

SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD

2022-2025



LOCAL STRATEGIC PLAN



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EXECUTIVE SUMMARY

Introduction

The South Central Workforce Development Board (SCWDB) is a 23-member, employer-led advisory body that is comprised of local stakeholders from industry, small business, organized labor, apprenticeships, adult education, P-12 education, higher education, government, economic development and community-based organizations. The mission of the SCWDB is to lead the development and implementation of a highly effective workforce development system in the ten counties of south central Kentucky in collaboration with business, economic development, education, and community organizations in the labor market arena. Through engaging in data analysis, policy recommendations and dialogue at the local and state level, SCWDB members serve as stewards of workforce development throughout the region.



ORGANIZATION OF THIS STRATEGIC PLAN DOCUMENT

The organizing construct for this Strategic Plan follows a simple WHO, WHAT, WHEN, WHERE, WHY and HOW format to articulate and demonstrate the SCWDB's plan of action. This plan covers program years (PY) 2022 through 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.



SUMMARY OF THE STRATEGIC PLAN

This Strategic Plan serves as the planning foundation for the organization and establishes agreed upon goals and priorities among stakeholders comprising the workforce system. The plan is based on a combination of data analysis (from KY Stats, JobsEQ, and previously commissioned studies) and anecdotal evidence from routine dialogue with key stakeholders from across the region. The plan is broad enough to allow the South Central Workforce Development Board (SCWDB) to react to environmental changes but also specific in how we intend to address regional workforce priorities. This plan will serve as the starting point for a workforce board-approved strategic plan to begin in July 2021.

KEY TAKEAWAYS

- The South Central Kentucky workforce region has a population of approximately 300K. Our Labor Force Participation rate is 59.9%, which is lower than the State and National averages, and translates to over 80K people neither working nor seeking work. This Strategic Plan also proposes to add a fifth Focus Population, “Long Term Unemployed”, in order to specifically address individuals who are not currently participating in the labor force and recruiting them to return to the workforce.
- Near historic low unemployment (5.0% as of February 2021) makes it challenging to attract and retain talent. While this is an indicator of a vibrant and healthy economy, it also means that our labor market is very tight.
- The most dramatic change in this planning document over previous Strategic Plans is the addition of Strategic Goals and Supporting Objectives that will help us holistically address the workforce challenges in our region, along with an accountability framework.
- The South Central Workforce Development Board Strategic Plan is aligned and nested with the Commonwealth of Kentucky’s Work Ready Plan, which was approved and published on February 20, 2020.



WHO WE ARE

OVERVIEW OF THE WORKFORCE DEVELOPMENT SYSTEM

GENERAL OVERVIEW OF WORKFORCE DEVELOPMENT BOARDS

A Workforce Development Board is a group of leaders appointed by local elected officials and charged with planning and oversight responsibilities for workforce programs and services in their area. The Workforce Innovation and Opportunity Act (WIOA) of 2014 envisions a business-led board that, in partnership with the local elected officials who appoint board members, performs the following key duties: creates an overall workforce development plan that aligns all workforce development resources toward common goals; analyzes economic conditions of the region; convenes stakeholders to identify and leverage resources; leads efforts to engage a diverse range of employers; establishes industry sector partnerships; leads the development of career pathways; identifies and promotes best practices; selects operators and service providers for the one-stop system; performs program oversight for WIOA and partner funding; coordinates educational activities, including adult education/literacy programs; and develops the budget for the use of WIOA funding.

The majority of each Board is represented by members of the local business community. Board membership also includes individuals representing economic development agencies, education, labor, public assistance agencies, and community-based organizations.

The South Central Workforce Development Board

(SCWDB) is one of 10 workforce boards in Kentucky. The SCWDB serves and represents the following 10 Kentucky counties: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, and Warren. The SCWDB is a 23-member, employer-led advisory body that is comprised of local stakeholders from industry, small business, organized labor, apprenticeships, adult education, P-12 education, higher education, government, economic development, and community-based organizations. The mission of the SCWDB is to lead the development and implementation of a highly effective workforce development system in the ten counties of South Central Kentucky in collaboration with business, economic development, education, and community organizations in the labor market arena.

SCWDB as a Partner in Economic Development

By facilitating a supply of educated and skilled workers, aligned with the needs of current employers and aligned to the region's economic development goals for attracting new employers, the SCWDB is a key partner in economic development in the thriving South Central Kentucky region. To be effective in this role, the Board will continue to:

- Understand the dynamics of the regional labor market
- Investigate and implement best practices in addressing needs
- Recruit regional employers as partners in education and training, not just end users of products of educational and workforce development programs
- Inspire the public to continually acquire new skills at all age levels
- Motivate discouraged workers to return to the workforce and to attempt training and education pathways
- Provide leadership and stewardship for funds and programs of the Workforce Innovation and Opportunity Act (WIOA) and other funds that the Board acquires to meet its strategic goals



WHAT WE WANT TO ACCOMPLISH



SCWDB VISION STATEMENT:

- Lead a dynamic region with high-quality jobs where employers can find the skills they need to be competitive and job seekers have the skills they need to acquire high-quality jobs
- Be a local workforce development board that is knowledgeable, action-oriented and respected as the leader in defining workforce development needs and in creating integrated solutions for employers, job seekers, students, and the community

SCWDB MISSION STATEMENT:

TO LEAD THE DEVELOPMENT AND IMPLEMENTATION OF A HIGHLY EFFECTIVE WORKFORCE DEVELOPMENT SYSTEM IN THE TEN COUNTIES OF SOUTH CENTRAL KENTUCKY IN COLLABORATION WITH BUSINESS, ECONOMIC DEVELOPMENT, EDUCATION, AND COMMUNITY ORGANIZATIONS IN THE LABOR MARKET ARENA.

STRATEGIC GOALS

Goal #1. Actively engage employers and stakeholders to drive innovative workforce solutions across the region.

Goal #2. Align and integrate P-12, adult education, and post-secondary education to provide career pathways and life-long learning opportunities for youth and adult job seekers.

Goal #3. Increase regional workforce participation by creating opportunities, incenting workforce participation and removing barriers to employment.

Goal #4. Maintain viability of the SCWDB's financial growth, quality delivery system, and return on investment (ROI) for job seekers and employers.



WHAT WE WANT TO ACCOMPLISH



This plan covers program years (PY) 2022 through 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This Plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.

The South Central Workforce Development Board serves 10 Kentucky counties: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, and Warren. The SCWDB has developed 17 total Access Point sites across our 10-county region as well as 5 Specialty Sites, including one at Fort Campbell. These sites have allowed us to extend the reach of our services to job seekers and employers to 22 additional locations.

WHY

This Local Strategic Plan serves as the planning foundation for the organization and establishes agreed upon goals and priorities among stakeholders comprising the workforce system. This plan is based on a combination of data analysis (from KY Stats, JobsEQ, and previously commissioned studies) and anecdotal evidence from routine dialogue with key stakeholders from across the region.

A bulk of the data analysis that supports this plan can be found in Appendix B of this document. Immediately following are a few of our Regional Challenges and Opportunities that set the stage for our Strategic Goals and Objectives.



REGIONAL WORKFORCE CHALLENGES AND OPPORTUNITIES

Challenges:

- Educational attainment rates: "Despite high graduation rates, over 45% of Kentucky adults pursue no education beyond high school, and more than 20% pursue some postsecondary education, but obtain no credential." (see "References")
- Disability rates: At 18.5%, South Central Kentucky has a higher percentage of individuals with disabilities than the State average of 15.7% and US average of 10.3%. "Beyond age forty-five, Kentucky workers exit the labor market at an accelerated pace, and many retire before age sixty-five. " (see "Appendix B")
- Illicit drug use: Many local employers cite illicit drug use as a major cause for concern. In 2017, over 1,500 Kentuckians died as a result of overdoses (approximately 4 / day).
- Labor Force Participation Rate: The Labor Force Participation rate in South Central Kentucky is 59.9%, which equates to around 80K people that are neither working nor seeking work.
- Culture: There is not a strong culture of work-based learning / apprenticeships among employers in South Central Kentucky. As a result, there is a skills deficiency within the local talent pipeline that is not easily remedied.

Opportunities:

- South Central Kentucky has a thriving and diverse economy and is known for its strong logistics capabilities. We are within a day's drive of 60 percent of the nation's population and manufacturing business establishments.
- South Central Kentucky endeavors to enhance the talent pipeline through industry involvement, strong community values, supportive business leaders and parent involvement.
- South Central Kentucky is near two US Army installations that see an average of 14 Soldiers per day leave the military. This is huge talent pool that is ripe for recruitment.
- The region has a diverse Foreign-Born worker population in Warren County. "The American Community Survey for 2012-2016 shows Bowling Green's New American population now accounts for 14% of the overall population, the largest percentage of New American residents in any city of Kentucky." This quote is from the *Building Community and Growing our Economy: A Welcoming Plan for New Americans*.
- In December 2018, Bowling Green was named as the Best Community in Kentucky by Money Magazine, citing a robust economic forecast, availability of quality jobs and affordable housing and great weather.

HOW

STRATEGIC GOALS AND SUPPORTING OBJECTIVES

This section is the heart of the Strategic Plan and addresses HOW we intend to attack our Regional Workforce challenges. As mentioned, this plan covers program years (PY) 2022 through 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This Plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.

EMPLOYER-RELATED

EDUCATION-RELATED

WORKFORCE PARTICIPATION

ACCOUNTABILITY-RELATED

STRATEGIC GOALS

Goal #1.

Actively engage employers and stakeholders to drive innovative workforce solutions across the region.

Goal #2.

Align and integrate education to provide career pathways for P-12 youth, adult education, post-secondary students and adult job seekers.

Goal #3.

Increase regional workforce participation by creating opportunities, incenting workforce participation, and removing barriers to employment.

Goal #4.

Maintain viability of the SCWDB's financial growth, quality delivery system and return on investment (ROI) for job seekers and employers.

SUPPORTING OBJECTIVES

1a. Execute a sector-based strategy that addresses workforce shortages in high demand, high wage occupations.

1b. Establish a clear channel for employer engagement in workforce development services.

1c. Increase the number of employers participating in Work-Based Learning experiences and Apprenticeships.

1d. Leverage employer data on workforce projections and training needs to develop a local talent pipeline.

1e. Engage employers in education efforts from early childhood through Grade 12 and post-secondary.

2a. Increase career exploration opportunities for students (P-12 and Post-Secondary).

2b. Encourage school systems, informed by employers, to increase the dual-credit and credentialing programs, allowing students to graduate with market-relevant credentials.

2c. Increase awareness of market-relevant career pathways among students, educators, career counselors and parents.

2d. Facilitate / support High School student workforce preparation.

2e. Create opportunities for early-, mid-, and later-career learning opportunities for job seekers and/or workers in order to provide grow, upskill and adapt to changing workforce requirements.

3a. Develop unique programming for Board-directed "Focus Populations".

3b. Strengthen collaboration across workforce development, social services, employers, and non-profits to address barriers to employment for individuals.

3c. Develop and promote strategies for employers to address employment barriers.

4a. Implement a framework that monitors and forecasts our ability to meet goals and programming metrics.

4b. Identify and address organizational and structural changes necessary to improve outcomes, collaboration and accountability.

4c. Define and create an effective communication approach to services to ensure consistent, quality customer experiences.

4d. Implement processes that strengthen relationships between key stakeholders across the region's workforce system.



HOW

In addition to the aforementioned Strategic Goals and Objectives, the South Central Workforce Development Board utilizes a Sector Strategy approach that prioritizes Industry Sectors and establishes Focus Populations. There are several reasons for having Prioritized Industry Sectors and Focus Populations. First, it ensures our workforce development strategy and services meet the needs of local businesses. Second, it prioritizes and focuses how the Board will apply its finite resources, particularly as it pertains to funding education and training programs for persons with barriers to employment. Third, it focuses the efforts of Wagner-Peyser and WIOA staff.





PRIORITIZED INDUSTRY SECTORS

The South Central Workforce Development Board's has identified the five following Industry Sectors as priority:

- **BUSINESS/INFORMATION TECHNOLOGY**
- **CONSTRUCTION**
- **HEALTH CARE**
- **MANUFACTURING**
- **TRANSPORTATION, DISTRIBUTION AND LOGISTICS**



These five industry sectors drive our regional economy because they can greatly influence the economic health of our communities. They each maintain a high demand for employees and also have occupations that require high skills and can offer high wages. Likewise, they have unique and specific challenges attracting and retaining talent that possess the right blend of skills, credentials, and experience.

Sector strategies are an employer-driven workforce development approach that directly aligns occupational skills training and other workforce development services with the needs of businesses.

Sector Strategies have four primary features:

1. Sector strategies target a particular industry or cluster of occupations with a high demand for employees or growth.
2. Key stakeholders partner to develop and execute sector strategies, typically under the leadership of an intermediary agency (such as a Local Workforce Board) that facilitates communication between the groups.
3. Together, these partners comprehensively assess the human resource needs of regional businesses from the target sector and identify the specific challenges they face in recruiting and retaining a qualified workforce.
4. The partners design and execute customized, employer-driven solutions to these challenges and ensure the workforce has the specialized skills necessary to meet identified business needs.

Summarized from Sector Strategies: Aligning the Skills of the Workforce with the Needs of Employers

FOCUS POPULATIONS

The SCWDB is targeting five specific population groups for innovative employment programming:

- Secondary & Post-Secondary Student and Graduate Employment
- Veterans / Transitioning Military Employment
- New Americans / Foreign-born Worker Employment
- Reentry Employment
- Long Term Unemployed

These five population groups are a focus because they have been traditionally underserved and have unique barriers to employment in today's high skill labor force.

PLEASE NOTE THAT WHILE THE SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD HAS PRIORITIZED INDUSTRY SECTORS AND ESTABLISHED FOCUS POPULATIONS, OUR KENTUCKY CAREER CENTERS ENTHUSIASTICALLY SERVE ALL JOB SEEKERS (REGARDLESS OF DEMOGRAPHIC) AND ALL EMPLOYERS (REGARDLESS OF INDUSTRY).





STRATEGIC GOAL #1

ACTIVELY ENGAGE EMPLOYERS AND COMMUNITY STAKEHOLDERS TO DRIVE INNOVATIVE WORKFORCE SOLUTIONS ACROSS THE REGION.

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>1a. Implement a sector-based strategy that addresses workforce shortages in the following high demand / high wage industry sectors:</p> <ul style="list-style-type: none"> • Business / IT • Construction • Healthcare • Manufacturing • Transportation, Distribution & Logistics <p>(More information about this strategic objective can be found in Appendix A pages 24-25)</p>	<ul style="list-style-type: none"> • Business / IT: KY Work Ready Scholarships; KYhirED scholarship program; HOH Corporate Fellowship Program • Construction: Targeted Hiring events; Home Builder Institute placement partnership • Healthcare: KY Work Ready Scholarships; hirED scholarship program; HOH Corporate Fellowship Program; CNA program (Logan County CTC) • Manufacturing: SKY FAME; Apprenticeship assistance; targeted hiring events; KYhirED scholarship program • Transportation, Distribution & Logistics: KY Work Ready Scholarships; KYhirED scholarships; SKYCTC CDL A program; youth CDL program exploration; Expedited CDL B program with KY National Guard 	<ul style="list-style-type: none"> • Improve Labor Force Participation Rate by 10% • Increase number of Employer Outreach activities from 2019 baseline • Increase percentage of Companies with Repeat Services over 2019 baseline

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>1b. Establish a clear channel for employer engagement in workforce development services</p>	<ul style="list-style-type: none"> • Convene Regional Workforce Forum on an annual basis • Business Solutions Team engagement • HR Management/Plant Management on during Insider Jobs Broadcast • Utilize WEX, OJT, IW programs to develop employer engagement relationships • Monthly/Bi-Monthly schedule of Career Connection/Hiring Events 	<ul style="list-style-type: none"> • Increase forum participation by 10% each year • Increase Employer Penetration Rate (the percentage of employers using WIOA core program services out of all employers in the state)
<p>1c. Increase the number of employers participating in work-based learning experiences and apprenticeships</p>	<ul style="list-style-type: none"> • Convene Regional Workforce Forum on an annual basis • Business Solutions Team engagement • Offer etiquette and Soft Skills Workshops • Employers as guests during Insider Jobs Webcast to discuss customized training/Apprenticeships 	<ul style="list-style-type: none"> • A 2x increase in number of apprenticeships or work-based learning opportunities • Growth of "my workforce future" program
<p>1d. Engage employers in education efforts from early childhood through Grade 12 and post-secondary</p>	<ul style="list-style-type: none"> • KYhirED scholarship program • Business Solutions Team engagement • Work with employers to codify career shadowing days • Leverage Talent Pipeline Management to shape / inform Work Ready Scholarships 	<ul style="list-style-type: none"> • Establish a baseline for Youth participating in Work-Based Learning; set increasing goals thereafter • Increase of industry-led Career Exploration Days
<p>1e. Leverage employer data on workforce projections and training needs using the Talent Pipeline Management System and Business Solutions Team.</p>	<ul style="list-style-type: none"> • Business Solutions Team engagement • Publish Open Jobs Report: Analysis & Review on a monthly basis • Conduct / provide Labor Market Information analysis at employer's request • Work Ready Community initiative 	<ul style="list-style-type: none"> • Increase Employer Penetration Rate over 2019 baseline • Improved Employee Retention Rates • Work Ready Community Committee built through our Business Solutions Teams



STRATEGIC GOAL #2

ALIGN AND INTEGRATE EDUCATION TO PROVIDE CAREER PATHWAYS FOR P-12 YOUTH, POST-SECONDARY STUDENTS AND ADULT JOB SEEKERS.

