



# **South Central Kentucky & Cumberlands Workforce Development Areas Regional Workforce Development Plan**



**Covering Program Years  
July 1, 2017 - June 30, 2020**

**Submitted June 30, 2017**



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**Regional Workforce Area Name:** South Central Kentucky (SCK) and Cumberlands Workforce Development Area (CWDA)

**Local Areas within the Planning Region:**

- |                       |                       |
|-----------------------|-----------------------|
| 1. Allen County       | 13. Casey County      |
| 2. Barren County      | 14. Clinton County    |
| 3. Butler County      | 15. Green County      |
| 4. Edmonson County    | 16. McCreary County   |
| 5. Hart County        | 17. Pulaski County    |
| 6. Logan County       | 18. Russell County    |
| 7. Metcalfe County    | 19. Taylor County     |
| 8. Monroe County      | 20. Wayne County      |
| 9. Simpson County     | 21. Rockcastle County |
| 10. Warren County     | 22. Laurel County     |
| 11. Cumberland County | 23. Whitley County    |
| 12. Adair County      |                       |

**Contact Information and Regional Area Administrators:**

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- **Interim Director:** Lori Strumpf, (email) [sckwdb@gmail.com](mailto:sckwdb@gmail.com)

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## Attachment A: Regional Plan Requirements

### Regional Innovation Plan Summary

This Regional Innovation Plan (the Plan) which is provided as an addendum to the Local Comprehensive Plan is designed to accelerate public/private investment, create job opportunities, advance regional competitiveness, and create the magnetism to draw and keep skilled workforce participants. The Plan exploits, connects, and leverages the region's strengths and resources, including key physical and innovation assets, which have been identified in a set of foundational studies and analyses. In addition, the Plan includes specific strategies to fill voids in the region's innovation infrastructure, and projects to embody the strategies.

The South Central Kentucky (SCK) and Cumberland Workforce Development Areas (CWDA), to be known as "the Region" throughout the report, came together to codify the Plan and the "Regional Innovative Goals" outlined in this Plan. The Regional Innovative Goals were collectively and collaboratively established by the SCK and CWDA Local Workforce Development Boards (LWDBs) and their respective Chief Local Elected Official(s) (CLEOs) in the 23-county workforce region.

The Plan covers program years (PY) 2017 through 2020 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. The Plan in accordance with Section 108(a) of the WIOA requirements aligns with both the local plan and the Combined State Plan. Specifically, the Plan identifies effective infrastructure alignment systems, talent development, use of predictive data and analytics, employer collaboratives, sector strategies, career development, career pathways, as well as economic and job growth opportunities that will improve the lives of Kentuckians in the Region. As such, the Plan is strategically and systematically aligned with the Department of Workforce Investment (DWI) Goals outlined below:

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



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This Plan includes four major sections. The first section provides required responses to the questions identified as “Regional (R),” in Chapters one (1) through five (5) in the Kentucky Department of Workforce Investment WIOA Regional Innovation and Local Comprehensive Plan Guidance document. The second section provides detailed regional labor market information collected from the Local Comprehensive Plans in accordance with WIOA Rules Section 679.540(a). The remaining sections contain detailed Regional Innovation Goals that align with the four (4) DWI goals listed above. Specifically, the Region agreed to work jointly on the following key areas. Goals for each are outlined herein:

- Increase Labor Market Participation
- Promote the Development of Career Pathways
- Create Common Forms for Business Services



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## 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.**

**Response:**

The Region procured the services of an expert workforce consultant, Lori Strumpf, President of Strumpf Associates, to facilitate a process that would result in the development of a regional plan. The local plans were codified by another workforce consultant Heartlands Workforce Solutions. During the process, the consultants guided the local workforce boards and the Region through a process to develop, implement and provide a sustainable workforce and talent development system for the 23-county region.

Regional planning began with the regional meeting with each of the local workforce areas on May 19, 2017. A team was created that consisted of WIOA, Adult Education, Technical Colleges, Economic Development, Vocational Rehabilitation, Veterans Administration and employers from each local workforce areas. Team members participated in several meetings which included a preliminary review of labor market data, as well as a discussion of strengths, weaknesses, opportunities, and threats (SWAT) for the Region. The meetings provided a catalyst for the entire 23 county regional planning process. Conference calls and face-to-face meetings were also held during the planning process.

Information to be included in the Plan was also shared with individual local boards to gather input and support. Efforts to validate the labor market data was a critical part of the meetings and future planning processes. The local boards also sought to specifically identify in-demand occupations within industries in the region and industry sectors targeted for the Region.

Input from CLEOs was also obtained. Presentations were made to the two workforce boards as well as county council members. CLEOs from the local workforce areas provided detailed input throughout the process and prior to final approval of the plan.

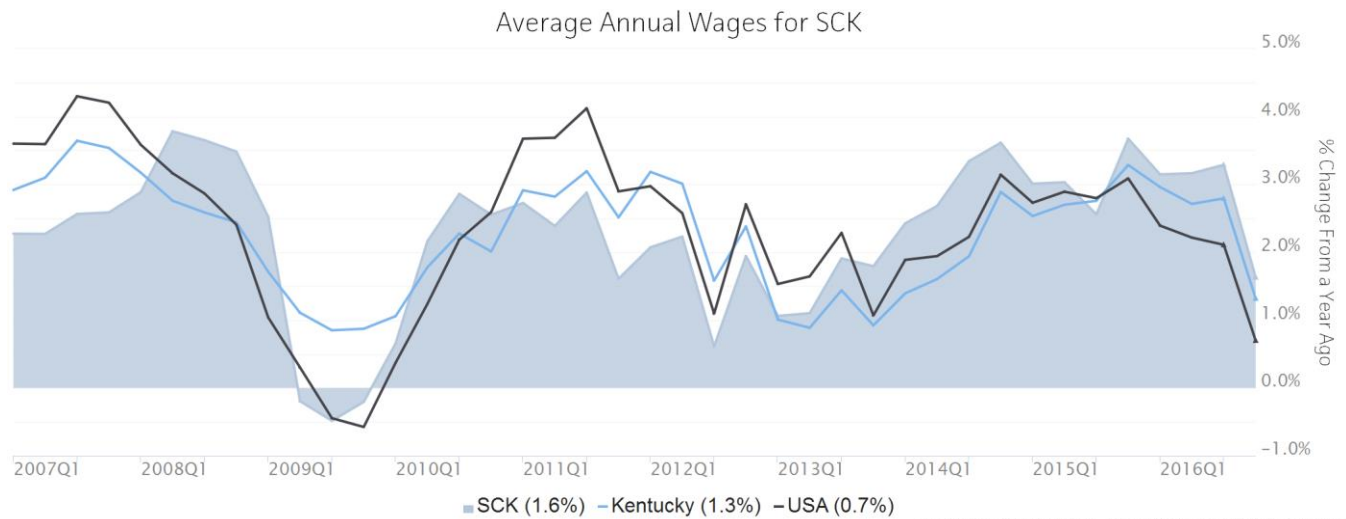
**B. (R) Provide a regional analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [20 CFR 679.560(a)]**

