quotient for each industry. The data suggest that certain industries have potential for quality job growth in the future. These industries include healthcare and professional and technical services. While manufacturing has not fared well recently nationwide, there does appear to be

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

potential for growth for these relatively well paying positions.

**3. How is this information incorporated into your service delivery strategies?**

The BGWIB’s Economic Profile report for the seventeen-county area provides insight into the economic and employment statistics over the last five years. The profile will more effectively enable and empower the BGWIB to identify all leading economic and employment indicators for the region. This, in turn, will direct the BGWIB’s leadership to become and remain more market driven as well as employer focused through utilization of current economic data.

**4. In a separate attachment, based on your most recent analysis of regional economies, provide a list of the key industry sectors in your regional economy.**

Bluegrass key industry sectors are advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. See Attachment F for EMSI data utilized when Bluegrass key industry sectors were selected as well as the Attachment G for recent Economic Profile report.

**5. At the direction of Governor Beshear, the Kentucky Workforce Investment Board established a strategic vision and goals for the transformation of the Commonwealth’s workforce system. (*WorkSmart Kentucky Strategic Plan*) Key to the realization of that vision is the state board’s assertion that local workforce boards must be innovative, responsive and able to make substantial positive impacts on the communities they serve.**

**Please describe the role of your board in implementing transformational change to the Kentucky workforce system for each of the statewide strategic areas of focus listed below. ONLY SUBMIT DESCRIPTIONS FOR INITIATIVES YOUR BOARD HAS BEGUN, IS CONTINUING OR IS PLANNING TO IMPLEMENT.**

**For each initiative, please indicate:**

- 1. If the initiative is a local innovation or part of a statewide initiative (examples provided for each focus area).**
- 2. The initiative’s mission and strategic goals (if local) or any local adaptation for statewide initiatives.**
- 3. A timeframe for implementation, including major milestones and evaluation.**
- 4. Identify key partners/players/stakeholders, including the role of the WIB**
- 5. Provide the current status of the initiative.**

*(Space is provided for one initiative in each focus area. To add additional initiatives, copy and paste the formatted narrative layout under the appropriate Focus Area. If initiatives are not currently being planned in any of the focus areas, leave blank.)*

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

### STATEWIDE STRATEGIC AREAS OF FOCUS

#### **I. System Transformation**

Related statewide initiatives: Sector Strategies, Branding & Identity, One-Stop Certification, User-Friendly On-Line Services, National Career Readiness Certificate, Eligible Training Provider List Enhancements

#### **System Transformation Initiative (1)**

**Title:** Develop visionary, 100% engaged board.

**Initiative is a local innovation**     **Part of a statewide initiative**

Initiative's mission and strategic goals:

The US Department of Labor encourages workforce boards to convene, facilitate, and broker connections; forecast worker demand; gather and analyze data; and anticipate, prepare for, and manage economic transitions. This is not possible without a visionary, 100% engaged board. Board members need to understand their role and responsibilities as set forth in the Workforce Investment Act and how those roles and responsibilities can impact the region.

To accomplish a visionary, 100% engaged board, we will implement the following strategies:

- Develop a stronger partnership with the Chief Elected Official (CEO) in addition to elected officials in each of our region's other 16 counties not represented by the CEO by hosting an annual elected officials meeting centered around workforce issues and BGWIB services.
- Offer national training for board officers.
- Ensure that new board members receive an effective board orientation.
- Continue developing tools, such as elevator speech, business friendly program descriptions, etc. to assist board members.
- Continue the use of technology incorporated into board meetings to allow for board members to avoid missing meetings.
- Continue community involvement reports during board meeting.
- Have an effective website that includes cutting edge workforce trends and contains a library of information pertaining to workforce.
- Implementation of an annual board survey to get quantitative results.

Implementation timeframe:

Although this will be an ongoing process, most tasks will begin prior to the 3<sup>rd</sup> quarter of 2014

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

Partners/players/stakeholders and role of WIB:

The BGWIB will monitor the progress of the goals and objectives to determine if they are continuing to meet the board's needs or if they need to be changed, edited, or deleted. Staff, along with community partners and board members, will carry out the goals and objectives.

Current status of initiative:

Many of the initiatives have been started, and the foundation for the others are being established.

### **System Transformation Initiative (2)**

**Title:** One Stop Certification

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The mission of Kentucky Career Center Certification is to develop consistent, high quality services to employers and job seekers; user friendly, customer-focused services; alignment with education and economic development; accountability for services and results; and maximization of all workforce development resources. The Bluegrass has embraced this opportunity to improve services provided by Kentucky Career Centers - Bluegrass and to ensure the consistent delivery of services throughout the area.

Implementation timeframe:

The first opportunity to apply for center certification was October 2013. The Bluegrass Workforce Investment Board (BGWIB) is working with the Richmond Kentucky Career Center sites to prepare for submitting an application for center certification June 2014. Bluegrass will also continue to facilitate improvements needed in other Kentucky Career Centers – Bluegrass locations in order to move forward with the ultimate goal being to have all Bluegrass One Stops certified.

Partners/players/stakeholders and role of WIB:

Partners/players/stakeholders in center certification include those who operate, oversee, and rely on the One-Stop system, including those at all levels of the system, employer and job seeker customers, and the various system partners. The role of the BGWIB is to serve as a convener of center partners in the certification process. The BGWIB will review any application submitted for certification, submit the application to the review team, and approve/deny the certification request.

Current status of initiative:

The BGWIB was awarded One Stop Certification technical assistance funds and has

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

utilized those funds, in part, to facilitate each center's identifying improvement areas and developing an action plan in order to meet and/or exceed statewide standards in each. This self-assessment and planning process was followed by mystery shoppers and a comparison of the results of their feedback to areas of improvement previously identified by center staff. The BGWIB is assisting in facilitating implementation in some areas, including creating a general orientation and a policy to require that each center submits a plan, which must be approved by the BGWIB's One Stop Committee, surrounding the display and removal of printed materials posted to aid in consistency throughout the centers. The BGWIB's One Stop Committee meets bi-monthly to coordinate and implement actions to ensure that certification standards and measures are met and/or exceeded. Additionally, staff has participated in Review Team Training and is, therefore, better equipped to assist centers in ensuring that they meet each standard prior to making application.

### **System Transformation Initiative (3)**

**Title:** Align the Bluegrass Regional Workforce Solutions with the top priority sectors.

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The mission is to align the Bluegrass Regional Workforce Solutions with the top priority sectors. Priority sectors have been identified for the region and include advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. One objective is to identify priority sector companies and leaders in each sector as key resource partners. This will consist of creating a database of priority sector companies, including key contacts, and to gauge their interest in participating in identified priority sector consortia.

Other objectives are to explore and partner with any existing consortium active in the Bluegrass region for each identified sector. A sector driven workforce analysis will need to be completed and services aligned around each priority sector. In order to effectively communicate the consortium's purpose, a community value added initiative will be explored within each sector, and the website will feature key identified sectors.

Finally, through the identification, facilitation, and commencement of the Bluegrass Regional Workforce Solutions focus on priority sectors, a platform for the development of synergies and efficiencies spanning individual company walls will be created. Through each priority sector, individual participating companies will be able to utilize and capitalize on the mass of the whole, increasing the effectiveness of individual efforts. As a consortium, identified objectives will be reached when, previously, individual companies would not have had that capability. One example resides within the Bluegrass Manufacturing Partnership and its marketing

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

undertaking, portraying the true positive nature of manufacturing employment and conveying to area residents how a career in manufacturing today has become a top tier career endeavor.

**Implementation timeframe:**

Ongoing

**Partners/players/stakeholders and role of WIB:**

Partners/players/stakeholders include existing consortia with the BGWIB's target industry sectors (advanced manufacturing; healthcare, information technology; and transportation, distribution, and logistics) and the companies participating in those consortia, as well as companies to be recruited for future consortia involvement. The WIB will convene and facilitate consortia meetings as well as serve as a resource to the consortia.

**Current status of initiative:**

Bluegrass Healthcare Consortium

The Bluegrass Healthcare Consortium (BHC) was formed in November 2010 by dedicated HR professionals from Bluegrass Area healthcare facilities and supported by the BGWIB. The development of the employer led consortium was the result of decreasing resources common to all regional healthcare entities, a desire for the provision of a united front to facilitate grant applications, a think tank for pending legislation, and an attempt to minimize duplication of efforts and to ensure future workforce needs are anticipated.

The BHC is working toward developing a strategy for promoting interagency collaboration, thus aligning workforce development programs and services related to healthcare. The major goal is to ensure that all members of the BHC have access to a broad, comprehensive, and integrated system of services essential in achieving desired outcomes.

Partnership and collaboration has been established with the Community & Economic Development Initiative of Kentucky (CEDIK) within the University of Kentucky (UK). This partnership has produced economic profiles by sector and collaboration on healthcare initiatives.

The goal set forth for 2014 is to explore the concept of a Healthcare Career Center. This Career Center will focus on all things healthcare as it relates to workforce. Services will be available for both job seekers and employers.

Bluegrass Advanced Manufacturing Partnership

The BGWIB has been listening to over 20 advanced manufacturers in the Bluegrass region through the Bluegrass Advanced Manufacturing Partnership. This group

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

---

identified a multitude of skills gaps in the employees they hire. These include professional integrity, communication, critical thinking, computer literacy, blueprint reading and multi-skill maintenance skills. The consortium has decided to focus on improvements in technical skills, key professional skills, and the image of manufacturing as a viable career option.

The feedback from manufacturers in the Bluegrass Region, in large part, mirrors many national and international studies. There are career opportunities in manufacturing, and with improvements in technical and key professional skills, along with an image campaign to support manufacturing, manufacturers can become more productive and hire more workers.

### Bluegrass Information Technology Partnership

The BGWIB has identified the information technology sector as a top priority sector. Individual employer representatives, as well as pre-established information technology groups, have been identified. A working relationship has already been established with Eastern Kentucky University's Tech10 consortium with members of BGWIB speaking at their regional yearly conference. The consortium is on pace for development with the mission of identifying clear, concise goals for the consortium underway.

### Bluegrass Transportation, Distribution, and Logistics Consortium

Finally, the BGWIB has identified transportation, distribution, and logistics as a top priority sector. Individual employer representatives have been identified and initial consortium meeting planning is well underway. While other priority sectors have established, smaller consortia in place, this initiative will be groundbreaking. Once established, goals of the consortium could include the identification of overall efficiencies, grant applications, and workforce issue development. Major sector representative members already expressing interest include United Parcel Service (UPS), FedEx, and McLane Trucking.

In summation, the BGWIB has identified top priority sectors within the region to include advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. With ambitions to align these priority sectors with overall regional goals, the BGWIB has commenced the formation, or continuation, of priority sector consortia to take advantage of efficiencies and synergies resulting from the collective efforts in each. Through the formation of these consortia, the BGWIB and partner agencies will become more aligned, and maintain the alignment, with priority industries within the region.

### **System Transformation Initiative (4)**

**Title:** Promote awareness of the Workforce Investment System's purpose, program, and services

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

**Initiative is a local innovation**     **Part of a statewide initiative**

Initiative's mission and strategic goals:

The BGWIB seeks to promote awareness of the Workforce Investment System's purpose, program, and services by developing and enacting a concrete communications plan with measurable outcomes to ensure that major stakeholders understand the BGWIB's demand-driven strategy. This also includes a plan for increased transparency.

Steps will include outreach to employers in an effort to increase face to face meetings and utilizing the website, e-newsletter, and social media for marketing purposes. Our purpose, program, and services will be promoted through community involvement activities, including presence through the mobile career center, One Stops, job fairs, and chamber events.

Another objective is to align marketing with the strategic plan initiatives. Research of current marketing effectiveness will allow the opportunity to identify the best practices used, and to incorporate the best practices to address new strategic plan initiatives.

Implementation timeframe:

3rd quarter of 2014: full roll out of marketing plan to increase awareness.

Partners/players/stakeholders and role of WIB:

The BGWIB will monitor the progress of the goals and objectives to determine if they are continuing to meet the board's needs or if they need to be changed, edited, or deleted. Staff, along with community partners and board members, will carry out the goals and objectives.

Current status of initiative:

The BGWIB will explore working with a marketing firm to create a communication plan that will be managed by BGWIB for continued use and growth.

**System Transformation Initiative (5)**

**Title: National Career Readiness Credential**

**Initiative is a local innovation**     **Part of a statewide initiative**

Initiative's mission and strategic goals:

The goal is to identify an "Employer Champion" to promote the usage of the National Career Readiness Certificate (NCRC). With an "Employer Champion," the

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

probability of enhancing the usage and value of the NCRC is greatly increased, setting the stage to develop a “Work Ready Community.”

The BGWIB will work with companies to provide pilot testing to existing staff to allow employers to experience, hands on, the accuracy in which Work Keys measures reading, locating information, and math workplace competencies.

WIA participants will also be encouraged to obtain the NCRC to establish a work ready pool of candidates. Each Career Center in the Bluegrass is equipped to offer the NCRC.

**Implementation timeframe:**

This is an ongoing process.

**Partners/players/stakeholders and role of WIB:**

Bluegrass Workforce Investment Board (BGWIB), Kentucky Career Centers, Adult Education Centers, Chambers of Commerce, employers, and local community partners.

**Current status of initiative:**

The BGWIB has utilized its Kentucky Career Centers and Business Services Specialists to play an active role in marketing the NCRC to business leaders.

The BGWIB continues to make employers aware of the NCRC through speaking engagements and promotion of resources available.

The BGWIB, through its WIA Workforce Specialists, is also actively promoting the NCRC to all WIA participants.

**System Transformation Initiative (6)**

**Title:** Work Ready Applicant

**Initiative is a local innovation**     **Part of a statewide initiative**

**Initiative’s mission and strategic goals:**

Input from employers and community partners repeatedly indicates the need for a “certified” workforce to address the soft skills issues employers often face with potential hires and their current workforce, especially the lack of, or low, work ethic.

The BGWIB will begin to explore the initiative of creating Work Ready Applicant certification. This certification will be designed with full participation from

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

---

employers.

Implementation timeframe:

Various work sessions will be held with local employers to determine the criteria for the certification throughout 2014.

Partners/players/stakeholders and role of WIB:

Employers, community partners, job seekers, BGWIB

Current status of initiative:

At this time, only the need for such an initiative has been identified.

**System Transformation Initiative (7)**

**Title:** Encourage Partnerships and Collaboration

**Initiative is a local innovation**     **Part of a statewide initiative**

Initiative's mission and strategic goals:

One of the workforce needs of employers in the area is greater collaboration with communities, partners, and/or other businesses. The BGWIB will assist in meeting those needs through exploring the following recommendations provided at the Workforce Development Community forums:

- Advocating for greater cooperation between state education and economic development.
- Becoming more involved with the private and public colleges.
- Creating a centralized location for sharing information, programs, and resources.
- Creating a pipeline from vocational schools to employers.
- Developing a clearinghouse of all the groups related to workforce development.
- Developing a list of resources.
- Facilitating local level communication with the goal of creating a collaborative effort to improve the workforce/labor market and business environment.
- Improving communication within the region and informing communities and businesses of the many initiatives going on related to education to create an awareness and synergies.
- Pursuing more board advocacy: another voice to work with the Kentucky Department of Education and local school boards.
- Partnering /collaborating with local public school systems/boards

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

- Streamlining available resources and recognizing and collaborating, where possible, with groups performing similar functions and asking “How can we help you?”

Implementation timeframe:

Various work sessions will be held to work through these recommendations throughout the 1st & 2nd qtrs. of 2014.

Partners/players/stakeholders and role of WIB:

Key partners/players/stakeholders include employers, community partners, education, workforce agencies, and BGWIB. The role of the BGWIB is to convene and facilitate meetings to further explore recommendations presented through the BGWIB Workforce Development Community Forums.

Current status of initiative:

At this time, only the recommendations and the commitment to explore each of the recommendations have occurred.

**II. Education Alignment**

Related statewide initiatives: Tech-High, Accelerating Opportunity (aka Skill Up or I-Best), Apprenticeships, High School Outreach

**Education Alignment Initiative (1)**

**Title: Accelerating Opportunities**

Initiative is a local innovation     Part of a statewide initiative

Initiative’s mission and strategic goals:

The BGWIB is in complete support of the Accelerating Opportunities (AO) program. The program, operated locally through Bluegrass Community and Technical College (BCTC), will ease the transition from high school or GED to post secondary education and help adults obtain credentials and skills needed to succeed in family sustaining jobs.

The key program elements include:

- Contextualized learning
- Academic and social student support
- Dual enrollment in paired courses – adult education along with college-level programs
- Integration of basic skills and technical work-ready training
- GED (if needed) and basic academic skills (if HS diploma or GED is not

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 – 2014

- needed) and stackable credentials in established career pathways
- Job placement assistance

Through BCTC, the AO program offers:

- Course offerings leading to college-level certificate and beyond
- Contextualized curriculum
- GED and stackable postsecondary certificates
- New cohorts starting several times per year
- Full-time classes, team taught by adult education and technical faculty

Implementation timeframe:

The AO program began in January 2012 through a yearlong planning grant from Jobs for the Future. The Kentucky Career and Technical College System (KCTCS) has applied for a three (3) year grant.

Partners/players/stakeholders and role of WIB:

This is an initiative led by KCTCS, in partnership with Kentucky Adult Education, the Office of Employment and Training, and the Kentucky Workforce Investment Board. BCTC is one of eight (8) community college participants.

Current status of initiative:

In addition to the Office Systems Technology program (two eight-week sessions) and the Construction Technology program (16 week program), there are several new programs that will be offered, beginning Spring 2014, as part of the Accelerating Opportunities program at BCTC. They include certificates in:

- Automotive Technology
- Interdisciplinary Early Childhood Education
- Phlebotomy

### Education Alignment Initiative (2)

**Title: Student Employability Training (SET)**

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The BGWIB has identified a need to prepare our youth leaving high school for the world of work. The Career Track staff has developed the Student Employability Training (SET) program to offer to high school seniors. This program provides a 55 minute training on the importance of soft skills and making the right impression in order to secure a job and achieve success in the workplace. It addresses items

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

including dressing for success, social media, networking, job applications, and much more.

**Implementation timeframe:**

The SET program started as a pilot program in Madison County. Career Track staff are currently marketing the program to other schools in the region. This initiative is ongoing.

**Partners/players/stakeholders and role of WIB:**

This is a partnership between BGWIB members, Workforce Investment Act staff, and the local secondary education system.

**Current status of initiative:**

The SET program was delivered to Madison County seniors during the 1<sup>st</sup> and 2<sup>nd</sup> quarters of 2013. Plans are to expand the program to other counties.

### **Education Alignment Initiative (3)**

**Title: Steps to Success Youth Leadership Summit**

**Initiative is a local innovation**     **Part of a statewide initiative**

**Initiative's mission and strategic goals:**

The BGWIB believes in providing youth with interactive practical training in workplace skills, leadership development, and exchanges with community members, business leaders, and policy makers. Each year, the BGWIB hosts a day long youth summit called "Steps to Success" at a local post-secondary institution for all youth participating in WIA youth programs. The 2014 event will mark the 9<sup>th</sup> year of Steps to Success. Each year has proven to be larger than the last, as more and more youth throughout the Bluegrass have enrolled in youth services to assist them in achieving their High School Diploma, GED, or in gaining employment skills. In order to address the needs of the youth being served, the BGWIB has adapted the 2014 Youth Leadership Summit to incorporate more opportunities for youth to display their leadership skills, teamwork demonstrations, and utilization of soft skills.

The summit also gives youth the opportunity to explore a post secondary institution and exposes them to careers that are available. As part of the event, students have the opportunity to showcase their skills in the following categories: Public Speaking, Decision Making, Employment Techniques, Scrapbook, Service Learning, Logo Design, Essay, and Carpet Maze.

**Implementation timeframe:**

This is an annual event that occurs in the spring and rotates amongst public and private colleges and universities in the Bluegrass Area. This initiative is ongoing.

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 - 2014**

---

Partners/players/stakeholders and role of WIB:

The Youth Council plans for the annual Steps to Success Youth Leadership Summit while the youth staff and providers prepare the youth for the event. BGWIB members and community partners serve as judges for the event as well.

Current status of initiative:

The 9<sup>th</sup> annual “Steps to Success” Youth Leadership Summit will be held at Spencerian College in Lexington, Kentucky. An awards dinner and banquet is held directly following the summit to celebrate the achievements of our youth.

### **Education Alignment Initiative (4)**

**Title: Medical Career and Science Institute (MCSI)**

**Initiative is a local innovation**     **Part of a statewide initiative**

Initiative’s mission and strategic goals:

In order to increase the awareness of healthcare professions, the Bluegrass Healthcare Consortium (BHC) developed The Medical Career and Science Institute (MCSI) to provide students an opportunity to “jump start their career in the health field.” The Medical Career and Science Institute is a one-week non-residential health careers camp designed for middle school students who are seriously interested in pursuing a career in healthcare. MCSI provides an opportunity for participants to explore the variety of careers in health professions and to learn some of the educational requirements leading to those careers.

The primary focus of the MCSI camps is to expose students to health professions and to get them on track for relevant coursework as they prepare for high school. During camp, students participate in a structured educational curriculum that includes lectures and labs in algebra, anatomy/physiology, trigonometry, and chemistry. Students have the opportunity to interact with various practicing area healthcare professionals. During these sessions, healthcare professionals discuss their professions and highlight educational requirements. Sessions occur in a clinical, classroom, and lab setting. The focus of clinical activities is to provide the student with hands-on experience, as well as to observe health professionals in a clinical setting.

Implementation timeframe:

In 2014, MCSI will expand from one week of camp to three weeks. In 2013, an Advanced Camp was added to involve a more advanced curriculum for students. For 2014, an Advanced II Camp will be added to incorporate college visits and more in-depth training in programs offered at local colleges and universities. This initiative is

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 – 2014

---

ongoing.

### Partners/players/stakeholders and role of WIB:

The MCSI camp was an idea developed by the Bluegrass Healthcare Consortium. Area employers and community partners have all stepped up to assist in the planning, funding, and logistics of the camp. Spencerian College has agreed to host the camp while Sullivan College and UK have agreed to serve as sites for field trips for the participants.

### Current status of initiative:

This initiative is currently in the planning phase for 2014. However, successful MCSI camps were held in 2012 and 2013.

### Education Alignment Initiative (5)

**Title: Career Track**

Initiative is a local innovation     Part of a statewide initiative

### Initiative's mission and strategic goals:

Career Track is designed to help youth who wish to improve their quality of life. Youth earn career readiness skills through six workshops. Workshops are offered two days per week for two hours per day over a three week period. Workshops include: Resume/ Work Search, Job Applications/Communication, Dressing for Success /Preparing for the Interview, Applying for Jobs, Financial Literacy, and Mock Interview. Once participants complete all six workshops, they have the opportunity to be placed at a worksite through a Work Experience.

### Implementation timeframe:

The program has been implemented throughout the Bluegrass Region. Career Track staff are receiving referrals and hosting orientations for students interested in the program. This initiative is ongoing.

### Partners/players/stakeholders and role of WIB:

Community and educational partners provide referrals while the Career Track Coordinators administer the workshops and provide intensive case management. In partnership with the Business Services Specialist, the Career Track Coordinators locate work experience sites. The Youth Council reviews the progress of the program and provides updates to the BGWIB.

### Current status of initiative:

Career Track staff have marketed the program to community and educational partners, informing them of the requirements. Referrals are been received and

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

orientations have been conducted for those interested in the program.

**III. Economic Development Alignment**

Related statewide initiatives: Entrepreneurship, Work Ready Communities, Business Services Redesign-Unified Business Services)

**Economic Development Initiative (1)**

**Title: Entrepreneurship**

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

Develop a plan to continue to change the culture of BGWIB toward a fast paced, entrepreneurial business. The BGWIB recognizes the importance that entrepreneurship will play in turning the economy around. Entrepreneurial training provides skills development, such as critical thinking, problem solving, presentation skills, and team building which not only creates a self-employment option, but also increases employability.

The BGWIB is very interested in establishing partnerships with community organizations to assist in increasing the number of entrepreneurs.

Implementation timeframe:

The establishment of partnerships will be an ongoing effort.

Partners/players/stakeholders and role of WIB:

Partnerships involved in this effort will include the BGWIB, education system, and any community partner or entity that has a vested interest in entrepreneurship.

Current status of initiative:

The BGWIB is exploring initiatives and resources currently available in the Bluegrass Region which focus on entrepreneurship.

**Economic Development Initiative (2)**

**Title: Business Services Redesign**

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The BGWIB continues its goal of strengthening its Business Services Team, making it the primary outreach component of the board. The Business Services Team plays a

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

---

critical role in the BGWIB's Strategic Plan, with their services and outreach identified in each of the four goals. After completion of the analysis stage of the board's Business Services, the team has commenced augmenting services into a more efficient and effective unit.

The Kentucky Workforce Investment Board recently adopted a new strategic plan to ensure that the Commonwealth's businesses and labor force remain competitive in a changing global economy. One of the steps in implementing the strategic plan is to review the current Business Services structure and Rapid Response activities, eventually transforming them into a system that is more proactive to employers' needs and offering services, not just in the event of a major layoff, but throughout the business cycle.

The BGWIB's Business Services Redesign will enable seamless communication between individual partner agencies and concerned representatives. Through the development of four Local Business Services Teams and an overarching Regional Business Service Team, services and communication will be heightened.

#### Implementation timeframe:

This is an ongoing initiative.

#### Partners/players/stakeholders and role of WIB:

Key partners/players/stakeholders include professionals from workforce development, economic development, chambers of commerce, community and technical colleges, training and service providers, labor organizations, and business/industry associations. The BGWIB will convene and facilitate discussions and training opportunities.

#### Current status of initiative:

Analysis and partner feedback processes are complete through the hosting of a Regional Input Session that allowed partners to share their experiences with and perspectives on the day-to-day impact of layoffs in our community, as well as to share their thoughts on the best methods for delivering services to businesses. During the session, information was gathered about how current Business Services are being delivered and how Rapid Response is operating, as well as what can be improved in the system.

Furthermore, the BGWIB contracted with Eastern Kentucky University to host Business Services Community Forums in an attempt to gather all partner comments, questions, and concerns. This process was carried out for each of the Kentucky Career Centers, and the invaluable input garnered will be implemented within the Business Services Redesign. Capitalizing on Thomas P. Miller and Associates, LLC's (TPMA) recommendations for transforming the system and overall training

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 – 2014

for state and local personnel, the Business Services Redesign is progressing forward within the BGWIB Region. Additional Community and Partner Business Services Redesign Forums have been held at each Kentucky Career Center within BGWIB. Comments, questions, concerns, and ideas produced through that effort have been identified and noted within the BGWIB's Business Services Redesign plan. Local Business Services Team members have been identified within the local areas of Lexington, Richmond/Winchester, Georgetown, and Danville and will begin meeting in November 2013. These teams are comprised of partner representatives, industry representatives, elected officials, and education representatives and will better facilitate communications and partnerships within these local areas. Furthermore, a Regional Business Service Team will be comprised of regional representatives, increasing regional communications within the seventeen-county operational area of the BGWIB. Finally, representatives from both the Local and Regional Business Services Teams have already come together, receiving training on the Business Services Manager ERISS computer program, a contact management software program that will enable better communications between team members on services provided to and the status of each employer within the BGWIB Region.

The BGWIB Business Services Redesign will ultimately foster a better sense of teamwork, more communication, and a more seamless production of services for individual employers within the BGWIB Region. Getting all partners, team members and concerned representatives on one page will foster a more effective and efficient delivery of services within the area.

### Economic Development Initiative (3)

**Title: Workforce Summit**

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The Workforce Summit is an opportunity for business leaders across the region to come together, network, and gain valuable information on subjects that relate to current workforce issues. This one day event is packed with information that employers utilize to protect and improve their business.

Implementation timeframe:

The 3<sup>rd</sup> annual Workforce Summit will be held in the 3<sup>rd</sup> quarter of 2014.

Partners/players/stakeholders and role of WIB:

The BGWIB facilitates the summit, but the agenda, speakers, and content is driven by feedback from employers. Various employers and community organizations participate in the summit each year.

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 - 2014

---

Current status of initiative:

The 2013 Workforce Summit was attended by 105 participants who provided positive feedback about the summit. Participants also provided valuable suggestions for future Workforce Summits that will be evaluated and considered in the planning of the 2014 Workforce Summit.

### IV. System Simplification

Related statewide initiatives: Alphabet Soup, Partner for Success, Case Management, High Impact Workforce Investment Boards

#### System Simplification Initiative (1)

**Title:** Partner for Success

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The BGWIB recognizes that success will only come when stronger partnerships have been developed between partner agencies. It is anticipated that, through the Partner for Success initiative, stronger partnerships between the agencies within the department will occur. This will allow the One Stop system to create a common vision of how to meet individual and employer needs as a team.

Implementation timeframe:

This is an ongoing initiative of the KWIB that the BGWIB supports.

Partners/players/stakeholders and role of WIB:

Key partners/players/stakeholders include regional managers of field operations from the Office of the Blind, Office of Vocational Rehabilitation, Office of Employment and Training, Office of Career and Technical Education, and One-Stop Operations led from Local Workforce Investment Areas. The role of the BGWIB is to promote the Partner for Success initiative and to assist in convening meetings as necessary.

Current status of initiative:

BGWIB staff is continuing to work with local partnering staff.

#### System Simplification Initiative (2)

**Title:** Case Management

Initiative is a local innovation     Part of a statewide initiative

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

---

## Initiative's mission and strategic goals:

The BGWIB has made great progress since enacting a new strategic plan in 2011. However, the pace of change occurring in the economy demands new and innovative solutions. Our work is hampered by outdated mindsets among key constituents, ranging from government officials, business and community leaders, and job seekers. These factors, along with the stark reality of dwindling resources, place us at a significant crossroads. The key ingredient to our moving forward is having staff armed with an innovation mindset and skills to assist job seekers successfully navigate forward in this new age. A key concept is to have trained, certified staff equipped with skills and tools necessary to offer the services that are relative to job seekers and employers of the 21<sup>st</sup> century.

The economic future of the Bluegrass Region rests, in large part, on how effectively we leverage strategies and resources to help businesses prosper and to guide individuals toward career opportunities. Regions that embrace new strategies will find economic success. Regions that do nothing or proceed with 20th century thinking will fall further and further behind.

Our "just in time solutions" brand needs to have higher market penetration. We need to build a strong innovation culture throughout our organization. We need to shift job seekers away from an entitlement mentality.

## Implementation timeframe:

The BGWIB is currently exploring and pursuing staff credentialing. We are mindful of the efforts being conducted by the state and are closely following those efforts to prevent duplication.

## Partners/players/stakeholders and role of WIB:

Key partners/players/stakeholders include BGWIB members, staff, One Stop staff, and partnering agencies. The role of the BGWIB is to help propel the initiative in any way it can.

## Current status of initiative:

Currently, research is being conducted on available credentialing.

## System Simplification Initiative (3)

**Title:** High Impact Workforce Investment Boards

Initiative is a local innovation     Part of a statewide initiative

## Initiative's mission and strategic goals:

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

---

We live in a market oriented economy, and we are undergoing a significant shift in the economy as we face intense global competition and a transition from an Industrial Economy to what some have termed as an Innovation Economy. We fully acknowledge that bold action is needed to clearly demonstrate we have a business led, demand driven board as prescribed by the federal law. Therefore, the BGWIB fully embraces the Kentucky High Impact Workforce Investment Board's standards and criteria.

The Kentucky High Impact Workforce Investment Board initiative, launched by the Kentucky Workforce Investment Board, encourages local boards to strive for excellence and be an innovative leader in workforce development in the community. To receive this designation, a board must submit a detailed application, undergo a 2-day review by a team of workforce development and economic development experts from throughout the Commonwealth, and meet standards that measure three areas -- strategic planning, developing and managing resources, and managing the work of the board.

## **Implementation timeframe:**

The BGWIB will meet the Kentucky High Impact Workforce Investment Board Standards by October 1, 2014.

## **Partners/players/stakeholders and role of WIB:**

In a market oriented society, economic growth is stimulated through the private sector. The key stakeholder is the business community. All other sectors need to realign based on the ongoing shifts in the global economy. The BGWIB is listening to the business community through its sector strategy approach. We are building strong credibility as a business led board with a demand driven philosophy. It is critical that our board be unencumbered by the weight of bureaucracy and old thinking and tactics but, rather, propelled forward with lightning speed by a nimble, entrepreneurial approach.

- Business Community
- Economic Development Community
- Education
- Workforce Development Agencies
- Local Elected Officials

## **Current status of initiative:**

- Strategic Plan aligned with local and regional priorities with built in flexibility
- Each board meeting focuses on assessing progress toward strategic goals
- Business led board makes connections, develops strategies, and runs meetings
- Regional economic analysis and county analysis completed
- BGWIB has purchased new software to enable the board to manage vital

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

resources

- Finance Committee is developing rigorous new fiscal practices and requirements
- Sector Strategies Approach adopted in 2011
- Industry Partnerships established
- More dialog with the Chief Elected Official

**V. Customer Service**

Related statewide initiative: Workforce Academy

**Customer Service Initiative (1)**

**Title:** Workforce Academy

Initiative is a local innovation     Part of a statewide initiative

Initiative's mission and strategic goals:

The BGWIB recognizes the importance of having staff in the One Stops who are qualified, trained, and who possess the right credentials to meet the needs of our customers.

Through the Kentucky Workforce Academy efforts, resources will be made available to expand and communicate the vision, prepare the workforce for new roles and responsibilities, prepare trainers and coaches to help develop professional skills, and prepare managers and leaders to help support new performance expectations and standards.

Implementation timeframe:

This is an ongoing process

Partners/players/stakeholders and role of WIB:

Partners/players/stakeholders include staff representatives from the Office of the Blind, Office of Vocational Rehabilitation, Office of Employment and Training, Office of Career and Technical Education, and Local Workforce Investment Areas. The role of the BGWIB is to promote this initiative in any way possible.

Current status of initiative:

Staff is fully engaged in all Workforce Academy activities.

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 - 2014

---

**Oversight/Monitoring Process** – Describe the local board strategy to ensure continuous improvement to move the local system toward the Commonwealth’s vision and achieve the goals identified in the WorkSmart Kentucky Strategic Plan.

The Bluegrass Workforce Investment Board embraces the goals identified in the WorkSmart Kentucky Strategic Plan and participates in many initiatives to ensure continuous improvement. The BGWIB’s Strategic Plan focuses on impacting the growth of the economy, becoming the catalyst for workforce issues, being a visionary engaged board, and creating a qualified pool of work ready candidates.

In addition, the BGWIB and responsible parties outlined in the Workforce Investment Act, will adhere to the following core principles.

**Demand Driven** - We live in a nation based on the free-enterprise system. We believe understanding and responding to marketplace demand is the key to helping individuals find career opportunities.

**Business Led** - We believe the best way to achieve economic success is by leveraging the strategic insight of the business community in leadership positions on our board.

**Sector Focused** - We focus our efforts on high wage, high growth sectors within our region. We continually seek to understand the workforce needs of growth sectors in our region and will support new and growing businesses within our region

**Continuous Improvement** - We don't have all the answers. We will make mistakes periodically, but we will continue to learn, grow, and incorporate new ideas and strategies to more effectively serve our region.

**Entrepreneurship** - We are living in a time of exponential change. Old thinking and old business practices will not lead to 21st century success. We have a bias toward action and will continue to fine tune our efforts as the economy continues to shift.

**Collaboration** - We will seek to work in partnership with others who share a common purpose.

**Respect** - We understand there are many approaches to workforce development. We respect those approaches and will seek avenues to partner with agencies whose tactics may not align with ours.

**Transparency** - We are public servants and fully understand and embrace our fiduciary responsibility. We understand we have a sacred trust to uphold. We will use technology to make information available to the general public on our activities.

**Collective Impact** - We strive to meet our performance measures, but we understand

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

## PY 2013 – 2014

that no program is successful until region-wide benchmarks of success are reached.

### Section B: Program Operations

This section collects information required by “WIA Law, Section 118: Local Plan” in order for LWIBs to receive their base funding.

#### 1. Keeping the changing economy in mind, describe the workforce investment needs of your local area:

##### a) Businesses

Regionally, the Bluegrass Workforce Investment Board consistently hears several key complaints from employers within the area. While several comments represent proprietary complaints stemming from individual business models or specialized technologies and endeavors, many dominant concerns span the spectrum across all industries. Primarily, these complaints encompass what has grown to be identified as employee soft skills, underlying skills that form the foundation for more technical and refined endeavors. More and more employers are consistently commenting on the difficulties surrounding identifying and securing those qualified candidates that lack the entitlement mentality of some of today’s applicants and youth. These primarily younger applicants feel entitled to shorter hours at higher salaries with more benefits than any generation of worker before. Bluegrass employers are searching for those elusive candidates that value their positions and still value a dollar earned, ultimately leading to the opportunity for promotions and more responsibilities.

Bluegrass employers consider other traits lacking in potential candidates that can be construed as ‘soft skills,’ as well. Employees who show up on time and complete a full day without additional time for breaks and/or lunch are valued. Furthermore, individuals who understand their appearance has a meaningful and significant impact on those around them and, ultimately, the employer itself are an ‘in need’ demand, according to employers. Bluegrass employers consistently state a lack of applicants possessing these common, everyday skills are a detriment to their long term viability. Employers want applicants who value their positions, leading them to go the extra mile to complete mundane tasks, present themselves and consequently, their employers, in a positive light, and realize communications with those outside the company are a reflection on their employer itself.

Other needs of Bluegrass employers consist of those voiced nationally. Employers value applicants with strong math, reading, and science skills. They worry about their individual economies and the ‘brain drain’ factor of losing qualified, well established candidates to other areas. Finally, Bluegrass Area employers consistently voice concerns on substance and alcohol abuse as a significant threat to the on-going efficiency of their respective workforces. Substance and alcohol abuse by employees on the job represents

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

significant liability risks for employers and threatens their viability.

Businesses in the Bluegrass Area often have difficulty finding qualified candidates to do the jobs they have available. Many employers request help advertising job openings, taking applications, and sorting through the large number of applicants they get for a few positions. The BGWIB works with employers to assist them in meeting their workforce needs by being actively involved in an employer's search for qualified candidates – posting jobs, taking applications for the company both on and off company property, referring only qualified candidates to open positions, and providing necessary training for the worker to meet the employer's needs. The BGWIB seeks to ensure that employers have a skilled workforce from which to draw workers while striving to be competitive in the global economy. The BGWIB focuses on targeted priority industry sectors identified in the BGWIB's Strategic Plan.

The BGWIB not only seeks to fill open positions with qualified, skilled candidates but also to provide training for incumbent workers who need additional skills to maintain competitiveness. The BGWIB can assist with coordinating necessary training as well as offset some of the financial burden for the employer. By raising the skill levels of current employees, upgrade opportunities are created for that employee, ultimately creating career ladders. Entry-level jobs available for new workers provide opportunities for On the Job Training contracts which will maintain a consistent and competitive trained workforce.

These previous observations were bolstered through the BGWIB Workforce Development Community Forums hosted throughout the region during 2013. Forums were held in Danville, Lexington, Richmond, and Georgetown. Attendees included representatives from education, elected officials, economic and workforce development, industry, local area employer representatives, and other civic and community leaders. Feedback from these forums continued to bolster the selection of sector strategies by the BGWIB, concerns over soft skills of applicants, and portrayed an overall uncertainty within the economy of the Bluegrass Region. The BGWIB's Workforce Development Community Forums provided a representation of continuous improvement for the LWIB.

In summation, throughout the seventeen county operational area of the Bluegrass Workforce Investment Board, local area employers voice numerous workforce concerns and needs. While basic math, reading, and science skills are in demand, across the board, all employers recognize there is a soft skills shortage within the local area workforce. Employers express concerns over identifying and hiring individuals who value their positions and their paychecks and realize hard work and effort are the keys to success. Finding and creating pools of potential employees who understand customer service, time management, honesty, and integrity is becoming more difficult.

### **b) Job seekers**

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

---

The needs of job seekers in the Bluegrass Workforce Investment Area (BGWIA) can be summarized into two components: (1) access to meaningful and relevant training and (2) accurate and up to date information to make informed decisions.

Staff works with individual job seekers to provide employability skills, as well as to determine a need for additional skills. If training is appropriate, staff works with individuals to help them make informed decisions about choosing a high demand occupation; selecting an appropriate training provider based on program, location, and cost; accessing training funds; and any available supportive services.

Many job seekers in the Bluegrass Area need help finding suitable employment or transitioning into new employment upon dislocation, especially if employed with the layoff employer for a significant period of time. BGWIA staff provide job seekers with individual resume and job search assistance, as well as employability skills workshops, mock interviewing, and access to hiring events.

For those job seekers with no suitable job opportunities and no transferable skills, quality training opportunities must be available. Those training opportunities must be aligned with the needs of employers so as to ensure that, post training, the job seeker has opportunities for employment. Training opportunities within the Bluegrass Region consist of On-the-Job Training and Customized Training, as well as classroom/occupational skills training. Any training will be geared toward skills needed for targeted priority industry sectors.

Job seekers are looking for long term high demand careers. Training Services are available for job seekers who require additional assistance beyond intensive services to obtain and maintain employment and can include occupational skills training and/or on the job training, as well as customized and apprenticeship training. Staff works directly with WIA participants exploring training to help individuals make an informed decision in choosing a high demand career to pursue.

