Lincoln Trail Area Development District

Strategic Plan 2017

strategy matters

The Lincoln Trail Workforce Development Board, 2017

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- LTWDB Chairman Mo Miller, Stone Works, Inc. (Elizabethtown)
- LTWDB Vice Chairman Gary Chapman, The Cecilian Bank (Brandenburg)
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- Trinity Searcy, Karbec, LLC (Hodgenville)
- Don Howerton, KY Adult Education, Council on Postsecondary Education (Madisonville)
- Kenneth Ritchie Jr., IBB Local 40 (Elizabethtown)
- Renard Duvall, UAW Local 3047 Metalsa (Elizabethtown)
- Daniel Carney, Springfield-Washington County Economic Development Agency
- Al Rider, Central Kentucky Community Foundation
- Ryan Henson, Office of Vocational Rehabilitation
- Dr. Evelyn Ellis, Western Kentucky University
- Patricia Krausman, University of Kentucky Small Business Development Center
- Joseph E. Ashley, Orbis Corporation (Bardstown)
- Lisa Williams Boone, KY Innovation Network (Elizabethtown)
- William B. Deaton, IUOE Local 181 (Louisville)
- Jennifer Carman, Office of Employment & Training (Elizabethtown)
- Juston Pate, Elizabethtown Community & Technical College (Elizabethtown)

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Context

Workforce Development Boards are regional entities charged with implementation of the 2014 Workforce Investment and Opportunity Act (WIOA). They evolved from the 1998 structures authorized under the law which pre-dated WIOA (WIA or the Workforce Investment Act).

WIOA requires significant changes in the focus and activities of workforce development boards across the country, for example, greater coordination between education/training providers, local employers and economic development authorities. It also reduces the mandatory composition of the Boards. These changes present both a challenge and opportunity at the local level, and the Lincoln Trail Workforce Development Board (LTWDB) aimed to thoughtfully address these changes through strategic planning.

In early 2017, The Lincoln Trail Area Development District (LTADD), local grant subrecipient for the LTWDB, contracted Strategy Matters, LLC to design and facilitate a process resulting in the creation of a strategic plan.Strategy Matters designed a three phase, highly participatory process engaging more than 75 individuals and 20 organizations in asking and answering three complex questions: With respect to ensuring a prepared workforce for employers located in our eight county region, a) Where are we today? b) Where do we need to go? c) How will we get there?

This document offers a strategic plan which answers these three questions, and provides a platform for the collaborative work ahead.

About Lincoln Trail: A Regional Snapshot

Kentucky's Lincoln Trail region includes 28 cities spread out over eight counties. Sharing a border with the state of Indiana, and in close proximity to the city of Louisville, the Lincoln Trail Area is home to close to 300,000 people. The area has high levels of poverty, and the current workforce participation is not adequate to meet the demands of the region's industries (see pg. 14). The Lincoln Trail area is also home to a very high number of successful startups, and the region has cultivated this entrepreneurial culture by way of mentoring opportunities, networks, and other resources.

About Lincoln Trail: A Regional Snapshot

Poverty by Age and Gender in Lincoln Trail Area Development District (East) PUMA, KY

OPTIONS

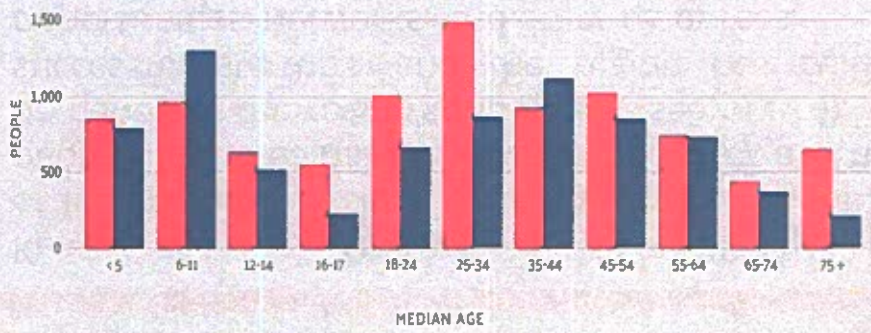
LARGEST DEMOGRAPHIC LIVING IN POVERTY

Female 25-34

± 291

16.6% of the population for whom poverty status is determined in Lincoln Trail Area Development District (East) PUMA, KY (105,471 people) live below the poverty line. This is higher than the national average of 14.7%.

Dataset: ACS 5-year Estimate
Source: Census Bureau



Poverty by Age and Gender in Lincoln Trail Area Development District (West) PUMA, KY

OPTIONS

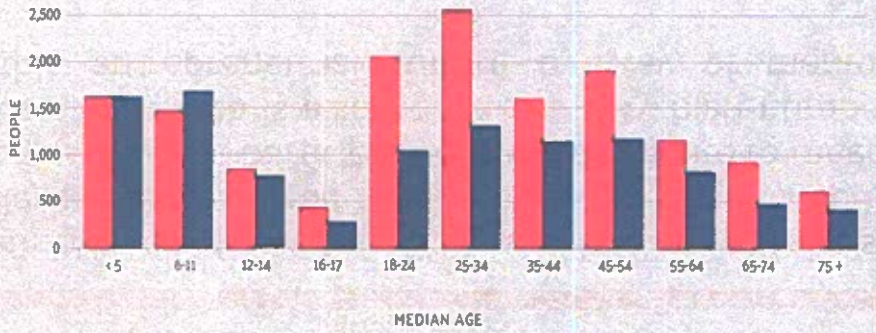
LARGEST DEMOGRAPHIC LIVING IN POVERTY

Female 25-34

± 310

16.9% of the population for whom poverty status is determined in Lincoln Trail Area Development District (West) PUMA, KY (160,682 people) live below the poverty line. This is higher than the national average of 14.7%.

Dataset: ACS 5-year Estimate
Source: Census Bureau



The Strategic Planning Process: Methodology

Phase	Date	Step
1. Where are we now? (Assessing the current situation)	February - March 2017	**Research**: Surveys (7), Interviews (18), Focus Group (1), Tours (many miles!), Career Center visits (3), Staff and Board Meetings (6)
		Draft: Environmental scan (reviewing Political, Economic, Social, Technological, Legal/Regulatory and Environmental or PESTLE) and strengths, weaknesses, opportunities and threats (SWOT) analysis based on findings from stakeholder engagement and other research.
2. Where do we want to go? (Setting shared goals)	April 2017	**Convene**: Community meeting to present PESTLE and SWOT and to identify options and opportunities for moving the region forward in developing a prepared and sufficient workforce for local employer demand.
3. How will we get there? (Crafting strategy for success in reaching goals)	May - June 2017	**Draft:** Strategic Plan
		Ratify: Board review, modify and adopt 2017-2020 Strategic Plan

Phase 1: Where are we now?

This phase focused on developing a detailed picture and thorough understanding of the complex systems and relationships in the Lincoln Trail area, exploring the foundations of the drivers and barriers to the Lincoln Trail Workforce Development Board's success in delivering a prepared workforce for the region's employers. We sought answers to these questions:

- Is there alignment around the purpose and roles of the Workforce Development Board and its partners?
- Are all potential workers fully engaged?
- Are the needs of employers being met?
- Are businesses meeting the needs of the region?
- What are our strengths and how can we build on them?
- What are our challenges and how can we address them?

Phase 1: Where are we now?

Interviews

- Edna Berger, Mayor, Elizabethtown
- Michael Bowers, Vendminder, Inc.
- Jennifer Carman, KCC; Board Member
- Bill Corum, Meade County Economic Development
- Judge David Daughtery, Marion County
- Veronica Ent, Breckinridge County Chamber of Commerce
- Kim Huston, Nelson County Economic Development Agency
- Jerisia Lamons, Kentucky Career Center
- Judge Maurice Lucas, Breckinridge County
- Judge Gerry Lynn, Meade County
- Juston Pate, KCTC; Board member
- Jim Pike, Kentucky Career Center Lincoln Trail
- Jim Rachlin, Business owner, former board member
- Judge John Settles, Washington County
- Sherry Johnson, LTADD
- Jim Skees, LTADD
- April Spalding Grayson County Chamber of Commerce
- Rebecca Wheeling, Schedule It

Focus group

- Teresa N. Brown, Vocational Rehabilitation counselor
- Rhonda Bush, Office for the Blind
- Kelly Mooney, Office of Vocational Rehabilitation
- Ada Phoebe Arroyo, Office of Employment and Training
- Fernando Arroyo, Office of Employment and Training
- Jerisia Lamons, Lincoln Trail Area Development District
- Frank Collions, Kentucky Farmworker Program
- Terri McDonald, Office of Vocational Rehabilitation
- Angela Via, Office of Vocational Rehabilitation

Surveys

- Staffing Agencies, 7
- Community Partners, 4
- Career Center Employers, 5
- Education and Training Partners, 6
- Career Center Staff, 25
- Chambers of Commerce and Economic Development Offices, 5
- TOTAL: 52

KCTC Career Fair - Brief Interviews

- Tim Barzee, Bluegrass Cellular
- Thomas Wolf, Johnan America, Inc.
- Recruiters from...
  - Lincoln Trail Behavioral Health System, Altec Industries, and The Cecilian Bank

Q: Where are we now? A: In a workforce supply crisis.

