



Workforce Innovation and Opportunity Act Regional and Local Plan Guidance

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

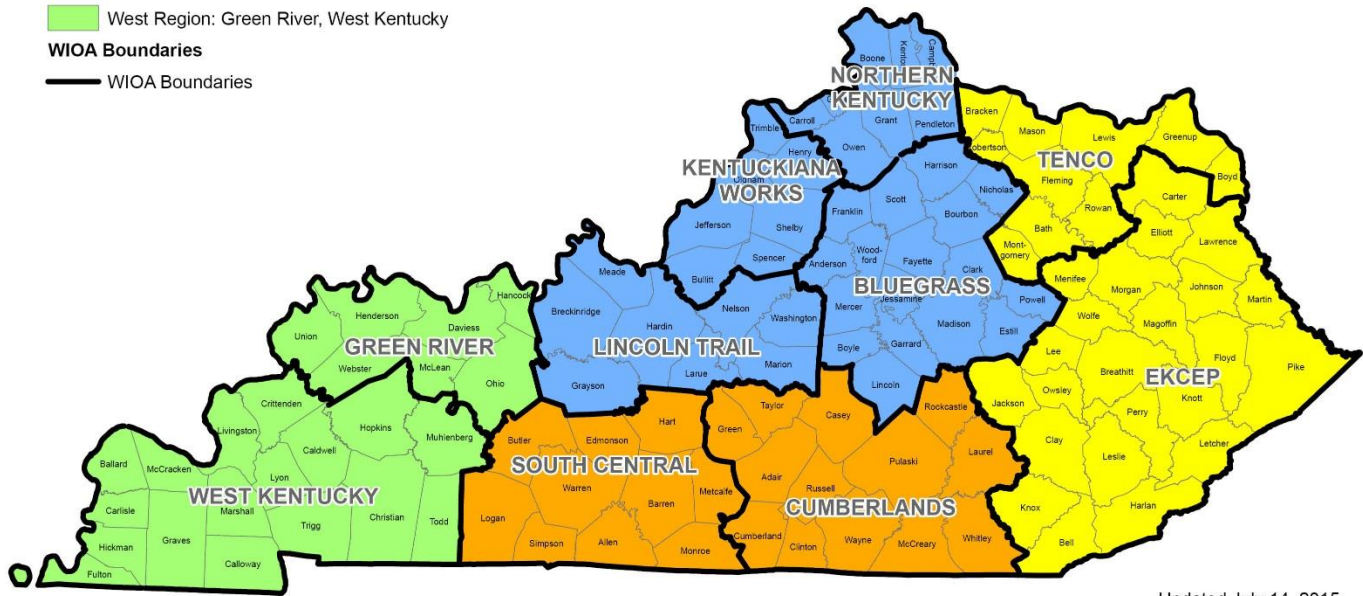
Kentucky Career Center

WIOA Regions

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

WIOA Boundaries

- WIOA Boundaries



Updated July 14, 2015

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EDUCATION & WORKFORCE STATISTICS



LWDB name: Green River Workforce Development Board

Regional name: West Region

Chapter 1: Economic and Workforce Analysis

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

Refer to West Kentucky Regional Plan, Chapter 1, A (R), available for review by September 30, 2019.

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

Refer to West Kentucky Regional Plan, Chapter 1, B (R), available for review by September 30, 2019.

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

Average annual unemployment rates for the West Region have fallen since peaking at 10.2 percent in 2009 and 5.5% in 2016 to 5.1% in 2018. However, the region's total labor force, in 2016, of 268,078 has increased to 271,033 in 2018. This is an increase of 2955 or 1.1%. By contrast, the region's population declined by roughly 5,600 residents since the 2010 Census, a loss of less than 1 percent. Total population has remained relatively steady in recent years with approximately 628,000 residents across the 24-county area.

Daviess and McCracken together accounted for more than one-quarter (29 percent) of the region's total labor force in 2018. At 4 percent, Daviess County had among the region's lowest average unemployment rates. McCracken County's average annual rate of 5.6 percent was slightly above the regional average (5.1 percent) in 2018. (*Figure 1*)

FIGURE 1. LABOR FORCE DATA BY COUNTY
UPDATED MAY 2019
2018 Annual Averages

County	Labor Force	Employed	Unemployed	Unemp. Rate (%)
Ballard County, KY	3,583	3,335	248	6.9
Livingston County, KY	3,702	3,451	251	6.8
Muhlenberg County, KY	10,604	9,890	714	6.7
Fulton County, KY	2,048	1,930	118	5.8
Hickman County, KY	1,812	1,708	104	5.7
Ohio County, KY	9,914	9,348	566	5.7
McCracken County, KY	29,386	27,744	1,642	5.6
Marshall County, KY	15,078	14,280	798	5.3
Christian County, KY	24,853	23,549	1,304	5.2
Crittenden County, KY	3,908	3,706	202	5.2
Lyon County, KY	3,063	2,907	156	5.1
Graves County, KY	15,447	14,670	777	5.0
Union County, KY	6,039	5,739	300	5.0
Carlisle County, KY	2,311	2,198	113	4.9
McLean County, KY	4,285	4,074	211	4.9
Caldwell County, KY	5,419	5,163	256	4.7
Trigg County, KY	6,001	5,717	284	4.7
Hopkins County, KY	19,281	18,429	852	4.4
Hancock County, KY	4,089	3,919	170	4.2
Webster County, KY	5,862	5,616	246	4.2
Daviess County, KY	48,018	46,121	1,897	4.0
Todd County, KY	5,312	5,100	212	4.0
Calloway County, KY	18,864	18,127	737	3.9
Henderson County, KY	22,154	21,303	851	3.8
REGION	271,033	258,024	13,009	5.1
LOCAL WORKFORCE AREA	100,361	96,120	4,241	4.5

Source: US Bureau of Labor Statistics

Federal data on typical education, experience, and training requirements by occupation was used to segment the region's occupational structure by skill level. Low-skilled occupations

are defined as those requiring a high school diploma or less, while occupations requiring a bachelor’s degree or above are categorized as high skill. The remaining jobs—those typically requiring more than high school, but less than a four-year degree—are deemed middle-skills jobs.

Middle-skills positions account for a much greater share of the West Region’s total job base than the national average, representing 41 percent of regional employment, compared with just 35 percent nationally. This finding reflects the needs of the region’s growth clusters, including various manufacturing and transportation-related industries. In comparison, the 24 counties have significantly lower levels of high-skilled jobs which comprise 16 percent of jobs in the region versus 21 percent on average nationally. Low-skilled jobs as a group are nearly on par with the US, accounting for 43 percent and 44 percent, respectively. These jobs have also experienced higher rates of growth in the region historically. A look at recent trends shows that jobs requiring a high school diploma or less accounted for nearly all of the region’s job gains between 2011 and 2016, while high-skilled jobs declined slightly during the same period. By contrast, low-skilled jobs accounted for roughly 50 percent of job growth at the national level. (Figure 2)