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>2a. Increase career exploration opportunities for students (P-12 and Post-Secondary)</p>	<ul style="list-style-type: none"> • High School Workforce Engagement Program: Senior Sessions • KYhirED Scholarship Program • SCKLaunch Program (partner) • Internship and Job Fair • Welcome Back Western (partner) • Bowling Green Young Professionals collaboration • Bus2Business solicitation • Support company-led hiring events • Post-graduation activities data collection 	<ul style="list-style-type: none"> • Pre-identify graduating seniors that may qualify for WIOA services and/or Work Ready KY Scholarships or the SKY FAME program • Successful implementation of KYhirED Scholarship Program; increased number of graduates to remain in the SCWDB region after graduation and increased funding for scholarship availability • Successful bi-annual events with community organizations and educational partners; increased utilization of regional opportunities by “local” students/graduates • Successful annual event with community organizations and educational partners; increased awareness among students of regional companies and services • Increased company involvement producing more job shadowing opportunities • Identify trusted company partners, increase in position-availability knowledge, increase in referrals for WIOA services and increase dependence on SCWDB • Outstanding post-survey results

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>2b. Encourage school systems, informed by employers, to increase the dual-credit and credentialing programs, allowing students to graduate with market-relevant credentials</p>	<ul style="list-style-type: none"> • Implementation of additional technical training programs in High Schools • Targeted hiring events for high school & area technical center graduates 	<ul style="list-style-type: none"> • SCWDB convenes discussions among education and industry leaders across the region to explore career pathway & credentialing programs • Increase in industry involvement in career pathway development • Talent pipelines from schools to industry established • Increase in industry dependence on career pathway programs and ATCs • Increase in career pathways and ATC programs to align with regional opportunities
<p>2c. Increase awareness of all market-relevant career pathways among students, educators, career counselors and parents</p>	<ul style="list-style-type: none"> • Work with education and industry leaders to organize “Career Exploration” events • Promote Job Shadowing opportunities for students • Utilize TEDS and regional analysis to identify gaps and opportunities 	<ul style="list-style-type: none"> • Regional High Schools welcome SCWDB participation in planning/executing Career Exploration Event • Outstanding post-event survey results • Increase in demand for career pathway participation • Participation more aligned with college programs and regional opportunities
<p>2d. Facilitate High School student workforce preparation</p>	<ul style="list-style-type: none"> • Collaborate on development of Essential Skills curriculum with Regional Educators • Introduce KY Career EDGE platform to Regional Educators, Career Counselors • Collaborate with regional College and Career Counselors to offer in-school job prep and job search sessions 	<ul style="list-style-type: none"> • Collaborate with Regional High Schools with development of an Essential Skill curriculum • KY Career EDGE implementation with Secondary students • Secondary students increase skills and knowledge of job searching and job search materials prep; students more work-ready with polished materials
<p>2e. Create opportunities for early-, mid-, and later-career learning opportunities for job seekers and/or workers in order to provide grow, upskill and adapt to changing workforce requirements</p>	<ul style="list-style-type: none"> • Leverage WIOA-funded training programs for qualifying Youth, Adults, and Dislocated Workers • Leverage MWF apprenticeship opportunities • Develop credentialing programs for targeted sectors (e.g., Commercial Driver’s License, Certified Nursing Assistant, etc.) • Leverage hiring events to connect unhired individuals with educational and upskilling opportunities 	<ul style="list-style-type: none"> • SCWDB will take lead in developing training programs to meet needs of Regional Employers • Increase in “my workforce future” apprenticeship utilization • Increase in WIOA funding utilization • Reduction in unemployment



STRATEGIC GOAL #3

INCREASE REGIONAL WORKFORCE PARTICIPATION BY CREATING OPPORTUNITIES, INCENTING WORKFORCE PARTICIPATION, AND REMOVING BARRIERS TO EMPLOYMENT.

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>3a. Develop unique programming for Board-directed “Focus Populations”</p> <p>(More information about this strategic objective can be found in Appendix A pages 26-39)</p>	<p>The SCWDB targets five specific population groups for innovative employment programming:</p> <ul style="list-style-type: none"> • Secondary & Post-Secondary Student and Graduate Employment • Veterans / Transitioning Military Employment • New Americans / Foreign-born Worker Employment • Reentry Employment • Long Term Unemployed 	<ul style="list-style-type: none"> • Collaborate with community orgs to showcase regional employment opportunities for soon-to-be college graduates and young professionals • Year-over-year increase in employer and job-seeker participation and job placement success from hiring events designed to attract and serve each focus population (ex. Expungement Fairs, Career Connection, etc.) • Recruiting infrastructure and agreements put in place with Fort Campbell Transition Center, USO, and Western KY Workforce Development Board; local company participation in HOH Corporate Fellowship Program; 5x in number of companies actively recruiting military at FCKY (increased access) • Accessing the state UI list for this area to contact in assisting with services, resume building, job search and placement • Acquire state and local grants that can fund personnel who will collaborate with direct-service state entities and community orgs serving each focus population in order to increase utilization of SCWDB/WIOA services from each target population

STRATEGIC OBJECTIVES	SCWDB PROGRAMMING	WHAT DOES SUCCESS LOOK LIKE?
<p>3b. Strengthen collaboration and build alignment across workforce development, social services, employers, and non-profits to address barriers to employment for individuals</p>	<ul style="list-style-type: none"> • Host monthly Partner Meetings that convenes workforce development partners, Kentucky Skills U, and Vocational Rehab. Set common goals and objectives • Host a monthly Business Solutions Team meeting that includes workforce development partners and educators. Set common goals and objectives • Participate in Community Partner / Employee Committee meetings that have been established for New Americans on a bi-monthly basis • Participate and engage with local and regional organizations serving the justice involved and re-entry populations in order to share information regarding programming and barrier reduction • Expanded use of Access Points across the region, allowing both customers and employers to obtain services while in their own county 	<ul style="list-style-type: none"> • Facilitate Monthly Partner meetings that are Partner-led • Support community partner events, e.g., Goodwill Expungement Fair • Job placement or referral internally for services by the direct services provider with follow up • Support and referral of vetted individuals to partners • Strong collaboration and relationship building with the individual and community partners • Assisting, planning, and implementing targeted focus populations' barrier reduction programming with partners • Increase partner participation rates for the success of the various participants • Combination of local and regional partners to improve the success of the participants • Increased foot-traffic and virtual appointments from Access Points and their customers
<p>3c. Develop and promote strategies for employers to address employment barriers</p>	<ul style="list-style-type: none"> • Business Solutions Team engagement • Convene Regional Workforce Forum on an annual basis • Identification and relationship building with 2nd chance employers to communicate referrals • Utilizing certification and training of referred individuals to employers to support retention • Support of SITE programming, Kentucky Comeback initiative • Sharing of WOTC, Fed Bonding with employers to increase participation 	<ul style="list-style-type: none"> • Year-over-year increase in the number of companies partnering with the Kentucky Career Center • Year-over-year increase in employer participation in Talent Pipeline Management program • Participation, retention and promotion rate increase of 2nd chance individuals • Increase the pool of 2nd chance employers



STRATEGIC GOAL #4

MAINTAIN VIABILITY OF THE SCWDB'S FINANCIAL GROWTH, QUALITY DELIVERY SYSTEM AND RETURN ON INVESTMENT (ROI) FOR JOB SEEKERS AND EMPLOYERS.

STRATEGIC OBJECTIVES	SCWDB ACTIVITY	WHAT DOES SUCCESS LOOK LIKE?
<p>4a. Implement a framework that monitors and forecasts our ability to meet goals and programming metrics</p>	<ul style="list-style-type: none"> • Publish Strategic Planning Document; Strategic Goals and Objectives establish measurement foundation • Measure system performance • Internal and State Monitoring events (conducted annually) 	<ul style="list-style-type: none"> • Implementation of management tools to track and monitor our progress in achieving Sector Based and Focus Population results; reviewed monthly by the SCWDB • Achieve high marks on Internal and State Monitoring events; report results to the Board; take corrective actions on any deficient areas of evaluation

STRATEGIC OBJECTIVES	SCWDB ACTIVITY	WHAT DOES SUCCESS LOOK LIKE?
<p>4b. Identify and address organizational and structural changes necessary to improve outcomes, collaboration and accountability</p>	<ul style="list-style-type: none"> • Sustain SCWDB staff capacity • Expansion of One Stop Operator Role • Relocate from 803 Chestnut location to form comprehensive One Stop 	<ul style="list-style-type: none"> • Expansion of our non-profit organization that compliments and increases capacity to serve employers and job seekers • Realize the concept of being a One Stop with all WIOA title partners
<p>4c. Define and create an effective communication approach to services to ensure a consistent, quality customer experience</p>	<ul style="list-style-type: none"> • Bi-monthly Community Impact Reports • Monthly Open Jobs Report: Analysis and Review webcast • Leverage digital intake forms to better reach customers • Further grow social media efforts and awareness for SCWDB 	<ul style="list-style-type: none"> • See Appendix C- Communication and Outreach Plan
<p>4d. Implement processes that strengthen relationships between key stakeholders across the region's workforce system</p>	<ul style="list-style-type: none"> • Host monthly Partner Meetings that convene workforce development partners, Kentucky Skills U, and Vocational Rehab and set common goals and objectives • Host a monthly Business Solutions Team meeting that includes workforce development partners and educators and set common goals and objectives • SCWDB staff participation in existing community groups not hosted by the SCWDB <p>(More information about Strategic Goal 4 can be found in Appendix A, page 40.)</p>	<ul style="list-style-type: none"> • Successful transition of Monthly Partner Meetings from SCWDB-led to Partner-led • Increased employer participation in Partner and Board meetings • Representation of SCWDB in active networks leading to increased knowledge and utilization of SCWDB services

APPENDIX A: PLAN OF ACTION FOR 2022-2025

THIS SECTION FURTHER ARTICULATES, IN DETAIL, HOW WE INTEND TO ACHIEVE OUR STRATEGIC GOALS AND OBJECTIVES.





STRATEGIC OBJECTIVE #1A

EXECUTE A SECTOR-BASED STRATEGY THAT ADDRESSES WORKFORCE SHORTAGES IN HIGH DEMAND, HIGH WAGE OCCUPATIONS.

This chart details general and specific occupational skills training programs within South Central Kentucky Workforce Region

PRIORITY SECTORS	GENERAL PROGRAMMING	SPECIFIC PROGRAMMING
BUSINESS/IT	<ul style="list-style-type: none"> • Career Connection Events (hosted by the KY Career Center on behalf of employers) • HOH Corporate Fellowship Program • Work Ready Kentucky Scholarships • One-on-one job search assistance 	<ul style="list-style-type: none"> • KYhirED Scholarship Program (in partnership with SKYCTC and WKU) • Web Development Training • Targeted recruitment
CONSTRUCTION	<ul style="list-style-type: none"> • Apprenticeships, On-the-Job Training, Work Place Learning programs • Career Connection Events (hosted by the KY Career Center on behalf of employers) • Work Ready Kentucky Scholarships • One-on-one job search assistance 	<ul style="list-style-type: none"> • Facilitate workplace instruction • Targeted recruitment

PRIORITY SECTORS	GENERAL PROGRAMMING	SPECIFIC PROGRAMMING
HEALTHCARE	<ul style="list-style-type: none"> • Career Connection Events (hosted by the KY Career Center on behalf of employers) • HOH Corporate Fellowship Program • Work Ready Kentucky Scholarships • One-on-one job search assistance 	<ul style="list-style-type: none"> • Clinical Medical Assistant (12 weeks, WKU and TMIKY) • Phlebotomy (9 weeks, WKU) • Pharmacy Tech (TBA, WKU) • CNA (8 weeks, SKYCTC) • EMT (Barren-Metcalf EMS) • Medical Billing and Coding (WKU) • Targeted recruitment
MANUFACTURING	<ul style="list-style-type: none"> • Career Connection Events (hosted by the KY Career Center on behalf of employers) • Work Ready Kentucky Scholarships • Promote / facilitate Apprenticeships, On-the-Job Training, Work Place Learning programs • One-on-one job search assistance • Employer-led hiring events 	<ul style="list-style-type: none"> • SKY FAME scholarships • "my workforce future" work-based learning • Targeted recruitment
TRANSPORTATION, DISTRIBUTION AND LOGISTICS	<ul style="list-style-type: none"> • Career Connection Events (hosted by the KY Career Center on behalf of employers) • Apprenticeships, On-the-Job Training, Work Place Learning programs • Work Ready Kentucky Scholarships • One-on-one job search assistance 	<ul style="list-style-type: none"> • CDL Class A Program (4 weeks, SKYCTC and Lake Cumberland CDL school) • KYhirED Scholarship Program (in partnership with SKYCTC and WKU) • Targeted recruitment



STRATEGIC OBJECTIVE #3A

DEVELOP UNIQUE PROGRAMMING FOR BOARD-DIRECTED “FOCUS POPULATIONS”

SECONDARY / POST-SECONDARY EMPLOYMENT

Each year, the South Central Region produces approximately 3,395 High School and another 4,000+ college graduates that are eligible to enter the workforce. Our goal is to retain as many youth as we can by ensuring there is an awareness of career pathways among youth, educators, parents and career counselors.

HIGH SCHOOL WORKFORCE ENGAGEMENT

SCWDB will leverage relationships with college and career counselors to canvass area high schools to pre-identify graduating seniors who are ready to enter the workforce who may qualify for WIOA services or who may qualify for Work Ready Scholarships or the SKY FAME program.

SKY FAME PROGRAM

The SCWDB will work with and complement the efforts of school systems to place talented youth into the SKY FAME program. The Kentucky Federation for Advanced Manufacturing Education (KY FAME) is a partnership of regional manufacturers whose purpose is to implement career pathways and, apprenticeship-style educational programs to create a pipeline of highly skilled workers.

WORK READY SCHOLARSHIPS

The SCWDB, in conjunction with SKYCTC and WKU, will promote Work Ready Kentucky Scholarships that are of the most value and benefit to employers and prospective students. The Work Ready Kentucky Scholarship (WRKS) helps Kentuckians who have not yet earned an associate degree or an industry-recognized certificate or diploma. The WRKS program is available to college students and certain high school students who are enrolled in college coursework.



RESUME KYHIRED SCHOLARSHIP PROGRAM

In January 2019, the SCWDB established the KYhirED Scholarship program. Since that time, the Board has awarded \$22,500 in scholarships to students. With the onset of COVID-19, the scholarship was temporarily put on hold as many students moved home to complete classes virtually.


Our goal is to resume the program for the Fall 2021 semester.



JOB CORPS

In 2019, the SCWDB developed a relationship with Job Corps to provide essential skills curriculum, resume assistance and provide work-based learning experiences for students. The SCWDB also assists with job placement.





FOURTEEN ELEMENTS OF YOUTH ENGAGEMENT

The Workforce Investment Act requires that 14 program elements be made available to all youth who are served by the WIOA youth system. These program elements are designed to fill the gaps in the lives of youth who lack the family, educational, and social frameworks to meet their essential needs. Achieving the 14 Elements of Youth Engagement requires a collaborative effort across the community of stakeholders that make up the public workforce system.

ONE: TUTORING, STUDY SKILLS TRAINING, INSTRUCTION, AND DROPOUT PREVENTION ACTIVITIES

In accordance with the Kentucky Essential Workplace Skills legislation passed in 2018, SCWDB and their Direct Services Provider will continue to partner with high schools across the region to provide resume and workforce instruction through workshops & KY Career EDGE modules and real-world work experience opportunities to participants, the Direct Services Provider will incorporate WIN Learning courseware into their curriculum with KY Career EDGE modules

TWO: ALTERNATIVE SECONDARY SCHOOL & DROPOUT RECOVERY SERVICES

There are multiple alternative schools operating through the region, including:

Lighthouse Academy, Beacon Academy, The Academy at 11st Street and Barren County Alternative School. Additionally, Kentucky Skills U can offer programming to young adults via the GED program.

THREE: EDUCATION CONCURRENT WITH WORKFORCE PREPARATION

SCWDB will engage school boards across the region to help meet the Kentucky Essential Workplace Skills mandate and to help our communities qualify as Work Ready Communities. Additionally, a number of our high schools run “co-op” programs that allow students to spend part of their day at work, in lieu of school. KY Skills U programs have opportunities for GED-seeking students to have integrated education and training leading to GED attainment and industry certifications.

FOUR: SERVICES THAT PROVIDE LABOR MARKET INFORMATION

The SCWDB shares labor market information (LMI) data with our Independent School systems and well as Job Corps. LMI is incorporated into High School seminars offered by the Direct Services Provider. LMI is provided to WIOA-enrolled youth following their Career Assessment survey.

FIVE: PAID AND UNPAID WORK EXPERIENCE

There are a variety of paid and unpaid work experience programs in the region. The Work Experience Program (WEX) and KY hirED Scholarship program are examples of paid work experience programs. With few exceptions, most internship programs within the region are paid. Lastly, the SCWDB is strongly encouraging apprenticeship programs with employers and job seekers.

SIX: OCCUPATIONAL SKILL TRAINING

We have multiple educational partners in the region that offer Occupational Skill Training to youth, to include: WKU, SKYCTC, Lake Cumberland CDL School, BC Skills Development Academy, Barren-Metcalf EMS, KY Skills U, TMIKY, American National University and Ross Medical.

SEVEN: FINANCIAL LITERACY EDUCATION

Financial literacy is offered to youth by several partners in our region. KY Career EDGE learning platforms has a Budgeting class. In addition, the local Housing Authority office partners with local bankers to offer a financial literacy class.

EIGHT: LEADERSHIP DEVELOPMENT OPPORTUNITIES

Youth enrolled in the Work Experience (WEX) program develop leadership skills while supporting Career Connection events, Expungement Fairs and resume training for high school students.