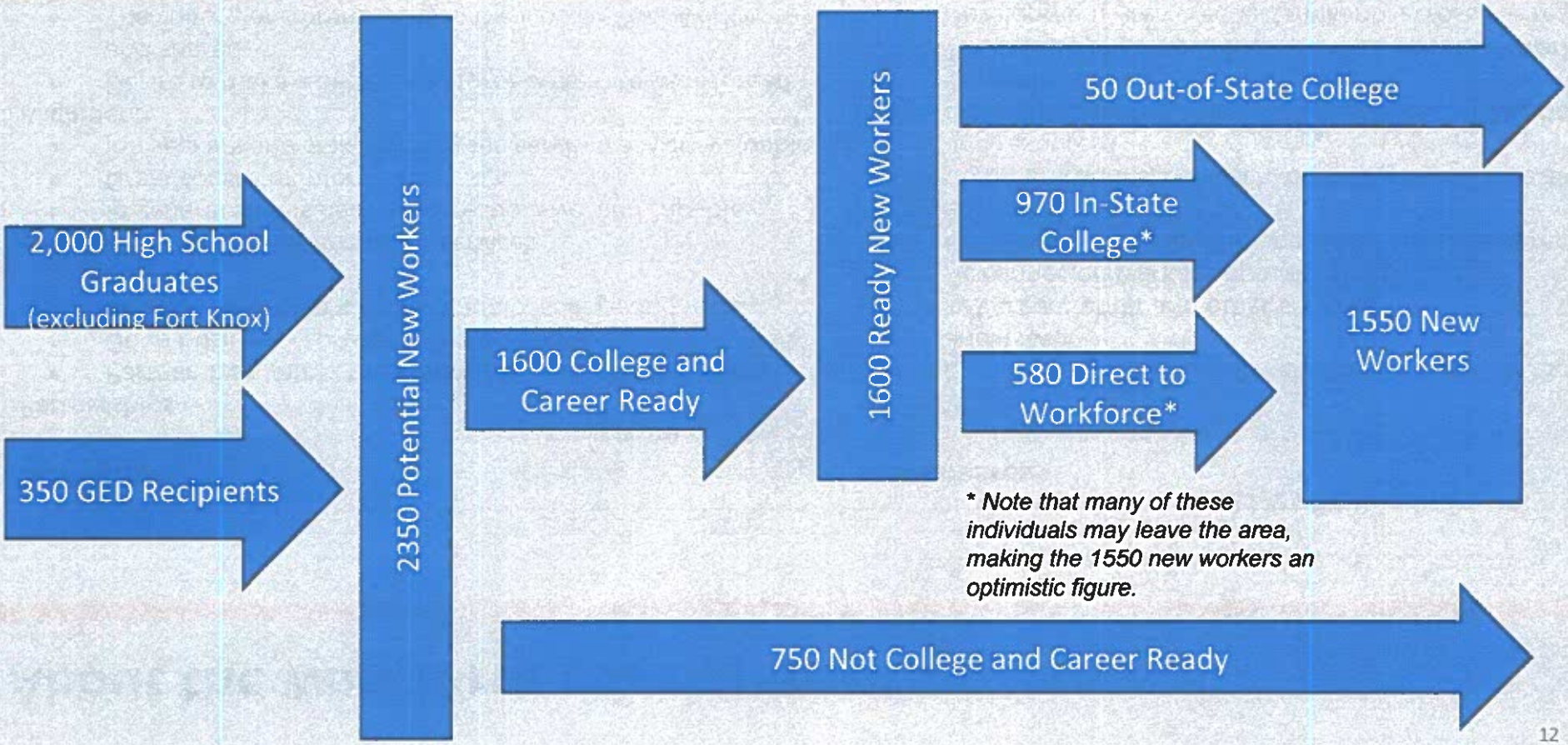
Supply and Demand Drivers		
Many leaving labor force Large latent labor force	← **Supply is down**	Current vacancies
High incarceration rates		Imminent vacancies (retirements)
Low new labor (migrants) Low new labor (immigrants)	**Demand is up** →	New businesses relocating

About the workforce development system

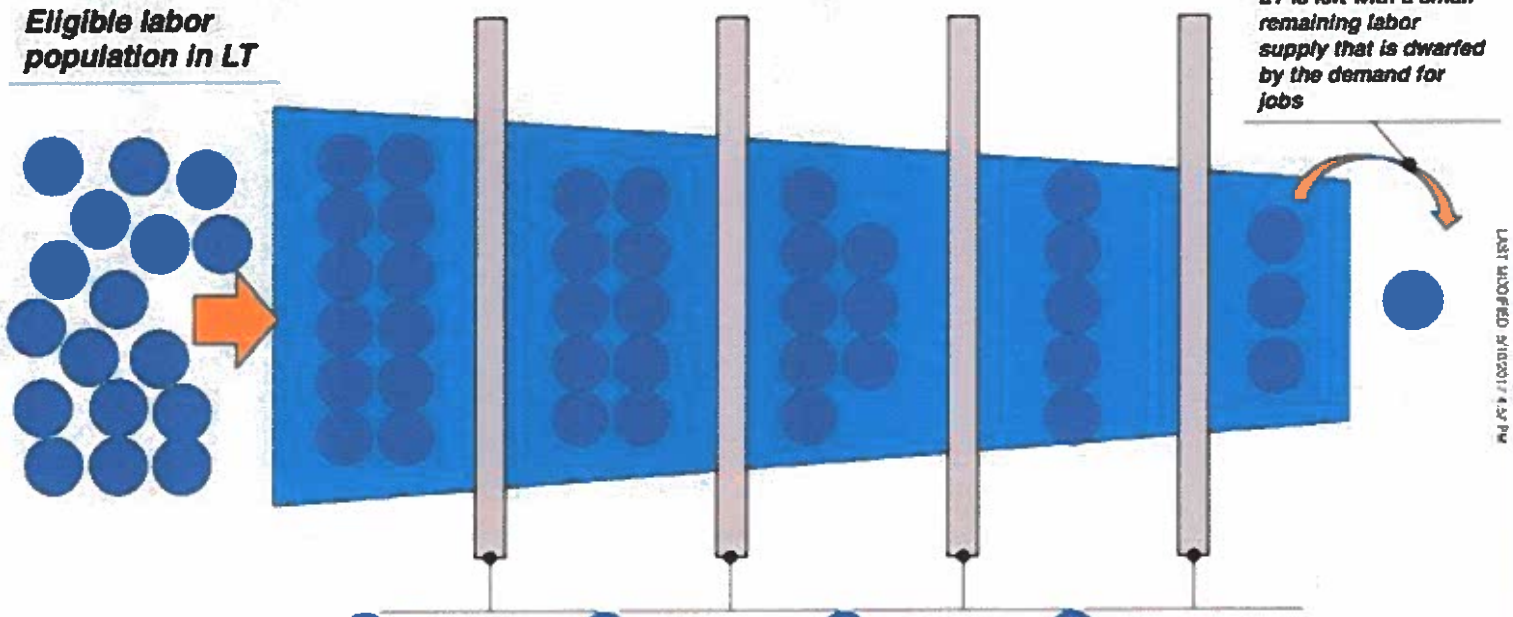
Strengths	Weaknesses
Partnerships • Partnerships within the Workforce Development Board • Good business representation on board • Board relationship with community college and tech schools Kentucky Career Center and other services • In general staff is dedicated, responsive, and capable • Great source of information • Job seekers and stakeholders see services as very valuable Alignment • Desire to make a better workforce system to widespread and shared • The culture of communities in the Lincoln Trail Workforce Development Area creates familiarity across the region - this is a strong platform for action and impact.	Partnerships • Low awareness among stakeholders about LTWDB, its role and its work Kentucky Career Center and other services • Disconnected work groups within the KCC • Uneven work distribution and worker engagement Alignment • Communications, outreach, branding need more attention and resources • Limited awareness of available resources among potential job seekers • The culture of communities in the Lincoln Trail Workforce Development Area creates familiarity across the region - this can result in nepotism and highly political relationships, both of which interfere with effective action and good impact

Labor Supply Estimates

Based on figures from the Kentucky Center for Education and Workforce Statistics



THE LABOR SUPPLY IN LINCOLN TRAIL IS DWINDLING FOR A VARIETY OF REASONS



A ***Leaving labor force:*** *A large contingent of eligible labor is leaving the area to pursue 4-year degrees, enter the military, etc.*

B ***Disconnected workers:*** *Out of the labor pool for socioeconomic reasons (e.g., Cliff effect) or personal reasons (e.g., medical)*

C ***Out-of-work:*** *Population that is eligible for work but unable to maintain a job (e.g., because of lack of public transport)*

D ***Skills mismatch:*** *Includes community college graduates with skills that are misaligned with employers' needs/ open jobs*