**Response:**

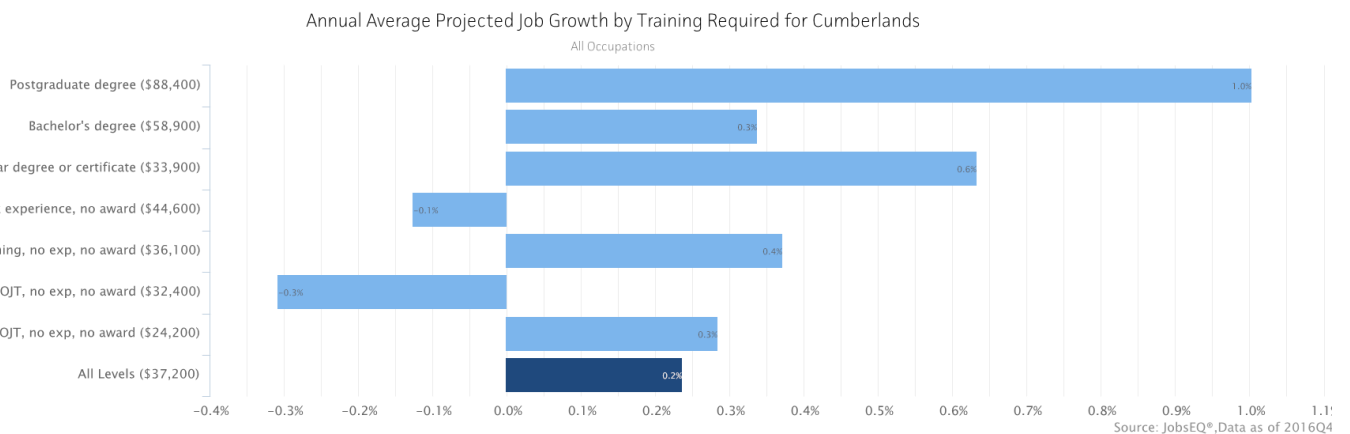
The Regional wage trend analysis reflected the average worker earned annual wages of \$37,300 as of 2016 Q4. Average annual wages per worker increased approximately 1.8% in the Region during the preceding four



quarters. For comparison purposes, annual average wages were \$52,291 in the nation as of 2016 Q4. See the SCK and CWDA annual wage charts below.



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 2016Q2 with preliminary estimates updated to 2016Q4.



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 12.0% lower in the Region than the U.S. average as depicted in the chart below.

#### Cost of Living Information



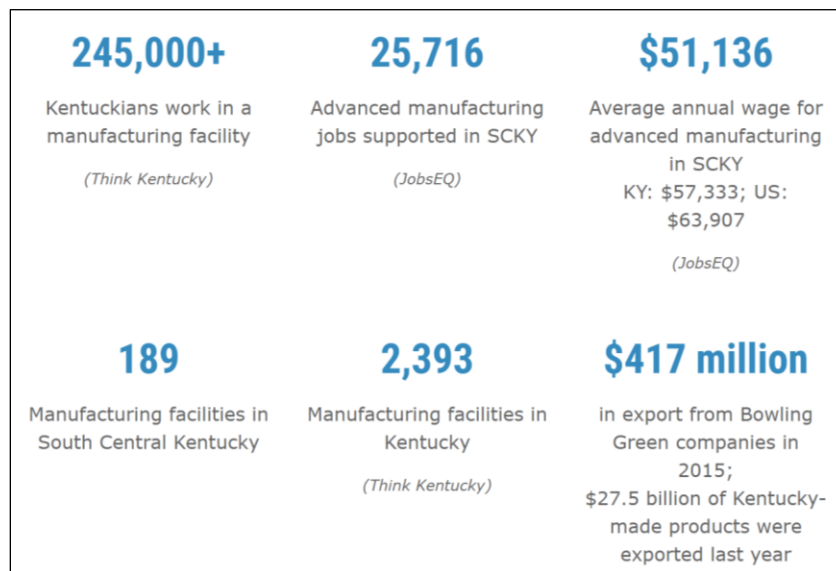
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Region	\$38,516	88.0	\$43,789
Kentucky	\$43,922	88.6	\$49,578
USA	\$53,271	100.0	\$53,271

Source: [JobsEQ®](#)

Data as of 2016Q4

The Cost of Living Index is developed by Chmura Economics & Analytics and is updated quarterly.

Local data reports, economic development reports, labor market data and information shared by the Kentucky DWI and other sources were analyzed to determine in-demand industry sectors and occupations. Specifically, the Region explored current sector strategies and Advanced Manufacturing was selected as the priority sector to begin planning efforts to create the talent pipeline needed to meet the employment needs of employers within the Region. The data below supports Advanced Manufacturing as being the most in-demand, fastest growing sector for the Region:



Moreover, the review process revealed the Region is experiencing a high need for skilled employees in area sectors such as automotive, fabricated metals, motorsports, food processing, plastics, healthcare, transportation and logistics, and information technology (IT). As depicted in the chart below the largest sector in the Region is Manufacturing. The next-largest sectors in the Region are Health Care and Social Assistance and Retail Trade. 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, Manufacturing, and Utilities.

Sectors in the Region with the highest average wages per worker are Management of Companies and Enterprises (\$68,486), Mining, Quarrying, and Oil and Gas Extraction (\$53,392) and Utilities (\$54,520).



Regional sectors with the best job growth (or most moderate job losses) over the last five (5) years are Manufacturing, Accommodation and Food Services, Transportation and Warehousing, Retail Trade, Administrative and Support Services, and Waste Management and Remediation Services.

Over the next ten (10) years, employment in the Region is projected to expand by 11,250 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care Practitioners and Technical Occupations, Healthcare Support and Sales and Related Occupations.