NINE: ENTREPRENURIAL SKILLS TRAINING

In the past, there had not been strong emphasis on providing entrepreneurial skills to youth. To help remedy that, KY Career EDGE has added a Business Plan Builder as part of their curriculum.

TEN: ADULT MENTORING

Adult mentoring is addressed by numerous organizations including both Job Corps and our Direct Services Provider. Mentorship is a component of OJT, WEX and other training programs. WIOA-enrolled youth receive adult mentorship from their respective case managers and counselors.



ELEVEN: COMPREHENSIVE GUIDANCE AND COUNSELING

Guidance and counseling is addressed by numerous organizations, to include KY Skills U, Job Corps and the Direct Service Provider. Guidance and counseling is a component of OJT, WEX and other training programs. WIOA-enrolled youth receive guidance and counseling from their respective case managers and counselors.

TWELVE: SUPPORTIVE SERVICES

WIOA-enrolled youth may be eligible for five supportive services: mileage reimbursement, GED exam reimbursement, work clothing, work equipment and child care expenses.

THIRTEEN: FOLLOW-UP SERVICES

In compliance with WIOA standards, Case Managers follow up with youth participants every month for one year to monitor employment outcomes and additional needs.

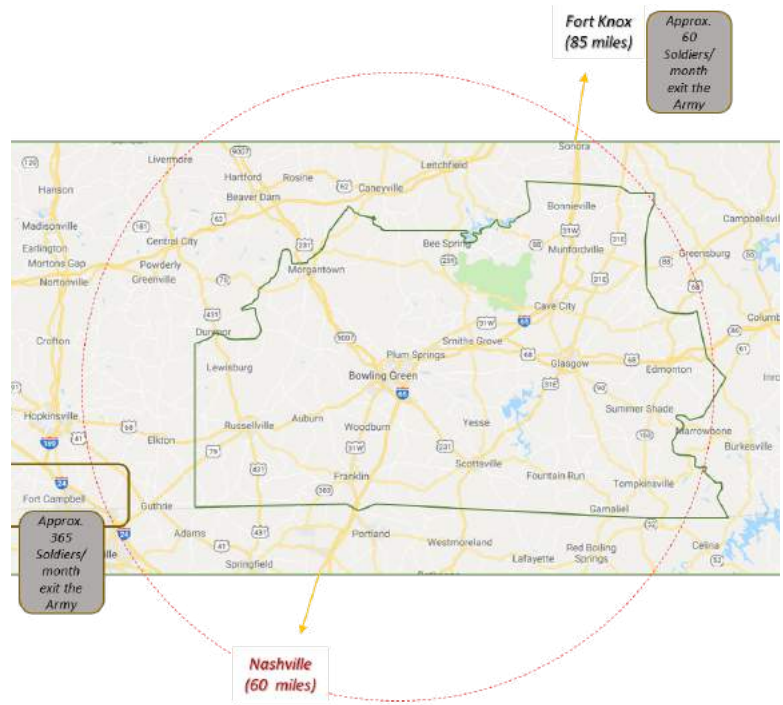
FOURTEEN: POST-SECONDARY PREPARATION AND TRANSITION SERVICES

SCWDB and partners analyze post-secondary trends within the region to better serve and advise youth who are pursuing post-secondary education opportunities. SCWDB assists students and parents with identifying program availability, completing the FAFSA, admissions and scholarship applications and with the navigation to resources and personnel at post-secondary institutions. Our partners at KY Skills U provide transition and post-secondary preparation services and make appropriate referrals to postsecondary admission offices.



RECRUIT TRANSITIONING MILITARY FROM FORTS CAMPBELL AND KNOX

THE SOUTH CENTRAL KENTUCKY WORKFORCE REGION SITS BETWEEN FORT CAMPBELL AND FORT KNOX. THESE TWO INSTALLATIONS TRANSITION A COMBINED 425+ SOLDIERS PER MONTH OUT OF THE MILITARY. THIS NUMBER DOES NOT INCLUDE ANOTHER 150+ SPOUSES.



This population possesses tremendous soft skills, work ethic, and experience, but often lacks industry-recognized credentials. Furthermore, transitioning military often lack knowledge in HOW to write resumes and perform in interviews.

Employers in South Central Kentucky often do not know how to access this population, are unaware of the numerous programs and resources available to employers and often put industry credentials before character, reliability, and experience.

To successfully recruit transitioning military to our region, a multi-dimensional, proactive approach is required to address training, education, marketing and infrastructure.

HOW WE PLAN TO RECRUIT TRANSITIONING MILITARY FROM FORTS CAMPBELL AND KNOX

In 2018, the SCWDB began putting a transitioning military strategy in place. Because the military community is tight-knit, it was important to focus on building relationships and trust with the organizations at Forts Campbell and Knox that oversee a soldier's transition and exit from the service. The following articulates a multi-dimensional strategy to recruit Veterans and Transitioning Military.

BUILD CAPACITY TO RECRUIT

- In response to the 2020 COVID-19 pandemic, the SCWDB approached the Fort Campbell Army Transition Assistance Program with the novel idea of creating a virtual platform/digital billboard that transitioning service members could use to reach out to our organization for career preparation services. This led to the purchase and installation of a kiosk (with tablet & cellular service). This infrastructure allows the SCWB to maintain a "virtual" presence as a "SCWDB Specialty Site" in the center and to persistently display job opportunities the quality of life in south central Kentucky.
- The Bowling Green Kentucky Career Center employs a Local Veterans Employment Representative (LVER) to "conduct outreach to employers and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans, encourage the hiring of disabled veterans, and generally assist to gain and retain employment." (<http://veteranjobs.stripes.com/resources/vetreps/help.asp#:~:text=Local%20Veterans'%20Employment%20Representatives%20conduct,to%20gain%20and%20retain%20employment>)
- The SCWDB will leverage the USO Pathfinder program, which assists transitioning military families with finding employment.

STRATEGIC OUTREACH

- The SCWDB will develop an outreach plan to attract transitioning military to our region. We will work with area Chambers of Commerce and the Bowling Green Area Convention & Visitors Bureau to develop messaging. SCWDB will work with these regional organizations to host events that allow military families to experience our communities.
- The SCWDB / LVER will continue to participate in Fort Campbell recruiting opportunities on a recurring monthly basis. We will continue to promote/invite local area companies to recruit at Fort Campbell (which happens weekly).
- SCWDB will seek opportunities to engage organizations and programs that support the Fort Campbell community to build brand awareness about the resources we can provide to transitioning service members and military spouses.





LEVERAGE EXISTING TRANSITION PROGRAMS

- There are numerous organizations assisting Veterans and Military Families with transition and employment. Most welcome partners that can assist in employment placement.
- The USO Pathfinder program actively works with military families to help them find regional employment. From a strategic perspective, there are 18 such programs across the country, all connected.
- The Hiring Our Heroes Corporate Fellowship Program and Hire Military are internship programs that allow the Service Member to get experience in a corporate setting prior to separation at little to no cost to an employer.

EMPLOYER EDUCATION

- Recruiting, hiring and onboarding military service members is challenging, especially for employers that do not understand this demographic. The SCWDB will hold a Military Hiring Forum to educate and prepare regional companies for hiring transitioning military and families. The forum will highlight best practices for hiring service members and will include guest speakers from organizations in this space.



NEW AMERICAN/FOREIGN-BORN WORKER EMPLOYMENT

**THE SOUTH CENTRAL
WORKFORCE REGION HAS A
FOREIGN-BORN POPULATION OF
4.6% (OR 13,400 CITIZENS). AT
APPROXIMATELY 14%, BOWLING
GREEN / WARREN COUNTY HAS
THE HIGHEST CONCENTRATION
OF FOREIGN-BORN WORKERS IN
THE REGION.**

**THESE INDIVIDUALS TEND TO HAVE
A VERY STRONG WORK ETHIC, "BUT
OFTEN FACE BARRIERS ENTERING
INTO AND PROGRESSING WITHIN
THE WORKFORCE."**

*(SEE BUILDING COMMUNITY AND GROWING
OUR ECONOMY: A WELCOMING PLAN FOR NEW
AMERICANS, IN REFERENCES)*



PROMOTE WORKFORCE DEVELOPMENT SERVICES

- Promote existing high school, apprenticeship, soft skills and post-secondary training programs by partnering with workforce partners to develop translated resources and guides to help New Americans learn about and navigate the available pathways to careers
- Encourage and promote the development of language access policies and practices for institutions providing workforce services to New Americans within the workforce development system
- Connect staff within workforce development system to cultural competency training
- Promote the hiring and retention of multi-lingual staff within workforce development system
- Provide targeted and translated media and social media of workforce development services to workforce partners and community agencies

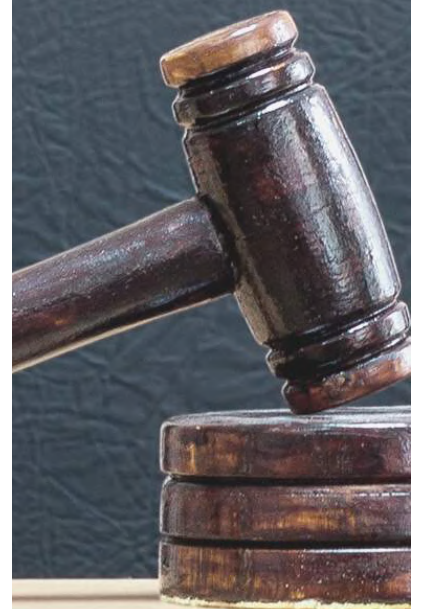
PROMOTE WORKPLACE LITERACY PROGRAMMING

- Workplace Literacy provides employer-informed, sector-contextualized English Language Training to English Language Learners (ELLs). This program ideally operates with one or more employer partners that identify ELL employees who could benefit from the training or agree to hire ELL individuals upon successful completion and who provide feedback on training topics and needs. The SCWDB will assist with convening the workforce partners that can provide this training and identifying employers and funding opportunities to support this program and other English Language Acquisition programs that lead to employment.

JUSTICE INVOLVED AND REENTRY EMPLOYMENT

REENTRY IS THE PROCESS OF SOMEONE WHO HAS BEEN INCARCERATED RETURNING TO THE COMMUNITY. THIS IS AN UNDER-SERVED DEMOGRAPHIC THAT HAS TREMENDOUS POTENTIAL TO ADDRESS WORKFORCE SHORTAGES.

- **Expungement Fairs:** Partner and assist Goodwill Industries with twice-per-year Expungement Fairs. This collaborative event provides qualifying individuals an opportunity to clear their record and either find employment or advance in employment.
- **Pre-Release Employment Assistance:** In partnership with the Southern Kentucky Reentry Council, the SCWDB participates in a monthly program that connects pre- and post-releasing of Warren County Jail inmates to local resources for successful reentry.
- **Explore Outside Partnerships:** The SCWDB plans to reach out to the Home Builder Institution (a national non-profit organization) that specializes in providing construction training and certifications to at-risk youth, justice related individuals, and transitioning military to explore feasibility for employing graduates.
- **Kiosk Initiative:** Pilot and replicate the Specialty Site/Kiosk Initiative region-wide to reach potential job seekers. Assess barriers and utilize partnerships to overcome the barriers to successful employment.
- **Data Analysis:** Use data obtained from the Specialty Site/Kiosk Initiative to identify potential gaps in resources, services, or opportunities within communities. Once gaps are identified, partner to develop and implement programming to fill those gaps.





- **Expand Partnerships:** Continue to broaden partnerships with the various judicial entities within communities to gather referrals. Take a multi-faceted approach to assessing and serving the needs of the population.
- **Resource Guide:** Continue to refine and strengthen the region-wide resource guide compiled by the SCWDB/ CWDB with the participation and involvement of community partners.
- **Focus on Addiction:** Host and participate in monthly information sessions with individuals at Addiction Treatment Centers.
- **Liberation Identification Initiative:** Replicate and support identification programming with detention centers, recovery centers, and general public.



LONG-TERM UNEMPLOYED

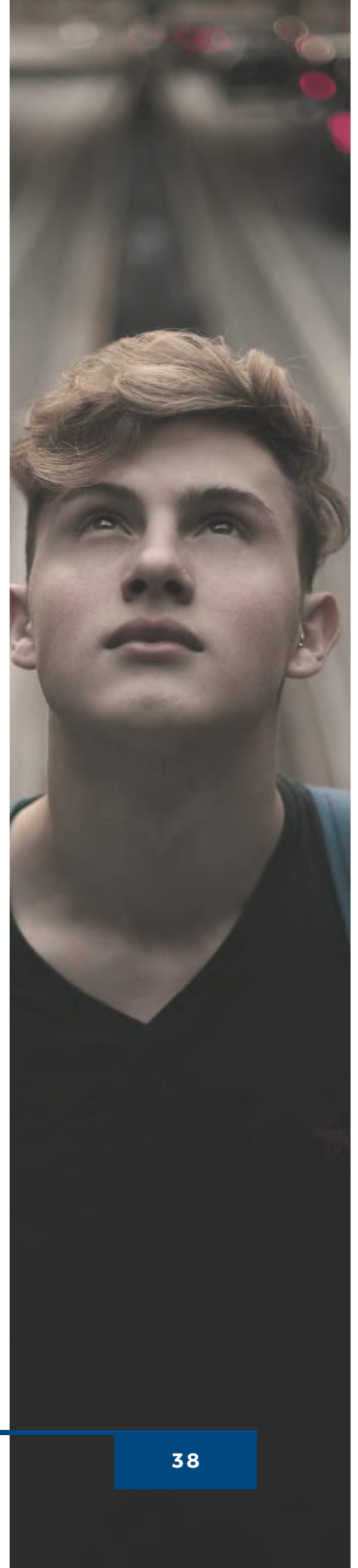


THE LABOR FORCE PARTICIPATION RATE IS DEFINED AS PERSON EITHER WORKING OR SEEKING WORK. THE LABOR FORCE PARTICIPATION IN SOUTH CENTRAL KENTUCKY IS 59.9%, WHICH MEANS THAT OF THE 202K WORKING-AGE PERSONS (BETWEEN 16-64 YEARS OF AGE), THERE ARE APPROXIMATELY 80K PERSONS NOT PARTICIPATING IN THE WORKFORCE.

While we cannot know every reason why someone is not-participating in the workforce (retired, disabled, raising children, lack of childcare due to COVID etc.), we do know that by increasing the Labor Force Participation rate, we can dramatically reduce job vacancies across the region.



- **Persons with Disabilities:** While this population is primarily the domain of the Office of Vocational Rehabilitation (OVR), the SCWDB can convene forums / meetings that increase awareness and utilization of OVR services.
- **Parents Ready to Return to the Workforce:** The SCWDB recognizes that many parents voluntarily step out of the workforce, often for long periods of time, to raise children. These individuals often see a lapse in skills and credentials and find it difficult to re-enter the workforce. The SCWDB will seek to create On-the-Job Training opportunities to encourage and help this demographic return to the workforce. With the closure or reduction of daycares due to the Pandemic, SCWDB will seek work from home opportunities for those parents.
- **Recovery from Addiction:** The SCWDB is an active partner in recovery groups and initiatives, such as the BRIGHT Coalition, which is focused on Substance Abuse Disorders. The BRIGHT Coalition is made up of stakeholders from across health care, education, industry, and non-profit sectors that seeks to build healthier communities by bringing awareness and cutting-edge health and wellness practices to the region.
- **Unemployment Insurance Recipients:** Implement a process that communicates employment and training opportunities to UI recipients that are nearing the end of their benefit.
- **SNAP recipients:** SNAP recipients in the Commonwealth of Kentucky have requirements to either work or be seeking work. The Kentucky Career Center will continue to serve SNAP recipients that need employment assistance.



SUMMARY OF PROGRAMMING BY "FOCUS POPULATION"

FOCUS POPULATION	SPECIFIC PROGRAM	FREQUENCY
SECONDARY / POST SECONDARY EMPLOYMENT	<ul style="list-style-type: none"> • KYhirED scholarship program • High School Job Search Preparation, Career Exploration and Hiring Events • Post-Secondary Job Search Preparation, Career Exploration and Hiring Events • Targeted media posts 	<ul style="list-style-type: none"> • Year round • Year round • Year round • Persistent
TRANSITIONING MILITARY / VETERAN EMPLOYMENT	<ul style="list-style-type: none"> • Targeted Outreach Campaign • Recruit Fort Campbell and Fort Knox • USO Pathfinder partnership • USARNG placement 	<ul style="list-style-type: none"> • Persistent • As needed • Monthly • As needed
NEW AMERICANS / FOREIGN-BORN WORKER EMPLOYMENT	<ul style="list-style-type: none"> • Workforce Development Services • Targeted media posts • Workplace Literacy programming 	<ul style="list-style-type: none"> • As needed • Persistent • As needed
JUSTICE INVOLVED / REENTRY EMPLOYMENT	<ul style="list-style-type: none"> • Targeted Hiring Events • Expungement Fairs • Pre-Release Employment Assistance program • Kiosk initiative • Targeted Niche focus population intake and referrals • Utilization of Resource Guide 	<ul style="list-style-type: none"> • 2 per year • 2 per year • Monthly employment assistance • Weekly assessment of Data and Referrals • As received • As Needed
LONG- TERM UNEMPLOYED	<ul style="list-style-type: none"> • Targeted Outreach Campaign via social media and community partners • Targeted Hiring Events (virtually or drive-thru) KY Career Edge Hiring Event platform • OJT 	<ul style="list-style-type: none"> • Monthly • Monthly • As needed; frequent

STRATEGIC GOAL 4: ACCOUNTABILITY

MAINTAIN VIABILITY OF THE SCWDB'S FINANCIAL GROWTH, QUALITY DELIVERY SYSTEM AND ROI FOR JOB SEEKERS AND EMPLOYERS.

