

# **West Region**

**Regional Plan**

**AND**

# **Green River**

**Local Plan**

Version 2

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

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## *Note About COVID-19*

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Given the current state of the national economy and Kentucky business landscape, we are in a different place than we were in previous years. With the pandemic there are consequences (known and unknown) that will affect the businesses and individuals in the region for months and possibly years to come. We anticipate variation to the interpretation, applicability, and accuracy of information gathered while the pandemic is ongoing and even once it is “over” due to longer-term ramifications. The strategic planning process began during times of record low unemployment followed by a time of high unemployment and economic uncertainty. Given this period of change and uncertainty, it is important to keep trends and projections specific to the COVID-19 pandemic top of mind.

## Chapter 1: Economic and Workforce Analysis

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

The Green River Workforce Development Board (WDB) and the West Kentucky Workforce Board in partnership with the local elected officials and staff to the Boards met, shared data and discussed the regional plan. All local and regional planning efforts were included in the data to obtain a comprehensive view of regional opportunities and challenges. A project timeline is below.

Each board conducted a review separately, and discussions and collaborative meetings occurred amongst local area Boards and staff regarding the joint planning. A regional planning meeting was held with partner agency staff, workforce board members, area employers, chambers of commerce, community-based organizations, economic development entities and institutions of higher education attending. The plan was also brought before the Green River Governing Board and Pennyriple Area Development District, where there was a collective meeting of local officials. The Green River WDB Local Plan and West Kentucky Workforce Board Local Plans were made available for public comment on each local area's website for 30 days at [www.gradd.com](http://www.gradd.com) and [www.wkworkforce.work](http://www.wkworkforce.work) respectively, and then submitted to the Department of Workforce Investment for consideration by April 30, 2021. After the public comment period, any comments received will be forwarded to the Education and Workforce Development Cabinet for inclusion into the regional plan. **Figure 1**

**FIGURE 1.**

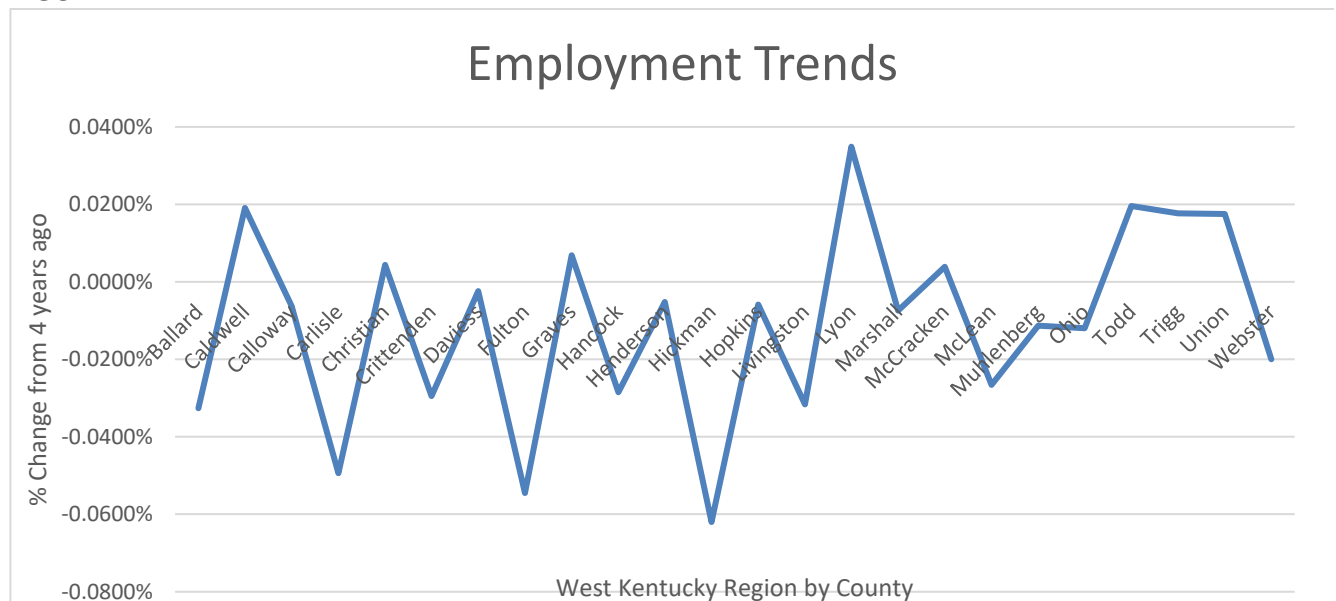
| <b>WEST REGION</b>                         |                                     |  |
|--|-------------------------------------|--|
| <b>PROJECT TIMELINE FOR REGIONAL PLAN</b>  |                                     |  |
| <b>ACTIVITY</b>                            | <b>DATE</b>                         | <b>NOTES</b>   |
| <i>Staff Discussions</i>                   | <i>03/24/2021</i>                   | <i>Joint Discussions/Planning</i>  |
| <i>Staff Discussions</i>                   | <i>03/25/2021</i>                   | <i>Joint Discussions/Planning</i>  |
| <i>Staff Discussions</i>                   | <i>04/01/2021</i>                   | <i>Joint Discussions/Planning</i>  |
| <i>Staff Discussions</i>                   | <i>04/06/2021</i>                   | <i>Joint Discussions/Planning</i>  |
| <i>Full WKY Planning Session</i>           | <i>04/08/2021</i>                   | <i>Joint planning with Board and Workforce Partners. Via Zoom at 1:30 p.m. CDT</i> |
| <i>Staff Discussions</i>                   | <i>4/13/2021</i>                    | <i>Joint Discussions/Planning</i>  |
| <i>Staff Discussions to finalize draft</i> | <i>4/19/2021</i>                    | <i>Review for updates</i>  |
| <i>Regional Plan Draft Release</i>         | <i>No later than April 30, 2021</i> |  |

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

## INDUSTRY SNAPSHOT

After outperforming the U.S. during the recession, job growth in the 24-county West Region has been stagnant, with total employment of approximately 239,810 in January 2021 up from 239,202 in January 2017. The region has yet to regain pre-recession employment levels. The effects of the COVID-19 pandemic will be seen in future years. **Figure 2**

**FIGURE 2.**



## OCCUPATIONAL SECTORS

Wage rates remain an issue regarding the recruitment and retention of labor in the region. However, pay scales are critical to filling and retaining skilled positions in the region, such as chemical engineers, physicians, and nurses and back-filling entry-level positions. 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 needs. Continuing to build partnerships between local workforce boards, employers, educators, and economic development professionals will be critical to increasing the availability of pre-employment training for new entrants to the labor market and increased 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 essential skills (e.g., professionalism, attendance) that employers seek.

The West Region has identified sectors in our regional planning efforts. Several sectors are shared in both the Green River and West Kentucky as indicated below. **Figure 3**

| <b>FIGURE 3. SECTORS IDENTIFIED IN REGIONAL PLANNING EFFORTS</b> |                             |                           |
|--|-----------------------------|---------------------------|
|  | <i><b>West Kentucky</b></i> | <i><b>Green River</b></i> |
| Advanced Manufacturing   | ✓                           | ✓                         |
| Agriculture and Food   | ✓                           |                           |
| Cultural Industries  | ✓                           |                           |
| Construction   |                             | ✓                         |
| Healthcare   | ✓                           | ✓                         |
| Business and Information Technology                              |                             | ✓                         |
| Transportation and Logistics                                     | ✓                           | ✓                         |

Source: Green River Workforce Development Board & West Kentucky Workforce Board

In reviewing the industry and wage data for 2020 across the West KY region, Government, Healthcare/Social Assistance, Manufacturing, and Retail Trade industries were the largest sources of employment. This data has been consistent in years past, however the Accommodation/Food Services industry saw an increase of employment in 2020, due to the need and availability created by the COVID-19 pandemic. These particular industries were also the powerhouses of employment opportunities across the state. In contrast, employment opportunities in Government were strongest in West Kentucky, while the Manufacturing industry reigned supreme in the Green River area. Transportation and Admin Support/Waste Management industries also ramped up their employment during the COVID-19 pandemic, as recently laid off workers found themselves in need of stable employment with self-sufficient wages.

The annual wages for the industries mentioned above are fairly consistent across the region. The Manufacturing industry has the highest annual wage overall, between \$54,000-\$59,000. Healthcare/Social Assistance and Government jobs are not far behind. While Accommodation/Food Services jobs seem to be on the rise, their annual wages remain low, at \$15,000 for the region. Utility, Mining, and Company Management industries show the highest annual wages overall in the West Ky region, however their employment numbers across the board are startlingly low. This is especially true for the Mining industry, whose presence and contribution to the regional workforce was so abundant years ago in the area. Recent dislocations and closures of area mines are keenly felt across the region. **Figure 4**

**FIGURE 4.**

**Workforce Overview Report for Kentucky Regions**

| Industry   | Employment by Industry |             |               | Annual Wages by Industry |             |               |
|--|------------------------|-------------|---------------|--------------------------|-------------|---------------|
|  | Kentucky               | Green River | West Kentucky | Kentucky                 | Green River | West Kentucky |
| All Industries                                   | 1,639,754              | 75,103      | 135,287       | \$48,567                 | \$43,911    | \$43,151      |
| Accommodation and Food Services                  | 120,042                | 5,132       | 11,588        | \$17,900                 | \$15,758    | \$15,061      |
| Administrative and Support and Waste Management  | 95,261                 | 3,756       | 5,600         | \$34,320                 | \$28,786    | \$35,111      |
| Agriculture, Forestry, Fishing and Hunting       | 8,514                  | 854         | 1,256         | \$41,427                 | \$38,775    | \$37,581      |
| All Government                                   | 282,782                | 11,295      | 27,294        | \$48,671                 | \$40,651    | \$43,411      |
| Arts, Entertainment, and Recreation              | 13,258                 | 419         | 732           | \$26,304                 | \$16,099    | \$16,941      |
| Construction                                     | 74,100                 | 3,427       | 7,020         | \$56,538                 | \$50,821    | \$54,111      |
| Educational Services                             | 10,318                 | 399         | 500           | \$36,085                 | \$31,685    | \$46,411      |
| Finance and Insurance                            | 69,269                 | 3,677       | 3,713         | \$80,196                 | \$58,729    | \$55,211      |
| Health Care and Social Assistance                | 229,821                | 12,403      | 18,304        | \$50,718                 | \$46,803    | \$50,311      |
| Information                                      | 18,179                 | 392         | 1,195         | \$62,084                 | \$42,492    | \$55,511      |
| Management of Companies and Enterprises          | 17,945                 | 145         | 385           | \$108,059                | \$73,190    | \$74,711      |
| Manufacturing                                    | 210,409                | 15,132      | 17,959        | \$61,331                 | \$59,373    | \$54,711      |
| Mining, Quarrying, and Oil and Gas Extraction    | 4,460                  | 138         | 493           | \$64,866                 | \$66,968    | \$73,211      |
| Other Services (except Public Administration)    | 35,450                 | 1,712       | 2,993         | \$36,064                 | \$35,016    | \$37,311      |
| Professional, Scientific, and Technical Services | 72,757                 | 1,648       | 5,065         | \$67,510                 | \$49,750    | \$62,911      |
| Real Estate and Rental and Leasing               | 17,874                 | 604         | 1,064         | \$45,832                 | \$34,255    | \$35,211      |
| Retail Trade                                     | 187,759                | 8,806       | 18,388        | \$29,750                 | \$27,831    | \$27,711      |
| Transportation and Warehousing                   | 99,972                 | 2,288       | 6,865         | \$56,415                 | \$61,896    | \$57,111      |
| Utilities  | 3,755                  | 162         | 78            | \$94,859                 | \$83,894    | \$93,911      |
| Wholesale Trade                                  | 67,639                 | 2,711       | 4,777         | \$66,394                 | \$60,053    | \$52,311      |

The agricultural hemp market has seen a decline in the West KY region. Companies like GenCanna (Graves County) who started or expanded their business model to include hemp processing back in 2018-2019 have had major financial issues due to the current market for hemp being in a free fall. The economic disruption of COVID-19 had a major impact; however, it is possible that further product diversification will reinstate the hemp industry as a contender in the agriculture sector and its use as a fiber will span across multiple sectors. Murray State's Center for Agricultural Hemp will continue to be at the forefront of research and education for this product in our region.

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

## UNEMPLOYMENT DATA

Average annual unemployment rates for the West Region have decreased in spite of the effects of the COVID-19 pandemic. However, the region's total labor force has declined during this period, dropping from 271,033 in 2018 to slightly less than 270,033 in 2019, a loss of 1000 workers. Census numbers project the trend will continue into 2020. Daviess and McCracken together accounted for more than one-quarter (28.5 percent) of the region's total labor force in 2019. At 3.8 percent, Henderson and Hancock counties had among the region's lowest average unemployment rates. McCracken County's average annual rate of 4.9 percent was

slightly above the regional average (4.7 percent) in 2019. Muhlenberg County had the highest percentage of unemployed residents, at 6.2 percent, with Livingston County, Fulton County and Ballard close behind at 5.7 percent. **Figure 5**