In order to make an informed decision regarding training opportunities, the job seeker needs accurate and up to date information on training programs, providers, employment opportunities, wages, performance of the program, cost, etc. Once the participant selects a career to pursue, staff develops a training plan. The training plan is individualized based on the experiences, abilities, and needs of the individual. Participants may participate in ITA training in more traditional diploma or degree programs or may obtain trainings along a career pathway. Information on supportive services is also available to the customer. Such supportive services can include transportation, childcare, books, equipment and, tools for training.

Regardless of a participant's training path, the intent is for that participant to develop skills for a high demand career. The Bluegrass Workforce Investment Board (BGWIB) and BGWIA staff maintain employer linkages through target industry sector consortia,

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 - 2014**

---

staying connected to high demand industries in the region. These relationships allow for a better understanding of industry trends and the workforce needs of sectors in the local area. The information gathered from these connections is helpful in determining how staff can best assist job seekers. Industry recommendation is at the forefront as staff work with job seekers in individual career planning and when considering special training initiatives which will benefit both job seekers and area businesses.

### **c) Workers**

Workers must be knowledgeable of employment opportunities within their local labor market in order to make sound decisions regarding changing employers or careers. Providing “Workforce Intelligence” (Labor Market Information) is a key service of the Career Center. This involves more than simply providing a salary range for a particular occupation. Rather, staff will continually gather and analyze data to forecast workforce trends in the area. Data elements to be considered include, but are not limited to, wage data, demographics, unemployment statistics, and local labor market analysis. Such information will be used in program planning as well as for dissemination to the general public.

Kentucky has identified a worker as someone who seeks a career change, as well as an individual seeking lifelong learning and/ or an upgrade of existing skills. A worker may also be someone who is currently employed but looking to make a transition from one employer to another employer. The needs of workers include information about the current workforce and availability of jobs, skills needed for these jobs, financial support and counseling support for skills upgrade, and access to lifelong learning opportunities in the area.

Incumbent Workers must have access to training and education information in order to make informed decisions regarding advancement opportunities within their existing company in order to stay competitive and/ or to avoid displacement due to a lay- off or downsizing.

Becoming ever more apparent in the Bluegrass LWIA is a need for skills upgrades to maintain workplace competitiveness. The Bluegrass Workforce Investment Board (BGWIB) responds to incumbent workers’ needs by focusing on the needs identified by employers through customized, incumbent worker, and apprenticeship training.

The BGWIB is committed to being business led and industry driven. As such, the BGWIB continually seeks to meet the needs of area business and industry to maintain a strong workforce and to stay competitive. In a demand driven system employers decide standards potential employees should meet and the BGWIB is there to assist those potential employees meet those standards.

## **2. Describe the current and projected employment opportunities in your local area.**

The Bluegrass Workforce Investment Area has identified through empirical data analysis

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 – 2014

---

four predominant growth sectors within the seventeen county operational area. These in demand sectors include advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. Through a data driven approach, the BGWIB worked with representatives of CEDIC to identify in demand sectors and their underlying in demand positions to most effectively and efficiently deploy the finite workforce funds available to the region.

Two years ago, the BGWIB developed this demand driven sector strategy to better align resources with growing industry needs by targeting the industry sectors of advanced manufacturing; healthcare; information technology; and transportation, distribution, & logistics. Growth is anticipated in these sectors which will lead to increased employment opportunities. Recent data indicates that there will be an increased area-wide need for maintenance technicians, RNs, IT consultants, and truck drivers which fall into the targeted priority industry sectors.

Bluegrass LWIA employment is expected to grow from 357,760 to 423,448 between 2008 and 2018, a gain of 8%. Between 2008 and 2018 the total annual job openings are expected to be approximately 12,723. Of those annual job openings, approximately 29.3% (3,735) will result from growth. The remaining 70.7% (8,988) will result from retirement or other separations from the labor force. The greatest number of job openings will be in healthcare occupations, followed by office and administrative support occupations. Particular occupations with the largest percentage of change from 2008 to 2018 in the Bluegrass LWIA are athletic trainers (62%), home health aides (61%), network systems & data communication analysts (55%), physicians assistants (46%), and physical therapist assistants (42%). Job skill training for high demand occupations range from six to eight weeks of training for home health aides to two to four years for professional and paraprofessional occupations.

Opportunities for employment vary within the Bluegrass Area. Anecdotally, it is known that healthcare is a high demand occupation for the region. Known to a lesser degree is that manufacturing still employs more individuals within the region than any other industry. Construction, including apprentices up to skilled trade persons and journeyman, also contribute significant numbers to the local economy. Low end wage jobs such as retail, restaurant, and other service professions are in high demand in Fayette County particularly.

### 3. Describe the job skills necessary to obtain such employment opportunities.

In addition to having developed the technical skills required of a position, work experience is oftentimes beneficial when responding to employment opportunities. If job seekers do not have the experience necessary, the BGWIB has funds set aside for training to upgrade skills of the workforce so that employers' needs can be met.

Maybe more important than work experience are soft skills. Soft skills include punctuality, attendance, attitude, and communication. The BGWIB partners with

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

---

business, economic development, and education stakeholders to develop an experienced, trained, soft skills proficient workforce.

Additional training opportunities are available within the targeted priority industry sectors if an employer is unable to find candidates with the skills needed for the job. Training may include on-the-job training contracts, customized training, classroom/occupational skills training, or paid work experience. Although there will always be a need for occupational/classroom training, the Bluegrass WIB will continue to focus on business services with the majority of training contracts being with an employer's specific workforce needs in mind.

#### **4. How does the LWIB ensure continuous improvement of its providers?**

Although the BGWIB has a system in place to monitor continuous improvement issues by requiring that eligible training providers submit performance data with their initial and subsequent applications for eligibility, the State currently has a waiver from requiring training providers to provide performance data.

Youth providers and partners are required to attend monthly meetings, and monthly reports are submitted to include program updates and statistics from the previous month. These reports allow staff to see any need for technical assistance and helps set the agenda for the quarterly meetings. Each provider receives an annual monitoring visit.

From a Business Services perspective, continuous improvement is monitored through the systemic building of the Unified Business Services System. Within this system, partner agencies with employer focused representatives are coming together on four Local Business Services Teams (LBSTs) and an overarching Regional Business Services Team (RBST) to better communicate employer needs and more efficiently and effectively respond to those needs in a collective manner. Implementing Business Services Manager ERISS Software, the teams will be able to better recognize opportunities for assistance with local area employers and better communicate potential trends. Continuous improvement will be monitored through quarterly reports and local area Business Service Team Newsletters.

#### **5. List the continuous improvement activities in which your local providers and partners participated in PY 2012.**

Within the Bluegrass Workforce Investment Area, partners have worked well together, historically, and continue to combine efforts for the betterment of customers within the local area. Programmatic walls are toppled within the area in an effort to better align all partners to more effectively serve the area workforce.

Capitalizing on the 2011 Partner for Success Training that brought all partners together for morning and afternoon sessions where partners from each of six Career Center locations learned about the services provided by fellow agencies, the BGWIB has embarked on the development of a Business Services Redesign. This redesign will

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

---

fundamentally change how the workforce partners within the BGWIA relate and communicate with local area employers.

Local Business Service Teams are being developed, centralized around four major Career Centers within the BGWIA -- Danville, Lexington, Winchester/Richmond, and Georgetown. These teams are composed of representatives from all partner agencies with active employer focused assets, including WIA, Veterans, OET, and others. These teams will facilitate better communication between partner agencies and provide unified services to local area employers. These Local Business Service Teams will meet monthly, increasing communication and partnering opportunities. Furthermore, a BGWIA Regional Business Services Team will have oversight of the local teams, further increasing and enhancing regional communication and partnering activities.

Another example of continuous improvement activities within the BGWIA is indicative in the BGWIB consortia effort. The BGWIB has continued efforts in the formation of advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics consortia. While the manufacturing and healthcare consortia are operational, the information technology and transportation, distribution, and logistics consortia are still in the pre-planning stages. The BGWIB Manufacturing Consortium identified yearly goals and has met those goals, including the development of employer specific videos, highlighting the great jobs available within the advanced manufacturing sector.

The One Stop Committee continued to work with the six One Stops to identify their needs and establish uniform one stop procedures. Meetings were held in each of the One Stops in 2012 and have allowed for continuous improvement. The goal is for each one stop in the Bluegrass Area to be certified.

In PY 2012, local youth providers and partners attended an orientation where they received program manuals with performance measures and a detailed outline of WIA program requirements. Additionally, youth providers attended monthly meetings and submitted monthly reports on performance and progress. Youth providers prepared a maximum of five students to interview with the Youth Council over the year. Providers and youth participants attended an annual "Steps to Success" Youth Leadership Summit in order for the students to showcase what they had learned throughout the program year.

**6. Provide a list of planned continuous improvement activities for PY 2013-2014 in which your local providers and partners will participate.**

For PY 2013-2014, local providers and partners within the Bluegrass Workforce Investment Area will both continue current improvement activities and develop new strategies to enhance workforce development delivery within the seventeen county operational area of the LWIB. These existing and newly developed continuous improvement activities include:

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

---

One Stop Committee - The One Stop Committee will continue to work with the six One Stops to identify their needs and establish uniform one stop procedures. Meetings will be held in each of the one stops in 2013 to allow for continuous improvement. The goal is for each one stop in the Bluegrass Area to be certified.

Business Services Partners – For PY 2013-2014, partners within the BGWIA will continue the formation of the Local Business Services Teams and the overarching Regional Business Services Teams. Planned continuous improvement activities include trainings, continued implementation of the Business Services Manager client tracking and communication program, and the facilitation of better communication locally, spanning all programs and partners. Furthermore, the Regional Business Services Team will implement programmatic communication strategies that ensure optimum dissemination of programmatic information between all entities.

Focused Industry Sector Consortia – The BGWIB Advanced Manufacturing Consortium is well underway and has completed initial goal setting and implementation. The highlight, thus far, has been a marketing spotlight on advanced manufacturing as a career, ultimately shining light on the benefits of careers in manufacturing.

The Bluegrass Healthcare Consortium is the culmination of efforts by area leaders to ensure an adequate amount of well trained and a highly skilled healthcare workforce for the future. The consortium is led by industry representation from all major healthcare employers within the seventeen county operational area of the Bluegrass Workforce Investment Board. These industry leaders have accomplished the majority of their initial goals, culminating in the creation of a 501c3 organization created to better communicate human resource issues between consortium members.

The BGWIB Information and Technology Consortium is currently under development with an initial invitation list composed.

The BGWIB Transportation and Logistics Consortium is currently under development with an initial invitation list composed.

For PY 2013-2014, youth providers and partners will engage in a series of in-depth trainings to learn about WIA performance measures and requirements. Youth providers and partners will attend monthly meetings, and monthly reports will be submitted to include program updates and statistics from the previous month. Youth providers will be required to prepare their youth for mock interviews with the Youth Council to allow the Council to see the progress being made. Local provider annual monitoring will be conducted by the BGWIB's Youth Services Manager. In 2013-2014, the 9<sup>th</sup> annual "Steps to Success" Youth Leadership Summit will be held to highlight the success of the youth programs.

Finally, for PY 2013, the Bluegrass Workforce Investment Board initiated local

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

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Workforce Development Community Forums in Danville, Richmond, Lexington, and Georgetown. These community forums were facilitated by the Facilitation Center at Eastern Kentucky University and provided instant feedback on local community partners' concerns and projections. Attendees invited included industry representatives, local elected officials, education representatives from all levels, chambers of commerce, economic development representatives, workforce development representatives, etc. Collectively, these forums provided an avenue for participants to convey their concerns, observations, and ambitions for each local area. Comments and feedback from the forums underscored the BGWIB's focus on the four sectors in demand of advanced manufacturing; healthcare; information technology; healthcare; and transportation, distribution, and logistics. Furthermore, collectively from each forum, concerns were raised in regard to soft skills training for job seekers, substance and alcohol abuse within the workforce, and an overall stagnation of the economy. Other observations conveyed included a disconnect between education providers and employer wants and that candidates are not fully prepared for working environments, duties, and responsibilities. The underlying consensus from an economic output for the region is that of uncertainty. Employers are uncertain on hiring and expansion plans, and feedback was provided on how collective partners from workforce and economic development can aid local area employers and the economy.

## **7. What new initiatives is the LWIB implementing to ensure that the local workforce system meets the needs of employers and participants?**

The Bluegrass Workforce Investment Board is continually analyzing and auditing local area system users, both employers and job seekers, to ensure that the workforce system meets the needs of those employers and job seekers.

The BGWIB continues to respond to the KWIB's sector strategy initiative by targeting and focusing on the following sectors: advanced manufacturing; healthcare; information technology; and transportation, distribution, and logistics. By targeting these sectors, the BGWIB works to connect employees with employers. The BGWIB can identify needed skills and training programs and will not utilize training for skills or careers which are not related to high demand occupations.

The BGWIB hosted and produced the BGWIB Workforce Development Community Forums in Georgetown, Lexington, Richmond, and Danville, allowing more immediate and efficient input from local area leaders from education, elected officials, workforce and economic development, local area employers, and other community leaders. Their input has proven invaluable in the formation of goals and objectives for each area. Feedback from these forums underscores the importance of the sectors chosen for the BGWIB sector strategies and conveyed an overall sense of the economy from attendees.

The BGWIB continues to make Helping Individuals Ready for Employment (HIRE) internships available to eligible WIA participants interested in gaining work experience in healthcare related occupations. A number of area healthcare providers have benefited

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

### **PY 2013 – 2014**

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from the internships, and local WIA participants have gained valuable employment experience and, in some cases, have been hired on in full time employment.

The BGWIB continues to host hiring events but has largely targeted employer specific hiring events. Though there is still some participation in multi-company job fairs, the WIB has had great success in tailoring employer specific hiring events to meet the needs of individual employers. Compounding this, job seekers are attracted to such events when they know that a specific employer is definitely hiring for a certain number of positions.

Furthermore, the BGWIB industry sector consortia continue to capitalize on specific employer needs analysis through the recruitment and retention of local area top employer representatives to each consortium, thus ensuring employer needs are currently met and future needs are prepared for. These industry representatives evaluate current industry workforce needs and produce targeted campaigns to fulfill these needs. Ultimately, the consortia have become a resource for the BGWIB as it penetrates the individual sectors and strives to meet the needs of both employers and job seekers within the sector.

The BGWIB is heavily involved with target industry sector consortia, allowing for a better understanding of industry trends and the workforce needs of target sectors in the local area. The information gathered from these connections is helpful in determining how staff can best assist job seekers. Industry recommendation is at the forefront as staff works with job seekers in individual career planning and when considering special training initiatives which will benefit both job seekers and area businesses.

Through the Local and Regional Business Services Team strategy, the BGWIB has fostered Business Services collaboration between the WIA Business Services team and Business Services provided by Wagner Peyser and Veterans staff. The collaboration cuts down on duplication of services and sends a streamlined message to both employers and participants.

The BGWIB strongly supports the LWIA Business Services team in its outreach to area employers. The Business Services team makes every effort to listen to what employers need and offer solutions. The team is consistently reaching out to Chambers of Commerce, economic development authorities, community organizations, and elected officials to gauge employers' needs and respond with effective solutions.

The BGWIB has embraced the KWIB's Work Ready Communities initiative. Two counties have been certified as a Work Ready Community by the KWIB, two are currently considered "Work Ready – In Progress," and another is getting ready to submit its application. Still more counties in the Bluegrass Area are ramping up their efforts to position themselves as ready to submit a Work Ready Community application. The application process creates opportunities for workforce stakeholders to communicate and work together. Through these opportunities, both employers and participants are well served.

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

---

Representatives of the LWIB work with participants on an ongoing basis to ensure their needs are met, never going more than 30 days without contact. Whether in the form of a Business Services Rep, a Workforce Counselor or Youth Counselor, BGWIB employees are continually auditing and are in contact with participants, guiding them to fruitful, full time, and sustaining employment.

**8. Performance Standards. What is the rationale for the LWIB negotiated performance measures? – Refer to Attachment A.**

The BGWIB strives to meet each performance measure set forth. However, the BGWIB has embarked on initiatives to serve individuals with significant barriers as an attempt to provide services to all job seekers. When negotiating performance, we incorporate the probability of success of our participants and the needs of our region.

**9. What percentage of the participants will be in training programs (not pre-vocational services) that lead to targeted high-growth and high-wage industries, demand driven occupations, and/or career laddering occupations as identified in Section A?**

The Bluegrass Workforce Investment Board (BGWIB) recognizes that, in order to maintain a skilled workforce, job seekers must oftentimes develop additional skills through occupational skills training, skills upgrade training, career pathway training opportunities, on the job training, customized training, and apprenticeship training. The BGWIB continues to focus all training efforts on employers' needs. Any training provided will be employer driven and must prepare individuals for employment in a high demand career field. The BGWIB seeks to provide more employer related training, including on-the-job training and training requested by an employer in order to obtain an adequately trained applicant pool. Training will focus on the four identified target sectors (advanced manufacturing; healthcare; information technology; and transportation, distribution, & logistics). BGWIB anticipates that 80% of the participants enrolled in the WIA program will receive some type of training.

**10. What is the LWIB plan to help Kentucky increase by 10 percent the number of people who receive training and attain a degree or certificate through the following programs by June of 2015: WIA Title I-B programs, National Emergency Grants and Trade Adjustment Assistance?**

The BWIB will continue to work with businesses, focusing on target industry priority sectors through sector consortia, to identify workforce skills needs. Staff will work with those individuals needing additional skills to obtain employment and/or maintain employment to provide training which will lead to a degree or certificate. Staff will be proactive in reaching out to WIA Title IB eligible participants, participants eligible for assistance under National Emergency Grants, and those who may be eligible for Trade Adjustment Assistance to assess their needs for training.

Bluegrass Workforce Investment Board (BGWIB) staff working directly with job seekers in WIA Title I-B programs, National Emergency Grants, and Trade Adjustment

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

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Assistance will, when training can be determined appropriate, recommend to job seekers that they pursue training to develop skills required to obtain and maintain a career in target industry sectors in the region. Local labor market information will demonstrate that employers increasingly require a postsecondary degree or other recognized credential for job seekers to be competitive for positions in high demand careers. In addition to individual job seekers pursuing credentials, the BGWIB's response to business and industry's workforce needs will present opportunities for jobseekers, who may not have pursued a degree or certificate otherwise, to participate in business driven, industry-led training initiatives, further supporting a 10% increase in the number of people who receive training and obtain a degree or certificate.

## **11. Describe the LWIB's Unified Business Services processes. (May attach separate Unified Business Services Plan)**

In 2013, the Bluegrass Workforce Investment Board initiated and embarked on an area wide evaluation of workforce partner Business and Employer Services. This multistep analysis and redesign employed representatives and assets from all partner agencies with tools and/or assets dealing with employers within the region. The ultimate goal of this analysis and reorganization was to increase communication between partner agencies' employer-focused assets, increase efficiencies in communication and programs aimed at regional employers, and ultimately foster the development of a system wide effort to provide second-to-none employer services. This initial analysis led to the creation of four Local Business Services Teams composed of workforce development entities that strive to service local area employers and the creation of a Regional Business Services Team capable of conveying information to each team locally while tying together all local teams regionally.

Centered around local relationships, the BGWIB Unified Business Services Plan capitalizes on more efficient communication and a streamlined offering of services to increase effectiveness throughout the region. The creation of four Local Business Services Teams (LBSTs) in Danville, Lexington, Georgetown, and Richmond/Winchester, along with policies and a dedicated schedule of meetings, will increase effectiveness of service offerings to local area employers. These LBSTs are composed of workforce and economic development partner representatives, education representatives, and local elected official representatives with products or services aimed at local area employers. Each team regularly meets to discuss individual employer needs, local hiring events and news, and to discuss policy and offering changes within each agency. These LBSTs capitalize on individual employer relationships. Furthermore, LBSTs can more efficiently and effectively split up a local employer base, enabling a wider coverage base and contact with more local area employers.

Further increasing efficiencies within the LBSTs is the use of ERISS Business Services Manger Software that enables each team member to see and electronically track tasks and projects for individual employers within the area. Using the software, each workforce partner representative can see the status of an employer's project without having to touch

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

base with the employer, decreasing instances of employer disruption. An LBST's area, through regularly scheduled meetings, is broken up through already identified relationships with employers. Each member of the team trusts other members will convey to the team issues and projects currently underway at individual employers. A representative of the LBST can work with an employer, identify a need or problem and bring that need back to the LBST meeting for analysis and asset allocation. Previously, employers would identify poor communication between agency representatives as a primary agitation when dealing with public entities. This process will cut down on these inefficiencies.

Finally, a Regional Business Service Team (RBST) has been created for the seventeen county operational area of the Bluegrass Workforce Investment Area. This RBST is composed of the BGWIB Business Services Manager, Office of Employment & Training Regional Manager, KCTCS Workforce Solutions Manager, Economic Development representative, and Veterans Affairs Regional Representative. This regional team will help in facilitating programmatic offerings, LBST trainings, and overall regional communication. The RBST will focus on overall marketing of Business Services to employers within the region and the communication of regional news and programs to the individual LBSTs.

Ultimately, the purpose of the Business Services Redesign has been to augment the BGWIB's and partners' business services into a more cohesive and efficient unit. Introduced through facilitated meetings that created current asset maps of services and agencies, these agencies' working together will provide a much more rounded service to local area employers while conveying every partner's services much more efficiently. Ultimately, this undertaking has created a more streamlined team approach from workforce and economic development representatives to local area employers.

**12. How does the LWIA notify Rapid Response and/or Business Services team members to coordinate services when a business may be actually or potentially considering a layoff?**

Within the Bluegrass Workforce Investment Area, Rapid Response notification, policies, and procedures are definitively presented and adhered to, mandated by the BGWIA Rapid Response Policy.

Rapid Response team members, other staff and partners, and board members all act as the team's eyes and ears in their communities when there is a potential for layoffs and/or closings and know to report possible layoffs/closures to the Local Area Rapid Response Coordinator (LARRC).

If the LARRC confirms an upcoming layoff/closure directly with the employer, he/she proceeds by notifying Rapid Response Team members and/or Business Services Team members via e-mail of the details of upcoming Rapid Response meetings schedule, as well as details surrounding the layoff/closure. Customized employee meetings are coordinated based on the employer's needs and employ team members' expertise.

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

---

In the event that the LARRC uncovers from the employer that there is a chance a layoff/closure can be averted, the LARRC will coordinate possible solutions with the Business Services Team.

The LARRC also notifies the state Rapid Response Unit.

**13. How does the LWIA respond to and secure information when there is a possibility of a mass layoff? How is this information communicated to local and state Rapid Response and Business Services teams?**

If the LARRC confirms an upcoming layoff/closure directly with the employer, he/she proceeds by notifying Rapid Response Team members and/or Business Services Team members via e-mail of the details of upcoming Rapid Response meetings schedule, as well as details surrounding the layoff/closure. Customized employee meetings are coordinated based on the employer's needs and employ team members' expertise.

In the event of a potential layoff/closure, which cannot be confirmed, the LARRC communicates the existing information to the Rapid Response Team and/or Business Services Team via e-mail so that pre-planning can begin in the event that the layoff/closure is confirmed.

The LARRC also notifies the state Rapid Response Unit.

**14. What is the LWIA process to inform the state of local Rapid Response events?**

The LARRC includes the state Rapid Response Unit in Rapid Response meeting notifications. Following the conclusion of Rapid Response activities, RR meeting sign in sheets, survey tally, and employer survey (if applicable) are forwarded to the state Rapid Response Unit. Additionally, information is updated in the RR custom tab in EKOS.

**15. How does the LWIA respond to or assist companies that are potentially TAA certifiable?**

The Bluegrass Workforce Investment Board (BGWIB) responds to a company that is potentially TAA certifiable by first contacting the company to discuss available Rapid Response services. If it appears that the company could be trade affected, staff discusses the method for filing a Trade Petition with the company and offers assistance in completing the application. When necessary, staff researches certifications for companies that could be in relation to the company facing layoff or closure. In the event that the reason for a company's layoff or closure appears to be Trade related but company officials are not initiating a petition, BGWIB staff will submit a petition on behalf of the company and its workers. All services are provided as outlined in the *Bluegrass Integrated Trade Services Plan*.

**16. What is the process used to provide assistance to a company that is DOL Trade-certified?**

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

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**\*\*\*Please see Bluegrass Integrated Trade Services Plan\*\*\***

Bluegrass LWIA staff coordinates Rapid Response activities and TAA/WIA orientation sessions with State Trade Act staff where the layoff involves a company that is DOL Trade certified as outlined in the Bluegrass Integrated Trade Services Plan. Local office staff offers flexibility and work very closely to ensure that affected workers receive the information and services they need as quickly as possible.

**17. Provide the current Trade Regional Plan. (May attach separate Trade Regional Plan)  
The Plan must include:**

- Updated to date with the latest Trade Law, as amended.
- The process employed from the point of Petition Certification to Trade participant post-exit follow-up.
- Roles of both OET and WIA and other partners as applicable.
- Compliance with 618.890 merit staffing regulations.

**Attached**

**18. How will your LWIA work with OET in calling in and conducting orientation sessions for people who are chronically unemployed? (*chronically unemployed - those who are not employable because of their lack of skills, education, and experience*)**

Bluegrass LWIA staff works with OET in calling in and conducting orientation sessions for people who are chronically unemployed by coordinating efforts to provide employability skills workshops (including computer skills training) and orientation to WIA services. BGWIB staff also assist in conducting orientation sessions with the Kentucky Career Centers, providing information specifically about training opportunities and working with individuals to determine if training for a high demand career would benefit the individual.

**19. Describe the process in which partners (i.e. Wagner-Peyser) will ensure some level of enhanced services to the chronically unemployed and UI applicants selected for Reemployment and Eligibility Assessment (REA). Describe what services will be offered such as job placement activities, resume writing or interviewing workshops, etc.**

Bluegrass LWIA staff will coordinate enhanced services to the chronically unemployed and UI applicants selected for Reemployment and Eligibility Assessment (REA) and will be actively involved in assisting those identified job seekers from the time they enter the Career Center. Services to be offered, in addition to any needed one on one assistance, will include a variety of workshops focusing on job searches, networking, resume writing, interviewing skills, skills assessment (including Work Keys), job searches for job seekers over 50 years old, properly completing an employment application, computer skills workshops, and job clubs. Staff will also provide information about training opportunities and work with individuals to determine if training for a high demand career would benefit the individual.

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 – 2014**

---

**20. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program Universal Customers), are registering in FocusCareer and are making their resumes viewable to employers?**

Bluegrass LWIA staff will check to make sure that job seekers enrolled in our programs are registered in FocusCareer and that their resumes are viewable to employers no later than the first one on one meeting. Additionally, staff will review whether or not job seekers have viewed matches being e-mailed to them. Staff will also stress the importance of registering when speaking with individuals about the services available through the Kentucky Career Centers. Additionally, staff will help individuals register in FocusCareer and will be part of the team working to ensure FocusCareer registration at local job fairs and hiring events supported by the Kentucky Career Center.

**21. Describe how youth activities are provided in the LWIA (in-house, contractors, combination, etc). Provide a brief description of a current or recent exemplary youth program or activity and a brief description of any anticipated new youth programs or activities envisioned by the LWIA.**

The Bluegrass LWIA releases an RFP process for younger youth programs in the region, to serve 16-18 year olds. Selected youth providers are required to:

- Provide accessible services on a year-round basis and target youth ages 16-18
- Demonstrate links with businesses, vocational training, post-secondary institutions, faith and community based organizations, chambers of commerce, or industrial foundations
- Projects must include funding from other sources. Funds from WIA should not be viewed as the sole source of funding for the project. The use of matching funds (in-kind, cash, donations, etc.) are mandated.
- Access to the ten elements outlined in the Workforce Investment Act must be provided for eligible youth. It is required that providers ensure that these services are not currently available in their community. For those services that are currently available, copies of agreements established with those community partners must be attached to each proposal. Each proposal must make all ten elements available.
- Linkages with the One-Stop system, community based organizations, and other entities that promote the principles of youth development and citizenship should be included in the proposal.

A curriculum must be prepared to demonstrate how the applicant will meet the challenges of serving youth 16-18 who may lack skills to compete in the workforce.

Proposal(s) should focus on results that:

- Demonstrate tested improvement in reading, writing, and math scores;
- Increase attainment of high school credentials;
- Increase enrollment in advanced training, skilled trades, and post-secondary institutions through career awareness activities;

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

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- Establish employment opportunities that provide career pathways for out-of-school youth.

The objective of a training activity shall:

- Provide effective and comprehensive activities to improve education and employment skills;
- Provide effective connections to employers;
- Ensure ongoing mentoring opportunities and provide opportunities related to leadership development, decision-making, citizenship, and community services;
- Prepare youth to enter employment and become self-sufficient.

The LWIA has an in-house program called “Career Track” that serves the older youth population. Career Track is a program designed to help individuals 18-21 years old who wish to improve their quality of life. The program focuses on serving low income youth with multiple barriers in order to gain employment. Youth will earn career readiness skills through six workshops. Workshops will be offered two days per week for two hours per day over a three week period. Workshops will include: Resume/Work Search, Job Applications/ Communication, Dressing for Success/Preparing for the Interview, Applying for Jobs, Financial Literacy, and Mock Interviewing.

Once participants complete the six workshops, they have the opportunity to be placed at a worksite through a Work Experience. Work experiences conform to the following guidelines: 5 week maximum, 40 hours per week, pay rate at minimum wage.

The Career Track program will be expanding to offer a scholarship program to youth interested in occupational skills training. The LWIA youth programs are evaluated on a continual basis. The LWIA is continuously looking for new ways to engage youth and expand programs.

## **22. Identify the criteria used in awarding grants for youth activities, including criteria used to identify effective and ineffective youth activities and providers of such activities.**

The BGWIB follows an RFP process every year for Youth contracts. In the RFP process, youth providers have strict guidelines about what should be included in the proposal. The Youth Council reviews each proposal and scores the request using a scoring rubric. Proposals are scored based on an executive summary, scope of work, financial plan, and organizational qualifications. The scope of work is broken down into operational, programmatic, and performance outcomes/quarterly benchmarks. All council members then vote on local providers for the upcoming year. The youth council recommendation is then voted on by the Bluegrass Workforce Investment Board.

Monthly reports and case notes are required outlining the progress of each youth in the program. Youth providers attend monthly meetings. Providers are monitored on an annual basis. In this monitoring process, LWIA staff identify any issues related to the program and will require a corrective action plan for any major issues.

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

---

Various relevant workforce development activities are available to youth in the Bluegrass. Opportunities vary by county based on available resources. Examples of successful initiatives in the Bluegrass include, but are not limited to:

- Youth employment programs
- Business and education partnerships
- Job Corps
- Private sector academies
- Post secondary institutions
- Drop out prevention programs
- Job shadowing
- Mentoring
- One Stop services
- Adult Education
- Municipal care center

**23. Provide a description of the process used by the LWIB to provide an opportunity for public comment, including comment/input by representatives of business and labor organizations, prior to submission of the plan.**

The Bluegrass Workforce Investment Area's Local Plan was developed from community feedback through four community forums and an online survey. Once compiled, the local plan will be distributed to the Bluegrass Workforce Investment Board and submitted to the Chief Elected Official before being posted on the Bluegrass Area Development District's website ([www.bgadd.org](http://www.bgadd.org)), the Bluegrass Workforce Investment Board's website ([www.bgwib.com](http://www.bgwib.com)), and the Kentucky Career Center's website ([www.ckycareers.com](http://www.ckycareers.com)) for a period of time not less than thirty business days for public review and comment. The BGWIB Executive Committee will review all comments before submitting the final plan to the state.

**24. Describe the competitive process to be used for awarding the grants and contracts in your local area for WIA activities.**

Pursuant to the Workforce Investment Act, full and open competition of goods, services, and activities will occur. In addition, procurement transactions under Title I of the Act between the BGWIB and units of state and local governments shall be conducted on a cost reimbursement basis. The BGWIB will follow the administrative entities' procurement policies regarding the purchases for all goods, services, and activities that are applicable to the WIB and providers. The administrative entity will comply with 29 CFR 9736.

The BGWIB will select service providers outside the ITA process pursuant to section 134(d)(4)(G) in the following manner: A request for proposal (RFP) will be released for potential services providers to submit proposals pursuant to Section 134(d)(4)(G)(ii) of the Act and Sections 664.400 and 664.410 of the regulations. Upon receipt of the

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

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proposals, staff will review the proposals for compliance with the Act, regulations, and the local plan for the Workforce Investment Area. Staff comments will be presented to the BGWIB and/ or its appointed committee to be considered during the review process. The BGWIB will approve proposals determined to have the most effective design for the participants to be served pursuant to the Act and those determined to be the most cost effective. The local WIB can receive an unsolicited proposal at any time and determine if they (the board) want to review it for possible funding.

In development of an RFP, the BGWIB will establish timeframes and deadlines for submission. Such timelines are tracked, and all proposals are date stamped upon receipt. The RFP will include beginning and ending dates of the contract and address assurances and requirements that will be adhered to during the contract period. The RFP will address financial responsibilities regarding reimbursements, participant and financial reporting, and audit requirements.

Detailed documentation of the procurement process will be maintained on file, including newspaper advertisement, request letters, original papers, and the review of such paper by staff and WIB members. Minutes from the BGWIB meeting where proposals were approved or denied will also be maintained.

Procurement of ITA providers will adhere to the Act and the KWIB's policies regarding the statewide provider list.

As noted in the bylaws of the BGWIB: "No member of the Board shall cast a vote on any matter that has direct bearing on services to be provided by the member."

Providing responsible stewardship for and oversight of public funding for Federally-funded workforce programs must be accomplished in a way that demonstrates strong integrity, accountability, and transparency in order to preserve the public trust. The responsibility for this stewardship and oversight is shared in the public workforce system.

The BGWIB is responsible for multiple functions, including procurement decisions. The BGWIB may select One-Stop Career Center operators and youth service providers, and develop a budget for carrying out the duties of the local WIB. These decisions often have significant implications for service providers and participants they serve, and thus must be made in a transparent and ethical manner. Members of the BGWIB are aware of the Federal, state and local laws and regulations which guide their conduct while serving on the WIB.

The BGWIB and responsible parties outlined in the Workforce Investment Act, will make decisions in keeping with all relevant laws and regulations. Some of the relevant Federal laws and regulations include:

- "*Sunshine provision*" regulations for local WIBs (20CFR 661.307). Specifically, a

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 – 2014**

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local WIB must conduct its business in an open manner and make activities of the board available to the public, including the development of specific policies and the minutes of formal board meetings upon request.

- *Uniform Administrative Requirements* for procurement (29 CFR 97.36 and 29 CFR 95.42).

The Uniform Administrative Requirements are government-wide standards around procurement that all Federal grantees must follow, including standards for conflict of interest. The Department of Labor codified these requirements at 29 CFR Part 97 for governmental grantees and at 29 CFR Part 95 for non-governmental grantees. These requirements describe specific instances which would constitute a conflict of interest, the types of characteristics that should be considered when making awards to contractors, requirements for procurement protest procedures, and other requirements.

- *Conflict of interest regulation* for entities receiving WIA title I funds (20 CFR 667.200(a)(4)). This part of the WIA regulations indicates that in addition to the uniform administrative requirements described above, a state WIB member or a local WIB member or a Youth Council member must neither cast a vote, nor participate in decision-making, on the provision of services by that member or any organization which that member directly represents. The WIB member also must not cast a vote, nor participate in decision-making, on any matter which would provide any direct financial benefit to that member or a member of his or her immediate family. WIA regulations note that, by itself, neither membership on a WIB or Youth Council alone, nor the receipt of WIA funds to provide training and related services, violates these conflict of interest provisions.

- *The Hatch Act and its regulations*, for individuals paid with Federal funds (5 CFR 151). The Hatch Act restricts the political activity of individuals principally employed by state or local executive agencies and who work in connection with programs financed in whole or in part by Federal loans or grants. Covered state and local employees may not, among other things, use their official authority or influence to interfere with or affect the results of an election or nomination; or directly or indirectly coerce, attempt to coerce, command, or advise a state or local officer or employee to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes. More information about how the Hatch Act applies to state and local officials is available at [http://www.osc.gov/documents/hatchact/ha\\_sta.pdf](http://www.osc.gov/documents/hatchact/ha_sta.pdf).

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

**Section C: System Operations and Attachments**

In this section, LWIBs must provide information needed to ensure that the local workforce delivery system meets certain legal requirements as well as complies with agreements between OET and LWIAs. This section also asks for information needed to respond to requests from legislative leaders, local leaders, Education and Workforce Development Cabinet's executive management, and other interested parties. *(As with the state plan submitted to the Department of Labor, local areas should update their contact information if there have been changes to the individuals listed since the last submittal. This process is simply a contact change—not a requirement to modify the local plan.)*

- 1. List contact information for the designated site representative(s) at each of your comprehensive career center locations. If there is more than one contact, please include.**

Location: Kentucky Career Center – Lexington  
 Contact: 1) Amy Glasscock 2)  
 Title: 1) WIA Workforce Specialist / Team 2)  
Leader  
 Phone: 1) 859-425-2191 2)  
 E-mail: 1) Amy.Glasscock@ky.gov 2)

Location: Kentucky Career Center – Georgetown  
 Contact: 1) Marsha Landin 2)  
 Title: 1) Career Track Coordinators / Team 2)  
Leader  
 Phone: 1) 502-863-2402 2)  
 E-mail: 1) Marsha.Landin@ky.gov 2)

Location: Kentucky Career Center – Richmond  
 Contact: 1) Jennifer Hayes 2)  
 Title: 1) WIA Workforce Specialist / Team 2)  
Leader  
 Phone: 1) 859-624-2564 2)  
 E-mail: 1) Jennifer.Hayes@ky.gov 2)

Location: Kentucky Career Center – Winchester  
 Contact: 1) Randy Johnson 2)  
 Title: 1) WIA Workforce Specialist / Team 2)  
Leader  
 Phone: 1) 859-737-7793 2)  
 E-mail: 1) Randy.Johnson@ky.gov 2)

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

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Location:	Kentucky Career Center – Danville	
Contact:	1) Erica Sluder	2)
Title:	1) Business Service Specialist / Team Leader	2)
Phone:	1) 859-239-7411	2)
E-mail:	1) Erica.Sluder@ky.gov	2)

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

### **PY 2013 - 2014**

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2. List the contact information for the person responsible for the WIB's rapid response activities.

Contact:	1) Owen McNeill	2) Erica H. Lupson
Title:	1) Business Specialist Manager	2) Workforce Services Manager
Phone:	1) 859-269-8021	2) 859-269-8021
E-mail:	1) omcneill@bgadd.org	2) elupson@bgadd.org
Reports to:	Jennifer Compton, Associate Director	

3. List the contact information for the person responsible for the WIB's business services activities.

Contact:	1) Owen McNeill	2)
Title:	1) Business Specialist Manager	2)
Phone:	1) 859-269-8021	2)
E-mail:	1) omcneill@bgadd.org	2)
Reports to:	Jennifer Compton, Associate Director	

4. List contact information for the local person responsible for Americans with Disabilities Act (ADA) for all partner programs in your area.

Contact:	1) Brad Mills	2) Ruth Dyer
Title:	1) Branch Manager	2) Branch Manager
Phone:	1) 859-246-2537	2) 859-239-7885
E-mail:	1) BradW.Mills@ky.gov	2) RuthA.Dyer@ky.gov
Reports to:	1) Holly Hendricks	2) Holly Hendricks

Contact:	3) Jonathan White
Title:	3) Branch Manager
Phone:	3) 859-246-2185
E-mail:	3) JonathanT.White@ky.gov
Reports to:	3) Holly Hendricks

<p>Law Reference: 29 CFR 37.25 – Responsibility of Equal Opportunity Officer          Law Reference: 29 CFR 37.23 – Designation of Equal Opportunity Officer</p>
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5. List contact information for the local person responsible for Equal Opportunity and completing the Discrimination Complaint Log. (*Section 188 of the WIA or 29 CFR Part 37*)

Contact:	1) Staci May	2) Kelly Tharpe
Title:	1) Marketing & Communication	2) Budget & Support Branch

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

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	Specialist	
Phone:	1) 859-269-8021	2) 502-782-3271
E-mail:	1) <a href="mailto:smay@bgadd.org">smay@bgadd.org</a>	2)
Reports to:	Jennifer Compton	

6. List contact information for the person responsible for English as a Second Language (ESL) for all partner programs in the local area.

Contact:	1) Rebecca Simms	2)
Title:	1) Director	2)
Phone:	1) 859-246-6761	2)
E-mail:	1) <a href="mailto:Rebecca.Simms@kctcs.edu">Rebecca.Simms@kctcs.edu</a>	2)
Reports to:	Greg Feeney	

7. List contact information for the person responsible for local customer relations such as recording/reporting incidents and non-discrimination complaints. (i.e. customer is injured in one-stop career center; customer complaints about non-professional service, etc.)