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 5+	Total
9,012.00	7,510.00	5,443.00	3,345,345.00	23,442.00	4.00	34,534.00	3,980
20,796.00	3,445.00	34,557.00	345.00	234,768.00	42,343.00	342.00	336
2,315.00	45,534.00	7,566.00	42,456.00	234,234.00	5,564.00	23,442.00	361
38,484.00	38,484.00	38,484.00	5,345.00	634,567.00	234,676.00	46,456.00	1,036
16,164.00	16,164.00	16,164.00	16,164.00	10,776.00	234,423.00	4,234,467.00	4,544
15,726.00	15,256.00	33,245.00	3,423.00	34,423.00	47,234.00	34,233.00	178
2,276.00	25,412.00	54,322.00	2,342.00	2,342.00	2,342.00	564,523.00	1,338
18,174.00	3,654.00	23,312.00	3,423.00	23,423.00	34,534.00	246,723.00	35
55,320.00	55,320.00	9,220.00	234,423.00	234,233.00	45,344.00	24,423.00	65
31,428.00	31,428.00	31,428.00	31,428.00	534,457.00	45,573.00	442,344.00	4,14
14,772.00	14,772.00	14,772.00	14,772.00	14,772.00	14,772.00	10,334.00	22
16,392.00	16,392.00	16,392.00	16,392.00	16,392.00	16,392.00	10,744.00	21
15,168.00	15,168.00	15,168.00	15,168.00	15,168.00	15,168.00	10,096.00	23
58,680.00	58,680.00	58,680.00	58,680.00	58,680.00	58,680.00	4,100.00	79
13,704.00	13,704.00	13,704.00	13,704.00	13,704.00	13,704.00	562.00	15
15,924.00	15,924.00	15,924.00	15,924.00	15,924.00	15,924.00	3,465.00	48
51,000.00	51,000.00	51,000.00	51,000.00	51,000.00	51,000.00	1,700,000.00	1,4
46,884.00	46,884.00	46,884.00	46,884.00	46,884.00	46,884.00	1,448.00	1,3
37,872.00	37,872.00	37,872.00	37,872.00	37,872.00	37,872.00	3,184.00	1,0
480,091.00	512,603.00	550,009.00	3,955,000.00	2,580,255.00	1,835,094.00	8,520.00	22,8

- **Publish Strategic Plan 2022-2025:** The purpose of this document is to set a planning foundation for the organization and establish agreed upon goals, priorities, and performance metrics among stakeholders and staff.
- **Grow Non-Profit Organization:** The SCWDB launched a new non-profit, Employmentard, Inc. in February 2019. By growing this non-profit capability, the board will be able to raise external funds that can be applied to innovative workforce solutions that lay outside the WIOA domain.
- **Ongoing Rebranding:** The Kentucky Career Center has long been known as the “Unemployment Office” and continues to carry that stigma today. In an effort to rebrand and improve the overall effectiveness of the local Workforce System, the SCWDB feels it is important to relocate as many title partners as possible into a more modern and functional workspace and to continue media efforts to rebrand itself.
- **Enhance and expand One Stop Operator Role:** In parallel with the relocation, and in conjunction with Federal guidelines, the SCWDB oversaw the implementation of a One Stop Operator role in 2019. Concurrent with the SCWDB’s plan to relocate, the Board is committed to developing our region’s first true One Stop Employment Center and expanding the One-Stop Operator’s role as well.
- **Internal Monitoring / State Audit:** Per policy, the SCWDB will conduct an internal monitoring event to evaluate compliance with WIOA mandates; similarly, the SCWDB will participate in an annual state-led audit of our WIOA programming.

APPENDIX B: STRATEGIC ANALYSIS

THIS SECTION OF THE PROVIDES SUPPORTING DOCUMENTATION OF THE ANALYSIS CONDUCTED TO DERIVE THE STRATEGIC PLAN.



ANALYSIS OF THE STRATEGIC ENVIRONMENT

Societal trends:

- Educational attainment data indicates that approximately 13.2% (or 19,937) of individuals aged 25-64 and older have received less than a high school diploma while roughly 35.8% (or 53,962 persons) have graduated from high school.
- Approximately 19.3% (29,080) have received some college education and 8.2% (or 13,752) have received their associate degree.
- Graduate trends for the region reflect 14.3% (or 21,529) with a bachelor's degree and 8.4% (or 12,618) with a post graduate degree.
- The region's long history of poverty has permeated the social structure and culture, and has brought down graduation rates.
- At 16.4%, South Central Kentucky has a higher percentage of individuals with disabilities than the State average of 16.0% and US average of 10.3%.



Workforce Trends:

- Near historic low unemployment (5.0% as of February 2021) makes it much harder to attract and retain talent. While this is a good indicator of a vibrant and healthy economy, it also means that our labor market is very tight.

Role of Geography:

- Located less than 60 miles north of Nashville, Tennessee, the South Central Workforce region is influenced by this major metropolitan job market. Considered the fastest growing metropolitan area in the United States (according to Forbes Magazine), Nashville enjoys the lowest unemployment rate in nation at 2.9% and typically offers higher wages than our region. One of the primary reasons our region is suffering from a severe shortage of health care workers is because many are willing to commute to Tennessee for the higher wages.
- A bulk of our region's manufacturing, transportation, distribution and logistics base lies along the I-65 corridor. Residents of our more rural communities have less economic opportunities and often must commute outside of their counties for employment. This issue particularly effects New Americans in our region who often find employers willing to accept their lower literacy skills for entry-level positions.

EMPLOYMENT TRENDS

The following detailed data report is from Jobs EQ, a comprehensive suite of analytics tools to better understand labor market research precisely, down to the census block level.

Please note that these data pages are numbered independently from the Local Plan.





Appendix B: Strategic Analysis

SCWDB



www.southcentralworkforce.com

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Demographic Profile

The population in the SCWDB was 302,859 per American Community Survey data for 2015-2019.

The region has a civilian labor force of 144,096 with a participation rate of 59.9%. Of individuals 25 to 64 in the SCWDB, 22.6% have a bachelor's degree or higher which compares with 33.5% in the nation.

The median household income in the SCWDB is \$46,650 and the median house value is \$130,317.

Summary¹

	Percent			Value		
	SCWDB	Kentucky	USA	SCWDB	Kentucky	USA
Demographics						
Population (ACS)	—	—	—	302,859	4,449,052	324,697,795
Male	49.1%	49.2%	49.2%	148,711	2,190,922	159,886,919
Female	50.9%	50.8%	50.8%	154,148	2,258,130	164,810,876
Median Age ²	—	—	—	37.5	38.9	38.1
Under 18 Years	23.1%	22.7%	22.6%	70,016	1,009,306	73,429,392
18 to 24 Years	11.6%	9.5%	9.4%	34,991	420,653	30,646,327
25 to 34 Years	12.4%	13.0%	13.9%	37,678	577,567	45,030,415
35 to 44 Years	12.0%	12.4%	12.6%	36,259	553,430	40,978,831
45 to 54 Years	12.6%	13.1%	13.0%	38,283	584,789	42,072,620
55 to 64 Years	12.8%	13.3%	12.9%	38,658	593,169	41,756,414
65 to 74 Years	9.2%	9.5%	9.1%	27,783	424,404	29,542,266
75 Years, and Over	6.3%	6.4%	6.5%	19,191	285,734	21,241,530
Race: White	88.2%	87.0%	72.5%	267,106	3,868,479	235,377,662
Race: Black or African American	6.1%	8.1%	12.7%	18,336	358,928	41,234,642
Race: American Indian and Alaska Native	0.3%	0.2%	0.8%	799	9,386	2,750,143
Race: Asian	1.9%	1.5%	5.5%	5,831	65,191	17,924,209
Race: Native Hawaiian and Other Pacific Islander	0.2%	0.1%	0.2%	487	3,182	599,868
Race: Some Other Race	1.0%	1.0%	4.9%	3,070	43,601	16,047,369
Race: Two or More Races	2.4%	2.3%	3.3%	7,230	100,285	10,763,902
Hispanic or Latino (of any race)	3.7%	3.7%	18.0%	11,242	162,994	58,479,370
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	308,919	4,467,673	328,239,523
Population Annual Average Growth ⁴	0.9%	0.3%	0.7%	2,644	15,060	2,146,799
People per Square Mile	—	—	—	78.8	113.1	92.9
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	59.9%	59.2%	63.2%	144,096	2,095,422	163,555,585
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	77.1%	77.5%	82.1%	86,467	1,324,491	104,634,905
Armed Forces Labor Force	0.1%	0.4%	0.4%	162	13,747	1,073,907
Veterans, Age 18-64	4.3%	5.1%	4.6%	8,074	138,877	9,143,042
Veterans Labor Force Participation Rate and Size, Age 18-64	70.1%	72.3%	76.6%	5,658	100,362	7,003,778
Median Household Income ²	—	—	—	\$46,650	\$50,589	\$62,843
Per Capita Income	—	—	—	\$25,043	\$28,178	\$34,103
Mean Commute Time (minutes)	—	—	—	22.6	23.6	26.9
Commute via Public Transportation	0.2%	1.0%	5.0%	276	19,887	7,641,160
Educational Attainment, Age 25-64						
No High School Diploma	13.2%	11.5%	10.9%	19,937	264,863	18,550,150
High School Graduate	35.8%	31.8%	25.7%	53,962	733,281	43,627,868
Some College, No Degree	19.3%	21.7%	20.7%	29,080	501,100	35,174,790
Associate's Degree	9.1%	9.4%	9.1%	13,752	217,674	15,526,064

Summary¹

	Percent			Value		
	SCWDB	Kentucky	USA	SCWDB	Kentucky	USA
Bachelor's Degree	14.3%	15.6%	21.2%	21,529	359,432	35,997,848
Postgraduate Degree	8.4%	10.1%	12.3%	12,618	232,605	20,961,560
Housing						
Total Housing Units	—	—	—	133,807	1,983,949	137,428,986
Median House Value (of owner-occupied units) ²	—	—	—	\$130,317	\$141,000	\$217,500
Homeowner Vacancy	1.5%	1.6%	1.6%	1,179	18,900	1,257,737
Rental Vacancy	5.9%	5.9%	6.0%	2,482	36,533	2,793,023
Renter-Occupied Housing Units (% of Occupied Units)	34.1%	32.8%	36.0%	39,567	568,587	43,481,667
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.9%	7.2%	8.6%	6,794	125,609	10,395,713
Social						
Poverty Level (of all people)	18.9%	17.3%	13.4%	55,126	747,010	42,510,843
Households Receiving Food Stamps/SNAP	13.3%	14.0%	11.7%	15,445	243,177	14,171,567
Enrolled in Grade 12 (% of total population)	1.3%	1.3%	1.4%	3,972	55,861	4,422,344
Disconnected Youth ³	1.6%	3.0%	2.5%	302	6,945	423,273
Children in Single Parent Families (% of all children)	34.2%	35.1%	34.1%	21,987	325,578	23,790,005
Uninsured	6.2%	5.7%	8.8%	18,655	248,714	28,248,613
With a Disability, Age 18-64	16.4%	16.0%	10.3%	30,090	426,593	20,187,604
With a Disability, Age 18-64, Labor Force Participation Rate and Size	36.5%	35.1%	42.2%	10,988	149,639	8,509,463
Foreign Born	4.7%	3.9%	13.6%	14,377	171,979	44,011,870
Speak English Less Than Very Well (population 5 yrs and over)	3.3%	2.3%	8.4%	9,274	95,983	25,615,365

Source: [JobsEQ®](#)

1. American Community Survey 2015-2019, unless noted otherwise

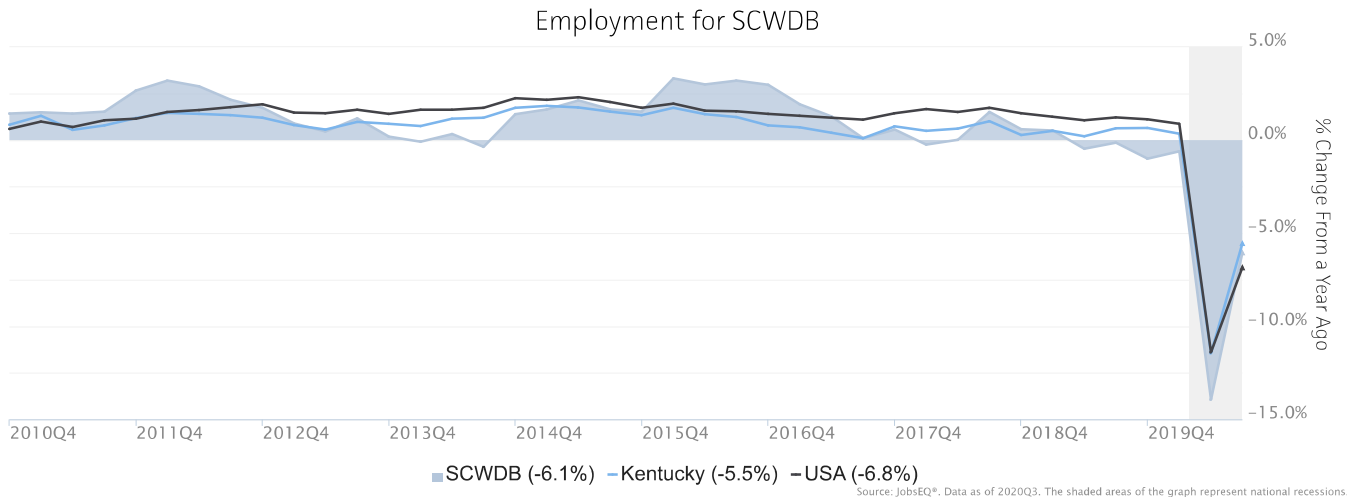
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census 2019, annual average growth rate since 2009

Employment Trends

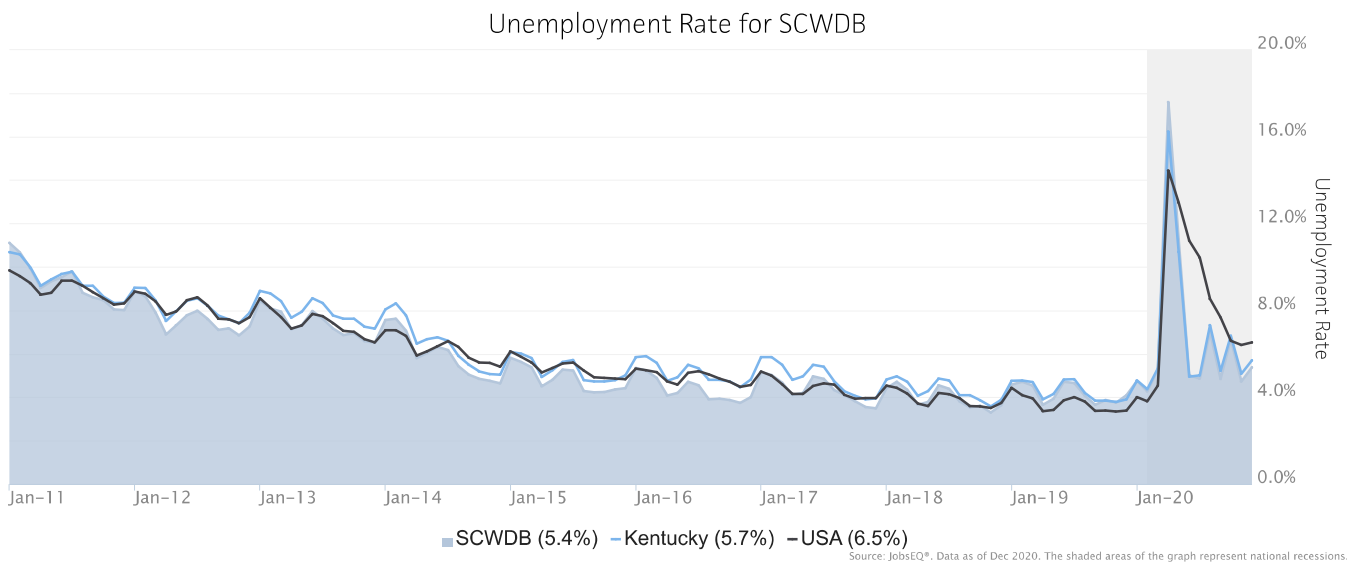
As of 2020Q3, total employment for the SCWDB was 125,146 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 6.1% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q3 with preliminary estimates updated to 2020Q3.

Unemployment Rate

The unemployment rate for the SCWDB was 5.4% as of December 2020. The regional unemployment rate was lower than the national rate of 6.5%. One year earlier, in December 2019, the unemployment rate in the SCWDB was 4.1%.