**FIGURE 5. Average Annual Unemployment Rates**

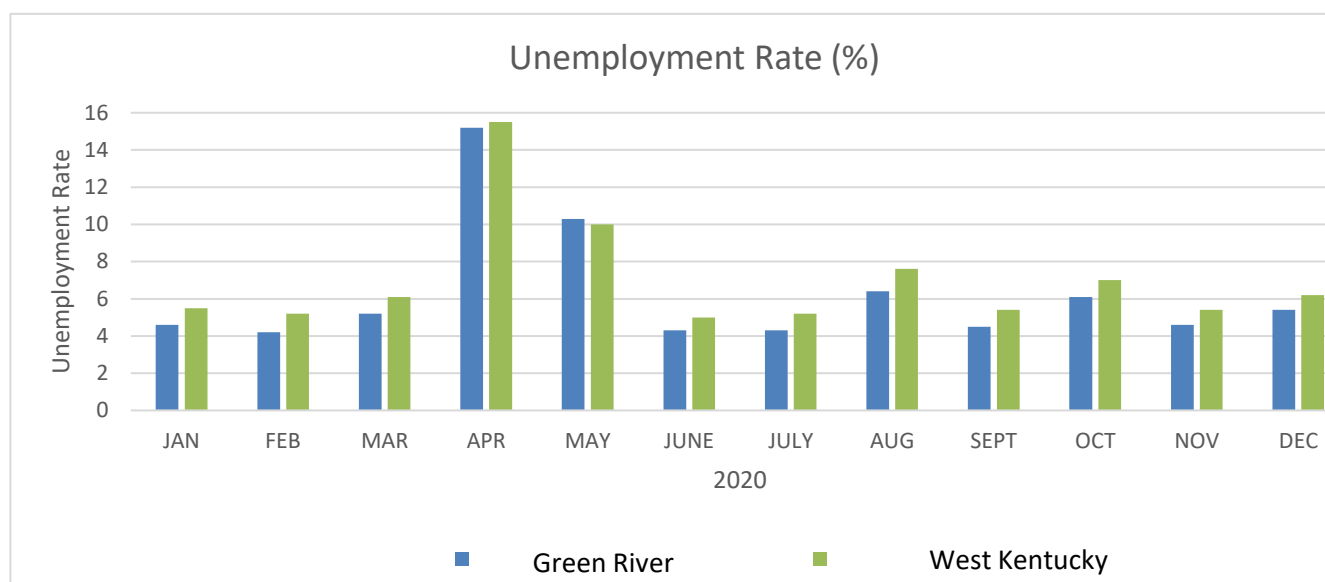
| COUNTY                |  | LABOR<br>FORCE | EMPLOYED | UNEMPLOYED | UNEMPLOYMENT<br>RATE (%) |
|-----------------------|--|----------------|----------|------------|--------------------------|
| Ballard County, KY    |  | 3,524          | 3,323    | 201        | 5.7                      |
| Caldwell County, KY   |  | 5,473          | 5,200    | 273        | 5.0                      |
| Calloway County, KY   |  | 18,799         | 18,032   | 767        | 4.1                      |
| Carlisle County, KY   |  | 2,235          | 2,142    | 93         | 4.2                      |
| Christian County, KY  |  | 25,085         | 23,683   | 1,402      | 5.6                      |
| Crittenden County, KY |  | 3,810          | 3,625    | 185        | 4.9                      |
| Daviess County, KY    |  | 47,567         | 45,730   | 1,837      | 3.9                      |
| Fulton County, KY     |  | 2,058          | 1,941    | 117        | 5.7                      |
| Graves County, KY     |  | 15,849         | 15,122   | 727        | 4.6                      |
| Hancock County, KY    |  | 3,994          | 3,841    | 153        | 3.8                      |
| Henderson County, KY  |  | 22,116         | 21,270   | 846        | 3.8                      |
| Hickman County, KY    |  | 1,776          | 1,690    | 86         | 4.8                      |
| Hopkins County, KY    |  | 18,562         | 17,714   | 848        | 4.6                      |
| Livingston County, KY |  | 3,669          | 3,459    | 210        | 5.7                      |
| Lyon County, KY       |  | 3,119          | 2,973    | 146        | 4.7                      |
| Marshall County, KY   |  | 15,138         | 14,433   | 705        | 4.7                      |
| McCracken County, KY  |  | 29,258         | 27,819   | 1,439      | 4.9                      |
| McLean County, KY     |  | 4,233          | 4,046    | 187        | 4.4                      |
| Muhlenberg County, KY |  | 10,541         | 9,890    | 651        | 6.2                      |
| Ohio County, KY       |  | 9,827          | 9,326    | 501        | 5.1                      |
| Todd County, KY       |  | 5,447          | 5,232    | 215        | 3.9                      |
| Trigg County, KY      |  | 6,024          | 5,741    | 283        | 4.7                      |
| Union County, KY      |  | 6,139          | 5,863    | 276        | 4.5                      |
| Webster County, KY    |  | 5,790          | 5,556    | 234        | 4.0                      |
| WEST REGION           |  | 270,033        | 257,651  | 12,382     | 4.7                      |
| Green River LWA       |  | 99,666         | 95,632   | 4,034      | 4.2                      |
| West Kentucky LWA     |  | 170,367        | 162,019  | 8,348      | 4.9                      |

2019 Averages

Source: U.S. Bureau of Labor Statistics

The seasonally adjusted unemployment rate for the West Region was 4.7% as of December 2019. The regional unemployment rate was higher than the national rate of 3.5%. One year earlier the unemployment rate in the West Region was 5.1%. **Figure 6**

**FIGURE 6. Unemployment Rates for 2020**



Source: KYSTATS

## RAPID RESPONSE SERVICES AND REGIONAL COORDINATION

The West Region has experienced and established Rapid Response Teams to oversee and carry out Rapid Response activities in the region. Depending on the location of the impacted employer and their employees, both teams will coordinate to avoid duplication of efforts and in order to provide the best quality of service possible. The teams first jointly discuss available services with the impacted employer and then subsequently notify their team members and local leadership of the plan to respond to the layoff notification. A Rapid Response plan is created to meet the specific needs of the company in crisis, and all staff are emailed the response plan and necessary timeframes. West Region officials, workforce partners, and economic development professionals are contacted regarding the event. **Many of our facilities draw workers from across the West region. Both local Rapid Response teams continue to do joint rapid response events, across both areas, and provide RR services where the workers can get information close to work or home. The Rapid Response Coordinators take turns hosting the Rapid Response events, as they share the information with customers. This coordination avoids duplication and allows for more fluid services for the company and workers.**

The West Region has faced several dislocations of late, due to the decline of the mining industry and the effects of the COVID-19 pandemic. For the ease of the job seekers and employers, recent West Region Rapid Response services have been held virtually, with workforce staff and partners providing crucial information regarding unemployment insurance benefits, employment opportunities, and training programs through Zoom or a similar platform. Additional virtual sessions were offered to job seekers to meet as many individual needs as possible. Each session was recorded and posted on the WDB's website, along with links to valuable information mentioned in the session. Follow up mailings were also completed, to ensure that job seekers who had difficulty accessing/utilizing technology received the same information and quality of service. The West Region remains committed to providing customized and tailored resources to our region's dislocated workers and making those resources as easy to access as possible. As our collective labor force continues to

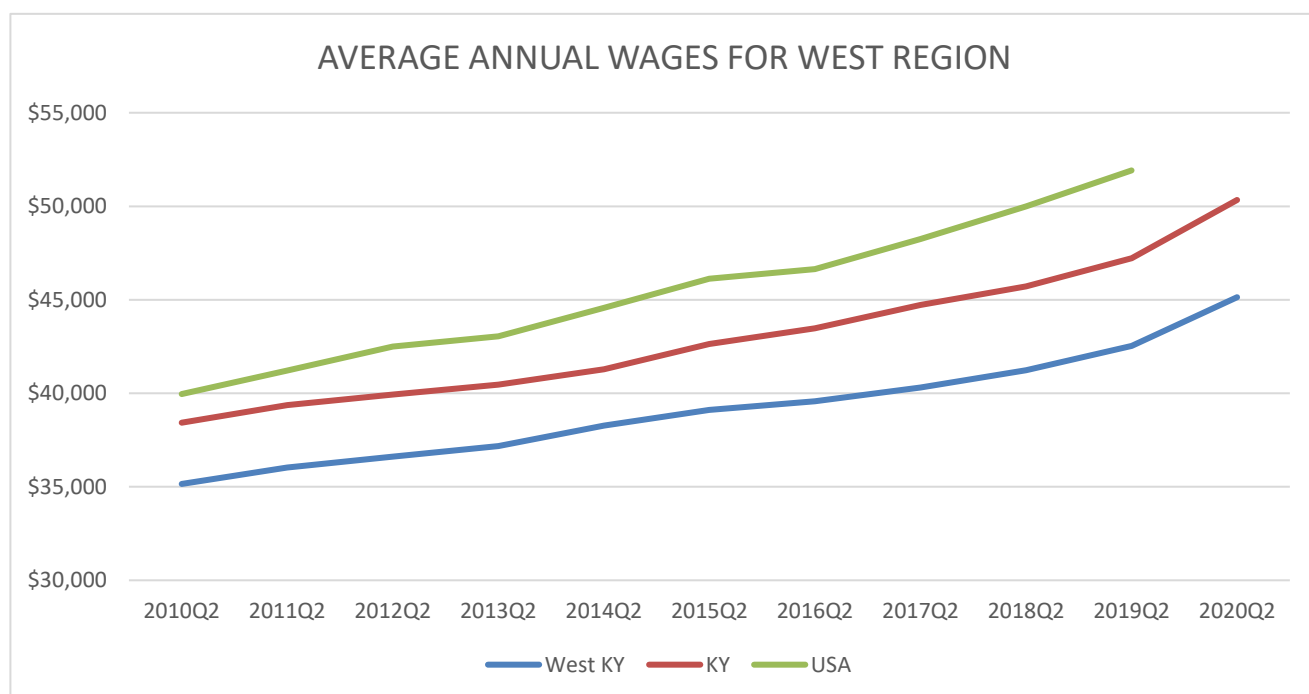


decline, it is our mission to get individuals back to work and with the means to provide for their families in these difficult times.

## WAGE TRENDS

The average worker in the West Region earned annual wages of \$45,136 as of 2020Q2. Average annual wages per worker increased 1.0% in the region over the last 10 years. For comparison purposes, annual average wages were \$50,336 in the Commonwealth as of 2020Q2. **Figure 7**

**FIGURE 7. AVERAGE ANNUAL WAGES FOR WEST REGION**



Source: KY Stats.

## EDUCATIONAL ATTAINMENT

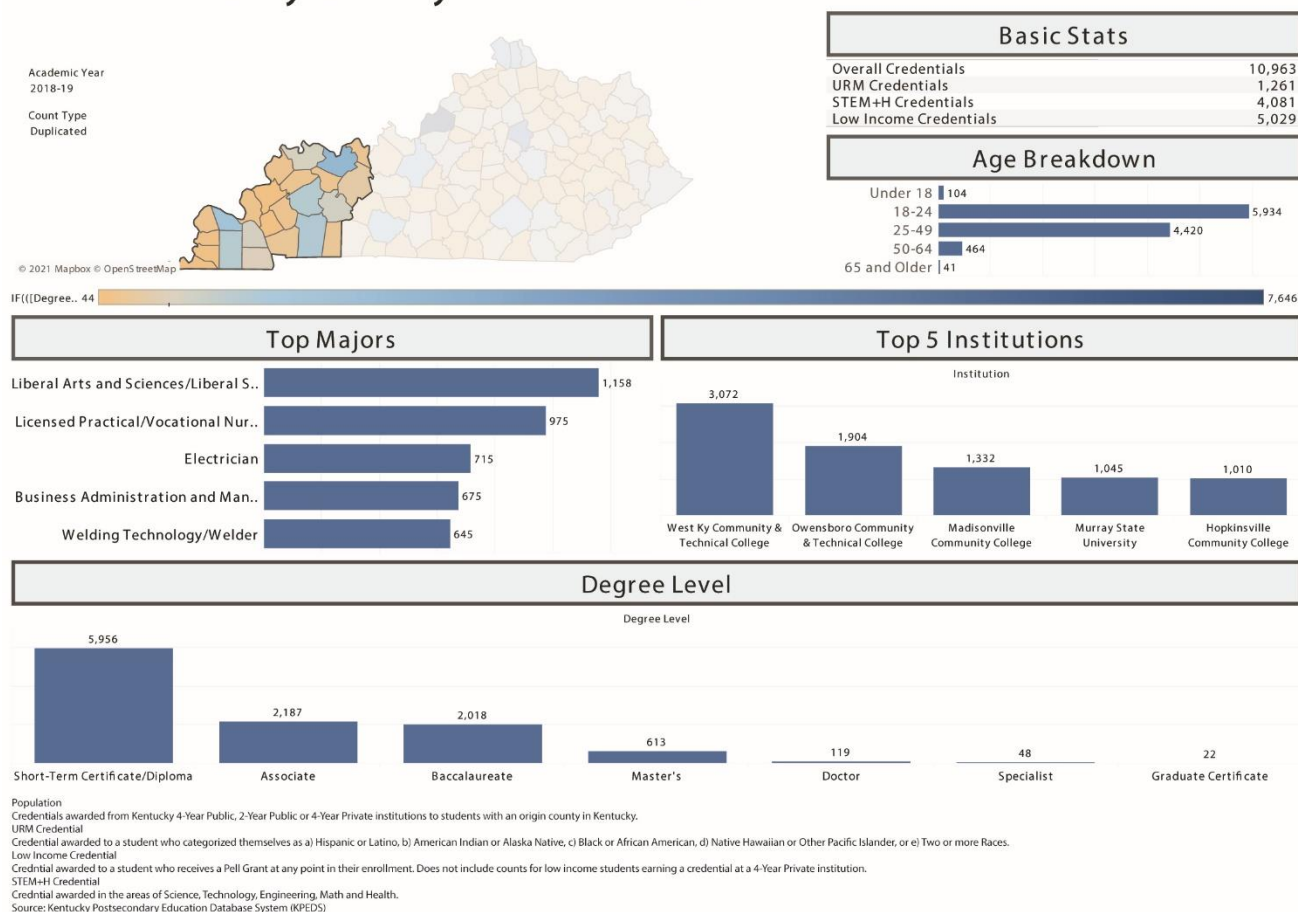
In reviewing the 2018-2019 academic year across the West KY region, the top three majors were Liberal Arts/Sciences (1,158), LPN (975), and Electrician (715). The surge of interest in healthcare and skilled trades most likely has to do with the available jobs in the region and the sustainable wages associated with these careers. By far, the 18–24-year-old population are the predominant enrollees, at almost 6,000. West Kentucky Community and Technical College has the highest number of enrollees, at 3,072. Owensboro Community and Technical College is not far behind, at 1,904, followed by Madisonville Community College at 1,332.

Clearly, the short-term certifications/diplomas are much more desirable by our region's workforce, with almost 6,000 obtained. To illustrate this point, short term trainings such as CDL Class A, Lineman, Welding are increasingly popular program options in our region's training institutions, due to the quick turnaround time

and students' ability to find high paying and sustainable employment once necessary credentials are obtained. **Figure 8**

**FIGURE 8. CREDENTIALS FOR WEST REGION**

## West Kentucky County Profile - Credentials



Career and Technical Education is a critical component in meeting the needs of students in academic achievement, career exploration, career preparation and leadership development. It is a viable means to a high school diploma and preparation for postsecondary training and career by including opportunities for students to obtain a strong academic foundation along with career and technical content. Additionally, it supports the Commonwealth's overall strategy to grow the state's economy and improve workforce development. This results in the ability to attract new employers and successfully fill jobs statewide with well-educated and highly skilled workers. This is critical as employers not only seek technically trained workers, but also workers who are prepared to be on the job in the real world. In the West Region, 71% of CTE completers graduate with an industry certification.

Kentucky Skills U provides programs to enable individuals to obtain a GED, earn a GED and earn college credit simultaneously, update/upgrade basic skills and learn critical skills and knowledge for transitions to college, technical training and how to get AND keep a job. As a partner in the KCC, Skills U referrals are made by each local area for individuals who are deemed appropriate and would benefit from the services.

The Earle C. Clements Job Corps located in the Green River Area, Union County and the Muhlenberg Job Corps located in West KY Area, Muhlenberg County, both offer career exploration through the MyPace

orientation program, career and technical preparation, career and training certification opportunities in health care, CDL training, welding and numerous other skill areas. Both offer high school diploma programs,

GED, college and advanced training opportunities. These programs are no cost to youth ages 16-24 who qualify under Department of Labor guidelines. Both offer residential dorms or non-residential programs. Section 121 (6) (1) (B) (i) of the Workforce Innovations and Opportunity Act (WIOA) includes Job Corps programs as a required partner in the One-Stop System.