Contact:	1) Gina Oney	2) Jennifer Compton
Title:	1) Assistant Director, Division Workforce and Employment Services	2) Associate Director
Phone:	1) 502-782-3055	2) 859-269-8021
E-mail:	1) <a href="mailto:Gina.Oney@ky.gov">Gina.Oney@ky.gov</a>	2) <a href="mailto:jcompton@bgadd.org">jcompton@bgadd.org</a>
Reports to:	Lori Collins	David Duttlinger

List the programs for which this individual is responsible for providing customer relations.

OET & WIA services within the Kentucky Career Centers

8. If the individual listed above is NOT the person responsible for customer relations for any of the core partner programs, list the contact information for the person responsible for customer relations for each of the other programs.

Program(s) \_\_\_\_\_  
 Contact: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 E-mail: \_\_\_\_\_  
 Reports to: \_\_\_\_\_

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

### **PY 2013 - 2014**

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Program(s) \_\_\_\_\_  
 Contact: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 E-mail: \_\_\_\_\_  
 Reports to: \_\_\_\_\_

9. Does the local area have in place an agreed upon WIA Discrimination complaint process per 29 CFR Part 37.76-77?

Yes             No

If no, is there a plan in process to develop a discrimination complaint procedure?

Yes             No

10. List contact information for the person responsible for local data in the Kentucky Career Center facilities.

Contact:	1) Gina Oney	2) Jennifer Compton
Title:	1) Assistant Director, Division Workforce and Employment Services	2) Associate Director
Phone:	1) 502-782-3055	2) 859-269-8021
E-mail:	1) <a href="mailto:Gina.Oney@ky.gov">Gina.Oney@ky.gov</a>	2) <a href="mailto:jcompton@bgadd.org">jcompton@bgadd.org</a>
Reports to:	Lori Collins	David Duttlinger

11. Complete Attachment D – *Workforce Investment Area Sub-Grantee List* and provide a current listing for each of the LWIA Sub-Grantee names, services provided, funding source, city and state of Sub-Grantee, and whether the Sub-Grantee/Provider is located in a Kentucky Career Center.

12. Complete Attachment B – *Workforce Investment Board/Council Membership List* and provide current contact information for the members of the local workforce investment board, including any vacancies, and the organizations that are represented on the board. Indicate whether the business representatives come from “targeted high-growth/high wage” industries, and/or provide demand driven occupations.

13. Briefly describe the LWIB’s policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2014.

Members shall be nominated in accordance with the process defined in Section 117(b) of the Workforce Investment Act. Appointments shall be made by the Elected Officials, in accordance with Section 117(c) of the Act and the Interlocal Consortium Agreement. Public sector members shall be appointed for a term of one (1) year and shall serve until

# LOCAL WORKFORCE INVESTMENT BOARD PLAN

PY 2013 - 2014

their successors are appointed by the BGWIB chair. Private sector members shall be appointed for a term of three (3) years and shall serve until their successors are nominated by the Elected Officials and appointed by the Chief Elected Official(s). As soon as vacancies occur, the BGWIB begins seeking nominations for the position. The Executive Committee begins reviewing terms and memberships at their August meeting to begin the recruitment process for January terms. If current members are in good standing, they are asked their interest of continuing to serve on the board. For those not in good standing or who are not interested in continuing to serve on the board, they are notified of the intent to replace their seat, and elected officials for the corresponding county are notified to begin identifying qualified candidates.

According to DOL Training and Employment Guidance Letter (TEGL) 10-09, program operators/service providers are required to provide Veterans Priority of Service in 20 DOL-funded programs. These programs include WIA Adult and Dislocated Worker formula funded programs, Wagner-Peyser Employment services, Trade Act Programs, National Emergency Grants, Senior Community Service Employment Programs (SCSEP), Migrant/Seasonal Farmworker Programs, H-1B Technical Skills Training Grants, Job Corps, WIA Demonstration Projects, Youth Opportunity Grants, pilots, and Research and Development.

Final rules (dated December 19, 2008) for Veterans Priority of Service as it relates to DOL programs.

Veterans' Program Letter (VPL) 07-09 (dated November 10, 2009) implementing Priority of Service for Veterans and Eligible Spouses in all Qualified Job Training Programs Funded in Whole or in Part by the U.S. DOL.

Considering the Public Law cited here, answer the following questions pertaining to your local process and procedures that ensure that Veterans receive priority of service.

14. What is the process you use to identify Veterans coming into your Kentucky Career Center?

When participants enter the Kentucky Career Centers - Bluegrass they are asked to sign in through an Access Database. This database alerts all Career Center staff of the job seekers who are waiting and the services they are waiting for. Participants are asked, when they sign in, if they are a veteran. If they indicate they are a veteran it is noted in the system and priority of services becomes available. Assessment materials also ask job seekers if they are Veterans.

Job seekers registering through Focus Career are asked a series of questions to determine if they are eligible for Priority of Service. If determined eligible through their online registration, the job seeker is directed to visit their local Career Center for additional information on programs and services available to them.

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

**PY 2013 - 2014**

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15. What is the process you use to assess the needs of Veterans seeking service in your Kentucky Career Center and how do you identify Veterans with a barrier to employment?

Bluegrass LWIA assesses the needs of Veterans seeking service in our Career Centers by reviewing information gathered at the initial interview/one-on-one meeting and through our Customer Orientation Packet presented to the participant. This packet includes items such as a customer self assessment, budget worksheet, dream job activity, and a work search record. These items allows us to better identify the barriers the Veteran may be facing preventing them from finding suitable employment. The result of this assessment may lead to additional assessments, depending on the identified barriers.

16. What is your process for referral to appropriate program staff, or in the case of a Veteran with an employment barrier, to the local Veterans Employment Representative?

Bluegrass LWIA refers job seekers who are veterans to appropriate program staff within Career Centers located both inside and outside of the Bluegrass Area. Staff make face-to-face, e-mail, and/or phone contact with staff to whom job seekers are being referred to ensure seamless delivery of service. Veterans with barriers to employment are referred to the Disabled Veterans Outreach Program Specialists.

17. What is your process to ensure veterans receive priority of service when performing job referrals, enrolling in training and enrolling in training if waiting lists exist?

Bluegrass LWIA staff ensures that veterans receive priority of service when performing job referrals by first performing a match to newly posted jobs for veterans first. If the Bluegrass Area is enrolling job seekers on priority or is operating on a waiting list for training services, the "Priority System Policy" is in force, giving priority first to veterans and eligible spouses. All Bluegrass LWIA staff will be informed if operating on priority.

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

**Signature Page**

**Program Years 2013 – 2014**  
**(January 1, 2014 – June 30, 2015)**

Workforce Investment Area Name: Bluegrass

Workforce Investment Board Name: Bluegrass

**Name and Contact Information for the WIB:**

Name and Title: Daryl Smith  
 Bluegrass Workforce Investment Board,  
 Chair  
 Address: 699 Perimeter Drive  
 Address: \_\_\_\_\_  
 City, State, Zip: Lexington, KY 40517  
 Phone: 859-269-8021  
 Fax: 859-269-7917  
 Email: Daryl.Smith@lge-ku.com

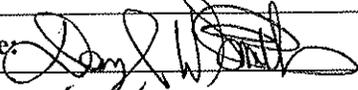
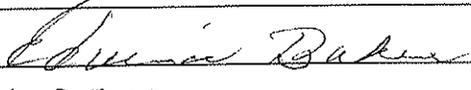
**Name and Contact Information for the Local Elected Official(s):**

Name and Title: Edwina Baker  
 Bluegrass Area Development District Board,  
 Chair  
 Address: 699 Perimeter Drive  
 Address: \_\_\_\_\_  
 City, State, Zip: Lexington, KY 40517  
 Phone: 859-269-8021  
 Fax: 859-269-7917  
 Email: ebaker@lawrenceburgky.org

We the undersigned, attest that this submittal is the Program Years 2013-2014 (January 1, 2014 – June 30, 2015) Local Plan for our WIB/WIA and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules, and regulations.

For the Workforce Investment Board	For the Local Elected Officials
Name: <u>Daryl W Smith</u>	Name: <u>Edwina Baker</u>
Title: <u>Chair</u>	Title: <u>CEO</u>

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

Signature: 	Signature: 
Date: 11/25/13	Date: 11-25-13

**Certifications and Assurances**

By signing and submitting this plan, the local workforce investment board is certifying on behalf of itself and the grant recipient, where applicable:

- A. That this *Program Year 2013-2014 Local Plan for the local Workforce Investment System* was prepared and is in accordance with all applicable titles of the Workforce Investment Act of 1998 (WIA), Title V of the Older Americans Act, applicable Kentucky state statutes and that it is consistent with the PY 2012-2017 Kentucky State Plan;
- B. that members of the local board and the public including representatives of business and labor organizations have been allowed at least a thirty day period for comment and that any comments representing disagreement with the plan are included with the local plan forwarded to the Office of Employment and Training (as the Governor's representative) by the local board and that available copies of a proposed local plan are made available to the public; (WIA, Section §118 (c))
- C. that the public (including individuals with disabilities) have access to all of the workforce investment board's and its components' meetings and information regarding the board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the master agreement issued by the Office of Employment and Training have been established;
- E. that veterans will be afforded employment and training activities authorized in WIA, Section §134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215.), U.S. Department of Labor, Training and Employment Guidance Letter 5-03;
- F. that it is, and will maintain a certifiable local Workforce Investment Board (WIB);
- G. that it will comply with the confidentiality requirements of WIA, Section §136 (f)(3);
- H. that the master agreement and all assurances will be followed;
- I. that it will ensure that no funds covered under the master agreement are used to assist, promote, or deter union organizing;

# **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

## **PY 2013 – 2014**

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- J. that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA, Section §188, as provided in the regulations implementing that section, will be completed;
- K. that this plan was developed in consultation with local elected officials, the local business community, labor organizations and appropriate other agencies;
- L. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- M. that there will be compliance with the Architectural Barriers Act of 1968, Sections §503 and §504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990;
- N. that WIB members will not act in a manner that would create a conflict of interest as identified in Regulations 20 CFR, Section §667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- O. that Memoranda of Understanding that is endorsed and signed by the current WIB Chair and current One-Stop Career Center partner representatives and Cost Allocation Plans are in place and available upon request for each One-Stop Career Center within the WIB's local workforce service area;
- P. that insurance coverage be provided for injuries suffered by participants in work-related activities as required under Regulations 20 CFR, Section §667.274.

### ASSURANCES

*As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA), the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:*

- *WIA, Section §188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;*
- *Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin;*
- *Section §504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;*
- *The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the*

## **LOCAL WORKFORCE INVESTMENT BOARD PLAN**

### **PY 2013 – 2014**

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*basis of age; and*

- *Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;*
- *The Americans with Disabilities Act of 1990 (42 USC 12101), as amended, which prohibits discrimination on the basis of physical sensory, or mental disability or impairment, and the ADA Amendments Act of 2008 effective January 1, 2009;*
- *Each grant applicant and each training provider seeking eligibility must also ensure that they will provide programmatic and architectural accessibility for individuals with disabilities.*

*The grant applicant also assures that it will comply with Regulations 29 CFR, Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.*

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

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ATTACHMENT A

**Performance**

Workforce Investment Act and Wagner Peyser

<b>Adult Measures</b>	<b>PY 2013</b>
Entered Employment Rate	86%
Employment Retention Rate	82%
Avg. Six Month Earnings	\$13,000
<b>Dislocated Worker</b>	
Entered Employment Rate	86%
Employment Retention Rate	88%
Avg. Six Month Earnings	\$15,000
<b>Youth</b>	
Placement in Employment or Education	60%
Attainment of a Degree or Certificate	70%
Literacy and Numeracy Gains	65%
<b>Wagner-Peyser</b>	<b>PY 2013</b>
Entered Employment Rate	55
Employment Retention Rate	79
Avg. Six Month Earnings	\$13,000

*\*Negotiations scheduled for November 6, 2013*

Local Area: Bluegrass

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**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

ATTACHMENT B

**Workforce Investment Board/Council Membership List**

Program Year 2013

WIB: Bluegrass \_\_\_\_\_ Date Submitted: \_\_\_\_\_  
 LWIA: Bluegrass \_\_\_\_\_

Indicate any vacant positions or other constituency represented as well.  
 (To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

<u>Name/Address/Email Phone/Fax</u>	<u>Organization</u>	<u>Position</u>	<u>Business/Industry Represented (Private Sector Only)</u>	<u>Business Representation From Targeted Industry/ Occupation? (Yes/No)</u>	<u>Term Start and Term End</u>
<b>A. PRIVATE SECTOR</b>					
Larry Cann 1100 Glensboro Road Lawrenceburg, KY 40342	Cann-Tech, LLC	Principal	Manufacturing	Yes	1-1-12 12-31-13
Jim Wright PO Box 200 Paris, KY 40362 <a href="mailto:Jim.Wright@hinklecontracting.com">Jim.Wright@hinklecontracting.com</a> 859-333-2642	Hinkle Contracting Company LLC	HR Director	Transportation/Distribution/ Logistics	Yes	1-1-12 12-31-14

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

<p>Steve Griffin 2601 Lebanon Road Danville, KY 40422 <a href="mailto:Steve.Griffin@amgreetings.com">Steve.Griffin@amgreetings.com</a> 859-236-7200</p>	American Greetings	Human Resources Director	Manufacturing	Yes	1-1-13 12-31-15
<p>Kevin Welsh 605 Rolling Hills Lane Winchester, KY 40391 <a href="mailto:kwelsh@alltech.com">kwelsh@alltech.com</a> 859-744-5272</p>	Alltech	Operations Manager	Manufacturing	Yes	1-1-13 12-31-15
<p>Daryl Smith One Quality Street Lexington, KY 40507 <a href="mailto:Daryl.smith@lge-ku.com">Daryl.smith@lge-ku.com</a></p>	Kentucky Utilities	Senior Economic Development Specialist	Electric Utilities	No	1-1-11 12-31-13
<p>Ken Carroll 609 Chamberlin Ave Frankfort, KY 40601 <a href="mailto:K.Carroll@kam.us.com">K.Carroll@kam.us.com</a> 502-352-2485</p>	Kentucky Association of Manufacturers	Vice President of Business Development	Manufacturing	Yes	1-1-12 12-31-14
<p>James Bushnell 15 Public Square Lancaster, KY 40444 <a href="mailto:garrardcourt@windstream.net">garrardcourt@windstream.net</a> 859-792-3531</p>	self employed/ Bushnell's Dry-cleaning Service	Owner	Public Service	No	1-1-11 12-31-13
<p>Mary Ann Adams 200 Ladish Road Cynthiana, KY 41031 <a href="mailto:madams@ezpacktrucks.com">madams@ezpacktrucks.com</a> 859-234-1100</p>	EZ Pack Manufacturing	HR Manager	Manufacturing	Yes	1-1-12 12-31-14
<p>Regina McKee PO Box 788 Nicholasville, KY 40356 <a href="mailto:Regina.mckee@rjcorman.com">Regina.mckee@rjcorman.com</a> 859-881-2497</p>	RJ Corman Railroad Group	VP of People Services	Transportation	Yes	1-1-13 12-31-15
<p>Matt Belcher</p>	Stanford/Lincoln Co	Executive Director	Economic Development	No	1-1-11

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

201 East Main Street, Ste 1 Stanford, KY 40484 <a href="mailto:mbelcher@lincolnky.com">mbelcher@lincolnky.com</a> 606-365-4555	Industrial Authority				12-31-13
Monica Kidwell 135 Quality Drive Richmond, KY 40475 <a href="mailto:mkidwell@lectrodryer.com">mkidwell@lectrodryer.com</a> 859-408-2040	Lectrodryer LLC	HR Manager	Manufacturing	Yes	1-1-12 12-31-14
BJ Sullivan 680 East Office Street Harrodsburg, KY 40330 <a href="mailto:sullivanbj@corning.com">sullivanbj@corning.com</a> 859-734-3341 ext 425	Corning Display Technologies	Organizational Development Coordinator	Manufacturing	Yes	1-1-12 12-31-14
Sandy Bailey 2325 Concrete Road Carlisle, KY 40311 <a href="mailto:sbailey@nicholascohos.org">sbailey@nicholascohos.org</a>	Nicholas County Hospital	Chief Operations Officer/Chief Nursing Officer	Healthcare	Yes	1-1-13 12-31-14
David Rodgers 4249 Ironworks Road Georgetown, KY 40324 <a href="mailto:ddeanrodgers@aol.com">ddeanrodgers@aol.com</a>	D.D. Rodgers, Inc.	Owner	Manufacturing	Yes	1-1-13 12-31-14
Keith Barnes 100 US 60 Business Versailles, KY 40383 <a href="mailto:Keith.barnes@qg.com">Keith.barnes@qg.com</a> 859-879-4140	Quad/Graphics	Human Resources	Manufacturing	Yes	1-1-13 12-31-15
Lynette Walker 1740 Nicholasville Road Lexington, KY 40503 <a href="mailto:lwalker@bhsi.com">lwalker@bhsi.com</a> 859-260-6100	Central Baptist Hospital	HR Director	Healthcare	Yes	1-1-13 12-31-13
Barry Lindeman 2050 Versailles Road Lexington, KY 40504	Cardinal Hill Healthcare System	Director, Human Resources	Healthcare	Yes	1-1-13 12-31-13

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

<a href="mailto:Bkl1@cardinalhill.org">Bkl1@cardinalhill.org</a> 859-367-7270					
<b>B. PUBLIC ASSISTANCE AGENCY</b>					
Celeste Collins 699 Perimeter Drive Lexington, KY 40517 <a href="mailto:ccollins@bgadd.org">ccollins@bgadd.org</a> 859-269-8021	Bluegrass Area Development Agency	Director of Aging			1-1-13 12-31-13
<b>C. ORGANIZED LABOR</b>					
Robert Akin 1998 US 127 Bypass South Lawrenceburg, KY 40342 <a href="mailto:rakin@kylecet.com">rakin@kylecet.com</a> 502-839-1252	Ky Laborers-Employers Coop & Education	Director			1-1-13 12-31-13
David Gray 121 Cherrybark Drive Lexington, KY 40503 <a href="mailto:David.gray@iuoe181.org">David.gray@iuoe181.org</a> 859-278-8458	International Union of Operating Engineers	District 4 Representative			1-1-13 12-31-13
<b>D. VOCATIONAL REHABILITATION</b>					
Brad Mills 301 East Main Street, Suite 1050 Lexington, KY 40507 859-246-2537	Vocational Rehabilitation	Branch Manager			1-1-13 12-31-13
<b>E. COMMUNITY-BASED ORGANIZATION</b>					
James Coles 1450 N Broadway Lexington, KY 40505 <a href="mailto:jcoles@cvcky.org">jcoles@cvcky.org</a> 859-231-0054	Community Ventures Corporation	Executive VP – Lexington			1-1-13 12-31-13
Troy Roberts 111 Professional Court Frankfort, KY 40601	Bluegrass Community Action Partnership	Executive Director			1-1-13 12-31-13

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

<a href="mailto:Troy.roberts@bgcap.org">Troy.roberts@bgcap.org</a> 502-695-4290					
<b>F. ECONOMIC DEVELOPMENT AGENCY</b>					
Kristel Smith 521 Lancaster Avenue Richmond, KY 40475 859-622-1000	Eastern Kentucky University	Executive Director, Innovation and Commercialization Center			1-1-13 12-31-13
<b>G. PUBLIC EMPLOYMENT AGENCY</b>					
Lori Collins 275 East Main Street, 2-WA Frankfort, KY 40621 <a href="mailto:Lori.collins@ky.gov">Lori.collins@ky.gov</a> 502-782-3147	Office of Employment & Training	Director, Division of Workforce & Employment Services			1-1-13 12-31-13
<b>H. EDUCATIONAL AGENCY</b>					
Chris Douglas 1575 Winchester Road Lexington, KY 40505 <a href="mailto:cdouglas@spencerian.edu">cdouglas@spencerian.edu</a> 859-223-9608	Spencerian College	Campus Director			1-1-13 12-31-13
Mark Manuel 164 Opportunity Way Lexington, KY 40511 <a href="mailto:Mark.Manuel@kctcs.edu">Mark.Manuel@kctcs.edu</a> 859-246-6673	Bluegrass Community & Technical College	VP, Corporate & Community Development			1-1-13 12-31-13
<b>I. LOCAL ELECTED OFFICIAL (list contact information even if CEO is not a member of the WIB)</b>					
Mayor Edwina Baker Bluegrass ADD Board Chair 699 Perimeter Drive Lexington, KY 40517 <a href="mailto:ebaker@lawrenceburgky.org">ebaker@lawrenceburgky.org</a> 859-269-8021					

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

<b>J. OTHER CATEGORY</b>					
<b>K. YOUTH COUNCIL CHAIRPERSON (list contact information even if YCC is not a member of the WIB)</b>					
James Bushnell 15 Public Square Lancaster, KY 40444 <a href="mailto:garrardcourt@windstream.net">garrardcourt@windstream.net</a> 859-792-3531	self employed/ Bushnell's Dry-cleaning Service	Owner			

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

ATTACHMENT C

**Workforce Investment Board Subcommittee List**

Program Year 2013

WIB: Bluegrass \_\_\_\_\_ Date Submitted: \_\_\_\_\_  
 LWIA: Bluegrass \_\_\_\_\_

If applicable, provide a current list of the Board's committees and/or task forces along with a summary of the committee's objectives.  
 (To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)

Name of Committee or Task Force	Objective / Purpose of Committee or Task Force
Youth Council	Coordinate youth activities in the local workforce investment area; Establish a request for proposal process (RFP) and review submitted proposals annually; Determine funding amounts for proposals; Set policy regarding the Bluegrass WIB youth program; Provide guidance to staff on implementation and coordination of the program
One Stop Committee	Coordinate comprehensive one stop career center services with partnering agencies; Monitor the efficiency and effectiveness of the one stop career centers and access points; Conduct customer satisfaction surveys of one stop career center customers; Develop and maintain operator agreements for the one stop career centers; Work with staff and WIB to market services of the one stop career centers
Program Committee	Provide oversight on programmatic issues; Review all training provider initial applications for eligibility; Review performance measures and give recommendations as needed; Reviews all funding requests submitted to the WIB; Make recommendations on local policies and policy changes

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

ATTACHMENT D

**Workforce Investment Area Sub-Grantee List**

Program Year 2013

WIB: Bluegrass \_\_\_\_\_

Date Submitted: \_\_\_\_\_

LWIA: Bluegrass \_\_\_\_\_

*(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)*

<b>Name of Sub-Grantee</b>	<b>Services Provided</b>	<b>Funding Source</b>	<b>Provider Location</b>
Community Action Council	Youth In School Services Youth Out of School Services	Youth	710 West High Street Lexington, KY 40508
Fort Logan High School	Youth In School Services	Youth	PO Box 265 Stanford, KY 40484
Kentucky River Foothills Development Council	Youth In School Services Youth Out of School Services	Youth	209 River Drive Irvine, KY 40336
Lexington Fayette Urban County Government	Youth Out of School Services	Youth	1177 Red Mile Place Lexington, KY 40504
Thorn Hill Education Center Foundation, Inc.	Youth Out of School Services	Youth	700 Leslie Avenue Frankfort, KY 40601

**LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014**

ATTACHMENT E

**Workforce Investment Area Business Services Team**

**Program Year 2013**

WIB: Bluegrass \_\_\_\_\_

Date Submitted: \_\_\_\_\_

LWIA: Bluegrass \_\_\_\_\_

*(To add a row, highlight entire row, copy and paste. To delete a row, highlight entire row, and cut)*

<b>Name of Team Member</b>	<b>Agency/Organization</b>	<b>Location</b>	<b>Team Role</b>
Owen McNeill, BSM BGWIB	Bluegrass Workforce Investment Board	Regional/Lexington	Regional Lead
Paula Barnes	Bluegrass Workforce Investment Board	Lexington	Lexington Business Services Team
Todd MacMillain	Bluegrass Workforce Investment Board	Georgetown	Georgetown Business Svc Team
Melissa Fearin	Bluegrass Workforce Investment Board	Winchester/Richmond	Winchester/Richmond Business Svc Team
Josh Benton	KY Economic Development Cabinet	Frankfort	Regional Bus Svc Team

**LOCAL WORKFORCE INVESTMENT BOARD PLAN**  
**PY 2013 - 2014**

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Denise Thomas	Richmond Winchester Veterans Program	Richmond/Winchester	Richmond/Winchester Business Service Team
TBD	Economic Development Rep	Regional	Lexington Business Service Team
TBD	Industrial Authority Reps	Regional	Lexington Business Service Team

***LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014***

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ATTACHMENT F

**EMSI Data**

***LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014***

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ATTACHMENT G

**Economic Profiles**

**BLUEGRASS**

**PRELIMINARY TARGET INDUSTRIES**

**Economic Analysis for Target Sector Identification**

May 2011



**Maher & Maher**  
[www.mahernet.com](http://www.mahernet.com)



**Contents**

**IDENTIFYING TARGET INDUSTRIES ..... 3**

    INTRODUCTION ..... 3

    DATA-DRIVEN APPROACH ..... 3

    CURRENT PROPOSED INDUSTRIES ..... 6

    QUALITATIVE APPROACH ..... 8

**Appendix A – Detailed NAICS Definitions and Data ..... 10**

    INDUSTRY CLUSTER SUMMARY DATA ..... 10

    COMPUTER, SOFTWARE, AND ELECTRONIC PRODUCT MANUFACTURING ..... 11

    AUTO AND OTHER TRANSPORTATION EQUIPMENT MANUFACTURING ..... 13

    HEALTHCARE ..... 15

    POSTSECONDARY EDUCATION ..... 17

    METAL AND MACHINE MANUFACTURING ..... 19

    ENERGY AND NATURAL RESOURCE EXTRACTION ..... 22

    FOOD MANUFACTURING ..... 24

    WOOD AND PAPER PRODUCT MANUFACTURING ..... 26

    CHEMICAL AND PLASTIC MANUFACTURING ..... 28

    TRANSPORTATION, DISTRIBUTION, AND LOGISTICS ..... 30

    FINANCE AND INSURANCE ..... 32

    PROFESSIONAL SERVICES ..... 34

# IDENTIFYING TARGET INDUSTRIES

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## INTRODUCTION

Today's economic environment is fraught with uncertainties about market behavior, government regulation, and intervention. As a result, the economic landscape—especially in the discipline of business growth, job creation, and workforce development— has also changed. Large-scale new manufacturing operations are less commonplace as companies seek to minimize costs. However, pockets of industry growth have occurred within sectors, and the economic development theme of cluster-based sector strategy approaches and targeted investment has increasingly become the mantra of national, state, and local policymakers.

It should be noted at the outset that a sector-based strategy approach is not a new concept. The idea and practice of developing regional sectors, clusters, and agglomeration economies has existed since 1890. What has significantly changed are the processes prescribed to identify, classify, and target sectors for development. As data become more accessible (and accurate), new approaches to identifying sectors have been and are currently being developed. Some current systems include the Cluster Mapping Project developed by the Institute for Strategy and Competitiveness at Harvard Business School, as well as the Industry, Occupation and Innovation Clusters developed through Economic Development Administration Grants to Indiana University and Purdue University. These systems account for several measured variables of employment and job growth to describe regional clusters.

This study utilizes a similar approach as the aforementioned systems to identify potential target sectors for the Bluegrass Lexington region. However, incorporation of additional data variables helps ensure that recommended potential industry sector targets are a strong fit for a given geographic area. Furthermore, though not explicit in the initial identification of industry sector targets, qualitative considerations (*e.g.*, political environments, social acceptance, collaborative decision-making networks, etc.) are encouraged to amplify the data analysis with on-the-ground knowledge and expertise. This qualitative aspect is designed to help narrow identified sectors, as well as prioritize sectors based on factors that are not easily measured.

## DATA-DRIVEN APPROACH

In economic development, especially industry and workforce development, data analysis is a crucial element. Data provide a descriptive component of what has happened, what is currently happening, and what is projected to happen within a given industry. Moreover, data can be evaluated from varying perspectives to provide a larger context of economic understanding. For example, geographically-

specific data can give stronger understanding of regional-specific effects when compared to a larger geography (*e.g.*, state and nation) and indicate whether a region may have a comparative advantage in a particular sector. In order to capture multiple viewpoints of historical and projected industry performance, project partner EMSI gathered, developed, or calculated metrics to describe the following industry characteristics:

1. Historical Growth
2. Future Growth Projection
3. Industry Concentration (Location Quotient)
4. Industry Competitive Effects (Shift Share Analysis)
5. Export Orientation
6. Job Multiplier Effects
7. Earnings Multiplier Effects
8. Industry Average Wage
9. Excess Demand
10. Workforce Compatibility

Each characteristic provides a different perspective of industry performance, regional fit, or economic ripple effects for 1079 six-digit industry codes, as classified by North American Industry Classification System (NAICS) categories. As the region considers potential industry targets, these perspectives should help guide determining focus areas. The region should also determine what it values in regional economic development. Does it value high wages? Excess job creation? Product exportation? Strong workforce capabilities? The following are brief descriptions of the above-stated metrics.

**Historical Growth:** Measures the past performance of an industry sector and identifies whether industries have been growing/declining/emerging and the rate of change

**Future Growth Projection:** Incorporates historical growth and performance with additional factors and expectations of growth/decline at a larger geographic scale (*i.e.*, state, nation-wide, and even global expectations). Industry projection rates are based off of Kentucky's Office of Employment and Training projections and adjusted to current employment estimates.

**Industry Concentration (Location Quotient):** The location quotient variable is a comparative statistic used to calculate relative employment concentration of a given industry against the average employment of the industry in a larger geography (*e.g.*, nation). Industries with a higher location quotient (usually greater than 1.2) indicate that a region/state has a comparative advantage or specialization in the production of that good or service.

**Industry Competitiveness Effect (Shift Share Analysis):** A standard method of regional economic analysis that attempts to separate regional job growth into its component causes. The three main causes identified are the "national growth effect," which is regional growth that can be attributed to the overall growth of the entire U.S. economy; the "industrial mix effect," which is regional growth that can be attributed to positive trends in the specific industry or occupation at a national level; and the "regional competitiveness effect," which is growth that cannot be explained by either overall or

industry-specific trends. A positive value indicates that a local industry has a competitive advantage compared to the nation. Note: Positive shift share values do not explain why an industry has a competitive advantage, only that there are potential factors that contribute to the industry's ability to outperform the national average rate of growth/decline.

**Export Orientation:** This variable can be measured in multiple ways. Through the development of an input-output model, metrics estimating export amounts can be calculated for each six-digit NAICS code. Since employment levels vary significantly between industries, production output and export amounts also vary. To account for this and provide a comparable metric, exports per job was calculated. Industries that predominately export their product bring new money into the economy, which in turn drive many other local sectors and service providers. Furthermore, export-oriented industries that require less labor input per unit of output can generate significant amounts of new dollars for an economy through job and output growth. Identifying these sectors helps bring a stronger understanding of the economic benefits gained from targeted sector strategies.

**Job Multiplier Effects:** A jobs multiplier indicates how important an industry is to regional job creation. For example, a jobs multiplier of 3 would mean that for every job created by that industry, 2 other jobs would be created in other industries (for a total of 3 jobs). Higher job multipliers in industries that are associated with higher average wages tend to have larger positive impacts on an economy.

**Earnings Multiplier Effects:** An earnings multiplier indicates the level of additional earnings associated with adding one new dollar of earnings to an industry in an economy. This variable is important in understanding how targeted investment in an industry (especially higher-paying industries) affects the overall quality of jobs created.

**Industry Average Wage:** This metric is calculated on the wages of occupations typically employed in an industry. This provides a perspective on the quality of jobs within a given industry, answering the question of whether the industry typically provides family-sustaining wages.

**Excess Demand:** Measured using an input-output model, excess demand can also be viewed as regional/state imports. The metric describes how much of a good or service is purchased from outside the area and can indicate the area's inability to produce its own supply. The consulting team cautions against over-interpreting this variable, as cross-hauling (inter-regional and inter-state trade) does exist due to specialization in other areas. However, if a region or state has a high level of industry requirements and is only producing a small portion of output to meet those requirements with the remaining amount being imported, then an opportunity may exist to further develop that particular industry. This would be considered a demand-driven industry development approach.

**Workforce Compatibility:** The metric in this analysis is important to provide an understanding of the capability of a region or state's workforce to fill the labor needs within a given industry, especially the higher-skilled labor needs (measured using O\*NET Job Zone codes 3 and higher). Compatibility is derived from a proprietary dataset developed by EMSI, which utilizes measured O\*NET occupational competencies to identify similarities in skill sets. Workforce compatibility is broken into two variables. The first variable determines the percentage of employment in a cluster that is considered skilled. The

second variable determines the percent of the region's workforce that is highly compatible (90% compatibility or greater) to the cluster's skilled labor. For example, if half of an industry's labor needs are high-skill workers and a third of the regional workforce can fill those labor needs, we would conclude that the industry is a good fit for the region's workforce capabilities.

## CURRENT PROPOSED INDUSTRIES

As mentioned in the introduction, pockets of growth within industry categories have occurred nationally, as well as within the region. For example, it's overly simple to say manufacturing is in decline. At a high-level, the manufacturing industry is losing jobs. Yet, at a more granular level, certain sectors within manufacturing have experienced significant growth. In fact, the top 60 fastest-growing manufacturing sectors in the region are projected to add over 2,100 new jobs to the region's economy in the next five years.

The sectors identified, using the above analysis, are not necessarily all-encompassing. For instance, food and beverage manufacturing consists of 53 six-digit NAICS categories (not including tobacco product manufacturing). Of these categories, 39 industries have experienced growth over the past eight years equal to over 1,000 new jobs. The remaining 14 industries have seen decline equal to roughly 600 jobs. The food and beverage manufacturing sector NAICS definition will focus more on the sectors that have grown and/ or are projected to grow, rather than the sectors that have experienced significant decline. The following list summarizes the potential target industry list. A more detailed NAICS list is provided in Appendix A.

- Computer, Software, and Electronic Product Manufacturing
- Auto & Other Transportation Equipment Manufacturing
- Healthcare
- Postsecondary Education
- Metal & Machine Manufacturing
- Energy & Natural Resource Extraction
- Food Manufacturing
- Wood & Paper Product Manufacturing
- Chemical & Plastic Manufacturing
- Transportation, Distribution, & Logistics
- Finance & Insurance
- Professional Services

**Computer, Software, and Electronic Equipment Manufacturing:** Industries in these subsectors include establishments that manufacture computers, computer peripherals, communications equipment, and similar electronic products. They also include establishments that manufacture components for such

products. The design and use of integrated circuits and the application of highly specialized technologies are common elements in the production technologies of the computer and electronic subsector. They also include industries that manufacture products that generate, distribute and use electrical power, such as devices for storing electrical power (e.g., batteries), for transmitting electricity (e.g., insulated wire), and wiring devices (e.g., electrical outlets, fuse boxes, and light switches).

**Auto & Other Transportation Equipment Manufacturing:** These industries produce equipment for transporting people and goods. Production processes are similar to other machinery manufacturing establishments, and include making components and finished products by bending, forming, welding, machining, and assembling metal or plastic parts.

**Healthcare:** These industries are comprised of establishments providing health care and social assistance for individuals. Some establishments exclusively provide medical care or social assistance, while others provide both. Trained professionals deliver the services of the establishments, and many of the industries are defined based on the educational degree held by the industry practitioners.

**Postsecondary Education:** Industries in these sectors provide postsecondary instruction and training in a wide variety of subjects by specialized establishments, such as colleges, universities, and training centers. The training can be formally recognized, such as by diplomas or degrees from a college or university, or not as formally recognized and based instead on the type of instruction or training offered.

**Metal & Machine Manufacturing:** Industries in these subsectors smelt and/or refine ferrous and nonferrous metals from ore, pig or scrap, using electrometallurgical and other process metallurgical techniques. Establishments in this subsector also manufacture metal alloys by introducing other chemical elements to pure metals. These industries transform metal into intermediate or end products, and create end products that apply mechanical force, for example, the application of gears and levers, to perform work.

**Energy & Natural Resource Extraction:** The industries in these subsectors extract naturally occurring mineral solids, liquid minerals, and gases. Activities include quarrying, well operations, and other preparations normally performed at the mine site. Also included in these subsectors is the provision of utility services, for example electric power, natural gas, steam supply, and water supply, through activities such as the generation, distribution, provision, and transformation of energy.

**Food Manufacturing:** Comprises industries involved in the transformation of livestock, agricultural products and other consumable natural resources into products for immediate and final consumption.

**Wood & Paper Manufacturing:** Industries in these subsectors manufacture wood products, such as wood containers and furniture, as well as paper products, such pulp, paper, or converted paper products.

**Chemical & Plastics Manufacturing:** Industries in these subsectors transform organic and inorganic raw materials by a chemical process, and process plastics materials and raw rubber.

**Transportation, Distribution and Logistics:** These industries focus on the movement and storage of goods and support activities related to different modes of transportation. Specific modes of transportation include water, rail, road, and air.

**Finance & Insurance:** Industries in the financial services subsector include establishments that (1) lend funds raised from depositors; (2) lend funds raised from credit market borrowing; (3) facilitate the lending of funds or issuance of credit by engaging in such activities as mortgage and loan brokerage, clearinghouse and reserve services, and check cashing services; (4) underwrite securities issues and/or make markets for securities and commodities; (5) act as agents (i.e., brokers) between buyers and sellers of securities and commodities; (6) provide securities and commodity exchange services; and (7) provide other services, such as managing portfolios of assets, providing investment advice, and trust, fiduciary, and custody services. Insurance companies (1) underwrite (assuming the risk, assigning premiums, and so forth) annuities and insurance policies or (2) facilitate such underwriting by selling insurance policies, and by providing other insurance and employee-benefit related services.

**Professional Services:** These industries are engaged in processes where human capital, in the form of the knowledge and skills of employees, is the major input. These establishments are unique in that they sell expertise and are almost wholly dependent on worker skills.<sup>1</sup>

## QUALITATIVE APPROACH

The above list of proposed industries results from a thorough and professional review of economic and workforce information. From a quantitative perspective, it offers a detailed assessment based on commonly used datasets to reflect the strengths of the region's economy.

However, what the proposed list does not do (and cannot do alone) is reflect the qualitative factors that need to become part of every community's assessment. Qualitative factors are difficult to predict, because they are (by their nature) varied and diverse— changing from region to region. We can, however, point regional and statewide leaders to various qualitative elements when selecting a final list of target sectors, some of which are as follows:

- New and current initiatives not reflected in historical data. Examples of such issues might be new initiatives to develop research centers in a new industry sector (i.e., green energy) or break-through R&D that is heading to commercialization.
- Tacit knowledge of your leadership. No dataset can reflect the key knowledge that community leaders might possess. Current initiatives between community partners (i.e., a policy driven by economic development partners) or political considerations and other factors may be important to consider when making final decisions. To be clear, they are

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<sup>1</sup> The definitions of industry sectors utilize (in-part or in full) definitions developed by the U.S. Census Bureau in the NAICS system. <http://www.census.gov/eos/www/naics/index.html>

seldom considered exclusive of the quantitative analysis, but may further advise the prioritization and final decision-making process.

- Cultural issues. Again, community leaders have the context to consider factors that might be cultural, such as a bias against office parks or towards “green” initiatives. Again, such issues are not determinative on their own right, but should help inform decision-making.

The leadership is highly encouraged to evaluate the suggested industries to determine what other factors may provide a stronger competitive advantage for the list. Additionally, industry sectors that may be missing, due to a lack of historical and current data, might also be considered.

The consulting team is creating a “Consensus-based Decision-Making Process” that will, in part, allow for a framework within which both qualitative and quantitative data will be used in prioritizing the aforementioned list of potential targeted sectors, as well as narrow the final list of target sectors.

# Appendix A – Detailed NAICS Definitions and Data

Appendix A presents more detailed data for each industry cluster. Maps indicate where the industries are located. The darker the green shown on the map, the higher the concentration of those industries.