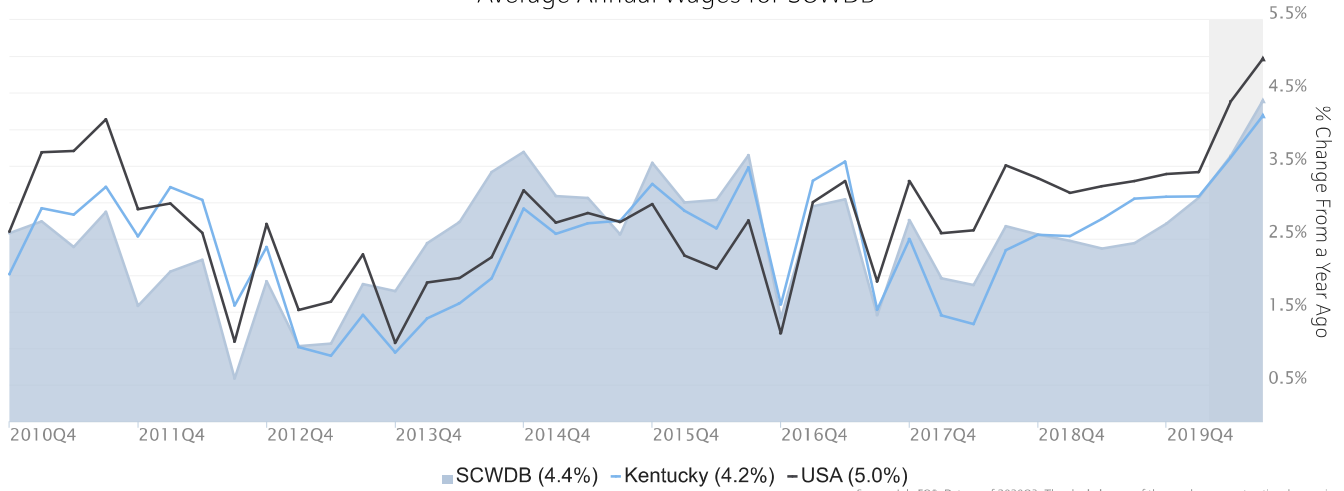


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through December 2020.

Wage Trends

The average worker in the SCWDB earned annual wages of \$41,612 as of 2020Q3. Average annual wages per worker increased 4.4% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$60,042 in the nation as of 2020Q3.

Average Annual Wages for SCWDB



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 13.2% lower in SCWDB than the U.S. average.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
SCWDB	\$41,612	86.8	\$47,925
Kentucky	\$47,896	90.0	\$53,221
USA	\$60,042	100.0	\$60,042

Source: [JobsEQ®](#)

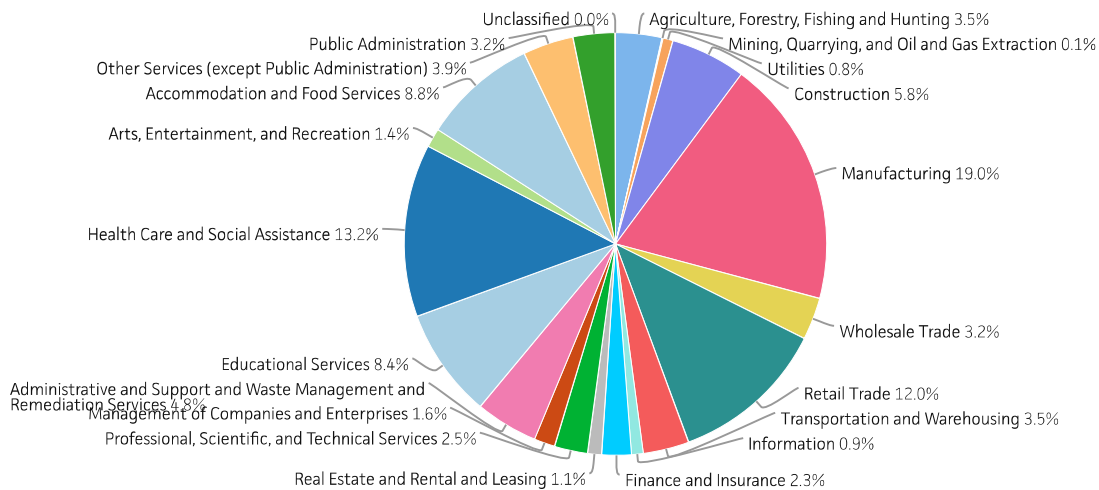
Data as of 2020Q3

Cost of Living per C2ER, data as of 2020q3, imputed by Chmura where necessary.

Industry Snapshot

The largest sector in the SCWDB is Manufacturing, employing 23,763 workers. The next-largest sectors in the region are Health Care and Social Assistance (16,559 workers) and Retail Trade (14,983). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 2.59), Manufacturing (2.30), and Utilities (1.44).

Total Workers for SCWDB by Industry



Source: JobsEQ®, Data as of 2020Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Sectors in the SCWDB with the highest average wages per worker are Management of Companies and Enterprises (\$90,291), Utilities (\$62,557), and Finance and Insurance (\$61,029). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+1,582 jobs), Construction (+755), and Transportation and Warehousing (+466).

Over the next 1 year, employment in the SCWDB is projected to expand by 545 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+239 jobs), Accommodation and Food Services (+102), and Administrative and Support and Waste Management and Remediation Services (+54).

NAICS	Industry	Empl	Current	5-Year History			1-Year Forecast				
			Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	23,763	\$56,484	2.30	-380	-0.3%	2,453	913	1,562	-21	-0.1%
62	Health Care and Social Assistance	16,559	\$43,892	0.90	1,582	2.0%	1,805	770	796	239	1.4%
44	Retail Trade	14,983	\$29,264	1.17	226	0.3%	1,984	884	1,116	-16	-0.1%
72	Accommodation and Food Services	11,004	\$16,298	1.09	-120	-0.2%	1,885	789	994	102	0.9%
61	Educational Services	10,494	\$38,320	1.02	-967	-1.7%	1,004	467	504	33	0.3%
23	Construction	7,229	\$48,151	0.99	755	2.2%	742	255	455	32	0.4%
56	Administrative and Support and Waste Management and Remediation Services	5,995	\$30,014	0.76	-972	-3.0%	746	293	400	54	0.9%
81	Other Services (except Public Administration)	4,866	\$25,602	0.89	-146	-0.6%	590	253	302	34	0.7%
48	Transportation and Warehousing	4,432	\$48,938	0.75	466	2.2%	489	201	271	17	0.4%
11	Agriculture, Forestry, Fishing and Hunting	4,429	\$20,466	2.59	-708	-2.9%	437	203	274	-41	-0.9%
42	Wholesale Trade	4,060	\$55,576	0.85	-215	-1.0%	426	161	266	0	0.0%
92	Public Administration	4,005	\$39,222	0.65	-155	-0.8%	384	156	212	17	0.4%
54	Professional, Scientific, and Technical Services	3,182	\$49,998	0.36	172	1.1%	298	101	171	25	0.8%
52	Finance and Insurance	2,823	\$61,029	0.55	-281	-1.9%	272	100	164	9	0.3%
55	Management of Companies and Enterprises	1,993	\$90,291	1.04	-202	-1.9%	200	67	114	19	1.0%
71	Arts, Entertainment, and Recreation	1,798	\$24,408	0.83	1	0.0%	279	114	140	25	1.4%
53	Real Estate and Rental and Leasing	1,344	\$40,213	0.61	135	2.1%	138	62	74	2	0.2%
51	Information	1,113	\$41,054	0.45	-154	-2.6%	102	39	68	-5	-0.5%
22	Utilities	954	\$62,557	1.44	106	2.4%	84	31	55	-1	-0.2%
21	Mining, Quarrying, and Oil and Gas Extraction	103	\$50,772	0.21	-59	-8.6%	11	3	7	1	0.8%
99	Unclassified	19	\$57,126	0.15	-3	-3.1%	2	1	1	0	0.7%
Total - All Industries		125,146	\$41,612	1.00	-918	-0.1%	14,194	5,836	7,813	545	0.4%

Source: [JobsEQ®](http://www.chmuraecon.com/jobseq)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in the SCWDB is Production Occupations, employing 15,733 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (13,948 workers) and Sales and Related Occupations (12,226). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 2.14), Management Occupations (1.19), and Installation, Maintenance, and Repair Occupations (1.17).

Occupation groups in the SCWDB with the highest average wages per worker are Management Occupations (\$78,400), Healthcare Practitioners and Technical Occupations (\$72,000), and Architecture and Engineering Occupations (\$69,300). The unemployment rate in the region varied among the major groups from 1.8% among Legal Occupations to 13.0% among Personal Care and Service Occupations.

Over the next 1 year, the fastest growing occupation group in the SCWDB is expected to be Healthcare Support Occupations with a +2.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+107 jobs) and Healthcare Support Occupations (+92). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (1,928 jobs) and Production Occupations (1,796).

SCWDB, 2020Q3¹

SOC	Occupation	Current					5-Year History				1-Year Forecast			
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
51-0000	Production	15,733	\$37,600	2.14	1,240	7.1%	328	-749	-0.9%	1,748	598	1,198	-48	-0.3%
43-0000	Office and Administrative Support	13,948	\$34,600	0.87	710	4.9%	427	-1,001	-1.4%	1,575	671	936	-32	-0.2%
41-0000	Sales and Related	12,226	\$33,300	1.01	866	6.6%	909	-202	-0.3%	1,742	699	1,049	-6	0.0%
53-0000	Transportation and Material Moving	11,520	\$33,300	1.10	1,129	8.1%	912	244	0.4%	1,549	546	949	54	0.5%
35-0000	Food Preparation and Serving Related	10,847	\$21,800	1.11	1,594	12.7%	740	-166	-0.3%	2,034	791	1,137	107	1.0%
11-0000	Management	9,816	\$78,400	1.19	235	2.4%	299	-467	-0.9%	860	357	501	1	0.0%
29-0000	Healthcare Practitioners and Technical	7,220	\$72,000	0.99	147	2.0%	669	645	1.9%	499	196	234	69	1.0%
25-0000	Educational Instruction and Library	6,270	\$46,700	0.89	363	5.5%	247	-340	-1.1%	583	251	303	29	0.5%
47-0000	Construction and Extraction	5,742	\$42,500	0.98	654	9.1%	53	340	1.2%	673	187	456	30	0.5%
49-0000	Installation, Maintenance, and Repair	5,599	\$43,700	1.17	284	4.6%	212	274	1.0%	587	181	371	35	0.6%
31-0000	Healthcare Support	4,567	\$28,300	0.82	208	4.5%	402	541	2.6%	685	277	315	92	2.0%
13-0000	Business and Financial Operations	4,287	\$60,400	0.61	127	2.9%	180	128	0.6%	448	121	298	29	0.7%
37-0000	Building and Grounds Cleaning and Maintenance	3,815	\$26,900	0.92	306	7.0%	170	-262	-1.3%	550	218	296	36	0.9%
39-0000	Personal Care and Service	3,077	\$25,200	0.93	441	13.0%	65	-57	-0.4%	521	216	270	35	1.1%
21-0000	Community and Social Service	1,973	\$43,300	0.90	43	2.1%	139	85	0.9%	257	74	149	34	1.7%
33-0000	Protective Service	1,888	\$34,000	0.69	58	3.1%	75	22	0.2%	212	85	117	10	0.5%
17-0000	Architecture and Engineering	1,708	\$69,300	0.78	42	2.7%	64	114	1.4%	150	42	95	13	0.8%

SCWDB, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current		Unempl Rate	Online Job Ads ³	5-Year History		Total Demand	1-Year Forecast			Ann % Growth
				LQ	Unempl			Empl Change	Ann %		Exits	Transfers	Empl Growth	
15-0000	Computer and Mathematical	1,499	\$66,000	0.39	40	2.7%	242	-28	-0.4%	127	26	88	13	0.9%
27-0000	Arts, Design, Entertainment, Sports, and Media	1,450	\$42,800	0.65	114	7.6%	114	-86	-1.1%	166	57	104	5	0.3%
19-0000	Life, Physical, and Social Science	681	\$58,600	0.61	19	2.6%	41	27	0.8%	66	14	48	5	0.7%
23-0000	Legal	673	\$66,800	0.64	12	1.8%	10	11	0.3%	51	17	28	6	0.9%
45-0000	Farming, Fishing, and Forestry	605	\$30,900	0.73	56	7.9%	6	9	0.3%	94	24	73	-2	-0.4%
Total - All Occupations		125,146	\$42,100	1.00	8,688	6.4%	6,306	-918	-0.1%	15,196	5,647	9,014	535	0.4%

Source: [JobsEQ®](#)

Data as of 2020Q3 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data are as of 2019 and represent the average for all Covered Employment

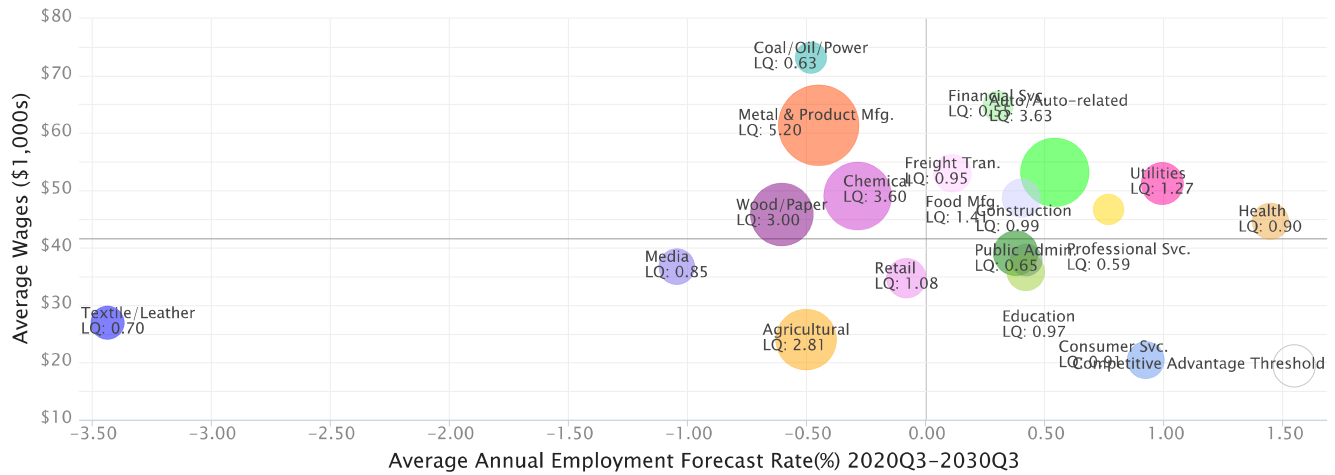
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2020Q2, imputed where necessary with preliminary estimates updated to 2020Q3. Wages by occupation are as of 2019 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the SCWDB with the highest relative concentration is Metal & Product Mfg. with a location quotient of 5.20. This cluster employs 4,920 workers in the region with an average wage of \$61,356. Employment in the Metal & Product Mfg. cluster is projected to contract in the region about 0.5% per year over the next ten years.

Industry Clusters for SCWDB as of 2020Q3



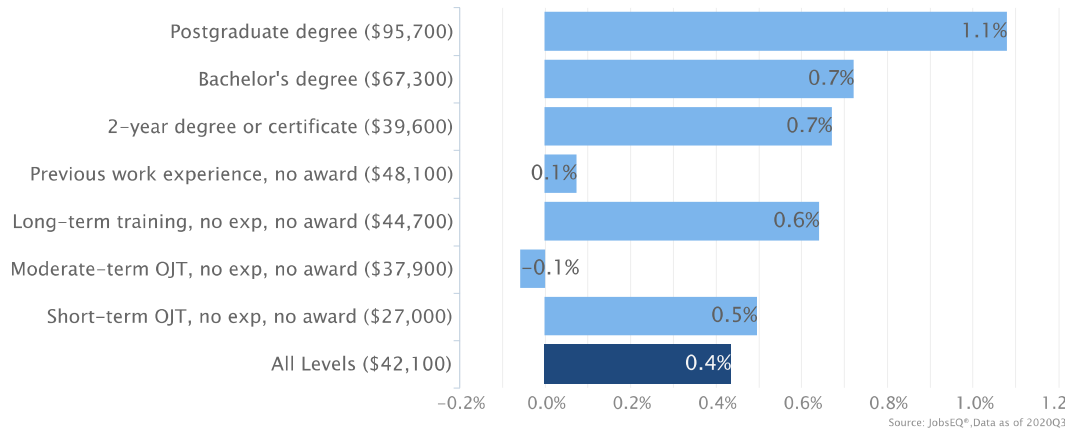
Source: JobsEQ®, Data as of 2020Q3

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the SCWDB is projected to grow 0.4% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.1% per year, those requiring a bachelor's degree are forecast to grow 0.7% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.7% per year.