Data on awards and degrees awarded for credit by area institutions reflects regional demands for healthcare workers and skilled trades' positions are highest. 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 industry growth and replacement needs (captured as annual openings). This approach presents some limitations and data should be viewed with the knowledge of various inaccuracies.

The most significant of these is that the data excludes graduates of noncredit workforce solutions programs through the Kentucky Community and Technical College System, which can be an essential part of the talent pipeline for some occupations that require a short-term certification. The mapping of occupations to fields of study (CIP Codes) can also be problematic as some fields of study train students for multiple occupations across multiple sectors such as the Liberal Arts and Sciences credential. The comparison does not account for the migration of graduates into and out of the region due to a large military, veteran and military spouse population. It also does not account for the population of students who attend/graduate from training institutions in neighboring states such as Indiana and Tennessee. However, it can provide a starting point for highlighting imbalances and creating solutions for regional employers as they address hiring and recruitment needs. **Figure 9**

**FIGURE 9. OCCUPATIONAL DEMAND BY SKILL LEVEL IN WEST REGION**

| Occupational Demand by Skill Level in West Kentucky Region |  |          |                                |                    |                 |              |                 |                 |
|--|--|----------|--------------------------------|--------------------|-----------------|--------------|-----------------|-----------------|
| SOC  | Occupation   | Current  |                                |                    | 5-Year Forecast |              |                 |                 |
|  |  | Employed | Mean Annual Wages <sup>2</sup> | Current Unemployed | Unemployed Rate | Total Demand | Employed Growth | Annual % Growth |
| Low-Skill (High School or less)                            |  |          |                                |                    |                 |              |                 |                 |
| 35-3023  | Fast Food and Counter Workers                        | 7,925    | \$19,900                       | 1,174              | 13.4%           | 7,599        | 219             | 0.5%            |
| 41-2011  | Cashiers   | 7,308    | \$20,800                       | 742                | 9.6%            | 6,014        | -459            | -1.3%           |
| 41-2031  | Retail Salespersons                                  | 7,552    | \$25,400                       | 557                | 7.2%            | 5,118        | -236            | -0.6%           |
| Middle-Skill (More than high school, less than four years) |  |          |                                |                    |                 |              |                 |                 |
| 53-3032  | Heavy and Tractor-Trailer Truck Drivers              | 4,310    | \$40,800                       | 295                | 6.5%            | 2,345        | -70             | -0.3%           |
| 31-1131  | Nursing Assistants                                   | 3,180    | \$25,800                       | 170                | 5.1%            | 1,739        | -23             | -0.1%           |
| 11-9013  | Farmers, Ranchers, and Other Agricultural Managers   | 4,510    | \$59,300                       | 78                 | 1.8%            | 1,703        | -362            | -1.7%           |
| High Skill (4 Year Degree or above)                        |  |          |                                |                    |                 |              |                 |                 |
| 11-1021  | General and Operations Managers                      | 3,582    | \$84,000                       | 104                | 3.0%            | 1,519        | -25             | -0.1%           |
| 25-2021  | Elementary School Teachers, Except Special Education | 2,398    | \$52,700                       | 109                | 4.5%            | 793          | -69             | -0.6%           |
| 13-2011  | Accountants and Auditors                             | 1,468    | \$60,700                       | 33                 | 2.4%            | 654          | -19             | -0.3%           |

Source: JobsEQ®

Data as of 2020Q3 unless noted otherwise

Note: Figures may not sum due to rounding.

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

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

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

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- 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.

***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).*

The most commonly identified strength throughout the region is the level of collaboration among partners, including workforce development, economic development, education, and business. The Kentucky Community and Technical College System (KCTCS) plays pivotal role in collaboration with high schools, businesses and other partners in the talent ecosystem.

In addition to regional collaboration, the Kentucky Federation for Advanced Manufacturing Education (KY FAME) is highly regarded by stakeholders throughout the region. KY FAME is a joint academic training/apprenticeship model the West Region is using to create a new pipeline of skilled workers to support regional employers. The West region is creating a new pipeline of skilled workers to support regional employers. KCTCS institutions, including Henderson Community College, Hopkinsville Community College, West Kentucky Community and Technical College, and Owensboro Community and Technical College have local KY FAME chapters.

An additional strength of the region is the number of entry-level workers available to fill jobs that do not require formal technical training. Employers note, if the job seeker can show up for work, the employer can provide the necessary training for a job.

The two most commonly identified challenges within the region are lack of skills (technical and soft) in job seekers and barriers to employment. The lack of critical thinking and problem-solving skills or a desire to work is common in young adults. Communication skills are also key as individuals in any job need to be able to communicate with co-workers, supervisors, and customers.

There is a bit of a stigma in the region around technical jobs and technical training that has cast a shadow on these industries. Across the region there is a need for a career awareness marketing campaign around these types of jobs to show young adults that these jobs are high-paying, in-demand, and do not require high-cost training. Because this void in technical talent exists in the region, employers face limited qualified talent to fill in-demand positions.

The limited availability of good paying jobs in the region has become a challenge for job seekers. Because these jobs are scarce, talent stealing, and job-hopping have occurred more frequently, especially during times of low unemployment. Commonly cited barriers to employment included access to childcare, affordable and/or quality housing, lack of technology/broadband infrastructure, minor offense records, and physical barriers, such as disabilities. These barriers are addressed by referring individuals to the appropriate community resources **that assist with the identified barriers**. The lack of broadband is an issue that is being addressed statewide; **however, there is a need for infrastructure that must be established first.**

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 (3) sectors which are common across the West Region: advanced manufacturing, healthcare, and transportation 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. **As the West region shares occupational sectors and both areas have FAME chapters, the Business Services Teams coordinate and share ideas for successful events to assist certain industries, sectors and participants. Examples include coordination in OJT, hiring events and referrals for training across both local areas. The BST shares information with the business customer and the KCC staff and DSP share with individual job seekers and customers. This collaboration can assist workers throughout the region.**

Sector-based responses are in progress in the region. The region's community and technical colleges are working with major employers (especially in the manufacturing sector, but also including some healthcare organizations) to address some of the workforce shortages through work and learn models. **The West region shares several initiatives/grants through our KCTCS partners. The West region collaborates and makes referrals to those programs, increasing entrepreneurship and scholarships for CDL and lineman programs. Those resources are shared with KCC customers through the Business service teams and direct service providers.** Talent Pipeline Management (TPM) is an employer-led and demand driven approach for businesses to create and manage talent 'supply chains' by projecting talent needs and aligning those with education and workforce development systems. In Green River, it was recognized there is untapped potential in recruiting females in manufacturing. The Green River WDB, Owensboro Community and Technical College and Unifirst Corporation are partnering to provide an incumbent worker training program specifically for females in manufacturing. While on the job, OCTC provides instruction on-site. Upon completion of the program, the employees will earn an Associate of Applied Science in Industrial Maintenance. The Green River WDB is committed to increasing the talent pool through development and implementation of targeted populations including youth, ex-offenders, recovering substance abuse users, etc.

Riverports have evolved, over time, reflecting greater consideration of economic development. This changing role has been examined through analyzing port authorities in metropolitan regions as they diversify into urban development, but research on the changing role of rural riverports is nascent. The West Region has five (5) riverports impacting local economies.

## OWENSBORO RIVERPORT

The Owensboro Riverport handles Aluminum. Steel. Copper. Magnesium. Zinc. Grain. Fertilizer. Heavy-Lift Project Cargo. Bulk Commodities. Scrap Steel. It is one of three main hubs for aluminum storage in the United States. No matter the product, Owensboro Riverport, with its stable of modern handling equipment, superb facilities, and state-of-the-art information technology systems, ensures the following: Experience. Performance. Excellence. Over 1.1 million tons of cargo are handled annually. Owensboro Riverport recognizes the importance of each and every cargo handled. The Owensboro Riverport's Harbor Road Terminal operation has multiple machines used to move material for every application. The Economic impact is jobs created, jobs retained and millions of dollars in economic activity.



## HENDERSON COUNTY RIVERPORT

The Henderson County Riverport easily handles bulk cargos – such as coal, coke, gravel, sand, lime, fertilizers and grains as well as packed products – such as steel pipe, steel wire rod, aluminum, zinc and finished manufactured goods. The goal is to partner with customers to help manage logistics, inventory and fulfillment from origin to destination locally and internationally.

## EDDYVILLE RIVERPORT

The Eddyville Riverport was established in 1976 as the Lyon County Riverport Authority, with involvement from Lyon County, the City of Eddyville, and the City of Kuttawa. In 2002, Lyon County and Kuttawa elected to cease participation with the Authority. Following that, the City of Eddyville, by articles of incorporation, formed the Eddyville Riverport and Industrial Development Authority (Eddyville). Combining the industrial development authority and the port operation. The port operation is located adjacent to a natural harbor/bay at river mile 43 on the Cumberland River/Barkley Lake and is the only operating Kentucky public riverport on the Cumberland River. Its services as a vehicle in moving agriculture products and limestone products.

## HICKMAN-FULTON COUNTY RIVERPORT

The Hickman-Fulton County Riverport Authority has proved to be a vital economic engine. Hickman-Fulton County serves many industries by facilitating the movement of raw materials and finished product as well as providing services to the agricultural community. The port is adjacent to a natural slack water harbor on the Mississippi River, and is the only operating Kentucky public riverport located on the Mississippi River. The vision of the riverport is to be a leader in commercial/industrial development and an economic benefit to its community through leadership, stewardship, and partnership in marine and industrial expansion by focusing on the retention and attraction of businesses and jobs as related to transportation, facilities, future development and the environment, and to be a catalyst for expanding the integration of marine, land, and rail transportation systems in a safe, efficient, economical, and environmentally sound manner while achieving these goals through effective planning, management, and marketing of the port's assets and facilities.



## PADUCAH-MCCRACKEN COUNTY RIVERPORT

The Paducah-McCracken County Riverport Authority is a full-service port facility at the confluence of the Ohio and Tennessee Rivers. The Port's facilities are capable of handling a wide range of commodities, including containerized, break-bulk and bulk cargoes, as well as storing cargoes on terminal or in terminal warehouse facilities. As the hub of the U.S. Inland Waterways, the Port's Central U.S. location near the confluences of four (4) major Eastern U.S. river systems allows shippers to move their goods to over 65% of the U.S. populations and Canadian border within one day's drive. The Port has direct access to multiple blue water Gulf ports and operates Foreign Trade Zone #294, which provides benefits to shippers involved in international trade.

## WEST KY MARITIME INDUSTRY TRAINING PROGRAMS

West Kentucky training providers and non-profits have created training opportunities for individuals interested in pursuing careers in the growing maritime industry.

## THE SEAMEN'S CHURCH INSTITUTE (SCI)

The Seamen's Church Institute is a 501 (c)(3) tax-exempt nonprofit entity. Founded in 1834 and affiliated with the Episcopal Church, the Seamen's Church Institute is the largest, most comprehensive mariners' agency in North America. SCI's Center for Maritime Education provides navigational training to over thousands of mariners each year through similar-based facilities located in Houston, TX and Paducah, KY. The Center for Maritime Education also plays a key role in the Paducah community through its involvement with the River Heritage Museum. The Institute also assists the U.S. Department of Homeland Security, the U.S. Coast Guard, and the International Maritime Organization. The Center for Maritime Education provides mariners with a safe learning environment to increase their skills and prepare them to become successful members of the inland maritime workforce.

## INLAND LOGISTICS AND MARINE INSTITUTE (WKCTC)

West Kentucky Community and Technical College's Inland Logistics and Marine Institute in Paducah provides training and education for the logistics and marine industries. As well as providing a location near industry for workforce training, the Institute also houses WKCTC's *Logistics & Operations Management* and *Marine Technology* programs. They also offer Unlimited Radar Observer, Inland Radar Observer, Rivers Radar Observer certifications, as well as Unlimited/Inland Radar and River Radar re-certifications. Students can earn an Associate in Applied Science degree in Logistics and Operations Management or Marine Technology completely online, giving them the opportunity to rise above the crowd and expedite their career. Through marine welding, machining, and the most up-to-date software training, the Inland Logistics and Marine Institute is paving the way to expand and grow students' potential.

# KENTUCKY WORK READY COMMUNITIES

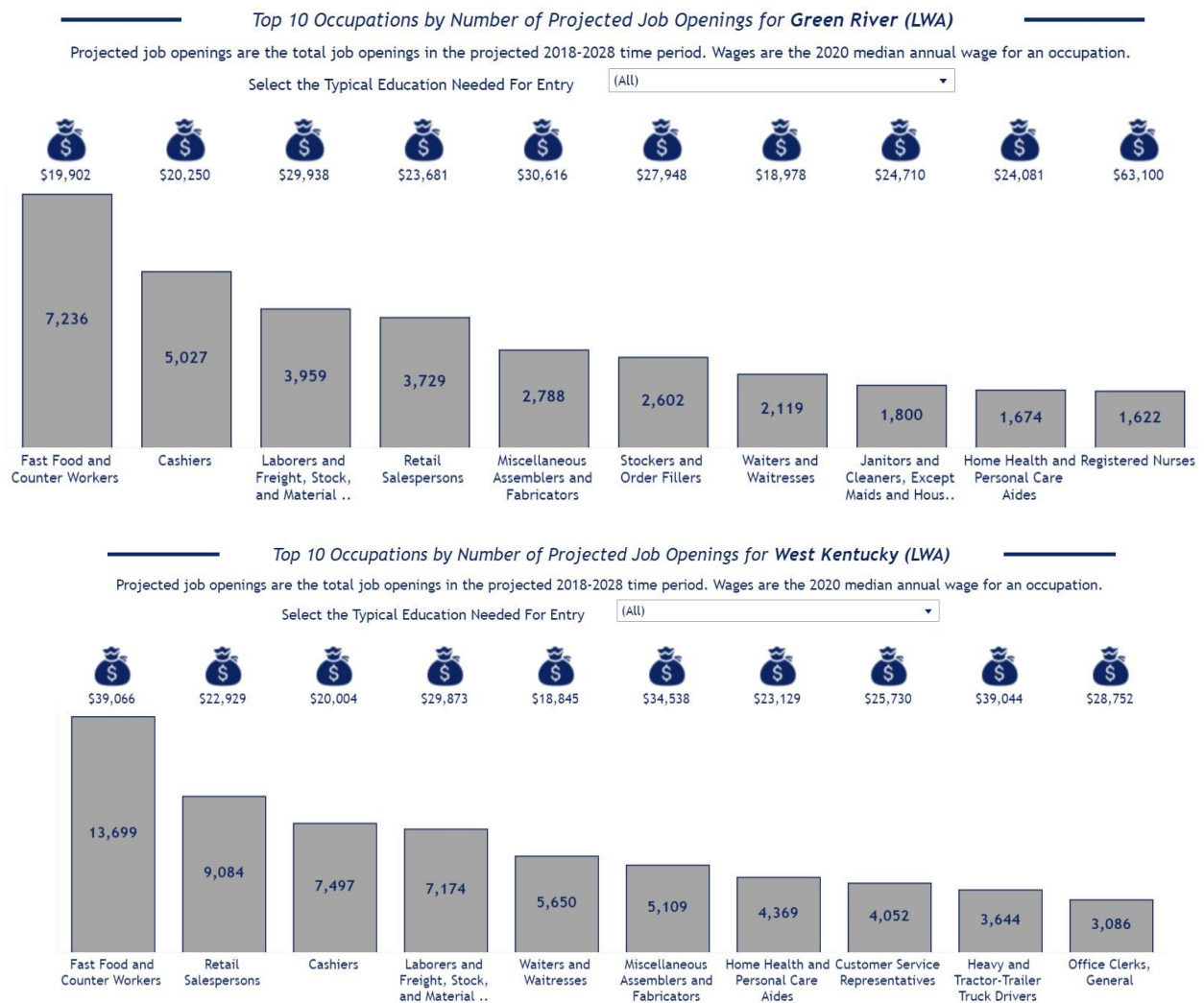
Kentucky's communities are stepping up to the plate when it comes to demonstrating the quality of their workforce and working to improve opportunities for success. The Kentucky Work Ready Community program has the ability to transform a community. It encourages counties to take a credible inventory of the current and future workforce, identify the gaps, and carry out strategies to achieve a more knowledgeable, trained workforce. Through this effort, Kentucky communities can assess their own workforce strengths and follow a process to become certified as Work Ready or Work Ready in Progress. As of March 2021, 12 counties in the West Region were certified Work Ready, with an additional 10 counties certified as Work Ready in Progress. The average workforce participation rate for the West Region is at 55% with the median income just over





preparation/serving, and material moving. Food preparation and serving occupations topped the list for both local areas, with a little over 7,000 projected for Green River and close to 14,000 for West Kentucky. Healthcare and social assistance occupations such as home health sitters and RNs are not as high as expected, given the current need in our region in these particular fields due to layoffs stemming from the COVID-19 pandemic. However, the regional occupational projected demand will be for lower skilled, lower wage jobs across the board. **Figure 11**