## INDUSTRY CLUSTER SUMMARY DATA

Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Change	2010 LQ	2010-18 Projected Job Change	Average Jobs Multiplier	Average Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports per Job	Shift Share Competitive Effect	% Skilled Workers in Industry	% of Workforce Compatible
*Computer, Software, and Electronic Product Manufacturing	\$25.65	10,372	9,784	(588)	1.96	27	2.54	1.82	1,474,326	516,501	164,074	1278	27.5%	20.2%
*Auto and Other Transportation Equipment Manufacturing	\$18.98	16,423	16,127	(296)	6.03	2,254	2.84	2.00	1,417,989	231,978	191,559	3488	20.9%	19.6%
*Healthcare	\$25.51	24,329	26,998	2,668	0.91	3,740	1.82	1.48	2,621,654	259,921	24,728	-2742	50.9%	25.1%
*Postsecondary Education	\$18.24	5,751	6,746	995	0.95	1,047	1.37	1.40	426,489	287,102	16,214	-550	53.0%	25.3%
*Metal & Machine Manufacturing	\$17.50	6,063	6,430	367	2.99	(155)	2.23	1.81	593,344	148,412	166,894	1507	20.3%	19.5%
Energy & Natural Resource Extraction	\$21.35	1,082	1,912	830	0.43	327	2.98	1.94	1,082,709	651,009	308,392	-50	36.6%	17.7%
Food Manufacturing	\$15.95	2,566	3,300	734	1.86	(39)	3.90	3.00	724,132	230,139	333,773	885	18.7%	27.9%
Wood & Paper Product Manufacturing	\$16.39	5,137	5,005	(132)	2.02	162	2.00	1.78	432,619	92,738	124,759	1232	21.0%	24.6%
Chemical & Plastic Manufacturing	\$18.13	3,892	4,952	1,061	1.73	342	2.69	1.94	1,862,422	493,632	290,041	1724	23.2%	18.3%
Transportation, Distribution & Logistics	\$18.29	5,960	6,096	137	0.92	367	2.01	1.71	796,212	137,710	40,070	289	20.5%	28.1%
Finance & Insurance	\$20.47	11,432	14,496	3,064	0.73	2,707	2.37	1.90	2,914,983	1,860,726	118,858	190	55.9%	27.6%
Professional Services	\$23.47	13,215	15,899	2,684	0.73	2,801	1.86	1.45	2,449,395	1,595,710	71,537	27	43.0%	21.0%

\* Represent industries the region defined as predominant

# COMPUTER, SOFTWARE, AND ELECTRONIC PRODUCT MANUFACTURING

## Computer, Software, and Electronic Product Manufacturing Employment Distribution by County



## Computer, Software, and Electronic Product Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
334111	Electronic Computer Manufacturing	\$33.70	158	349	191	354	1.403	2.23	1.47	107,227	55,627	74,009	\$211,778	246
334119	Other Computer Peripheral Equipment Manufacturing	\$33.71	3,724	2,692	(1,031)	(1,339)	25.35	2.75	1.54	20,622	1,250	854,983	\$317,544	115
334290	Other Communications Equipment Manufacturing	\$21.96	14	30	16	53	0.441	1.83	1.52	11,722	9,331	2,539	\$85,049	18
334411	Electron Tube Manufacturing	\$25.06	184	264	81	(90)	19.56	2.18	1.54	1,941	149	54,667	\$206,681	208
334413	Semiconductor and Related Device Manufacturing	\$24.96	0	15	15	55	0.029	1.70	1.44	124,496	124,491	2,563	\$173,339	15
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	\$24.70	344	336	(8)	(4)	2.499	1.92	1.96	35,761	9,458	66,083	\$196,565	2
334611	Software Reproducing	\$19.72	0	22	22	2	0.754	2.18	1.36	3,238	1,651	3,347	\$151,022	23
335228	Other Major Household Appliance Manufacturing	\$15.19	19	311	292	(253)	10.77	2.73	1.87	7,809	459	132,044	\$424,952	294
335311	Power, Distribution, and Specialty Transformer Manufacturing	\$19.57	291	192	(99)	(19)	2.820	1.94	1.50	12,301	2,465	31,089	\$161,785	(44)
335313	Switchgear and Switchboard Apparatus Manufacturing	\$19.92	821	334	(486)	(135)	4.099	2.24	1.55	16,987	2,813	94,482	\$282,710	(278)
335911	Storage Battery Manufacturing	\$16.54	507	417	(90)	(96)	11.61	1.99	1.60	8,720	587	82,762	\$198,701	36
335932	Noncurrent-Carrying Wiring Device Manufacturing	\$15.66	27	36	9	15	1.221	1.53	1.53	6,291	2,873	1,322	\$36,685	16
517110	Wired Telecommunications Carriers	\$21.19	2,187	1,720	(467)	(221)	0.886	3.47	2.50	684,319	117,973	29,807	\$17,328	27
517210	Wireless Telecommunications Carriers (except Satellite)	\$18.09	491	350	(141)	(121)	0.619	2.69	2.04	198,184	81,029	6,166	\$17,617	(95)
518210	Data Processing, Hosting, and Related Services	\$24.70	1,543	2,630	1,087	1,799	3.036	2.03	1.80	163,941	46,605	260,776	\$99,155	1,195
519130	Internet Publishing and Broadcasting and Web Search Portals	\$19.90	62	84	23	26	0.306	2.03	1.67	70,758	59,732	3,730	\$44,259	(27)



## Auto and Other Transportation Equipment Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
336111	Automobile Manufacturing	\$19.32	8,698	7,305	(1,394)	2,860	27.40	3.62	2.24	154,659	7,732	4,933,388	\$675,364	2,007
336212	Truck Trailer Manufacturing	\$14.46	233	172	(61)	(69)	2.843	2.02	1.80	10,643	1,524	27,769	\$161,754	(9)
336214	Travel Trailer and Camper Manufacturing	\$25.01	8	4	(4)	1	0.063	12.37	1.99	11,757	4,156	2,240	\$509,331	(1)
336322	Other Motor Vehicle Electrical and Electronic Equipment Manufacturing	\$18.92	815	799	(15)	(509)	6.789	2.35	1.94	177,605	34,809	87,759	\$109,793	423
336330	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	\$15.97	899	899	(0)	(323)	12.17	2.54	1.93	109,286	14,729	207,016	\$230,378	391
336360	Motor Vehicle Seating and Interior Trim Manufacturing	\$18.45	1,280	809	(471)	(413)	7.009	2.45	1.94	139,810	23,876	135,786	\$167,814	(68)
336370	Motor Vehicle Metal Stamping	\$15.42	1,465	1,103	(362)	(342)	7.012	2.29	1.93	228,739	45,019	123,705	\$112,193	307
336399	All Other Motor Vehicle Parts Manufacturing	\$16.22	1,814	1,990	176	749	6.669	2.32	1.93	379,922	62,748	253,234	\$127,237	779
336411	Aircraft Manufacturing	\$24.51	314	2,073	1,758	321	3.298	1.93	1.55	92,767	20,224	512,967	\$247,473	1,742
336991	Motorcycle, Bicycle, and Parts Manufacturing	\$19.51	0	17	17	4	0.397	3.13	1.85	11,253	4,721	1,002	\$57,509	18
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	\$18.31	494	447	(46)	(39)	1.356	1.57	1.49	40,857	2,042	5,086	\$11,368	(18)
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	\$18.33	296	376	80	12	0.840	1.72	1.51	52,789	9,996	2,252	\$5,997	116
423130	Tire and Tube Merchant Wholesalers	\$18.50	106	133	26	2	2.015	1.82	1.53	7,895	394	9,825	\$74,054	(0)

## HEALTHCARE

### Healthcare Employment Distribution by County



## Healthcare Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
621111	Offices of Physicians (except Mental Health Specialists)	\$32.26	6,062	7,598	1,537	1,681	1.104	2.11	1.44	824,808	41,240	351,291.24	\$46,232	480
621210	Offices of Dentists	\$25.30	1,962	2,361	399	495	0.964	1.61	1.44	178,942	8,947	23,905.59	\$10,126	97
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	\$24.93	711	1,226	515	471	1.198	1.62	1.44	62,195	3,109	44,066.85	\$35,934	136
621399	Offices of All Other Miscellaneous Health Practitioners	\$24.96	433	614	181	158	0.724	1.70	1.43	48,268	2,413	14,061.24	\$22,893	(34)
621420	Outpatient Mental Health and Substance Abuse Centers	\$19.93	515	490	(25)	(29)	1.031	1.72	1.62	35,408	1,770	10,508.35	\$21,459	(138)
621493	Freestanding Ambulatory Surgical and Emergency Centers	\$27.10	147	392	245	219	1.543	1.80	1.61	29,594	1,479	11,326.62	\$28,925	163
621610	Home Health Care Services	\$18.70	1,673	2,269	596	885	0.578	1.44	1.40	136,385	7,426	6,787.32	\$2,991	(446)
622110	General Medical and Surgical Hospitals	\$22.43	10,889	9,634	(1,255)	(546)	0.801	1.80	1.52	1,161,185	182,620	51,503.42	\$5,345	(2,625)
621320	Offices of Optometrists	\$23.97	229	381	152	110	1.078	1.55	1.44	22,344	1,117	7,389.82	\$19,411	107
621511	Medical Laboratories	\$22.58	418	429	11	37	0.903	1.85	1.61	50,036	6,171	2,308.68	\$5,384	(101)
622210	Psychiatric and Substance Abuse Hospitals	\$25.11	727	572	(155)	21	2.051	1.56	1.51	20,256	1,012	24,990.75	\$43,686	(269)
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	\$25.17	564	1,032	468	238	1.890	1.75	1.51	52,227	2,611	56,107.65	\$54,347	223

## POSTSECONDARY EDUCATION

### Postsecondary Education Employment Distribution by County



## Postsecondary Education Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
611210	Junior Colleges	\$19.55	35	59	25	15	0.286	1.41	1.36	10,238	9,752	3,162.20	\$53,343	26
611310	Colleges, Universities, and Professional Schools	\$19.01	4,504	5,168	664	658	1.089	1.41	1.37	330,250	231,163	215,221.80	\$41,647	(214)
611410	Business and Secretarial Schools	\$24.38	174	133	(41)	(86)	2.508	1.27	1.44	2,837	141	2,931.21	\$22,065	(55)
611430	Professional and Management Development Training	\$11.50	157	109	(48)	28	0.338	1.26	1.50	19,115	15,381	196.55	\$1,807	(107)
611511	Cosmetology and Barber Schools	\$16.23	88	104	16	7	1.153	1.20	1.45	3,237	161	178.33	\$1,720	(14)
611513	Apprenticeship Training	\$14.02	45	57	11	79	0.774	1.28	1.44	3,119	708	126.89	\$2,237	(5)
611519	Other Technical and Trade Schools	\$13.50	172	170	(3)	23	0.554	1.21	1.50	15,967	11,324	244.41	\$1,439	(80)
611610	Fine Arts Schools	\$14.68	244	399	154	95	0.745	1.09	1.49	8,390	3,682	247.82	\$621	47
611699	All Other Miscellaneous Schools and Instruction	\$18.31	90	248	157	124	0.995	1.47	1.48	8,713	435	8,779.57	\$35,460	99
611710	Educational Support Services	\$13.40	242	301	59	106	0.574	1.26	1.50	24,617	14,350	540.38	\$1,793	(161)



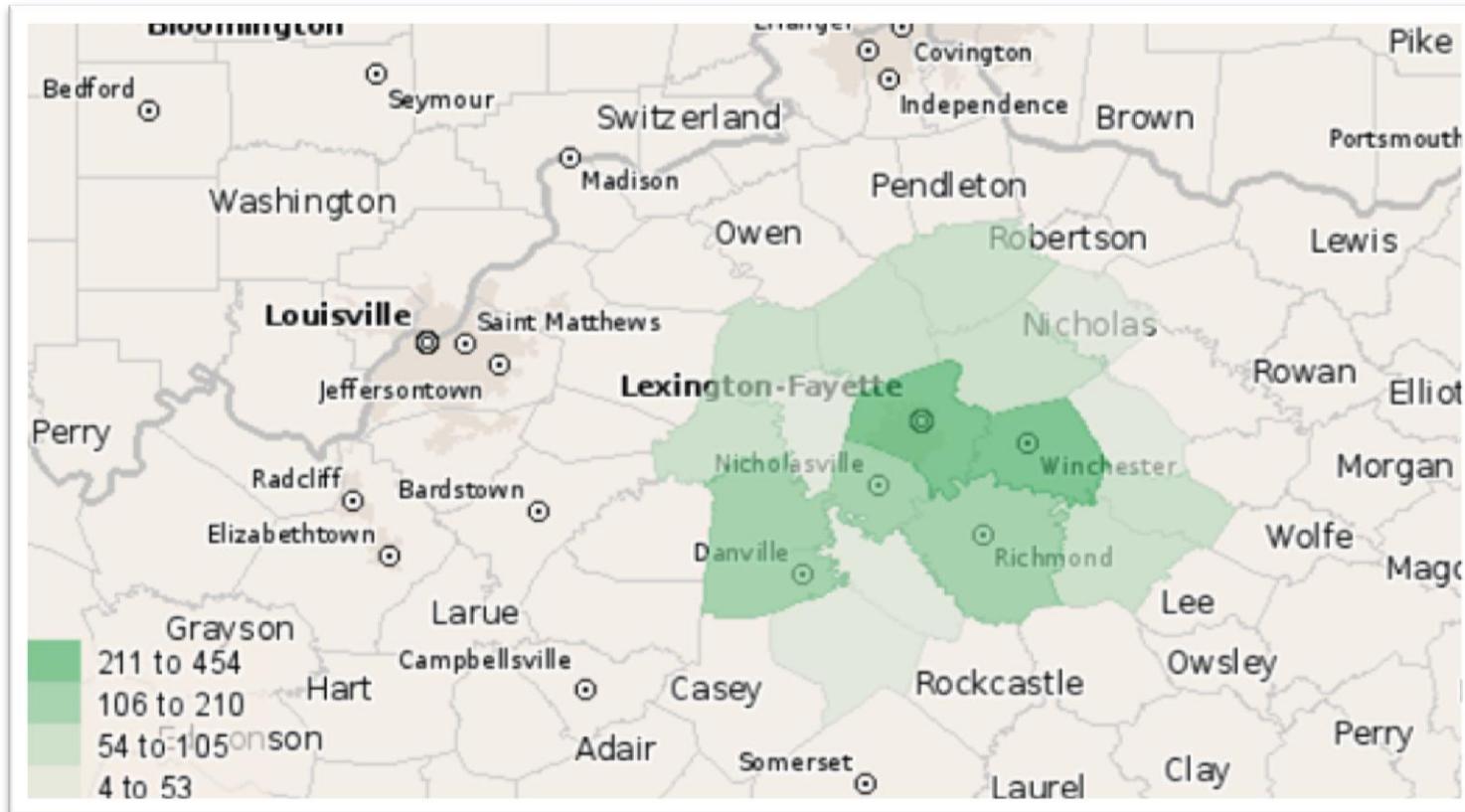
## Metal and Machine Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	\$18.83	77	135	58	17	2.034	2.98	2.03	31,560	4,578	39,787.26	\$294,488	64
331314	Secondary Smelting and Alloying of Aluminum	\$16.19	54	296	242	29	21.61	4.19	3.05	19,670	983	268,059.39	\$905,930	256
331422	Copper Wire (except Mechanical) Drawing	\$17.47	268	313	45	(127)	7.562	2.40	1.92	24,055	2,598	100,884.93	\$322,657	142
332111	Iron and Steel Forging	\$20.13	463	404	(59)	(38)	6.855	2.28	1.79	29,019	3,463	74,323.77	\$183,935	29
332116	Metal Stamping	\$19.06	2	228	226	110	1.775	1.85	1.79	47,730	13,199	3,509.87	\$15,369	227
332311	Prefabricated Metal Building and Component Manufacturing	\$16.13	45	69	24	1	0.879	2.05	1.83	19,800	6,571	696.29	\$10,058	29
332312	Fabricated Structural Metal Manufacturing	\$16.69	107	276	168	113	1.201	1.98	1.82	66,310	17,048	2,592.73	\$9,410	183
332510	Hardware Manufacturing	\$16.16	120	302	182	41	4.431	2.69	2.02	34,587	4,932	86,653.64	\$287,119	232
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	\$18.10	95	128	33	16	1.316	2.28	1.81	51,773	21,100	1,614.37	\$12,579	54
332811	Metal Heat Treating	\$15.78	95	206	111	185	4.664	2.27	1.78	12,602	1,000	36,720.74	\$178,034	122
332991	Ball and Roller Bearing Manufacturing	\$16.32	0	56	56	(16)	0.763	2.20	1.68	26,108	13,644	1,440.95	\$25,729	56
332994	Small Arms Manufacturing	\$16.49	0	23	23	(17)	0.759	2.60	1.89	4,407	1,189	3,992.74	\$172,033	23
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	\$18.80	62	46	(16)	4	0.29	1.86	1.77	29,195	21,021	430.22	\$9,367	(10)
333120	Construction Machinery Manufacturing	\$18.38	653	491	(163)	(24)	2.895	2.41	1.81	41,113	5,848	129,412.15	\$263,816	(141)
333131	Mining Machinery and Equipment Manufacturing	\$17.41	435	373	(62)	(67)	12.34	1.88	1.48	1,223	61	62,535.82	\$167,748	(10)
333292	Textile Machinery Manufacturing	\$22.46	5	26	21	(15)	1.827	1.87	1.61	1,298	297	3,434.05	\$132,213	23
333319	Other Commercial and Service Industry Machinery Manufacturing	\$18.10	329	192	(137)	(19)	1.403	1.82	1.66	24,379	7,155	15,281.65	\$79,592	(77)
333411	Air Purification Equipment Manufacturing	\$15.71	424	207	(217)	(88)	4.730	1.70	1.57	5,464	759	26,092.74	\$125,965	(161)
333412	Industrial and Commercial Fan and Blower Manufacturing	\$16.95	197	252	55	168	8.871	1.78	1.59	4,091	409	35,557.49	\$141,056	85
333414	Heating Equipment (except Warm Air Furnaces)	\$16.24	290	400	110	(149)	8.69	1.92	1.74	9,222	990	67,400.62	\$168,358	178

Manufacturing															
	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment														
333415	Manufacturing	\$17.25	1,105	981	(124)	(123)	4.198	2.26	1.80	57,331	7,180	221,734.91	\$225,985	159	
	Machine Tool (Metal Cutting Types)														
333512	Manufacturing	\$17.42	0	90	89	22	1.418	1.72	1.45	4,093	1,041	8,569.11	\$95,731	89	
	Conveyor and Conveying Equipment Manufacturing														
333922	Industrial Truck, Tractor, Trailer, and Stacker	\$16.94	185	173	(11)	(17)	2.473	1.76	1.69	13,008	2,621	17,216.59	\$99,236	32	
	Machinery Manufacturing														
333924	Welding and Soldering Equipment Manufacturing	\$17.73	826	520	(306)	(203)	10.60	2.07	1.70	8,021	518	107,236.99	\$206,305	(100)	
	Fluid Power Cylinder and Actuator Manufacturing														
333992	All Other Miscellaneous General Purpose Machinery Manufacturing	\$19.85	29	69	39	49	1.972	2.01	1.68	3,365	486	11,625.89	\$168,815	44	
333995		\$19.75	191	141	(49)	(4)	3.453	1.81	1.57	14,230	4,265	11,404.09	\$80,599	(32)	
333999		\$16.83	5	32	28	(2)	0.317	2.29	1.71	9,678	5,443	4,010	\$124,001	28	

## ENERGY AND NATURAL RESOURCE EXTRACTION

### Energy and Natural Resource Extraction Employment Distribution by County

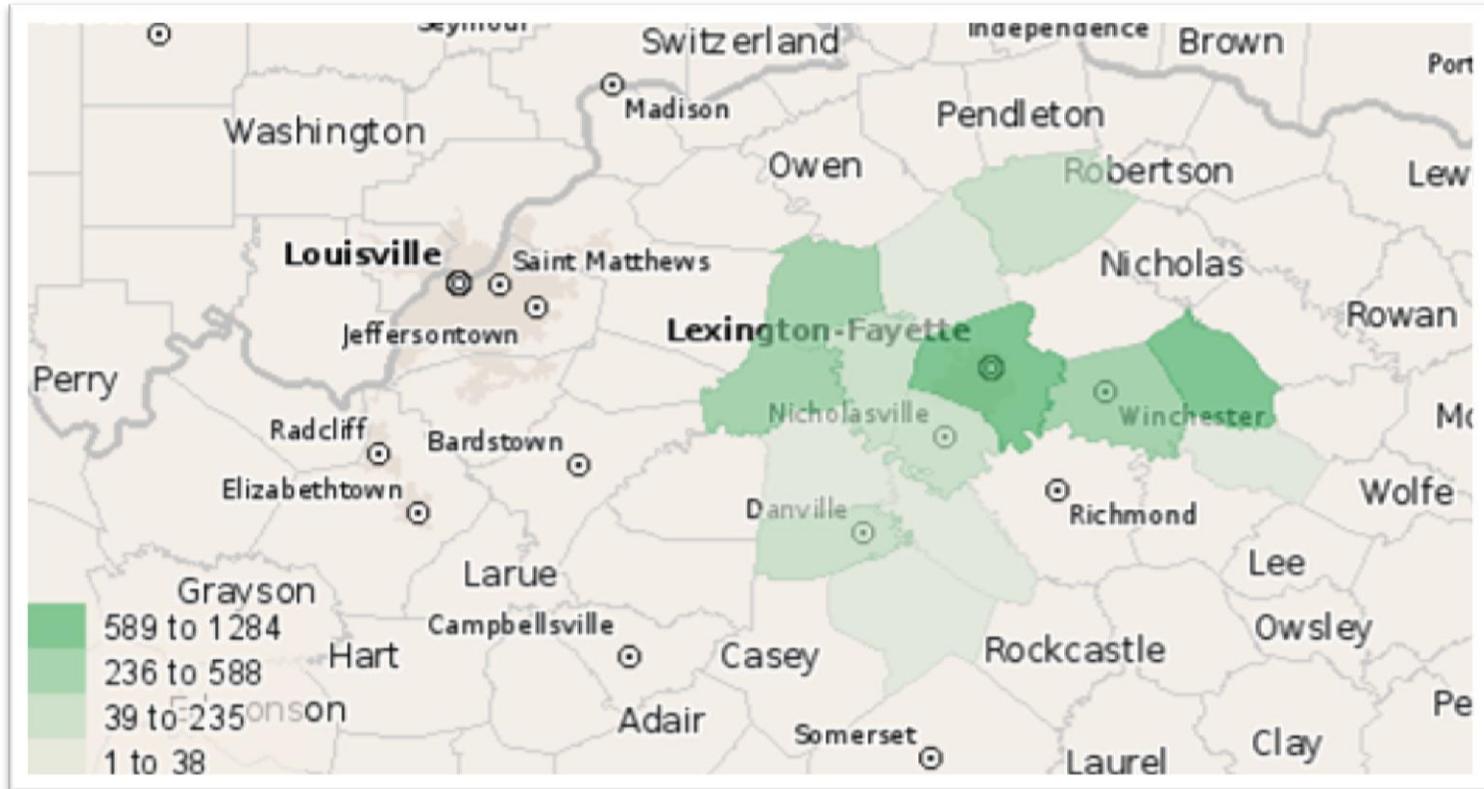


## Energy and Natural Resource Extraction Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
211111	Crude Petroleum and Natural Gas Extraction	\$19.52	77	218	141	93	0.098	1.65	1.41	378,479	350,135	1,491	\$6,843	14
221122	Electric Power Distribution	\$22.44	225	621	395	102	1.237	3.82	2.20	193,595	9,679	125,612	\$202,433	316
221210	Natural Gas Distribution	\$20.26	174	158	(16)	(7)	0.507	3.12	2.01	230,992	140,278	4,774	\$30,282	(13)
221310	Water Supply and Irrigation Systems	\$18.34	176	190	14	38	1.355	2.01	1.62	18,859	1,029	13,746	\$72,317	(28)
212111	Bituminous Coal and Lignite Surface Mining	\$34.45	12	45	33	18	0.403	5.05	1.91	24,009	1,267	17,889	\$400,673	31
212112	Bituminous Coal Underground Mining	\$34.58	18	43	25	11	0.345	5.07	1.91	27,371	1,674	13,430	\$313,809	23
212113	Anthracite Mining	\$46.98	1	6	5	(1)	0.847	11.60	2.13	396	19	10,234	\$1,682,403	3
212312	Crushed and Broken Limestone Mining and Quarrying	\$17.70	284	402	118	30	5.623	2.05	1.86	14,004	700	58,333	\$145,276	150
213111	Drilling Oil and Gas Wells	\$30.13	61	44	(17)	20	0.188	2.59	1.75	70,381	55,413	787	\$17,858	(57)
213112	Support Activities for Oil and Gas Operations	\$26.39	22	62	40	24	0.092	2.59	1.56	106,381	89,876	868	\$13,905	21
213113	Support Activities for Coal Mining	\$21.93	2	94	92	1	3.346	4.44	2.56	14,023	701	59,831	\$637,534	90
213115	Support Activities for Nonmetallic Minerals (except Fuels) Mining	\$17.06	31	30	(0)	(2)	2.672	2.31	2.50	4,212	233	5,364	\$177,364	(50)

## FOOD MANUFACTURING

### Food Manufacturing Employment Distribution by County

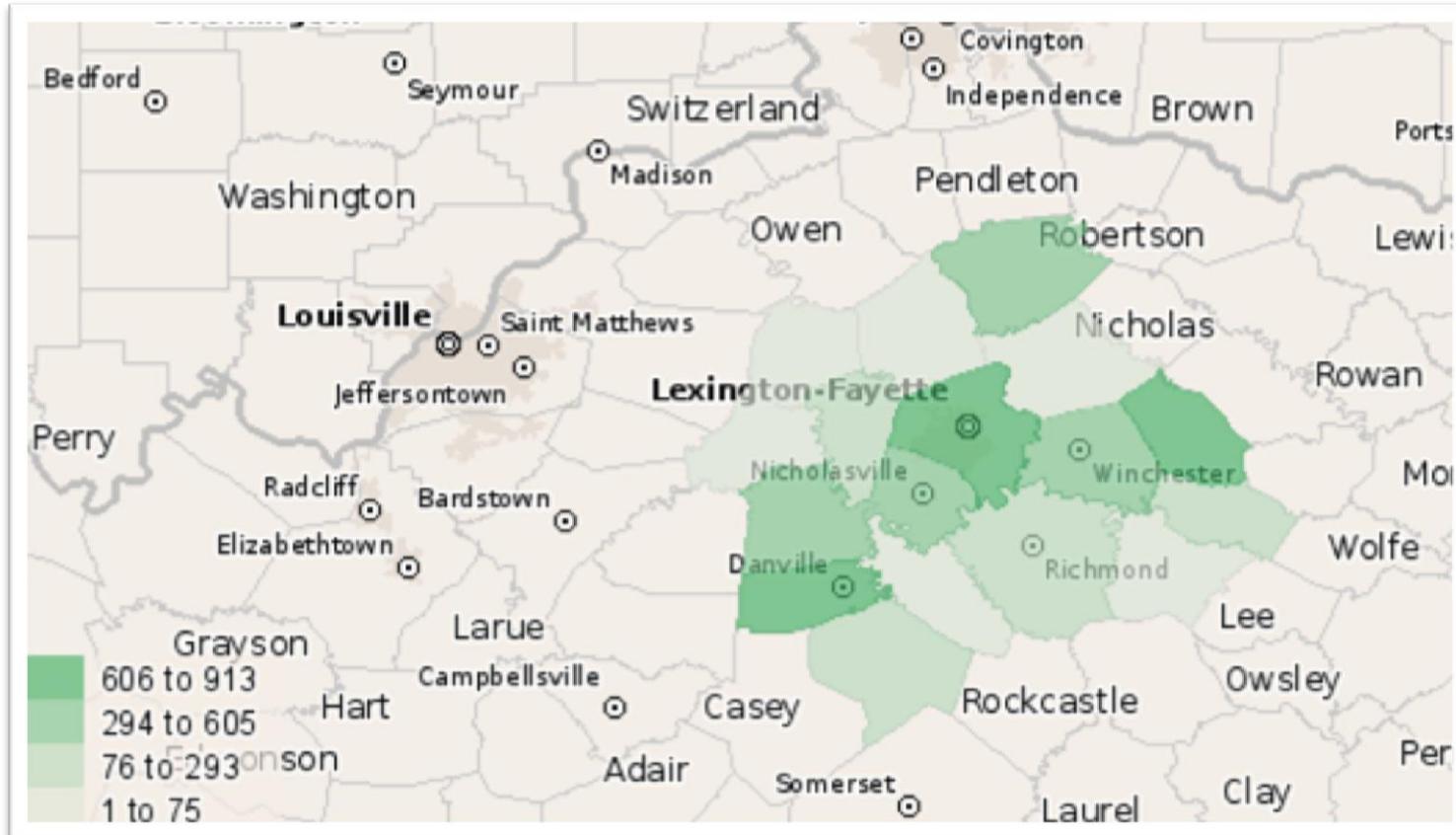


## Food Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
311119	Other Animal Food Manufacturing	\$16.80	306	391	85	11	4.316	5.87	4.10	107,311	7,562	160,618	\$410,990	99
311412	Frozen Specialty Food Manufacturing	\$13.91	840	1,282	442	50	8.335	3.03	2.75	51,353	2,756	353,510	\$275,677	422
311421	Fruit and Vegetable Canning	\$16.94	66	92	26	13	0.504	3.91	2.81	67,702	19,985	3,278	\$35,606	32
311511	Fluid Milk Manufacturing	\$16.64	67	143	76	24	0.977	6.83	4.15	72,502	12,495	18,041	\$125,832	80
311611	Animal (except Poultry) Slaughtering	\$13.61	38	27	(11)	4	0.067	5.16	4.00	109,804	99,806	871	\$31,941	(8)
311812	Commercial Bakeries	\$15.37	3	154	150	69	0.424	2.08	2.06	59,490	35,421	1,266	\$8,250	151
311911	Roasted Nuts and Peanut Butter Manufacturing	\$16.93	152	115	(37)	(34)	3.171	5.06	3.19	12,042	930	65,016	\$564,760	(66)
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	\$16.93	0	46	46	10	1.189	3.63	2.78	12,659	2,729	10,599	\$230,005	46
311991	Perishable Prepared Food Manufacturing	\$16.93	0	18	18	9	0.176	4.26	2.80	16,447	9,543	1,083	\$60,842	17
312111	Soft Drink Manufacturing	\$17.24	253	369	115	(6)	1.823	2.48	2.12	76,812	9,176	77,134	\$209,239	152
312140	Distilleries	\$18.37	777	562	(215)	(110)	27.75	4.43	2.92	73,480	3,674	635,184	\$1,130,151	(250)
312210	Tobacco Stemming and Redrying	\$18.19	61	60	(1)	(51)	7.722	6.56	5.72	5,892	546	46,595	\$776,298	21
312221	Cigarette Manufacturing	\$18.45	4	41	38	(28)	1.671	6.76	4.40	58,631	25,511	19,778	\$479,459	40

## WOOD AND PAPER PRODUCT MANUFACTURING

### Wood and Paper Product Manufacturing Employment Distribution by County

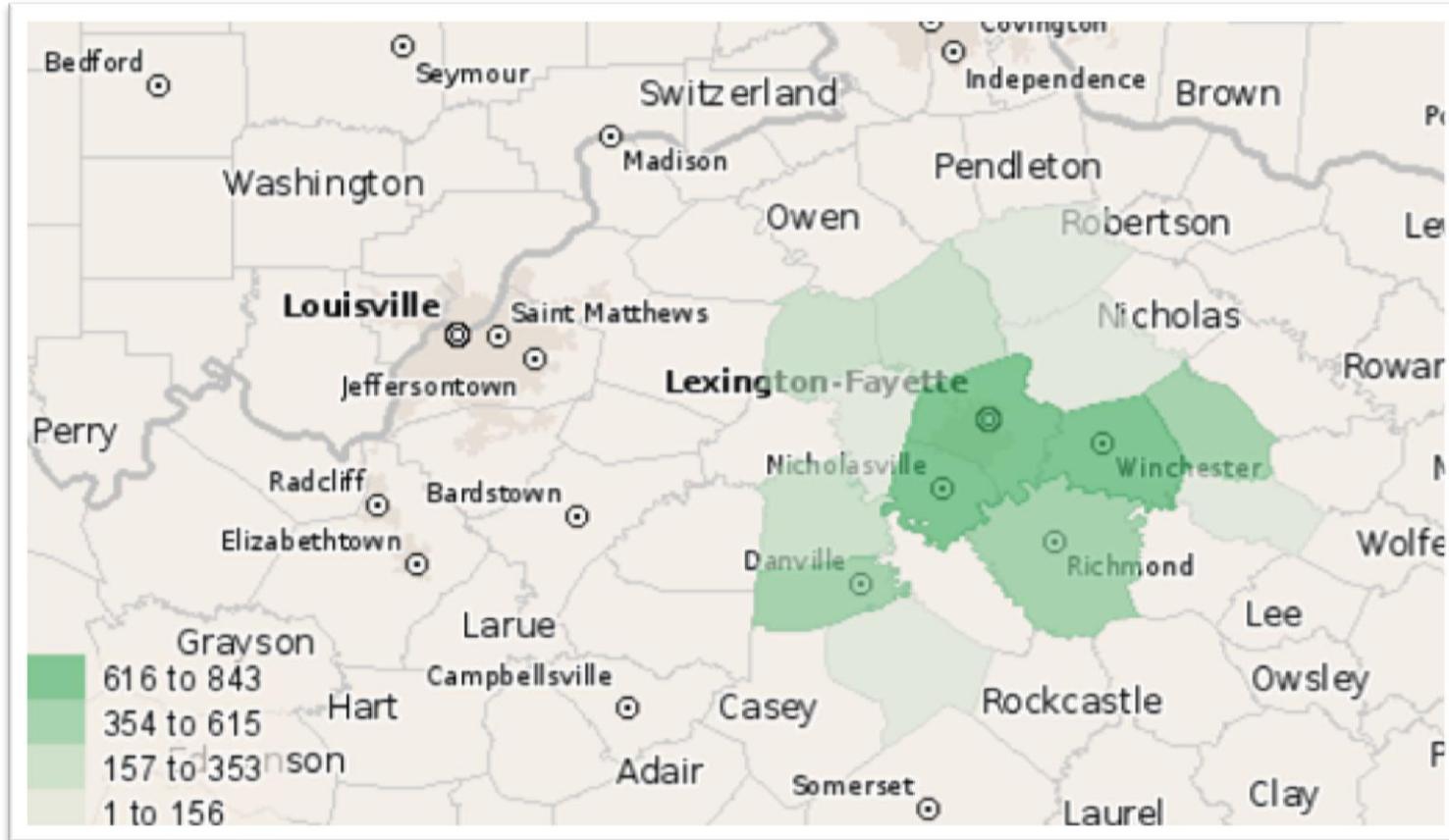


## Wood and Paper Product Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
321113	Sawmills	\$12.50	101	120	19	(4)	0.539	1.96	2.37	37,594	22,147	2,999	\$24,950	50
321114	Wood Preservation	\$14.43	50	75	26	19	2.727	2.33	2.34	5,267	450	11,526	\$153,450	39
321211	Hardwood Veneer and Plywood Manufacturing	\$13.40	242	189	(53)	8	4.569	1.77	1.91	7,167	631	20,610	\$108,908	43
321912	Cut Stock, Resawing Lumber, and Planing	\$12.49	73	76	3	(28)	1.925	1.89	1.94	4,859	785	7,276	\$95,632	31
321918	Other Millwork (including Flooring)	\$14.35	96	161	65	58	1.357	1.92	1.95	17,342	2,965	10,131	\$62,918	99
321920	Wood Container and Pallet Manufacturing	\$12.70	201	162	(39)	23	1.024	1.57	1.69	28,499	13,890	768	\$4,751	(7)
322211	Corrugated and Solid Fiber Box Manufacturing	\$17.21	469	212	(257)	(22)	0.833	2.50	1.79	83,011	17,000	10,640	\$50,252	(129)
322212	Folding Paperboard Box Manufacturing	\$16.78	187	304	117	31	3.800	2.36	1.77	25,542	2,275	79,108	\$260,317	167
322214	Fiber Can, Tube, Drum, and Similar Products Manufacturing	\$15.80	86	84	(1)	3	3.401	2.17	1.76	8,435	1,004	17,400	\$206,534	27
322215	Nonfolding Sanitary Food Container Manufacturing	\$17.68	330	308	(22)	(15)	8.692	2.09	1.76	9,697	632	75,323	\$244,679	31
322222	Coated and Laminated Paper Manufacturing	\$17.41	397	526	129	(28)	6.669	2.21	1.81	21,790	1,211	148,361	\$281,839	193
322291	Sanitary Paper Product Manufacturing	\$21.14	531	459	(72)	(57)	5.330	2.32	1.70	32,971	2,937	152,024	\$331,093	(3)
322299	All Other Converted Paper Product Manufacturing	\$13.96	32	33	1	5	0.758	2.49	1.92	10,111	1,784	2,158	\$65,915	9
323110	Commercial Lithographic Printing	\$16.59	1,239	1,069	(170)	65	1.916	1.92	1.74	68,283	10,693	97,715	\$91,385	221
323114	Quick Printing	\$16.50	153	172	19	(38)	0.981	1.51	1.73	16,036	4,837	2,768	\$16,090	67
323115	Digital Printing	\$18.20	120	106	(14)	34	1.419	2.01	1.71	8,198	1,585	10,786	\$101,690	(56)
323119	Other Commercial Printing	\$16.79	336	299	(37)	(104)	2.438	1.85	1.72	14,040	2,133	28,800	\$96,424	14
337110	Wood Kitchen Cabinet and Countertop Manufacturing	\$14.24	495	650	154	210	1.949	1.66	1.67	33,769	5,771	31,712	\$48,818	280

## CHEMICAL AND PLASTIC MANUFACTURING

### Chemical and Plastic Manufacturing Employment Distribution by County



## Chemical and Plastic Product Manufacturing Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
324110	Petroleum Refineries	\$22.14	2	254	251	161	1.242	8.51	3.43	816,421	72,572	235,736	\$929,650	251
324191	Petroleum Lubricating Oil and Grease Manufacturing	\$23.95	0	21	21	(0)	0.780	11.62	3.18	19,423	1,615	19,563	\$938,188	21
325120	Industrial Gas Manufacturing	\$23.63	3	34	31	13	0.687	1.93	1.61	11,459	5,663	1,878	\$55,723	32
325182	Carbon Black Manufacturing	\$21.70	9	79	69	32	17.25	3.63	2.19	1,876	93	47,440	\$603,663	71
325199	All Other Basic Organic Chemical Manufacturing	\$19.93	0	4	4	3	0.042	7.06	3.25	60,649	57,093	3,235	\$835,078	4
325411	Medicinal and Botanical Manufacturing	\$22.42	2	258	255	13	4.544	3.32	2.07	44,911	7,146	136,744	\$530,989	256
325412	Pharmaceutical Preparation Manufacturing	\$23.03	510	395	(115)	(38)	0.669	2.67	2.07	341,157	200,009	12,777	\$32,328	(80)
325413	In-Vitro Diagnostic Substance Manufacturing	\$23.80	0	58	58	17	1.098	2.59	2.35	29,633	13,455	5,709	\$97,667	58
325510	Paint and Coating Manufacturing	\$16.27	368	273	(94)	(39)	2.474	2.41	2.02	75,655	12,359	48,994	\$179,258	(24)
325520	Adhesive Manufacturing	\$21.32	59	35	(24)	8	0.647	3.31	1.88	26,606	7,006	1,031	\$29,168	(12)
325611	Soap and Other Detergent Manufacturing	\$20.81	0	18	18	13	0.246	2.82	2.13	27,277	19,481	1,414	\$76,916	18
325992	Photographic Film, Paper, Plate, and Chemical Manufacturing	\$18.28	25	95	71	(18)	1.706	1.82	1.89	16,732	4,574	7,844	\$82,490	80
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$19.59	18	31	13	(8)	0.309	2.30	1.92	32,139	23,181	1,130	\$36,052	14
326113	Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	\$16.17	341	560	219	120	5.108	2.33	1.86	49,813	4,050	178,130	\$318,076	330
326160	Plastics Bottle Manufacturing	\$16.25	120	253	133	105	2.806	2.05	1.68	26,838	3,049	59,894	\$236,678	146
326199	All Other Plastics Product Manufacturing	\$16.42	971	1,382	411	(89)	1.909	2.12	1.87	179,545	28,031	179,407	\$129,831	699
326220	Rubber and Plastics Hoses and Belting Manufacturing	\$14.81	719	452	(267)	(134)	7.600	1.75	1.58	16,418	1,953	69,097	\$152,792	(116)
326291	Rubber Product Manufacturing for Mechanical Use	\$15.52	260	276	16	(104)	3.964	1.85	1.72	20,080	3,482	33,950	\$123,139	130
327211	Flat Glass Manufacturing	\$22.32	409	350	(59)	137	13.04	3.01	1.77	14,456	760	124,443	\$355,352	66
339112	Surgical and Medical Instrument Manufacturing	\$18.18	75	124	49	152	0.391	2.29	1.61	51,324	28,050	7,167	\$57,777	43