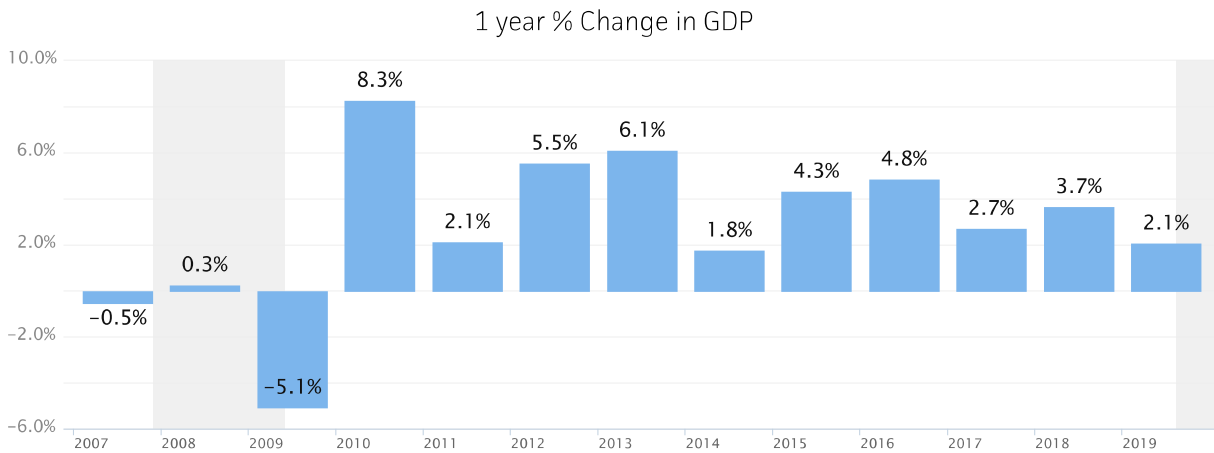
Annual Average Projected Job Growth by Training Required for SCWDB



Employment by occupation data are estimates as of 2020Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

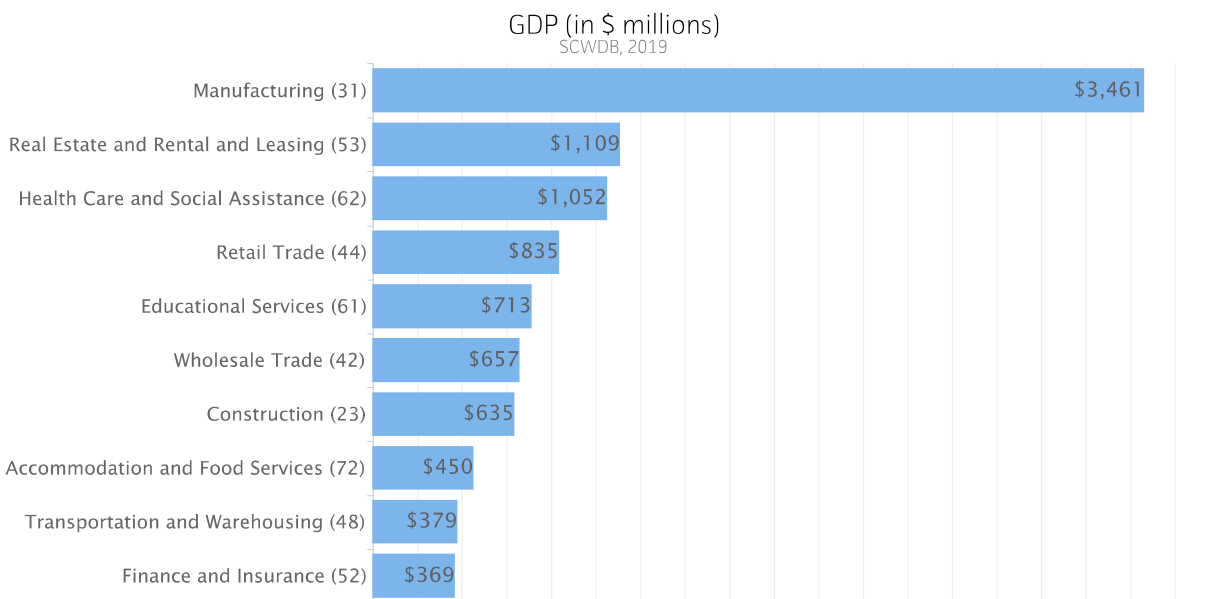
Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2019, nominal GDP in the SCWDB expanded 2.1%. This follows growth of 3.7% in 2018. As of 2019, total GDP in the SCWDB was \$11,868,750,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

Of the sectors in the SCWDB, Manufacturing contributed the largest portion of GDP in 2019, \$3,461,398,000. The next-largest contributions came from Real Estate and Rental and Leasing (\$1,108,778,000); Health Care and Social Assistance (\$1,051,997,000); and Retail Trade (\$834,853,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

SCWDB Regional Map



Region Definition

SCWDB is defined as the following counties:

Warren County, Kentucky

Butler County, Kentucky

Hart County, Kentucky

Simpson County, Kentucky

Barren County, Kentucky

Logan County, Kentucky

Metcalfe County, Kentucky

Edmonson County, Kentucky

Allen County, Kentucky

Monroe County, Kentucky

FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 804 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 22 major groups, 95 minor groups, and 452 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

About This Report

This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.

APPENDIX C: COMMUNICATIONS AND OUTREACH PLAN

THIS SECTION ARTICULATES THE SOUTH CENTRAL WORKFORCE BOARD'S MAJOR COMMUNICATIONS AND OUTREACH OBJECTIVES (ORGANIZED BY EACH OUR OF FOUR STRATEGIC GOALS).



EMPLOYER-RELATED

EDUCATION-RELATED

WORKFORCE PARTICIPATION

ACCOUNTABILITY-RELATED

STRATEGIC GOALS

Goal #1.

Actively engage employers and stakeholders to drive innovative workforce solutions across the region.

Goal #2.

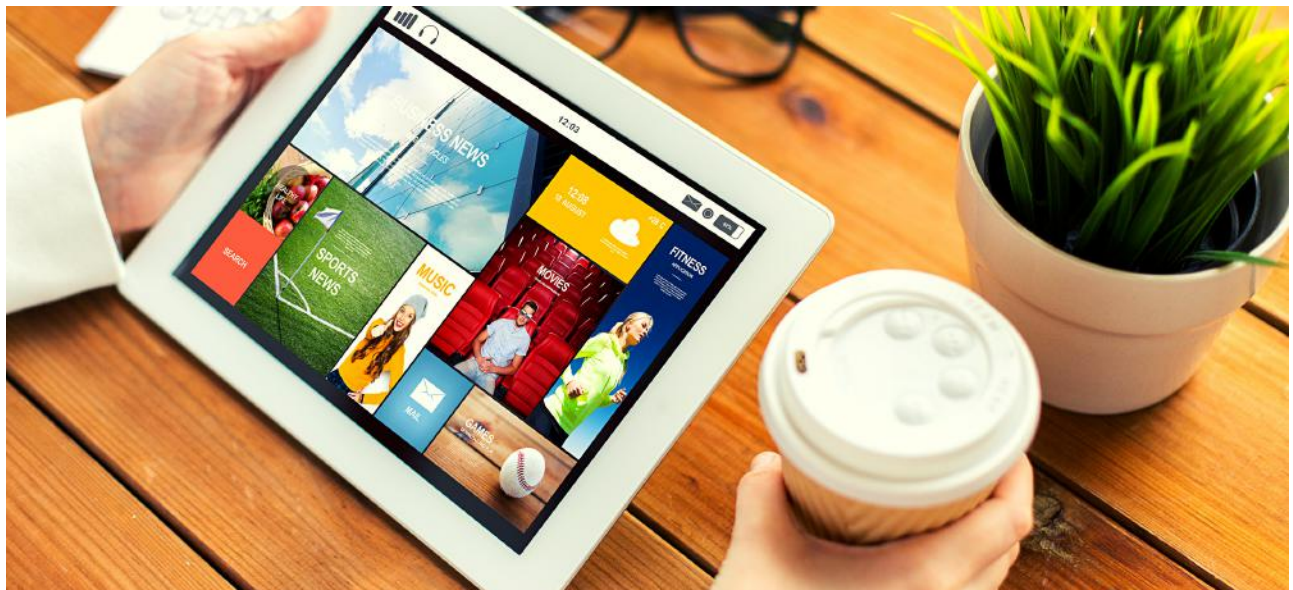
Align and integrate education to provide career pathways for P-12 youth, post-secondary students and adult job seekers.

Goal #3.

Increase regional workforce participation by creating opportunities, incenting workforce participation, and removing barriers to employment.

Goal #4.

Maintain viability of the SCWDB's financial growth, quality delivery system and return on investment (ROI) for job seekers and employers.



COMMUNICATION & OUTREACH OBJECTIVES

<p>1a. Develop new and innovative methods of reaching stakeholder and customer audiences within the region</p>	<p>2a. Leverage multiple media formats (print, TV, social) to highlight our work with P-12, post-secondary and adult job seekers</p>	<p>3a. Implement an online appointment-booking platform for customers for both in-person and virtual career coaching</p>	<p>4a. Publish bi-monthly Community Impact Report to “tell our story” and keep key stakeholders informed of our activities</p>
<p>1b. Strengthen brand awareness, campaigns & telling our story through traditional media and social media engagement. Communicate positive outcomes and success stories</p>	<p>2b. Communicate apprenticeship and internship opportunities to both students and adults, especially through the “my workforce future” rebranding</p>	<p>3b. Lead the unification and standardization of an Access Point Career Services Model throughout the region</p>	<p>4b. Ensure organizational transparency; publish policies, meeting minutes, team member contact information, etc. on the SCWDB website</p>
<p>1c. Refine SCWDB website; ensuring the website is easy to navigate, informative and engaging for employers, job seekers and stakeholders</p>	<p>2c. Work closely with Post-Secondary students and alumni to communicate job opportunities within the region</p>	<p>3c. Facilitate the development of Digital Billboard ads at Fort Campbell connecting exiting soldiers and employers directly</p>	<p>4c. Produce & promote monthly “Open Jobs Report: Analysis & Review” webcasts to better educate the general public on the story behind the numbers.</p>
<p>1d. Develop and produce a “Featured Jobs” advertising package that includes graphic design, social media and application processing for Employers</p>	<p>2d. Seek out and develop testimonial video and digital media to share students’ positive experiences using our services</p>	<p>3d. Facilitate the development of Digital Billboard kiosks and ads at BG and Glasgow KCC offices as well as at area Access Points and other designated locations</p>	<p>4d. Develop, publish and maintain a calendar of events on SCWDB website</p>

APPENDIX D: KENTUCKY WORK-READY PLAN

THE SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD STRATEGIC PLAN IS ALIGNED AND NESTED WITH THE COMMONWEALTH OF KENTUCKY'S WORK READY PLAN, WHICH WAS APPROVED AND PUBLISHED ON FEBRUARY 20, 2020. THE FOLLOWING EXCERPT HIGHLIGHTS THE STATE'S FOUR STRATEGIC PLAN AND OBJECTIVES. YOU WILL NOTE THAT THE SCWDB AND KENTUCKY'S STRATEGIC GOALS 1-3 ARE VERY SIMILAR. THE PRIMARY DIFFERENCE LIES IN STRATEGIC GOAL 4, WHERE THE BOARD OPTED TO FOCUS ON ORGANIZATIONAL ACCOUNTABILITY.

VISION AND DESIRED IMPACT

"Create a workforce development system that is value driven for employers, aligns education with industry demands, prepares Kentuckians for the future of work and drives economic development."



#1 Employers



#2 Education



#3 Workforce Participation



#4 Organization and Resource Alignment

STRATEGIC GOALS

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

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

Goal #3: Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.

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

STRATEGIC OBJECTIVES

1a: Create a workforce development system that is valued by employers.

1b: Establish a clear channel for employer engagement in workforce development services.

1c: Increase the number of employers participating in work-based learning experiences and apprenticeships while also establishing employer champions.

1d: Engage employers in education efforts from early childhood through Kindergarten, Grade 12, and post-secondary.

1e: Leverage employer data on workforce projections and training needs using the talent pipeline management system of the Kentucky Chamber of Commerce and a revamped business service team network.

2a: Increase career exploration opportunities while students are in P-12 and provide all P-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded.

2b: Review and adjust the structure (locations, pathways, and resources) of pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs.

2c: Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.

2d: Improve the sharing and use of data to inform the ongoing curriculum design for P-12 and postsecondary institutions.

2e: Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work.

2f: Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.

3a: Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.

3b: Mitigate disincentives to work and explore ways to incentivize workforce participation for individuals currently receiving social services benefits in order to support their transition to sustainable employment.

3c: Embed programs serving specific populations across cabinets to promote workforce participation. Examples of priority populations include veterans, individuals with disabilities, re-entrants from the corrections system, individuals in recovery from substance abuse, young adults transitioning out of foster care and others.

3d: Develop and promote strategies for employers to address employment barriers.

3e: Develop and pursue strategies that increase the number of Kentuckians, work-ready and free from the influence of substance abuse.

4a: Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability.

4b: Develop a framework and supporting goals and metrics for Kentucky's workforce development programs.

4c: Identify gaps in the existing longitudinal data system and determine available sources to close those gaps.

4d: Define and create an effective communication approach for services to ensure a consistent, quality customer experience.

4e: Build a stronger, more coordinated relationship between state government and local governments, institutions and workforce innovation areas.

APPENDIX E:

WORKFORCE INNOVATION AND OPPORTUNITY ACT REGIONAL AND LOCAL PLAN GUIDANCE & SCWDB'S RESPONSES



Workforce
Innovation
and
Opportunity Act
Regional
and Local Plan
Guidance

Developing Kentucky's
World Class Talent Pipeline



**Kentucky
Career Center**

WIOA Regional Innovation and Local Comprehensive Plan Guidance

July 1, 2021-June 30, 2025

Purpose.

The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years FY 2022 through FY 2025 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

A. Commonwealth of Kentucky Workforce Vision and Goals

The Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet, and numerous partner cabinets, agencies and outside organizations, engaged in an aggressive effort to implement the strategic initiatives outlined in the KWIB Strategic Plan implemented 2018. This plan has served as a blueprint for transforming Kentucky's workforce services and focused on adapting to the changing needs of employers. The Beshear Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky.

The Administration's vision includes:

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

The Department of Workforce Investment (DWI) Goals:

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

B. Local Comprehensive Plans.

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

The Local Comprehensive Plan sets forth the strategy to:

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

Section 108(a) of the WIOA, 20 C.F.R. § 679.00 *et seq* requires local boards in partnership with the appropriate chief elected officials to develop and submit a comprehensive four-year Local Comprehensive Plan to the Governor. It must identify and describe the policies, procedures, and local activities carried out locally that are consistent with the State Plan.

Local Plans, pursuant to WIOA, must align with the State's vision as set forth in the Combined State Plan FY 2022-2025. The Local Plan must also address certain specific provisions as set forth in Section 108 of WIOA. The State provides this guidance to the LWDBs in the formulation of its Local Plans. At minimum, Local Plans must include the provisions in this guidance.

Given the limitations of the pandemic and the restrictions on meeting in large groups set by Governor Andy Beshear, any public meetings should follow CDC and state guidance. We strongly encourage virtual meeting and public notice.

C. Regional Innovation Plan.

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to also prepare and submit a 4-Year Regional Innovation Plan that is consistent with their Local Plan content and timeframe. The Regional plan should identify opportunities for regional collaboration and innovation, and incorporate priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans **must be submitted** to the Kentucky Department of Workforce Investment **by April 30, 2021** for their review and feedback before the implementation date of July 1, 2021 (FY 2022).

KY's Regional and Local Workforce Areas:

Central Region=Bluegrass LWDA, Northern KY LWDA, KentuckianaWorks LWDA, Lincoln Trail LWDA

East Region=TENCO LWDA and EKCEP LWDA

South Region=Cumberlands LWDA and South Central LWDA

West Region=Green River LWDA and West KY LWDA

D. Relationship of Regional Innovation Plan and Local Comprehensive Plan

The regional component of the plan should outline how the region has collected and analyzed regional labor market information and must incorporate the Local Comprehensive Plans for each of the local areas within the planning region consistent with the requirements of the WIOA Rules, 20 C.F.R. Section §679.540(a).

E. Plan Completion, Submission and Approval.

1. **Completion.** All Local Workforce Development Areas (LWDAs) in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance. Planning teams may include content beyond these questions.

2. **Submission.** The FY 2022-2025 Regional and Local Plans must be submitted in PDF format electronically to DarleneK.Bussell@ky.gov on or before **April 30, 2021 for initial review by DWI. Any deficiencies identified must be remedied by June 30, 2021.**

Note: The FY 2022–2025 Regional Innovation and Local Comprehensive Plan must be sent by a designated single point of contact. If sending Plans by email the subject line should read “(Area name) FY2022-2025 Regional and Local Plan”.

3. **Approval.** The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWI within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:

- There are deficiencies identified through audits in Workforce Investment activities that the local area has not made acceptable progress.
- The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
- The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies.
- This is not an exhaustive list of examples.

If the plan was found deficient, DWI will issue written confirmation of the specific deficiencies found.

F. Modification Process.

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R.

§679.530 and §679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan **every two years** and submit a modification as needed using the same methods listed above in G-2.

The 2-Year modified plans should be considered by the local area **automatically approved** after 90 days of receipt if there is no correspondence from DWI within the 90-day review period.

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

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

G. Public Comment

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

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment of 14 days by members of the public inclusive of representatives of business, labor organizations and education.
2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. Plan Organization

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

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

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

LWDB name: South Central Workforce Development Board

Regional name: South

Chapter 1: Economic and Workforce Analysis

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

The Cumberland Workforce Development Board (herein, “CWDB”) and South Central Workforce Development Board (herein, “SCWDB”) staff and Board members deliberately set forth to develop Regional goals that were narrow in scope, complimented our respective local strategic plans and were feasible to achieve in a two-year period. Over the course of two months, twenty-three (23) CWDB and twenty-three (23) SCWDB Board members and 9 Board staff members had opportunities to make contributions and provide oversight of the design the regional plan. There was WIOA representation from among all 23 Kentucky counties served by this plan which are: Adair, Allen, Barren, Butler, Casey, Clinton, Cumberland, Edmonson, Green, Hart, Laurel, Logan, McCreary, Metcalfe, Monroe, Pulaski, Rockcastle, Russell, Simpson, Taylor, Warren, Wayne, and Whitley.

Communication, strategic collaboration, and shared programmatic initiatives between CWDB and SCWDB were well-established during the previous strategic plan period; thus, this regional plan provides ample opportunities to further cement, replicate, and grow efficient and effective workforce activities in the region. It is anticipated that further sharing of best practices and resources will drive down operating costs and increase the amount of WIOA funds available to participants.

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

In the region, healthcare, manufacturing, transportation and logistics, business services/information technology, and construction are the existing in-demand industry sectors. For more information about these sectors and their in-demand occupations, refer to Appendix B of the Regional Plan (pages 3-13). See also SCWDB Local Plan Appendix B (pages 42, 3-14) and CWDB Local Plan (pages 16-24).

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

Refer to Appendix B of the Regional Plan (pages 3-13). See also SCWDB Local Plan (pages 9, 42) and CWDB Local Plan.

- D. (R) *An analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the*

workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

See CWDB Plan Chapter 2 (pages 26-27) and SCWDB Plan Strategic Objective #1A and 3A (pages 24-26).