The following chart depicts the predicted job openings in SCK:

		Current			Total Change over the Last 5 Years	Historical			Forecast		
		Four Quarters Ending with 2016q4			Empl	Average Annual % Change in Employment 2011q4-2016q4			Over the Next 10 Years		
NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient		SCK	Kentucky	USA	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
11	Agriculture, Forestry, Fishing and Hunting	5,281	\$20,070	2.77	75	0.3%	0.4%	0.9%	1,824	-174	-0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	144	\$48,708	0.27	-135	-12.4%	-14.6%	-3.5%	37	16	1.1%
22	Utilities	948	\$57,254	1.35	98	2.2%	0.1%	0.2%	242	-1	0.0%
23	Construction	6,877	\$42,132	0.96	479	1.5%	1.5%	3.1%	1,435	1,012	1.4%
31	Manufacturing	25,716	\$51,136	2.39	3,881	3.3%	3.2%	1.0%	5,806	-1,376	-0.5%
42	Wholesale Trade	4,364	\$49,467	0.85	621	3.1%	1.1%	1.1%	990	299	0.7%
44	Retail Trade	15,058	\$26,107	1.06	1,069	1.5%	1.1%	1.5%	4,862	1,481	0.9%
48	Transportation and Warehousing	4,189	\$47,255	0.78	464	2.4%	2.7%	2.5%	1,102	114	0.3%
51	Information	1,274	\$38,389	0.49	-100	-1.5%	-2.5%	0.8%	297	-79	-0.6%
52	Finance and Insurance	3,094	\$53,161	0.60	255	1.7%	2.2%	1.1%	748	190	0.6%
53	Real Estate and Rental and Leasing	1,315	\$35,896	0.60	179	3.0%	1.2%	1.9%	298	55	0.4%
54	Professional, Scientific, and Technical Services	3,117	\$42,572	0.36	404	2.8%	1.2%	2.6%	679	407	1.2%
55	Management of Companies and Enterprises	2,225	\$77,150	1.17	-81	-0.7%	1.6%	3.1%	488	178	0.8%
56	Administrative and Support and Waste Management and Remediation Services	7,127	\$26,444	0.85	786	2.4%	3.8%	2.7%	1,689	945	1.3%
61	Educational Services	11,417	\$36,489	1.06	-316	-0.5%	-0.6%	0.5%	2,437	616	0.5%
62	Health Care and Social Assistance	15,438	\$41,541	0.84	673	0.9%	1.0%	2.4%	3,206	2,949	1.8%





		Current			Historical				Forecast		
		Four Quarters Ending with 2016q4			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q4-2016q4			Over the Next 10 Years		
NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient	Empl	SCK	Kentucky	USA	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
71	Arts, Entertainment, and Recreation	1,907	\$19,359	0.74	211	2.4%	3.2%	2.3%	604	186	0.9%
72	Accommodation and Food Services	11,810	\$14,600	1.02	1,766	3.3%	2.5%	3.2%	4,276	980	0.8%
81	Other Services (except Public Administration)	4,892	\$22,788	0.85	-110	-0.4%	-0.1%	-0.1%	1,263	356	0.7%
92	Public Administration	4,175	\$35,312	0.67	81	0.4%	-0.5%	-0.1%	1,027	170	0.4%
99	Unclassified	14	\$28,471	0.05	5	10.6%	7.2%	12.7%	3	1	0.8%
	Total - All Industries	130,383	\$37,483	1.00	10,305	1.7%	1.3%	1.7%	32,538	8,326	0.6%

The following chart depicts the predicted job openings in CWDA:

		Current			Historical				Forecast		
		Four Quarters Ending with 2016q4			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q4-2016q4			Over the Next 10 Years		
NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient	Empl	Cumberland's	Kentucky	USA	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
11	Agriculture, Forestry, Fishing and Hunting	5,151	\$11,923	2.87	32	0.1%	0.4%	0.9%	1,731	-441	-0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	587	\$53,392	1.17	-378	-9.5%	-14.6%	-3.5%	143	14	0.2%
22	Utilities	1,169	\$51,786	1.77	130	2.4%	0.1%	0.2%	293	-39	-0.3%
23	Construction	5,328	\$33,747	0.79	-599	-2.1%	1.5%	3.1%	1,087	512	0.9%
31	Manufacturing	17,297	\$38,738	1.71	1,249	1.5%	3.2%	1.0%	3,838	-1,503	-0.9%
42	Wholesale Trade	3,340	\$41,809	0.69	120	0.7%	1.1%	1.1%	736	29	0.1%
44	Retail Trade	14,663	\$26,985	1.10	817	1.2%	1.1%	1.5%	4,631	738	0.5%
48	Transportation and Warehousing	8,006	\$43,954	1.58	1,970	5.8%	2.7%	2.5%	2,064	-115	-0.1%
51	Information	1,969	\$29,200	0.80	43	0.4%	-2.5%	0.8%	453	-176	-0.9%
52	Finance and Insurance	2,873	\$46,661	0.59	-4	0.0%	2.2%	1.1%	670	-36	-0.1%



		Current			Historical				Forecast		
		Four Quarters Ending with 2016q4			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q4-2016q4			Over the Next 10 Years		
NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient	Empl	Cumberland's	Kentucky	USA	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
53	Real Estate and Rental and Leasing	1,126	\$31,271	0.54	-9	-0.2%	1.2%	1.9%	246	-33	-0.3%
54	Professional, Scientific, and Technical Services	2,934	\$35,725	0.36	-721	-4.3%	1.2%	2.6%	629	275	0.9%
55	Management of Companies and Enterprises	292	\$59,786	0.16	35	2.6%	1.6%	3.1%	62	1	0.0%
56	Administrative and Support and Waste Management and Remediation Services	7,854	\$25,817	0.99	921	2.5%	3.8%	2.7%	1,840	836	1.0%
61	Educational Services	11,105	\$32,909	1.09	-275	-0.5%	-0.6%	0.5%	2,322	114	0.1%
62	Health Care and Social Assistance	19,526	\$40,607	1.12	-95	-0.1%	1.0%	2.4%	3,966	2,709	1.3%
71	Arts, Entertainment, and Recreation	1,269	\$19,196	0.53	112	1.9%	3.2%	2.3%	389	35	0.3%
72	Accommodation and Food Services	9,096	\$13,794	0.83	878	2.1%	2.5%	3.2%	3,193	153	0.2%
81	Other Services (except Public Administration)	3,917	\$22,004	0.72	-218	-1.1%	-0.1%	-0.1%	984	53	0.1%
92	Public Administration	5,191	\$36,381	0.89	253	1.0%	-0.5%	-0.1%	1,228	-205	-0.4%
99	Unclassified	20	\$22,535	0.08	12	19.2%	7.2%	12.7%	5	0	0.1%
	Total - All Industries	122,711	\$32,980	1.00	4,272	0.7%	1.3%	1.7%	30,054	2,924	0.2%