## TRANSPORTATION, DISTRIBUTION, AND LOGISTICS

### Transportation, Distribution, and Logistics Employment Distribution by County

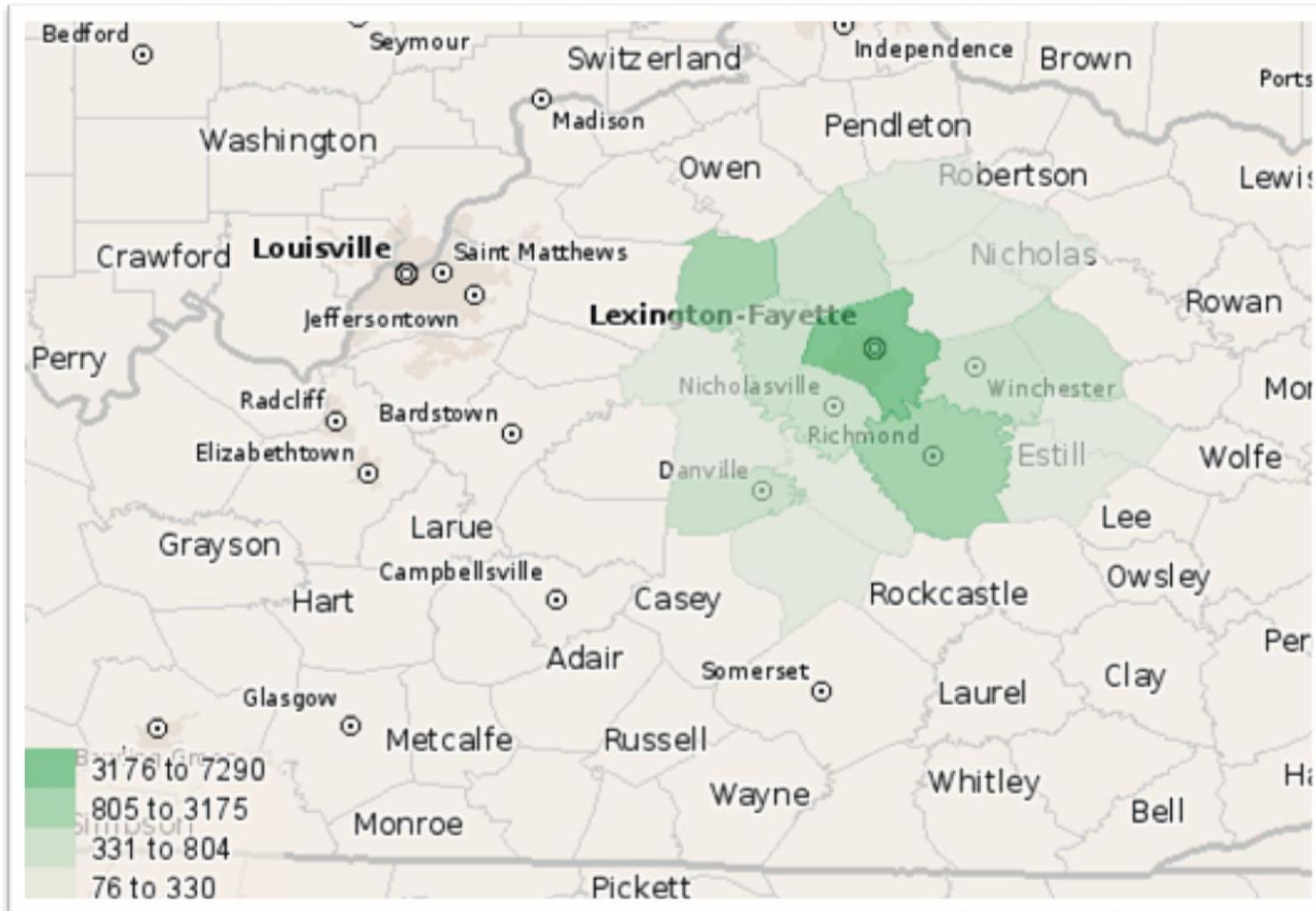


## Transportation, Distribution, and Logistics Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
482110	Rail transportation	\$19.45	406	478	72	33	0.783	2.53	1.64	154,286.	25,568	6,774	\$14,163	80
484110	General Freight Trucking, Local	\$18.35	1,671	1,314	(358)	(56)	1.213	1.88	1.77	110,339	5,516	37,005	\$28,170	(240)
484121	General Freight Trucking, Long-Distance, Truckload	\$18.15	1,665	1,464	(201)	(19)	0.731	2.06	1.77	231,998	49,010	9,630	\$6,578	(105)
484122	General Freight Trucking, Long-Distance, Less Than Truckload	\$18.41	755	779	24	75	1.186	2.29	1.75	89,483	4,474	42,318	\$54,352	47
484210	Used Household and Office Goods Moving	\$18.43	177	153	(24)	(62)	0.620	1.67	1.74	22,651	10,075	661	\$4,315	7
484220	Specialized Freight (except Used Goods) Trucking, Local	\$17.80	579	581	2	45	0.957	1.85	1.76	64,271	5,563	3,089	\$5,316	13
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	\$17.79	223	312	88	119	0.971	2.25	1.74	37,567	1,878	14,291	\$45,870	86
486210	Pipeline Transportation of Natural Gas	\$19.81	54	87	33	(2)	1.252	2.41	1.73	13,657	682	5,975	\$68,973	41
488190	Other Support Activities for Air Transportation	\$24.43	21	155	135	(0)	0.584	1.80	1.52	17,470	9,654	9,019	\$58,110	129
488210	Support Activities for Rail Transportation	\$18.93	4	158	154	46	2.555	2.07	1.51	3,227	661	20,696	\$131,138	153
488510	Freight Transportation Arrangement	\$18.06	214	225	11	29	0.420	1.72	1.53	37,871	23,749	7,673	\$34,055	3
488999	All Other Support Activities for Transportation	\$16.33	18	123	105	49	5.009	1.35	1.48	1,040	256	5,548	\$45,211	108
493190	Other Warehousing and Storage	\$14.54	173	268	95	109	1.486	1.50	1.47	12,345	617	6,606	\$24,653	13

## FINANCE AND INSURANCE

### Finance and Insurance Employment Distribution by County

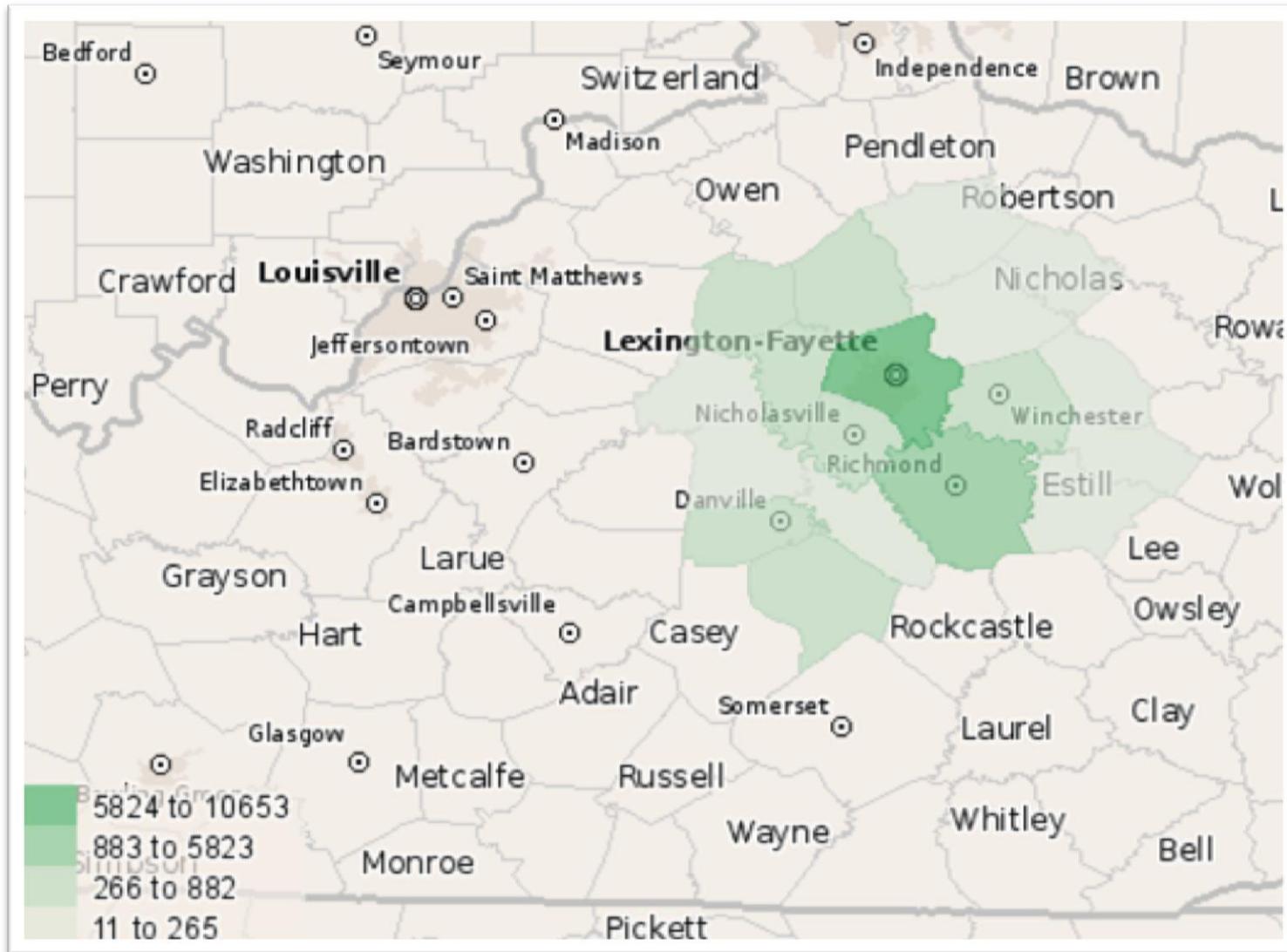


## Finance and Insurance Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
522110	Commercial Banking	\$19.67	3,361	3,873	512	654	1.058	3.15	2.51	973,938	478,175	614,315	\$158,625	361
522120	Savings Institutions	\$19.38	247	224	(23)	9	0.428	2.98	2.47	134,874	108,388	34,064	\$152,098	30
522130	Credit Unions	\$21.24	528	600	72	111	0.928	2.79	2.36	123,110	67,375	103,690	\$172,886	(30)
522291	Consumer Lending	\$20.37	256	257	1	31	0.761	2.65	2.16	66,114	43,252	33,955	\$132,218	(24)
522292	Real Estate Credit	\$22.15	376	216	(160)	(65)	0.303	2.97	2.10	186,984	160,640	34,163	\$157,804	(120)
522298	All Other Nondepository Credit Intermediation	\$21.14	82	139	57	80	0.679	2.47	2.08	43,380	31,880	18,075	\$130,230	45
522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	\$21.59	144	126	(18)	15	0.357	2.31	1.96	72,978	64,104	18,353	\$145,366	(87)
522390	Other Activities Related to Credit Intermediation	\$19.95	313	426	114	(13)	0.967	2.90	2.07	69,317	34,994	84,069	\$197,136	5
523110	Investment Banking and Securities Dealing	\$26.04	278	246	(32)	0	0.404	2.23	1.49	169,690	153,672	30,564	\$124,303	(53)
523120	Securities Brokerage	\$25.68	259	496	237	113	0.396	1.94	1.50	239,935	210,081	40,738	\$82,106	216
523910	Miscellaneous Intermediation	\$20.77	359	794	434	363	0.797	2.25	1.49	60,674	28,375	122,412	\$154,240	44
523920	Portfolio Management	\$21.48	596	1,038	443	302	0.440	2.19	1.49	264,232	188,847	117,842	\$113,475	(272)
523930	Investment Advice	\$22.42	878	1,501	623	488	0.533	1.77	1.49	164,764	100,596	116,319	\$77,512	(63)
523991	Trust, Fiduciary, and Custody Activities	\$22.41	108	239	132	90	0.749	2.03	1.48	21,373	12,795	29,975	\$125,168	88
523999	Miscellaneous Financial Investment Activities	\$14.60	80	211	130	143	1.302	1.52	1.48	15,342	10,703	12,553	\$59,598	87
524210	Insurance Agencies and Brokerages	\$18.22	2,413	2,556	143	(2)	0.829	1.97	1.68	186,880	84,081	203,573	\$79,634	35
524291	Claims Adjusting	\$21.12	552	512	(40)	20	1.363	1.71	1.56	21,395	10,028	43,391	\$84,731	(63)
524292	Third Party Administration of Insurance and Pension Funds	\$21.74	361	473	112	87	0.939	1.69	1.51	32,804	18,880	39,874	\$84,219	79
524298	All Other Insurance Related Activities	\$18.91	80	170	90	37	0.676	1.73	1.54	19,196	13,212	13,523	\$79,386	75
525190	Other Insurance Funds	\$26.24	75	46	(29)	21	0.206	1.70	1.51	28,908	28,277	6,315	\$137,161	(59)
525920	Trusts, Estates, and Agency Accounts	\$20.48	86	351	265	224	2.607	1.31	1.51	19,085	12,363	16,889	\$48,117	157

## PROFESSIONAL SERVICES

### Professional Services Employment Distribution by County



## Professional Services Detailed Industry Data

NAICS Code	Description	2010 Industry Average Wage	2002 Jobs	2010 Jobs	2002-10 Job Change	2010-18 Projected Job Change	2010 LQ	Jobs Multiplier	Earnings Multiplier	Total Requirements (K)	Imports (K)	Exports (K)	Exports per Job	Shift Share Competitive Effect
541310	Architectural Services	\$24.79	596	559	(37)	63	0.932	1.94	1.47	61,147	53,121	63,123	\$112,944	25
541330	Engineering Services	\$25.83	2,361	2,785	424	695	1.036	2.05	1.48	305,855	247,962	328,831	\$118,077	211
541370	Surveying and Mapping (except Geophysical) Services	\$24.16	223	237	14	(25)	1.560	1.67	1.47	9,139	7,091	19,354	\$81,629	61
541380	Testing Laboratories	\$23.61	143	206	63	(9)	0.506	1.76	1.48	36,528	35,563	20,023	\$97,240	64
541511	Custom Computer Programming Services	\$26.73	1,122	1,236	114	109	0.539	1.75	1.36	229,628	127,622	23,107	\$18,695	(127)
541512	Computer Systems Design Services	\$25.69	1,052	1,256	204	350	0.543	1.70	1.40	230,918	114,714	6,311	\$5,023	(187)
541513	Computer Facilities Management Services	\$29.86	1,250	537	(713)	(332)	2.801	2.77	1.42	17,496	874	122,515	\$227,979	(651)
541519	Other Computer Related Services	\$27.57	159	673	515	334	1.664	1.83	1.42	37,990	1,899	47,294	\$70,237	543
541611	Administrative Management and General Management Consulting Services	\$18.62	645	1,253	608	452	0.598	1.52	1.43	185,039	177,805	81,213	\$64,814	286
541613	Marketing Consulting Services	\$20.59	227	588	361	369	0.673	1.52	1.42	57,503	53,915	39,231	\$66,712	196
541614	Process, Physical Distribution, and Logistics Consulting Services	\$20.34	122	382	260	197	1.058	1.43	1.41	25,623	23,883	21,323	\$55,795	212
541620	Environmental Consulting Services	\$22.24	407	519	112	178	1.423	1.51	1.41	23,921	9,744	23,025	\$44,356	(28)
541690	Other Scientific and Technical Consulting Services	\$18.34	397	553	156	205	0.650	1.55	1.42	60,062	32,452	14,626	\$26,448	(393)
541711	Research and Development in Biotechnology	\$24.87	76	93	16	24	0.230	2.13	1.57	72,667	64,802	5,292	\$57,064	3
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	\$24.12	197	289	92	48	0.233	1.85	1.57	190,106	169,275	9,902	\$34,267	48
541810	Advertising Agencies	\$18.86	379	366	(13)	6	0.558	1.90	1.48	73,428	43,460	14,486	\$39,586	(18)
541870	Advertising Material Distribution Services	\$20.99	152	165	13	18	3.125	2.15	1.51	3,020	567	21,926	\$133,072	10
541940	Veterinary Services	\$17.47	1,216	1,669	453	435	1.919	1.69	1.53	58,250	2,912	116,194	\$69,612	175
551114	Corporate, Subsidiary, and Regional Managing Offices	\$24.96	2,491	2,532	41	(313)	0.500	2.13	1.44	771,067	428,039	90,236	\$35,639	(176)

***LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014***

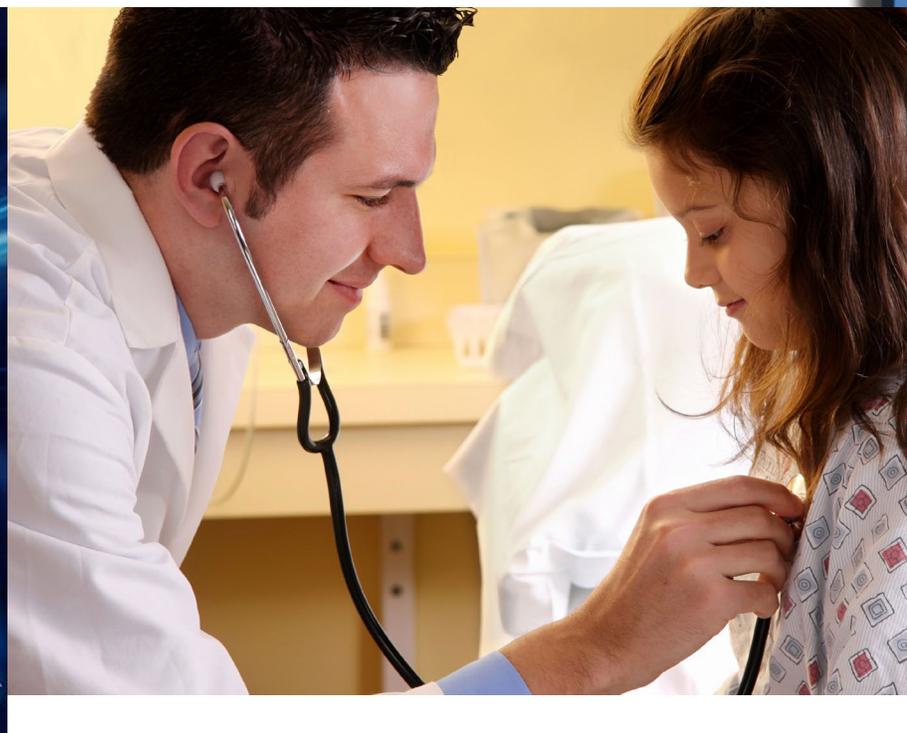
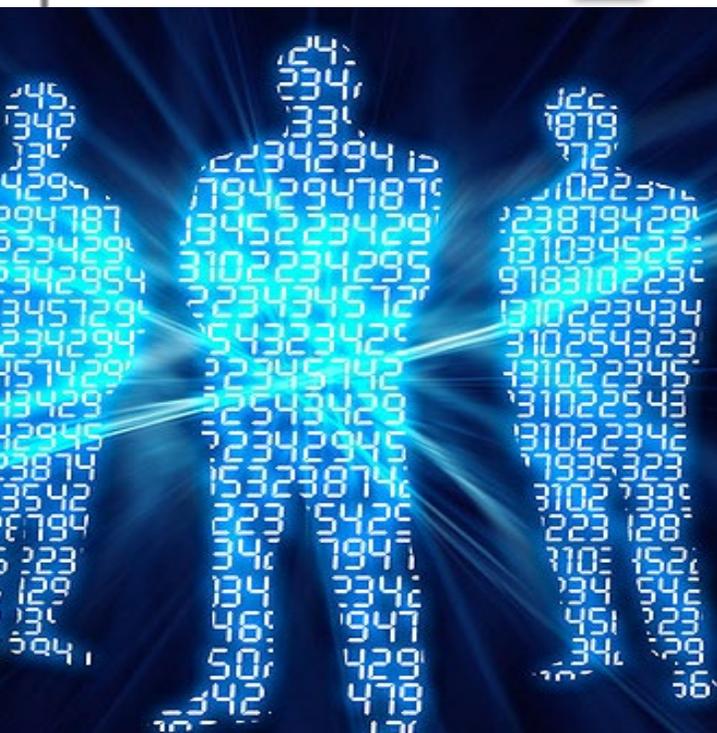
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ATTACHMENT G

**Economic Profiles**



# Bluegrass Workforce Investment Area **ECONOMIC PROFILE**



# TABLE OF CONTENTS

Introduction	3
Executive Summary	4 - 5
Overview of Region	6
I. Land Area	6
II. Location	6
Market Driven Approach	7 - 8
Regional Economic Profile	9 - 12
I. Jobs	9
II. Industry	9
III. Analysis	10 - 12
Sectors	13 -
I. Sector Creation	13
II. Advanced Manufacturing	13 - 19
III. Healthcare	20 - 26
IV. Information Technology	27 - 33
V. Transportation, Distribution & Logistics	34 -
In Conclusion	

# INTRODUCTION

In a time of profound global economic change, it is our belief we cannot simply continue with the same strategies that led to 20th century economic success. The Bluegrass Workforce Investment Board is business led and sector focused. We believe a key ingredient to future economic prosperity is understanding and solving the workforce challenges of the businesses in our region. We must be market driven.

Part of our quest to meet the needs of the private sector lies in in-depth data mining and analysis to uncover growth industries, emerging job opportunities and the key skill sets and education that will be needed to enable businesses to prosper and aid residents to obtain quality 21st century career opportunities.

The BGWIB Economic Profile is a tool that sets the stage for strategy formation, collaboration and the concrete action steps we will take to help prepare our current and future workforce and propel our businesses to success in the global marketplace. We invite you to review this regional economic profile. It gives an overview of the region and focuses on our sector focus areas of advanced manufacturing, healthcare, information technology, and transportation, logistics and distribution. It also gives a detailed synopsis of the economic landscape in each county in the BGWIB Region. We look forward to engaging business, education, community and political leaders in deep conversations and collaborative strategic action as an outgrowth of this regional profile.

The purpose of this profile is to explore the current trends in employment by industry over the last five years in the Bluegrass Workforce Investment Board (BGWIB) Region. Specifically, the profile includes data describing jobs by industry, job growth from 2007 to 2012, average earnings by industry, expected number of jobs in 2020 and the current location quotient for each industry. The data suggest that certain industries have potential for quality job growth in the future. These industries include healthcare and professional and technical services. While manufacturing has not fared well recently nationwide there does appear to be potential for growth for these relatively well paying positions.

# EXECUTIVE SUMMARY

In 2011, the Bluegrass Workforce Investment Board (BGWIB) participated in a study that identified high-impact industry sectors in its 17-county region through the use of data available as of June that same year. The study utilized data mining, economic modeling, and projections of current economic and employment data to select four target industry sectors: Manufacturing, Healthcare, Information Technology, and the Transportation, Distribution, and Logistics sector. These four sectors represented the largest economic drivers to the BGWIB's region in terms of economic impact and employment and were, therefore, vital to the future growth of the regional economy.

In order for the BGWIB to continue focusing on those industry sectors that are present economic drivers and consequently stay truly market driven, economic indicators would have to be reevaluated annually. Therefore, the BGWIB partnered with the Executive Director for the Community & Economic Development Initiative of Kentucky (CEDIK), Dr. Alison Davis of the University of Kentucky (UK), in April 2012 to create an economic profile of the region. As a result, CEDIK developed both a Regional Economic Profile for the entire Bluegrass Region as well as individual county profiles. While the regional profile provides the BGWIB with critical data in order to determine which programs, investments, partnerships, and networks are needed to better affect economic growth, the county profiles in turn provide each individual county with invaluable information to help better identify and understand which industries in each county are potential drivers for economic growth. Both the regional and the county profiles explore trends in employment by industry over the last five years in the BGWIB Region. They include data describing jobs by industry, job growth between 2007 and 2012, average earnings by industry, expected number of jobs in 2020, and current location quotients for each industry, as well as other data. All county profiles can be found in the Appendix section.

Even though the unemployment rate in 2012 is still higher than it was before the recession and there are over twice as many individuals looking for jobs than there are jobs available in the region, the data suggests that the region is well on its way to recovery. Overall, more individuals are commuting into the region for work than out of the region for work. In 2012, government (comprised of state and city governments as well as UK) was the largest employer in the region, followed by retail, manufacturing, and healthcare. At a high level (two-digit NAICS codes) the healthcare, management of companies/headquarters, manufacturing, retail trade, information technology, and real estate segments all appear to be sectors for opportunity. They were identified using an index that incorporates the overall number of jobs, projected jobs growth, changes in employment numbers between 2007 and 2012, location quotients, as well as average earnings. At a lower level (six-digit NAICS codes) additional detailed analyses are available in the respective cluster reports to determine which sectors, specifically, have more potential for growth.

In addition to the Regional Economic Profile and the county profiles, CEDIK also captured detailed analyses of each of the four high impact sectors

# EXECUTIVE SUMMARY

within the BGWIB region. Data show that the Advanced Manufacturing sector represents a large portion of the BGWIB's economy and proves stable even after a few years of economic retraction. Although this sector is heavily weighted in automotive specialties due to Toyota's influence, other industries such as computer and aircraft manufacturing are nonetheless well represented. The fact that this particular sector offers positions with comparatively high earnings when compared to other sectors makes the Advanced Manufacturing segment a substantial economic contributor to the regional economy.

Healthcare represents another important sector within the BGWIB's economy. Over the last five years, healthcare related jobs saw an increase of 13.8%, a figure outpacing both Kentucky's and the nation's rates. This significant job growth, compounded by high annual earnings within the Healthcare segment, shows the significance of this sector within the regional economy.

The Information Technology sector's impact on the BGWIB's economy is shown through the high wages employees earn within this segment as well as through its resilience, as evidenced by employment figures that are approaching pre-recession levels. The most promising industries within the Information Technology cluster appear to be data processing and hosting services, motor and generator manufacturing, and storage battery manufacturing.

The Transportation, Distribution and Logistics sector is comprised of all transportation-related positions. This segment's employment figures are dominated by jobs in the driver and freight moving industries. Data suggests that, within the BGWIB Region, this sector may have a competitive advantage due to a national need for qualified workers in these occupations.

In summary, the BGWIB's Economic Profile report for the seventeen-county area provides insight into the economic and employment statistics over the last five years. The profile will more effectively enable and empower the BGWIB to identify all leading economic and employment indicators for the region. This, in turn, will direct the BGWIB's leadership to become and remain more market driven as well as employer focused through utilization of current economic data.



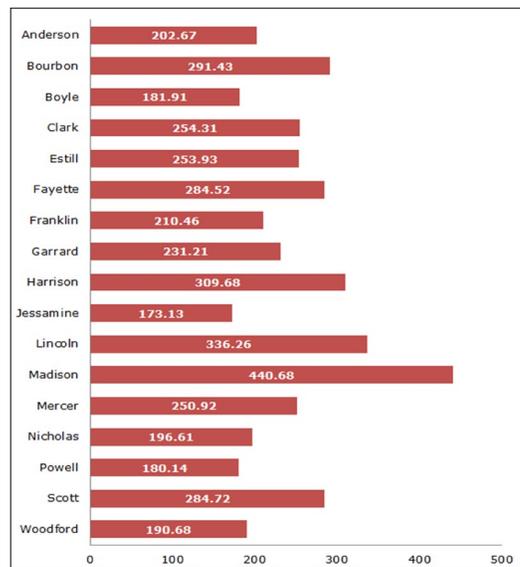
# OVERVIEW OF REGION



The area included in this study is known as the Bluegrass Region. Geographically, the Bluegrass Region is one of ten regions in the state. It contains seventeen counties in Central Kentucky, including Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott and Woodford counties. The map to the left illustrates the size relative and location of these seventeen counties.

## I. Land Area

The Bluegrass Region consists of 4,273 square miles (2,734,720 acres) of land area, extending approximately 80 miles from east to west and 95 miles from north to south. The smallest county, Jessamine, contains 173 square miles of land area and the largest county Madison, contains 440 square miles. As a means of comparison, in total the Bluegrass Region is an area larger than the entire state of Delaware, or more than twice the size of Rhode Island.



## II. Location

The Bluegrass Region is located within 500 miles of over 70 percent of the U.S. population. This strategic location allows the Bluegrass to be marketable for goods, services, and manufacturing facilities. The region is in close proximity to many major U.S. urban areas, including Louisville, Kentucky (72 miles west); Cincinnati, Ohio (81 miles north); Detroit, Michigan (269 miles north); Chicago, Illinois (373 miles northwest); Indianapolis, Indiana (192 miles northwest); Knoxville, Tennessee (172 miles south); St. Louis, Missouri (344 miles west); Nashville, Tennessee (209 miles southwest); Columbus, Ohio (190 miles north east), Memphis, Tennessee (410 miles southwest); Charleston, West Virginia (182 miles east); and Atlanta, Georgia (366 miles south). These distances are based from downtown Lexington in Fayette County.

# MARKET DRIVEN APPROACH

With the Bluegrass Workforce Investment Board's new emphasis on a market driven and employer-led regional workforce approach, certain underlying metrics must be tracked and constantly evaluated to ensure that changes in economic variables do not negatively impact anticipated outcomes. In today's workforce development efforts, data analysis is imperative. Accurate, real-time data provides insight into what has occurred and what is currently happening, as well as projects potential outcomes with a much higher degree of certainty. The BGWIB has employed several key indicators to track relevant data within the operational footprint of the seventeen-county area. These indicators include:

- Unemployment Data
- Jobs Per Industry Data
- Percentage Change In Jobs
- Average Earnings
- Location Quotient (LQ) or Industry Concentration
- Projected Job Growth
- Z Score
- Commuting Patterns
- Shift Share Analysis or Industry Competitive Effects
- Change in Employment 2007 - 2012
- Location Quotient Cluster Bubble Chart
- Top Occupations within an Industry

**Unemployment Data:** This data, compiled by state and federal sources and underscored by US Census data, is significant by allowing comparisons between numbers employed versus those not employed. Taking into account those who have stopped searching for work, BGWIB unemployment data provides baseline and comparison data between industries, locals, etc.

**Jobs per Industry Data:** This data, compiled by state and federal sources and underscored by US Census data, is significant by allowing comparisons between industries, showing significance in job losses and gains.

**Percentage Change in Jobs:** Provided by state and federal sources, this data allows insight into historical growth of industries, sectors, and whole economies. A percentage change in jobs can be projected forward, providing a reasonable assumption of how a cluster will perform in the future.

**Average Earnings:** This metric is calculated on the wages of occupations typically employed in an industry. This provides a perspective on the quality of jobs within a given industry, answering the question of whether the industry typically provides family-sustaining wages.

**Location Quotient (LQ) or Industry Concentration:** The location quotient variable is a comparative statistic used to calculate relative employment concentration of a given industry against the average employment of the industry in a larger geography (e.g., nation). Industries with a higher location quotient (usually greater than 1.2) indicate that a region/state has a comparative advantage or specialization in the production of that good or service.

**Projected Job Growth:** A derivative of percentage change in jobs, this statistic provides a relatively safe assumption of future openings within a given industry or cluster.

**Z-Score:** The Z-score is an index measure based on percentage change in jobs, average earnings, LQ, and expected jobs. The Z-score tells us how each industry compares to the "average industry" in the region. Industries above zero are above average.

**Commuting Patterns:** A measure derived from US Census data detailing discrepancies between where individuals work and where they reside, commuting patterns provide insight into where jobs are geographically and the distances travelled by commuters to these jobs. Commuting patterns represent an employment "sphere of influence" by showing an overabundance of jobs, or lack-there-of, and also an adequately trained workforce within a designated area.

# MARKET DRIVEN APPROACH

**Shift Share Analysis or Industry Competitive Effects:** Shift Share Analysis is a standard method of regional economic analysis that attempts to separate regional job growth into its component causes. The three main causes identified are the "national growth effect," which is regional growth that can be attributed to the overall growth of the entire U.S. economy; the "industrial mix effect," which is regional growth that can be attributed to positive trends in the specific industry or occupation at a national level; and the "regional competitiveness effect," which is growth that cannot be explained by either overall or industry-specific trends. A positive value indicates that a local industry has a competitive advantage compared to the nation. Note: Positive shift share values do not explain why an industry has a competitive advantage, only that there are potential factors that contribute to the industry's ability to outperform the national average rate of growth/decline.

**Change in Employment 2007 -2012:** This data sheds insight into undercurrents within industries from a historical five year data set. The change in employment over the most recent five years per industry provides some insight into potential employment going forward. A retraction each year for the last five years provides an emphasis to project further retraction within an industry, holding all other variables current within the current year.

**LQ Cluster Bubble Chart:** This graphically illustrates a location quotient over time for a given industry within an economy. With Location Quotient plotted against the Percentage Change in Location Quotient over a five year time period, emphasis is illustrated showing those industries that are in the upper right hand quadrant are industries with a promising future. Bubble charts show the most important clusters in a state or region as measured by total employment size (the bigger the bubble, the better), recent job growth (the further up in the graph, the better), and high-paying jobs (the further to the right in the graph, the better). Depending on the economic development objective – that is, whether the goal is to create more jobs or better-paying jobs, or both – the agency responsible for economic development might choose to concentrate on industries with large bubbles or industries located in the right-hand side of the graph.

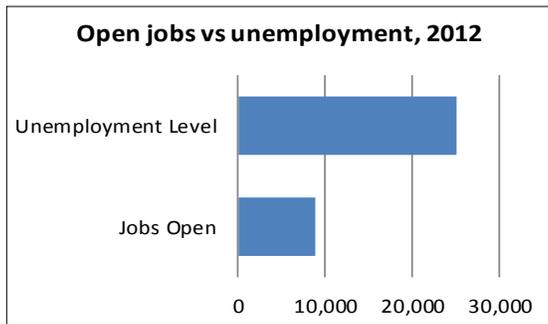
**Top Occupations within an Industry:** A measure of the top occupations within a given industry uses measured variables such as average earnings, available positions, predicted job growth, and educational requirements. This measure can depict the positive positions experiencing growth within an industry which might be experiencing retraction.

Actively utilizing these key indicators to monitor changes allows us the opportunity to react to the market more quickly and effectively, thereby ensuring that we are market driven. We are better equipped to meet the changing needs of business.



# REGIONAL ECONOMIC PROFILE

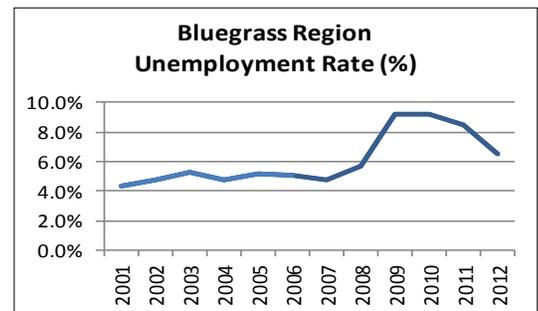
## I. Jobs



Source: BLS & KLMI

Over the last 12 years, the Bluegrass Area saw its lowest Unemployment Rate in 2001, and its highest Unemployment Rate in 2009, with a drastic increase between 2008 and 2009. The Unemployment Rate began dropping slowly in 2010, and has seen a fairly steady decline in the last two years. As the Bluegrass Area seeks to again realize the much lower Unemployment Rate of 2001, we see that the Unemployment Level of 2012 is more than double the number of Open Jobs in the Bluegrass Area. There are about 25,000 individuals who are unemployed in the region and

there are fewer than 10,000 jobs available. This shows a mismatch in terms of filling those available jobs with those who are unemployed. We could conclude that the unemployed job seekers don't necessarily have the skills to fill those jobs. Even if they did, they simply won't be able to find jobs because there is no capacity for those jobs. The BGWIB will use this data to develop creative solutions for affecting increased employment opportunities in the Region.



## II. Industry Data

The industries listed below will serve as a key throughout the regional economic profile. These 20 industry sectors are comprised of over 467,000 jobs in the Bluegrass Region. Government, manufacturing, and retail trade industries represent the majority of jobs, responsible for 18%, 10%, and 10% of all jobs in the region, respectively. Conversely, the mining, utilities, and management industries are responsible

Key	Industry	Jobs	Percent	Ranking
1	Agriculture, Forestry, Fishing, and Hunting	19,099	4.1%	10
2	Mining, Quarrying, and Oil and Gas Extraction	1,131	0.2%	19
3	Utilities	1,015	0.2%	20
4	Construction	21,133	4.5%	9
5	Manufacturing	44,931	9.6%	3
6	Wholesale trade	11,740	2.5%	14
7	Retail trade	48,256	10.3%	2
8	Transportation	11,768	2.5%	13
9	Information	8,693	1.9%	17
10	Finance and insurance	16,336	3.5%	12
11	Real estate and rental and leasing	18,364	3.9%	11
12	Professional, Scientific, and technical services	25,151	5.4%	7
13	Management of companies and enterprises	3,858	0.8%	18
14	Administrative services	28,450	6.1%	6
15	Educational services (Private)	10,351	2.2%	15
16	Healthcare and social assistance	44,916	9.6%	4
17	Arts, entertainment, and recreation	9,796	2.1%	16
18	Accommodation and food services	33,499	7.2%	5
19	Other services (except Public Administration)	25,044	5.4%	8
20	Government	83,680	17.9%	1

for less than 1% of all jobs in the region.

Utilizing this data, and future data, the BGWIB will periodically review its designation of target industry sectors for the local area – keeping in mind all things to be considered, including geographical location of jobs, average wage, etc.

Note: The target industry sectors the BGWIB focuses on rank as follows:

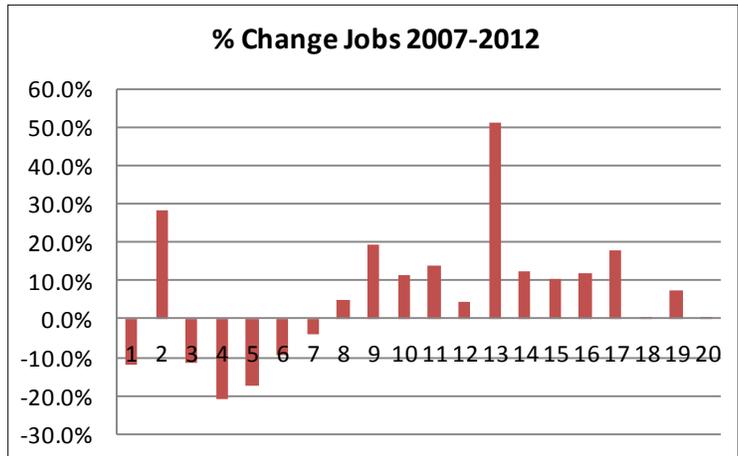
- Manufacturing – 3rd
- Healthcare – 4th
- Information Technology – 7th
- Transportation – 13th

# REGIONAL ECONOMIC PROFILE

## III. Analysis

### "Impact from the Recession"

By looking at the percentage change in jobs from 2007-2012, you quickly see the impact the recession has had on the Bluegrass Region. Some of the largest industries (agriculture, manufacturing, and retail trade) have all seen a decrease in jobs in the past five years. At first glance you will notice that the largest positive percentage change is in the management of companies and mining sectors. However, both of these sectors represent a very small percentage of total jobs (3,858 and 1,131 respectively), in the Bluegrass Region. With the exception of manufacturing, each of the BGWIB's priority sectors shows a positive percentage change in jobs.

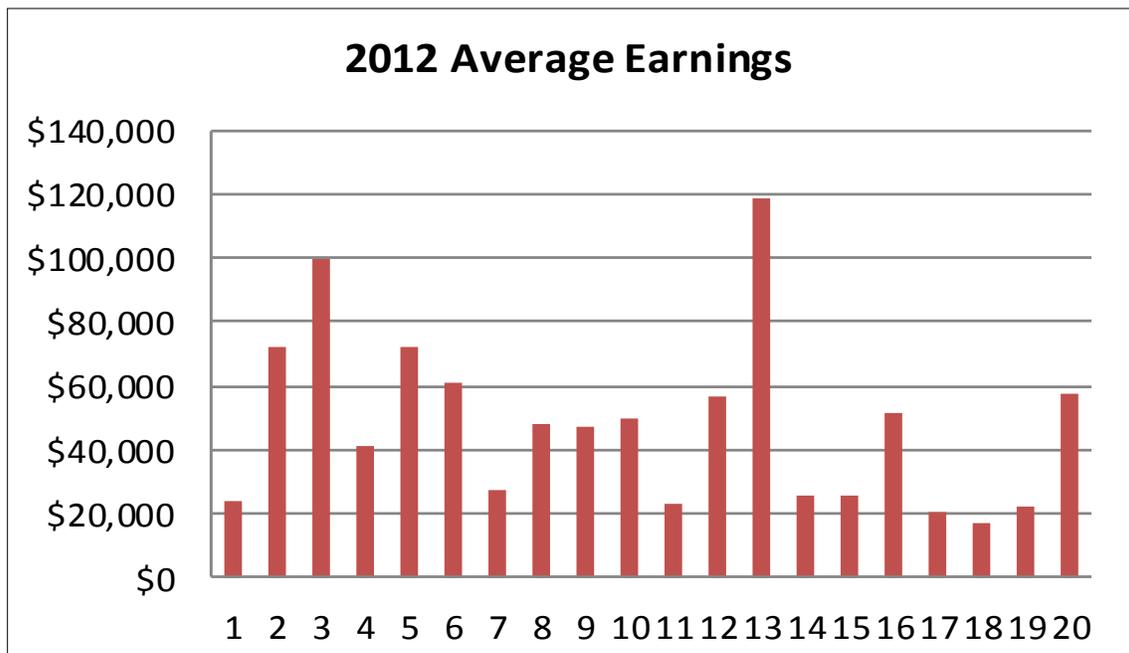


(Refer to Key on Page 9)

Source: EMSI, 2012

### "SHOW ME THE MONEY"

The utilities, manufacturing, and management of companies industries all pay, on average, over \$70,000 per worker, though utilities is not a significant employer. Conversely, the real estate and food and accommodation services industries pay, on average, around \$20,000 per worker.