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

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

Refer to Appendix B, Education Levels (page 13), CWDB Plan (pages 16-24) and SCWDB Local Strategic Plan, Appendix B, Analysis of “In Demand” Occupations by Sector

Chapter 2: Strategic Vision and Goals

- A. (L) Describe the local board’s strategic vision and goals to support regional economic growth and self-efficiency. Include goals in preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Also, include as applicable a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. Strengthen to the extent possible goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)] TEGL 7-20

See SCWDB Plan “What We Want to Accomplish” pages 6-7. This section includes the SCWDB Vision Statement, Mission Statement and Strategic Goals 1-4.

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

This Regional Innovation Plan integrates the same 4 Strategic Goals and many of the same Strategic Objectives as the Commonwealth of Kentucky’s Work Ready Plan (February 2020), thereby aligning with the common strategic direction and workforce development priorities set by the Kentucky Workforce Innovation Board to evolve our region’s workforce development “system” towards the envisioned workforce “marketplace.”

- C. (L) Describe how the local board’s vision and goals take into account an analysis of the strategies in working partnership with the other entities that carry out the core programs, and the required partners in the alignment of resources.

As articulated on page 4 of the Local Strategic Plan, the South Central Workforce Development Board “convenes stakeholders to identify and leverage resources”. The heart of the SCWDB Local Strategic Plan is the identification of and subsequent organization around our four (4) Strategic Goals with Supporting Objectives, five (5) prioritized Industry Sectors, and five (5) Focus Populations. Sprinkled throughout the 17 various Supporting Objectives are sub-tasks that address opportunities to partner with employers,

education institutions, fellow non-profit organizations, civic institutions and WIOA Title partners. Appendix A: Plan of Action further details programs and resources to be leveraged for various demographics.

The SCWDB convenes monthly Partner Meetings to discuss current workforce trends, identify collaborative opportunities, share best practices and develop plans to mutually support each other and has been doing so the past four years. Ultimately, the Board’s vision and goals have the greatest chance of being achieved through partnership, collaboration and sharing of resources. Analysis and assessment of programming related to strategic objectives and goals is reviewed and discussed at each workforce Board meeting—meetings which have assigned representation from among each required partner and regular guest participation from among the required partners. Such engagement encourages alignment of resources among partners, including employer partners.

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

- A. (L) Describe the local board’s strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services. Include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. This should also include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another.

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

The vision of the South Central workforce area is that economic development, education, and workforce development partners are aligned both locally and regionally to sustain a continually-growing vibrant economy in the region. The SCWDB is a key partner providing leadership on talent development strategies within that context. This is consistent with the role and duties of a local workforce board as defined in the Workforce Innovation and Opportunity Act (WIOA) of 2014. Multiple agreements provide the structural foundation for local partnerships. These include:

Interlocal Agreement among the 10 counties of the workforce area that: creates the Governing Board of local elected officials; defines the voting procedures for approval of key items; creates the process for selection of a Chief Local Elected Official; defines dispute resolution procedures; defines shared liability; establishes rules for selection of a Fiscal Agent; and prescribes the procedure for approval of an annual budget developed and presented to the local elected officials by the South Central Workforce Board.

Partnership Agreement Between Local Elected Officials and the SCWDB that: establishes expectations for

communications between the Board and the LEOs; defines the process for development of the annual plan and budget, including a youth plan; defines public review and comment procedures; and defines processes for selection of entities to perform the roles of Fiscal Agent and One-Stop Operator in the local workforce area.

Memorandum of Agreement Between the Commonwealth of Kentucky and the South Central LEO/Workforce Board Partnership that establishes the contractual relationship necessary for release of WIOA funds to the local area.

Memorandum of Understanding Between the SCWDB and the Required One-Stop Partners that defines the roles and responsibilities of each partner for the operation of the Kentucky Career Center service delivery system in the local workforce area, including expectations for sharing operating costs of the delivery system.

The Board has established its leadership and organizational structure to perform the duties prescribed by WIOA. Current standing committees include:

Executive Committee to supervise the affairs of the Board in the intervals between Regular Board meetings and to act on behalf of the Board between meetings. The Executive Committee may meet as often as it deems necessary and will make recommendations to the full Board. Actions taken by the Executive Committee will be presented to the full Board for final approval unless specifically given authority from the Board to act on issues defined by the Board. The Executive Committee will utilize a consent agenda to present items to the full Board.

Finance Committee to oversee budget development and monitor spending via reports submitted to the Board from the Fiscal Agent. Spending items requiring Board action will be reviewed by the Finance Committee and recommendations will be made by the Committee to the full Board for action. Any modifications of budgets of the Board or its contractors will be made by the Finance Committee to the full Board.

Governance Committee to create and maintain the Board's operational procedures and to create draft policies for the local workforce development system to be presented to the full Board for approval. Such policies include operational policies for the one-stop operator, service providers, and training providers in providing services to customers via the Kentucky Career Center network. Policy changes from the state or Federal government related to WIOA will be brought to the committee for creating any needed changes in local policies as a result of state or federal actions.

Youth Council to develop and oversee the region's youth services plan, with the annual plan and subsequent modifications brought to the full Board for approval. The Youth Council will recommend policies to the full Board for youth spending priorities and approved youth services providers, including recommendations on the percentage of WIOA funding to be spent on in-school (maximum of 25%) vs. out-of-school youth. The Youth Council will also maintain relationships with local school districts to implement career pathways strategies.

A separate non-profit corporation, the SCKY Foundation for Workforce Development, Inc., (D.B.A. Employward) has also been created with Articles of Incorporation, as filed on April 21, 2016. This organization exists primarily to support the work of the Board by generating resources to expand

programs and services in the region.

Required Partner Program (Core Programs in Bold)	MOU Partners for Local Programs (Core Programs in Bold)
WIOA Adult	Career TEAM
WIOA Dislocated Workers	Career TEAM
WIOA Youth	Career TEAM
Adult Education & Literacy	Kentucky Skills U (formerly Adult Education)
Wagner-Peyser	KY Career Development Office (CDO)
Vocational Rehabilitation	KY Office of Vocational Rehabilitation
Trade Adjustment Assistance	Career Development Office (CDO)
Veterans Employment & Training	Career Development Office (CDO)
Unemployment Insurance	Career Development Office (CDO)
Postsecondary Education	Southcentral KY Community & Technical College
Title V of Older Americans Act	Experience Works
Community Service Block Grant	Community Action of Southern Kentucky
Housing & Urban Development E & T	Housing Authority of Bowling Green
Job Corps	Great Onyx Job Corps Center
Bureau of Apprenticeship & Training	KY Office of Apprenticeship and Training
TANF	KY Department for Community Based Services; Audubon Area Community Services

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

As articulated in the SCWDB Local Strategic Plan, the Board has identified five priority industry sectors and five focus populations (pages 13-14), which help guide and prioritize how WIOA funding is utilized for employment, training, education, and supportive services for individuals with barriers to employment.

Each month, the SCWDB hosts a Monthly Partner meeting, which is comprised of all Title Partners and fellow non-profit organization representatives from across the region. The forum facilitates sharing of best practices and resources, and indirectly improves job-seeker access to services. Representatives from

Western Kentucky University Division of Extended Learning and Outreach and Southcentral Kentucky Community and Technical College regularly coordinate upcoming training and credentialing programs with all partners.

As a rule of thumb, the SCWDB focuses on short-duration, low-cost education and training programs for WIOA-qualified participants. Per the SCWDB's Individual Training Account policy, WIOA-qualified participants may be funded up to \$3,000 per year, or \$6,000 maximum lifetime, to pursue a certificate or credential. There is an opportunity to provide an ITA that is over the \$3,000 limit but not to exceed \$5,000 annually with a signed written exception from the WDB director/CEO. Our goal is to get participants up- or re-skilled as quickly and efficiently as possible and placed in high demand, high-wage sector.

Additional Context:

The Board works in partnership with local economic development organizations to collect, review and analyze labor market information provided by the Commonwealth of Kentucky and through primary research in the region via surveys and input sessions. Sector-based discussions with employers are used to validate official sources of labor market information and to serve as a "reality check" on key issues such as hiring needs, skill requirements, availability of talent, availability of training, and wage levels.

The insights that are gathered are then used to inform educational and service partners so that their programs and services can be more precisely aligned with identified needs. Filling skill gaps may require development and/or promotion of portable credentials, certifications and/or degree programs.

- C. (L) *Identify and describe (for each category below) the strategies and services that are and will be used to:*
- 1. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;*

Per the SCWDB Local Strategic Plan, meeting the needs of employers is addressed by Strategic Goal #1, Employer-Related Strategies (pages 15-16).

The SCWDB confirms employer needs, challenges and issues in multiple ways:

- 1) The Board periodically convenes discussions with sector-based employer panels in order to validate labor market information, identify specific skill gaps, and assess the responsiveness of local educational and training programs to meet skill needs.
- 2) The Board also has Board Member representatives from each key industry sector, who frequently identify emerging workforce trends and issues that need to be addressed.
- 3) The Business Solutions Team canvases local employers and assists in the development of customized workforce solutions. The BST utilizes Talent Pipeline Management (TPM) to capture and forecast employer needs.

- 2. Support a local workforce development system that meets the needs of businesses in the local area;*

As stated above, Strategic Goal #1 articulates how the SCWDB intends to meet the needs of employers in our five high-priority sectors. Additionally, the Board provides a variety of products and services to

employers:

- 1) Real-time information on the quantity and quality of available talent and trainees in the system, which will vary with changes in local economic conditions.
- 2) A concise menu of services available to employers from local service & training partners
- 3) Convene meetings where employers can communicate needs and opportunities to broad audiences of educators, students, and the general public
- 4) Integration of work ethics curriculum into occupational training programs, as employers have identified the lack of “soft skills” as a major impediment for hiring
- 5) Information on local resources and sharing of best practices in work-based learning and employer/education partnerships

3. Better coordinate workforce development programs with economic development partners and programs;

The SCWDB works closely with all regional economic development organizations to coordinate efforts and share knowledge related to retention/expansion of existing employers and attraction of new employers. The foundation for coordination is a general agreement on targeted industry sectors, followed by development of career pathways that align with employers’ needs.

At the planning and program development level, the SCWDB and economic development organizations coordinate on convening sector-based employer panels and conducting surveys that develop projections on job needs for both replacement and expansion, determine skill needs related to the jobs, establish timetables for meeting needs, and develop deeper insights below the level of published labor market data. Information gained from employers is used to ensure alignment between employers and the programs offered by education, training and workforce development organizations, addressing the most common and most critical needs first.

The SCWDB’s President coordinates with the One-Stop Operator on communication protocols for the Business Services Team as a framework for sharing employer information between workforce development and economic development systems.

4. Strengthen linkages between the One-Stop Delivery System and Unemployment Insurance programs;

The primary goal for staff of the South Central Kentucky Career Center services network is to assist unemployed persons in returning to work as quickly as possible, using the availability of unemployment compensation resources as a short-term bridge while job search and job preparation is occurring.

In accordance with Kentucky Department of Workforce Investment priorities and protocols, local unemployed persons are encouraged to take the following steps in accessing on-line assistance combined with career counseling services available at Kentucky Career Centers:

Step 1 –Register on-line in Focus Career

Step 2 – File an Unemployment Compensation claim on-line or via phone

Step 3 –Seek assistance from the KCC center, a satellite center, or a community access point

The SCWDB and its One-Stop Operator will work closely with the state’s Unemployment Compensation staff to strengthen linkages between employment-focused services of the Kentucky Career Center system

and the temporary compensation assistance available to qualified laid-off workers. Focus areas of collaboration include: common language for presenting information to the public; shared data collection and analysis; cross-training of staff; identification and prioritization of skills of laid-off workers compared to current skills demands of employers; and incorporation of benchmarks related to Unemployment Compensation in the SCWDB's dashboard for regular progress monitoring.

5. Increase competitive, integrated employment opportunities for individuals with disabilities.

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries and other business services and strategies that support the local board's strategy [WIOA Sec. 108(b)(4)(A) and (B), and 20 C.F.R. §§ 679.550-580]

The Office of Vocational Rehabilitation (OVR) is a fully-integrated partner in the Kentucky Career Center services team. OVR assists the other partners in identifying disabilities of jobs seekers and assisting the job seeker in accessing special services that are available via OVR. These services include funds for assistance to employers for adaptations needed to employ persons with disabilities and technology that is available for assisting persons with disabilities in accessing career and training services. OVR maintains relationships with a network of employers who have a history of working successfully with OVR clients. OVR and the other one-stop partners also maintain relationships with local service organization including Life Skills, Career Finders of Southern Kentucky, Western Kentucky University Office of Student Disability Services, Southcentral Kentucky Community and Technical College's Pre-Employment and Transition Services and the Kentucky Department for the Blind.

D. (L)(R) Describe local and regional efforts to support and promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5) and 20 C.F.R. §§ 679.550-580]

(L) The South Central Kentucky region is fortunate to have a partnership of the Kentucky Innovation Network, WKU's Center for Research & Development, and Small Business Development Center. Local area partners work collaboratively to provide a broad range of services to entrepreneurs and founders of microenterprises through the WKU Center for Research & Development Accelerator, where they are provided space, access to professional services needed to start a business (such as legal counseling, patent development assistance, and sources of start-up funding). Programs like Bucks for Bright Ideas encourages local entrepreneurs to apply for funding for their business ideas and works to connect them with services through the partners already mentioned.

Primary and secondary school students (K-12) are exposed to entrepreneurship through the local Junior Achievement organization, where students learn entrepreneurial thinking and participate in a "shark tank" experience where they can advance to regional and state competitions. Similarly, youth and adult participants in the BC Skills program (an app and web development training curriculum) are exposed to entrepreneurship as a career pathway.

Kentucky Career EDGE, a web-based platform to deliver virtual career services, provides a Professional Development Toolkit that is equipped with numerous tools to assist all job seekers, regardless of where

they are in their professional journey. The Business Plan Builder helps prepare and build a brand for each participant. The modules gather ideas and promote critical thinking about how to start a business by working through developing a business plan foundation, competitive landscape, marketing plan and organizational structure.

(R) Both LWAs, working with their respective One-Stop Operator and youth service providers, ensure that self-employment and entrepreneurship skills are integrated with other occupational and basic education courses. Both Local Strategic Plans discuss entrepreneurship services as part of their 14 Elements of Youth Engagement section.

- E. (L) *Describe the type and availability of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]*

Per the SCWDB Local Strategic Plan, youth workforce activities are addressed in multiple sections of the document.

Strategic Goal #2, Education-Related Strategies (pages 17-18) sets the stage for how the South Central Workforce Board intends to align and integrate education to provide career pathways for P-12 students

“Secondary / Post-Secondary Employment” (pages 26-27) and “14 Elements of Youth Engagement” (pages 28-30) address youth workforce activities in much more specific terms. Contained within this section of the Local Strategic Plan are numerous ideas, initiatives and programs being pursued by the SCWDB.

Additional context:

Youth staff work with local high schools, area technology centers, post-secondary institutions, local libraries, and other non-profits to provide events such as Career Exploration Days, workshops, and interactive events. Staff are also a continuous presence at high school resource and career fairs as well as Career Center career fairs and hiring events. Staff works closely with school counselors to identify specific students in need.

Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to competitively procured or partner agencies for specialized services such as GED preparation or mental health services.

Services for youth with disabilities are coordinated with partners at the Office of Vocational Rehabilitation and other local non-profits specializing in disability services.

The Board, One-Stop Operator and Business Services Team, reach out to employers in the region to enlist them as partners in work-based learning initiatives, mentoring, and other means of engaging out-of-school youth. This population segment is a critical component of the talent pipeline as many out-of-school young adults are not working, have dropped out of the official labor force, or are recipients of public assistance.

- F. (L) *Describe how the LWDB coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and to avoid duplication of services. [WIOA Sec. 108(b)(10) and 20 C.F.R. §§ 679.550-580]*

SCWDB Local Strategic Goal #2 (Align and integrate education to provide career pathways for P-12 youth, post-secondary students and adult job seekers) and its five Supporting Objectives (pages 17-18) articulates how the SCWDB intends to coordinate education and workforce activities in the region.

Additional context:

- Higher education institutions within the region include Southcentral Kentucky Community and Technical College (SKYCTC), Western Kentucky University, The Medical Institute of Kentucky, Lake Cumberland CDL Training School and BC Skills Development Academy. These local institutions have a history of working collaboratively with economic development and business leaders to build a work-based learning environment that is employer-defined and seamlessly delivered by an interlocking series of steps that begin early in the education pipeline and continue into careers with associated lifelong learning.
 - The SCWDB is committed to building on these positive relationships and program successes and bringing successful strategies to an even larger scale in the ten -county workforce area. The SCWDB intends to pursue partnerships that will address the needs of employers in each major industry sector, employing sector-based strategies and associated career pathways as the primary coordination structure.
 - The SCWDB’s collaboration with SCKLaunch and regional secondary schools provides an opportunity to work with local K-12 school districts on career pathway frameworks for secondary school students and for adult education students, with sector-based career information and information on post-secondary programs made available to both youth and adults. In addition, K-12 students will obtain information on services available at Kentucky Career Center physical and on-line sites, which may prove to be a valuable resource to them at critical points where assistance is needed, such as dropping out of school, losing a job, needing to know how to move from low wage jobs to higher wage jobs.
- G. (R) *Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11) and 20 C.F.R. §§ 679.550-580]*

Strategic Objective 3b. “Explore innovative solutions that remove transportation as a barrier to work” (page 13) aims to create programming that will:

- Seek Kentucky Talent Pipeline Management support for transportation solutions
- Pilot transportation program in Butler and Pulaski counties
- Explore opportunities to partner with non-profit, nongovernmental and/or faith-based organizations that have transportation assets

which will ultimately produce:

- Successful pilot of a transportation solution
- Development of sustainable transportation program
- Ability to expand transportation programming to additional counties.