Figure 2. Occupational Distribution by Skill Level, West Region vs. US

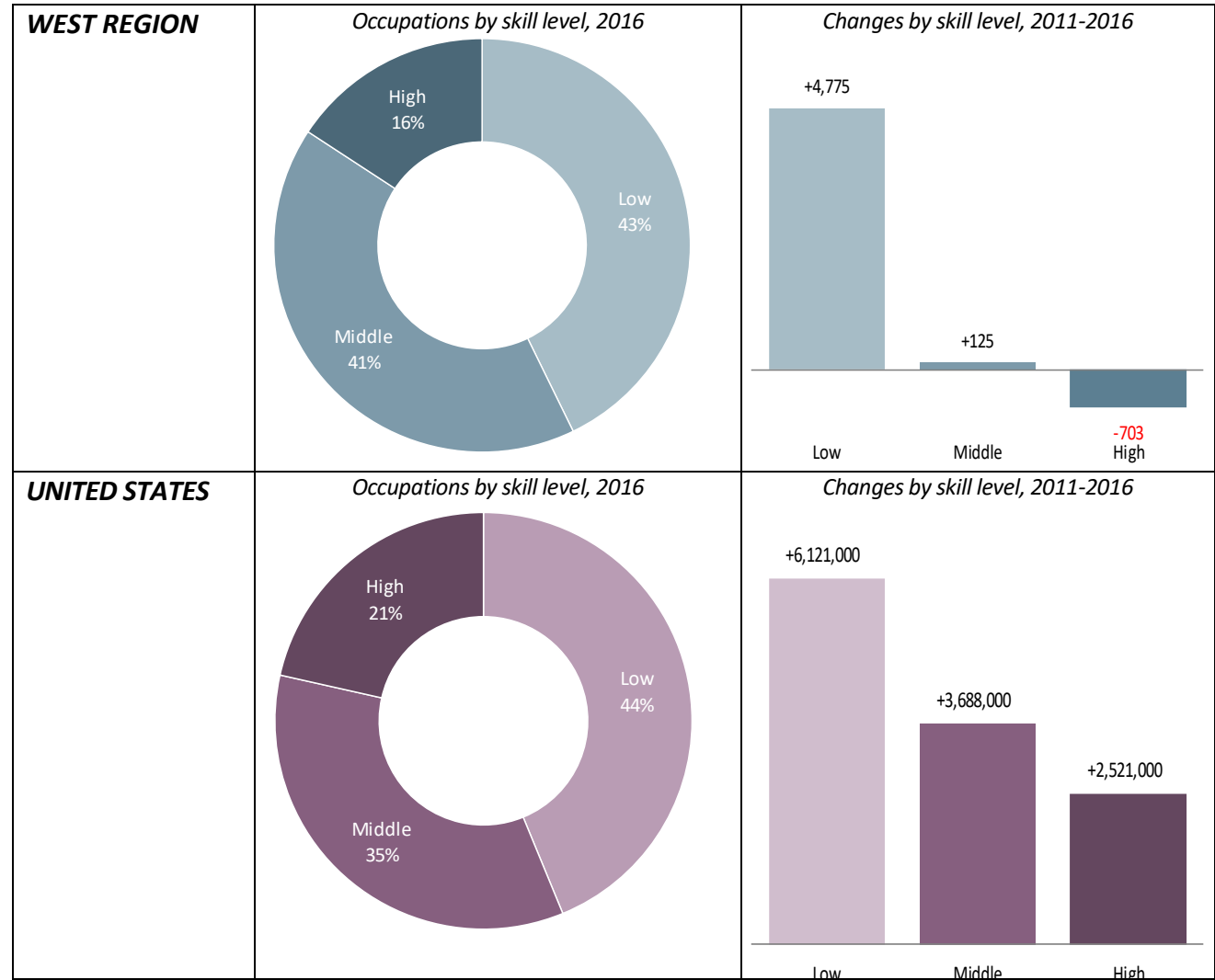


FIGURE 3. TOP SKILLS AND CERTIFICATIONS REQUESTED BY WEST REGION EMPLOYERS

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

SOFT SKILLS	SOFT SKILLS	SOFT SKILLS
<ul style="list-style-type: none"> • Scheduling (Project Management) • Leading • Leadership • Learning • Cleanliness • Listening • Coordinating • Ethics • Mental Health • Critical Thinking 	<ul style="list-style-type: none"> • Depth Perception • Creativity • Career Development • Telephone Skills • Team Building • Speech • Reliability • Listening Skills • Personal Life • Cooperation 	<ul style="list-style-type: none"> • Leadership Development • Tenacity • Active Listening • Literacy • Conversation • Team Leading • Persuasive Communication • Perception • Endurance • Creative Problem Solving
HARD SKILLS	HARD SKILLS	HARD SKILLS
<ul style="list-style-type: none"> • Recruitment • Driving • Training • Insurance • Management • Road Transport • Cargos • Customer Service • Sales • Retailing 	<ul style="list-style-type: none"> • Life Insurance • Operations • Health Care • Communications • Cleaning • Merchandising • Hazardous Materials • Restaurant Operation • Retirement • Maintenance 	<ul style="list-style-type: none"> • Health Insurance • Information Technology • Finance • Leasing (Contract Law) • Purchasing • Information Security • Nursing • Testing • Innovation • Selling Techniques

Source: Emsi 2017.2

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

Both hard skills and soft skills are needed to obtain and retain employment. Hard skills encompass subject matter expertise required to perform a particular job. Examples of these occupation-specific skills include programming, accounting, or welding. Soft skills are less easily defined, but are generally considered to be essential to career success. They include skills that facilitate personal interactions, as well as more basic skills that contribute to overall employability. Examples of the former include communication skills, customer service, time management, problem-solving, and the ability to work in teams. Basic skills, sometimes referred to as employability skills, include attitudes and practices that affect individual performance in the workplace. These include things such as punctuality, attitude, willingness to learn, and proper workplace etiquette. (Figure 3)

- 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.

The use of sector-based partnerships has proven to be an effective approach to workforce development. Target sectors identified via planning efforts conducted in the West KY and Green River Local Areas reveal three sectors which are common across the West Region: advanced manufacturing, healthcare, and distribution-related activities. Though not specifically listed, a focus on professional services growth has also been noted for the West Kentucky Local Area. A number of the demand occupations discussed previously are employed in these sectors, including truck drivers, nurses, and supervisory positions. (Figure 4) UPDATED MAY 2019

FIGURE 4. SECTORS IDENTIFIED IN LOCAL PLANNING EFFORTS

	West Kentucky	Green River
Advanced Manufacturing	✓	✓
Agriculture & Food	✓	
Cultural Industries	✓	
Construction		✓
Business & Information Technology		✓
Health Care & Social Assistance	✓	✓
Transportation & Logistics	✓	✓

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

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

Regional employers are building partnerships to find new sources of skilled labor to fulfill their needs. An example would be Talent Pipeline Management (TPM). Employers are looking for an effective approach to closing the skills gap and filling chronic vacancies essential to growth and competitiveness. TPM offers that new approach through the development of employer-led and demand-driven talent supply chains. The Purchase Area Health Education Consortium works to connect high school students with medical fields and encourage internships. In addition, new efforts are underway to partner with Fort Campbell to connect soldiers separating from service with employment opportunities in West Kentucky. This approach is proving successful for some employers, especially in the manufacturing industry, and could be expanded to better satisfy the region's workforce demands. Articulating career paths in agriculture and raising awareness of opportunities in maritime were also identified by employers as needs.

Wage rates remain an issue in the recruitment and retention of labor generally. However, pay scales are a critical challenge to filling skilled positions in the region, such as chemical engineers, physicians, and nurses. Feedback from local employers in a wide range of sectors also point to soft skills and employability concerns (e.g., ability to pass screening requirements) as a significant barrier to hiring. Continuing to build partnerships between

local workforce boards, employers, educators, and economic development professionals will be required to increase the availability of pre-employment training for new entrants to the labor market and skills training for incumbent workers. Other specific needs identified by area stakeholders include increasing access to labor market information early in the education pipeline, improving basic communication and math skills, and providing a clear understanding of employer expectations with regard to the workplace (e.g., professionalism, attendance).

UPDATED MAY 2019

Figure 5. NCRC status report by county, April 2019

With status of Kentucky Work Ready Community certification

<p>As of April 2019, 12 counties in the West Region were certified Work Ready, with applications in progress in an additional 9 counties. According to state-level data, 34,045 National Career Readiness Certificates (NCRC) have been awarded to workers across the 24 counties, representing slightly less than 9 percent of the region’s working age population. The share of the working-age population that has earned this credential is highest in Union, Daviess, Webster, and Hancock Counties. <i>(Figure 5)</i></p> <p>Data on awards and degrees awarded for credit by area institutions reflects regional demands for healthcare workers and skilled trades’ positions. When cross-walked to occupations, the data can be used to illustrate the relationship between the supply of workers graduating from regional institutions and employer demand due to new growth and replacement needs (captured as annual openings). This approach presents some limitations and should be viewed with caution. The most significant of these is that the data excludes graduates of noncredit programs, which can be an essential part of the talent pipeline for some occupations. The mapping of occupations to fields of study (CIP Codes) can also be problematic as some fields of study train students for multiple occupations. In addition, the comparison does not account for the migration of graduates into and out of the region.</p>	<p>Work Ready Status Indicator</p> <div><div></div> Certified Work Ready</div> <div><div></div> Certified Work Ready in Progress</div> <div><div></div> Letter of Intent</div> <div><div></div> Formative Stage</div>																																																																																																																																						
	<table><tr><th>Work Ready</th><th>County</th><th>Working Age from 18-65</th><th>Current NCRC</th><th>Current Percent</th><th></th></tr><tr><td><div></div></td><td>Union</td><td>9,503</td><td>1,722</td><td>18.12%</td><td rowspan="4">15% or above</td></tr><tr><td><div></div></td><td>Daviess</td><td>58,933</td><td>9,935</td><td>16.86%</td></tr><tr><td><div></div></td><td>Webster</td><td>8,372</td><td>1,510</td><td>18.04%</td></tr><tr><td><div></div></td><td>Hancock</td><td>5,144</td><td>919</td><td>17.87%</td></tr><tr><td><div></div></td><td>Muhlenberg</td><td>19,568</td><td>2,712</td><td>13.86%</td><td rowspan="4">9% and above</td></tr><tr><td><div></div></td><td>Caldwell</td><td>7,785</td><td>1,065</td><td>13.68%</td></tr><tr><td><div></div></td><td>McLean</td><td>5,695</td><td>527</td><td>9.25%</td></tr><tr><td><div></div></td><td>Hopkins</td><td>28,785</td><td>3,868</td><td>13.44%</td></tr><tr><td><div></div></td><td>Ohio</td><td>14,226</td><td>1,631</td><td>11.46%</td><td rowspan="16">Less than 9%</td></tr><tr><td><div></div></td><td>Fulton</td><td>4,222</td><td>363</td><td>8.60%</td></tr><tr><td><div></div></td><td>Todd</td><td>7,295</td><td>599</td><td>8.21%</td></tr><tr><td><div></div></td><td>Henderson</td><td>28,829</td><td>2,337</td><td>8.11%</td></tr><tr><td><div></div></td><td>Crittenden</td><td>5,518</td><td>425</td><td>7.70%</td></tr><tr><td><div></div></td><td>Lyon</td><td>5,289</td><td>376</td><td>7.11%</td></tr><tr><td><div></div></td><td>Graves</td><td>21,924</td><td>1,505</td><td>6.86%</td></tr><tr><td><div></div></td><td>Hickman</td><td>2,829</td><td>190</td><td>6.72%</td></tr><tr><td><div></div></td><td>Carlisle</td><td>2,985</td><td>201</td><td>6.73%</td></tr><tr><td><div></div></td><td>Marshall</td><td>18,842</td><td>1,262</td><td>6.70%</td></tr><tr><td><div></div></td><td>McCracken</td><td>39,858</td><td>2,436</td><td>6.11%</td></tr><tr><td><div></div></td><td>Ballard</td><td>4,971</td><td>282</td><td>5.67%</td></tr><tr><td><div></div></td><td>Trigg</td><td>8,384</td><td>382</td><td>4.56%</td></tr><tr><td><div></div></td><td>Livingston</td><td>5,841</td><td>219</td><td>3.75%</td></tr><tr><td><div></div></td><td>Calloway</td><td>24,859</td><td>709</td><td>2.85%</td></tr><tr><td><div></div></td><td>Christian</td><td>45,287</td><td>828</td><td>1.83%</td></tr><tr><td colspan="2">REGION</td><td>384,944</td><td>34,045</td><td>8.90%</td><td></td></tr></table> <p>Source: Kentucky Work Ready Communities (workready.ky.gov)</p>	Work Ready	County	Working Age from 18-65	Current NCRC	Current Percent		<div></div>	Union	9,503	1,722	18.12%	15% or above	<div></div>	Daviess	58,933	9,935	16.86%	<div></div>	Webster	8,372	1,510	18.04%	<div></div>	Hancock	5,144	919	17.87%	<div></div>	Muhlenberg	19,568	2,712	13.86%	9% and above	<div></div>	Caldwell	7,785	1,065	13.68%	<div></div>	McLean	5,695	527	9.25%	<div></div>	Hopkins	28,785	3,868	13.44%	<div></div>	Ohio	14,226	1,631	11.46%	Less than 9%	<div></div>	Fulton	4,222	363	8.60%	<div></div>	Todd	7,295	599	8.21%	<div></div>	Henderson	28,829	2,337	8.11%	<div></div>	Crittenden	5,518	425	7.70%	<div></div>	Lyon	5,289	376	7.11%	<div></div>	Graves	21,924	1,505	6.86%	<div></div>	Hickman	2,829	190	6.72%	<div></div>	Carlisle	2,985	201	6.73%	<div></div>	Marshall	18,842	1,262	6.70%	<div></div>	McCracken	39,858	2,436	6.11%	<div></div>	Ballard	4,971	282	5.67%	<div></div>	Trigg	8,384	382	4.56%	<div></div>	Livingston	5,841	219	3.75%	<div></div>	Calloway	24,859	709	2.85%	<div></div>	Christian	45,287	828	1.83%	REGION		384,944	34,045	8.90%
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However, it can provide a starting point for highlighting imbalances. (Figure 6)