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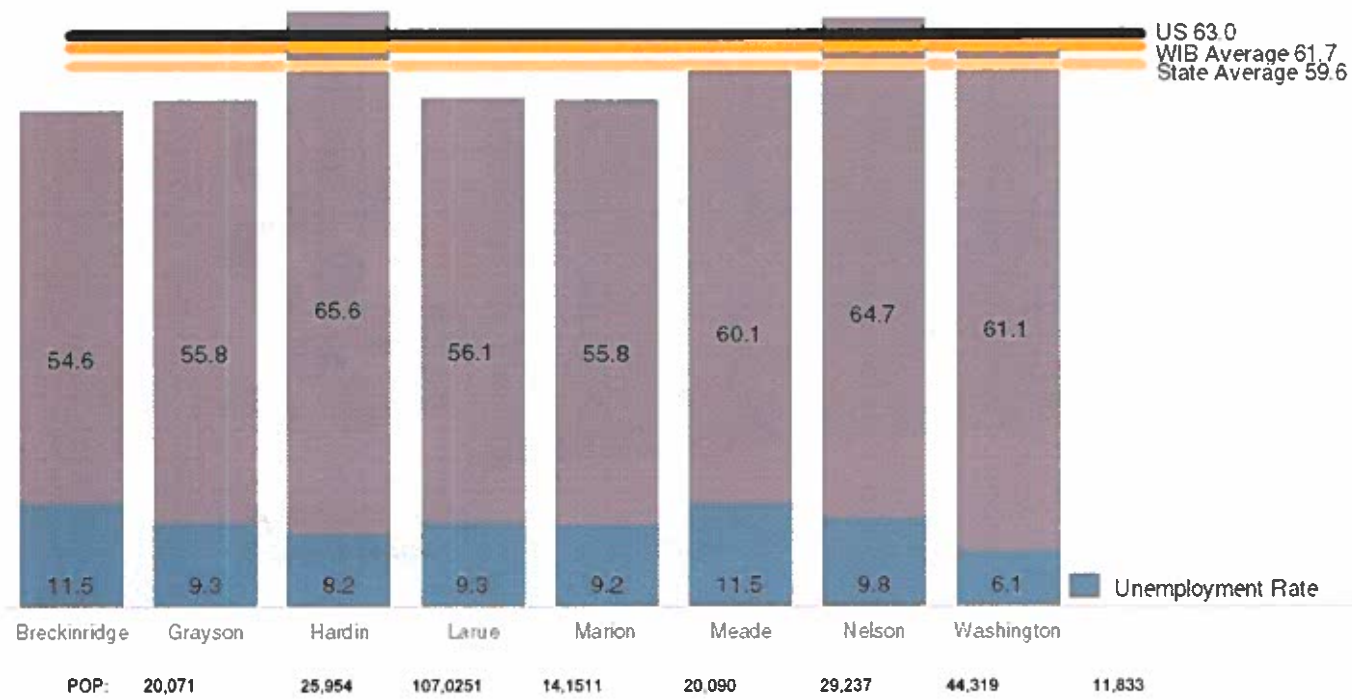
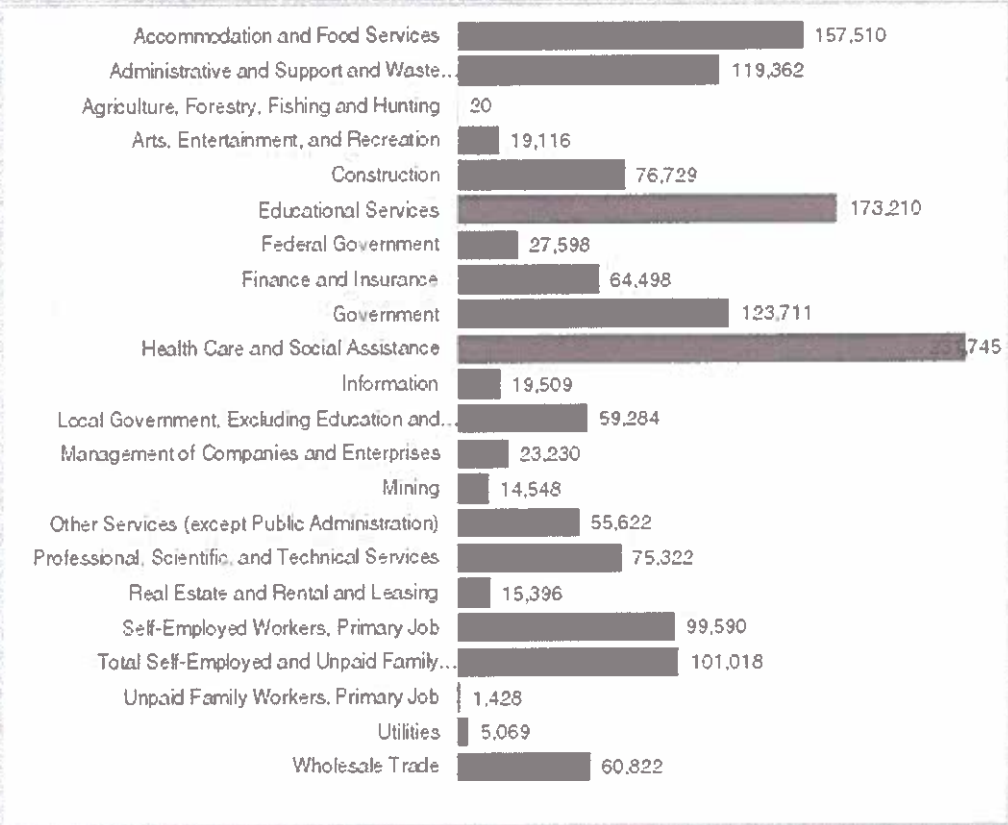
Average labor force participation in Lincoln Trail Counties is higher than the state average, and lower than the national average

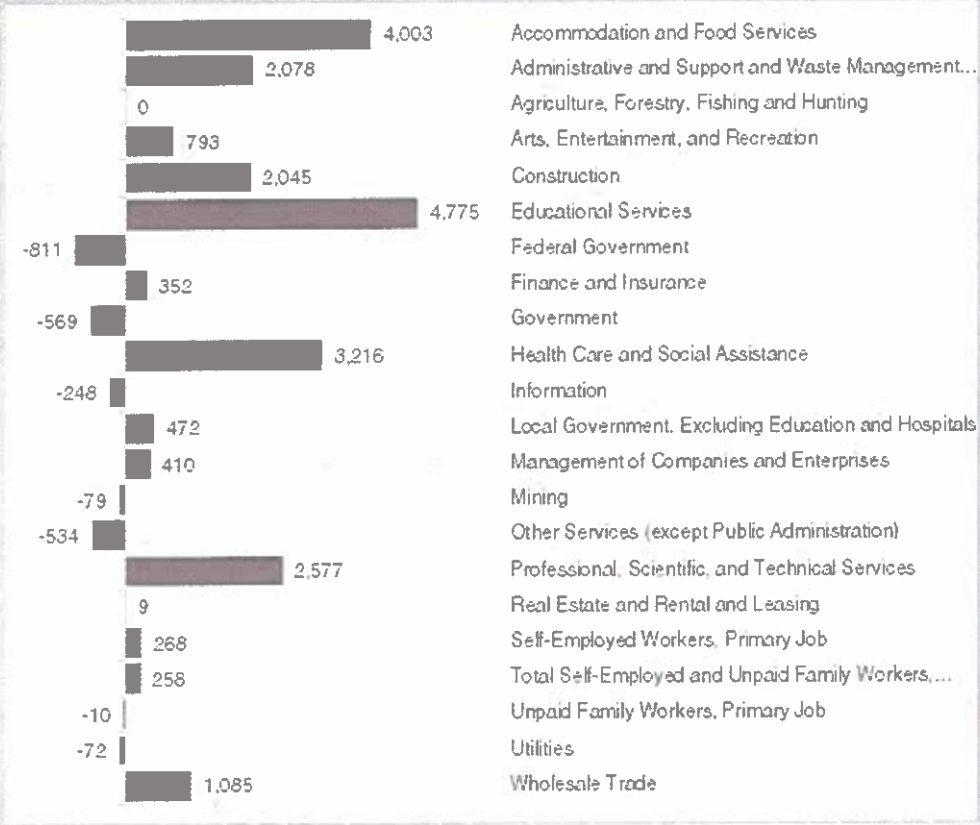


Lincoln Trail fares better than other development districts in Kentucky, but still falls below national averages, and so requires some degree of remediation.

What is the anticipated future employer demand for labor?

Kentucky 2024 Employment and 2014-2024 Change by Industry





Opportunities to grow the prepared workforce

Opportunities

Systems
- Expand existing strong partnerships with local employers to focus on career exposure, apprenticeships, internships, to engage emerging workforce
- Explore ways for KCC staff to allocate their time to spend more of it on those who are job ready and/or motivated
- Investing in cultural & recreation activities in communities could payoff - these contribute to a higher regional quality of life

Workforce
- The latent workforce has job-ready and motivated job seekers
- Trends in demographics and legislation indicate individuals with justice system involvement, immigrants, veterans, disabled individuals are well-positioned to become valued workforce members

Business
- Unmet workforce demands of business can help employers understand the need for workforce investment is urgent
- Existing employers have motivation to stay in area: costs of doing business are low, costs of relocation are high

Education
- Training programs at KCTC running at full capacity indicating there is interest and need, and space for expansion, especially in light of the 750 not college or career ready potential new workers (see pg. 12)
- Existing employment preparation in secondary and high schools
- Legislation funding apprenticeship programs, statewide adoption of Cyber Engineering Pathway curriculum

Economy
- Strong and growing economy
- Cost of living is among lowest in US

Threats to our future success

Threats

Systems
- Clarity regarding roles, structures, goals, among players in the system
- Lack of four-year education opportunities
- "Nothing to do here" - insufficient social entertainment opportunities

Workforce
- Perceptions among service providers and employers that latent workforce is unmotivated
- Barriers to work are extremely complex: drug abuse, transportation, child care, criminal justice system engagement; the services that address these barriers are insufficient to meet need
- In emerging workforce: disconnect between school skills, training, programs and the industries
- Over-reliance on temporary employees in place of long-term skilled workers

Economic
- Low wages - insufficient to attract and retain talented workers
- No transportation system and limited subsidies to support private transportation among low income job seekers
- Workforce crisis is a major threat to an otherwise ready-to-go economy

Training and Education
- Mindset of parents that 4-year college is the only path
- Limited resources for providing services, training opportunity

Business
- Lack of flexibility in the ways which job seekers need (childcare, sick children, prior criminal justice)
- Small businesses may not have capacity to support onramp for those who need it upon placement

Trends to Watch

Growing Entrepreneurial Sector in the region
Kentucky has recently received national attention as a prime state for start-up funding and success. The state's Cabinet for Economic Development is currently investing resources to meet the needs of entrepreneurs and small businesses, including easier access to capital, mentoring opportunities, assistance expanding businesses' market shares, and advocacy. Three Kentucky metro areas were recently listed in the top 20 areas with fastest growing startup rates, with Elizabethtown coming in at #1.

Increased focus on four year degree programs
There appears to be an increase in the emphasis schools and parents places on the importance of a four-year college degree. During our engagement with stakeholders in the region, a number of interviewees across the region reported a rising cultural focus on students obtaining these degrees, and a concern that this emphasis is disproportionate to the actual need in the region.

Fort Knox
The presence of Fort Knox has a substantial impact on the region, in particular, on the entrepreneurial and service sectors. The skills required of the workforce may be contingent on the needs of these sectors growing in response to the presence of Fort Knox.

How will we get there?

Strategy Overview

The complex nature of workforce development systems, particularly within a region of diverse counties such as Lincoln Trail, calls for a multi-pronged approach with clearly delineated roles that play to the strengths and resources of key actors.

The Lincoln Trail Workforce Development Board approach maps out a mission, strategy, objectives, and activities for the board itself and also a strategy for a new focus, the *Workforce Crisis Response Collaborative* - an initiative of the Workforce, Education, and Economic Development Committee. The work of these groups is based upon a shared vision and set of goals, and engages partners who also share these goals, vision and values.

The strategy is designed using the Collective Impact framework, a well-researched and demonstrably effective approach used to align activity addressing complex issues in a highly collaborative manner, bridging the work of government, non-profit sector, and businesses.

Strategic Plan

Values, Vision, and Mission

	Lincoln Trail Area Workforce Development Board	The WEED Committee / Crisis Response Initiative
Guiding Values	Collaboration and Community	
Shared Vision	A thriving economy, vibrant communities and healthy families across the Lincoln Trail Area	
Mission (Why are we here?)	To convene people and organizations to come together, develop and use relevant data, and catalyze/support action **to ensure a prepared workforce for the current and future Lincoln Trail area employers.**	To end the workforce supply crisis

Strategic Plan

Discrete Strategies for Shared Goals

	Lincoln Trail Area Workforce Development Board	The WEED Committee / Crisis Response Initiative
Goals	1. Stabilize current industries/sectors with respect to resolving their workforce shortages 2. Create capacity for new industries to come, removing workforce shortage as a constraint 3. Invest in WDB as the backbone organization aligning resources to respond to future challenges	
Strategy	Using collective impact framework, utilize the WDB as the backbone organization, for the current crisis and for future challenges and opportunities in the region.	Via the work of the WEED Committee, mobilize the latent workforce and reconnect them to labor force participation (see next slides for detail).