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

**Response:**

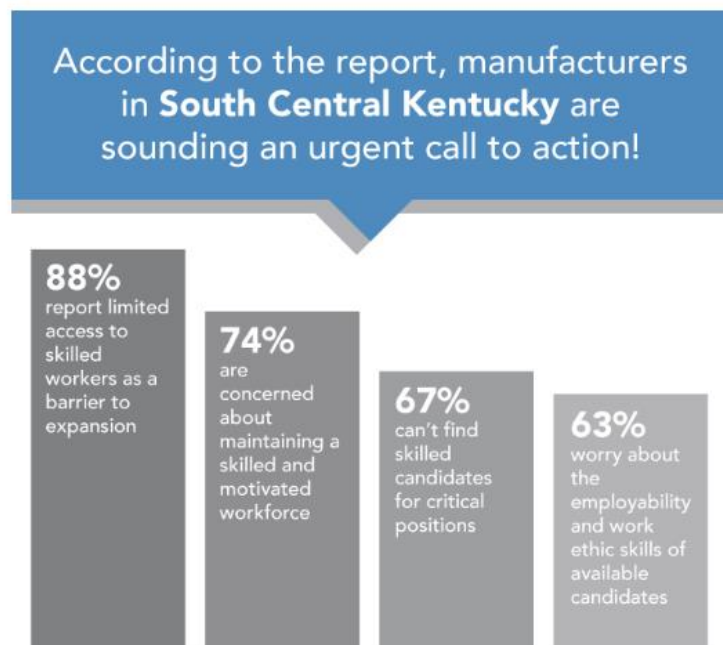
Over the past program year, Kentucky has experienced significant employment changes adding 30,000+ jobs; however, unemployment increased from 5.0 to 5.1% over the same program year. Analysis of unemployment rates reflects that the unemployment rate in the Region has been lower than the State for the past year. The following charts depict current regional unemployment vs. state unemployment rates:



	Region	State of Kentucky
<b>Population</b>	616,241	4,425,092
<b>Labor Force</b>	269,429	2,065,689
<b>Unemployment Rate</b>	4.7%	5.8%

The number of regional job postings has also fluctuated over the past year, but continues to be significantly higher than the number of unemployed individuals in the Region. Thus, the need to train and attract more skilled individuals within the Region as depicted by the Pathways Chart below:

## PATHWAYS

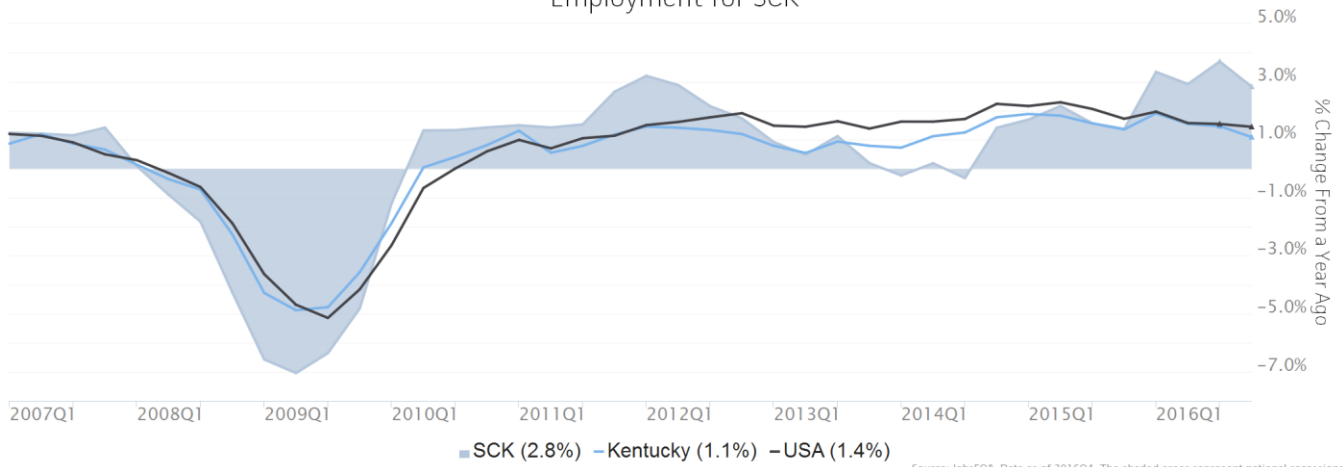


### Labor Market Projections

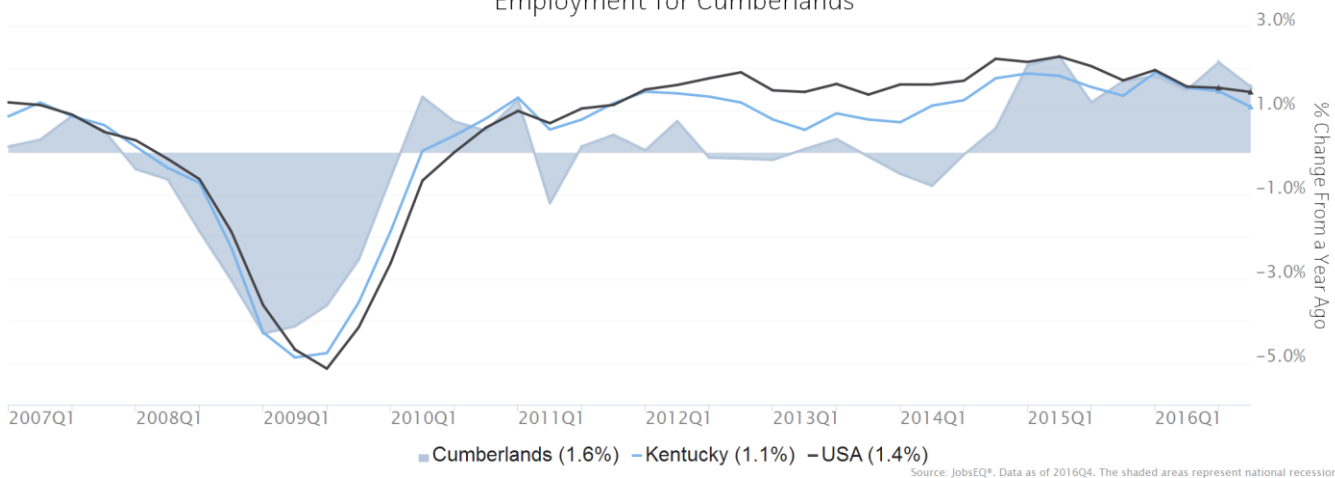
Labor Market projections reflect a 2.2% average positive change in projected employment from 2007 to 2016. As of 2016 Q4, total employment for the SCK was 130,383 (based on a four-quarter moving average). Over the year ending 2016 Q4, employment increased 2.2% in the Region.



Employment for SCK



Employment for Cumberlands



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 2016Q2 with preliminary estimates updated to 2016Q4.

## Unemployment

The seasonally adjusted unemployment rate for the Region was 4.9% as of December 2016. The regional unemployment rate was equal to the national rate of 4.9%. One year earlier, in December 2015, the unemployment rate in the Region was 5.9%.



## Educational Attainment

Educational attainment data indicates that approximately 14.1% of 25-64 years of age and older have received less than a high school diploma while roughly 37.4% have graduated from high school. Approximately 20.2% have received some college education and 7.9% have received their associate's degree. Graduate trends for the region reflect 12.8% with a bachelor's degree and 7.6% with a post graduate degree. See, Regional, statewide and national charted data below.