Source: EMSI, 2012

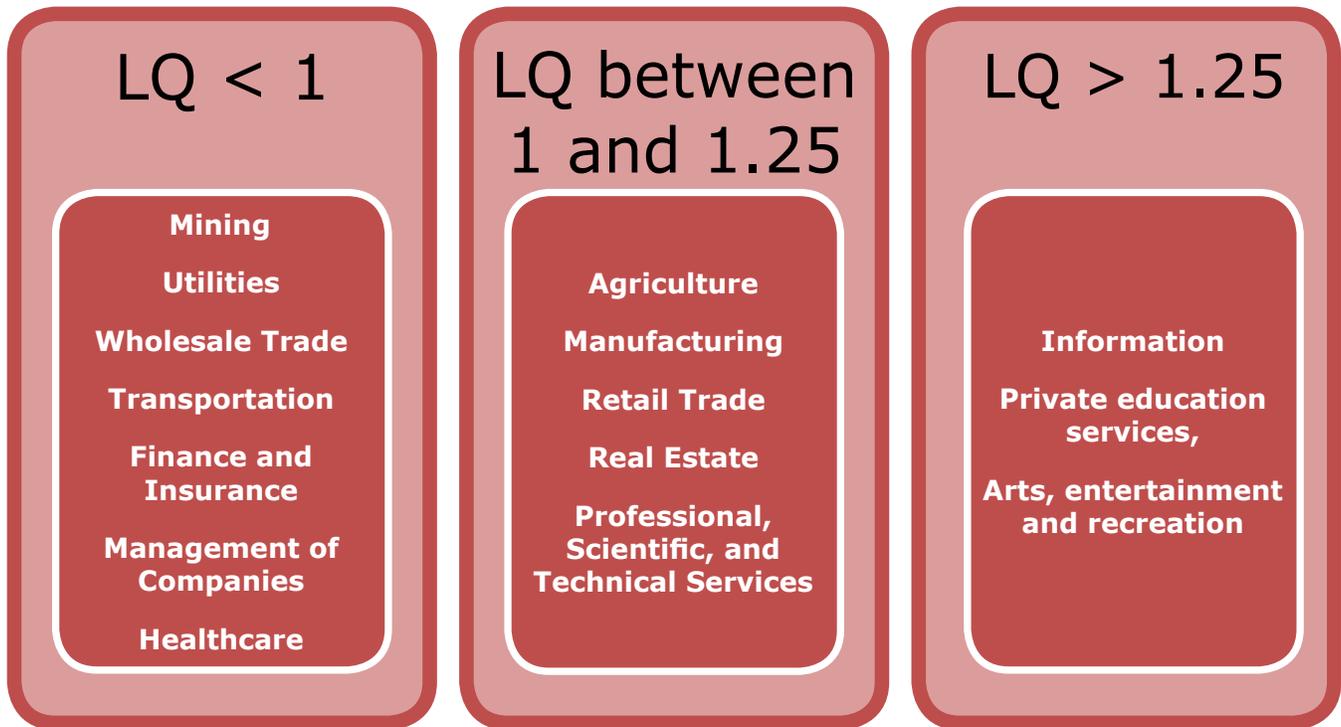
(Refer to Key on Page 9)

# REGIONAL ECONOMIC PROFILE

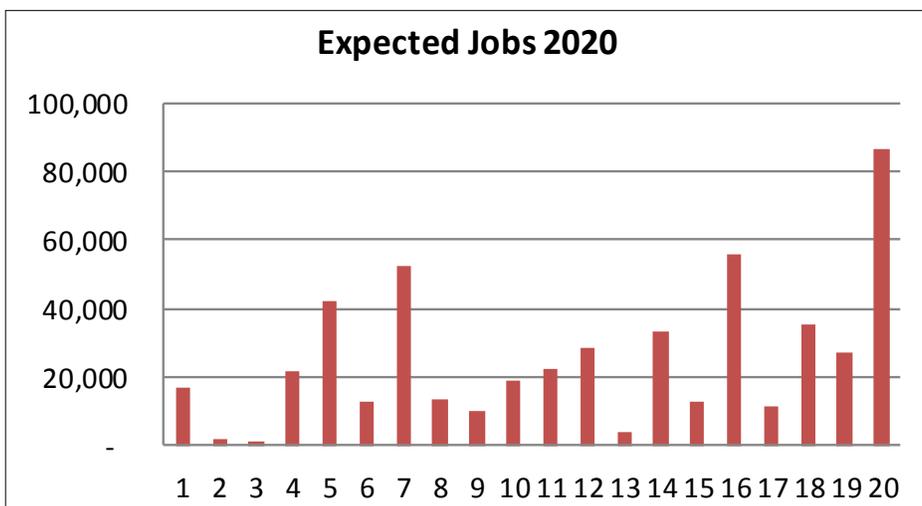
## III. Analysis

### "CONCENTRATION FACTORS"

The Location Quotient (LQ) describes how concentrated an industry is. Traditionally an LQ that is greater than 1 is considered an export industry. Export industries bring money into the region, rather than simply circulating money that is already in the region. Information is heavily concentrated in the Bluegrass Region. Location Quotients less than one indicates the region is not producing enough to meet local needs, such as in transportation and healthcare.



### "VISION 20/20"



Source: EMSI, 2012

(Refer to Key on Page 9)

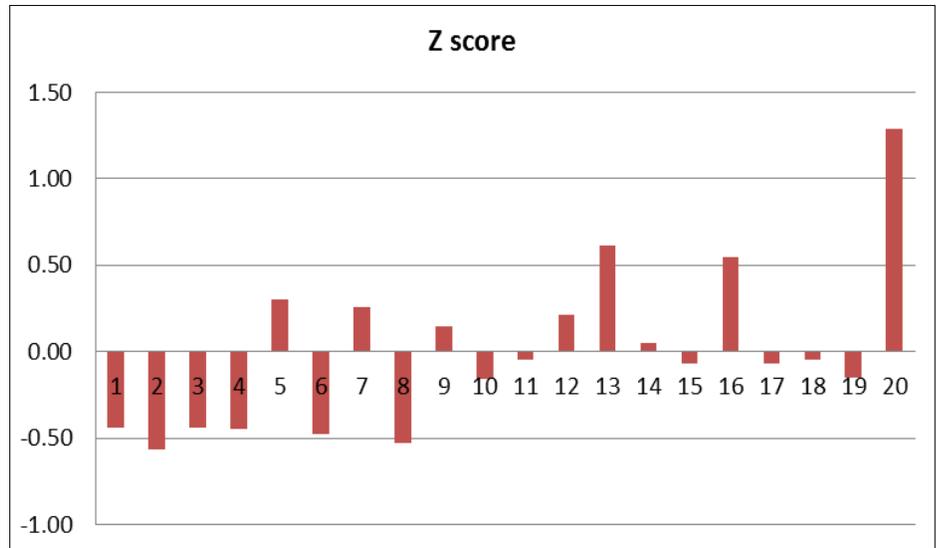
Relative to industry jobs in 2012, there is an expected increase in jobs in the healthcare industry and no significant change predicted for government jobs. The remaining industries appear to be situated for little to no growth by 2020.

# REGIONAL ECONOMIC PROFILE

## III. Analysis

### "SECTOR MOVEMENT"

The Z score is an index measure based on percentage change in jobs, earnings, LQ, and expected jobs. The Z score tells us how each industry compares to the "average industry" in the region. Industries above zero, especially government, management of companies, healthcare, and manufacturing, are above average. The BGWIB has identified healthcare and manufacturing as two of its priority sectors.



(Refer to Key on Page 9)

Source: Authors' calculations from EMSI and Bureau of Labor Statistics

### "COMMUTING PATTERNS"

In today's mobile society, commuting patterns are becoming more and more of an effectual variable on local economies. This fact holds true within the Bluegrass Region as well when one studies the data on incomes of individuals employed within the region and those traveling for work outside of the Bluegrass. According to U.S. Census data compiled for 2010, 257,939 (64%) individuals reside in and are employed within the 17-county Bluegrass Region, while 84,662 (21%) are transient, or work within the region but live outside. Representing an even smaller segment, 59,171 (15%) of Bluegrass residents export their knowledge and expertise outside of the region by living in the Bluegrass but working outside.

Of residents who live and work within the Bluegrass Region, 38.3% earn \$3,333 or more per month, 38.5% earn between \$1,252 and \$3,333, and 23.2% earn \$1,250 or less per month. Of those who work in the region but reside outside, 32% make \$3,333 per month or more, 40% make between \$1,251 and \$3,333 and 28% make \$1,250 or less. Finally, of those who reside within the Bluegrass but export their work outside of the Region, 31% make \$3,333 or more, 39.2% make between \$1,251 and \$3,333 and 29.8% make \$1,250 or less per month.

One can infer from Bluegrass Region commuting pattern data that a healthy economic balance exists within the Region. The smallest subset represents those living within the Region but employed outside, representing the Region's workforce drain. Furthermore, 64% not only live within Bluegrass but are also employed here. Although any increase in this number is a bonus, it represents a healthy job and workforce pool. With only 15% of residents leaving the Bluegrass Region for employment, and a higher 21% of non residents entering the region for work, a net gain of dollars are entering the region and showing evidence that the Bluegrass Region is a net workforce attractor.

# SECTORS

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## I. Sector Creation

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In June 2011, the Office of Employment and Training held Sector Strategies Institute entitled: "Sector Strategies – A Path to a Better Future." This institute allowed the Bluegrass Workforce Investment Board to bring together teams of local colleagues from the workforce investment system, economic development, private business, and educational communities. The Bluegrass Workforce Investment Board team included the following leaders and decision-makers:

- Local Workforce Investment Board Chair
- Local Workforce Investment Board Director
- Community college system representatives
- Economic development representatives
- K-12 education system representatives
- Business advocates in the region
- One-Stop Career Center representatives
- Four-year college/university representatives
- Regional representatives of the state workforce investment system

The team was provided with multiple viewpoints of historical and projected industry performance that project partner Economics Modeling Specialists, Inc gathered, developed, or calculated metrics, describing the following industry characteristics:

- Job Multiplier Effects
- Earning Multiplier Effects
- Industry Average Wage
- Excess Demand
- Workforce Compatibility
- Historical Growth
- Future Growth Projection
- Industry Concentration (Location Quotient)
- Industry Competitive Effects (Shifts Share Analysis)
- Export Orientation

Each characteristic provides a different perspective of industry performance, regional fit, or economic ripple effects for 1079 six-digit industry codes, as classified by North American Industry Classification System category.

After reviewing this information, the team discussed local perception and identified the following as target sectors: Advanced Manufacturing, Healthcare, Information Technology and Transportation, Distribution and Logistics.

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## II. Advanced Manufacturing

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At a high-level, the manufacturing industry appears to have lost jobs. However, at a more granular level, certain sectors within manufacturing have experienced significant growth. In fact, the top 60 fastest-growing manufacturing sectors in the region are projected to add over 2,100 new jobs to the region's economy in the next five years.

- **Computer, Software, and Electronic Equipment Manufacturing:** Industries in these subsectors include establishments that manufacture computers, computer peripherals, communications equipment, and similar electronic products. They also include establishments that manufacture components for such products. The design and use of integrated circuits and the application of highly specialized technologies are common elements in the production technologies of the computer and electronic subsector. They also include industries that manufacture products that generate, distribute and use electrical power, such as devices for storing electrical power (e.g., batteries), for transmitting electricity (e.g., insulated wire), and wiring devices (e.g., electrical outlets, fuse boxes, and light switches).
- **Auto & Other Transportation Equipment Manufacturing:** These industries produce equipment for transporting people and goods. Production processes are similar to other machinery manufacturing establishments, and include making components and finished products by bending, forming, welding, machining, and assembling metal or plastic parts.

# SECTORS

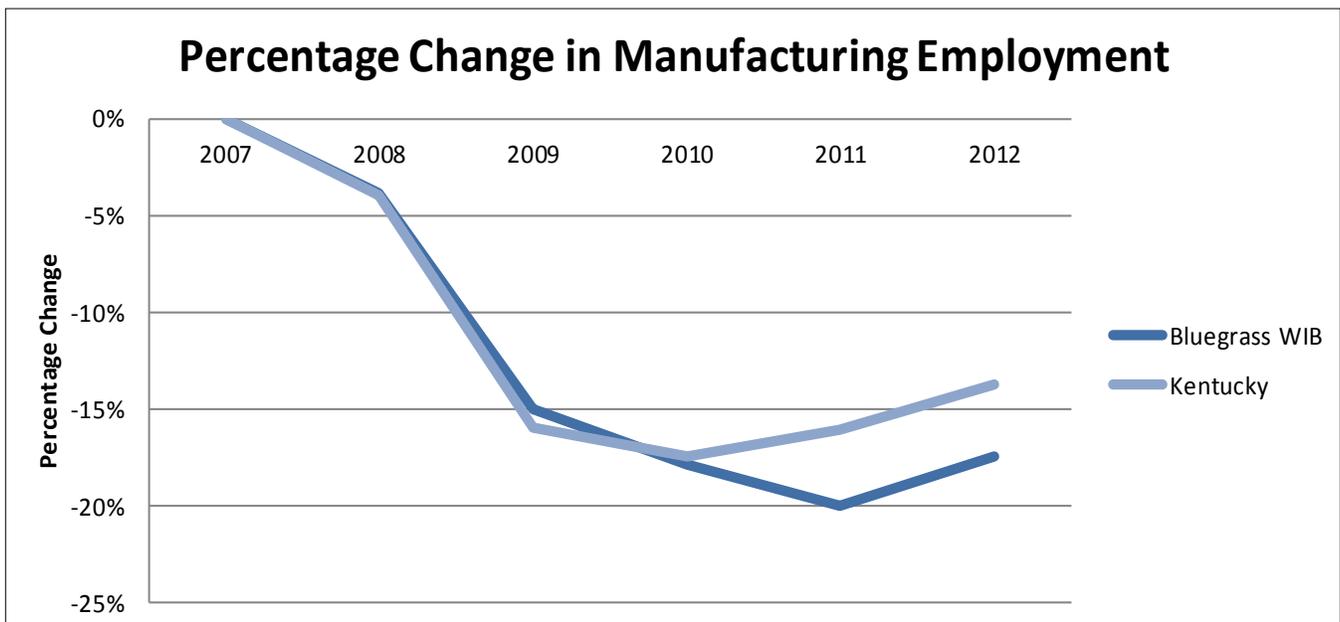
## II. Advanced Manufacturing

- Metal & Machine Manufacturing:** Industries in these subsectors smelt and/or refine ferrous and nonferrous metals from ore, pig or scrap, using electrometallurgical and other process metallurgical techniques. Establishments in this subsector also manufacture metal alloys by introducing other chemical elements to pure metals. These industries transform metal into intermediate or end products, and create products that apply mechanical force to perform work, for example gears and levers.
- Food Manufacturing:** Comprises industries involved in the transformation of livestock, agricultural products and other consumable natural resources into products for immediate and final consumption.
- Wood & Paper Manufacturing:** Industries in these subsectors manufacture wood products, such as wood containers and furniture, as well as paper products, such pulp, paper, or converted paper products.
- Chemical & Plastics Manufacturing:** Industries in these subsectors transform organic and inorganic raw materials by a chemical process, and process plastics materials and raw rubber.

### CHANGE

Though the decline in the number of manufacturing job has been great in the last 5 years, manufacturing remains one of the largest and highest paying occupations in the Bluegrass Region.

Total Gross Regional Product (2011)	\$5.4 Billion
Imports (2011)	\$10.1 Billion
Exports (2011)	\$15.9 Billion



Industry profiles created by the Community and Economic Development Initiative of Kentucky (CEDIK) for the Bluegrass Workforce Investment Board. Latest version 1/13. CEDIK Website: <http://www.ca.uky.edu/cedik>; Bluegrass WIB Website: <http://www.bgwib.com>

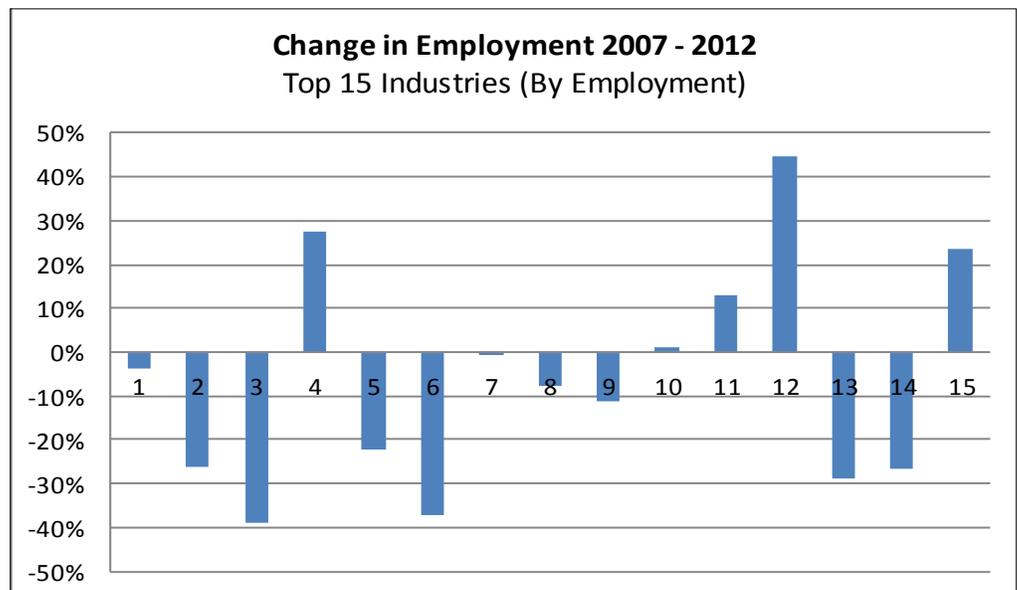
# SECTORS

## II. Advanced Manufacturing

### EMPLOYMENT

Key	Advanced Manufacturing Cluster Top Employing Industries	Jobs
1	Automobile Manufacturing	7,166
2	Other Computer Peripheral Equipment Manufacturing	2,266
3	All Other Motor Vehicle Parts Manufacturing	1,378
4	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	1,234
5	Aircraft Manufacturing	1,230
6	Motor Vehicle Metal Stamping	1,110
7	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	936
8	Electric Lamp Bulb and Part Manufacturing	846
9	Motor Vehicle Seating and Interior Trim Manufacturing	789
10	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	726
11	Construction Machinery Manufacturing	706
12	Storage Battery Manufacturing	624
13	Other Motor Vehicle Electrical and Electronic Equipment Manufacturing	585
14	Iron and Steel Forging	437
15	Copper Wire (except Mechanical) Drawing	429
16	Heating Equipment (except Warm Air Furnaces) Manufacturing	425
17	Motor Vehicle Brake System Manufacturing	407
18	Electronic Computer Manufacturing	406
19	Machine Shops	405
20	Sheet Metal Work Manufacturing	393

Manufacturing as a whole has not fared well throughout the recession. Ten of the fifteen largest industries lost employment between 2007 and 2012. Three industries increased employment by more than 20% (motor vehicle steering and suspension components, storage battery manufacturing, and copper wire drawing).

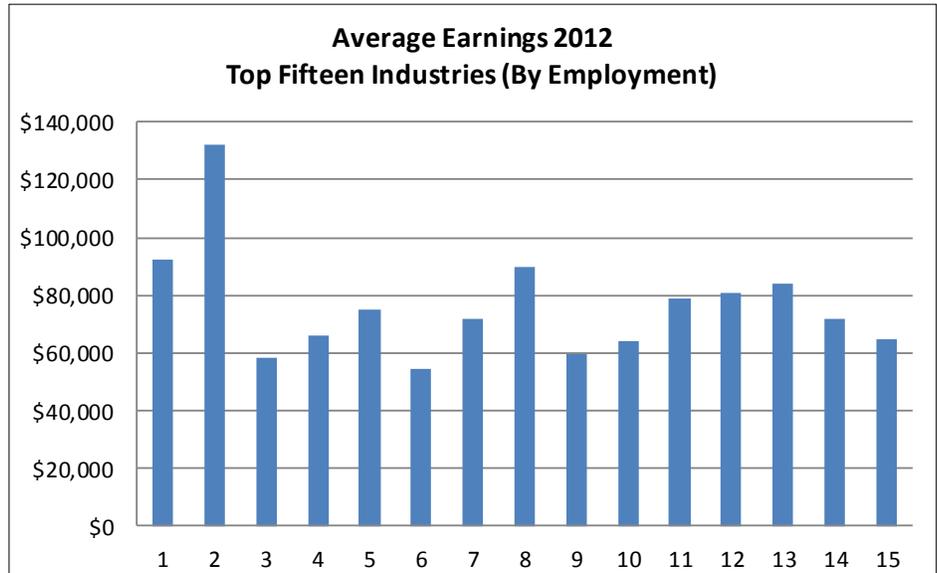


# SECTORS

## II. Advanced Manufacturing

### EMPLOYMENT

Typically, manufacturing pays relatively high earnings to its workers. Of the top fifteen industries, five paid on average more than \$80,000 per worker. Lexmark, and other companies that fall within the "other computer equipment manufacturing" industry paid on average the highest earnings. The lowest paying industry is motor vehicle stamping and all other motor vehicle parts manufacturing (approximately \$50,000 to \$60,000).



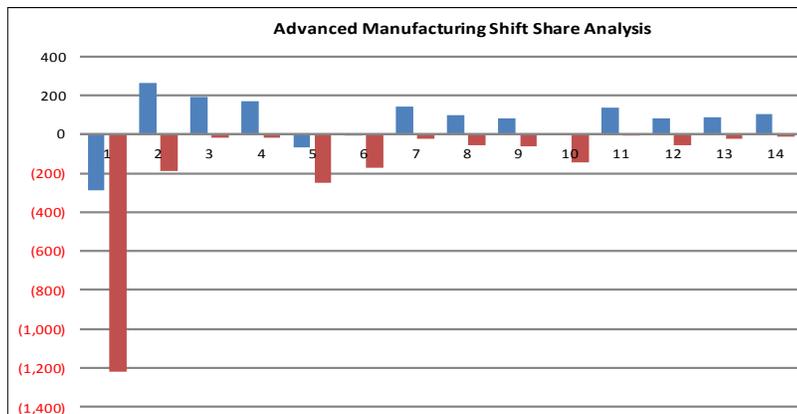
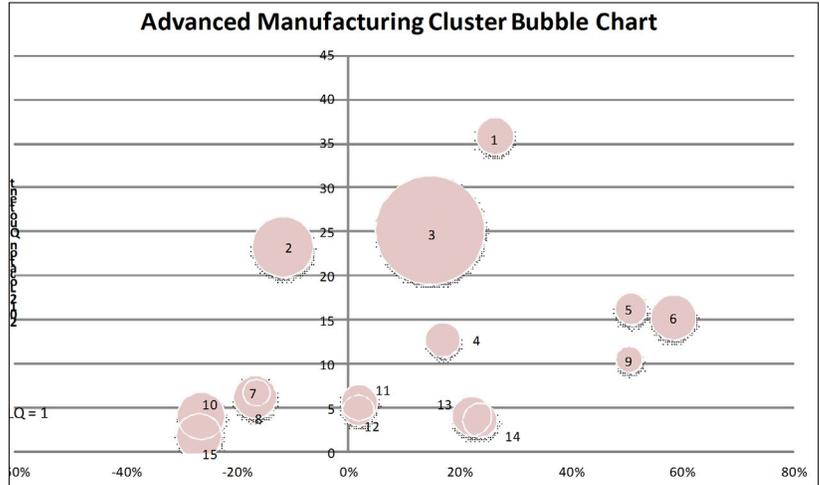
### LOCATION QUOTIENT

Key	Advanced Manufacturing Industry	LQ
1	Electric Lamp Bulb and Part Manufacturing	35.79
2	Other Computer Peripheral Equipment Manufacturing	23.28
3	Automobile Manufacturing	25.24
4	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	12.79
5	Storage Battery Manufacturing	16.27
6	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	15.32
7	Iron and Steel Forging	6.85
8	Motor Vehicle Metal Stamping	6.32
9	Copper Wire (except Mechanical) Drawing	10.55
10	All Other Motor Vehicle Parts Manufacturing	4.21
11	Motor Vehicle Seating and Interior Trim Manufacturing	5.72
12	Other Motor Vehicle Electrical and Electronic Equipment Manufacturing	4.85
13	Air-Conditioning & Warm Air Heating Equipment & Commercial & Industrial Refrigeration Equipment Mfg	4.12
14	Construction Machinery Manufacturing	3.70
15	Aircraft Manufacturing	1.93

# SECTORS

## II. Advanced Manufacturing

A location quotient measures the relative concentration of an industry in the region. If an LQ > 1 then it is considered an export industry. This measure alone should not be used to determine which industry might be successful. However, the location quotients associated with the top 15 employing industries for advanced manufacturing are particularly high. The bubble chart suggests that those industries that are in the upper right hand quadrant, LQ>1 and growth in LQ over time, might be industries with a promising future (growth over 25%). Specifically these industries are: electric lamp bulb and part manufacturing, automobile manufacturing, storage battery manufacturing and motor vehicle steering and suspension components manufacturing.



**Shift Share Summary:** Shift share provides additional information about how a region fared compared to how it was expected to do given overall national economic trends and trends within the industry. Automobile manufacturing, while still an overall loss in jobs, did not lose as many as expected. Motor vehicle steering and suspension and storage batter manufacturing grew while the analysis suggested that there should have been a decline in jobs. Several industries fared worse than was expected (not shown). For example all

other motor vehicle parts manufacturing fell by 871 jobs when it was expected that it was only going to decline by 496 jobs. Aircraft manufacturing , motor vehicle stamping, and other computer equipment manufacturing also fell by more than expected.

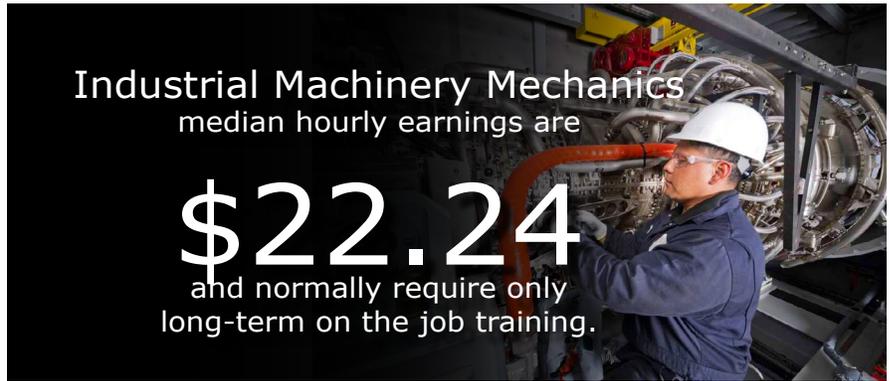
- 1 = Automobile Manufacturing
- 2= Motor Vehicle Steering and Suspension
- 3 = Storage Battery Mfg
- 4 = Motor and Generator Mfg
- 5 = Electric Lamp Bulb and Part Mfg
- 6= Air-Conditioning & Warm Heat Equipment
- 7 = Sheet Metal Work Mfg
- 8= Hardware Mfg

- 9 = Copper Wire Drawing
- 10 = Motor Vehicle Brake Mfg
- 11 = Machine Tool Mfg
- 12=Construction Machinery Mfg
- 13 = Electronic Computer Mfg
- 14 = Heating Equipment
- 15 = Industrial and Commercial Fan

# SECTORS

## II. Advanced Manufacturing

The majority of occupations associated with advanced manufacturing are laborers, machinists, assemblers, etc. These jobs don't pay as well as managers, engineers, software developers, etc. Typically, a bachelors degree is not required for these jobs whereas a college degree is required for the majority of the white-collar professions.

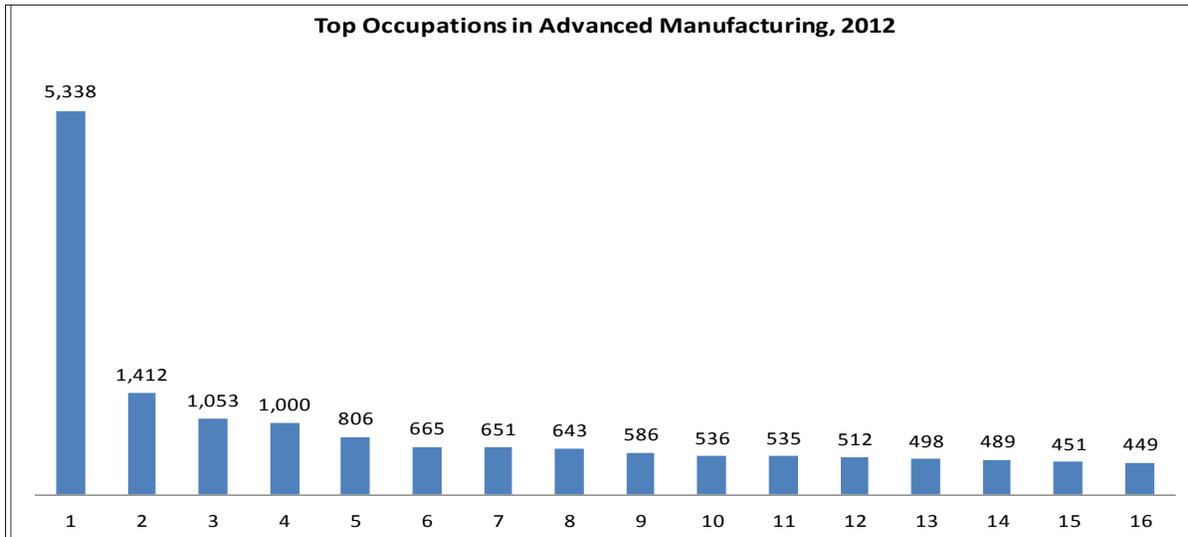


**Industrial Machinery Mechanics**  
median hourly earnings are

**\$22.24**  
and normally require only long-term on the job training.

Data Sources: EMSI (Economic Modeling Specialists International), Bureau of Labor Statistics, O\*net, Author's calculations (See Appendix A for O\*Net Listings)

Over the last five years, the largest decline in occupations occurred for electrical and electronic equipment assemblers, general and operations managers, and software developers. The latter two are high-paying occupations that require at least a college degree. National projections suggest that there will be a significant increase in the number of software developers, industrial machinery mechanics, laborers and freight movers, and computer-controlled machine operators. With the exception of software developers these positions do not require college degrees.



1 = Team Assemblers

2 = Machinists

3 = Assemblers and Fabricators

4 = First-Line Supervisors and Operators

5 = Inspectors, Testers, Sorters, Samplers

6 = Welders, Cutters, Solderers, Brazers

7 = Cutting, Punching, and Press Machine

8 = Industrial Engineers

9 = Computer-Controlled Machine Operators

10 = Production Workers, all other

11 = General and Operations Managers

12 = Helpers -- Production Workers

13 = Software Developers

14 = Laborers and Freight, Movers

15 = Industrial Machinery Mechanics

16 = Electrical and Electronic Equipment Assemblers

# SECTORS

## II. Advanced Manufacturing

Top Occupations	Median Hourly Earnings	Education Level
Team Assemblers	\$13.60	Moderate-term on-the-job training
Machinists	\$18.66	Long-term on-the-job training
Assemblers and Fabricators	\$11.83	Moderate-term on-the-job training
First-Line Supervisors of Production and Operating Workers	\$21.83	Work experience in a related occupation
Inspectors, Testers, Sorters, Samplers, and Weighers	\$15.20	Moderate-term on-the-job training
Welders, Cutters, Solderers, and Brazers	\$16.55	Postsecondary non-degree award
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	\$15.37	Moderate-term on-the-job training
Industrial Engineers	\$29.20	Bachelor's degree
Computer-Controlled Machine Tool Operators, Metal and Plastic	\$14.45	Moderate-term on-the-job training
Production Workers, All Other	\$13.44	Moderate-term on-the-job training
General and Operations Managers	\$36.56	Bachelor's or higher degree & work experience
Helpers--Production Workers	\$10.50	Short-term on-the-job training
Software Developers, Systems Software	\$35.95	Bachelor's degree
Laborers and Freight, Stock, and Material Movers, Hand	\$9.99	Short-term on-the-job training
Industrial Machinery Mechanics	\$22.24	Long-term on-the-job training
Electrical and Electronic Equipment Assemblers	\$15.27	Short-term on-the-job training

Data Sources: EMSI (Economic Modeling Specialists International), Bureau of Labor Statistics, listings)

O\*net, Author's calculations (See Appendix A for O\*Net

### OUTLOOK

In 2012, there were an estimated 28,000 workers employed in the advanced manufacturing cluster. The list of all industries included in this cluster are provided in the appendix R. The majority of the jobs are associated with Toyota and manufacturers that support Toyota. In addition, there are also a significant number of jobs associated with Lexmark and aircraft manufacturing.

There was a 16.5% decline in employment between 2007 and 2012, this was a larger decline compared to the nation (11.2%). Of the unemployed in the region, it is projected that 18% had worked in manufacturing. There are a few specific industries that have fared well through the recession. The automobile manufacturing cluster declined in employment over the last five years but appears to be recovering to its 2007 level. Some of the industries that support Toyota are likely to follow that trend.

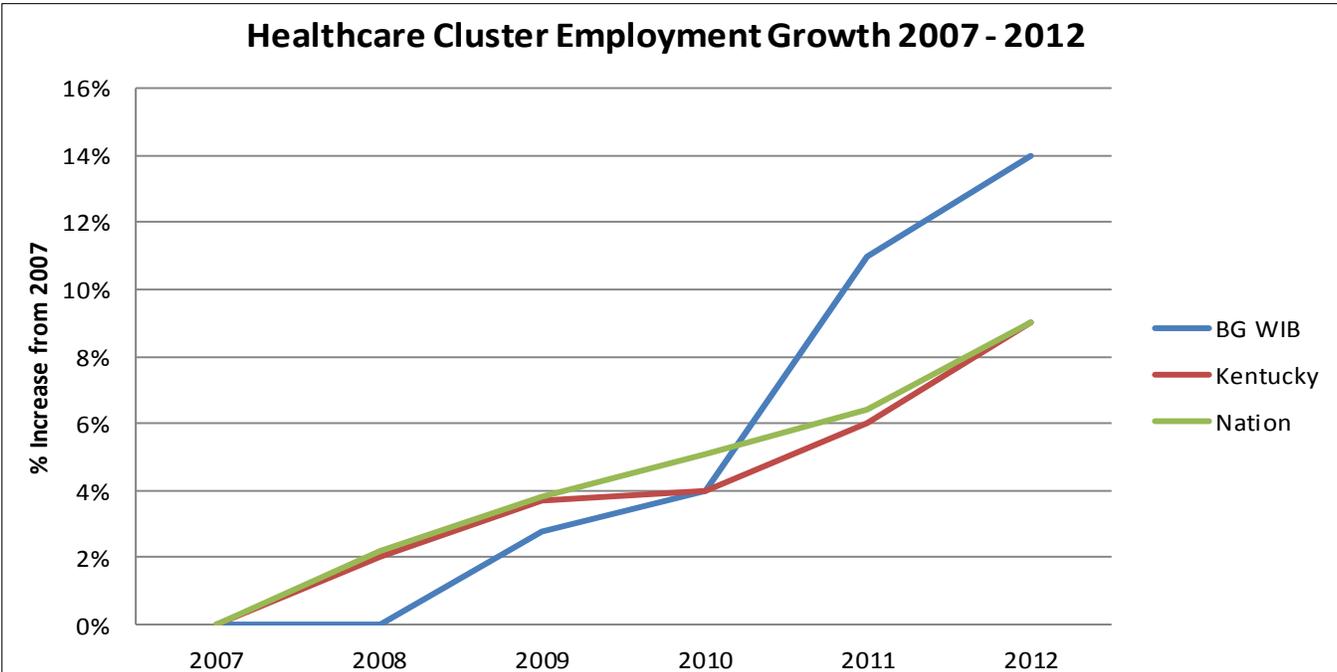
The top occupations that support advanced manufacturing have fallen over the last five years. There are significantly more production workers versus managers and other white-collar professionals associated with this cluster. Earnings remain higher than other industries but have fallen relatively due to competition from other countries.

# SECTORS

## III. Healthcare

These industries are comprised of establishments providing health care and social assistance for individuals. Some establishments exclusively provide medical care or social assistance, while others provide both. Trained professionals deliver the services of the establishments, and many of the industries are defined based on the educational degree held by the industry practitioners.

CHANGE



Industry profiles created by the Community and Economic Development Initiative of Kentucky (CEDIK) for the Bluegrass Workforce Investment Board. Latest version 1/13. CEDIK Website: <http://www.ca.uky.edu/cedik>; Bluegrass WIB Website: <http://www.bgwib.com>

Total Gross Regional Product (2011)	\$2.4 Billion
Imports (2011)	\$1.39 Million
Exports (2011)	\$1.47 Million

Despite the recent recession, healthcare has continued to show strong constant growth over the last 5 years. The Bluegrass Region is poised to continue in that trajectory in the foreseeable future.

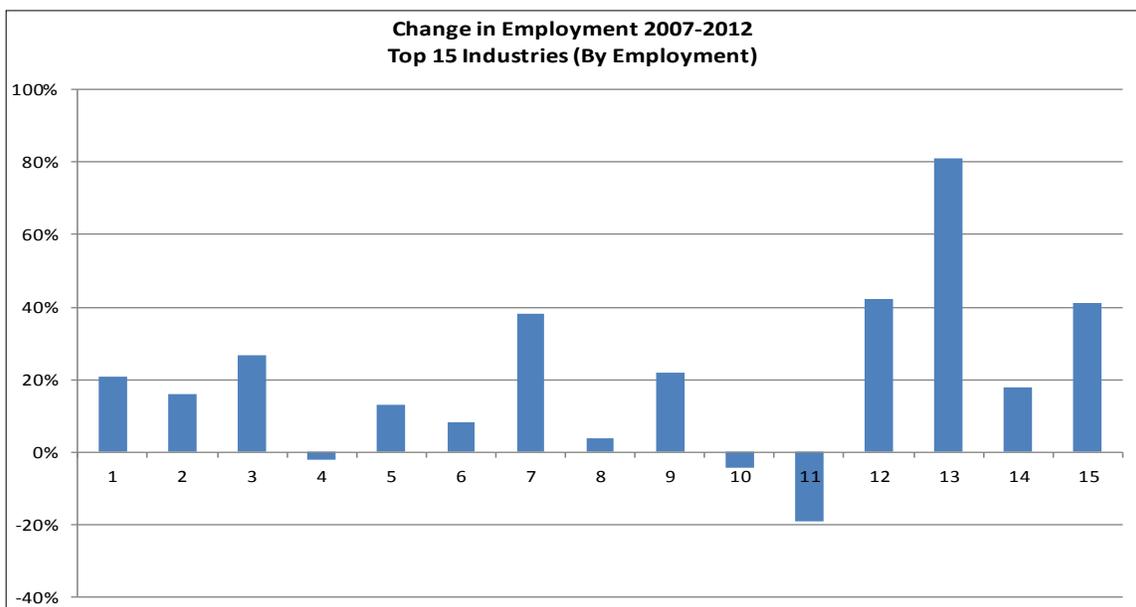
# SECTORS

## III. Healthcare

### EMPLOYMENT

Key	Healthcare Cluster Top Employing Industries	2012
1	General Medical and Surgical Hospitals (Private)	10,961
2	Nursing Care Facilities	3,993
3	Home Health Care Services	2,404
4	Pharmacies and Drug Stores	1,775
5	Specialty (except Psychiatric and Substance Abuse) Hospitals (Private)	918
6	Psychiatric and Substance Abuse Hospitals (Private)	762
7	Continuing Care Retirement Communities	608
8	Residential Mental Retardation Facilities	519
9	Medical Laboratories	492
10	Outpatient Mental Health and Substance Abuse Centers	481
11	Freestanding Ambulatory Surgical and Emergency Centers	481
12	Homes for the Elderly	458
13	Research and Development in the Physical, Engineering, and Life Science	422
14	Pharmaceutical Preparation Manufacturing	339
15	Ambulance Services	337

The largest healthcare industry employers fared well throughout the recession. Over 10,000 individuals work for the hospitals in the region (UK, St. Joseph's, Central Baptist, and the Lexington Veteran's Administration Hospital). There was a decline in employment in three industries between 2007–2012: Pharmacies, outpatient mental health and substance abuse centers, and freestanding ambulatory surgical and emergency centers. Home health grew by more than 25% and continuing care retirement communities grew by almost 40%. Employment in R&D in Life Sciences grew by more than 80%.

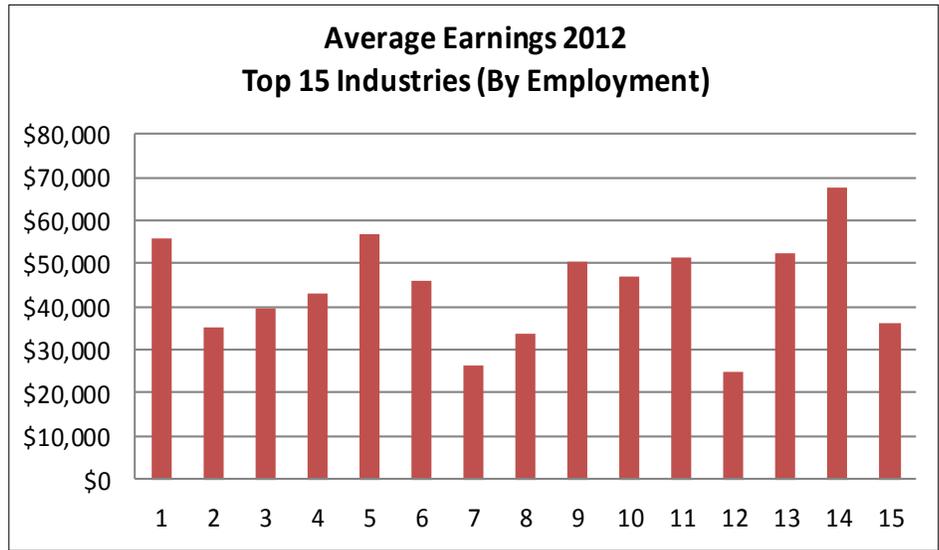


Source: EMSI 2012 and Author's Calculations

# SECTORS

## III. Healthcare

Typically, the healthcare sector pays relatively high earnings to its workers. Of the top fifteen industries, five paid on average more than \$50,000 per worker. The highest paying industries are pharmaceutical preparation manufacturing and general and specialty hospitals. The lowest paying industry is the homes for the elderly industry.