FIGURE 6. COMPLETIONS BY FIELD OF STUDY WITH A COMPARISON TO ANNUAL OPENINGS

Ranked by number of awards conferred for credit by regional institutions, 2013-2014 academic year

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

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

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

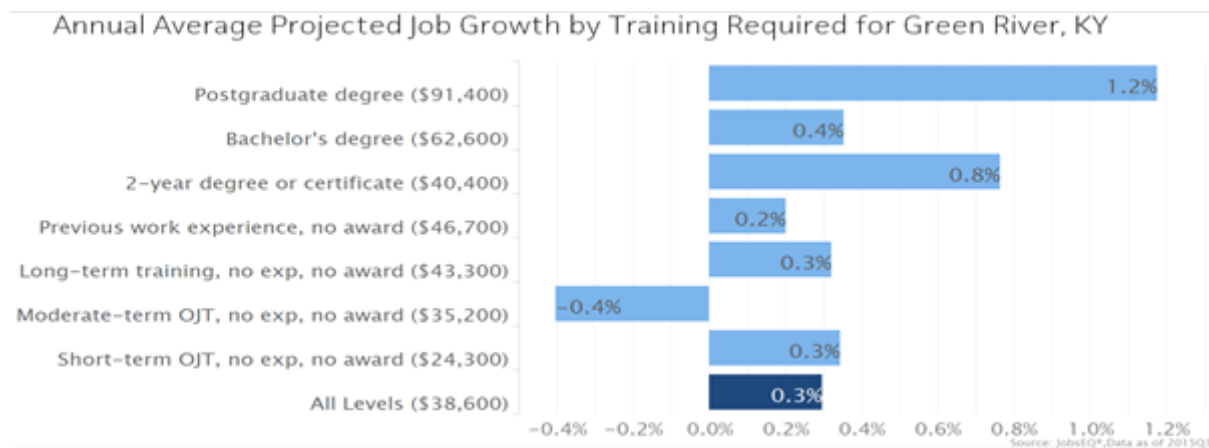
Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

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

The largest sector in the Green River Workforce Development Area (WDA) is Manufacturing, employing 18,191 workers. The next largest sectors in the local area are Health Care (14,432 workers) and Retail Trade (9,220). Source: KYSTATS. Retail Trade - DataUSA

Most manufacturing occupations require only a high school diploma. There are many skills related to the manufacturing industry and, as with many jobs, being able to follow safety procedures and use basic mathematics is two of the required skills. Other skills required in this industry are welding, industrial maintenance and machine operation, which can be learned on the job, or through specialized post-secondary training.

Expected growth rates for occupations vary by education and training required. While all employment in the Green River WDA is projected to grow 0.3% over the next ten (10) years, occupations typically requiring a postgraduate degree are expected to grow 1.2% per year, those requiring a bachelor's degree are forecasted to grow 0.4% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.8% per year.



Some of the more common skills, such as basic reading and mathematics, require formal classroom training, but others are more connected to attitude, personality and learning on the job. Being able to work as a team member, providing customer service and following safety procedures are also top skills.

As of April 2019, three (3) of the seven (7) Green River Area Counties are certified Work Ready, with three (3) counties in progress and one (1) county in formative stage. According to recent state-level data, 18,581 National Career Readiness Certificates (NCRC) have been awarded to Green River Area workers.

NCRC Percentages County (FIPS)	Working Age from 18-65	Nine Percent	Fifteen Percent	Current NCRC	Current Percent
Daviess County (21059)	58,933	5,304	8,840	9,935	16.86%
Hancock County (21091)	5,144	463	772	919	17.87%
Henderson County (21101)	28,829	2,595	4,324	2,337	8.11%
McLean County (21149)	5,695	513	854	527	9.25%
Ohio County (21183)	14,226	1,280	2,134	1,631	11.46%
Union County (21225)	9,503	855	1,425	1,722	18.12%
Webster County (21233)	8,372	753	1,256	1,510	18.04%
Green River Area NCRC Awards					
				18,581	
<p><i>**This data reflects only the known reported activity provided by partner agencies: Kentucky Adult Education, Kentucky Community and Technical College System, Dept. of Corrections, Dept. of Education and Dept. of Workforce Investment.</i></p> <p>Source: workready.ky.gov National Career Readiness Certification Report (NCRC): April 2019</p>					

Chapter 2: Strategic Vision and Goals

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

It is the vision of the Green River Workforce Development Board (WDB) to produce a skilled workforce to obtain quality jobs and meet the needs of local employers. The WDB is committed to actively engaging job seeker and employer customers as it is an important strategy to meeting workforce needs. Building knowledge of industries and occupations is key to engagement. Labor market needs and challenges by employers assist in the design of workforce programs, what type of trainings should be offered, which sectors should be targeted, what skills job seekers need and how programs are designed.

Goals include: provide occupational skills training to individuals needed to fill current and emerging high-wage, high-demand jobs; ensure that employers have the skilled workforce needed to remain competitive and to contribute to the local and statewide economic growth; ensure continuous improvement of performance measures and to ensure that the workforce system is aligned, provides integrated services, increases the labor participation rate and makes valuable and productive use of resources to attain prominent, successful outcomes for all customers, including job seekers and employers. The WDB will ensure services are provided and there is continued partnership with educational programs to ensure that essential skill requirements are met and job

seekers are ready to begin work and retain jobs. It is imperative that workers have skills needed that allow them to be competitive for high-wage, high-demand jobs. Investments must be made that assure workforce needs of business and industry are supported. The WDB will continue to work with partners in the workforce system to identify skills gaps in order to determine which strategies to create, expand, or eliminate. The WDB will operate under a common vision addressing the challenges identified in this plan and use statewide strategies and measureable outcomes to efficiently operate workforce programs. (*Attachment A*)

Under WIOA, greater efforts and concentration are placed on training of Out-of-School Youth (OSY) ages 16-24; therefore, it is the WDBs' continuing goal to sustain the enrollment of OSY and expend at least 75% of the WIOA Youth Funding on this population. OSY often face difficult challenges such as having dropped out of school or completed school but do not possess the appropriate employability skills. They are often in low-wage employment and many are parenting youth. The WDB envisions continued collaboration with One Stop Partners, as well as WIOA Core Programs, the Youth Standing Committee, Adult Education, post-secondary educational institutions, Greater Owensboro (GO) Federation for Advanced Manufacturing Education (FAME), KYNDLE FAME and improving outreach efforts to employers that provide work-based learning. The WDB will continue to leverage and increase partnerships that promote Career Technical Education (CTE) programs which provide valuable certifications and credentials that are recognized by business and industry. The WDB has established standards and provides oversight for the One-Stop Operator (OSO) and Direct Services Provider (DSP) to ensure Youth achieve all of their Individual Service Strategy (ISS) goals. WIOA Youth, especially youth who have barriers and are disadvantaged, should expect and receive the support throughout their educational journey that will lead to successful training completion.

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

The WDB strives to align its' visions, goals and objectives with that of the Commonwealth by reinforcing the priorities of the state's workforce system. Sector Strategies are used to actively engage employers together with education, economic development, workforce and community organizations to identify, meet and drive the workforce system in the Green River area. The Business Services Team (BST) is another resource used for concentrating on employer needs. The BST offers an array of services to assist employers throughout the local area. Training is provided only in sectors that contain high demand/high growth occupations to prepare job seekers to enter the talent pipeline based on the needs of employers. The WDB has identified and established the sectors as Advanced Manufacturing, Healthcare, Business and Information Technology, Construction, Transportation and Logistics.

The Local Area was the first area in the state to have all seven (7) counties certified as Work Ready Communities or Work Ready in Progress Communities. The WDB has one (1) certified comprehensive center (hub) and six (6) access points. By having expanded services available in all of the seven (7) counties more job seekers and employers are engaged with the workforce system increasing opportunities, workforce participation rates and eliminating barriers to employment.

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

The WDB has continued to maintain strong partnerships with local businesses, education, and labor. Key partners and stakeholders are represented on the WDB, on its' standing committees and on the BST. It is the vision of the WDB to continue to include their input and implement opportunities to share information on a regular basis and adopt a shared vision in order to create a strong Career Pathway System based on in-demand occupations, employer needs, and economic development in the local and regional areas. The WDB also acknowledges it is equally important that strong partnerships exist between the One Stop partners; it is the WDBs' goal to continue to improve these partnerships and seek their input on best practices, build cross-agency partnerships and clarify roles as well as collaborating on customer flow and utilize customer surveys in order to form a seamless continuum of services for customers. The WDB works closely with OSO and DSP with an ongoing effort to improve the process of customer integration, service delivery, consumer choice training and ensure, through dialogue, monitoring efforts and performance outcomes, that the customer is receiving the needed employability skills and the Labor Market Information (LMI) to afford them to succeed in obtaining the employment that meets or succeeds their self-sustaining living- wage as well as providing the steps, tools and training necessary to grow beyond that. It is the WDBs' vision to incorporate more demand driven data analysis of the local area needs and establish closer industry and sector partnerships with economic development organizations and continue to improve discussions with businesses with the outcome goal of a collaborative effort in identifying the skills and credentials that are needed, forming strategies and developing actions to meet employment needs, thus fostering business growth and business attraction to the local and regional areas.