	Percent			Value		
	Region	Kentucky	USA	Region	Kentucky	USA
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma	16.1%	12.7%	11.8%	50,902	293,787	19,736,243
High School Graduate	39.1%	33.0%	26.4%	123,019	765,919	43,982,863
Some College, No Degree	19.6%	21.9%	21.7%	62,518	509,552	36,187,232
Associate's Degree	7.7%	8.6%	8.8%	24,330	199,027	14,742,654
Bachelor's Degree	10.3%	14.4%	19.9%	31,848	334,552	33,245,950
Postgraduate Degree	6.8%	9.4%	11.4%	21,078	219,404	18,952,103

## Barriers to Employment

South Central Kentucky has many residents who face one or more barriers to employment. Different population groups may need more tailored services to address their training and employment needs.

### Disabilities

At 18.5%, the Region holds a higher percentage of individuals with disabilities than the State average of 15.7%. It's labor force participation rates (LFPR) are 29.5% for individuals with disabilities which is lower than the State average of 32.6%. See regional, statewide and national charted data below.

	Percent			Value		
	Region	Kentucky	USA	Region	Kentucky	USA
<b>Social</b>						
Disabled, Age 18-64	18.5%	15.7%	10.3%	67,108	421,172	19,985,588
Disabled, Age 18-64, Labor Force Participation Rate and Size	34.5%	32.6%	41.0%	19,018	137,241	8,185,456

### Poverty Rates

Approximately 23% of the population in the Region are at poverty level and 20.2% receive food stamps. Both the level of poverty and food stamp assistance rates for the Region are higher than the State average and substantially higher than the national rates.



In the Region there are 136,725 people for whom poverty status has been determined. This represents 39,064 families.

**(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.**

**Response:**

### **Strengths**

There are a number of powerful strengths evident in the Region which include but are not limited to:

#### **I. Workforce Development**

- **The Region is home to a 34-state distribution area** which accelerates the distribution time of goods and materials to a massive industrial and consumer market. In fact, we are **within a day's drive of 60 percent of the nation's population, personal income and manufacturing business establishments.**
- **The Region continues to lead the race in fast-tracking industrial development in Kentucky with the latest set of Build-Ready certified sites approved by the Kentucky Cabinet for Economic Development.** Both sites have a 108,000 square-foot graded pad and are eligible for immediate expansion. Each site is located less than one mile from Interstate 65. These two sites join an existing Build-Ready site and a 108,000 square-foot speculative building at the Kentucky Transpark.
- **The Region is known for its logistic capabilities.** Most states are lucky to have one major shipping hub nearby. The Region has two - UPS Worldport in Louisville and DHL in Erlanger.
- **The regions ten (10) largest manufacturing companies that employ 500-1600+ employees include:**

Company	Locations	Employees
Dart Container Corporation	Horse Cave	1636
Bowling Green Metal Forming, LLC	Bowling Green	1618
Logan Aluminum, Inc.	Russellville	1135
Henkel AG & Co.	Bowling Green	930
Akebono Brake Glasgow	Glasgow	905
GM Corvette Assembly Plant	Bowling Green	887
LSC Communication	Glasgow	700
Franklin Precision Industry, Inc.	Franklin	662
Country Oven Bakery	Bowling Green	645



Trace Die Cast Inc.	Bowling Green	540
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## II. Education and Training

The Region has educational partners that effectively train workers in industry-specific skill sets. The following training partners provide exceptional workforce development training:

- **Western Kentucky University is home to the Carol Martin Gatton Academy of Mathematics and Science**, the #1 High School in America three years in a row according to Newsweek.
- **Vanderbilt University is ranked 15th in the "Best National Universities"**
- **Belmont University is ranked 6th in the "Best Regional University South Rankings"**
- **The “Leader in Me” program** was initiated to increase the quality of available workforce and improve soft skill development of our future workforce. The Region is working to implement the program in schools. This program, designed by Dr. Stephen Covey, teaches students about “The 7 Habits of Highly Effective People” by incorporating the language and concepts in their curriculum. Warren County is on the track to become the first community in the nation to implement the program in all schools. There are four Lighthouse Schools in Warren County - only 187 schools in the world have obtained Lighthouse status.
- **Ford Next Generation Learning:** Career Academies in the region represent a shift from traditional learning techniques and environments to a hands-on, project-based, career-focused structure that provides students with the skills they need to compete in the professional world. Our regional Career Academies afford students the opportunity to gain practical work experience in their career pathway providing them with the ability to graduate high school holding an industry certification or a variety of related credentials. Planning is underway to integrate career academies in Warren County and will launch at the beginning of the 2017-18 school year.
- **The Southcentral Kentucky Community and Technical College (SKYCTC)** offers an automotive technology program that trains students to build and repair engines, fuel systems, on-board computers, manual and automatic transmissions, steering, suspension and brakes. The skills learned can be used in troubleshooting, performing preventive maintenance, servicing and repairing automobiles. Students at SKYCTC work with sophisticated computer programs and get plenty of hands-on experience with a variety of vehicles. The automotive technology program at SKYCTC is accredited by the National Automotive Technicians Education Foundation. Students have



the opportunity to sit for certification exams by ASE, the National Institute for Automotive Service Excellence.

- **Warren County Area Technology Center (ATC)** is located in the Region's Kentucky Transpark. The ATC serves the students of Bowling Green Independent Schools and Edmonson and Warren Counties. The ATC focuses on career readiness while preparing students for a seamless transition into a post-secondary institution or a career setting. National industry certifications are offered in each of the program areas at the ATC. The ATC offers dual credit courses in conjunction with Southcentral Kentucky Community and Technical College in most programs. The automotive technology program offers courses in engine repair, manual transmission, brake systems and steering and suspension.
- **Work Ready Skills Initiative.** Eight Cumberland Workforce Development technology centers in the region applied for funds through the \$100,000,000 Work Ready Skills Initiative to expand learning capacity for high school students. Of the 8 area centers that applied, five centers received funding. This new \$100 million statewide bond program is aimed at building a highly trained, modernized workforce in the Commonwealth to meet the needs of employers and promote sustainable incomes for Kentuckians.
- **The Region initiated South Central Kentucky Learning About Unique and New Careers Here (SCK LAUNCH).** Building on the momentum achieved through implementation of the principles of Franklin-Covey's 7 Habits of Highly Effective People in elementary and middle schools, we are mapping out a path toward continuing and building on that leadership training through the lens of career immersion in all area high schools. The final goal is for every high school graduate to have learned and applied leadership skills such as being proactive, accountable, resourceful and professional to the hard skills associated with earning a nationally portable industry certification.
- **Pine Knot Job Corps Civilian Conservation Center.** The Pine Knot Job Corps Civilian Conservation Center (PKJCCCC) is a residential job training program for at risk young people between 16-24 years of age that is located within the magnificent Daniel Boone National Forest in Pine Knot, Kentucky. The Center offers training opportunities in nine different Career Technical Training areas to include: Automobile Technology, Computer Technology, Construction Craft Laborer, Culinary Arts, Union Bricklaying, Union Carpentry, Union Painting, Urban Forestry and Welding; and both a GED and High School Diploma Program. The PKJCCCC is operated by the U.S. Forest Service through an inter-agency agreement with the U.S. Department of Labor. It serves 224 students.
- **Somerset Community College (SCC), Workforce Solutions Department.** The Workforce Solutions Department provides solutions for the workforce development needs of the local business community. SCC Workforce Solutions staff help clients develop a KY WINS project (if eligible), to assist with the





training costs. Training is offered in the following areas: Leadership, Team Building, Customer Service, Lean/Quality/Six Sigma/ISO, Maintenance, Technical Training, Computer, Safety, Employee Development, CDL, Lineman, and Continuing Education.