Three challenges (which are also opportunities) in moving the latent workforce into jobs. How might we...

Mitigate the cliff effect, and thereby increase the incentive to rejoin the workforce?

Increase individual commitment to live and work in Lincoln Trail ?

Expand employer investments in our current and future workforce?

A TARGETED STRATEGY CAN ADDRESS THE VARIOUS ISSUES CONTRIBUTING TO SHRINKING LABOR SUPPLY

	Description of issue	Mitigating factors	Contributing factors
A Leaving labor force	• Skilled labor leaving LT to pursue other opportunities (e.g., military, 4-year college)	• Education/ marketing around local opportunities	• Emphasis on traditional secondary education path • Lack of training for LT industries
B Disconnected workers	• Potential workers out of the workforce for socioeconomic or personal reasons	• Intensive attention from Career Centers	• Low wages • Expensive childcare • Health-related issues • Cliff Effect
C Out-of-work	• Workers actively seeking but unable to maintain a job due to extraneous factors	• Jobs that adequately compensate employees	• Lack of transit system
D Skills mismatch	• Graduates of local secondary schools with skills that do not match employer needs	• Alignment of CC curriculum and offerings with employer demands	• Insufficient capacity • Perceptions of industrial maintenance

A strategy to address the issues contributing to LT's shrinking labor supply must build on the mitigating ("push") factors and diminish the contributing ("pull") factors

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(Draft) Strategies for Long + Short Term Resolution of Labor Crisis (lead partners in parentheses)

Cliff Effect

Short term: reasons to be hopeful for a better life through a career pathway (KCC)

Long term: Implement a plan that will allow unemployment benefits to slowly taper upon entry into the workforce. This will prevent cessation of benefits from acting as an obstacle to employment (Multiple).

Worker Commitment

Short term: Encourage emerging and latent workforce to explore real opportunities. Realign policies and regulations to allow for more flexibility and accommodate needs of potential employees (KCC, ECTS, K-12, Corrections)

Long term: invest in development yielding richer and more inviting cultural opportunities + transit (EconDev)

Employer Commitment

Short term: Educate employers about ROI of investing in employee supports for sustained employment (WDB)

Long term: remove hurdles affecting investment in child care, OJT and transportation (Multiple)

Strategic Plan

Unique Value Proposition

The Workforce Development Board is in a unique position to facilitate the active participation of all its partners to mitigate the current workforce crisis.

There is no other entity better positioned to take on the role of convening, supporting, and developing a common agenda, and the WDB receives financial and technical support from the state to play this role, creating greater likelihood of success.

Strategic Plan

Objectives: Lincoln Trail Workforce Development Board

- Create/identify common agenda (done in strategic planning process)
  - Establishment of continuous learning processes by which plan can be adapted based on data collection and continuous learning
- Create common measurement system (in progress) and use of shared data (included in this plan)
  - Finalize dashboard and scoreboard metrics that are reflective of collective goals of partners
  - Establish systems for ensuring shared data is accessible to partners, and that dashboard and score board are continuously updated
- Invest in the backbone organization (done + ongoing)
- Ensure continuous communication (ongoing)
  - Establish structures to engage partners for purposes of information sharing and alignment checking
  - Establish structures to engage external stakeholders
- Foster mutually reinforcing activities (those are in this plan)
  - Partners have clear roles in this plan, have adopted and/or created aligned plans

How will we get there?

Objectives: WEED Committee / Crisis Response Initiative

Increase Workforce Development Board average labor force participation rate

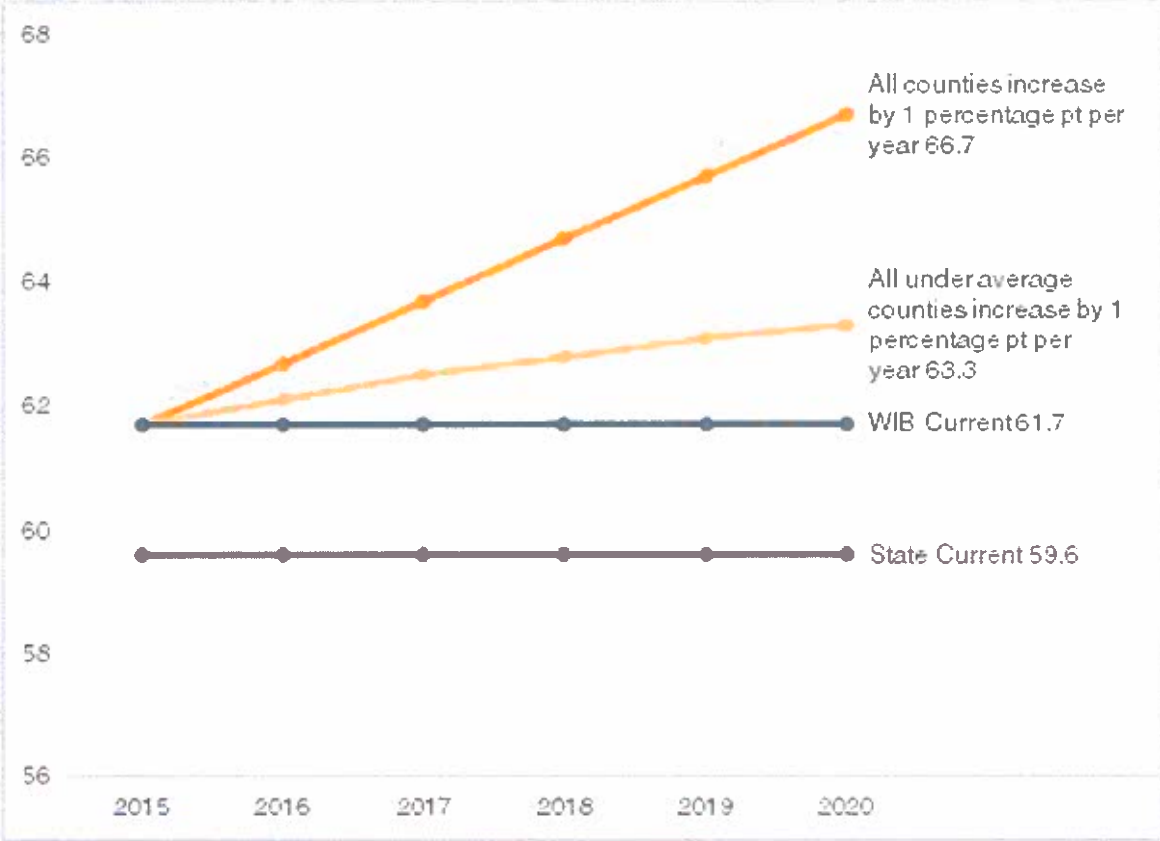
Increase labor force participation rate of all counties to surpass state average

Decrease average days to hire across all major industries

Leading indicators

- KCC staff increase number of individual appointments with job seekers
- KCC staff increase number of direct relationships with employers
- KCC staff increase number of appointments with job seekers who have not been employed or seeking employment in the last month

Draft 5-year Targets



- Table to the left shows projected average rates of growth for labor force participation rate for all counties (orange) and for under average counties (yellow).

How will we get there?

Activities: Lincoln Trail Workforce Development Board

Manage and support the activities of the Workforce Crisis Response Collaborative (via the WEED Committee)

- Monitor progress on Strategic Plan and partner alignment
- Identify and reach out to partners indicated in the shared agenda
- Identify and report out to other stakeholders on an ongoing basis to ensure buy-in
- Develop communications materials for potential funding support + political support
- Identify areas for policy influence/action
- Use findings from the WCRC to inform the activities of other LTWDB committees

Support the activities of collective impact partners

- Education and training
- Economic Development
- Workforce + KCC

Continued compliance with all state and federal workforce legislation and guidelines

- Run Title I
- Support existing committees (Executive, Funding, Youth, Individuals with Disabilities, WEED)
- Continue oversight of KCCs

How will we get there?

Activities: Workforce, Education, Economic Development Committee

Mitigate the cliff effect
- Implement plan to slowly taper unemployment benefits
- Develop and improve career pathways

Increase individual commitment to living and working in the Lincoln Trail area
- Invest in cultural opportunities
- Invest in transit
- Develop opportunities for emerging and latent workforce to explore

Increase employer investments in our current and future workforce
- Educate employers about the ROI from investing in supports that contribute to sustained employment
- Identify and remove barriers that impede investments in childcare, on-the-job training, and transportation

Work with the LTWDB to Inform the work of the already-existing committees

Immediate Next Steps

The WEED Workplan for Collective Impact

1) Convene key players in the WEED Committee
2) Confirm the wildly important goal of this initiative: ending the workforce shortage (Committee)
3) Agree upon the leading (engagement in activities leading to labor force participation) and lagging (labor force participation rates) indicators for the strategy (Committee)
4) Identify leading and lagging indicators for each partner (Partners)
5) Make individual organizational work plans which support progress on the leading/lagging for the collective (Partners)
6) Set up a shared dashboard and score board (WDB)
7) Meet regularly (monthly by phone, quarterly in person) to review progress and make course corrections (WDB)

Key Players

Convener: LTWDB WEED Committee

Membership Recommendations:

Education: Elizabethtown K-12, ECTC Academic Programs

Economic Development: Industrial Foundation, Economic Development officials, Chambers of Commerce

Workforce Development: WDB, ECTC Technical Programs

Advisors and new members likely needed from new KCC operator and/or oversight entity, representatives from largest employment sectors, social services, transportation, state funding agencies, legislative liaisons, employers and others depending on workplans.