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

- A. (L) Describe the local board's strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. This discussion should include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another. *Note: The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans State Grants and Unemployment Insurance.*

Through the KCC, the delivery of services is executed in a manner that aligns and braids the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and employers. This is done in an effort to avoid the duplication of

services and provide a positive customer experience. The WDB's OSO works with entities carrying out core programs and other workforce development programs to support alignment to provide services. The efforts of the WDB will focus on integrating services, improving outcomes and evaluating results necessitating the alignment of partners, especially those defined in the WIOA. The WDB has a partnership with Adult Education to strengthen the referral process so that those seeking a GED and planning to continue their education or go to work may be afforded WIOA assistance. Adult Education Centers are located in each of the seven (7) counties in the local area. Adult Education Providers attend the WDB meetings on a regular basis. The WDB will develop strategies to achieve specific goals through the strategic planning process. Through the Partnership Agreement, the Local Elected Officials (LEO) Governing Board and the WDB have designated responsibilities and will work together to achieve the vision and goals set forth.

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

The local area leverages partner programs to provide more customer services and wraparound services. The local area, in partnership with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals by identifying any possible barriers and addressing them in a way that is most beneficial for the customer. In addition, KCC services will be promoted on an on-going basis.

The WDB in conjunction with the KCC partners created a Customer Flow Chart (*Attachment B*) to define the co-enrollment process and the integrated services of core programs. Kentucky Career Center customers will move through a standardized process that co-enrolls them into programs based on the customer's need.

The WDB is working with core partners to develop more defined career pathways. By developing these pathways, it will provide more access to individuals seeking meaningful employment and provide training that is best suited for the customer.

The WDB utilizes the state maintained Eligible Training Provider List (ETPL) for approved training programs and vendors; providing at completion, the participant will receive an industry recognized credential or certificate and the program falls within the state and local identified high growth/high demand sectors.

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

The most important business service that the WDB provides is connecting employers to qualified candidates. An outreach campaign has been implemented to ensure more employers are aware of and utilizing the services are offered through the KCC (*Attachment C*). Business Services offered by the Green River BST add value by supporting local sector strategies and investment priorities. Staff are knowledgeable and responsive to business and workforce needs of the local area, how these align with local sector strategies, and protocols to access recruitment processes and other services. The Green River BST will provide appropriate recruitment and other business services on behalf of employers, including small employers, in the local area (*Attachment C*).

Sector-driven strategies include cultivating employer engagement in workforce development, assessing employment needs through business intelligence, as well as influencing and investing in the education system and other pipeline sources. The key to success is rooted in strategies based on meeting job-driven needs and real-time business intelligence.

The Green River BST works closely with individual businesses and uses a sector-based approach to meet local employer needs. The team offers the following to all businesses seeking help with hiring and meeting other workforce needs:

- Assessing business's needs;
 - Posting and distributing employer job listings;
 - Sourcing and screening candidates;
 - Industry-focused and personalized employer engagement events including job fairs, employer panels, recruiting events, and mock-interview sessions;
 - Development of Internships, Mentorships, and On-the-Job training(OJT);
 - Rapid Response assistance for business closures and layoffs; and
 - Other services requested by business customers e.g. wage industry/economic trends, employment laws, etc.
2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;

The WDB will work with all partners to meet the employment needs of businesses through coordinated efforts and by the utilization of the BST. The BST is able to receive feedback from industry professionals and local businesses in an effort to determine their needs and coordinate efforts with economic development and the local chambers of commerce; while at the same time, ensuring that employers are aware of the employment and training related services available through the KCC One-Stop Delivery System.

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

Through the BST, workforce development programs will be identified to ensure there is collaboration with its economic development partners (Chapter 3, Item D).

4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and

The Local area offers a variety of programs that serve job seekers and businesses. The WDB's efforts to integrate services, improve outcomes and evaluate results necessitate the alignment of partners, particularly the core programs as defined in WIOA. KCC partners' culture of cooperation and partnership will be essential to better aligning goals and measures across all partners. Dislocated Workers who are receiving unemployment insurance are targeted in order to assist them in getting back to work as quickly as possible.

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

Working closely with the Office of Vocational Rehabilitation (OVR) partners and using a referral process; Vocational Rehabilitation is able to provide awareness and employment opportunities to individuals with disabilities. Integrated employment opportunities are individualized and align with the individual's interests, preferences, skills, and support needs.

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

The WDB promotes career pathways that have a strong work based-learning component. Activities such as OJT, Customized Training, Incumbent Worker Training (IWT), Apprenticeships, Internships and trainings that lead to industry-recognized credentials are areas that Talent Development Specialist (TDS) and the BST works closely with employers and training providers to develop further. Gaps are identified in training prospects and current employment opportunities to increase the offerings of these models of training, particularly for individuals with barriers to employment. The WDB provides financial assistance for Incumbent Worker Training with various employers in Advanced Manufacturing and Energy.

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

Regionally, both local WDBs have embraced the entrepreneurship initiative. Entrepreneurs and small business owners are the catalyst to economic growth in the region due to the numbers of new hiring opportunities.

The Green River BST, in conjunction with the WDB, is committed to and assists in promoting services to those interested in owning their own business. The WDB and the BST foresee establishing greater local and regional economic development partnerships, and holding combined BST committee meetings in the future, which will promote businesses and entrepreneurial opportunities as well as develop innovative concepts for the Green River/ West Kentucky Area Regions.

The Kentucky Small Business Development Center (KSBDC) provides valuable tools to help entrepreneurs make informed business decisions when planning to open a new business. Additionally, the KSBDC provides clients with access to a network of knowledgeable consultants with

various expertise who are working vigorously to insure small business success. In addition, both areas have a relationship with Murray State Small Business Development Center.

Each local area has strong entrepreneurial efforts with their respective economic development entities. Moving forward, the West Region will explore opportunities between the local boards and the Business Services Teams to grow small business and entrepreneurial efforts.

In the fall of 2015, in partnership with Owensboro and Daviess County Public Schools, a new high school was established, the Owensboro Innovation Academy. The academy is a stand-alone high school employing project-based learning with a science, technology, engineering and math (STEM) and entrepreneurial curriculum. It is Kentucky's first school affiliated with the national New Tech Network, a nationwide partnership of 134 schools across 23 states. Incoming freshmen from public schools in Owensboro, Daviess, Hancock and McLean Counties or home-schooled students are eligible to apply for the academy. Students must select a postsecondary pathway that engages them in a college-learning or career-oriented technical program, which are also aligned with the area's in-demand sector occupations. The first class of students graduated in May 2019. Those include:

- * Computer Information Technology
- * Life Sciences, Bio-Medical
- * Industrial Engineering
- * Entrepreneurship and Innovation

In partnership with Owensboro Economic and Development Corporation, the Owensboro Community and Technical College utilizes a portion of this facility to offer specialized industry training and dual credit courses.

Daymond John, from TV's *Shark Tank*, Success Formula Team held a free event in June 2017 at the Owensboro Convention Center which covered the topics of turning ideas into actions, funding options and creating cash flow.

KYNDLE also launched a *Shark Tank* like program called the "Fire Pit Pitch Contest and Business Expo." Entrepreneurs with ideas for new products or services are encouraged to apply for access to this two (2) part program. The Entrepreneurship Bootcamp is made up of four two-hour classes taught by area professionals. The goal is to educate and enable those with a business idea to gain the knowledge and support necessary to start their own real business.

Additionally, KYNDLE's HEAT Lab offers an affordable workspace and advisory-support system conducive to the development of small businesses and tech-forward startups in the Northwestern Kentucky Region. The co-work space provides members with 24-hour office access, a business address and office tools necessary for any type of entrepreneur or new business venture. Centrally located in Henderson, KY, the HEAT Lab offers members high-speed fiber internet connection, conference room space, color copier and access to start advisory and mentoring services and professional development opportunities. HEAT Lab is made possible by a collaborative partnership between many local organizations including: Kyndle, City of Henderson, Kentucky Cabinet for Economic Development RISE Program, West Kentucky Technology Council and Murray State University.

Many of the regional and local area students attend Western Kentucky University (WKU) in Bowling Green, Kentucky which also has a Regional Campus in Owensboro; WKU offers a Major in Entrepreneurship in conjunction with Gordon Ford College of Business that leads to a Bachelor of Science degree and showcases the Entrepreneur Speaker Series. Some of the past 2017 Entrepreneur Speaker Series includes: Student Showcase, which is an invitation to hear what entrepreneurial students have been working on in the school year, a variety of local, regional, state and national entrepreneurs share their journey and give advice, as well as those entrepreneurs on TV's *Shark Tank*, communicating their experiences, building a brand and answering questions.

Although it is not typically viewed as part of an economic development strategy, a well-supported regional tourism initiative can provide several advantages. In addition to drawing in outside dollars, one key advantage to an aggressive tourism strategy is its ability to introduce new people to the region, promote businesses, and encourage entrepreneurship. The region has a head start in the strong regional approach promoted by the state tourism agency. The Western Kentucky theme of "Bluegrass, Blues, and Barbeque" connects the Green River Area counties with a larger regional effort. The Owensboro International Bar-B-Q Festival draws thousands each year to the local area and was voted #3 Best BBQ Festival 2016 in the *USA TODAY 10 Best Competition*. Music events held in the region, including the River of Music Party (ROMP) in Owensboro, the WC Handy Blues and Barbecue Festival in Henderson, and weekly bluegrass shows at Bill Monroe's childhood home in Rosine, Kentucky also are contributing factors in drawing more businesses. Additionally, the International Bluegrass Museum has been built and it is state-of-the-art museum in downtown Owensboro. In addition, the Owensboro Convention Center is a 92,000 square-foot convention center just a few blocks away opened in 2014. These two assets, coupled with the opening of the two downtown hotels and the newly-renovated Smothers Park, will bring more people and businesses to the local area.

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

The WDB hosts a regional Youth Summit. The Summit is a leadership conference for middle school and high school students to talk about and act upon issues affecting teens today. Educational sessions led by community leaders, local business professionals, and educators are held throughout the day. The WDB also promotes Manufacturing Day and coordinates events with local employers. The intent is to afford youth the opportunity to tour manufacturing facilities while learning more about the education and skills required in obtaining such positions. Health Career Exploration Day is another event hosted by the WDB. In an effort to meet the shortages in the high-demand sector of healthcare, partnerships with local hospitals offer students the opportunity to learn about jobs in the healthcare field, as well as, see the day-to-day operations of a hospital.