- **Kentucky Farm Worker Program** — The region has a large farming community; hence, the Kentucky Farmworker Program is in place to provide assistance to employers who are looking for trained, qualified workers by; (a) assisting with job applications; (b) job referrals; (c) on-the-job training (employer gets a money back incentive while new worker is training) and (d) follow-ups and counseling when needed to insure retention of that new employee.
- **Goodwill** is a national, charitable, community based organization based in the region. Goodwill focuses on meeting the training and employment needs of individuals who are 55 and older, unemployed and have a limited income. Goodwill operates an Employment & Training Program for seniors in the region. This program in partnership with Kentucky's Area Agencies on Aging and Independent Living, community mental health centers, Center for Independent Living and DAIL provide leadership and address issues and circumstances that stand in the way of elders and individuals with disabilities achieving the best possible quality of life.
- **United Way of Southern Kentucky.** The Region has a prominent educational partner in the United Way's Kindergarten Ready Initiative. The program improves early learning environments and increases access to high-quality licensed child care programs for children and families, particularly those of low-income and educational risk. The program will also serve as a resource to the Region to connect families and caregivers with workforce development services and job information. Additionally, the program will improve the connection between school and work for disconnected youth through career and technical education, apprenticeships, work study and other innovative education approaches. Information about the program can be found at <http://www.uwsk.org/what-we-do/education.html>.

### III. Services

- **The Region offers many ways to help individuals with barriers to succeed while on probation and parole.** For instance, the Kentucky Department of Corrections (KDC) partnered with the Region to help guide client referrals and improve communication with clients' families. We also worked with the KDC to provide vigorous training programs throughout the prison system, whereby these individuals are enrolled in WIOA for work experience and then rolled over into an On-the-Job Training opportunity. Many of these ex-offenders have been successfully hired and are doing well.



- **In May 2017 the Cumberland County Courts** set up a program to engage volunteers who pride themselves on being good role models to kick start a mentoring program to help ex-offenders transitioning from incarceration. In addition, the Cumberland County Adult Probation Office in their mission to create MENTOR (Mentoring Ex-Offenders' Needs to Overcome Reoffending). This program will be extended throughout the region and promoted by the local WDBs to the ex-offender population.

### **Weaknesses**

- **Skilled trade training is required to meet employer needs in the Region.** Although, there are opportunities available in each local area to provide education and training opportunities, address the education and skill needs of job seekers and the employment needs of employers, more conversation is needed on how to replicate some of these programs regionally.
- **Generational poverty.** The Region has a long history of poverty and subsistence living that has permeated the social structure and culture, including public education. Consequently, poverty has actually postponed or delayed the development of public education, as well as contributed to the low graduation, degree and higher education attainment rates by much of the population.
- **Bringing former residents back to the community to live and fill job openings.** Transforming the conditions that affect community health and economic development requires a broad collaborative partnership among several key players in the Region.
- **Low wages.** Although the Region's low wages attract companies to the area, sustaining employees at these wages is a challenge.
- **Lack of an integrated, shared data system across the Region.** Sharing data, resources and using predictive analytics to improve services has proven very challenging due to the merger of two large workforce areas made up of 23 counties, each using different staff, systems, and practices.
- **Lack of consistent public transportation throughout the Region.** Many individuals residing in rural parts of the Region do not have reliable transportation and as such, they struggle to find and/or retain work. In the Region
- **Skill gaps of youth, people with barriers and long term unemployed leave jobs unfilled.** There are insufficient skilled youth and adults in the region to fill the current job openings.



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

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

**Response:**

The Region is fortunate to have a partnership of the Kentucky Innovation Network, Center for Research & Development, Small Business Development Center, and SCORE. The local area partners work together to provide a broad range of services to entrepreneurs and microenterprises through the WKU Center for Research and Development Accelerator, they are provided support services such as space, access to professional services needed to start a business through relationships with legal counseling, patent development and funding. In addition, program like Bucks for Bright Ideas encourages local entrepreneurs to apply for funding for their business idea and connects them with services through the partners mentioned above. In addition, students are exposed to entrepreneurial programs through the local Junior Achievement organization, students learn about entrepreneurialism and participate annually in a Shark Tank experience and then move to regional and state level competitions.

Entrepreneurship is a sector that has been selected by the Region. It is widely known and accepted that without the small businesses and their owners many rural communities would be at a great disadvantage. Therefore, the Region promotes training that will provide an individual with a skill to operate a business. The Region also realizes that there is more to operating a business than simply possessing a skill. Entrepreneurs must also have knowledge of basic business concepts to be successful. For instance, the Region partnered with Southeastern Economic Development Corp. (SKED) which offers training called Entrepreneur Smarts that helps individuals create a business plan, learn about marketing and the availability of funding sources to start and operate a business. This microenterprise program helps participants obtain the training required to own and successfully operate a business and to improve the economy in the Region.

**B. (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)]**

**Response:**

Several partners in the Region provide a wide array of supportive services which reduces confusion for customers while improving access to childcare, transportation and other supportive services. The



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Region coordinates and provides regular cross training and engages service partners in collaborative events, meetings, and programs. The Region is aware that childcare and transportation are significant barriers to employment. Local organizations including Community Action of South Central Kentucky, Salvation Army, the Housing Authority and others provide assistance to individuals in need of transportation and childcare services on a temporary basis. Currently the needs for childcare and transportation exceed the resources available. Childcare for individuals available to work second and third shift continues to be a challenge. Public transit passes are provided to support getting to and from work, although the routes for public transportation do not currently go to two significant sources of employment, the Kentucky Transpark and the South Industrial Park in Bowling Green as well as many of the rural areas throughout our region have no public transportation services to get individuals to work or to daycare providers. The workforce partners continue to convene to understand the full demands for services as well as the opportunities to close the gaps for childcare availability/affordability and transportation access.



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## Chapter 5: Compliance/Performance/Administrative Cost

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

**Response:**

The Region is currently working to develop a Memorandum of Understanding (MOU) for its partners as well as for the OVR and OFB. Once completed, the MOU will specifically outline how the two local workforce development boards and its respective partners in the Region will adhere to WIOA 107 provisions. The CWDA submitted a MOU and RSA to OET in June 2015. It is our understanding that the MOU meet the guidelines. The document is slated for finalization and is pending signatures from the Regional board members.