Meeting 1

1. Welcome, introductions
2. Overview of Committee and the concept of this initiative. Confirm the purpose of the initiative: *to end the workforce shortage crisis*.
3. Review leading and lagging indicators, and baselines.
4. Decide whether to sequence (and if so, how) the three major activity areas (cliff effect, worker encouragement, employer investments), or rather to divide amongst committee members and tackle sequentially.
5. Create shared workspace (online), schedule for meetings/check ins, and leading/lagging indicators for project level work. Assign tasks and clarify staffing.
6. Closing

For WEED Committee Reference

Practices and programs to mobilize latent workforce (links)

Other local collaboratives are also working to mitigate the cliff effect. Here are online resources to support local collaboration and collective impact groups. It should work as increasing benefits to low income workers is proven to improve labor force participation (specifically EITC and child care subsidies).

We know that a big part of the latent workforce is in and out of correctional settings, making strong re-entry programming a priority. Here is a simple pre-planning guide to getting ready for success. Then check out these models, and consider building one or more; adding to the limited offerings in the state of Kentucky. Partners from small and/or faith based organizations may join the effort. Here are tools for their use.

Some manufacturers are actively pursuing those exiting prisons for employment. The WEED Committee will no doubt focus significant efforts on that sector; here is a comprehensive guidebook. Here is support for working with manufacturing employers in understanding the benefits of investment in on the job training options.

With respect to the immediate next generation of workers, aka today's students, consider the strategy mapped by Knack here. The Youth Committee should be able to help. Additionally, read here about Louisville's ability to become a great place to live for young professionals.

In the early days of your success, you will see a rise in unemployment. This is predictable and happening elsewhere as discouraged workers rejoin the workforce.And finally, here is a simple tool to help regional predictions based on county level changes in workforce participation rates.

Ideas Already Underway

Individuals and organizations in the Lincoln Trail area are already engaging in activities that support the strategy and goals in this plan. This includes:

- **University Center**
- **The Work Ready Scholarships Program** help Kentuckians who have not yet earned an Associate's Degree obtain a certificate or diploma in one of the state's top sectors (healthcare, advanced manufacturing, business and IT, construction, transportation and logistics).
- **WIOA Supplement**
- **Soft Skill Development** is occurring throughout the region at multiple points in the workforce system, including customized trainings for businesses, as well as opportunities directly through the Kentucky Career Center - including those for youth and young adults

Recruiting and Retaining Regional Talent

The Lincoln Trail Area is not alone in its search for strategies that bring workers to a region, and encourage them to stick around. Lincoln Trail has a distinct advantage in the many attributes that make the region appealing to businesses. The WEED committee and the LTWDB can learn from other areas in the US about strategies for attracting and retaining workers for those businesses.

- The sprawling Bay Area in California has struggled to meet the workforce needs of the rapidly expanding tech industry. To ensure accessibility to worksites, the region has committed to expanding current transportation options in line with increases in housing density, as well as promoting new business development along already-existing high traffic corridors.
- In New Hampshire, the county of Belknap recently launched a campaign to "bring home" young professionals who grew up in the area
- The prevailing school of thought: there are a number of factors that contribute to talent attraction and retention - but it does require intention and investment that can include participation from area companies

Background Research and Data

Manufacturing

Current Situation in Lincoln Trail [1]

Largest sector in the area

- And individually in Nelson, Marion, Hardin, Grayson, Washington, and LaRue Counties

Transportation Equipment Manufacturing is most represented subsector

What's Happening Elsewhere?

It's agreed: Manufacturing has a branding problem [2]

- Student and parent education to combat stereotypes that manufacturing is dangerous, outdated, dead-end
- Programs that pair post high school jobs with opportunities to continue education

Boeing Manufacturing On-the-Job Training [3] Program supports workers in advancing their careers while taking advantage of employer subsidies for training

Accommodation and Food Services

Current Situation in Lincoln Trail [1]
Third largest sector in the area

- Vastly represented by Food Services and Drinking Places subsector

Potential for growth: "The Food and Beverage industry has also continued to exhibit very strong investment growth, primarily within the distilled spirits companies in the region" [3]

Relevant Kentucky Career Clusters [4]

- Agriculture, Food, and Natural Resources
- Hospitality and Tourism

What's Happening Elsewhere?
Kitchen Incubators - allow entrepreneurs to be in business without having to secure and pay for their own commercial kitchen space as a fledgling business

- Can have strong focus on local agricultural producers [4]

New Hampshire Sector Partner Initiative combined Accommodation and Food Services industry and the Arts, Entertainment and Recreation industry to explore the state's hospitality economy.

- Can capitalize on the plethora of historic and nature-based attractions in the areas

Administrative and Support, and Waste Management and Remediation

Current Situation in Lincoln Trail [1]

Hardin County represents more of this sector than all other counties combined

- Largely Administrative and Support Services
- Specifically Temporary Help Services and Business Support Services

Current training programs to support the admin sector are also largely in Hardin County

What's Happening Elsewhere?

- Nationally 11% of IT jobs fall into these sector positions [2]

Healthcare and Social Assistance

Current Situation in Lincoln Trail [1]

Largely represented by Ambulatory Health Care services subsector (offices of doctors, dentists, health practitioners, outpatient care, etc.)

- Followed closely by Social Assistance subsector.

Kentucky is not immune to the national nursing shortage.

Proliferation of ambulatory subsector can promote Kentucky Career Clusters

- Business Management and Admin
- Human Services
- Health Science

What's Happening Elsewhere? [2]

- Primary and secondary school investments in STEM lay foundational skills for future healthcare workers.
- Ability to Benefit programs for adults without high school diploma or GED
- Support for adults who need remedial classes, including more accurate assessment of incoming students, and co-requisites for students
- Regional Healthcare Partnerships to ID local priorities and projects to meet needs (See also the Health Careers Collaborative of Greater Cincinnati)

Retail Trade

Current Situation in Lincoln Trail [1, 3]
Second highest industry in the area

- Second highest in Hardin, Breckinridge, Grayson, Nelson, Washington; Highest in Meade

Largest sub-sectors include

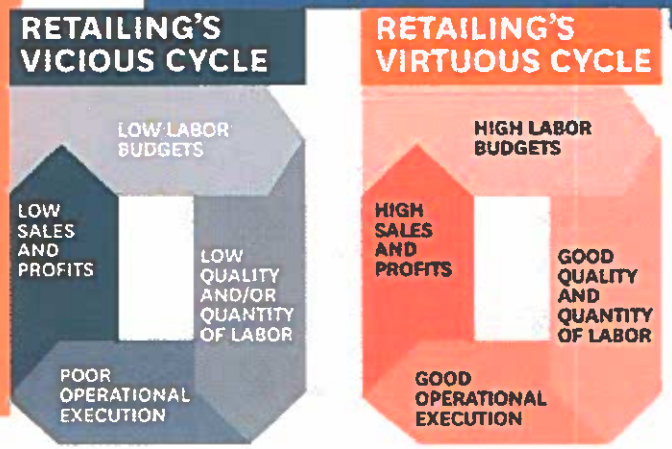
- Food and Beverage Stores
- Motor Vehicle and Parts Dealers

Consider: Transportation Equipment Manufacturing is one of the top subsectors in Manufacturing. Can we better link to Motor Vehicle and Parts Dealers

What's Happening Elsewhere?
Workforce Investment for Successful Employment (Washington DC) [2]

- Retail and hospitality sector focused GED and workforce readiness program for out-of-school youth, ages 16-24
- Includes National Retail Federation credential + GED prep classes

Investing in retail employees is crucial for the well-being of individual business and sector as a whole: [3]



Four Year College

Nationally
35.3% of high school graduates attending college went to a four year public school

49.5% went to a two-year public school

Across Lincoln Trail Area:
➢ An average of 61.2% of high school graduates attend college
➢ An average of 63% of high school grads are deemed "College Ready"

But some schools have more students going to college than are deemed ready

In the Workforce

35.3% of high school graduates attending college went to a four year public school

49.5% went to a two-year public school

Across Lincoln Trail Area:

➢ 58% of the population over 16 years of age is in the labor force

KY is 59%
US is 63%

Back to the map

Disconnected from the Workforce

National trends show us that some people who are not in the workforce would like to be:

- 10% of people 16-24 years
- 10% of people 25-54
- 3% of people over 55

- 5% of women, 7% of men

Across Lincoln Trail Area:

- 42% of the population over 16 years of age is NOT in the workforce

Back to the map

Community College

Nationally
81 percent of entering community college students indicate they want to earn a bachelor's degree or higher, but only 33 percent actually transfer to a four-year institution within six years

Elizabethtown Community and Technical College
26% of enrolled students complete programs within three years

(The statewide figure is 23%)

Back to the map

Military

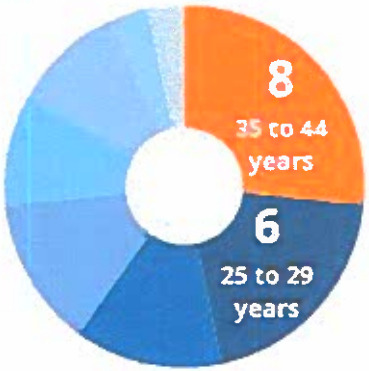
Nationally, the average age of military enlistment is increasing, suggesting that fewer people are joining right out of high school.

Older recruits see more success in the military, and that older recruits reenlist more frequently.

Lincoln Trail represents 6% of Kentucky's population, but 9% of Kentucky's veterans live here.

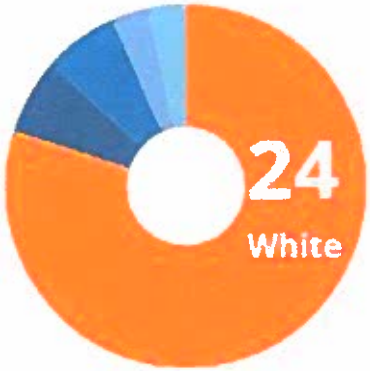
Back to the map

WHO ARE THE JOB SEEKERS?



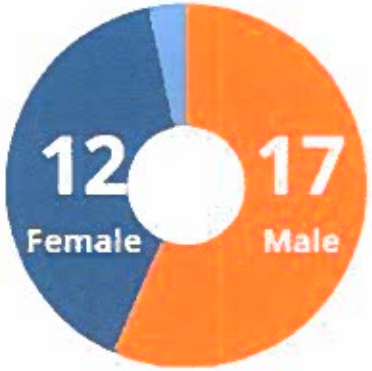
AGE

- 35 to 44 years
- 25 to 29 years
- 45 to 54 years
- 55 to 59 years
- 20 to 24 years
- 30 to 34 years
- 16 to 19 years
- 60 to 64 years



RACE

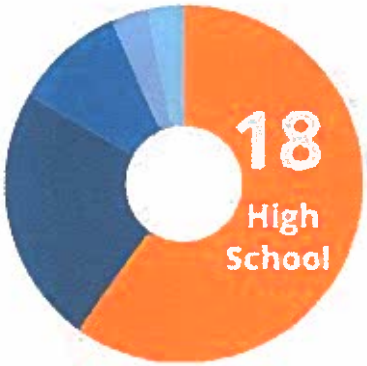
- White
- Hispanic or Latino
- Two or more races
- Black or African American
- Missing



GENDER

- Male
- Female
- Missing

WHO ARE THE JOB SEEKERS?