The WDB has established a Youth Standing Committee to provide information and assistance with planning, operational, and other services related to the provision of youth. The WDB, along with the Youth Standing Committee, ensures the fourteen (14) required elements are met. In the event that an element is not provided by WIOA funds using WIOA funds, a referral is made to the appropriate partner as defined in the Memorandum of Understanding (MOU) and the partner provides the element.

Tutoring, Study Skills Training, Instruction and Dropout Prevention – activities that lead to completion of a high school diploma includes services such as providing academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, or providing tools and resources to develop learning strategies – provided by Skills U and On-Campus or Private Tutoring.

Alternative Secondary School - assist youth who struggle in traditional secondary education or who have dropped out of school – provided by Skills U, Heritage Park High School and Gateway Academy.

Paid and Unpaid Work Experience (WEX) – planned, structured learning experiences that take place in a workplace and provide youth with opportunities for career exploration and skill development – provided by area employers.

Occupational Skills Training – an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels – provided by the Kentucky Community College System and other accredited training institutions.

Education Offered Concurrently with Workforce Partners – an integrated education and training model related to workforce preparation activities, basic academic skills and hands-on occupational skills training – provided by WIOA Title 1 Talent Development Specialists, Skills U, GO Fame, KYNDLE Fame and the Kentucky Community College System.

Leadership Development Opportunities – encourages responsibility, confidence, employability, self-determination and other positive social behaviors – provided by WIOA Title 1 Talent development Specialists, Junior Achievement, Faith-Based Organizations, Job Corps and Chamber Young Professionals.

Supportive Services – enables an individual to participate in WIOA activities – provided by Department of Community Based Services, Audubon Area Community Services, Skills U, Free Legal Services, Owensboro Health Regional Hospital, Housing Authority, Faith-Based Organizations, Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program (E&T), area homeless shelters and the Green River District Health Department.

Adult Mentoring – a formal relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support and encouragement – provided by WIOA Title 1 TDS, Big Brothers/Big Sisters, Faith-Based Organizations, Green River Workforce Development Board members, former WIOA participants and Chamber Young Professionals.

Follow-Up Services – critical services provided following a youth's exit from the program – provided by WIOA Title 1 TDS and other core partners.

Comprehensive Guidance and Counseling – provides individualized counseling to participants, including substance abuse, alcohol abuse and mental health counseling – provided by River Valley

Behavioral Health, Audubon Area Community Services, Faith-Based Organizations, Department of Juvenile Justice and Al-Anon Family Groups.

Financial Literacy Education – provides youth with knowledge and skills needed to achieve long-term financial stability – provided by WIOA Title 1 TDS and workshops conducted by local banking institutions.

Entrepreneurial Skills Training - provides the basics of starting and operating a small business – provided by Kentucky Small Business Development Center at Murray State University - Owensboro and Chamber Young Professionals.

Services that Provide Labor Market Information – employment and labor market information about in-demand industry sectors or occupations available – provided by WIOA Title 1 TDS and Wagner Peyser staff.

Postsecondary Preparation and Transition Activities – help youth prepare for and transition to postsecondary education and training – provided by WIOA Title 1 Talent Development Specialists and Kentucky Community College System and other accredited training institutions.

Future goals may include seeking proposals from qualified organizations to provide employment and training opportunities to OSY in compliance with WIOA federal, state and local regulations and guidance. Services to youth with disabilities are offered and Vocational Rehabilitation has implemented the Pre-Employment Transition Services (PETS) program. In addition, the WDB partners with the local KY FAME Chapters, GO FAME and KYNDLE FAME, to assist eligible individuals with the cost of training and work-based learning.

Utilizing the 5% window for youth who do not meet the income criterion as specified in the WIOA is allowable. No more than 5% of the total youth participants in any WIOA funded youth program will be served through the window. If an individual does not meet the income criterion, documentation of two of the following barriers will be required: (1) school dropout; (2) basic skills deficient; (3) are one or more grade levels below the grade level appropriate to the individual's age; (4) pregnant or parenting; (5) possess one or more disabilities, including learning disabilities; (6) homeless or runaway; (7) offender; and/or (8) is an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

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

The WDB has connections with education entities in the local area and will continue to establish relationships to benefit customers. Emphasis will be given to Out-of-School (OSY) to reengage them in education or the workforce. The WDB will review training programs to ensure they support local demand occupations, whether it is through industry-recognized credentials or the improvement of essential skills for individuals to immediately enter the workforce.

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

Please refer to the West Kentucky Regional Plan, Chapter 3, G (R), available for review by September 30, 2019.

The Green River WDA makes appropriate partner referrals for all supportive services.

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

The Local area's approach to implement operational goals is by the delivery of services utilizing an integrated service delivery model. Partner resources and services seamlessly address the training and employment needs of system customers, job seekers and employers to avoid duplication of services.

The key components of integrated service delivery model include:

- Organization of staff around functions and customer needs;
- Functional leadership and supervision to support functional teams;
- Co-enrollment of customers; and
- Continuous quality improvement based on customer data and feedback.

For the KCC staff component:

- The customers (job seekers and employers) and their needs are at the forefront;
- Every customer is everyone's customer;
- Staff development and training to support transition to new roles under functional teams;
- Meeting customers where they are physically (in the lab/resource room) and in the career development process; and
- Serving as navigators to ensure customers access services they need from various partners.

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

Many KCC customers are in need of adult education and literacy services, particularly education that is contextualized for work and relevant to developing career pathways. Appropriate referrals are made, through a referral process that has been implemented. Once the referral is made and received, notification will be given to the referring agency to ensure follow through from the individual. Skills U is a partner of the KCC's MOU. Efforts are made to encourage the local partnerships with Skills U and their presence in the KCC.

Upon request and/or notification, the WDB will review grant applications to carry out local Adult Education and Literacy Programs.

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

The WDB will ensure that delivery of service focuses on recipients of public assistance, other low income individuals and individuals who are basic skills deficient per statutory requirements. Individuals who do not meet income self-sufficiency levels or have barriers to employment including, but not limited to: poor work history, no work history, single parents, long-term unemployed and offenders will also receive priority of services. Through partnerships, the WDB will coordinate targeted outreach and recruitment practices. The WDB has developed an Outreach and Marketing Committee to ensure that information regarding available services is shared. The WDB will follow State Policy 16-006 on Priority of Service and has aligned its Local Policy with WIOA Title I Section 134(c)(3)(E). The WDB will provide oversight to the OSO and DSP regarding these policies.

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

The KCC Certification is the driving force behind WIOA Core Programs and One-Stop Center partner collaboration. Through establishing Infrastructure Funding Agreements (IFAs) and developing MOUs each partner can reach agreements and effectively establish roles. A KCC Customer Flow Chart (*Attachment B*) has been established to provide a smooth intake process for the customer. Currently, Kentucky Enterprise Engagement System (KEE Suite) and Focus Talent and Focus Career are the current customer referral system available to One-Stop partners. WIOA Core Programs do not have a reciprocal exchange of data in place; however, a newly established referral process is as follows:

The primary principle of the referral system is to provide integrated and seamless delivery of services to job seekers and employers. In order to facilitate such a system, the Agencies agree to move to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Agencies programs represented in the KCC network,
- Develop materials summarizing respective program requirements and making them available for partners and customers,
- Develop and utilize common intake, eligibility determination, assessment and registration forms, as appropriate.
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under the Agencies programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring the Agencies resources are being leveraged at an optimal level.

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 response to both national and state calls for increased integrated service delivery within One-Stops over the past several years, the Green River WDA is improving the efficiency of its employment and training system with a primary focus on meeting industry driven demand. The WDB is a leader in connecting the industry voice with training and education to meet industry needs. Facilitating engagement of employers in workforce development programs is critical, and matching industry with talented workers is the highest priority of the KCCs, the BST and the WDB.

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

If a training provider is not currently on the Kentucky ETPL and would provide appropriate, quality training in the defined sectors, they will be encouraged to apply to be on such list. The Department for Workforce Investment (DWI) maintains the ETPL and ensures successful performance.

3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

The Green River WDA has one (1) certified comprehensive career center and six (6) access points. This allows for more services to be offered in rural areas. Many services offered through the KCC are available online such as KEE Suite and Focus Talent making it unnecessary for all customers to physically visit one of the centers. Additionally, public libraries in all counties now have Zoom capabilities to offer to customers.

4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

Compliance with all applicable laws, regulations, provisions, etc. of the Americans with Disabilities Act of 1990 will be ensured through monitoring. The OVR assists with the assessment of facilities to

ensure compliance and assists with providing technology and materials for individuals with disabilities. Training and support will be provided as needed.

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

The Local Plan was posted for public comment for the required comment period. The plan was made available, for review, on the Green River Area Development District (GRADD) website and in hard copy form at the GRADD office.

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

The workforce system provides universal access to career services to meet the diverse needs of adults and dislocated workers. Both can access career services and training services through the KCC which is universally accessible and customer-centered. Training is supported through the ETPL that is comprised of entities that have proven success. There are three (3) different types of career services offered; Basic Career Services, Individualized Career Services and Follow-up Services. These various services allow the one-stop partners to determine what is most beneficial for the job seeking customer.

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

The mission of the pre-layoff system is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure, disaster and/or a crisis event. The Green River WDA will provide Rapid Response activities to employers and workers when a layoff or closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive and the local area has developed a protocol to ensure contact with affected parties.

The Rapid Response Team includes a staff member from the Green River BST, who participates in an integrated team with the Career Development Office (CDO). The majority of Rapid Response activities is conducted at employer sites and includes partner information, including WIOA training services, and job search workshops. Under WIOA, the Rapid Response team has shifted their model to serve businesses as customers in order to maximize reemployment and minimize consumption of Unemployment Insurance (UI) benefits.