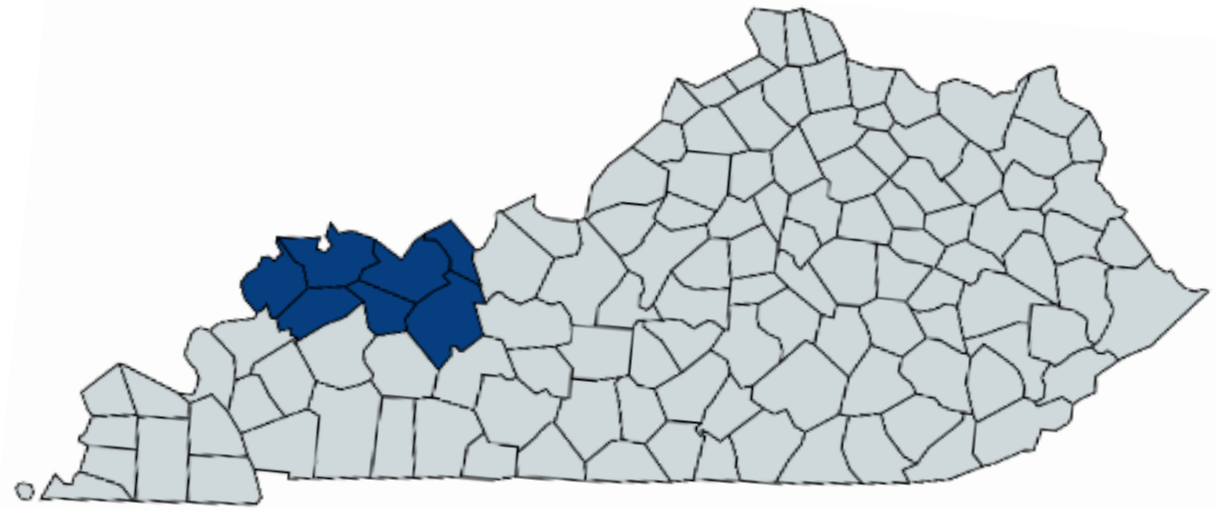
**FIGURE 11.**



Source: KY Stats

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

The following labor market data analysis details past, current, and projected trends in the Green River regional labor market. The geographic parameters of the Green River Region include the counties of Daviess, Hancock, Henderson, McLean, Ohio, Union, and Webster.



## Demographics

Almost a quarter of the Green River Region's population is between the working ages of 35-54 (24.3%), however this age cohort has declined over the last five years and is projected to decline by 1,095 by 2024. The Region has an aging population. Individuals aged 55 and older make up 31.3% of the entire Region's 2019 population. Data projections indicate that individuals 65 years and older will increase the most (4,460) by 2024. As the older population (55 to 64 years of age) prepares to exit the workforce due to retirement, the Green River Region is not positioned well to retain its working age population in the workforce. By 2024, the Region is projected to experience a decline in the working-age population of individuals aged 20-64 by 3,877.

**Figure 1**

**FIGURE 1. Population by Age, 2019**

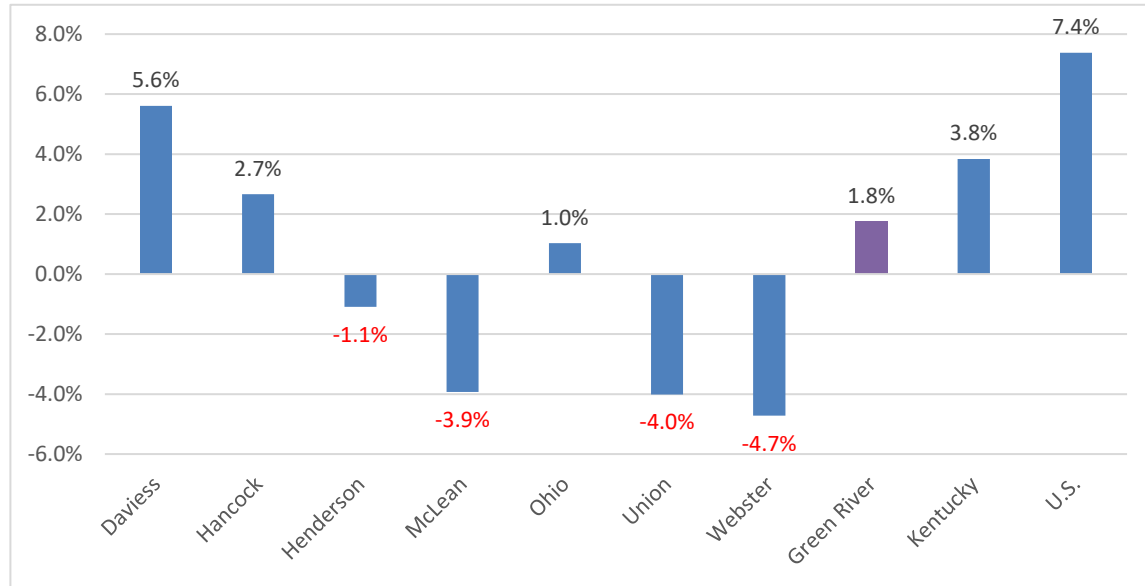
| Age Cohort        | 2019<br>Population | % of Cohort | Change<br>(2014-2019) |        | Projected Change<br>(2019-2024) |        |
|-------------------|--------------------|-------------|-----------------------|--------|---------------------------------|--------|
| Under 5 years     | 13,946             | 6.4%        | 228                   | 1.7%   | 672                             | 4.8%   |
| 5 to 19 years     | 42,668             | 19.7%       | 176                   | 0.4%   | (362)                           | (0.8%) |
| 20 to 34 years    | 39,786             | 18.2%       | (254)                 | (0.6%) | (247)                           | (0.6%) |
| 35 to 54 years    | 55,430             | 24.3%       | (2,723)               | (4.9%) | (1,095)                         | (2.1%) |
| 55 to 64 years    | 29,358             | 13.7%       | 306                   | 1.0%   | (2,535)                         | (8.5%) |
| 65 years and over | 34,467             | 17.6%       | 3,759                 | 10.9%  | 4,460                           | 11.7%  |
| Total             | 215,250            | 100.0%      | 1,492                 | 0.7%   | 895                             | 0.4%   |

Source: Emsi 2020.1

The population has changed, by county, in the Region over the last ten years, compared to the Commonwealth and the nation. Webster County experienced the greatest percentage decrease (-4.7%), followed by Union County (-4.0%) and McLean County (-3.9%). Daviess County experienced the greatest percentage increase (+5.6%), followed by Hancock County (+2.7%) and Ohio County (+1.0%). The Region

collectively increased in population by 1.8% which trails the Commonwealth's population change by 2.0% and the nation by 5.6%. **Figure 2**

**FIGURE 2. Population Change by County, 2009-2019**



Source: Emsi 2020.1

A majority of the population in the Green River Region is White (88.2%), followed by Black (5.3%), Hispanic (3.2%), Two or More Races (1.9%), Asian (1.2%), American Indian or Alaskan Native (0.2%), and Native Hawaiian or Pacific Islander (0.1%). Over the past five years, the largest increase by race/ethnicity was Hispanic, adding more than 1,100 individuals to the Green River Region. Apart from White, all races and ethnicities have experienced an increase over the last five years. **Figure 3**

**FIGURE 3. Population by Race/Ethnicity, 2014-2019**

| Race/Ethnicity                      | 2019 Population | % of Cohort | Change (2014-2019) |        |
|-------------------------------------|-----------------|-------------|--------------------|--------|
| White                               | 191,240         | 88.2%       | (1,735)            | (0.9%) |
| Black                               | 11,546          | 5.3%        | 451                | 4.1%   |
| Hispanic                            | 6,893           | 3.2%        | 1,172              | 20.5%  |
| Two or More Races                   | 4,032           | 1.9%        | 651                | 19.3%  |
| Asian                               | 2,485           | 1.2%        | 870                | 53.9%  |
| American Indian or Alaskan Native   | 375             | 0.2%        | 33                 | 9.6%   |
| Native Hawaiian or Pacific Islander | 171             | 0.1%        | 50                 | 41.3%  |
| Total                               | 216,742         | 100.0%      | 1,492              | 0.7%   |

Source: Emsi 2020.1

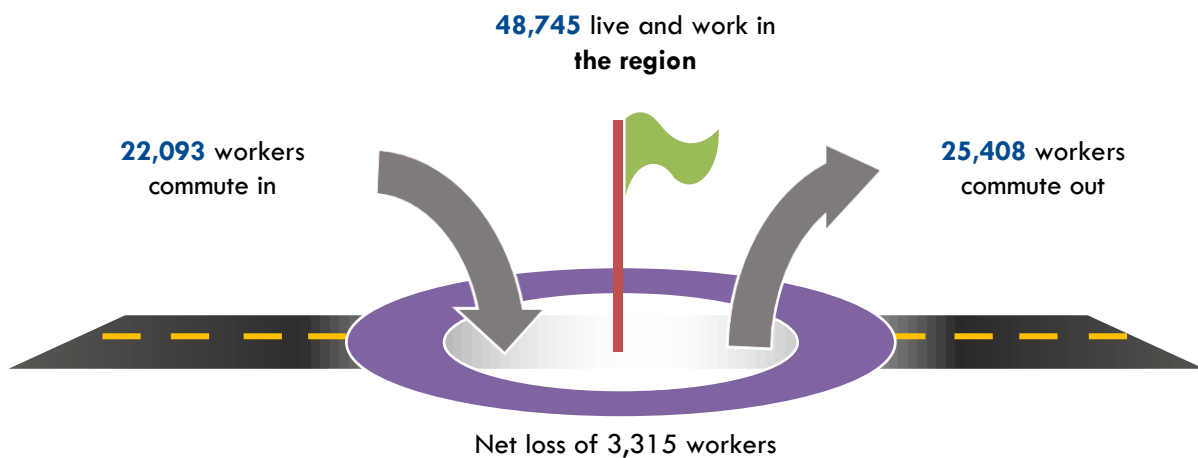
Analyzing the commuting patterns of inbound and outbound workers can give a clearer understanding of the living and working opportunities in the region. For example, if a region has more outbound than inbound workers, the region likely has fewer or less desirable job opportunities. On the other hand, if it has more

inbound than outbound workers, the region's jobs are usually more numerous and high quality than surrounding areas.

In Green River, over 22,000 people commute into the region to work and over 25,400 people commute out of the region for work, making the region a net exporter of workers. Nearly 49,000 people both live and work in the region. The largest share of jobs in the region are held by residents of Daviess County (37.2%), followed by Henderson County (13.2%), Ohio County (6.5%), and Union County (4.1%). A majority of the residents in the seven-county Region commute to the City of Owensboro for work (22.0%), followed by the City of Henderson (7.9%), City of Evansville, IN (1.5%), City of Madisonville (1.5%), and City of Bowling Green (1.0%).