EDUCATION

- High School graduate (includes equivalency)
- Some college or associate's degree
- Bachelor's degree or higher
- Less than high school graduate
- Missing

DISABILITY

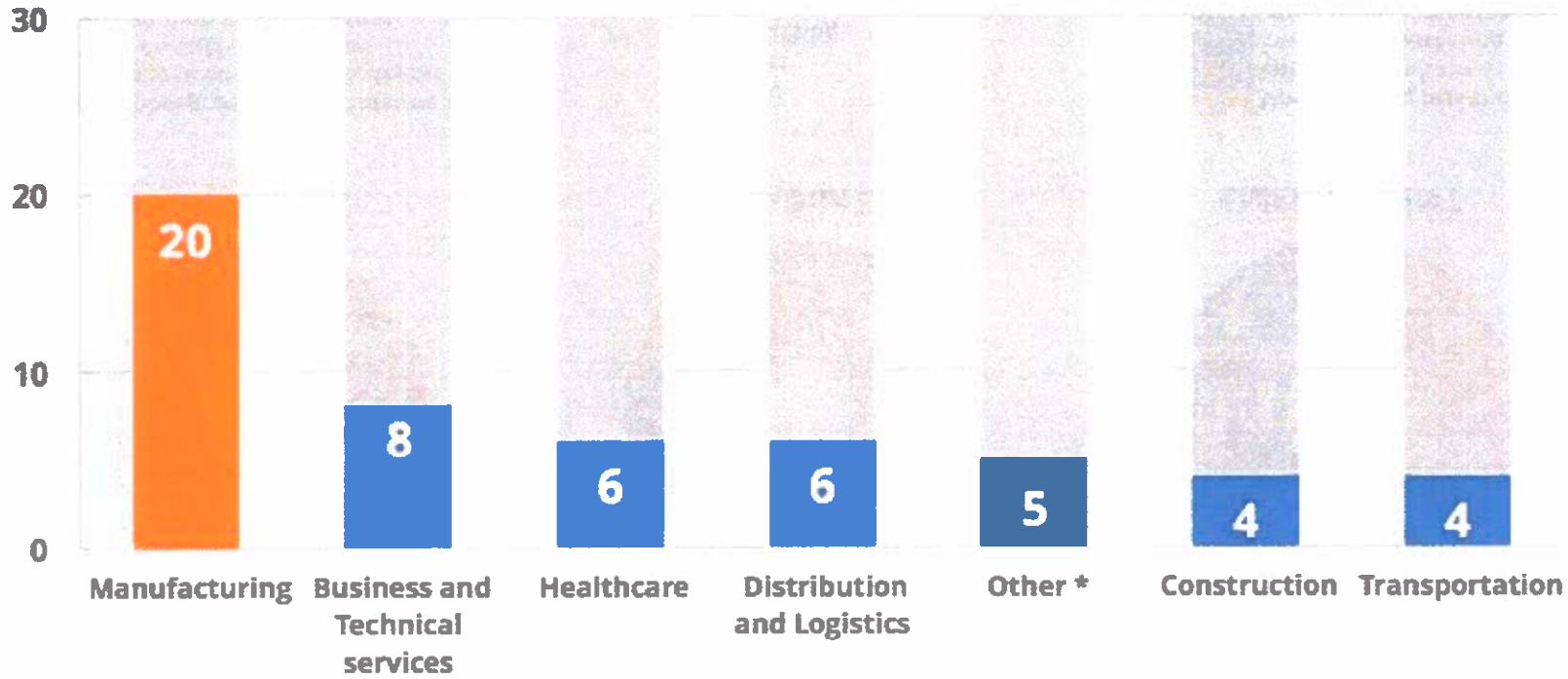
- No
- Yes
- Missing

EMPLOYMENT

- Unemployed, less than 6 months
- Employed - full time
- Employed - part time
- Unemployed, more than 12 months
- Unemployed, more than 12 months
- Other, please specify *

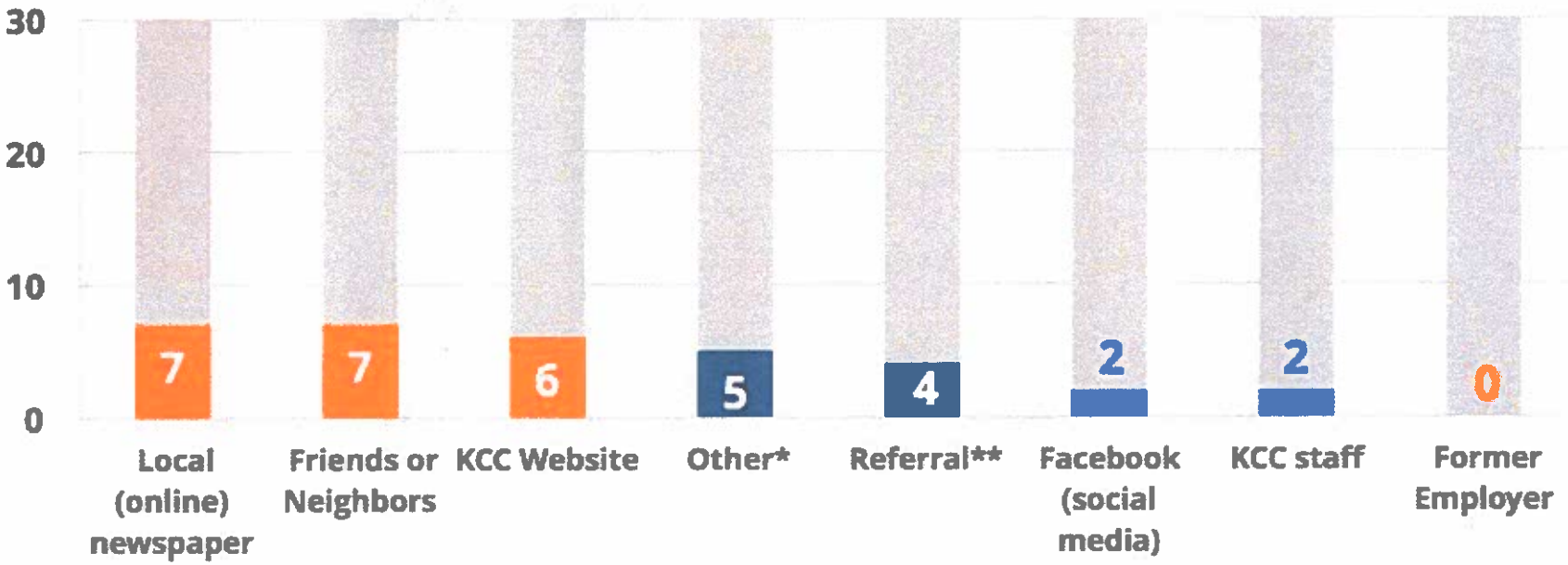
* Retired

Manufacturing is the most desired SECTOR among the job seekers.



* 5 respondents put "Admin/Office/Clerical", "Welding", "Steel work", "Factory/Quality Inspection" in "Other" category.

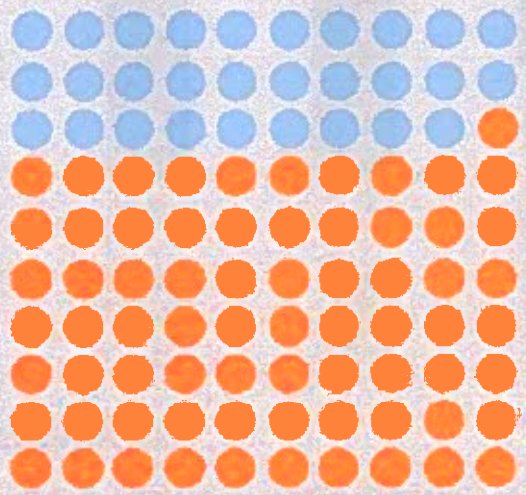
COMMUNICATION CHANNELS



Other*: "Myself", "Unemployment", "Walk in"
Referral:** "Social Security Office", "Unemployment Office"

WHAT KCC SERVICES ARE JOB SEEKERS COMING IN FOR?

Helpful and Friendly STAFF is the best thing about KCC.