Source: EMSI, 2012

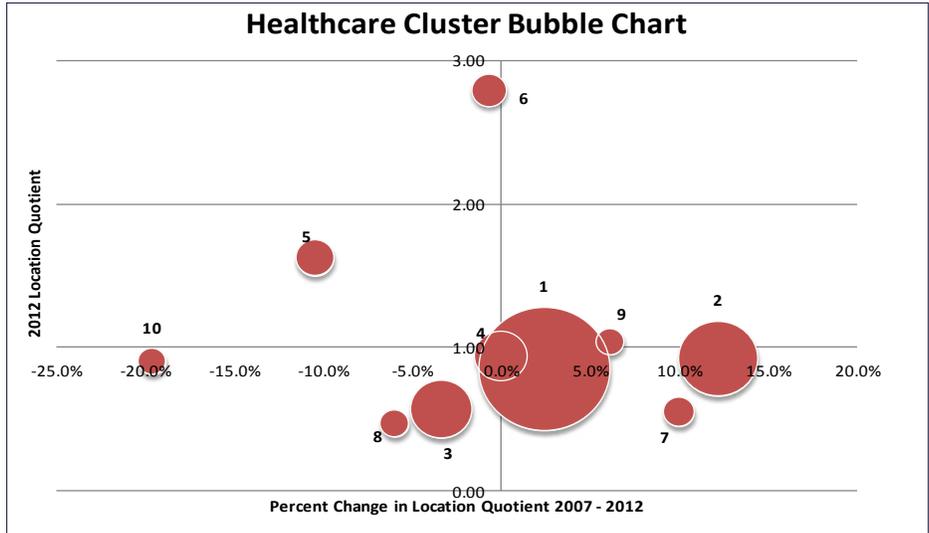
### LOCATION QUOTIENT

Key	Healthcare Industry	LQ
1	General Medical and Surgical Hospitals	0.85
2	Nursing Care Facilities	0.92
3	Home Health Care Services	0.57
4	Pharmacies and Drug Stores	0.94
5	Specialty (except Psychiatric and Substance Abuse) Hospitals (Private)	1.62
6	Psychiatric and Substance Abuse Hospitals (Private)	2.79
7	Continuing Care Retirement Communities	0.55
8	Residential Mental Retardation Facilities	0.47
9	Medical Laboratories	1.04
10	Outpatient Mental Health and Substance Abuse Centers	0.90
11	Homes for the Elderly	0.44
12	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	0.34
13	Pharmaceutical Preparation Manufacturing	0.63
14	Ambulance Services	0.72
15	Other Residential Care Facilities	0.75

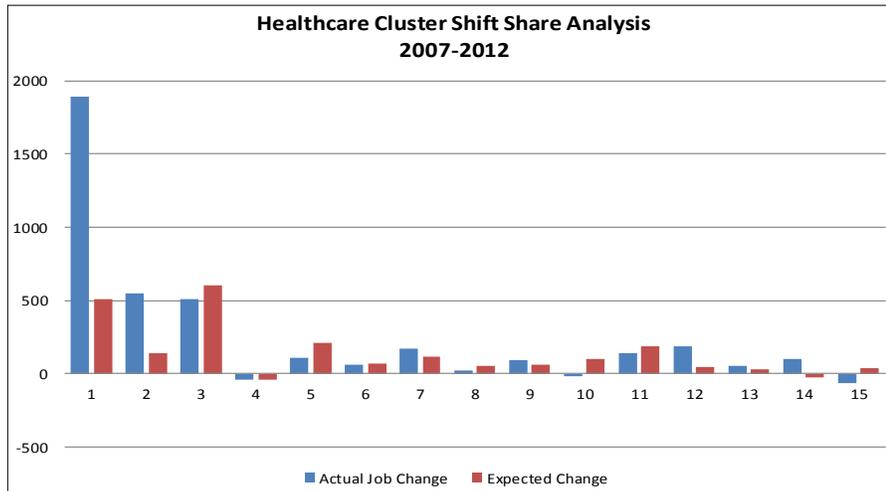
# SECTORS

## III. Healthcare

A location quotient measures the relative concentration of an industry in the region. If an  $LQ > 1$  then it is considered an export industry. This measure alone should not be used to determine which industry might be successful. While there is significant employment in hospitals the location quotient is less than 1. There are only a couple industries with an  $LQ > 1$ : Specialty hospitals and substance abuse and mental health facilities. The bubble chart suggests that those industries that are in the upper right hand quadrant  $LQ > 1$  and growth in  $LQ$  over time, might be industries with a promising future. Within the healthcare cluster in the region there are currently no industries that fit this description. Those industries that are relatively growing but with an  $LQ < 1$  (often called emerging industries) are hospitals and nursing care facilities.



Source: Author's calculation of EMSI Data



**Shift Share Summary:** Shift share provides additional information about how a region fared compared to how it was expected to do given overall national economic trends and trends within the industry. In the figure below if the blue bar is larger than the red bar, the region has a competitive advantage in that occupation. For example, hospitals and nursing care facilities fared better than expected. Whereas home health services, while there was growth, did not grow as much as expected.

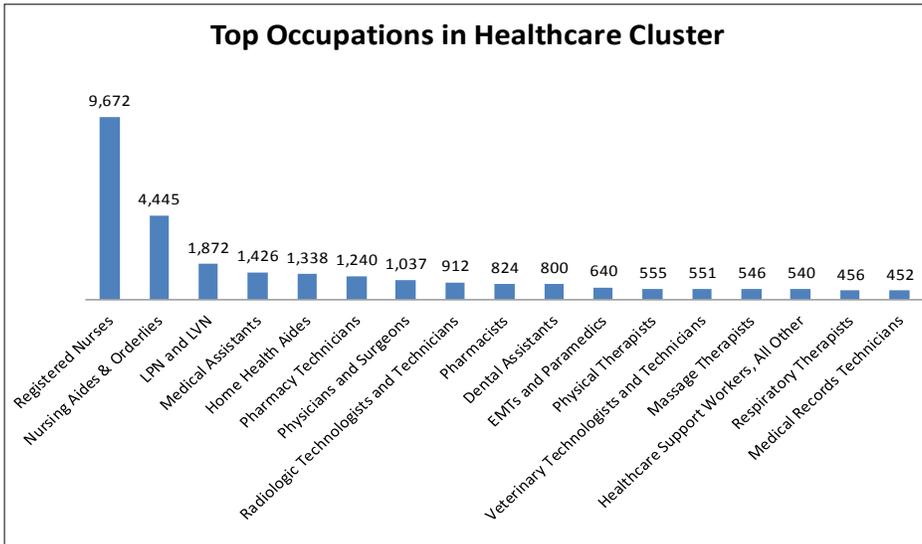
- 1 = General Medical and Surgical Hospitals
- 2 = Nursing Care Facilities
- 3 = Home Health Services
- 4 = Pharmacies and Drug Stores
- 5 = Specialty Hospitals (Not Psychiatric)

- 6 = Psychiatric and Substance Abuse Centers
- 7 = Continuing Care Retirement Communities
- 8 = Residential Mental Retardation Facilities
- 9 = Medical Laboratories
- 10 = Outpatient Mental Health Centers

- 11 = Homes for the Elderly
- 12 = R & D
- 13 = Pharmaceutical Prep Manufacturing
- 14 = Ambulance Services
- 15 = Other Residential Care Services

# SECTORS

## III. Healthcare



The great majority of occupations associated with the healthcare cluster are registered nurses. Registered nurses earn approximately \$26/ hour and require an Associates Degree. There is an expected 25% increase in this occupation from 2010 to 2020, thus there should be more than 2,000 new positions for RNs over the next eight years.

The shift share analysis below includes those occupations that have fared much better than expected (from registered

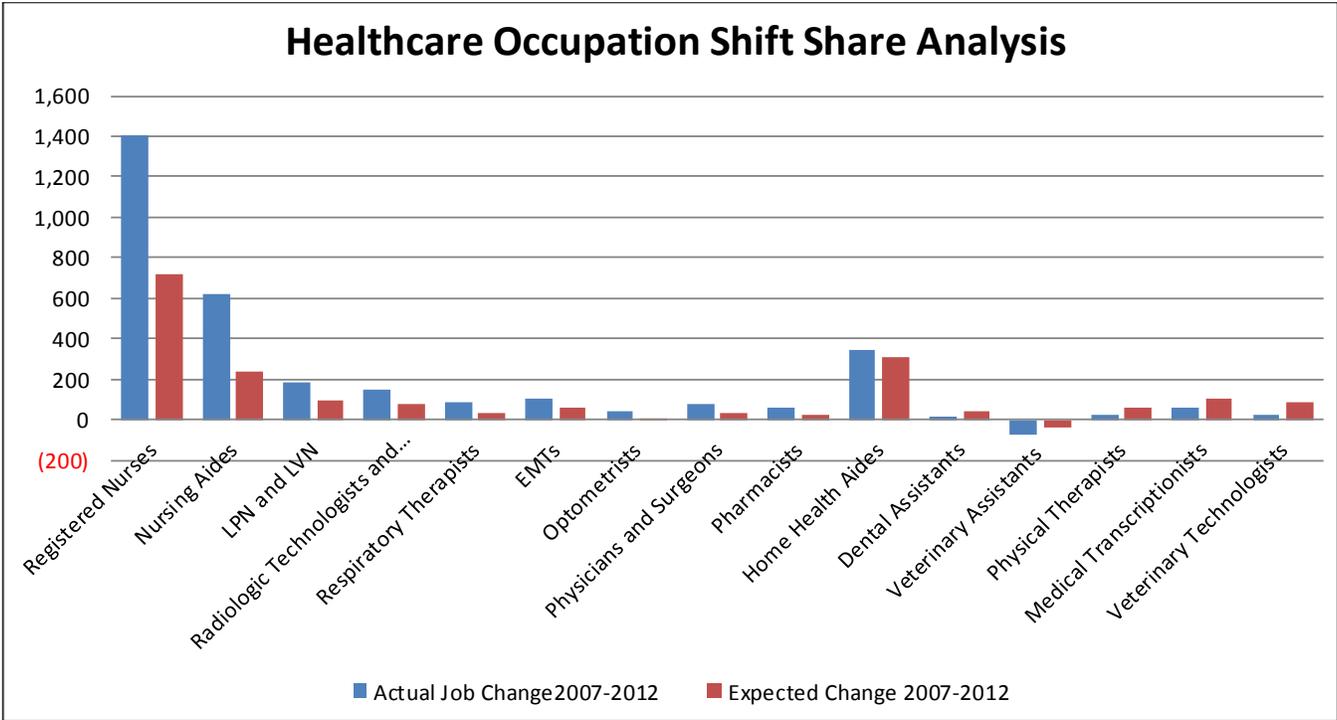
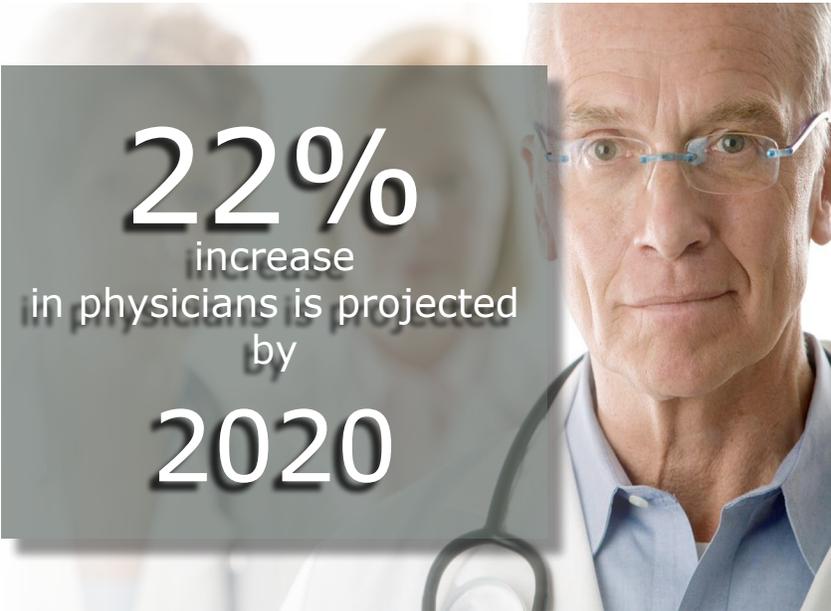
Top Occupations	Median Hourly Earnings	Education Level
Registered Nurses	\$26.65	Associate's degree
Nursing Aides & Orderlies	\$10.91	Postsecondary non-degree award
LPN and LVN	\$18.60	Postsecondary non-degree award
Medical Assistants	\$13.00	Moderate-term on-the-job training
Home Health Aides	\$10.30	Short-term on-the-job training
Pharmacy Technicians	\$11.99	Moderate-term on-the-job training
Physicians and Surgeons	\$102.29	First professional degree
Radiologic Technologists and Technicians	\$23.59	Associate's degree
Pharmacists	\$54.81	First professional degree
Dental Assistants	\$14.34	Postsecondary non-degree award
EMTs and Paramedics	\$14.02	Postsecondary non-degree award
Physical Therapists	\$38.22	First professional degree
Veterinary Technologists and Technicians	\$13.46	Associate's degree
Massage Therapists	\$15.59	Postsecondary non-degree award
Healthcare Support Workers, All Other	\$12.52	Short-term on-the-job training
Respiratory Therapists	\$20.27	Associate's degree
Medical Records Technicians	\$17.44	Postsecondary non-degree award

# SECTORS

## III. Healthcare

nurses through home health aides) as well as those that fared worse than expected (dental assistants through veterinary technologists). The figure reveals that the region has a competitive advantage in RNs and nursing aides. Overall there were 700 more new filled RN positions than expected and nearly 400 more filled nursing aide positions than expected.

**Future Growth:** There is a very large expected increase in home health aides (roughly 70%) by 2020. These are not necessarily high paying positions but they serve a vital role in the delivery of care. There are 853 physicians and surgeons working in the Bluegrass WIB. On average, a physician earns \$103/hour. It is projected that by 2020, there will be a 22% increase in the number of physicians.



# SECTORS

## III. Healthcare

### OUTLOOK

The Biomedical/Healthcare cluster is comprised of medical manufacturing, research and design, and the provision of health care. (A full list of the industries included is provided in the appendix S). In 2012, there were an estimated 28,000 individuals employed in this cluster. Not surprisingly, hospitals are the largest employers in the Bluegrass WIB region. Nursing home facilities and home health services are the next largest industries. The region is a net exporter of healthcare but by a relatively small margin (\$80,000).

There was a 13.8% increase in the number of jobs between 2007 and 2012. This is 5.0% and 4.9% higher than what occurred in Kentucky and the nation, respectively. Of the unemployed in the region, it is projected that 6% (1,634) had worked in the healthcare field. While it appears that healthcare is a large component of the BG WIB region, the cluster has not kept up with the rest of the nation in certain industries. The mandates associated with the Patient Protection and Affordable Care Act suggest that there will be an increased demand for healthcare services in the near future. Thus, the region will need to focus its efforts on creating a strong workforce to meet this increased demand.

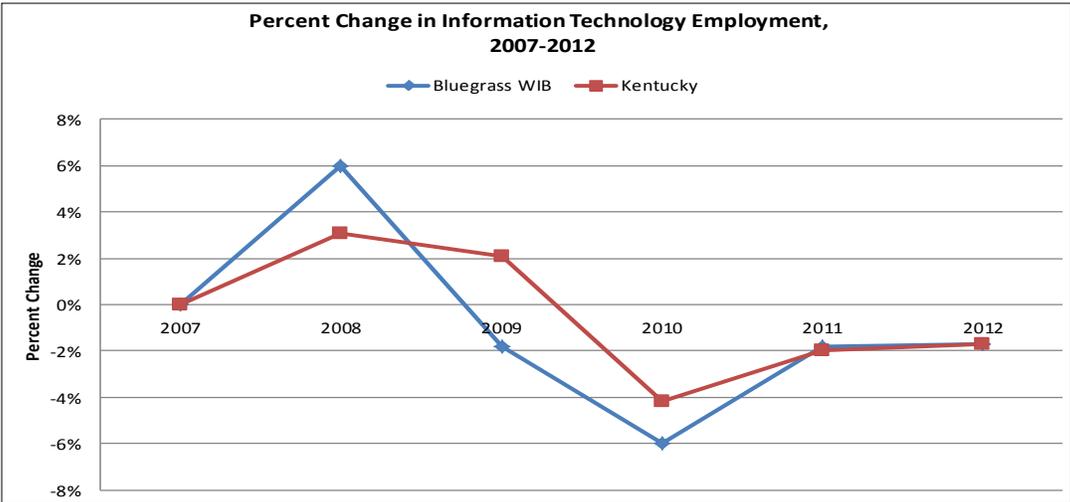


# SECTORS

## IV. Information Technology

These industries are comprised of information technology firms that focus on software development, computer equipment production and code composition. Specific occupations within the information technology field include but are not limited to software developers, systems administrators, computer support specialists, computer systems analysts, software developers, etc. The information technology sector represents ancillary occupations as well such as sales reps, security analysts, assemblers and telecommunications representatives. Ultimately, the information technology sector is comprised of communications, manufacturing related to computers, communications and research and development in the physical and life sciences.

### CHANGE

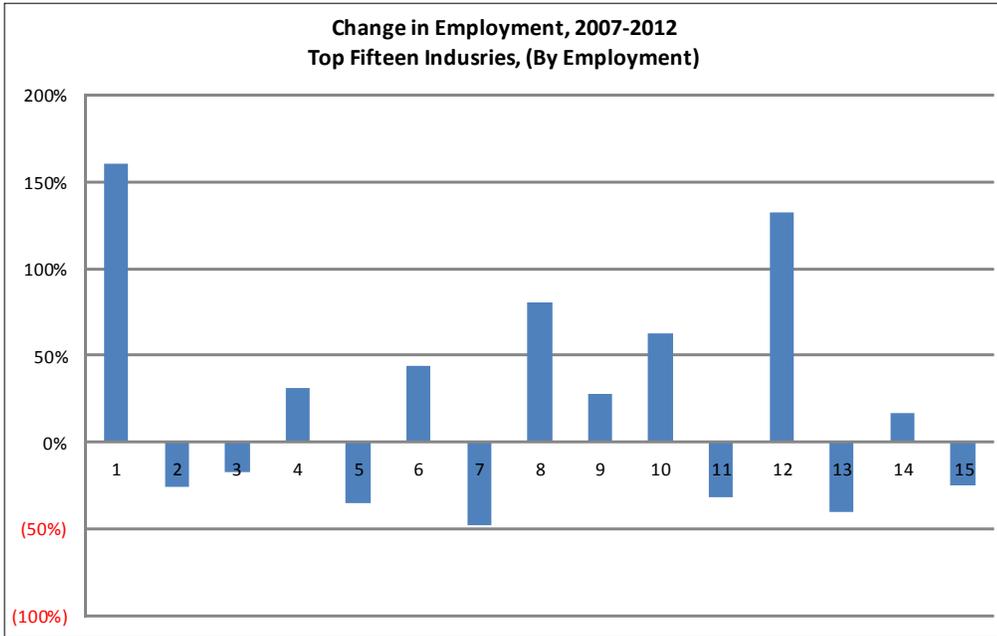


(Source: Author's calculations using EMSI data, 2012)  
Industry profiles created by the Community and Economic Development Initiative of Kentucky (CEDIK) for the Bluegrass Workforce Investment Board. Latest version 1/13. CEDIK Website: <http://www.ca.uky.edu/cedik>; Bluegrass WIB Website: <http://www.bgwib.com>

# SECTORS

## IV. Information Technology

### EMPLOYMENT



Four industries fared very well (growth more than 50%) through the recession: data processing and hosting services, electronic computer manufacturing, motor and generator manufacturing, and R&D in engineering. The following industries declined by at least 25% over the last five years: computer facilities management services, printed circuit assembly manufacturing, and custom computer programming services.

Source: EMSI 2012 and Author's Calculations

Legend	Information Technology Cluster Top Employing Industries	Jobs
1	Data Processing, Hosting, and Related Services	3,786
2	Other Computer Peripheral Equipment Manufacturing	2,266
3	Wired Telecommunications Carriers	1,588
4	Computer Systems Design Services	1,249
5	Custom Computer Programming Services	983
6	Storage Battery Manufacturing	624
7	Computer Facilities Management Services	478
8	R & D in the Physical, Engineering, and Life Sciences	422
9	Electronic Computer Manufacturing	406
10	Other Computer Related Services	390
11	Switchgear and Switchboard Apparatus Manufacturing	365
12	Motor and Generator Manufacturing	300
13	Printed Circuit Assembly (Electronic Assembly) Manufacturing	290
14	Computer, Computer Peripheral Equipment, Software Merchant Wholesalers	264
15	Electron Tube Manufacturing	263

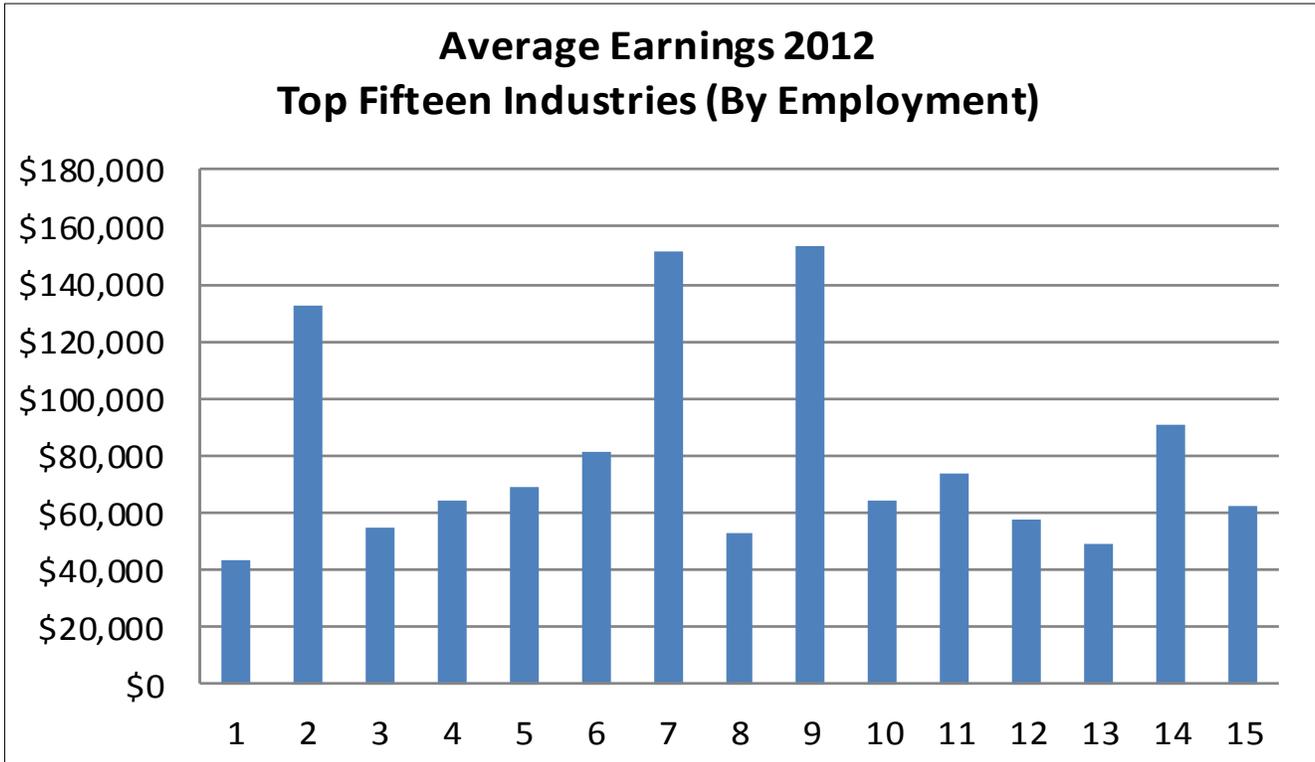
Data Sources: EMSI (Economic Modeling Specialists International, Bureau of Labor Statistics, O\*net, Author's calculations)

Typically the IT cluster pays, in general, the highest earnings across all sectors. The graph below confirms that three industries pay on average over \$100,000 per worker while only two of the fifteen largest industries pay less than \$50,000 per worker.

Unfortunately, some of the industries that pay the highest wages have also been hardest hit throughout the recession and have seen an overall decline in the number of jobs, i.e. Computer facilities management.

# SECTORS

## IV. Information Technology



- |   |   |  |
|---|---|--|
| 1 = Data Processing, Hosting Services   | 6= Storage Battery Manufacturing              | 11 = Switchgear and Switchboard Mfg                            |
| 2= Other Computer Peripheral Equip Mfg  | 7= Computer Facilities Management Services    | 12 = Motor and Generator Mfg                                   |
| 3 = Wired Telecommunications Carriers   | 8 = R&D Physical, Engineering & Life Sciences | 13= Printed Circuit Assembly Mfg                               |
| 4 = Computer Systems Design Services    | 9 = Electronic Computer Mfg                   | 14 = Computer, Computer Peripheral Equip, Software Wholesalers |
| 5 =Custom Computer Programming Services | 10 = Other Computer related Services          | 15 =Electron Tube Manufacturing                                |

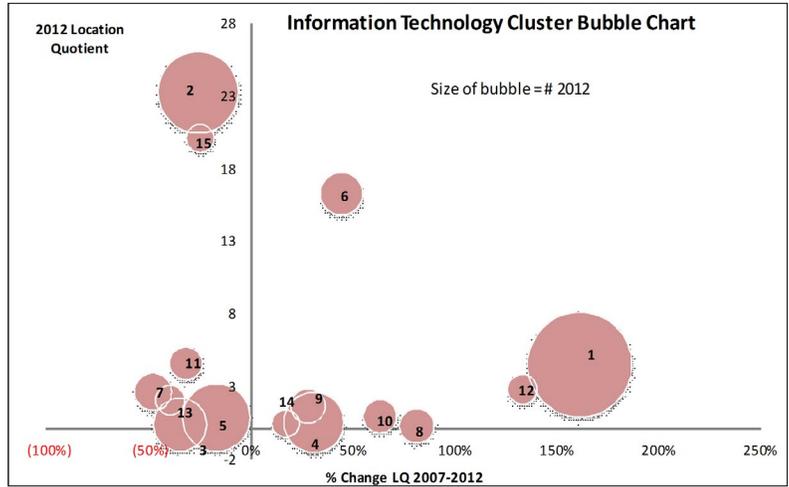


# SECTORS

## IV. Information Technology

### LOCATION QUOTIENT

A location quotient measures the relative concentration of an industry in the region. If an LQ > 1 then it is considered an export industry. This measure alone should not be used to determine which industry might be successful. The bubble chart provides an overview of the LQ over time. The bubble chart suggests that those industries that are in the upper right hand quadrant LQ >1 and growth in LQ over time, might be industries with a promising future. Those industries that are promising include: storage battery manufacturing, data processing, hosting, and services, and motor and generator manufacturing.



Source: Author's calculation of EMSI Data

### LQ < 1

- Wired Telecommunications Carriers (3)
- Computer Systems Design Services (4)
- R & D in Physical Sciences Engineering (8)
- Other Computer Related Services (10)
- Computer, Peripheral Equipment, and Software Wholesalers (14)

### LQ between 1 and 4

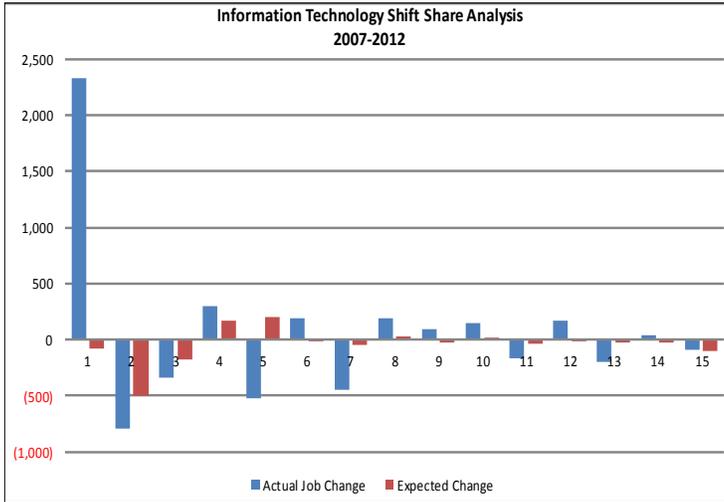
- Electronic Computer Manufacturing (9)
- Computer Facilities Management Services (7)
- Motor and Generator Mfg (12)
- Printer Circuit Assembly Mfg (13)
- Custom Computer Programming Services (5)

### LQ > 4

- Data Processing, Hosting, and Related Services (1)
- Other Computer Peripheral Equip Mfg (2)
- Storage Battery Mfg (6)
- Switchgear and Switchboard Apparatus Mfg (11)
- Electron Tube Mfg (15)

# SECTORS

## IV. Information Technology



**Shift Share Summary:** Shift share analysis provides additional information about how a region fared compared to how it was expected to do given overall national economic trends and trends within the industry. In the figure below if the blue bar (only if actual job change is positive) is larger than the red bar the region has a competitive advantage in that industry. For example, the region appears to have a tremendous competitive advantage in data processing, hosting and services. It was expected that there would a decline in jobs but the region grew by about 2,350 jobs in this industry. Many industries fared worse than expected. For example other computer peripheral manufacturing was only supposed to decline by approximately 500 jobs but instead it fell by 750 jobs.

1 = Data Processing, Hosting Services

6 = Storage Battery Manufacturing

11 = Switchgear and Switchboard Mfg

2 = Other Computer Peripheral Equip Mfg

7 = Computer Facilities Management Services

12 = Motor and Generator Mfg

3 = Wired Telecommunications Carriers

8 = R&D Physical, Engineering & Life Sciences

13 = Printed Circuit Assembly Mfg

4 = Computer Systems Design Services

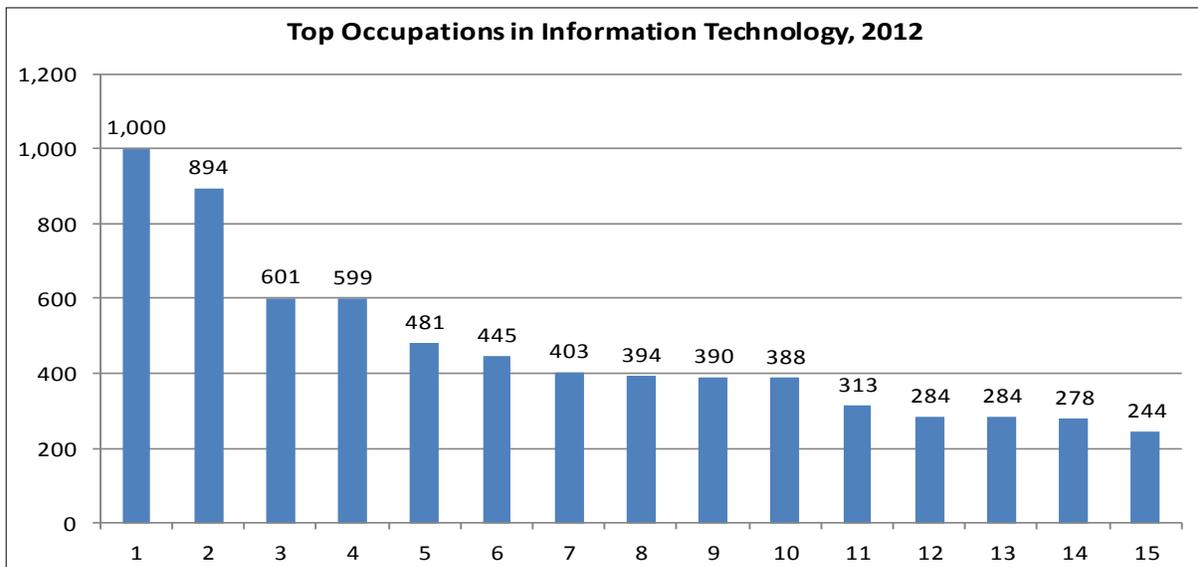
9 = Electronic Computer Mfg

14 = Computer, Computer Peripheral Equip, Software Wholesalers

5 = Custom Computer Programming Services

10 = Other Computer related Services

15 = Electron Tube Manufacturing

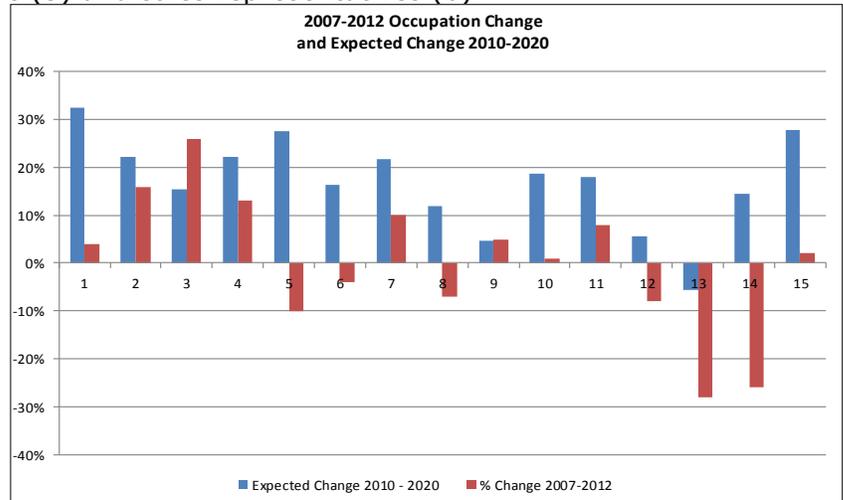


# SECTORS

## IV. Information Technology

Software developers and computer support specialists are the most common occupations in the IT cluster. These are relatively high paying occupations, workers earn over \$30/hr and a bachelor's degree is required. Several of the industries that have declined have represented higher paying occupations including application software developers (5) and sales representatives (6).

The figure to the right suggests there might be a mismatch between the current trend in occupations in the region and future national occupation trends. For example, there has been a decline in the number of application software developers over the last five years but there is a projected 28% increase for the next 10 years. Telecommunications equipment installers appears to be another mismatch. There also appears to be future opportunities for software developers and network and computer systems administrators based on growth projections for 2020.



Source: EMSI, 2012

- |                                       |                                      |   |
|---------------------------------------|--------------------------------------|---|
| 1 = Software Developers, Systems      | 6 = Sales Reps, Wholesale and Mfg    | 11 = Computer & Info Systems Managers         |
| 2 = Computer Support Specialists      | 7 = Information Security Analysts    | 12 = Team Assemblers                          |
| 3 = Customer Service Representatives  | 8 = Computer Programmers             | 13 = Electrical & Electronic Equip Assemblers |
| 4 = Computer Systems Analysts         | 9 = General and Operations Managers  | 14 = Telecommunications Equip Installers      |
| 5 = Software Developers, Applications | 10 = Sales Reps, Services, All Other | 15 = Network and Computer Systems Admins      |

Key	Top Occupations	Median Hourly Earnings	Education Level
1	Software Developers, Systems Software	\$35.95	Bachelor's degree
2	Computer Support Specialists	\$19.83	Associate's degree
3	Customer Service Representatives	\$13.24	Short-term on-the-job training
4	Computer Systems Analysts	\$33.64	Bachelor's degree
5	Software Developers, Applications	\$34.32	Bachelor's degree
6	Sales Representatives, Wholesale and Mfg	\$33.13	Bachelor's degree
7	Information Security Analysts,	\$24.10	Bachelor's degree
8	Computer Programmers	\$25.97	Bachelor's degree
9	General and Operations Managers	\$36.56	Bachelor's or higher degree, plus work experience
10	Sales Representatives, Services, All Other	\$17.37	Short-term on-the-job training
11	Computer and Information Systems Managers	\$39.09	Bachelor's or higher degree, plus work experience
12	Team Assemblers	\$13.60	Moderate-term on-the-job training
13	Electrical and Electronic Equipment Assemblers	\$15.27	Short-term on-the-job training
14	Telecommunications Equipment Installers	\$21.53	Postsecondary non-degree award
15	Network and Computer Systems Administrators	\$24.36	Bachelor's degree

# SECTORS

## IV. Information Technology

### *OUTLOOK*

The Information Technology (IT) cluster is comprised of communications, manufacturing related to computers communications and research and development in the physical and life sciences (A full list of the industries included is provided in appendix T). In 2012 there were an estimated 15,000 individuals employed in this cluster. The largest industry in the region is data processing, hosting and related services (3,786 jobs). Lexmark is the second largest employer.

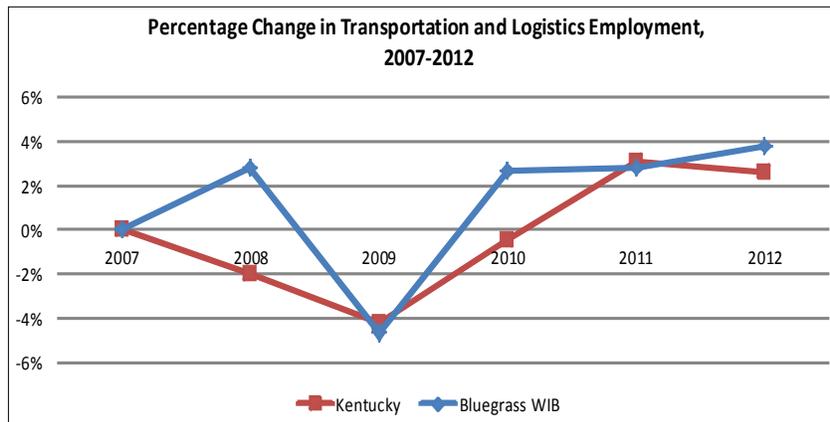
The IT sector in the Bluegrass WIB region declined during the recession but is almost back to 2007 numbers. The most promising industries within the IT cluster appear to be data processing and hosting services, motor and generator manufacturing, and storage battery manufacturing. The IT cluster is one of the top paying clusters and the top occupations typically require at least a bachelor's degree. The top occupations in terms of projected growth and earnings are software developers and computer support specialists.

# SECTORS

## V. Transportation, Distribution and Logistics

These industries focus on the movement and storage of goods and support activities related to different modes of transportation of goods and services. Specific modes of transportation include water, rail, road and air. Specific occupations within the transportation, distribution and logistics sectors include but are not limited to engineers, drivers, captains and couriers as well as general warehousing and storage employees, logistics consultants, messengers and specialized freight and rigging specialists. As the world places more and more emphasis on transporting goods and services faster and more efficiently, the transportation, distribution and logistics sector becomes more emphasized and important within a region's economy.

### CHANGE



Industry profiles created by the Community and Economic Development Initiative of Kentucky (CEDIK) for the Bluegrass Workforce Investment Board. Latest version 2/4. CEDIK Website: <http://www.ca.uky.edu/cedik>; Bluegrass WIB Website: <http://www.bgwib.com>

Total Gross Regional Product (2011)	\$701 Million
Imports (2011)	\$1 Billion
Exports (2011)	\$850 Million

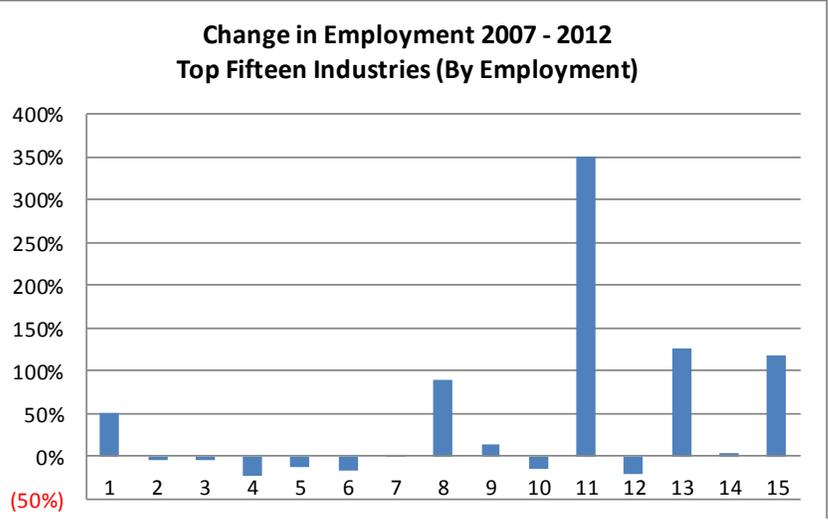
### EMPLOYMENT

Legend	Transportation/Logistics Cluster Top Employing Industries	Jobs
1	General Warehousing and Storage	2,482
2	Couriers and Express Delivery Services	1,902
3	General Freight Trucking, Long-Distance, Truckload	1,473
4	General Freight Trucking, Local	1,244
5	General Freight Trucking, Long-Distance, Less Than Truckload	729
6	Specialized Freight (except Used Goods) Trucking, Local	546
7	Rail Transportation	454
8	Process, Physical Distribution, and Logistics Consulting Services	353
9	Freight Transportation Arrangement	290
10	Specialized Freight (except Used Goods) Trucking, Long-Distance	279
11	Support Activities for Rail Transportation	270
12	Local Messengers and Local Delivery	254
13	Other Warehousing and Storage	227
14	Used Household and Office Goods Moving	192
15	Other Support Activities for Air Transportation	152

# SECTORS

## V. Transportation, Distribution and Logistics

Five industries fared well through the recession. Of particular interest is the dramatic increase in the support activities for rail transportation. Between 2007 and 2012 this industry grew by 350%. This industry is largely comprised of stockyards and CSX Transportation. In addition, process, physical distribution and logistics consulting services, other warehousing and storage and other activities for air transportation grew by at least 90% over the last five years. In overall employment, the cluster is led by general warehousing, courier and express delivery services, and trucking.