The state Rapid Response Coordinator notifies the Green River Rapid Response Team Lead upon receipt of a Worker Adjustment and Retraining Notification (WARN) or other relevant request for Rapid Response services. The team lead then contacts the employer to offer services. Depending on the size of the layoff, a pitch meeting is conducted with company management to recommend that the Rapid Response team work with the company to assess needs, review available services, and obtain any relevant employee information. Pre-layoff presentations are scheduled at this meeting. For companies with fewer layoffs, or, who are not interested in on-site presentations, the team lead

provides an employee packet with relevant information that can be distributed by the company to impacted employees. Companies who have not filed a WARN, or who have questions prior to filing a WARN; can also be directed to the Green River Rapid Response Team for assistance.

The local Rapid Response team regularly coordinates its activities with statewide efforts and resources with the assistance of the state's Rapid Response team. Green River's Rapid Response Team members also work nationwide with local companies with a large national presence. If a company issues a WARN notice for a lay-off impacting multiple counties, initial meetings and conference calls include Rapid Response representation from all of the counties. In the absence of a WARN and where the Rapid Response Team is contacted directly by a multi-county employer, the local team lead contacts the appropriate Rapid Response contacts in other parts of the state.

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

The WDB realizes the importance of serving youth customers in a way to ensure that they are able to make informed decisions regarding their future. The youth program is offered through the KCC by the DSP. All eligible youth customers are made aware of all services offered through the KCC and through the other partners. Many take advantage of occupational skills training and work-based learning opportunities. Many possess barriers that must be addressed to ensure success in whatever path they choose. In order to address such barriers, the fourteen (14) program elements, as required under WIOA, are made available on an individual basis based on need through the DSP and through partner programs by referral. Once a referral is made, coordinating efforts are established to ensure success. This is done on a continual basis as the youth progresses.

All Individuals who have a disability, including Youth, are provided information and services in an integrated service delivery setting within the KCC One-Stop. Youth with disabilities have the same access to the full range of Workshops, Individualized Career and Training Services and are not served exclusively by services from Vocational Rehabilitation. Additionally, the WDB have core partners from Adult Education and Vocational Rehabilitation who are members of the WDB and share updates and data regarding their services at quarterly meetings. Updates are also given by the OSO/DSP, which provides the board with survey results, WIOA training progress, and ways outreach is being promoted. Each board member has the opportunity to comment or suggest methods for continued improvement in serving Youth with disabilities whether it's mental, physical, learning or other.

The WDB hosts a regional Youth Summit. The Summit is a leadership conference for middle school and high school students to talk about and act upon issues affecting teens today. Educational sessions led by community leaders, local business professionals, and educators are held throughout the day. The WDB also promotes Manufacturing Day and coordinates events with local employers. The intent is to afford youth the opportunity to tour manufacturing facilities while learning more about the education and skills required in obtaining such positions. Health Career Exploration Day is another event hosted by the WDB. In an effort to meet the shortages in the high-demand sector of healthcare, partnerships with local hospitals offer students the opportunity to learn about jobs in the

healthcare field, as well as, see the day-to-day operation of a hospital. The WDB has established a Youth Standing Committee to provide information and assistance with planning, operational, and other services including work-based learning activities related to the provision of youth. The WDB, along with the Youth Standing Committee, has developed practices to ensure all required elements and activities are met. A strong partnership across programs and community based providers ensures alignment in service delivery. For Youth who do not meet WIOA eligibility requirements, a referral is made for further assessment, as necessary, and to appropriate training and education programs that have the capacity to serve them. Future goals may include seeking proposals from qualified organizations to provide employment and training opportunities to OSY in compliance with WIOA federal, state and local regulations and guidance. Services to youth with disabilities are offered and Vocational Rehabilitation has implemented the Pre-Employment Transition Services (PETS) program. In addition, the WDB partners with local KY FAME Chapters, GO FAME and KYNDLE FAME, to assist eligible individuals with the cost of training and work-based learning. It is the WDBs' continuing goal to sustain the enrollment of OSY through a targeted outreach and recruitment plan (*Attachment D*) and expend at least 75% of the WIOA Youth Funding on this population. OSY often face difficult challenges such as having dropped out of school or completed school but do not possess the appropriate employability or occupational skills. They are often in low-wage employment and many are parenting youth. The WDB envisions continued collaboration with One Stop Partners, as well as WIOA Core Programs, the Youth Standing Committee, Adult Education, post-secondary educational institutions, KY FAME chapters and improving outreach efforts to employers that provide work-based learning. The WDB will continue to leverage and increase partnerships that promote CTE programs which provide valuable certifications and credentials that are recognized by business and industry. The WDB has established standards and providing oversight for the OSO and DSP to ensure Youth achieve all of their ISS goals. WIOA Youth, especially youth who have barriers and are disadvantaged, should expect and receive the support throughout their educational journey that will lead to successful training completion.

ELIGIBILITY FOR YOUTH: All Youth must meet the eligibility guidelines set forth by the WIOA Law, Regulations and the Department of Workforce Investment as stated in the WIOA 1 Instructions. This includes low income individuals who require additional assistance and those who are unable to "read, write or speak English at a level necessary to function on a job, in the individual's family, or in society".

In order to monitor the 75% requirement for OSY, the 20% WEX requirement and the 5% ISY low income exception, all expenditures are recorded in the WORK System for required financial reporting.

WEX offered to Youth are aligned with the individual's ISS and sector strategies. In the majority of cases, the WEX is in line with the individual's program of study.

Currently the WDB does not allow for incentive payments.

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

WDB will consider actions required to become a high-performing local board based on guidance from the Kentucky Workforce Innovation Board.

- 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.

The WDB supports the use of the ITA to support the attainment of industry-recognized credentials in the area's high-demand occupational sectors of Business & Information Technology Services, Construction, Healthcare, Advanced Manufacturing and Transportation & Logistics.

The ITA is established on the Trainee's behalf once an individual meets eligibility criteria set forth under WIOA Title 1-B Adult, Dislocated Worker or OSY Programs. The ITA may only be used for occupations that are in high-demand for the local area. The training provider must be listed on Kentucky's ETPL. The ITA is for the reimbursement of the actual cost of tuition, books, fees, and other training related expenses required to complete an approved training program that leads to a recognized Occupational Skills Credential or an Associate's Degree (not to exceed three [3] years, as well, as not to cause an over-award with Title IV of Higher Education Act (HEA). The cost of the training cannot be more than what is charged to the general public. The ITA sets forth the following Trainee Responsibilities:

- The Trainee will maintain full-time student status (at least 12 hours per semester) unless given prior approval from the TDS;
- The Trainee will apply for financial assistance under Title IV of HEA. WIOA funds can be used to cover training costs not to exceed the amount awarded in the ITA;
- Continuation of WIOA funding is based on satisfactory progress and attendance, as documented by the review of grades, and compliance with training policies along with the availability of funding. The Trainee is responsible for submitting grades to the TDS after each grading period and must maintain a 2.0 GPA;
- The Trainee must inform the TDS of any change in telephone number, address, class schedule, and employment status. If the trainee drops, withdraws, or adds any classes, prior approval must be given as it may affect WIOA funding;
- The Trainee is responsible for payment of any/all remedial classes, if needed;
- The Trainee is responsible for payment of repeated classes;
- The Trainee will meet with the TDS on a regular basis to document the progress of training;
- The Trainee will be held financially responsible for any overpayment of WIOA funds expended on his/her behalf and caused by his/her actions; and
- Failure to comply with the above responsibilities will result in termination of the training account.

The ITA establishes an agreement which is signed by the Eligible Training Provider, the Trainee, ResCare Workforce Services (RWS) and the GRADD. The GRADD/WIOA agrees to pay allowable costs as specified in the ITA. The document is only good for the training period listed. Payment is made up to the dollar amount listed and any funds that are not expended on behalf of the Trainee will be de-obligated. Any party shall have the right to terminate the ITA for convenience at any time upon thirty (30) days written notice served upon the other parties. Any party may terminate the ITA immediately for cause upon written notice served upon the other parties. "Cause" can be defined as either party failing to fulfill in a timely and proper manner the obligations under the account.

It is the intent of the WDB to utilize WIOA funding dollars for ITAs which assist and enable Trainees to make wage progression and gain a self-sustaining wage. The ITA may be used for short-term training, certifications or Associate's degrees.

The TDS meet with the trainee to implement an assessment, evaluation, and career planning; TDS will review and complete with the trainee the Individual Employment Plan (IEP) or ISS. Based on the customer's training assessment, desire and need, they are directed to Kentucky's ETPL website <http://etpl.ky.gov> to review and research the listing of providers and programs available. The TDS provide guidance and counseling in order to assist the customer with an informed choice.

Training Providers listed on the ETPL are required to report raw student data and state minimum program performance measures. The program's performance is based on all individuals enrolled in the program for a defined 12-month period. Training Providers are additionally required to submit raw student data not only on WIOA Title 1-B trainees but on all enrolled students. Training Providers can utilize the performance outcomes to improve their programs of study, which ultimately will not only benefit the provider but also the customer. The performance outcomes are made available to the general public as well as individuals researching optimal Training Providers as another means to further customer choice. The state minimum performance standards for all individuals in applicable training programs are the following:

- Program Completion Rate;
- Entered Employment Rate;
- Employment Retention Rate; and
- Average Quarterly Wage; and Program Cost.

Chapter 5: Compliance/Performance/Administrative Cost

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

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

Please refer to the West Kentucky Regional Plan, Chapter 5, A (R), available for review by September 30, 2019.

The WDB local response is:

The MOU delineates the efforts and services provided by all partner agencies and describe how services will be made available through the KCC.

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

The West Region has determined that it is not appropriate at this time to consider pooling administrative costs. Arrangements for pooling funds to pay for WIOA administrative activities have not been developed.

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

Each local area will continue to negotiate performance goals with the state and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals. Certainly each of the local areas can learn from one another regarding strategies and efforts to meet or exceed its own local standards.

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

The Green River LEO Governing Board, consisting of the local elected officials (county judge executives), competitively procured for a local grant sub-recipient. The GRADD was awarded the contract, therefore is responsible for the disbursement of funds. The contract period is from October 1, 2015 – September 30, 2017 with the option of a two (2) year renewal based on satisfactory performance. Based on the allowable renewal the contract period was extended through September 30, 2019.