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

**Response:**

To date, the Region has not established an administrative cost arrangement with the local boards to pool funds on a regional basis. However, the Region fully intends to explore areas for administrative efficiency and cost savings at a future date. Such efforts will be tailored to ensure sharing of funds, staff, and responsibilities, such as contract monitoring and development of administrative templates.

- 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.**

**Response:**

The Region (comprised of the two areas) will follow the state's guidance for negotiating performance measures when the released.



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## Regional Innovation Goals

Currently, there are 3,953 job openings in the Region, and a recent report found that 88% of manufacturers in the region reported limited access to skilled workers as a barrier to expansion and 67% can't find skilled candidates now for critical positions. This data clearly evidences economic and workforce development efforts have been successful in attracting new business and industries to the Region. As result, the Region endeavors to improve its talent pipeline and focus on the following innovative goals which are strategically aligned to the DWI goals as follows:

### **A. Devise tactics to increase the labor participation rate within the two workforce areas.**

**Growing Our Own:** The Region endeavors to enhance the talent pipeline through industry involvement, strong community values, supportive business leaders and parent involvement.

#### **Process:**

1. Conduct a career interest survey and inventory responses;
2. Codify a master regional plan with timeframes and dates for training, marketing, planning, and job fairs;
3. Create a career marketing campaign within the Region to help students and residents “find their voice, talent and passion”;
4. Apply the Franklin-Covey principles of leadership in secondary schools and youth service programs to help students build the work ethic foundation employers are seeking;
5. Offer Career Immersion industry certifications so high school students have an opportunity to earn a postsecondary credential upon graduation thus increasing the degree attainment in the Region;
6. Launch job and service fairs throughout the Region;
7. Offer workshops on how to codify career ready portfolios and work ethics;
8. Educate the Region and its partners on the value of the National Career Readiness Certificate (NCRC);
9. Offer essential skills training which encompasses soft skills, work readiness, financial planning, resource seeking, cross cultural, competency, time management, communication and conflict resolution workshops throughout the Region;
10. Work with employers to codify career shadowing days;
11. Offer etiquette training workshops; and
12. Codify and offer workshops for strategic planning skills, leadership and principles for self-awareness.



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**Talent Pipeline Management Academy:** Work with the U.S. Chamber of Commerce Foundation to set up a Talent Pipeline Management (TPM) Academy to address the Regions skills gap and to position employers in a more central role as key customers of postsecondary education and training providers.

**Process:**

1. Contact the USCCF – Jason Tyszko, CEO of The TPM Academy;
2. Establish a timeline to offer workshops led by the U.S. Chamber Foundation to business professionals in the Region instruction on talent pipeline strategies and guidance for implementation;
3. Work with the Academy to obtain training curriculum, technical assistance, and peer-to-peer learning systems; and
4. Obtain and implement software tools and applications to support ongoing implementation of signature TPM strategies.

**Improve Training Access:** The Region’s Kentucky Career Centers will function as an integrated one-stop and short-term training center for youth, secondary and postsecondary students, and adults. Currently, the workforce partners in the Region are housed in separate physical locations which are outdated and do not allow for the ideal level of coordinated and facilitated service delivery.

**Process:**

1. Comprehensively provide services to customers through an organized and individually-tailored process as opposed to the current method of bouncing from one agency to another;
2. Lease a facility that will allow for the co-location of all required and non-required workforce development partners; and
3. Codify an industry-driven collaborative approach that will allow the Region to increase efficiencies and improve services and outcomes for clients.

**Attract Transitioning Veterans at Regional Military Installations to the Area:** The Region will codify a relationship with the U.S. Chamber of Commerce Foundation - Hire Our Heroes program to aid American employers in helping to sharpen their focus on hiring, training, and retaining veterans. The program will increase veteran employment in the region, attract veterans that left the area during service and relocated upon separation.

**Process:**

1. Contact the US Chamber of Commerce – Hire our Heroes (HOH) office in Washington, DC to establish a transition assistance plan.



2. Work with the chamber consultants to stand up a veteran hiring initiatives at local bases in the State and adjacent States.
3. Work with the Chamber to create a HOH Public Awareness campaigns to encourage Regional employers to hire former military service and to become a model-workforce Region that inspires companies to employ servicemen and women.
4. Obtain information about veteran hiring tax incentives.
5. Share tax incentive data with employers in the Region.
6. Work with the Veterans Administration to set up complimentary seminars and workshops featuring veteran's inspiring stories of transitioning into the civilian workforce.

**Build Upon Existing Veteran Service Programs:** Continue efforts across the region to inform departing veterans of job openings; specifically target Ft. Ft. Campbell.

**Process:**

1. Take a holistic view toward outreach to and support for veterans, especially veterans in transition from service to the civilian sector.
2. Address veterans' higher education needs, partner agencies help support veterans in areas such as housing, spouse employment, job skill training, medical needs and recreation.
3. Designate a local person to collaborate and work with departing veterans that are not participating in the Hire Our Heroes program to communicate job openings in the region.
4. Expand business service partnerships with local bases.
5. Invite employers in the region (specifically organizations participating in business service programs) to present job information and training opportunities on the base

**Identify New Private Sector Partnerships:** Work closely with the Region's Chambers of Commerce to identify new and existing businesses in the region for sector strategies.

**Process:**

1. Set monthly meetings with the Area Chambers to facilitate conversations between the public and private sector employers;
2. Utilize Chamber "translated" employer data to Identify training and hiring needs;
3. Identify targeted industry partners to create initiatives that focus on development of the talent pipeline;
4. Conduct outreach to business groups and associations for increased engagement and collaboration;
5. Convene a small business advisory group to support capacity building and retention;
6. Create and train teams of employers from the board(s) to go into other businesses to seek out information on their workforce needs and to build awareness of the services offered;





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7. Increase core services offered to business customers;  
Expand work and learn strategies;
  8. Ensure a core set of work ready competencies are taught and commonly certified by all providers;
  9. Set up monthly meetings with Training Consortium Member Companies to develop training which prepares individuals for successful employment in region.
  10. Share data and valuable information with the companies regarding the Regions financial commitment to training and/or employment needs; and
  11. Offer to pay for the training classes provided to current or potential employees.

**Improve Transportation Efforts for Individuals in Rural Areas:** Establish a program to ensure individuals residing in lower-density, outlying areas of the region, where is no public transportation, are provided funds and/or transportation to and from training and/or employment.

**Process:**

1. Survey and evaluate the number of unemployed individuals in the rural regions of all 23 counties;
2. Ascertain the number of individuals currently engaged in postsecondary and/or career training;
3. Establish a system to provide gas cards to clients (with vehicles) enrolled in training;
4. Provide documentation to veterans in the rural areas about the assistance available to them for transportation needs;
5. Seek guidance and establish plans to obtain supportive transportation services from partners that provide TANF and/or SNAP benefits; and
6. Provide incentive payments and gas cards for youth engaged in training and work experience transportation.