**Figure 4**

**Figure 4. Commuting Patterns In/Out of the Green River Region**

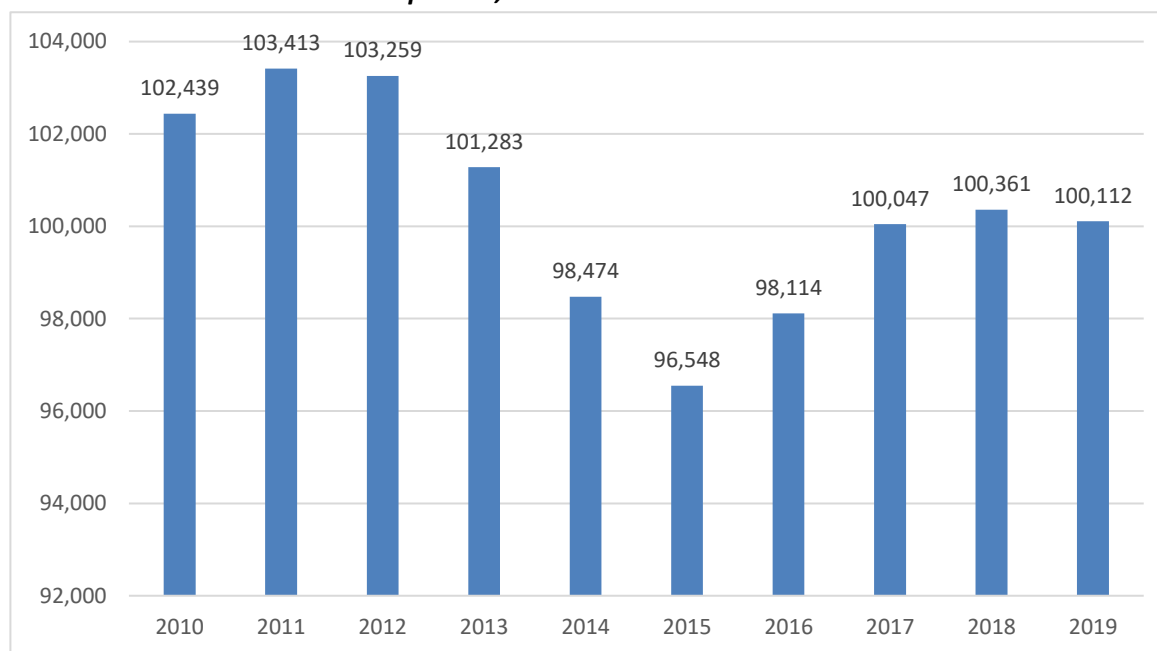


Source: OnTheMap, U.S. Census

## Labor Force

The labor force size in the Region has both increased and decreased since 2009. Labor force participation was at its peak in 2009 (107,478) and at its lowest in 2015 (96,548). In 2018, Daviess County represented 47.8% of the Region's labor force. **Figure 5**

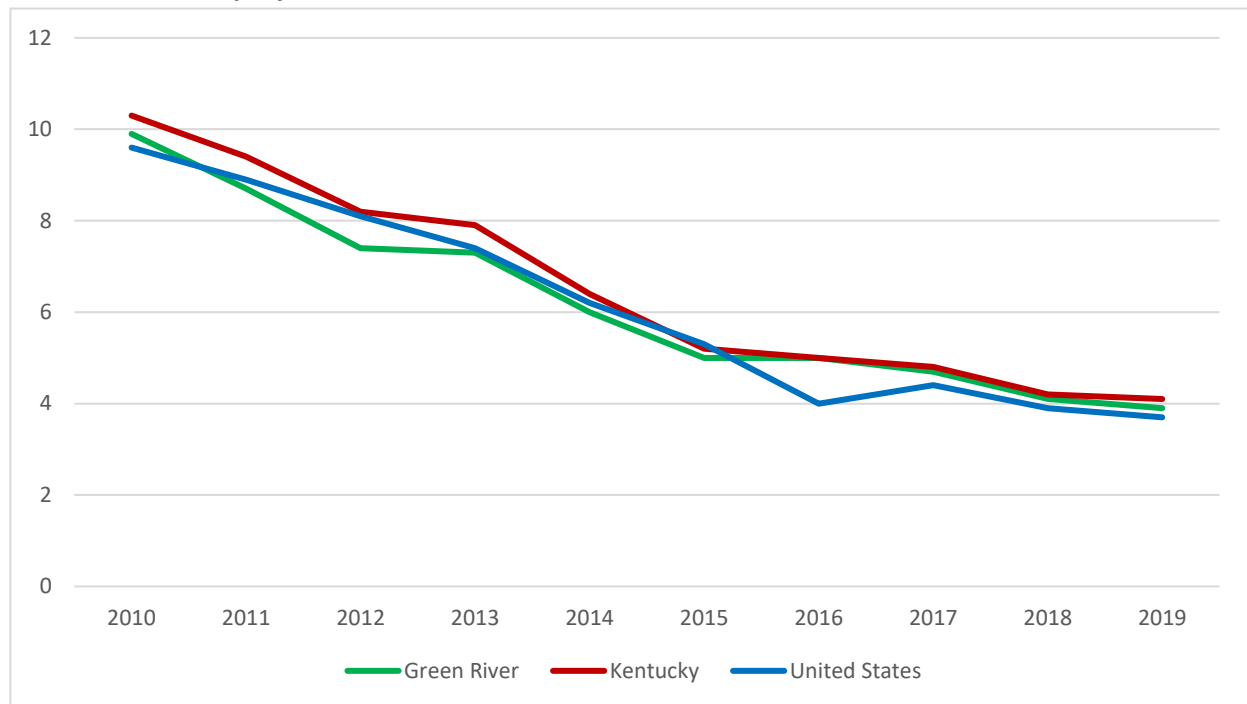
**FIGURE 5. Labor Force Participation, 2010-2019**



Source: U.S. Bureau of Labor Statistics

Unemployment in the Region has decreased by over 60% from 2010-2019. In that timeframe, unemployment was at its lowest in 2018 (4,241) and at its highest in 2009 (10,687) during the peak of the Great Recession. The unemployment trend in the Green River Region, between 2010-2019, compared to that of the Commonwealth and the nation. In 2016, the unemployment rates for the Region, Commonwealth, and nation were the closest they have been in this time span. The unemployment rate for the Region was 4.2% in 2018, 0.1 percentage points lower than the Commonwealth (4.3%) and 0.3 percentage points higher than that nation (3.9%). It is important to note that the data is from 2019 and does not include the fluctuating unemployment rates from 2020. **Figure 6**

**FIGURE 6. Unemployment Rates, 2010-2019**

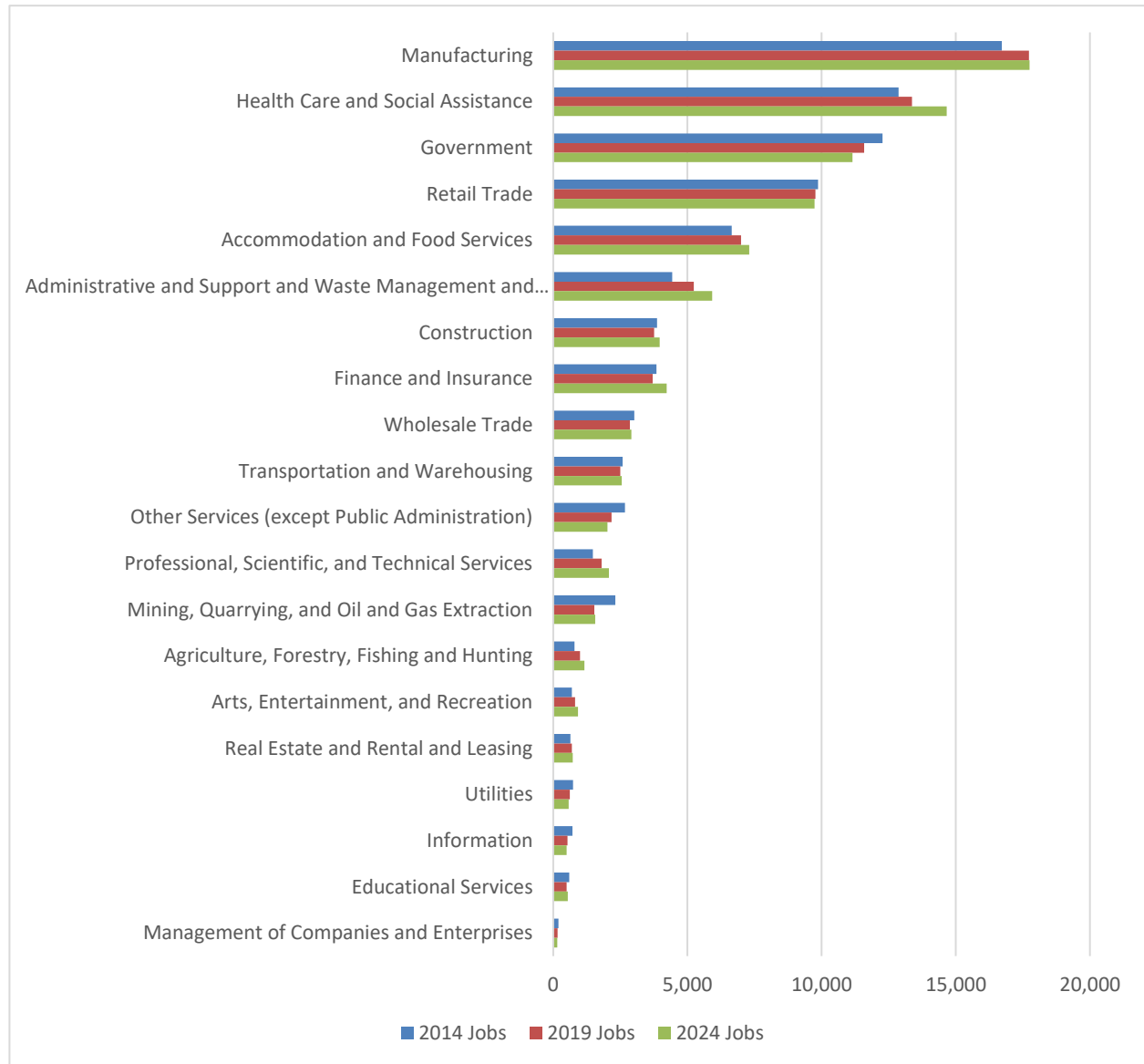


Source: U.S. Bureau of Labor Statistics

## Industry Analysis

Below is a snapshot of all industries in the Green River Region at the 2-digit NAICS (North American Industry Classification System) level in 2014, 2019, and projections for 2024. Sectors that have experienced positive growth and are projected to continue growing into 2024 include Manufacturing; Health Care and Social Assistance; Accommodation and Food Service; Administrative and Support and Waste Management Remediation Services; Professional, Scientific, and Technical Services; Agriculture, Forestry, Fishing and Hunting; Arts, Entertainment and Recreation; and Real Estate and Rental and Leasing. **Figure 7**

**FIGURE 7. Green River Regional Industry Mix 2014-2019-2024, 2-Digit NAICS**



Source: Emsi 2020.1

Sectors with the highest average annual earnings include Utilities (\$124,350); Mining, Quarrying, and Oil and Gas Extraction (\$119,427); Management of Companies and Enterprises (\$78,429); Transportation and Warehousing (\$77,441); and Wholesale Trade (\$73,940). Of those sectors, only Wholesale Trade and Mining, Quarrying, and Oil and Gas Extraction are projected to add a net growth of jobs by 2024 jobs). Other industries with job projections of over 100 jobs by 2024 include Health Care and Social Assistance (1,297 jobs); Administrative and Support and Waste Management and Remediation Services (683 jobs); Finance and Insurance (525 jobs); Accommodation and Food Services (304 jobs); Professional, Scientific, and Technical Services (271 jobs); industry by 2024, has average annual earnings of \$55,805. Finance and Insurance, which has experienced a 4% decline in jobs between 2014-2019, is projected to grow and has average annual earnings of \$65,784.

Manufacturing added the most jobs between 2014-2019 (+1,009 jobs) and has the second highest location quotient (LQ). Industry LQ provides a measure of how “concentrated” an industry is in a region compared to the nation, with a measure of 1.00 indicating the same concentration as the nation.<sup>1</sup> In this analysis, LQs greater than 1.25 are considered to be a threshold for identifying an industry as relatively strong for the Region’s economic base. Sectors that meet that threshold in the Green River Region include Mining, Quarrying, and Oil and Gas Extraction (3.75); Manufacturing (2.34); Utilities (1.88); and Agriculture, Forestry, Construction (204 jobs); Agriculture, Forestry, Fishing, and Hunting (159 jobs); and Arts, Entertainment, and Recreation (109 jobs). Health Care and Social Assistance, which is projected to add the most jobs by any Fishing and Hunting (1.34). It is important to compare the data with actual experiences for the region. For example, although the data indicates Mining is relatively strong for the region there have been recent closures and changes to mining in the region greatly impacting counties and local communities. **Figure 8**

**FIGURE 8. Top Sectors in the Green River Region, 2-Digit NAICS**

| Description  | 2019<br>Jobs | Job Change<br>(2014-2019) |       | Job Change<br>(2019-2024) |      | Avg.<br>Earnings<br>Per Job | 2019<br>LQ |
|--|--------------|---------------------------|-------|---------------------------|------|-----------------------------|------------|
| Manufacturing  | 17,730       | 1,009                     | 6%    | 19                        | 0%   | \$73,621                    | 2.34       |
| Health Care and Social Assistance  | 13,365       | 496                       | 4%    | 1,297                     | 10%  | \$55,805                    | 1.13       |
| Government   | 11,590       | (682)                     | (6%)  | (438)                     | (4%) | \$54,936                    | 0.90       |
| Retail Trade   | 9,773        | (96)                      | (1%)  | (34)                      | (0%) | \$32,308                    | 1.05       |
| Accommodation and Food<br>Services   | 6,996        | 344                       | 5%    | 304                       | 4%   | \$17,411                    | 0.85       |
| Administrative and Support and<br>Waste Management and<br>Remediation Services | 5,235        | 800                       | 18%   | 683                       | 13%  | \$33,709                    | 0.95       |
| Construction   | 3,758        | (108)                     | (3%)  | 204                       | 5%   | \$59,813                    | 0.86       |
| Finance and Insurance  | 3,701        | (140)                     | (4%)  | 525                       | 14%  | \$65,784                    | 1.04       |
| Wholesale Trade  | 2,860        | (165)                     | (5%)  | 48                        | 2%   | \$73,940                    | 0.82       |
| Transportation and Warehousing   | 2,501        | (88)                      | (3%)  | 51                        | 2%   | \$77,441                    | 0.79       |
| Other Services (except Public<br>Administration)                               | 2,170        | (500)                     | (19%) | (150)                     | (7%) | \$39,379                    | 0.81       |
| Professional, Scientific, and<br>Technical Services                            | 1,807        | 336                       | 23%   | 271                       | 15%  | \$57,580                    | 0.32       |
| Mining, Quarrying, and Oil and<br>Gas Extraction                               | 1,526        | (788)                     | (34%) | 42                        | 3%   | \$119,427                   | 3.75       |
| Agriculture, Forestry, Fishing and<br>Hunting                                  | 1,003        | 208                       | 26%   | 159                       | 16%  | \$52,868                    | 1.34       |
| Arts, Entertainment, and<br>Recreation   | 817          | 125                       | 18%   | 109                       | 13%  | \$16,912                    | 0.58       |
| Real Estate and Rental and<br>Leasing  | 691          | 56                        | 9%    | 35                        | 5%   | \$39,584                    | 0.51       |
| Utilities  | 614          | (129)                     | (17%) | (39)                      | (6%) | \$124,350                   | 1.88       |
| Information  | 532          | (180)                     | (25%) | (30)                      | (6%) | \$50,605                    | 0.32       |
| Educational Services   | 503          | (88)                      | (15%) | 39                        | 8%   | \$40,604                    | 0.29       |
| Management of Companies and<br>Enterprises                                     | 161          | (37)                      | (19%) | (11)                      | (7%) | \$78,429                    | 0.11       |

Source: Emsi 2020.1



Restaurants and Other Eating Places is the top industry in the Region with a total of 6,345 jobs in 2019. It has experienced a 4% growth between 2014-2019 and is projected to increase by 5% into 2024. While it is a large industry, Restaurants and Other Eating Places has the lowest average annual earnings of the top twenty industries in the Region at the 5-digit NAICS level (\$16,745). Education (Local Government); General Medical and Surgical Hospitals; and Animal Slaughtering and Processing round out the top industries by job count in the Region and each have average annual earnings above \$50,000. Animal Slaughtering and Processing has one of the highest LQs in the Region at 10.75, however Alumina and Aluminum Production and Processing has the highest LQ at 81.89.