The transportation and logistics cluster pays on average annual earnings between \$18,000 and \$79,000. Earnings in this cluster are lower compared to other clusters. Earnings are highest for rail transportation and support activities for rail. Earnings are lowest for local messengers and used household and office goods moving.

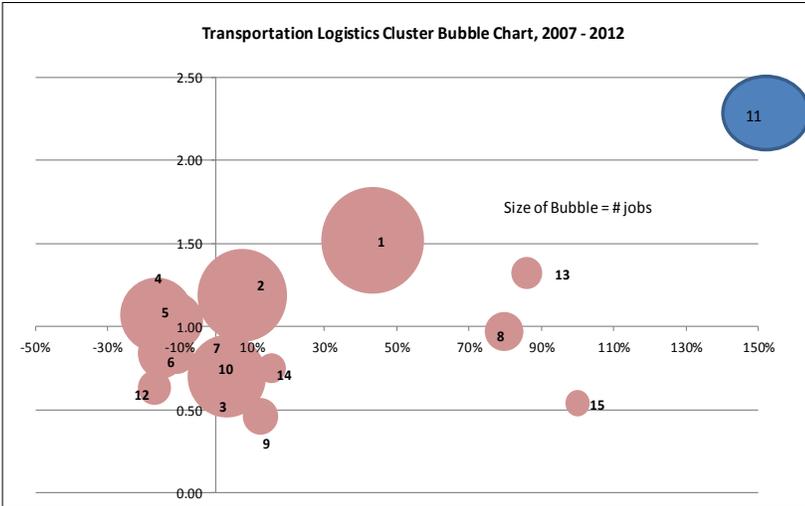
### LOCATION QUOTIENT

Legend	Industry	LQ
1	General Warehousing and Storage	1.52
2	Couriers and Express Delivery Services	1.19
3	General Freight Trucking, Long-Distance, Truckload	0.70
4	General Freight Trucking, Local	1.07
5	General Freight Trucking, Long-Distance, Less Than Truckload	1.03
6	Specialized Freight (except Used Goods) Trucking, Local	0.84
7	Rail Transportation	0.75
8	Process, Physical Distribution, and Logistics Consulting Services	0.97
9	Freight Transportation Arrangement	0.46
10	Specialized Freight (except Used Goods) Trucking, Long-Distance	0.82
11	Support Activities for Rail Transportation	2.36
12	Local Messengers and Local Delivery	0.63
13	Other Warehousing and Storage	1.32
14	Used Household and Office Goods Moving	0.75
15	Other Support Activities for Air Transportation	0.54

# SECTORS

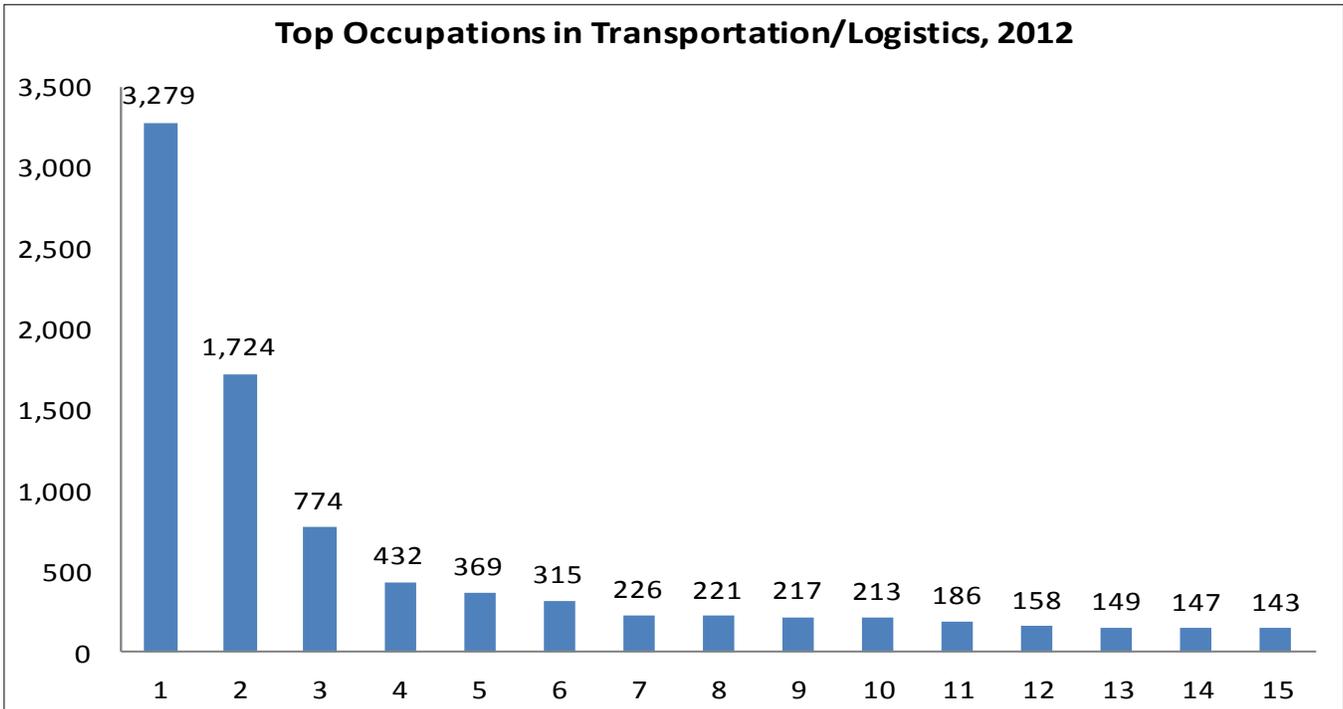
## V. Transportation, Distribution and Logistics

### LOCATION QUOTIENT



The blue circle (Support for Rail Transportation grew by 348% thus its position on the bubble chart is not to scale) Source: Author's calculation of EMSI Data

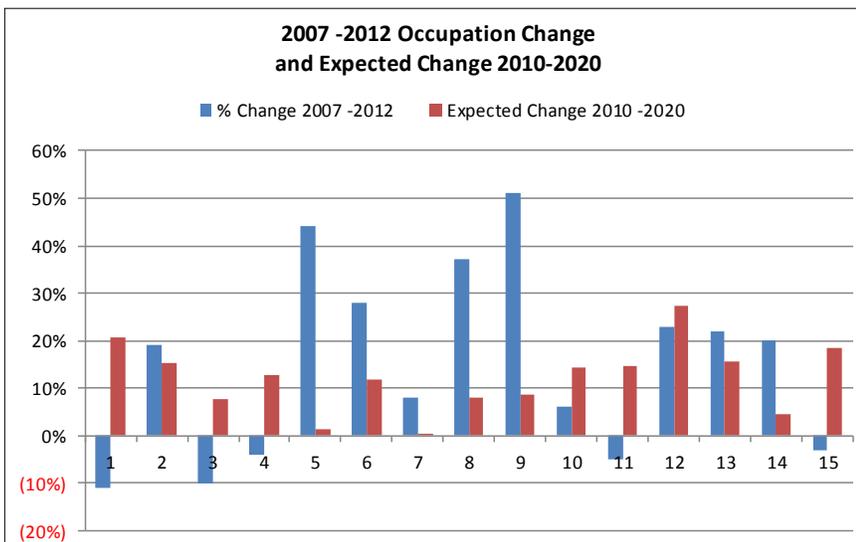
A location quotient measures the relative concentration of an industry in the region. If an  $LQ > 1$  then it is considered an export industry. This measure alone should not be used to determine which industry might be successful. The bubble chart provides an overview of the LQ over time. The bubble chart suggests that those industries that are in the upper right hand quadrant  $LQ > 1$  and growth in LQ over time, might be industries with a promising future. These industries include support activities for rail, and general warehousing and storage. Emerging sectors ( $LQ < 1$ ) but growing rapidly include process, physical distribution and logistics consulting services and support activities for air transportation.



# SECTORS

## V. Transportation, Distribution and Logistics

Key	Top Occupations	Median Hourly Earnings	Education Level
1	Heavy and Tractor-Trailer Truck Drivers	\$14.84	Short-term on-the-job training
2	Laborers and Freight, Stock, and Material Movers	\$9.99	Short-term on-the-job training
3	Light Truck or Delivery Services Drivers	\$13.66	Short-term on-the-job training
4	Couriers and Messengers	\$11.26	Short-term on-the-job training
5	Stock Clerks and Order Fillers	\$11.68	Short-term on-the-job training
6	Industrial Truck and Tractor Operators	\$15.21	Short-term on-the-job training
7	Shipping, Receiving, and Traffic Clerks	\$14.15	Short-term on-the-job training
8	Managers, All Other	\$21.59	Work exp in a related occupation
9	Packers and Packagers, Hand	\$10.41	Short-term on-the-job training
10	First-Line Supervisors of Transportation Operators	\$22.80	Work exp in a related occupation
11	Bus and Truck Mechanics, Diesel Engine Specialists	\$17.71	Postsecondary non-degree award
12	First-Line Supervisors of Helpers and Laborers	\$18.32	Work exp in a related occupation
13	Customer Service Representatives	\$13.24	Short-term on-the-job training
14	General and Operations Managers	\$36.56	Bachelor's or higher degree and work experience
15	Dispatchers, Except Police, Fire, and Ambulance	\$12.71	Moderate-term on-the-job training



Heavy and tractor-trailer drivers and laborers and freight movers are the most common occupations within the transportation and logistics cluster (although the number of tractor trailer drivers have declined over the last five years). These are relatively low paying occupations, workers earn less than \$15 per hour. These occupations require short-term training and in some instances specific licenses, such as CDL trucking driver licenses. The good news is that some of those jobs that have increased rapidly over the last five years are the highest paying occupations in the cluster (management positions).

The figure above suggests there might be a mismatch between the current trend in occupations in the region and future national occupation trends. While there might be a competitive advantage in this region for a particular occupation/industry, the BG WIB region needs to be careful not to oversaturate the market with a supply of workers that is projected to increase at a rate slower than the region is currently producing. It does appear that there is an opportunity for truck drivers and bus and truck mechanics based on national projected growth, even though there was a decline over the last five years.

# SECTORS

## V. Transportation, Distribution and Logistics

### OUTLOOK

The transportation and logistics cluster is comprised of all trucking, rail, and air transportation industries as well as warehousing and distribution services (A full list of industries included in this cluster is provided in the appendix U). In 2012 there were an estimated 11,800 individuals employed in this cluster in the Bluegrass WIB region. The largest industries in the region in transportation and logistics is general warehousing and storage and couriers and express deliver services (UPS and FedEx). By far the largest single employer is UPS. Overall, the cluster is a net importer (\$1 billion imports versus \$850 million exports).

The transportation and logistics cluster has fared relatively well during the recession. The only decline in employment occurred in 2009 but currently employment has increased a total of 4% between 2007 and 2012. The most promising industries within this cluster appear to be 1) General warehousing, 2) Process, distribution and logistics, and 3) Support activities for rail.

Truck drivers and laborers lead the types of occupations working for this cluster. Overall, the occupations that support the transportation and logistics cluster are lower paying than other occupations. In addition, these occupations require relatively short-term training and in some instances specific driving licenses to operate tractor-trailers (CDL).

# IN CONCLUSION

The Bluegrass Workforce Investment Board's emphasis on manufacturing, healthcare, transportation/logistics/ distribution, and information technology is well positioned evidenced by the total number of jobs within each sector. Even with jobs in manufacturing having decreased within the last five years, stemming from poor economic conditions, overall, the sector still represents 9.6% of total jobs within the Bluegrass Region. This fact, compounded by an average wage within the sector over \$70,000 per year, provides significant incentive to focus BGWIB resources within the sector. Similarly, the healthcare sector represents 9.6% of total jobs within Bluegrass, with average annual wages approaching \$60,000 per year.

While not as robust, information jobs represent significant job creating opportunities within the Bluegrass Region. The information sector represents 1.8% of total jobs within the region. While representing a significantly lower percentage of the total Bluegrass workforce, opportunity is illustrated by an average annual wage of \$45,000 per year and a location quotient greater than 1.25, identifying it as an export industry and thus bringing new monies into the Bluegrass Region. Transportation jobs represent 2.5% of total jobs within the Bluegrass Region with an annual wage approaching \$45,000 per year. Furthermore, both the information and transportation sectors have seen substantial increases in total jobs over the past five years, representing significant additions to the labor force when compared to their significance to the total job number for the region. The information sector has seen an almost 20% increase in total jobs as a percentage of total employment within the region, representing an obvious employment trend.

After careful analysis, the Bluegrass Workforce Investment Board's emphasis on manufacturing, healthcare, transportation/logistics/distribution and information technology seems well founded, relying primarily on each sector's representation as a percentage of the total region's workforce. These percentages, when compounded by data for higher annual wages, historical growth over the last five years, and their respective location quotient, all represent the most efficient and effective deployment of BGWIB assets and resources within the region's industries. Any one regression might lead to a different conclusion, but when taken as a whole, these industries are well positioned to provide job growth within the Bluegrass Region.



Compiled: 2013

***LOCAL WORKFORCE INVESTMENT BOARD PLAN  
PY 2013 - 2014***

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ATTACHMENT H

**Trade Regional Plan**

## Bluegrass Integrated Trade Services Plan



**Danville Career Center**  
121 East Broadway  
859.239.7411

**Frankfort Access Point**  
1121 Louisville Road, Suite 6  
502.564.7046

**Georgetown Career Center**  
1000 West Main Street  
502.863.2402

**Lexington Career Center**  
1055 Industry Road  
859.258.3140

**Richmond Career Center**  
595 South Keeneland Drive  
859.624.2564

**Winchester Career Center**  
15 West Lexington Avenue  
859.737.7793

# Trade

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

Updated: October 2013

# TABLE OF CONTENTS

## REGIONAL PLAN: INTEGRATED TRADE SERVICES

Note: Please refer to the *Integration of Trade Services for Dislocated Workers: A Comprehensive Guide (Handbook)* for complete procedures regarding implementing the Bluegrass Regional Plan.

### BLUEGRASS LOCAL AREA

**OET** – Office of Employment & Training Staff

**LWIA** – Local Workforce Investment Area Staff

**EKOS** – Employ Kentucky Operating System

REGIONAL PLAN FOR TAA SERVICES		
1	Rapid Response	Notice of Layoff Initial Employer Contact Employer Meeting
2	Rapid Response	Employee Meeting
3	Rapid Response	Local Area Closing Process Review
4	Trade Orientation	Trade Program Procedures
5	Trade Orientation	Preparation Welcome Review of TAA Services/Benefits
6	Trade Orientation	Individual Application for TAA/TRA Benefits WIA Pre-Enrollment Meeting Conclusion
7	Trade Orientation  Rapid Response Benefits	Data Entry File Maintenance Processing TAA/TRA Application for Individual Benefits Agent/Liable State
8	Benefits	Case Management Comprehensive Assessment/IEP
9	Benefits	Alternative Trade Adjustment Assistance (ATAA)/Re-employment Trade Adjustment Assistance (RTAA) Job Search Assistance
10	Benefits Service	Relocation Allowances Waiver
11	Service	Training
12	Service	Subsistence or Transportation Payments for Training

## REGIONAL PLAN FOR TAA SERVICES

RAPID RESPONSE	Notice of Layoff
<b>C: 100.1</b> <b>C: 100.3</b>	<p>Notification of layoff can be received in any of the following ways.</p> <ul style="list-style-type: none"> <li>• Receive WARN notice at the State or local level: <ul style="list-style-type: none"> <li>• If WARN is received at State Level, <b>State Rapid Response (RR) team</b> notifies Local Area Rapid Response Coordinator (LARRC) and Local Workforce Investment Area (LWIA) Director with a copy of the WARN letter.</li> <li>• If a WARN notice is received by LARR team, the original is forwarded to the State RR team immediately by the <b>LARRC</b>.</li> </ul> </li> <li>• Trade petition is filed.</li> <li>• Local staff receives layoff notification from employer, affected worker(s), or public announcement: <ul style="list-style-type: none"> <li>• Staff informs LARRC of possible layoff immediately and includes employer's contact information (if available) and any details regarding the layoff. <ul style="list-style-type: none"> <li>• <i>Any media inquiries should be forwarded to the LARRC.</i></li> </ul> </li> </ul> </li> </ul>
RAPID RESPONSE	Initial Employer Contact
<b>C: 100</b>	<p><b>LARRC</b> will:</p> <ul style="list-style-type: none"> <li>• Make initial employer contact to verify layoff information and to schedule RR Employer Meeting.</li> <li>• Determine if the employer and affected workers may be Trade impacted and will refer company contact to Trade petition website (if applicable), if the company is already certified as Trade impacted, designated team will refer to Trade Program Procedures (see section: Trade Program Procedures).</li> <li>• Refer company contact to WARN requirements (if applicable).</li> <li>• Schedule a RR Employer Meeting at the convenience of the employer.</li> <li>• Assess employer needs to customize services.</li> <li>• Log all appropriate information into EKOS, including opening a RR record.</li> </ul>
RAPID RESPONSE	Employer Meeting
<b>C: 200.1</b>	<p><b>LARRC</b> will:</p> <ul style="list-style-type: none"> <li>• Distribute RR Employer Meeting Notification:</li> <li>• Notify all RR team members (Office of Employment and Training, Workforce Investment Act, Kentucky Adult Education, &amp; Office of Vocational Rehabilitation) via email of the scheduled RR Employer Meeting, including date, time, and location. Partner management staff is to be copied on this email.</li> <li>• Designate the LWIA team member responsible for RR services based on location of lay-off employer and alternate team member in case of emergency within the text of the email.</li> <li>• <b>Regional Trade Coordinator</b> will be the designated <b>OET Representative</b> for all employer meetings and will assign OET staff for employee meetings.</li> </ul>

	<ul style="list-style-type: none"> <li>• This can be beneficial when the RR is scheduled during hours or days with high traffic in the Career Centers.</li> <li>• Inform other LWIA's that may have potentially-affected residents.</li> </ul> <p><b>LWIA Lead</b> will:</p> <ul style="list-style-type: none"> <li>• Present customized list of potential employers and job fairs.</li> <li>• If Trade impacted, proceed according to Trade program procedures (at the end of this section).</li> <li>• Verify if additional accommodations are needed (visually or hearing impaired individuals, foreign language interpreters, other special needs assistance).</li> <li>• Verify if accommodations are available for playing RR DVD.</li> <li>• Schedule employee meeting(s) at the convenience of the employer.</li> <li>• Enter employer activities and comments in EKOS.</li> </ul>
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RAPID RESPONSE	Employee Meeting
<p><b>C: 300.2</b></p>	<p><b>LARRC</b> performs these tasks when there is not an employer meeting. <b>LWIA Lead</b> performs these tasks when there is an employer meeting.</p> <p><b>LWIA Lead</b> will:</p> <ul style="list-style-type: none"> <li>• Review employer meeting notes to devise a custom plan for the employee meeting.</li> <li>• Notify entire LARR team, local team partners, and all partner management staff of the employee meeting date(s)/time(s), location, and any other pertinent information.</li> <li>• For dislocations serving more than 75 individuals, the designated team will inform the LARRC, who will contact DOL's Employee Benefits Security Administration (EBSA) for a representative.</li> <li>• A standard Rapid Response box will be located in each Career Center and adequately stocked at all times with materials to serve 75 workers as well as a copy of the RR DVD.</li> <li>• For dislocations over 75, <b>LWIA Lead</b> will obtain additional packets from LARRC.             <ul style="list-style-type: none"> <li>• <i>Always bring 10-20 extra packets.</i></li> </ul> </li> </ul> <p><b>LWIA Lead</b> will:</p> <ul style="list-style-type: none"> <li>• Address any additional accommodations (utilizing local team members' services directory).</li> <li>• Ensure that all appropriate partners are invited.</li> <li>• Prepare sign-in sheet for attending employees (featuring name, address, and last 4 digits of SSN).</li> <li>• Maintain adequate supply of RR packets.</li> <li>• Ensure that the employer will have someone available to provide LARRT access to the employer's facility if RR is held on site.</li> <li>• Arrive at the site 45 minutes prior to meeting.</li> </ul> <p><b>LWIA Lead</b> will:</p> <ul style="list-style-type: none"> <li>• Direct customized employee meeting(s).</li> <li>• Pass around sign-in sheet, asking that employees sign-in.</li> <li>• Give employer contact an Employer Rapid Response Survey to complete.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that each presenter will be allotted an adequate amount of time to present their materials while meeting standard RR time constraints.</li> <li>• Ensure that each worker receives a RR packet and any other pertinent information.</li> <li>• Ask employees to complete the survey in the back of Re-employment Resource Guide.</li> </ul>
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RAPID RESPONSE	Local Area Closing
	<p><b>LWIA Lead</b> will:</p> <ul style="list-style-type: none"> <li>• Tabulate employee surveys and enter on survey tally sheet after all RR meetings have been conducted for a company.</li> <li>• Enter employer activities in <b>EKOS</b> (if applicable), update the RR Custom Tab in EKOS and enter a brief summation of RR activities in Comments.               <ul style="list-style-type: none"> <li>• The summation should include information regarding agencies who were represented at the RR session(s), total # of employees who attended the session(s), and any additional information which may be pertinent to the delivery of RR services for the company.</li> </ul> </li> <li>• Enter employee Rapid Response activity for employees currently registered in EKOS.</li> <li>• Send completed sign-in sheets, completed surveys, and tabulated survey results to LARRC.</li> </ul> <p><b>LARRC</b> will:</p> <ul style="list-style-type: none"> <li>• Forward completed tabulated survey results, original employer survey (if not submitted directly to State RR team directly by employer), and copies of sign in sheets to State RR team.</li> <li>• File all closing info in secure location.</li> <li>• Re-attempt to add activity for employees not registered in EKOS after layoff.</li> </ul>

RAPID RESPONSE / TRADE ORIENTATION	Process Review
	<p><b>LARRC</b> will:</p> <ul style="list-style-type: none"> <li>• Conduct LARRT meetings to review effectiveness of RR presentation and Trade orientation.               <ul style="list-style-type: none"> <li>• LARRT members should make every effort to attend each meeting and be prepared to provide input.</li> </ul> </li> </ul>

## RAPID RESPONSE

## Trade Program Procedures

C: 100.1  
D: 100.1  
D: 100.2

- In the event of a Trade-affected Rapid Response event, the following plan is to ensure effective service through the LARR team structure.
- If it is determined that a company is potentially Trade impacted, the **LARRC** will:
    - Provide company with information on filing a Trade petition.
    - Advise the **Regional Trade Coordinator** of potential Trade petition.
    - Inform other LWIAs that may have potentially-affected residents.
    - Speak with the employer about the company's ability to provide a spreadsheet, identifying adversely affected workers.
      - The information requested to be included on the spreadsheet includes:
        - Employee Name
        - Employee Address
        - Employee Phone Number
        - Employee SSN
        - Employee's Employment Start Date
        - Employee's Employment End Date
    - Obtain completed spreadsheet from employer, identifying affected workers at the time of dislocation(s).
  - The **LWIA Lead** will coordinate with **Regional Trade Coordinator** and WIA staff to determine time/date of orientation meetings to occur once employees are dislocated. (Default location: nearest Kentucky Career Center).
  - Employee Meeting (in addition to normal RR procedure).
    - The **LWIA Lead** will:
      - Ensure that the RR presentation lasts no more than 1.5 hours.
      - Discuss Trade benefits during presentation, including TAA, relocation allowance, out-of-area job search allowances.
      - Notify employees of current petition status.
      - If pending, Trade benefits will be discussed briefly.
      - If approved, announcements will be made concerning details of upcoming TAA/WIA orientations.
  - **OET** will:
    - Discuss Trade benefits during presentation, including TRA, and ATAA/RTAA.
  - Notification of Trade Orientation Meeting
    - If orientations are already scheduled at the time of the RR meeting, the **LWIA Lead** will make sign up sheets available for employees to sign up for an upcoming session at that time.
    - If orientations are not already scheduled at the time of the RR meeting or if workers were dislocated prior to petition certification, the **LARRC** will contact the company for a list of affected workers and will share the list with the Regional Trade Facilitator and local **OET** & **WIA** staff.
    - Local Office **OET** and **LWIA** staff will coordinate orientation times and will send letters to affected workers.
    - The **LARRC** will facilitate any additional outreach activities (website update, press release, public service announcement, etc.)

TRADE ORIENTATION	Preparation
<b>D: 100.3</b>	<p>Prior to Trade Orientation meeting,</p> <p><b>LWIA</b> will:</p> <p>Obtain adequate resource materials</p> <ul style="list-style-type: none"> <li>• WIA Customer Self-Assessment.</li> <li>• TAA/TRA 858</li> <li>• TAA Orientation PowerPoint slides</li> <li>• Set up equipment to display TAA Orientation PowerPoint.</li> </ul> <p><b>OET</b> will:</p> <p>Prepare folders necessary to make individual application for TAA benefits</p> <ul style="list-style-type: none"> <li>• TAA / TRA – 855</li> <li>• TAA / TRA – 855a</li> <li>• Ensure that enough copies of the TAA Customer Handbook are available.</li> </ul>
TRADE ORIENTATION	Welcome
	<p><b>LWIA</b> will:</p> <ul style="list-style-type: none"> <li>• Explain reason for meeting – to provide worker with more information about Trade benefits, including important deadlines which must be met and to provide them with an opportunity to make an individual application for benefits.</li> <li>• Check off workers in attendance.</li> </ul>
TRADE ORIENTATION	Review of TAA Services / Benefits
<b>D: 200.2</b> <b>E: 600</b> <b>E: 500</b> <b>G: 100</b> <b>G: 100.1</b> <b>F: 100</b> <b>F: 200</b> <b>F: 300</b> <b>F: 300.1</b> <b>F: 300.2</b> <b>D: 200.4</b> <b>D: 200.5</b> <b>E: 100</b> <b>E: 200</b> <b>E: 300</b>	<p><b>OET</b> will review:</p> <ul style="list-style-type: none"> <li>• Reemployment Services – offers workers assistance in finding employment. These services help identify appropriate training programs and referral to appropriate job openings (Employment counseling, Resume Writing and Interview skills assistance, Career assessment, Job development, Job search programs, Job referrals).</li> <li>• Income Support – Trade Readjustment Allowances (TRA) – may be available to provide income support to individuals while participating in approved full-time training or if training is not feasible or appropriate.</li> <li>• Training Waivers Under TAA – Eligible workers may be waived from participating in training and still receive Basic TRA if they meet the criteria.</li> <li>• Re-employment Trade Adjustment Assistance (RTAA) – may allow older workers to accept re-employment at a lower wage and receive a wage subsidy. <ul style="list-style-type: none"> <li>• Eligible workers are those age 50 or older who obtain new, full-time employment. Those workers may be eligible for a wage subsidy of 50% of the difference between the old and new wage.</li> </ul> </li> </ul> <p><b>LWIA</b> will review:</p> <ul style="list-style-type: none"> <li>• Job Search Allowances – may cover expenses incurred seeking employment outside a certified worker’s normal commuting area if employment is not available in the area.</li> </ul> <p><i>Must be approved by WIA Workforce Specialist and <b>OET</b> merit staff.</i></p>

- Relocation Allowances – may reimburse approved expenses when a certified worker must move outside his/her normal commuting area.
  - *Must be approved by WIA Workforce Specialist and OET merit staff.*
- Training – provided to workers who lack the skills needed to obtain suitable employment. Training must be of the shortest duration necessary to return the individual to employment.
  - *Must be approved by WIA Workforce Specialist and OET merit staff.*

TRADE ORIENTATION	Individual Application for TAA / TRA Benefits
E: 600.5	<p>OET will:</p> <ul style="list-style-type: none"> <li>• Assist worker with completing TAA / TRA 855 &amp; TAA / TRA 855a.</li> <li>• Collect completed application paperwork for individual benefits.</li> </ul>

TRADE ORIENTATION	WIA Pre-enrollment
	<p>LWIA will:</p> <ul style="list-style-type: none"> <li>• Make copies of each worker's eligibility documentation</li> <li>• Conduct basic WIA orientation.</li> </ul> <p>For those workers who express an interest in training during the orientation,</p> <p>LWIA will:</p> <ul style="list-style-type: none"> <li>• Provide worker with initial forms for future one on one WIA assessment.</li> <li>• Collect completed IEP and Grievance forms.</li> <li>• Collect completed TAA/TRA 858.</li> </ul>

TRADE ORIENTATION	Meeting Conclusion
	<p>OET will:</p> <ul style="list-style-type: none"> <li>• Remind workers that the services available to them are meant to help them become re-employed and that it is up to them to contact staff if interested in any of the TAA services / benefits, recommending that they do not wait too long to ensure that they do not miss any important deadlines.</li> <li>• Provide worker with next group appointment time to review need for waiver.</li> </ul>

TRADE ORIENTATION	Data Entry
<b>D: 100.5</b> <b>C: 100.2</b>	<p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>Enter <b>EKOS</b> activity and case note regarding worker's attendance at the Trade orientation. Case note must specify the date worker is scheduled to return to review the need for a waiver.</li> </ul> <p><b>LWIA</b> will:</p> <ul style="list-style-type: none"> <li>Enter <b>EKOS</b> activity and case note for any workers who express interest in training and completed the TAA/TRA 858.</li> </ul>

TRADE ORIENTATION	File Maintenance
	<p><b>LWIA</b> staff will maintain completed copies of eligibility documentation and any completed TAA/TRA 858 forms alphabetically in a single manila folder by company name.</p>

TRADE ORIENTATION	Processing TAA / TRA Application for Individual Benefits
	<p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>Process TAA/TRA 855, TAA/TRA 855A .</li> <li>Enter Trade Case Management service in EKOS.</li> </ul>

BENEFITS	Agent / Liable State
<b>C: 100.2</b>	<p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>Determine if Kentucky is the Liable State or Agent State. <ul style="list-style-type: none"> <li>The Liable State is the state which administers the worker's UI. <ul style="list-style-type: none"> <li>The Liable State makes all determinations and must approve all services being provided.</li> </ul> </li> <li>The Agent State is the state in which the worker is accessing services. <ul style="list-style-type: none"> <li>The Agent State must obtain permission from the Liable State to provide services.</li> </ul> </li> </ul> </li> </ul>

BENEFITS	Case Management
<b>C: 400</b> <b>D: 200.2</b>	<p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>• Enter a Trade Case Management service in <b>EKOS</b> for each Trade affected worker.</li> <li>• All Trade affected workers who have completed an individual application for TAA / TRA benefits must be provided Case Management to assist in their re-employment efforts. <ul style="list-style-type: none"> <li>• Case management can include: <ul style="list-style-type: none"> <li>• Development of Individual Employment Plan (IEP)</li> <li>• Workshops</li> <li>• Resume Writing Assistance</li> <li>• Job Search Assistance</li> <li>• Assessment</li> <li>• Labor Market Information</li> </ul> </li> </ul> </li> </ul> <p><b>LWIA</b> will:</p> <ul style="list-style-type: none"> <li>• Enter a Trade Case Management service in <b>EKOS</b> for each Trade affected worker for whom they are providing a service.</li> </ul>

BENEFITS	Comprehensive Assessment / IEP
<b>D: 200.2.1</b> <b>D: 200.2.2</b> <b>D: 200.2.2.1</b>	<p>Review of Current skills, Work history, Education, Training Needs</p> <p><b>EKOS</b> Entries:</p> <ul style="list-style-type: none"> <li>• <b>OET</b> will update Comprehensive Assessment to include information related to worker's current skills, work history, education, training needs, etc.</li> <li>• Information entered in the Comprehensive Assessment tab will populate the IEP custom tab to create a printable IEP.</li> <li>• The Comprehensive Assessment Tab must be updated as necessary and a new IEP printed for the worker.</li> </ul> <p><u>Referrals</u></p> <ul style="list-style-type: none"> <li>• Based on the results of the initial assessment, <b>OET</b> will provide services or make referrals to additional services which may benefit the worker. The worker should be referred to LWIA immediately if he/she expresses an interest in training, job search allowances, or relocation or if it appears that additional skills will be needed to find employment.</li> </ul> <p><b>OET</b> will complete each of the following steps in making a referral to LWIA:</p> <ul style="list-style-type: none"> <li>• E-mail LWIA client's name and the reason for the referral.</li> <li>• Enter a referral activity in <b>EKOS</b>.</li> <li>• Enter a case note, documenting the referral in <b>EKOS</b>.</li> </ul>

BENEFITS	Alternative Trade Adjustment Assistance (ATAA)/Reemployment Trade Adjustment Assistance (RTAA)
<b>F: 100</b> <b>F: 200</b> <b>F: 300</b> <b>F: 300.1</b> <b>F: 300.2</b>	<p>ATAA/RTAA is meant to assist workers who are at least 50 years old in obtaining rapid, suitable, and long-term employment by bridging the gap between the Trade client's old and new wages.</p> <p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>• Submit all required documentation to OET Central Office to establish eligibility for ATAA/RTAA benefits;</li> <li>• Enter related information, comments, activities, and ATAA/RTAA service in <b>EKOS</b>;</li> <li>• Assist Trade client with issues related to ATAA/RTAA benefits.</li> </ul>

BENEFITS	Trade Readjustment Allowance (TRA)
<b>E: 600</b>	<p>TRA provides extended income support to Trade clients who are in approved training or completing a qualifying work search.</p> <p><b>OET</b> will:</p> <ul style="list-style-type: none"> <li>• Submit completed Request for Determination of Entitlement to TAA/TRA (TAA/TRA 855) to State TRA Unit;</li> <li>• <b>State TRA Unit</b> will determine TRA eligibility and mail written determination to worker;</li> <li>• Assist workers with issues related to TRA benefits;</li> <li>• Enter related information, comments, and activities in <b>EKOS</b>.</li> </ul>

BENEFITS	Job Search Allowances
<b>D: 200.4</b>	<p>Trade clients may be eligible for out of area job search allowance.</p> <p><b>OET</b> will refer any Trade client interested in job search allowances to LWIA immediately by completing each of the following steps:</p> <ul style="list-style-type: none"> <li>• E-mail <b>LWIA</b> client's name and the reason for the referral.</li> <li>• Enter a referral activity in <b>EKOS</b>.</li> <li>• Enter a case note, documenting the referral in <b>EKOS</b>.</li> </ul> <p><b>LWIA</b> will:</p> <ul style="list-style-type: none"> <li>• Complete the necessary form and submit to designated LWIA staff for review and pre-approval prior to any out of area job search occurring.</li> </ul> <p>Once pre-approval is determined, <b>LWIA</b> will notify OET Approval staff via e-mail to process final approval and allow <b>LWIA</b> staff to notify worker.</p> <p>Receipts for reimbursement must be presented to the originating LWIA staff as described within the TAA Handbook.</p> <p><b>LWIA</b> will enter service in <b>EKOS</b> and attach related funding.</p> <p>Eligible receipts must be forwarded to the designated LWIA staff for reimbursement to the worker.</p>

BENEFITS	Relocation Allowances
<p><b>D: 200.5</b></p>	<p>Trade clients may be eligible for relocation allowances.</p> <p>OET will refer any Trade client interested in relocation allowances to LWIA immediately by completing each of the following steps:</p> <ul style="list-style-type: none"> <li>• E-mail LWIA client’s name and the reason for the referral.</li> <li>• Enter a referral activity in EKOS.</li> <li>• Enter a case note, documenting the referral in EKOS.</li> </ul> <p>LWIA will:</p> <ul style="list-style-type: none"> <li>• Complete the necessary form and submit to designated LWIA staff for review and pre-approval prior to any relocation activity.</li> </ul> <p>Once pre-approval is determined, LWIA will notify OET Approval staff via e-mail to process final approval and allow LWIA staff to notify worker.</p> <p>Receipts for reimbursement must be presented to the originating LWIA staff as described within the TAA Handbook.</p> <p>LWIA will enter service in EKOS and attach related funding.</p> <p>Eligible receipts must be forwarded to the designated LWIA staff for reimbursement to the worker.</p>

SERVICE	Waiver
<p><b>E: 500</b></p>	<p>In the event the Trade client has not secured employment or been enrolled into an approved training program, OET must:</p> <ul style="list-style-type: none"> <li>• Issue a waiver by the end of the deadline established for the amendments under which the Trade client is eligible.</li> <li>• Schedule group sessions to review waiver needs of each client.</li> <li>• Mail reminder notice to sign waiver.</li> <li>• Attach Waiver in Service module of EKOS and insert related dates.</li> <li>• Continue to review Waiver eligibility until such time as the client becomes employed, training enrollment notification is received from LWIA or the issuance reasoning is no longer valid. At such time, the waiver shall be revoked.</li> <li>• If the Waiver is not revoked at the time funding is attached to training, LWIA will revoke the Waiver and send e-mail notification to OET Trade Regional Coordinator.</li> </ul>

SERVICE	Training
<b>E: 200</b> <b>E: 300.1</b> <b>E: 300.2</b> <b>E: 300.1</b> <b>E: 300.6</b> <b>E: 300.8</b>	<p><b><u>Training Request</u></b></p> <ul style="list-style-type: none"> <li>If the Trade client did not complete Form TAA-858 during the TAA Orientation, then <b>LWIA</b> shall assist client in completing the form to request training;</li> <li><b>LWIA</b> shall verify all six criteria required for training are met; if any of the criteria are not met, the LWIA must indicate reason on TAA-858 and in <b>EKOS</b> comments;</li> <li>Completed form shall be forwarded to the client's CRU file and a copy provided to the client. <b>LWIA</b> proceeds to conduct a training assessment on the client.</li> </ul> <p><b><u>Assessment and Criteria Review</u></b></p> <ul style="list-style-type: none"> <li><b>LWIA</b> shall conduct a full assessment to determine likely success in requested training program;</li> <li>Assessment may include TABE, COMPASS, WorkKeys or other assessment tool as required by the related industry and/or training institution; <b>LWIA</b> shall update information in <b>EKOS</b> – Comp Assessment module; including justification of the six required training criteria.</li> </ul> <p><b><u>Pre-Approval / Denial &amp; Notification</u></b></p> <p>If the assessment supports the need for training, the <b>LWIA</b> will forward a request for training to designated <b>LWIA</b> staff as per the BGWIB's identified training request process;</p> <ul style="list-style-type: none"> <li><b>LWIA</b> will complete the <b>EKOS</b> Training Custom Tab with required training information;</li> <li>Once the request is received, designated <b>LWIA</b> staff will consider the training criteria and assessment results prior to any training determination</li> <li>Designated <b>LWIA</b> staff will issue a determination (approval or denial) for occupational skills training;</li> <li>Designated <b>LWIA</b> staff will enter determination in <b>EKOS</b> – Training Custom Tab.</li> <li><b>LWIA</b> will issue a request for a determination to <b>OET Regional Manager</b> via email.</li> </ul> <p><b><u>Final Approval / Denial</u></b></p> <ul style="list-style-type: none"> <li>Once <b>LWIA</b> submits training request, <b>OET Regional Manager</b> will review and enter final approval/denial in <b>EKOS</b> Training Custom Tab;</li> <li><b>OET Regional Manager</b> will enter comment in <b>EKOS</b>, reflecting final approval or denial;</li> <li>If training is approved, <b>LWIA</b> will issue notification of training approval to the client; <ul style="list-style-type: none"> <li><i>The client is required to continue looking for work until 30 days prior to training start.</i></li> <li><i>Official approval will not be granted until 30 days prior to training start.</i></li> </ul> </li> <li>If training is denied, <b>OET Regional Manager</b> will issue notification of training denial to the client.</li> </ul> <p><b><u>Training Plan Amendment</u></b></p> <ul style="list-style-type: none"> <li>Changes to a client's training plan will be reviewed by <b>LWIA</b> and <b>OET Regional Manager</b> on an individual basis.</li> </ul>

SERVICE	Subsistence or Transportation Payments for Training
E: 300.7	<ul style="list-style-type: none"><li>• Trade clients in training may be eligible for subsistence or transportation payments while enrolled in an eligible training program;</li><li>• LWIA determines eligibility for payments based on requirements as listed in the TAA Handbook;</li><li>• LWIA will attach service to related funding stream in EKOS;</li><li>• Approved payments will be processed per the LWIA's identified internal payment process</li></ul>