- D. (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)]

The local area follows the Kentucky Model Procurement Code and the guidance within the Uniform Administrative Regulations at 20 CFR 200, Office of Budget and Management (OMB) Circulars and the Kentucky Revised Statute, KRS-45A.

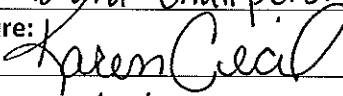
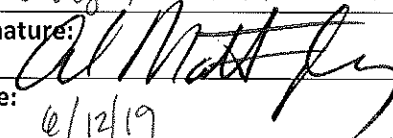
- E. (L) Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

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

The fiscal agent/local grant sub-recipient is independently audited annually; the Green River LEO Governing Board and the WDB support the decision-making process; annual monitoring by the DWI is conducted for WIOA Title I Adults, Dislocated Workers and Youth; the DWI maintains and monitors the ETPL on an on-going basis. The local area utilizes resulting feedback to continuously improve. The Green River WDB complies with this process and utilizes the system to ensure customer choice.

KEE Suite was implemented on October 1, 2018 as the new case management/data system. Over time, there have been numerous issues with data not converting over from Employ Kentucky Operating System (EKOS) properly. The WDB and Board Staff will continue to review, on regular basis, key performance data to ensure appropriate outcomes.

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: Karen Cecil	Name: Al Nattingly
Title: Board Chairperson	Title: Judge/Executive - CLEO
Signature: 	Signature: 
Date: 6/5/19	Date: 6/12/19

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

Green River Workforce Development Board (WDB) Strategic Action Plan

KWIB: Actively engage employers to drive Kentucky's workforce development system.						
WDB GOAL #1: Increase awareness of high demand/high growth industry sectors and occupations.						
Required Actions	Responsibility		Measures	Due Date	Status	Outcomes
	WDB	Partner				
Engaging employers to determine the high demand/high growth sectors and occupations and providing various training activities only in high demand/high growth occupations. This will ensure that there is a talent pipeline based on the needs of the employers.	Executive Committee WDB Staff	Business Services Team Economic Development	Offering the appropriate occupational skills training to meet the needs of employers. Disseminating information to job seekers to build a talent pipeline. Host a forum of employers, annually, (based on Sectors) to continually identify needs and possible barriers.	Based on updated information, this will be done continually throughout the year.	Ongoing	The WDB and its' staff, the Business Services Team and Economic Development actively work with employers to identify their needs.
Building knowledge of industries and occupations is key to engagement. Labor market needs and challenges of employers assist in the design of workforce programs.	WDB WDB Staff	KCTCS Business Services Team One-Stop Operator Direct Services Provider Career Development Office	One-on-one meetings with employers to focus strictly on their needs. After one-on-one meetings, compare and determine any similarities. Build relationships with employers to increase the number of job postings in Focus and the services available through the Kentucky Career Center.	Continually update the Salesforce database when meetings are held with employers or assistance is provided through the KCC. Employer Satisfaction Surveys. Employer Outcomes as related to mandated performance measures.	Ongoing	Increase the penetration rate, the employers repeatedly utilizing the KCC and the number of quality job postings in Focus. One-Stop Operator, Direct Services Provider, WDB Staff and the Business Services Team share relevant updates about high demand/high growth sectors and occupations to address skill needs.

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

WDB GOAL #2: Promote continual education to prepare job seekers for employment.

Required Actions	Responsibility		Measures	Due Date	Status	Outcomes
	WDB	Partners				
Ensure services are provided and there is continued partnership with educational programs to ensure that essential skill requirements are met and job seekers are ready to begin work and retain employment.	WDB Staff	KCTCS	Participate in Career/Job Fairs in secondary schools.	Annually	Ongoing	Job Seekers are able to make educated decisions regarding their pathway to self-sufficiency through education and employment.
		Secondary Schools				
		Direct Services Provider	Provide various workshops through the KCC.	Weekly/Monthly Workshops.		
Provide labor market information and occupational skills training to individuals needed to fill current and emerging high-wage, high-demand jobs.		Skills U			Ongoing	It is imperative that workers have skills needed that allow them to be competitive for high-wage, high-demand jobs.
		KCTCS	Provide various workshops through the KCC.	Ongoing		
		Skills U				
		Career Development Office	Ensure labor market information is provided, along with necessary guidance.		Ongoing	
		Direct Services Provider	Provide case management and financial assistance for Individual Training Accounts.			
		ALL Partners in the KCC				

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

WDB GOAL #3: Promote collaboration with workforce partners, social services agencies, non-profit entities to establish a seamless service delivery system to address employment barriers and instill the value of work.

Required Actions	Responsibility		Measures	Due Date	Status	Outcomes
	WDB	Partners				
Ensure that delivery of service focuses on those who meet the statutory requirements and other targeted populations including, individuals who have barriers to employment including, but not limited to: poor/no work history, single parents, long-term unemployed, offenders, veterans, individuals with disabilities, those recovering from substance abuse and young adults aging out of foster care.	WDB Staff	One-Stop Operator Direct Services Provider Career Development Office Office of Vocational Rehabilitation Skills U Business Services Team	Focus Outreach and Recruitment efforts on those individuals with employment barriers (as referenced in Required Actions). Encourage employers to consider targeted populations for open positions by utilizing work based learning opportunities such as, on-the-job training, internships and apprenticeships.	Quarterly	Ongoing	Increase the labor participation rate for the local area by creating suitable opportunities. Writing and executing contracts/agreements with employers for work based learning opportunities. Work directly with the employers to ensure retention and address any possible issues.
Provide intensive case management services to targeted populations.		Direct Services Provider Career Development Office Office of Vocational Rehabilitation	Conduct appropriate assessments to determine employment barriers and the means to overcome such. Attend workshops available through the KCC.	Ongoing	Ongoing	Establish Individual Employment Plans and Individual Service Strategies that will lead the individuals to appropriate education/training and/or meaningful employment with a self-sufficient wage. Make appropriate referrals to one-stop partners.

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

WDB GOAL #4: Strive to be a fully functioning WDB and Local Area ensuring positive outcomes.

Required Actions	Responsibility		Measures	Due Date	Status	Outcomes
	WDB	Partners				
Create a stable, effective and fully engaged WDB by strengthening membership and retaining WDB members.	WDB		Ensure the WDB has proper representation per WIOA and considering characteristics such as industry represented, county represented, cultural diversity and skill sets.	June 30, 2019	Ongoing	Be a certified WDB and a fully functioning, effective WDB.
	WDB Staff CLEO/LEOs (Governing Board)		Enhance member engagement using Member Platforms.	Quarterly	Ongoing	At WDB meetings, members highlight their respective industry or agency.
Utilize data to measure effectiveness, performance and return on investment.	WDB	One Stop Operator	Ensuring positive outcomes of service delivery such as, job placements, retention and wages earned and/or increased.	Quarterly		Meeting or exceeding all performance measures.
	WDB Staff	Direct Services Provider ALL Core Partners	Implement a Customer Service Survey for job seekers and employers.	Monthly	Completed in 2018	Braiding funds with other resources. 95% or above in customer satisfaction.

Kentucky Career Center Customer Flow

Reception Desk

Resource Room



Getting Started:

- Find out if you meet OJT criteria by contacting staff at the Kentucky Career Center.
- Before proceeding with the OJT, you'll sign a contract covering terms of the agreement, including positions to be trained, wages, and reimbursement.
- A Career Coach or Employer Liaison will refer potential OJT candidates and help you fine-tune your training plan.
- You'll always make the final hiring decision.



CONTACT US:

Michelle Drake
Employer Liaison
(270) 686-2542
Michelle.Drake@ky.gov

Kentucky Career Center
3108 Fairview Drive
Owensboro, KY 42303

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WORKFORCE DEVELOPMENT AREA WITH
WORKFORCE INNOVATION &
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EDUCATION AND EMPLOYMENT
OPPORTUNITIES M/F/D.



ATTACHMENT C



On-The-Job Training

KENTUCKY CAREER CENTER
3108 FAIRVIEW DRIVE
OWENSBORO, KY 42303



NEED SKILLED WORKERS?

On-the-Job Training (OJT), a federal program funded by the Workforce Innovation and Opportunity Act (WIOA), lets you hire and train skilled workers and get reimbursed for your efforts.



As an employer, you'll benefit from more efficient recruiting, more targeted training, and assistance with training expenses:

- Career Coaches help you find the right talent when you need it, reducing time, effort, and money spent on recruiting.
- The specific technical skills you need may be hard to find. OJT helps you train the right workers to meet your requirements.
- You receive up to 50% of the costs to provide On-the-Job training for individuals you hire through the public workforce system.

EMPLOYER REQUIREMENTS:

- Has operated at its current location for at least 120 days. If less than 120 days, employees were not laid off at the previous location as a result of relocation.
- Has not displaced any currently employed worker or altered promotional opportunities for current employees, nor has terminated any regular employee or reduced the workforce to hire an OJT trainee.
- Must comply with non-discrimination and equal opportunity provisions of WIOA and its regulations.
- Must provide trainees the same worker's compensation, health insurance, unemployment insurance, retirement benefits, etc. as a regular non-OJT employee.
- Must not have workers currently in layoff status or be involved in a labor dispute.

BENEFITS OF A WBL INTERN:

- Develop stronger leadership and management skills of staff who serve as mentors/supervisors
- Bring in fresh perspectives
- Increase your company's positive visibility on a college campus or with a training program when your interns talk about the program
- Increase company productivity during periods of high activity by providing additional support to your existing staff.



Office (270) 686-2551
Cell (270) 315-0294



Kentucky Career Center
3108 Fairview Drive
Owensboro, KY 42303



Matthew.Bartlett@ResCare.com

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ATTACHMENT C



WORK BASED LEARNING

KENTUCKY CAREER CENTER
3108 FAIRVIEW DRIVE
OWENSBORO, KY 42303



WORK BASED LEARNING CONTRACT

- A WBL contract shall not exceed 500 hours nor exceed one year of the start date.
- The individual will be compensated (by G.R.A.D.D.) at a rate of no less than the federal minimum wage and be comparable to the entry level wage for that particular position.
- The hourly wage shall be based upon current skills and education levels of the individual, and remain in effect for the duration of the internship.
- G.R.A.D.D. will cover the individual under Worker's Compensation Insurance, General Liability and other required payroll taxes using Workforce Innovation and Opportunity Act (WIOA) funds.
- Individuals are not to work more than 40 hours per week.