In shift share analysis, competitive effect (CE) is the portion of regional growth that cannot be explained by either overall national growth or industry/occupation-specific trends. Rather, competitive effect is the growth or decline of a sector that is unique to the Green River Region. Industries in the Region with the largest positive CE include Commercial Banking (1,631 jobs); Temporary Help Services (589 jobs); Motor Vehicle Metal Stamping (506 jobs); and General Medical and Surgical Hospitals (343 jobs). Industries with the lowest negative CE include Local Government, Excluding Education and Hospitals (-885 jobs); Restaurants and Other Eating Places (-457 jobs); Nursing Care Facilities (Skilled Nursing Facilities) (-223 jobs); and Supermarkets and Other Grocery (except Convenience Stores) (-190 jobs). **Figure 9**

**FIGURE 9. Top 20 Industries in the Green River Region, 5-Digit NAICS**

| Description  | 2019<br>Jobs | Job Change<br>(2014-2019) |       | Job Change<br>(2019-2024) |       | Avg.<br>Earnings<br>Per Job | 2019<br>LQ | CE    |
|--|--------------|---------------------------|-------|---------------------------|-------|-----------------------------|------------|-------|
| Restaurants and Other Eating Places                                    | 6,345        | 246                       | 4%    | 345                       | 5%    | \$16,745                    | 0.99       | (457) |
| Education (Local Government)   | 5,822        | 409                       | 8%    | 52                        | 1%    | \$52,692                    | 1.26       | 283   |
| General Medical and Surgical Hospitals                                 | 4,624        | 613                       | 15%   | 655                       | 14%   | \$71,108                    | 1.65       | 343   |
| Animal Slaughtering and Processing                                     | 3,347        | 274                       | 9%    | 133                       | 4%    | \$51,901                    | 10.75      | 1     |
| Local Government, Excluding Education and Hospitals                    | 3,311        | (728)                     | (18%) | (210)                     | (6%)  | \$58,964                    | 0.97       | (885) |
| Alumina and Aluminum Production and Processing                         | 2,924        | 328                       | 13%   | (11)                      | (0%)  | \$108,607                   | 81.89      | 244   |
| Commercial Banking   | 2,738        | 1,686                     | 160%  | 488                       | 18%   | \$63,818                    | 3.40       | 1,631 |
| Temporary Help Services  | 2,573        | 715                       | 38%   | 456                       | 18%   | \$30,846                    | 1.47       | 589   |
| General Merchandise Stores, including Warehouse Clubs and Supercenters | 2,361        | 345                       | 17%   | 194                       | 8%    | \$29,008                    | 2.03       | 242   |
| Nursing Care Facilities (Skilled Nursing Facilities)                   | 1,611        | (283)                     | (15%) | (135)                     | (8%)  | \$40,079                    | 1.70       | (223) |
| Offices of Physicians  | 1,411        | 19                        | 1%    | 21                        | 1%    | \$88,202                    | 0.90       | (80)  |
| Coal Mining  | 1,224        | (672)                     | (35%) | 14                        | 1%    | \$121,480                   | 40.11      | (127) |
| Motor Vehicle Metal Stamping   | 1,125        | 583                       | 108%  | 87                        | 8%    | \$62,302                    | 21.01      | 506   |
| Services for the Elderly and Persons with Disabilities                 | 1,059        | 259                       | 32%   | 325                       | 31%   | \$22,601                    | 0.95       | 4     |
| Supermarkets and Other Grocery (except Convenience) Stores             | 995          | (163)                     | (14%) | (102)                     | (10%) | \$25,054                    | 0.66       | (190) |

|  |     |       |       |      |       |           |       |       |
|--|-----|-------|-------|------|-------|-----------|-------|-------|
| <i>Nonferrous Metal Foundries</i>                          | 985 | 257   | 35%   | (91) | (9%)  | \$78,491  | 29.40 | 235   |
| <i>State Government, Excluding Education and Hospitals</i> | 887 | (102) | (10%) | (66) | (7%)  | \$52,733  | 0.66  | (96)  |
| <i>Plumbing, Heating, and Air-Conditioning Contractors</i> | 816 | 50    | 7%    | 40   | 5%    | \$55,628  | 1.23  | (128) |
| <i>Gasoline Stations with Convenience Stores</i>           | 727 | 20    | 3%    | 5    | 1%    | \$21,801  | 1.47  | (32)  |
| <i>Paper Mills</i>   | 701 | (142) | (17%) | (96) | (14%) | \$113,984 | 20.42 | (7)   |

Source: Emsi 2020.1

## Occupational Analysis

The top occupations in the Region include Office and Administrative Support Occupations (43,250 jobs); Production Occupations (36,797 jobs); Food Preparation and Serving Related Occupations (28,413 jobs); Sales and Related Occupations (26,851 jobs); and Transportation and Material Moving Occupations (25,945 jobs). All occupations at the 2-digits SOC (Standard Occupational Classification System) level have experienced growth between 2014-2019 and are projected to continue experiencing growth into 2024.

Food Preparation and Serving Related Occupations have the greatest number of annual openings (5,650), followed by Office and Administrative Support Occupations (5,402); Production Occupations (4,621); and Sales and Related Occupations (4,191). Though Food Preparation and Serving Related Occupations has the greatest number of annual openings, it also has the lowest average hourly earnings of any occupation at the 2-digit SOC level at \$10.38. Occupations with that have average hourly earnings higher than \$30.00 include Legal Occupations (\$52.73); Management Occupations (\$46.66); Computer and Mathematical Occupations (\$36.88); Architecture and Engineering Occupations (\$36.48); and Healthcare Practitioners and Technical Occupations (\$31.96). **Figure 10**

**FIGURE 10. Top Occupations in the Green River Region, 2-Digit SOC**

| <i>Description</i>   | <i>2019 Jobs</i> | <i>% Job Change (2014-2019)</i> | <i>% Job Change (2019-2024)</i> | <i>Annual Openings</i> | <i>Avg. Hourly Earnings</i> |
|--|------------------|---------------------------------|---------------------------------|------------------------|-----------------------------|
| <i>Office and Administrative Support Occupations</i>             | 43,250           | 4%                              | 4%                              | 5,402                  | \$16.74                     |
| <i>Production Occupations</i>                                    | 36,797           | 3%                              | 1%                              | 4,621                  | \$17.12                     |
| <i>Food Preparation and Serving Related Occupations</i>          | 28,413           | 14%                             | 10%                             | 5,650                  | \$10.38                     |
| <i>Sales and Related Occupations</i>                             | 26,851           | 5%                              | 4%                              | 4,191                  | \$17.31                     |
| <i>Transportation and Material Moving Occupations</i>            | 25,945           | 10%                             | 6%                              | 3,620                  | \$16.83                     |
| <i>Healthcare Practitioners and Technical Occupations</i>        | 19,982           | 14%                             | 9%                              | 1,475                  | \$31.96                     |
| <i>Management Occupations</i>                                    | 15,450           | 16%                             | 8%                              | 1,494                  | \$46.66                     |
| <i>Education, Training, and Library Occupations</i>              | 14,329           | 5%                              | 6%                              | 1,393                  | \$22.87                     |
| <i>Installation, Maintenance, and Repair Occupations</i>         | 13,617           | 14%                             | 8%                              | 1,555                  | \$22.10                     |
| <i>Business and Financial Operations Occupations</i>             | 11,502           | 16%                             | 7%                              | 1,208                  | \$29.09                     |
| <i>Building and Grounds Cleaning and Maintenance Occupations</i> | 9,545            | 0%                              | 9%                              | 1,429                  | \$12.30                     |
| <i>Construction and Extraction Occupations</i>                   | 9,074            | 18%                             | 12%                             | 1,219                  | \$20.89                     |

|   |       |     |     |       |         |
|---|-------|-----|-----|-------|---------|
| <i>Healthcare Support Occupations</i>                             | 8,155 | 2%  | 9%  | 1,117 | \$14.45 |
| <i>Personal Care and Service Occupations</i>                      | 8,018 | 11% | 10% | 1,424 | \$11.65 |
| <i>Protective Service Occupations</i>                             | 5,896 | 1%  | 4%  | 639   | \$19.16 |
| <i>Computer and Mathematical Occupations</i>                      | 4,716 | 21% | 10% | 421   | \$36.88 |
| <i>Architecture and Engineering Occupations</i>                   | 4,600 | 10% | 8%  | 434   | \$36.48 |
| <i>Community and Social Service Occupations</i>                   | 3,434 | 11% | 11% | 448   | \$19.72 |
| <i>Arts, Design, Entertainment, Sports, and Media Occupations</i> | 2,354 | 8%  | 2%  | 260   | \$23.82 |
| <i>Life, Physical, and Social Science Occupations</i>             | 1,622 | 5%  | 5%  | 177   | \$28.45 |
| <i>Legal Occupations</i>  | 1,572 | 9%  | 3%  | 112   | \$52.73 |
| <i>Farming, Fishing, and Forestry Occupations</i>                 | 1,112 | 18% | 6%  | 181   | \$15.49 |

Source: Emsi 2020.1

Earnings begin to peak higher beginning at Healthcare Practitioners and Technical Occupations. Legal Occupations has the greatest range in earnings between the 10th and 90th percentile (\$86.91) compared to Food Preparation and Serving Related Occupations which has the lowest range in earnings (\$5.74). The hourly earnings for each of those occupations at the 10th, 25th, 75th and 90th percentile as well as the median hourly earnings are detailed below. **Figure 11**

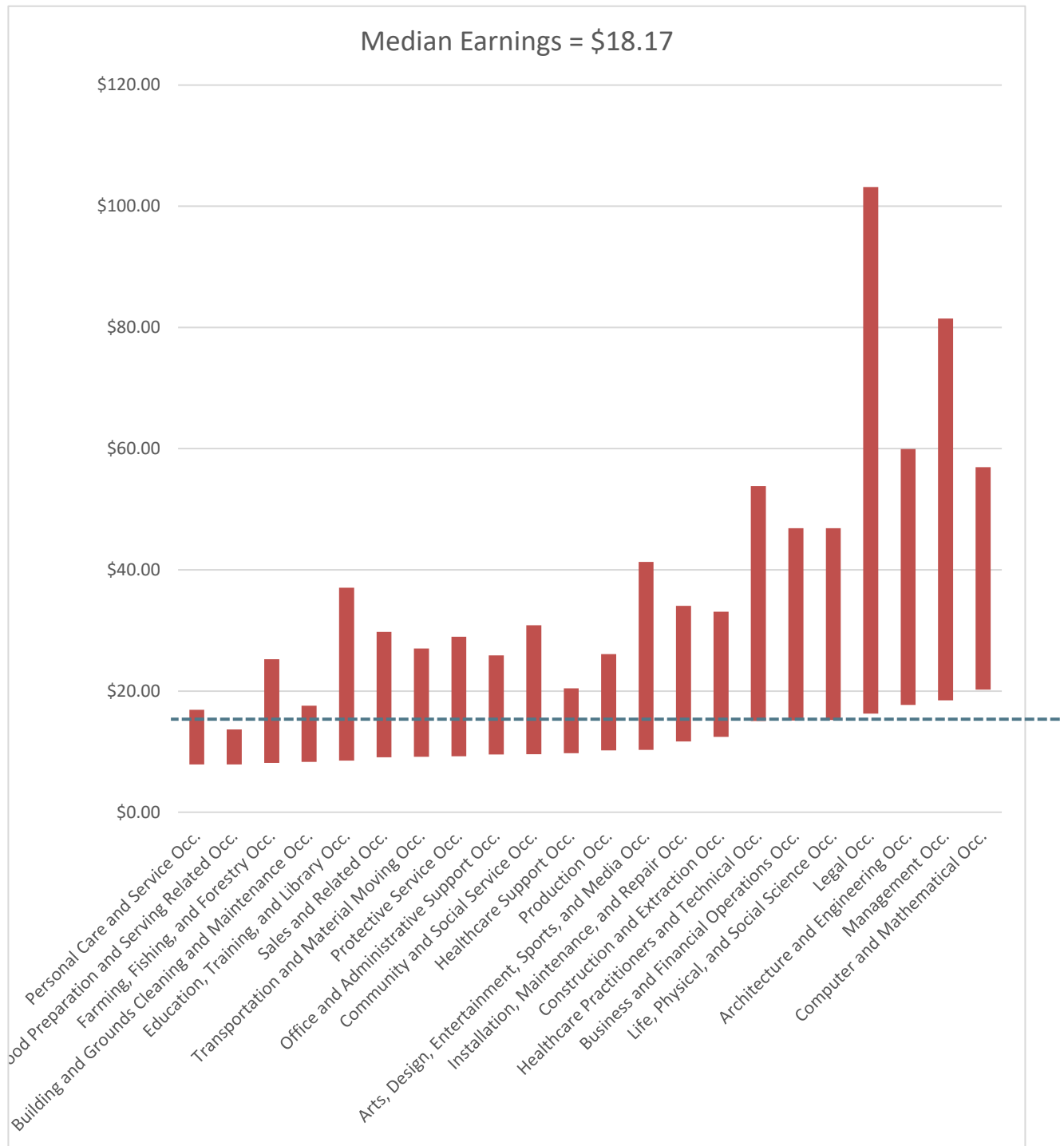
**FIGURE 11. Earnings by Percentile**

| <i>Description</i>  | <i>10<sup>th</sup> Pct.</i> | <i>25<sup>th</sup> Pct.</i> | <i>75<sup>th</sup> Pct.</i> | <i>90<sup>th</sup> Pct.</i> | <i>Med. Hourly Earnings</i> |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <i>Office and Administrative Support Occupations</i>              | \$9.55                      | \$11.72                     | \$19.83                     | \$25.90                     | \$15.25                     |
| <i>Production Occupations</i>                                     | \$10.21                     | \$12.39                     | \$20.19                     | \$26.08                     | \$15.56                     |
| <i>Food Preparation and Serving Related Occupations</i>           | \$7.91                      | \$8.55                      | \$11.19                     | \$13.65                     | \$9.51                      |
| <i>Sales and Related Occupations</i>                              | \$9.08                      | \$10.32                     | \$18.00                     | \$29.78                     | \$12.68                     |
| <i>Transportation and Material Moving Occupations</i>             | \$9.14                      | \$11.14                     | \$20.26                     | \$27.01                     | \$15.03                     |
| <i>Healthcare Practitioners and Technical Occupations</i>         | \$15.03                     | \$19.99                     | \$35.44                     | \$53.83                     | \$26.32                     |
| <i>Management Occupations</i>                                     | \$18.45                     | \$25.62                     | \$57.50                     | \$81.47                     | \$39.23                     |
| <i>Education, Training, and Library Occupations</i>               | \$8.52                      | \$13.06                     | \$30.06                     | \$37.04                     | \$22.63                     |
| <i>Installation, Maintenance, and Repair Occupations</i>          | \$11.67                     | \$15.25                     | \$27.55                     | \$34.08                     | \$20.60                     |
| <i>Business and Financial Operations Occupations</i>              | \$15.15                     | \$19.29                     | \$35.23                     | \$46.85                     | \$25.71                     |
| <i>Building and Grounds Cleaning and Maintenance Occupations</i>  | \$8.31                      | \$9.24                      | \$13.86                     | \$17.57                     | \$10.95                     |
| <i>Construction and Extraction Occupations</i>                    | \$12.42                     | \$15.07                     | \$25.13                     | \$33.09                     | \$19.13                     |
| <i>Healthcare Support Occupations</i>                             | \$9.72                      | \$11.03                     | \$16.54                     | \$20.44                     | \$13.27                     |
| <i>Personal Care and Service Occupations</i>                      | \$7.90                      | \$8.74                      | \$12.37                     | \$16.93                     | \$10.21                     |
| <i>Protective Service Occupations</i>                             | \$9.23                      | \$12.33                     | \$23.26                     | \$28.96                     | \$17.80                     |
| <i>Computer and Mathematical Occupations</i>                      | \$20.22                     | \$25.84                     | \$46.60                     | \$56.96                     | \$35.53                     |
| <i>Architecture and Engineering Occupations</i>                   | \$17.69                     | \$24.31                     | \$46.27                     | \$59.94                     | \$33.77                     |
| <i>Community and Social Service Occupations</i>                   | \$9.56                      | \$13.58                     | \$24.90                     | \$30.85                     | \$19.09                     |
| <i>Arts, Design, Entertainment, Sports, and Media Occupations</i> | \$10.29                     | \$14.00                     | \$28.93                     | \$41.30                     | \$19.55                     |
| <i>Life, Physical, and Social Science Occupations</i>             | \$15.22                     | \$19.71                     | \$34.41                     | \$46.89                     | \$24.19                     |
| <i>Legal Occupations</i>  | \$16.26                     | \$22.20                     | \$67.10                     | \$103.17                    | \$34.95                     |
| <i>Farming, Fishing, and Forestry Occupations</i>                 | \$8.15                      | \$9.87                      | \$18.62                     | \$25.24                     | \$13.17                     |