H. (L) Describe strategies to implement the operational goals of the local One-Stop Delivery System, maximizing coordination of services provided by DWI merit staff and the LWDBs contracted service providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12) and 20 C.F.R. §§ 679.550-580]

- Through a competitive procurement process, the Board selected Career TEAM as its One-Stop Operator and provider of WIOA-funded services. Career TEAM brings significant resources and expertise to the Board in meeting operational goals and coordinating services among other partners.
- The Board has Memorandums of Understanding (MOUs) and cost sharing agreements with each core partner, as required by WIOA, to identify and document the resource commitments of partners that can be leveraged.
- The leadership of the One-Stop Operator in managing the resources committed by Partners will serve to clarify roles and reduce duplication of services. In addition, there is a constant recruitment of additional organizations that have not been partners in one-stop services in the past and, with the help of the SCWDB and its new President, an ongoing search for new sources of funding to support the system.

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

WIOA calls for a strengthened relationship between WIOA Title I programs and Title II Adult Education and Literacy programs to integrate basic education programs with career pathways to higher education and to jobs with employers.

Presently, in the South Central area, the fiscal agents for Title II funding are: Southcentral Kentucky Community & Technical College (SKYCTC) for Barren, Metcalfe, Simpson, Warren; the Edmonson County Board of Education for Allen, Butler, Edmonson, Logan, and Monroe; and the Hardin County Board of Education for Hart. Both the SKYCTC and BOD-sponsored Skills U adult education programs provide a diverse group of students with the resources to meet their educational goals (including obtaining a GED), enrolling in higher education, improving workplace skills, and increasing language proficiency. Programs partner with the Kentucky Career Center network to assist low literacy and English Language Learners (ELL) students qualify for occupational training and degree programs in the region.

Most SKYCTC and Board of Ed Skills U programs host local Access Points to the regional Kentucky Career Center system (including WIOA services, staff and events) are active partners in the monthly Partners Team and active guests in the Board meetings. Kentucky Skills U maintains a representative on the Board. Per the requirements of WIOA, all local Title II plans of service will be reviewed by the Board prior to approval and submission of the plans to the state. The Board will make recommendations on services and partnerships with the Kentucky Career Center system as needed, based on the needs identified by regional employers, economic development organizations, and the core one-stop service partners.

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

Our Board policy for priority of service, provided to the One-Stop Operator, states "receipt of individualized career services and training services will be given to customers who are residents of the South Central Workforce Area in the following order, regardless of funding levels: 1. First, to veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or basic skills deficient will receive first priority for services provided with WIOA adult formula funds. 2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. 3. Third to veterans and eligible spouses who are not recipients of public assistance, not low-income individuals, or who are not basic skills deficient. 4. Last, to all other persons not listed above--those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, or basic skills deficient individuals. Additionally, WIOA Case Managers must include the determination of this priority in the customer's file with appropriate case notes. The WDB fiscal agent will monitor this through an internal report and the compliance monitoring tool. Contractors will conduct active outreach to recruit priority of service groups if they are not meeting this performance goal.

- K. (L) Please describe how the Kentucky Career Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop Partners.

KEE Suite is a Salesforce-based suite of applications that will be used across multiple cabinets. Within the Department of Workforce Investment and Kentucky Career Center system, KEE Suite is an integrated intake and case management system for job seekers. When the KEE Suite system comes fully online, multiple agencies and programs (TANF, SNAP, Medicaid, etc.) will be tied together by a common system.

Chapter 4: Program Design and Evaluation

- A. (L) Describe the One-Stop Delivery System in the local area including:
1. The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.

In the South Central region, we are leveraging the Business Solutions Team (BST) concept to engage our employer community and develop grass-root solutions for workforce challenges. After some trial and error with the BST concept in early 2019, the SCWDB has implemented a BST County Chapter concept. The County Chapter Business Solutions Team (BST) serves as the single point of contact for employers to access services offered by the public workforce system under the leadership of the SCWDB. The BST is to be a networker, convener, and champion on behalf of the SCWDB in helping to solve workforce development needs in our region and support the work of the SCWDB system to better serve the employer community. It is understood that a thriving business community is foundational to a vibrant quality of life for citizens of south central Kentucky and beyond. The BST is a localized solution to lead workforce development efforts in conjunction and coordination with already existing resources. The BST

aims to avoid duplication of services by leveraging resources with workforce-development programs that are already in place or to fill in gaps that may exist in current resources/programs.

The primary work of the BST is to serve and assist employers in better and more fully accessing, customizing, and developing services offered by the public workforce system. Such activities include:

- Understanding and promoting work-based learning opportunities (WEX, on-the-job trainings, apprenticeships, My Workforce future, the KYhirED Scholarship, SKYFAME, and the career10event)
- Understanding and promoting trainings that can close skills gaps (customized trainings and incumbent worker trainings)
- Making introductions for the BST to better serve the employer community.
- Facilitating scheduling of BST to present to community, social, and business organizations (such as Rotary Club meetings, chamber of commerce meetings, community board meetings)
- Connecting with employers who have indicated a need due to growth or downsizing.
- Facilitating discussions between the BST and employers who need consultation to assist with workforce challenges.
- The County Chapter BST membership consists of representatives from the local Chamber of Commerce, a representative from IDEA, a representative from each post-secondary institution, a representative from the School District, a representative from the Kentucky Career Center, a representative from the SCWDB, community leaders, and employers.

2. *The local board's efforts to ensure the continuous improvement of eligible providers services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A) and 20 C.F.R. §§ 679.550-580]*

The Board has adopted a "Demand Occupation Requirement for Training" in its local Individual Training Accounts Policy. The stated requirement in the policy is: "The South Central Workforce Development Board (SCWDB) is committed to increasing income levels and creating employment opportunities for customers in the South Central Kentucky Region. The SCWDB has established priorities for High Demand, High Growth and High Wage employment opportunities in the region.

It is the policy of the SCWDB to work with the Kentucky Career Development Office Labor Market Information (LMI) section to identify targeted industries and occupations prioritized for WDB funding. Occupations must be identified through local labor market information as having the potential for high entryways and projected growth and/or significant job openings in the area. To be considered for funding through WIOA, a training program must lead to a recognized credential defined by WIOA. The term 'recognized postsecondary credential' means a credential consisting of an industry-recognized certificate or certification, a certificate of completion from an apprenticeship, a license recognized by the State or Federal governments, or an associate or baccalaureate degree."

The Board and its economic development partners will work to engage employers directly in work-based learning opportunities in partnership with education and training providers. Such opportunities may include internships, apprenticeships, on-the-job training (OJT), and other work experiences connected to classroom training.

Regarding eligible training providers, we align with the ETPL system and rely on the state's processes to ensure that providers of training services are delivering quality training. Refer to our WIOA Eligible

Training Provider Policy (policy number 2016-14) for additional details.

3. How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]

The SCWDB has taken a proactive approach to serving citizens across our 10-county footprint by creating 21 Access Points in the south central region. This hub and spoke model allow Kentucky Career Center staff to take our services to meet the customer “where they are”.

The SCWDB is currently evaluating the effectiveness of each Access Point and is in the process of renegotiating Memorandums of Understanding (MOUs) with core partners at each location. The MOUs will emphasize several key points related to service access: sharing of costs for technology to connect access points across the region; deployment of staff to access points on a scheduled and as-needed basis; and leveraging the use of offices of partners that already exist in the region. The One-Stop Operator will also work to develop new relationship with potential Access Points, such as libraries, county jails and community-based organizations, and to provide training and resources that will allow them to connect customers to the Kentucky Career Center network.

4. How entities within the One-Stop Delivery System, including One-Stop Operators and One-Stop Partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. Also, include how the LWDB will providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C) and 20 C.F.R. §§ 679.550-580]

Refer to South Central Workforce Development Board’s Accessibility and Reasonable Accommodation Policy (policy number 2016-11), Revised June 11, 2020.

5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.

The draft local and regional plans will be posted on the SCWDB’s website and comments accepted during the 14-day public review process prescribed by the state. Comments can be made directly to the Board via the website.

Notice of the availability of plans will be made to media outlets in the region.

Direct notification of the availability of plans will be sent to all participants in the SCWDB’s public engagement process leading to the Board’s Strategic Plan. In addition, a public session will be convened by the Board during the 14-day public review period to receive input directly from interested parties.

Any comments expressing changes requested in the plan will be included as an addendum to the plan when submitted to the Governor, along with any actions taken in response to the input received.

- B. (L)** *Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7) and 20 C.F.R. §§ 679.550-580].*

As previously described, the SCWDB is committed to creating and maintaining a jobs-driven workforce development system in the region. This begins with a common intake process to assess the skills and needs of job seekers related to the needs identified by labor market information and employers in the priority sectors. Career counselors work with the job seekers on transferability of skills and on identification of education and training needs that lead to accessing high-demand occupations. Individual Training Accounts (ITAs) are a primary option for developing new skills, and priorities for accessing ITA funds are previously described. Other options include on-the-job training (OJT), incumbent worker training, transitional jobs, customized training, and other work-based learning experiences. The SCWDB is committed to identifying employers who will partner directly with training providers in strategies such as apprenticeship to address skill gaps in the region. The newly-created SKYFAME Apprenticeship Program is a model for replication in other sectors and with additional employers. The SCWDB is also working to engage a wider array of local social services organizations to address supportive services needs so that barriers to participation in education and training programs can be minimized.

- C. (L)** *Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8) and 20 C.F.R. §§ 679.550-580].*

The Board's One-Stop Operator is charged with organizing local rapid response activities and coordinating activity with the state's Rapid Response Unit. The One-Stop Operator has established a Local Area Rapid Response Team (LARRT) and has designated a Local Area Rapid Response Coordinator (LARRC) to lead local rapid response activity. The LARRC is the main point of contact for notification of all impending layoffs or closures. When the LARRC is notified of a qualifying activity, the LARRT members are notified, and contact is made with the employer to arrange the details of an initial session at the impacted business. The LARRC is the local point of contact for the state's Rapid Response Unit throughout the process. All activity is recorded in the state's data tracking system. Whenever possible, all local engagement with the employer and the impacted workers occurs prior to the layoff date. The LARRT's first step is with the employer to ensure that the services and the process are understood, and that information is gathered from the employer to design a successful engagement. Using information gained from the employer, a customized service plan is developed. The plan may include specialized workshops, job fairs, and enhanced services from multiple state and local agencies. Activities may include services provided by:

- State and local economic development organizations
- Unemployment Insurance staff
- Career counselors providing up-to-date labor market information
- Local health departments
- Trade Adjustment Assistance Program
- Local WIOA partners who can provide access to a wide array of partners' services.

- D. (L)** *Provide a description and analysis of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth*

expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]

The SCWDB Local Strategic Plan Strategic Goal #2 (pages 17-18), “Secondary / Post-Secondary Employment” (pages 26-27) and “14 Elements of Youth Engagement” (pages 28-30) each address youth workforce activities. Contained within this section are numerous ideas, initiatives and programs being pursued by the SCWDB.

Additional context:

- Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to competitively procured or partner agencies for specialized services such as GED preparation or mental health services.
- Services for youth with disabilities are coordinated with partners at the Office of Vocational Rehabilitation and other local non-profits specializing in disability services.
- The Board, One-Stop Operator and Business Services Team, reach out to employers in the region to enlist them as partners in work-based learning initiatives, mentoring, and other means of engaging out-of-school youth. This population segment is a critical component of the talent pipeline as many out-of-school young adults are not working, have dropped out of the official labor force, or are recipients of public assistance.

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

The SCWDB aspires to be a high-performing local board. Since 2018, the SCWDB has revamped its Local Strategic Plan, updated all Workforce Development Polices, recertified both Kentucky Career Center locations, performed an Internal Monitoring event, updated bylaws, tracked committee and Board meeting minutes, confirmed all meetings via email, updated the organizational chart, developed budget controls and processes, updated its Board Roster, implemented key metrics to track progress in achieving its strategic goals and objectives, developed 21 Access Points and updated MOU with key partners in the region. Most importantly, the SCWDB has rebuilt its reputation in the region and re-established trust with employers and job seekers alike.

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

Refer to South Central Workforce Development Board’s Individual Training Account Policy (policy number 2016-06), Revised October 8, 2020.

Chapter 5: Compliance/Performance/Administrative Cost

(Responses below should focus on the local area’s compliance with federal or state requirements.)

- A. **(R)** *Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and Workforce Investment’s Office of Vocational Rehabilitation (OVR) with respect to efforts*

that will enhance the provision of services to individuals with disabilities. Also, include other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration and coordination. WIOA Sec. 108(b)(14).

A Memorandum of Understanding with all Kentucky Career Center partners and applicable Resource Sharing Agreement. A Memorandum of Understanding between the required partners has been executed for participation on Business Service Teams, Standard Operating Procedures for Business Services and Job Seeker Services.

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

Focus-population programmatic personnel are co-located in the Cumberlands and South Central regions. Labor market research platform licenses are shared between the two regions. Both regions collaborate to explore grant opportunities to be good stewards of funding and innovative in our service delivery.

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

An annual review shall be conducted to determine how successful the One-Stop System has been in cultivating employer relationships and meeting performance standards set by each LWA and to ensure the quality and effectiveness of services. Performance measures will be negotiated with the Governor and Local Boards to ensure that local area performance is adequately tracked and measured. Any such measures need to be measurable and be aligned with the goals and objectives of the local area. Performance measures should be in accordance with the State performance requirements for each local area. The goals of the board will trickle down to performance of local operations. If the local area is meeting the needs of local businesses that means people are being moved through the workforce development system properly.

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

Local elected officials, operating through the authority provided by WIOA, selected the National Able Network as the Fiscal Agent for receipt and disbursement of WIOA funds for the South Central workforce area. The Fiscal Agent disburses funds in accord with decisions made by the Board and the local elected officials per their agreement.

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

Refer to South Central Workforce Development Board's Procurement Policy (policy number 2017-15), dated December 5, 2017

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

The SCWDB has worked with the procured Fiscal Agent to agree on a reporting format that is used for financial reports at meeting so the Finance Committee and at full Board meetings. The Fiscal Agent is charged with managing receipt and disbursement of funds on behalf of the local elected officials, and for providing necessary information and training to contractors in order to ensure adherence to all relevant accounting procedures. Success measures for the Fiscal Agent include audit and state financial monitoring reports with no substantive findings, and timely processing and reporting of funds.

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

Additional Elements

(Include or address the following elements in the Chapters/Questions above where applicable or address them in the list below.)

- 1.) (L) (R) Include goals for specific populations particularly with individuals with barriers to employment, veterans, unemployed workers and youth and any other populations outlined in the State Combined Plan.

(L) Refer to SCWDB Local Plan Appendix A, Strategic Objective #3A (pages 26-39).

(R) Refer to Regional Plan pages 13, and Appendix A (pages 15-16).

- 2.) (L) (R) Describe how you will use the results of any feedback to make continuous quality improvements.

- Reflect on activities
- To encourage people to learn
- Raise morale and motivation
- Utilize for employee coaching and training
- Improve performance
- Realign customer and partner expectations
- Avoid customer or partners dissatisfaction

- 3.) (L) (R) Describe activities of core programs and program specific information on the alignment process.

(L) Refer to SCWDB Local Plan Strategic Goals 1 through 3 (pages 15-20).

(R) Refer to Regional Plan Strategic Goals 1 through 3 (pages 10-13).

4.) (L) (R) *Describe the process for data collection and reporting of all core programs.*

The CWDB and SCWDB have implemented a monthly metric data report with Board Staff, OVR, WIOA, SITE, and third-party marketing vendor to track employer engagements, hiring event results, job seeker interactions, enrollment in Kentucky Career EDGE, WIOA participation, engagement with focus populations, social interactions and engagements, and web analytics.

5.) (L) (R) *Describe the policies and procedures in place for Rapid Response and coordination with local and state agencies for layoffs, natural disasters etc.*

Refer to Chapter 4, Section C:

- in CWDB Local Plan (page 61)
- (above, page 20) for SCWDB

6.) (L) (R) *Describe strategies for and/or toward work-based training models.*

(L) Refer to SCWDB's Local Plan (pages 16, 24-30, 34, and 38).

(R) Refer to Regional plan (pages 10-12, and 15)

7.) (L) *Describe the Eligible Training Provider procedure including initial eligibility, criteria for selection and information addressing factors related to performance indicators.*

SCWDB aligns with the ETPL system and relies on the state's processes to ensure that providers of training services are delivering quality training.

8.) (L) (R) *Describe how the LWDA/Region will establish or continue to improve an Integrated English Literacy and Civics Education program (IELCE) that provide educational services consisting of literacy and English language acquisition integrated with civic education that includes instruction of the rights and responsibilities of citizenship and civic participation.*

(L) (R) Both CWDB and SCWDB will continue to partner with local Skills U programs to determine how to establish IELCE programming. Presently, only one Skills U fiscal agent within the region receives IELCE funding (Southcentral Kentucky Community and Technical College Skills U). The SCWDB has aimed to launch a "workplace literacy" program in partnership with SKYCTC Skills U over the past several year based upon employer demand in the region for more formative, basic and contextualized English Acquisition programming. While this program would not lead to attainment of a credential upon completion, it could be developed as a pre-apprenticeship and preparation model leading to integrated education and training opportunities for English Language Learners (ELLs). It is anticipated that by establishing workplace literacy programming first, employers will be more willing to develop credential-attainment programs or incentivize incumbent ELL workers to participate in credential-attainment programs in partnership with Skills U programs receiving IELCE funding.

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

Local Workforce Development Board BOARD CHAIR	Chief Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

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

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
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Date:	Date:

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

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