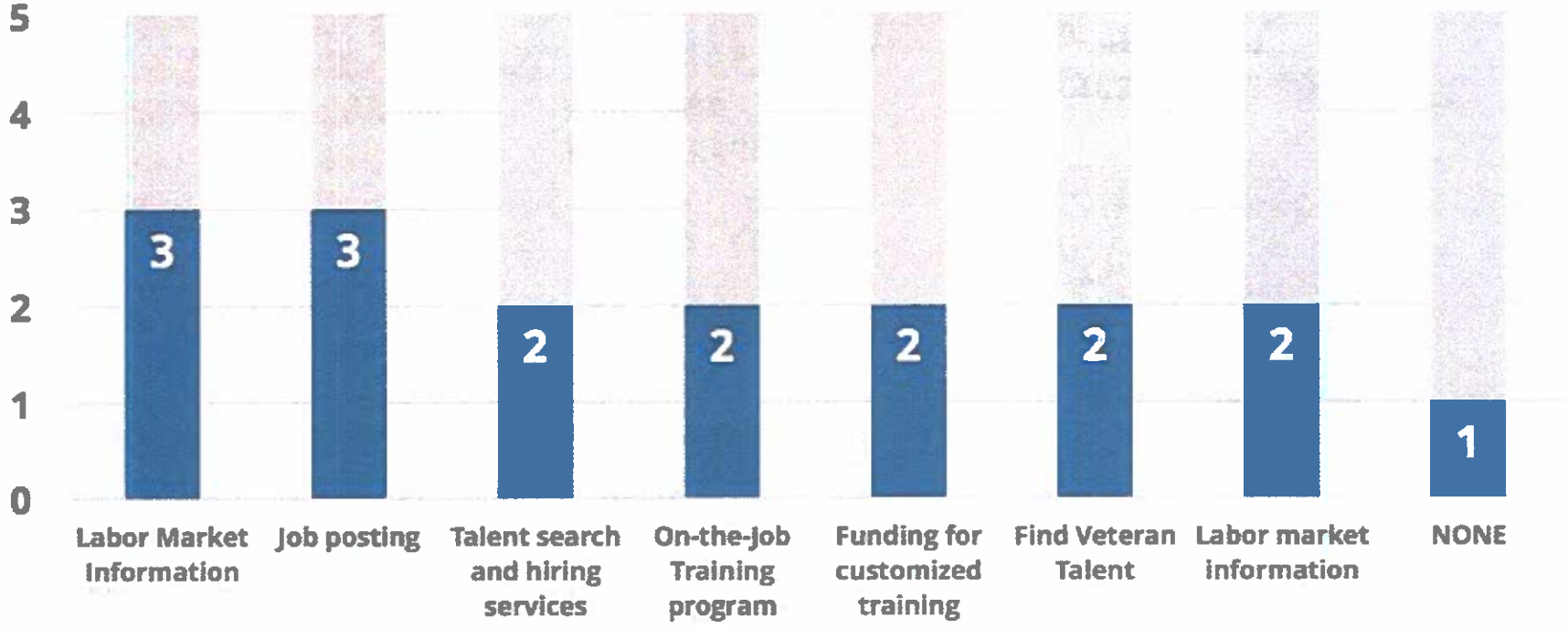
71%

Respondents answered "Staff" to this question.

Other great things about KCC include: "facility", "responsiveness", "employment information", and "Accessibility".

KCC SERVICE :

Labor market information and job postings are the most frequently used KCC service by employers.



LTWDB Partner Surveys

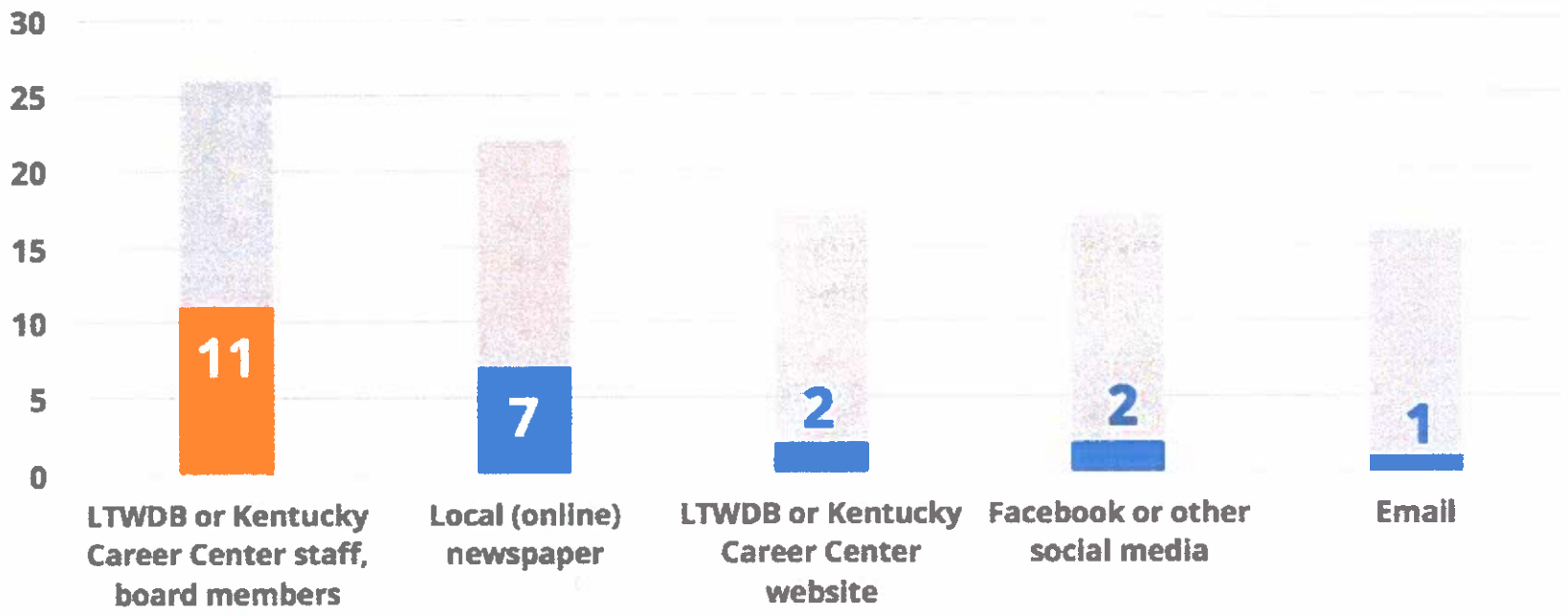
* Some people completed part of the survey.

15 people from partner agencies took the survey. They are:

- **High School**
- **Adult Education Center**
- **Community College**
- **P-12 School**
- **Chamber of Commerce Off**
- **Economic Development Office**
- **Community Based Organization**
- **Agency Serving Intellectual/Developmental Disability**
- **Family Service Agency**

COMMUNICATION CHANNELS:

LTWDB Board Members or KCC Staff is the most common way the partners get the news from LTWDB.

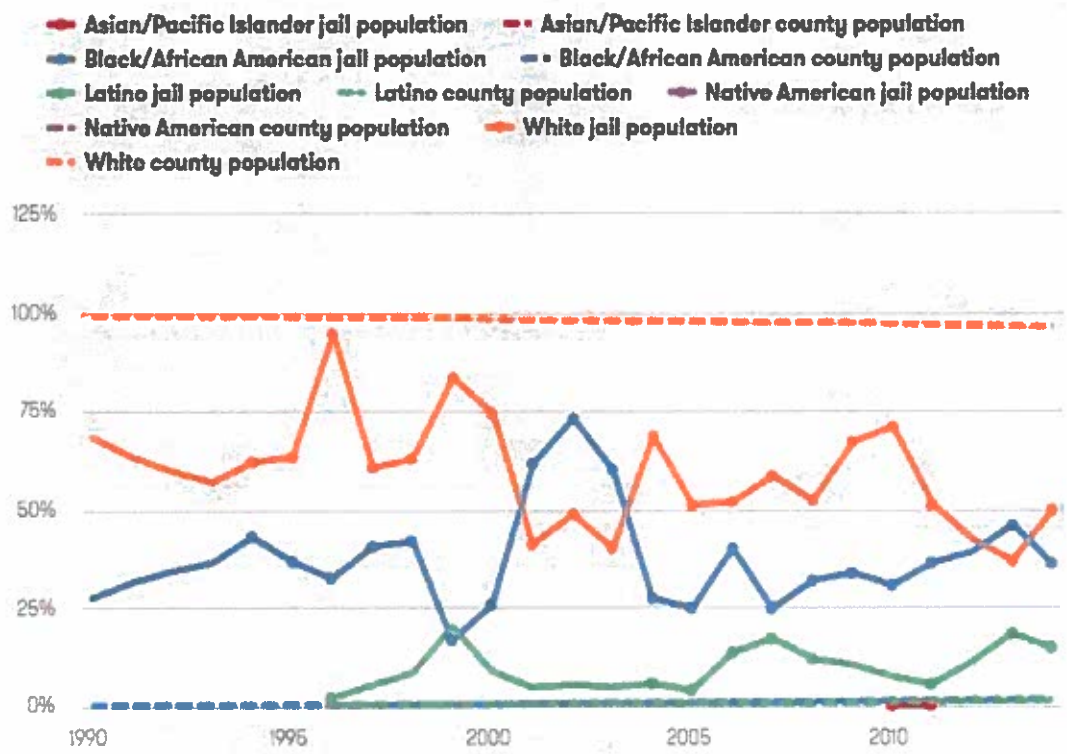


Lincoln Trial Incarceration Statistics

In 2015 there were 2,080 persons incarcerated in the eight counties that comprise the Lincoln Trail

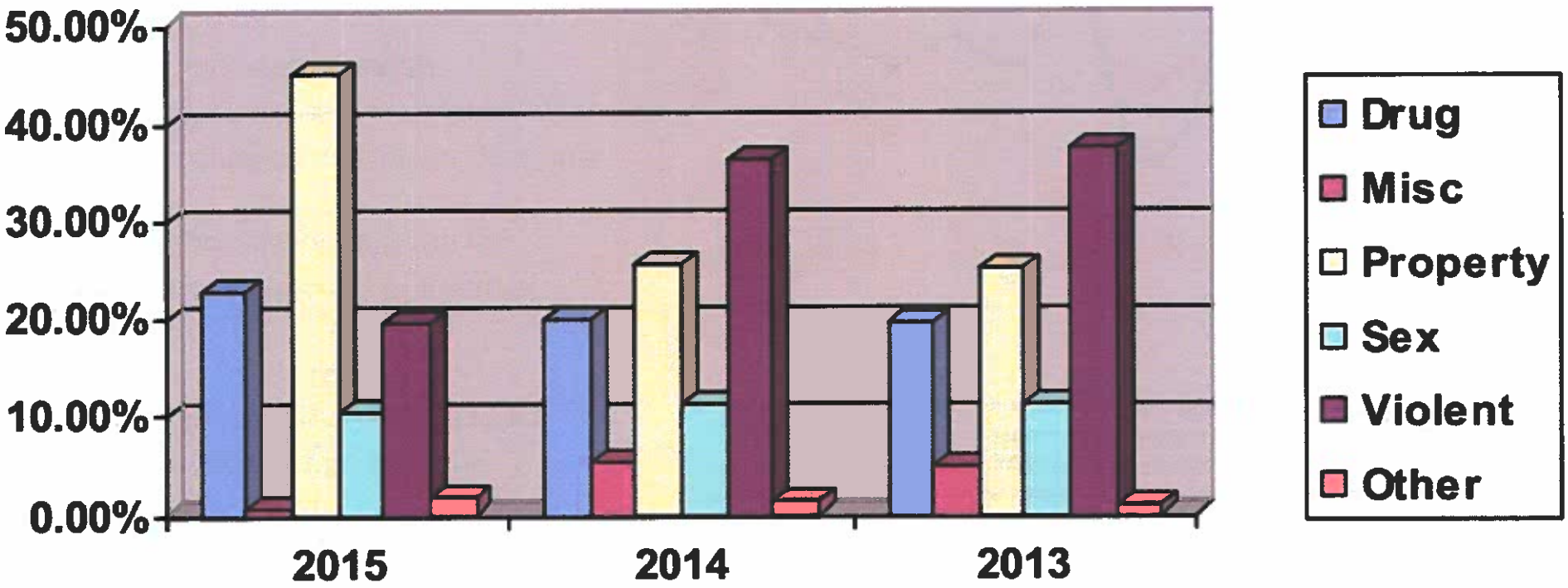
This accounted for 10.28% of the total incarcerated population of Kentucky