WHAT IS WORK BASED LEARNING?

The Kentucky Career Center promotes the development of good work habits and essential skills for individuals who are unable to retain employment due to lack of basic work readiness/employability skills through Work Based Learning (WBL) internships. The intent of WBL is to afford individuals (specifically youth ages 18-24) an opportunity to learn basic essential skills and provide job specific skills that could be transferable to a future career.

WHAT IS MY ROLE AS A WBL PROVIDER?

- Provide a job title and job tasks
- Assure and verify tasks are completed
- Provide on-site supervision
- Assure sufficient work is available
- Provide a safe work environment
- Provide job materials and equipment



VOCATIONAL REHABILITATION

We assist businesses in hiring, developing and keeping valued employees. Highly trained employer relation specialists want to work with your business toward placement and retention of people with disabilities in the workforce.

We can help by providing the following:

- Pre-screening of applicants based on essential job requirements
- Onsite job trainer and support services
- Assistive technology: devices and specialized equipment to assist in job success
- Custom-designed training programs for management, staff and co-workers to teach disability awareness and the Americans with Disabilities Act

**Call (270) 686-2537 or email
David.Benson@ky.gov**

VETERAN SERVICES

The Local Veterans Employment Representative (LVER) works closely with employers to promote the hiring of veterans into meaningful jobs and careers.

The LVER conducts seminars for employers to successfully recruit veterans and helps veterans translate their military experience and skills into civilian occupations.

The LVER also assists federal contractors by identifying veteran candidates for their positions.

**Call (270) 686-2552 or email
Darren.Revlett@ky.gov**

RAPID RESPONSE

A team of local and state representatives is trained to quickly react to announcements concerning permanent facility closures or substantial layoff situations.

The Rapid Response team coordinates with the community and other local workforce development area resources and services available to the dislocated workers and employers. This assists the employers in managing the layoff and by identifying the specific needs of the affected employees.

**Call (270) 686-2542 or email
Michelle.Drake@ky.gov**

Funded by the Green River Workforce Development Area
with Workforce Innovation & Opportunity Act funds.
Equal Education and Employment Opportunities M/F/D



ATTACHMENT C

KENTUCKY CAREER CENTER EMPLOYER GUIDE

**3108 Fairview Drive
Owensboro, KY 42303**

270-687-7297

JOB POSTINGS

Focus Talent
(<https://FocusTalent.ky.gov>),
Kentucky's employer job posting
portal, allows employers to post job
openings and search for resumes at
no cost.

Employers may upload an existing
job description or use the Focus
Talent Job Post Wizard to build a job
description with a skills-based
questionnaire. Unlike traditional job-
match systems, Focus Talent casts a
much wider net to find the skills a job
requires.

Want more exposure for your open
position? Let the Kentucky Career
Center post your job opening on our
Facebook page. We'll create the flyer
for you. Search Facebook for
Kentucky Career Center Owensboro.

No time to post? Let us help.
Call (270) 686-2505 or email
Roger.Phillips@ky.gov



ON-THE-JOB TRAINING

Need skilled workers? On-The-Job
Training (OJT), a federally funded
program authorized by the Workforce
Innovation and Opportunity Act
(WIOA), lets you hire and train skilled
workers and get reimbursed for your
efforts.

Career Coaches help you find the right
talent when you need it, reducing
time, effort, and money spent on
recruiting.

The specific technical skills you need
may be hard to find. OJT helps you
train the right workers to meet your
requirements.

We pay 50% of the salary up to six
months for individuals you hire
through the OJT program.

Call 270-686-2542 or email
Michelle.Drake@ky.gov

THE KENTUCKY CAREER CENTER CAN:

- Assist in locating qualified job applicants
- Arrange space for job interviews and trainings
- Post open job positions on the Commonwealth's job posting portal, Focus Talent
- Create eye-catching flyers and postings for the Kentucky Career Center's Facebook page
- Provide detailed labor market information for the local area
- Provide services to help both employer and employees when facing layoffs
- Make connections with vocational rehabilitation services for people with disabilities and services for the blind.
- Ensure veterans receive priority of service on all employer job orders, providing a well-trained and disciplined workforce
- Fund eligible on-the-job training and customized training needs

Outreach Plan 2019 (Dislocated Workers, Hard-To-Serve OS Youth, Adult Priority)					
Category	Place	Who?	When?	Method	Completed
Educational Institutions: *It is imperative to raise awareness of WIOA funds available to OS youth before attainment of a HSD and enrollment in post-secondary education. *Adult Education Centers are also used to capture those hard-to-serve Adults and OS Youth who are in progress of receiving, or recently obtained, a GED. *Outreach to local colleges will be conducted to identify those with financial barriers before and after enrollment.	<ul style="list-style-type: none"> ▶ High Schools in Daviess County ▶ High Schools in Hancock County ▶ High Schools in Henderson County ▶ High Schools in McLean County ▶ High Schools in Ohio County ▶ High Schools in Union County ▶ High Schools in Webster County 	Matt, Shawn, Kim Matt, Amy Matt, Melissa Matt, Amy Matt, Amy Matt, Melissa Matt, Melissa	Q1, Q2 Q1, Q2 Q1, Q2 Q1, Q2 Q1, Q2 Q1, Q2 Q1, Q2	In-Person Flyers Facebook	Completed
	<ul style="list-style-type: none"> ▶ Adult Ed in Daviess County ▶ Adult Ed in Hancock County ▶ Adult Ed in Henderson County ▶ Adult Ed in McLean County ▶ Adult Ed in Ohio County ▶ Adult Ed in Union County ▶ Adult Ed in Webster County 	All Staff Amy Melissa Amy Amy Melissa Melissa	Q2 Q2 Q2 Q2 Q2 Q2 Q2	In-Person Flyers Facebook	Completed
	<ul style="list-style-type: none"> ▶ OCTC ▶ KWC ▶ Brescia University ▶ Ready-To-Work ▶ HCC ▶ Job Corps ▶ Madisonville Community College 	Matt, Kim Matt, Shawn Matt, Kim Matt, Shawn Matt, Melissa Matt, Amy Matt, Melissa	Q2 Q2 Q2 Q2 Q2 Q2 Q2	In-Person Flyers Facebook	In-Progress
	Outcomes by Number:				

Outreach Plan 2019 (Dislocated Workers, Hard-To-Serve OS Youth, Adult Priority)					
Category	Place	Who?	When?	Method	Completed
Apartment Complexes: *According to the National Multifamily Housing Council (NMHC), 7% of KY's population resides in apartments, and the Multi Family Executive (MFE) states that 47.7 % of renters in 2016 were cost-burdened and have lower-income jobs.	<ul style="list-style-type: none"> ▶ Apartments in Daviess County ▶ Apartments in Hancock County ▶ Apartments in Henderson County ▶ Apartments in McLean County ▶ Apartments in Ohio County ▶ Apartments in Union County ▶ Apartments in Webster County 	All Staff Amy Melissa Amy Amy Melissa Melissa	Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4	In-Person Flyers Facebook	In-Progress
	Outcomes by Number:				
Community Organizations: *Community Organizations play a vital role in the GRADD region. A combination of non-profits and government entities, each organization chosen assists youth, low-income adults, or those that might “touch” a targeted demographic.	<ul style="list-style-type: none"> ▶ Community Organizations in Daviess County ▶ Community Organizations in Hancock County ▶ Community Organizations in Henderson County ▶ Community Organizations in McLean County ▶ Community Organizations in Ohio County ▶ Community Organizations in Union County ▶ Community Organizations in Webster County 	All Staff Matt, Amy All Staff Matt, Amy Matt, Shawn Amy Matt, Melissa Matt, Melissa	Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4	In-Person Flyers Facebook	In-Progress
	Outcomes by Number:				

Outreach Plan 2019 (Dislocated Workers, Hard-To-Serve OS Youth, Adult Priority)					
Category	Place	Who?	When?	Method	Completed
Religious Institutions: *According to the Pew Forum, 63% of Adults in Kentucky consider religion as “very important.” 70% of Kentucky residents either attend services once a week or once or twice a month. Churches, especially in rural communities, serve as a clearinghouse for financial assistance as well as community information.	<ul style="list-style-type: none"> ▶ Churches in Daviess County ▶ Churches in Hancock County ▶ Churches in Henderson County ▶ Churches in McLean County ▶ Churches in Ohio County ▶ Churches in Union County ▶ Churches in Webster County 	Matt	Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4	Letter Flyer Facebook In-person* (*if requested)	In-Progress
	Outcomes by Number:				
Childcare: *American Progress states that in most U.S. families all of the adults work, and most children under five years receive child care from someone other than a parent. Childcare institutions provide opportunities for outreach to parenting youth and potential low-income adults.	<ul style="list-style-type: none"> ▶ Childcare in Daviess County ▶ Childcare in Hancock County ▶ Childcare in Henderson County ▶ Childcare in McLean County ▶ Childcare in Ohio County ▶ Childcare in Union County ▶ Childcare in Webster County 	Shawn, Kim Amy Melissa Amy Amy Melissa Melissa	Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4 Q3, Q4	In-Person Flyer Facebook	In-Progress
	Outcomes by Number:				

Outreach Plan 2019 (Dislocated Workers, Hard-To-Serve OS Youth, Adult Priority)					
Category	Place	Who?	When?	Method	Completed
MISC: *In rural counties gathering places are an integral part of the community's information pipeline. Small restaurants and gas stations have been targeted for their outreach potential.	▶ MISC in Daviess County	All Staff	Q1-Q4	In-Person Flyers Facebook	In-Progress
	▶ MISC in Hancock County	Amy	Q1-Q4		
	▶ MISC in Henderson County	Melissa	Q1-Q4		
	▶ MISC in McLean County	Amy	Q1-Q4		
	▶ MISC in Ohio County	Amy	Q1-Q4		
	▶ MISC in Union County	Melissa	Q1-Q4		
	▶ MISC in Webster County	Melissa	Q1-Q4		
	Outcome by Number:				