**Reduce Generational Poverty:** Break the inter-generational cycle of poverty in the Region by moving families toward economic security and stability through education, workforce training, and related support services.

**Process:**

1. Identify the target groups (who and where are they);
2. Codify partnerships with local programs serving the poor in the region;
3. Obtain and analyze data from partners to strategically focus program efforts, e.g. Medicaid Waivers, WIC participants; SNAP recipients;
4. Obtain and review the Tulsa County Oklahoma CareerAdvance program (see, <http://captulsa.org/families/family-advancement/careeradvance/>);
5. Identify equity gaps in the Region and develop strategies to address the gaps;
6. Conduct deep team discussions with staff that will support the program;



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7. Engage external partners and businesses;
  8. Set up training as follows:
    - a. Establish a cohort training model;
    - b. Incorporate peer mentoring into all training program;
    - c. Set facilitated mandatory weekly meetings for training participants;
    - d. Ensure all tuition payments and other education/training expenses are clearly in place to support the learner; and
    - e. Embed a race equity lens into the program.
  9. Establish incentive bonuses for good-performance;
  10. Set up necessary partnerships with wrap-around service providers, as well as before and after school care for children;
  11. Allocate funds for transportation assistance;
  12. Set up a career-coaching program;
  13. Engage a Family Coach to interact with participants as they transition into work, maintain their job, and take steps to advance in their careers;
  14. Create a computerized system to track outcomes and data throughout the program that:
    - a. Documents and tracks outcomes monthly;
    - b. Allows for review and revision of program content, such as an adaptive learning platform; and
    - c. Discontinue efforts that do not produce strong outcomes.
  15. Establish firm engagement policies and procedures that hold participants accountable.

**Expand Reach to Overlooked Individuals:** Establish initiatives to expand existing workforce models and programs to overlooked parts of the population. Actively target those who are hardest to reach and the most excluded members of the urban population in the region.

**Process:**

1. Evaluate ex-offender programs around the region and prepare a report on their programs and program efficacy.
2. Collaborate with the Barren County Courts that set up Mentor Works program which engages volunteers in a mentoring program designed to help ex-offenders transitioning from incarceration.
3. Work with the Barren County Adult Probation Office that is overseeing the MENTOR (Mentoring Ex-Offender and Overcome Reoffending) program.
4. Create funding systems to pay off fines that prevent individuals from garnering employment.
5. Connect services, evaluate housing needs, ensure appropriate health support is in place for overlooked individuals.
6. Seek out financial service programs available with community and regional banks (e.g. bank cards).



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## B. Sharing Best Practices on The Development of Career Pathways

**Career Pathway:** Devise specific demand-driven training to benefit the following high growth/high demand sectors: Construction, Healthcare, Hospitality, Advanced Manufacturing, Professional Services, and Transportation/Distribution/Logistics. Cross sector training will include customer service, finance, and hospitality.

### Process:

1. Establish sector strategies and career pathways selected based on the expressed needs of businesses in the region, current job openings, and workforce data forecasts;
2. Ensure sector strategies and career pathways were selected based on demand-driven statistics and the specific needs of regional business partners and precisely aligned with the identified career clusters and job openings in the Region;
3. Establish extensive cross training with staff so customers can be better matched with appropriate career pathways through:
  - a. Formula and discretionary grant funded programming;
  - b. Sector partnerships;
  - c. Special programs which may include but are not limited to grant funded initiatives;
  - d. Work-based learning to include, but not limited to on-the-job training (OJT), work training experience (WTE), pre-apprenticeship, apprenticeship and/or classroom occupational training;
  - e. Broadening remote access to workforce development services by maximizing technology capacity utilizing social media and virtual one-stop platforms; and
  - f. Streamlining and standardizing intra-regional processes for WTE, OJT and apprenticeships.
4. Develop an alignment between pathways and the multiple credentials and degrees for each career pathway to guide all education and business partnerships.
  - a. Seek guidance from the Credential Engine (a free service) a 501(c)(3) non-profit organization working to improve transparency in the credentialing marketplace by:
  - b. Scaling and maintaining a web-based Credential Registry that – through software apps built on the registry’s data – enables job seekers, students, workers, and employers to search for and compare credentials, just as travel apps are used to compare flights, rental cars, and hotels;
  - c. Developing and maintaining Workit<sup>TM</sup> – a prototype open-source credential search app to demonstrate the power of the registry;
  - d. Promoting an open applications marketplace to foster the development of additional software apps built on the registry to serve various stakeholder needs; and
  - e. Guiding the future development and use of the registry through stakeholder advisory groups representing the higher education, business, certification and licensure, quality assurance, and technical communities.



5. Coordinate a collaborative approach among the private and public sector to ensure the educational and career services that students and job seekers require are provided.
6. Meet with administrators to integrate the following career pathway programs at secondary schools: Construction, Health Care, Hospitality, Advanced Manufacturing, Professional Services, and Transportation/Distribution/Logistics.
7. Analyze career pathway data mapped by CWDA to identify potential secondary school partners.
8. Replicate the South Central Kentucky Launch Career Immersion (SCK LAUNCH) program in the Region.
9. Work with the one-stop operators to employ a Youth Talent Development Specialist. This individual will be responsible for managing a caseload of youth participants and providing counseling and mentoring to students engaged in career pathway programs.
10. Evaluate career pathway accessibility in the region.
11. Codify web and/or phone ready aps for youth engaged in regional programs.
12. Ensure the pathway programs are posted on the regional WDB website.
13. Make certain the pathway data is easy to navigate.
14. Confirm the pathway data is accurate and up-to-date.

### **C. Create Common Forms for Business Services**

**Improve Business Service Practices:** Many regional businesses have employees in both regions and work with one stop providers that utilize common policies, procedures and forms such as On the Job Training (OJT), Incumbent Worker Training, Customized Training, contracts, and fliers announcing events. Thus, the Region will lead stakeholders in the creation and implementation of a common set of business service forms, practices and procedures that enhance outcomes, eliminate fragmentation, reduce duplication and provide a systematic and effective process for business engagement.

#### **Process:**

1. Set a meeting with the Regional planning group to prioritize the top 3-5 business forms and processes;
2. Conduct focus groups with businesses to identify the key features of what works and what doesn't work within the current system and specifically with the forms/processes/procedures selected;
3. Seek review and guidance from each LWDB;
4. Identify how all forms utilized for business services can be revised or removed;
5. Work with Strumpf Associates to draft the first set of common forms to be utilized by the planning group;
6. Present the forms to Regional board members for review and consideration;
7. Once approved, present the final forms to each LWDB for final approval;
8. Upload new forms on the LWDB and Regional WDB sites;
9. Revise any LWDB related WIOA policies to conform to the new practices; and
10. Share the forms with all vendors, partners and one stop operators.



## Attestation

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.

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

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

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

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