Within this population, people of color are consistently overrepresented while white persons are underrepresented



Racial disparities in the Grayson County prison population

All DOC Offenders
Three Year Comparison by Type of Offense



2015 Kentucky Department of Corrections Population Data

Kentucky's Recidivism Rates

Recidivism rates are based on inmate releases that have returned to state custody within two years of their initial release date

Youth recidivism rates are consistently, statistically significant, indicating an area for targeted intervention

Recidivism Rates by Age of Offender

	Under 21			Adult		
Year	Released	Recidivated	Percentage of Recidivated	Released	Recidivated	Percentage of Recidivated
2007	294	154	52.38%	13148	4172	31.73%
2008	274	137	50.00%	14741	4304	29.20%
2009	277	136	49.09%	14141	4296	30.38%
2010	256	147	57.42%	15383	5212	33.88%
2011	229	127	55.45%	14152	4946	34.95%
2012	204	107	52.45%	11960	4416	36.92%

6 months

National statistics on reoffending show that the greatest incidences of arrest occur in the first 6 months after release

Existing Programs

Stark increases in programs designed to equip inmates with life and vocational skills are clear

While an array of such services is necessary to assist a whole person in successful reentry, availability of career services is woefully lacking

Although the relationship between work and recidivism is complex—some employed people continue to commit crimes—studies agree that unemployed people have a greater risk of recidivism than those who are employed

Average Number Of Evidence-Based Programs Offered By Jails Per Month 2012 To 2016

Program	2012	2013	2014	2015	2016
Substance Abuse Program	3.0	17.2	17.9	17.8	18.7
National Career Readiness Certificate	0.0	0.0	0.2	1.1	13.4
Academic school	0.0	3.4	7.4	9.4	10.8
Moral Reconation Therapy	0.8	1.4	3.8	5.9	9.6
Substance abuse mentoring	0.0	3.7	6.8	6.1	6.0
Portal New Direction	0.2	1.3	1.8	4.2	6.6
Inside Out Dads	0.2	1.0	1.8	1.8	1.7
Moral Reconation Therapy mentoring	0.0	0.0	0.3	0.9	0.9
Parenting for men	0.0	0.0	0.0	0.0	0.7
Parenting for women	0.0	0.0	0.0	0.0	0.7
Thinking for Good	0.0	0.0	0.0	0.0	0.3
Moral Reconation Therapy relapse prevention	0.0	0.0	0.0	0.0	0.3
Pathfinders	0.0	0.0	0.3	0.0	0.0
Living in Balance	0.1	0.7	0.0	0.0	0.0
All programs	4.3	28.7	40.3	47.3	69.9

Note: Some jails offered more than one program per month. The figure for 2016 is through September.
Source: Compiled from data from the Kentucky Department of Corrections.

Lincoln Trail Workforce Development Board

Workforce Crisis Task Force

Report from Strategy Matters
September 2018

Task Force Subcommittee Updates

This month, each subcommittee held its first scheduled monthly conference call and/or meeting. The objective of these meetings is to help advance the individual workplans of each subcommittee as well as the work of the Task Force as a whole.

Business Investment

- 2018-19 Workplan with deliverables

This subcommittee held an initial conference call with committee co-chairs and a member of the business community. The team determined that the best way to engage the business community would be via a monthly newsletter that focuses on actions employers themselves can take. The objective of the targeted newsletter is to increase employer engagement with the subcommittee and Task Force. The monthly newsletter will include the following:

- Preview of state and federal legislation likely to impact businesses/employment
- Best practices from elsewhere
- Interview with a local business owner/manager who has adopted a new practice, with quotations about how it's working and why they did it
- Information about who to contact for support in making similar changes/implementing programs

Daniel Carney will take the lead on cultivating content, which will then be distributed through the Task Force's mailing list, to business owners/managers only.

Unlocking Local Potential

- Monthly call: Third Thursday of the month at 9:00am
- 2018-19 Workplan with deliverables
- Notes from this month's call are available here
- An initial draft of the Work Based Learning Opportunities manual for businesses is available here (Please note that this is a draft, not for distribution)

Removing Obstacles

- Monthly call: First Friday of the month at 9:00am. This committee will meet in person on Friday, September 7th at ECTC, WKU Conference Room
- 2018-19 Workplan with deliverables
- Notes from this month's call available here

Collaborative Work and Partnership Building

Transportation/Ride to Independence Background Work

- The Removing Obstacles subcommittee heard from Terrie Burgen (Lincoln Trail District Health Department) and Linda Funk (Warm Blessings) who helped oversee the pilot run of the program, and the committee discussed the positive aspects along with the challenges of the pilot run (see meeting minutes, linked above). Subcommittee members are working on the following next steps
    - Exploring college interns (sociology, psychology, social work, criminology) to manage some of the case management duties
    - Developing a budget for RTI 2.0 to inform conversations with potential funders
    - Exploring locations for intake, in addition to Warm Blessings, for potential clients not located in Elizabethtown

Criminal History Expungement Sessions

- A collaborative effort with the Central Kentucky Re-entry Coalition and Kentucky Division of Re-Entry Services
- September 25 session at the Re-Entry Expo at the Pritchard Community Center, at which time a new intake sheet was piloted. The intake sheet serves to collect basic data on those who access expungement services in order to better understand and expand outreach to this population
- Planning for a future session at ECTC to reach a larger number of people

Work Based Learning Opportunity Manual Development

- First draft was reviewed by the Unlocking Local Potential subcommittee, which includes state-level expertise.

Partnership Development

- Communicare and HR Managers: working on setting up a call or in-person meeting with these groups to help align their mutual needs
- Wellcare: Ride to Independence funding and future structure

Workforce Crisis Task Force Dashboard and Scoreboard						
			FY2019			
		Baseline	Sept	Dec	March	June
Leading	Career Center Use					
	Way to Work Employer Participants	9				
	Way to Work Participants	n/a				
	Work Based Learning Opportunities	Currently working with Mary Taylor at DoE to determine how to measure				
	Employer Engagement	39	43			
Lagging	Vacancies					
	Labor Force Participation average	61.7				
	Breckinridge	54.6				
	Grayson	55.8				
	Hardin	65.6				
	LaRue	56.1				
	Marion	55.8				
	Meade	60.1				
	Nelson	64.7				
	Washington	61.1				

LTWDB Year 2 Implementation Support

July 2018 - June 2019

Overarching Goal: Build infrastructure for long term progress and success toward our shared goal of raising the labor force participation rate on the Lincoln Trail region.

Timeframe	Item	Description	Details
Ongoing Activity	Staffing of the Workforce Crisis Task Force	Working with subcommittee co-chairs and members to determine and coordinate projects, initiatives, and workplans	Katie: Working with the Removing Obstacles subcommittee (Megan and Donielle's team) Support this subcommittee during a time of transition as Megan moves into a new position. Continue cliff effect education and data gathering. Action: Linking social services, particularly Way to Work and the Circles program, with local employers. Liz: Working with the Growing Business Investment subcommittee (Jim/Rick's group) Action: Increase local employer engagement in Way to Work. Identify childcare solutions for piloting. Work with employers to address specific barriers for their (potential) workers. Brittney: Working with the Unlocking Local Potential subcommittee (Dr. Pate and Jon Ballard's team) Working with Dr. Pate and Jon Ballard to create meaningful shared learning experiences for the subcommittee Action: Increase local usage of state funding and other supports for work based learning opportunities. Support Superintendents and CTE's in creating pathways for their high demand occupations and industries. Create an inventory of shared tools and resources. Continue to work with the state as they refine the definitions and regulations around WBLO's that will impact the LT region. Connect members with local businesses to establish partnerships.
	Content Generator	Collect and curate both regional, state, and federal resources and relevant news. The hub of information sharing for the WCTF	Our most common vehicle for this is the distribution of the WCTF Newsletter which, in Partnership with Heartland Communications, goes out to over 150 task force members and partners. It also includes writing and editing of press releases, social media content, etc.
Quarterly Deliverables	Presentation of Key Performance Indicators (KPI's)	We will create a quarterly report that contains updated KPI's and will distribute it in the WCTF Newsletter	KPI's include: Career Center usage Number of participants enrolled in Way to Work Number of WBLO's region-wide Employer self-reported vacancies Labor force participation rates
	Updates/Presentation for LTWDB Meetings	We will create a separate quarterly report for the board meetings which includes the updated KPI report, an update on activity and progress, available resources to consider	We will deliver the presentation to Jackie and Sherry 1 week in advance of the board meeting for review by them, Jim, and Chairman Schamore
	Staffing of public education events and open Board Meeting	We propose that our team make two trips to the region over the cours of the year. During this mid-year trip we will plan and staff public education events with the subcommittees (as we have done over the past year) to grow and deepen engagement. We will also plan and staff an LTWDB open Board Meeting to introduce the WCTF members to the board and enhance direct coordination.	We will work with the LTWDB team, including the subcommittee co-chairs, to decide on the best dates for travel and our itinerary.
Year- End Activity Reporting and	Annual Report	The Annual Report will provide a look-back at the work and progress made over the past year, a compilation of the data we've collected, future action and continued work the subcommittees have identified, and recommendations for the upcoming year.	We will deliver the annual report to Jackie, Sherry, and Jim for comments/edits and revise as needed. We will also solicit the feedback of the Heartland Communications team.

Establishing a Platform for Future Progress	Community Wide Summit	The summit will be an opportunity for the Committees and the Task Force as a whole to both report on activity from the year, progress towards our shared goals, and to engage in new goal setting and activity planning for FY20.	We will take the lead on agenda and content development, as well as logistics planning, and communications/outreach strategy in partnership with Heartland Communications.