Source: Emsi 2020.1

By examining earnings at the 10<sup>th</sup> and 90<sup>th</sup> percentile, we can identify the earnings band for each occupation and how they stack up against the average median earnings for the Region as a whole. **Figure 12**

**FIGURE 12. 10<sup>th</sup>-90<sup>th</sup> Percentile Earnings for Occupations at the 2-Digit SOC Level**



Source: Emsi 2020.1

The top occupations by employment size include Heavy and Tractor-Trailer Truck Drivers (9,660); Combined Food Preparation and Serving Workers, Including Fast Food (9,635); Cashiers (9,341); Retail Salespersons (7,909); and Registered Nurses (7,492). Between 2014-2019, Combined Food Preparation and Serving Workers added the most jobs (1,788), however it has the second lowest median hourly earnings at \$9.36. Registered Nurses added the second most jobs between 2014-2019 (1,081) and has the highest median hourly earnings at \$27.29.

Of the top 20 occupations in the Region, 30% do not require any formal educational credential and only 40% require a high school diploma or equivalent. Higher-paying occupations typically require a Bachelor's degree apart from First-Line Supervisors of Office and Administrative Support Workers which requires only a high school diploma or equivalent. Sixty percent of the occupations require short-term on-the-job training and 30% do not require any on-the-job training. **Figure 13**

**FIGURE 13. Top 20 Occupations in the Green River Region, 5-Digit SOC**

| <i>Description</i>  | <i>2019 Jobs</i> | <i>% Job Change (2014-2019)</i> | <i>% Job Change (2019-2024)</i> | <i>Median Hourly Earnings</i> | <i>Typical Entry Level Education</i>     | <i>Typical On-The-Job Training</i>       |
|---|------------------|---------------------------------|---------------------------------|-------------------------------|--|--|
| <i>Heavy and Tractor-Trailer Truck Drivers</i>                            | 9,660            | 3%                              | (6%)                            | \$18.29                       | <i>Postsecondary nondegree award</i>     | <i>Short-term on-the-job training</i>    |
| <i>Combined Food Preparation and Serving Workers, Including Fast Food</i> | 9,635            | 23%                             | 9%                              | \$9.36                        | <i>No formal educational credential</i>  | <i>Short-term on-the-job training</i>    |
| <i>Cashiers</i>   | 9,341            | 11%                             | 1%                              | \$10.73                       | <i>No formal educational credential</i>  | <i>Short-term on-the-job training</i>    |
| <i>Retail Salespersons</i>  | 7,909            | 3%                              | 4%                              | \$12.56                       | <i>No formal educational credential</i>  | <i>Short-term on-the-job training</i>    |
| <i>Registered Nurses</i>  | 7,492            | 17%                             | 9%                              | \$27.29                       | <i>Bachelor's degree</i>                 | <i>None</i>                              |
| <i>Office Clerks, General</i>   | 6,439            | 5%                              | 1%                              | \$14.17                       | <i>High school diploma or equivalent</i> | <i>Short-term on-the-job training</i>    |
| <i>Laborers and Freight, Stock, and Material Movers, Hand</i>             | 5,806            | 20%                             | 15%                             | \$13.08                       | <i>No formal educational credential</i>  | <i>Short-term on-the-job training</i>    |
| <i>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</i>      | 5,095            | (1%)                            | 9%                              | \$10.60                       | <i>No formal educational credential</i>  | <i>Short-term on-the-job training</i>    |
| <i>Stock Clerks and Order Fillers</i>                                     | 5,090            | 21%                             | 9%                              | \$10.98                       | <i>High school diploma or equivalent</i> | <i>Short-term on-the-job training</i>    |
| <i>Assemblers and Fabricators, All Other, Including Team Assemblers</i>   | 5,052            | 3%                              | 4%                              | \$14.57                       | <i>High school diploma or equivalent</i> | <i>Moderate-term on-the-job training</i> |

|  |       |      |      |         |                                   |                                   |
|--|-------|------|------|---------|-----------------------------------|-----------------------------------|
| <i>Waiters and Waitresses</i>  | 4,857 | 12%  | 12%  | \$9.19  | No formal educational credential  | Short-term on-the-job training    |
| <i>Customer Service Representatives</i>  | 4,487 | 18%  | 9%   | \$16.56 | High school diploma or equivalent | Short-term on-the-job training    |
| <i>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</i> | 4,418 | (1%) | (1%) | \$15.22 | High school diploma or equivalent | Short-term on-the-job training    |
| <i>General and Operations Managers</i>   | 3,761 | 12%  | 9%   | \$43.00 | Bachelor's degree                 | None                              |
| <i>Elementary School Teachers, Except Special Education</i>                            | 3,487 | 7%   | 5%   | \$27.00 | Bachelor's degree                 | None                              |
| <i>First-Line Supervisors of Office and Administrative Support Workers</i>             | 3,463 | 12%  | 5%   | \$22.56 | High school diploma or equivalent | None                              |
| <i>Nursing Assistants</i>  | 3,130 | 3%   | 6%   | \$12.44 | Postsecondary nondegree award     | None                              |
| <i>First-Line Supervisors of Retail Sales Workers</i>                                  | 2,986 | 4%   | 4%   | \$18.33 | High school diploma or equivalent | None                              |
| <i>Bookkeeping, Accounting, and Auditing Clerks</i>                                    | 2,873 | (3%) | 1%   | \$17.05 | Some college, no degree           | Moderate-term on-the-job training |
| <i>Personal Care Aides</i>   | 2,788 | 13%  | 11%  | \$9.68  | High school diploma or equivalent | Short-term on-the-job training    |

Source: Emsi 2020.1

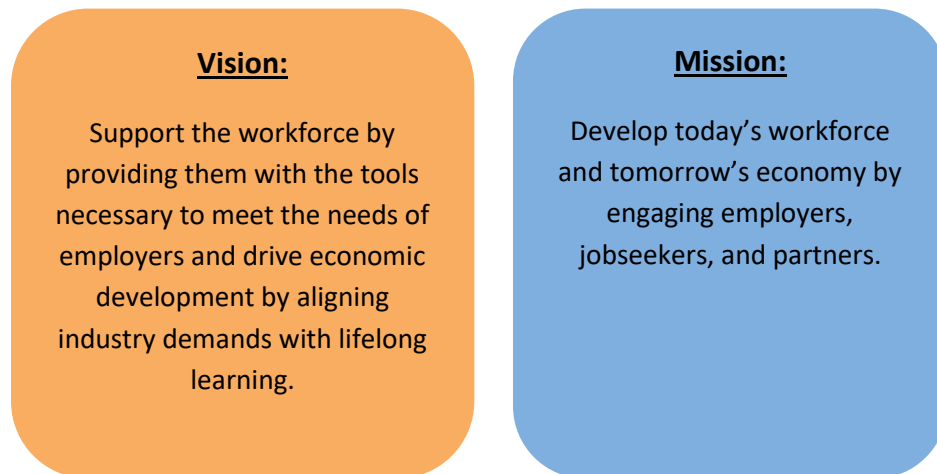
## Chapter 2: Strategic Vision and Goals

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

It is the vision of the Green River Workforce Development Board (WDB) to support the workforce by providing them with the tools necessary to meet the needs of employers and drive economic development by aligning industry demands with lifelong learning. This will result in a skilled workforce to meet the needs of local employers. 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.

The Board's vision statement maps the direction the Board over the coming years. The Board has defined its purpose in its mission statement as the mechanism for driving workforce development in the Green River region. Deep consideration by Board members has been made to refine the vision and mission of the Board.



The WDB will work to accomplish the following goals over the next two (2) years, based on the newly adopted Strategic Plan approved by the WDB in November 2020.

- 1) Conducting outreach and recruitment of jobseekers and employers to communicate KCC services and value to our communities resulting in further engagement of disengaged and under-represented populations. The overall intent of this goal is to increase the local talent pool through development and implementation of targeted outreach to engage of under-represented populations. As noted in the LMI Analysis, the working age population (individuals ages of 20-64) will decrease by 3,877 by 2024. Therefore, increasing the talent pool through reaching disengaged and marginalized individuals and making services accessible will be essential in producing the workforce necessary for economic growth. Also, key for the region is exposing youth and young adults to the opportunities existing in the region by sharing career pathways that explain the available careers, education, training, and skill requirements, and pay ranges. Knowing what is available may help retain young people who are drawn to the quality of life and low cost of living in the region.
- 2) Partnerships that will foster engagement and coordination with workforce partners. With this goal, the Board will increase engagement and collaboration with workforce partners to better support businesses and jobseekers. Strategies to accomplish such It should be noted how resource rich the region is with community organizations, education institutions, and government/public entities. Many of the organizations are working together, but there is an opportunity for more coordination and efforts to interconnect systems. The Board has identified partnerships as a weakness, opportunity and threat during a SWOT analysis reinforcing the importance of communication, alignment, and



coordination with partners across the region. Additionally, the community partners could rally together to address regional issues around childcare, housing, and internet access.

- 3) Use data and employer relationship to understand and address the workforce demand in our region to develop talent. Through this goal, the Board will focus on understanding the workforce demand of the region to prepare individuals for current and future opportunities. The LMI Analysis describes the sectors that have been growing and projected for future growth as well corresponding occupations. The Board should review the data and validate with local employers including identification of specific skill requirements. Once validated, information must be shared with education partners to ensure students have the skills needed for available and future careers. Technical skills are key to local employers, but so are basic employability skills such as problem solving and critical thinking. The Board and partners participating in the input sessions and interviews reinforced the importance of employer engagement and skill development.
- 4) Diversify resources to increase the capacity of the Board to overcome, unique local workforce challenges. The objective of this goal is to increase and diversify resources to allow the region to meet local workforce challenges. The Board relies heavily on the federal funding specifically funds from the Workforce Innovation and Opportunity Act (WIOA). The funding is prescriptive with specific eligibility requirements and can vary from year to year depending on formula allocations. The Board needs to develop a plan for diversifying funding and bringing in new funding streams in order to increase services for individuals and employers and address local needs. Having a plan will ensure the Board is ready to pursue funding when opportunities arise and will have an action plan for utilizing additional resources. **Once this plan is complete, the WDB will seek grant opportunities, other than WIOA, for special populations and/or projects. Currently, the WDB was awarded funds through the Delta Regional Authority to offer a Registered Apprenticeship for Water/Wastewater Operators.**

The WDB will ensure services are provided and there is continued partnership with educational programs to ensure that essential skill requirements are obtained 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. By seeking non-WIOA funds, strategies can be developed to serve more jobseekers and employers. 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 measurable outcomes to efficiently operate workforce programs.

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), HCC 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.

All of the above goals and strategies will result in improved performance outcomes for all programs under WIOA Title I.

**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, it provides easier access for job seekers and employers resulting in engagement with the workforce system by increasing opportunities, workforce participation rates and eliminating barriers to employment.

**C. (L) Describe how the local board's vision, goals and objectives take into account an analysis of the strategies in working partnerships with other entities that carry out 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. Businesses should be engaged in helping to create pipelines and talent development strategies for the region. 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. **The WDB will work closely with employers to validate current data to ensure appropriate approaches to hiring needs.**

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

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

***Note:*** The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Skills U the Kentucky Adult Education and Literacy program.

*Education, 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. Education partners are central to many of the collaborative efforts. OCTC has worked side by side with local high schools to develop dual enrollment options for students and design a curriculum that meets the current needs of area employers, while simultaneously working with the Board and other partners to identify training funds and experiential learning strategies. Henderson Community College plays a similar role in the region through partnerships with high schools, businesses, and other partners. In addition to the post-secondary institutions, career and

technical programs and business partnerships at the secondary level were identified as local strengths in Ohio and Henderson County.

In addition to regional collaboration, KY FAME was highly regarded by a majority of stakeholders throughout the region. KY FAME, a partnership of regional manufacturers who implement work-based learning programs, (specifically apprenticeship-style programs), creates a pipeline of talent that is qualified and prepared to enter the manufacturing workforce. In many cases, stakeholders opted for the expansion of KY FAME versus implementation of registered apprenticeship programs based on the level of success they have had with KY FAME. Students, community organizations, and workforce partners are familiar with KY FAME and have shared successes stories across the region. The applicant pool for KY FAME has expanded and is projected to grow even more as an increasing number of students become interested in manufacturing careers and the availability of jobs in the coal industry continues to decline.

Another example of collaboration within the region is the inclusion and participation of libraries. Across the region, libraries have served as access points for job seekers to explore career opportunities one-on-one with employers and workforce system partners, including education and training providers. In more rural counties in the region, libraries act as satellite KCC, inclusive of technology (computers, internet, printers) and support staff. In Hancock County, coordination between library staff and KCC staff have created a seamless process for job seekers requesting career services support. For example, job seekers who cannot visit the KCC in-person are referred by front-line staff to the library for job search assistance. Library staff are then informed by the KCC to prepare and assist these job seekers. In addition, library staff are equipped to prepare job seekers with GED® preparation courses as they work to earn their Kentucky high school equivalency diploma. From August to November, GED® preparation sessions are offered in the mornings and the evenings and have garnered wide participation and support. The Hancock County Industrial Foundation, which works in correlation with economic development programs to align incentive programs with developing manufacturing and service projects in return for newly created jobs, has engaged the library to possibly begin recruiting job seekers. 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. Include how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable). [WIOA Sec. 108(b)(3)]**

The local area leverages partner programs, services and resources 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. **Beyond Core Partners, the WDB will leverage other community resources as well to provide access to employment, training and supportive services for those with barriers to employment. The WDB works with key workforce partners to determine high demand careers and available employment opportunities.** In addition, KCC services will be promoted on an on-going basis and an Outreach Plan has been created. **See Attachment 1**

A website has been created, [kccgreenriver.com](http://kccgreenriver.com), which provides information regarding all partner services offered at the KCC. It is updated regularly with the most real-time information and events. Additionally, a Facebook page has been established to promote upcoming job fairs, job postings, etc. A Resource Guide containing community agencies that provides information regarding services to assist customers in overcoming barriers to achieve success has been developed. An analysis of the Customer Flow at the KCC to determine trends of service needs for customers and to identify peak times when these individuals are accessing services has been conducted. The ability to provide services virtually has been a benefit to all customers as they are readily available at any time. An efficient method to conduct partner referrals has been established.

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 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. Business Services offered 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. Green River will provide appropriate recruitment and other business services on behalf of employers, including small employers, in the local area.

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 WDB works closely with individual businesses and uses a sector-based approach to meet local employer needs. The following assists 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) and Incumbent Worker Training;
- 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 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. At the same time, it is critical to ensure 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;**

The WDB utilizes feedback from industry professionals and local businesses to determine their needs and coordinate efforts with economic development and the local chambers of commerce. Also, the WDB realizes the importance of bringing all workforce players to the table to identify opportunities and challenges to work collaboratively to braid services for job seekers and employers.

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

The Green River 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. As a result of the pandemic, large numbers of individuals lost their jobs. The WDB received a National Dislocated Worker Grant and is offering temporary work and short-term training opportunities to these dislocated workers affected by COVID-19. This has proven to be a successful employment recovery endeavor.

**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.

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

The 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 promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5) and 20 C.F.R. § § 679.550-580]**

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.

As a region, we coordinate with 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 Local Areas. The Business Services Teams (BST), in conjunction with the two (2) local workforce boards, are committed to and assist in promoting services to those interested in owning their own business.

The 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 ensure small business success. In addition, both areas have a relationship with Murray State Small Business Development Center.

There are two (2) regional universities in the local areas: Murray State University (MSU) and Western Kentucky University (WKU). The seventeen (17) most western counties are connected to MSU and the seven (7) western counties are connected to WKU.

Murray State's Center for Economic and Entrepreneurial Development provides Western Kentucky entrepreneurs, small businesses and industries with the management consulting, business training and access to business resources needed to compete in today's challenging global economy. The center also seeks opportunities to connect businesses in the region with students through internships, mentorships, project assistance and other engagements. These engagements can provide experiential learning opportunities for students and provide businesses and industries with needed skill sets as well as potential employee identification. The center serves the 24 counties of West Kentucky.

KY Innovation Hubs represent Kentucky's approach to building vibrant, regional innovation clusters across the state and growing the overall economy. This 120-county effort modernizes Kentucky's support for entrepreneurs and high tech, high-growth-potential startups by leveraging each region's unique strengths. The hubs unite universities, established companies and industry sectors, entrepreneurs, business accelerator and incubator programs and many other public and private entities to best serve business founders across the Commonwealth.

KY Pitch is non-profit entity designed to empower innovation, diversity and growth in the commonwealth by allowing students in post-secondary colleges and universities to pitch a business idea to a large audience of investors, community leaders and the general public. There are two (2) divisions of KY Pitch including the

exploratory track for those with a concept and the developed track for those with a more advanced plan or current start-up.

In Green River, eMERGING VENTURES provides technical support and start up assistance to entrepreneurs perfecting and maturing their ideas and business concepts. They provide access to services such as financing, business plan development, management consulting and research and development. eMERGING VENTURES offers office space and infrastructure, assistance through the permitting process, advocacy and networking opportunities. SCORE is also dedicated to helping small businesses get off the ground, grow and succeed.

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.

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

The Green River Workforce Development Board (WDB) along with the Youth Standing Committee provide direction and planning related to the provisions of youth programs. The provisions focus on providing services through a comprehensive approach to reach a growing number of young adults that are not attending school and are not connected to the workforce. The youth program design places an emphasis on individualized assessment, sector-based training through Individual Training accounts and work-based learning opportunities, placement, and follow-up services. Youth service information is also offered through career and college fairs and special events. Youth are offered a full array of services available through the Kentucky Career Center – Green River. An outreach and recruitment plan has been developed and is employed to enroll targeted populations. If a youth is determined not eligible to receive services under WIOA Title 1, an appropriate referral is made to a partner agency.

The program is designed to help eligible youth become career ready by meeting education and employment goals. Youth are also provided with additional opportunities and resources related to leadership development such as teamwork, decision making, community service and civic and social responsibility along with financial literacy education and entrepreneurial skills.

Career pathways are incorporated as part of the objective assessment and an Individual Service Strategy is developed to identify goals, skills and abilities. The program also includes connections with employers to meet the 20 percent work based learning requirement, including small businesses and in high-demand industry sectors.

The WDB collaborates with the Office of Vocational Rehabilitation (OVR) to enroll youth with disabilities in training and employment opportunities. Follow up referral services are provided to youth who are assessed for learning disabilities. The Pre-ETS program is designed to provide five broad services to students with disabilities. To receive this service, an individual must be a student with a disability. It can begin as early as the age of 14 and ends when they are no longer a student or reach their 22<sup>nd</sup> birthday, whichever comes first. The unique thing about these services is that unlike the other services provided by OVR, individuals do not have to apply for Vocational Rehabilitation and be determined eligible to receive them. The five (5) services are limited to what is needed to help the person transition from school to work, not actual work itself. The services include: job exploration counseling; work-based learning experiences,



which may include in-school or after school opportunities, experiences outside of the traditional school setting, and/or internships; counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs; workplace readiness training to develop social skills and independent living; and instruction in self-advocacy.

- The fourteen (14) required elements (WIOA Section 129 (c)(2)) are made available either directly or through a referral process to ensure the appropriate elements are provided to assist youth remove barriers and obtain short- and long-term goals.
  1. 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 Skills U and on-campus or private tutoring.
  2. 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 Emerson Academy.
  3. Paid and Unpaid Work Experience – planned, structured learning experiences that take place in a workplace and provide youth with opportunities for career exploration and skill development – provided by WIOA Title 1 Talent Development Specialist and area employers.
  4. 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.
  5. 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, HCC FAME and the Kentucky Community College System.
  6. Leadership Development Opportunities – encourages responsibility, confidence, employability, self-determination and other positive social behaviors – provided by WIOA Title 1 Talent development Specialists, Faith-Based Organizations, Job Corps, Junior Achievement and Chamber Young Professionals.
  7. 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 (E&T), local homeless shelters and the Green River District Health Department.
  8. 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 Talent Development Specialists, Big Brothers/Big Sisters, Faith-Based Organizations, Green River Workforce Development Board members, former WIOA participants and Chamber Young Professionals.



9. Follow-Up Services – critical services provided following a youth’s exit from the program – provided by WIOA Title 1 Talent Development Specialists and core partners.
10. 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.
11. Financial Literacy Education – provides youth with knowledge and skills needed to achieve long-term financial stability – provided by WIOA Title 1 Talent Development Specialists and workshops conducted by local banking institutions.
12. 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.
13. Services that Provide Labor Market Information – employment and labor market information about in-demand industry sectors or occupations available – provided by WIOA Title 1 Talent Development Specialists and Wagner Peyser staff.
14. 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.

A successful model for youth workforce activities is work based learning. This model enables youth to gain work maturity, occupational skills and exposure to the working world. Youth are also able to acquire personal attributes, knowledge and talents needed to obtain a job and advance in employment. The WDB partners with local KY FAME chapters, GO FAME and HCC FAME, to support youth in “work and learn” opportunities. The model allows youth to earn an industry recognized degree while gaining valuable work experience. Work based learning opportunities are made available in aggregation with academic and occupational education programs. Opportunities include – internships, on-the-job trainings and pre-apprenticeships.

Beyond preparing through occupational skills training and work-based learning opportunities, effective best practices include, Manufacturing Day supported by the WDB in coordination with local employers to provide facility tours and inform youth on the education and skills required to obtain positions in Advanced Manufacturing. The WDB also coordinates with local health care providers to host a Health Career Exploration Day to engage youth in healthcare occupations. A regional Youth Summit hosted by the WDB for middle and high school students is another proven approach. The Summit provides educational leadership sessions led by community leaders, local business professionals and educators that address topics facing today’s teens. The one-day event is designed to inform and inspire a diverse group of youth as they prepare for future career paths and community involvement.

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

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) and 20 C.F.R. §§ 679.550-580]**

The West Region has determined it is not feasible to coordinate supportive services at this time, due to the difference in the funding levels for each local area. The region has shared information regarding available resources for supportive services to widen the options for individual customers.

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

The Local area's approach to implement operational goals is by the delivery of seamless services. Partner resources and services address the training and employment needs of system customers, job seekers and employers to avoid duplication of services. The KCC strives for continuous improvement, offers staff development and training and always considers the customer first.

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

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 that will be given to**

**recipients of public assistance, other low-income individuals, and individual who are basic skills deficient consistent with WIOA sec. 134 (c)(3)(E ).**

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.

**Currently, the WDB has chosen to only serve adult individuals who meet statutory priority or local priority.**

The WDB has developed an Outreach and Marketing Committee to ensure that information regarding available services is shared. The WDB will follow the guidance provided by DOL in TEGL 7-20 regarding the 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 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 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 services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A) and 20 C.F.R. §§ 679.550-580]**

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, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]**

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 virtual capabilities to offer to customers.

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

Compliance with all applicable laws, regulations, provisions, etc. of the Americans with Disabilities Act of 1990 will be ensured through the annual compliance monitoring of WIOA Title 1 and Wagner Peyser. OVR assists with the assessment 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. Local**

**Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.**

The Local Plan will be posted for public comment no later than April 30, 2021 for a thirty (30) day comment period. Any comments are due no later than May 31, 2021. Any comments submitted will be considered and incorporated into the local plan as appropriate. The plan will be 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) and 20 C.F.R. §§ 679.550-580].**

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) and 20 C.F.R. §§ 679.550-580].**

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 teamwork 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 a description and analysis of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth.  
[WIOA Sec. 108(b)(9) and 20 C.F.R. §§679.550-580]**

The Youth program is offered through the Kentucky Career Center (KCC) – Green River by the Direct Services Provider. Eligible youth, including youth with disabilities are made aware of the services available through the KCC and other partner agencies. This includes various workshops, from job search to financial literacy. An array of assessment tools is used to determine interest and aptitude to assist in establishing an appropriate, attainable pathway moving forward.

The provisions concentrate on providing services to reach a growing number of young adults that are not attending school and are not attached to the workforce. A targeted outreach and recruitment plan strategically focuses on expending 75% of WIOA youth funding on youth that are not currently enrolled in education. Work based learning programs are championed and strongly encouraged including internships, on-the-job trainings and apprenticeships.

Work based learning opportunities are aligned with service and sector strategies. As noted previously, the WDB partners with local FAME chapters to provide hands on training while earning an industry recognized credential. Coordination with local employers to spotlight careers in Advanced Manufacturing and Healthcare is an initiative supported by the WDB that transpires with Manufacturing Day and Health Career Exploration Day.

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 is mental, physical, learning or other.

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”.

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.

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

WBL offered to Youth are aligned with the individual’s ISS and sector strategies. In the majority of cases, the WBL 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 remain a high-performing local board, consistent with the factors developed by the Kentucky Workforce Innovation Board (KWIB).**

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. Based on the educational attainment of the local area, the WDB realizes the importance of education and training. A smaller portion of the Green River Region has attained education beyond a two-year degree than the Commonwealth and the nation. Over 25% of individuals in the local area have a two-year degree or higher compared to 30.4% in the Commonwealth and 38.4% nationally. The Region exceeds the Commonwealth and the national figures among those with an educational attainment of a high school diploma or some college. The percentage of the Region with an Associate's degree is higher than that of the Commonwealth, however the percentage of the Region with a Bachelor's degree trails the Commonwealth by 3.5 percentage points. The Region trails national averages of individuals with a Bachelor's degree by 8.9 percentage points. **Figure 14**

**FIGURE 14. Educational Attainment**

| Education Level                                 | Regional Population | % of Regional Population | % of Kentucky Population | % of U.S. Population |
|---|---------------------|--------------------------|--------------------------|----------------------|
| Less Than 9th Grade                             | 8,417               | 5.7%                     | 7.1%                     | 6.5%                 |
| 9 <sup>th</sup> Grade to 12 <sup>th</sup> Grade | 12,400              | 8.4%                     | 8.4%                     | 6.9%                 |
| High School Diploma                             | 56,922              | 38.6%                    | 33.4%                    | 27.5%                |
| Some College                                    | 31,861              | 21.6%                    | 20.7%                    | 20.6%                |
| Associate's Degree                              | 13,150              | 8.9%                     | 7.6%                     | 8.1%                 |
| Bachelor's Degree                               | 14,597              | 9.9%                     | 13.4%                    | 18.8%                |
| Graduate Degree or Higher                       | 10,097              | 6.8%                     | 9.4%                     | 11.5%                |

Source: Emsi 2020.1

The ITA is established on the Trainee's behalf once an individual meets eligibility criterion 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 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, Equus Workforce Solutions (EWS) 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 Associates 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>, which is maintained by the Department of Workforce Investment 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 below should focus on the local area's compliance with federal or state requirements.)

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

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

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

The West Region has determined that it is not appropriate to consider pooling administrative costs at this time, due to the fact we have found no reduction in administrative costs. Arrangements for pooling funds to pay for WIOA administrative activities have not been developed because of this reason. The state system, Workforce On-Line Reporting for Kentucky (WORK) System, tracks all system costs by agency and by grant.

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

Each local area will continue to negotiate performance goals with the state and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals. Certainly, each of the local areas can learn from one another regarding strategies and efforts to meet or exceed its own local standards. WIOA brought several new performance standards, the change in state case management systems has had some reporting and data collection issues. Once the state is able to fix the system issues, it could be advantageous for the regions to continue to train and strategize together.

- D. **(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.

- E. **(L)** Describe the competitive and non-competitive processes, as well as the process for sole sourcing used for procuring goods and services within the local area. This includes but is not

**limited to the process used to award funds to a one-stop operator and other sub recipients/contractors of WIOA Title I adult, dislocated worker and youth services. [WIOA Sec. 108(b)(16)]**

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.

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

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

The fiscal agent/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 using a toolkit established by DWI; 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.

The staff of the GRWDB annually monitor all local sub-recipients for contract (programmatic and financial) compliance.

All on-the-job training contracts and work-based learning agreements are monitored at least once during the contract/agreement period.

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. Additionally, based on the ability to collect the appropriate data, federal reporting is incorrect. The WDB and Board Staff will continue to review, on regular basis, key performance data to ensure appropriate outcomes.