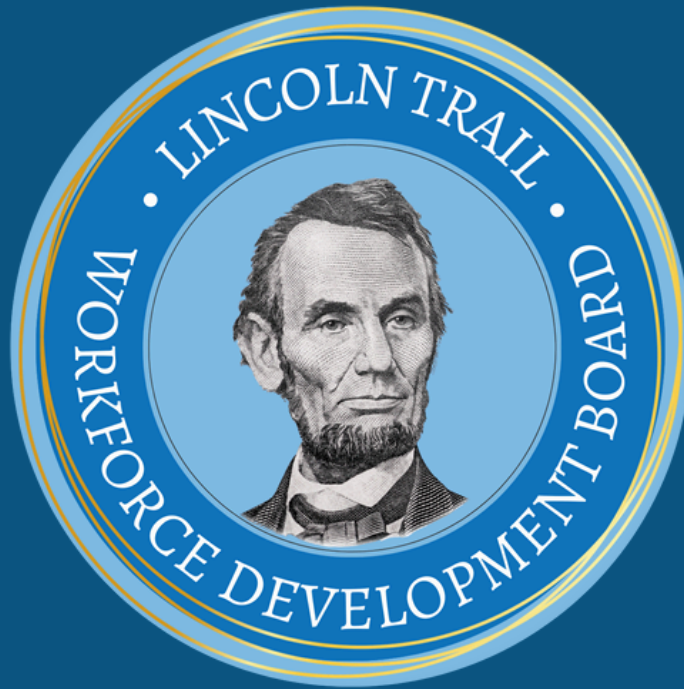


Lincoln Trail Workforce Development Board



PY2025-PY2028

**Workforce Innovation
and
Opportunity Act
Regional and Local Plan**

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Workforce Innovation and Opportunity Act Regional and Local Plan Guidance

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

WIOA Regional Innovation and Local Comprehensive Plan Guidance

July 1, 2025-June 30, 2028

Purpose

The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years PY 25 through PY 282025 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

A. Commonwealth of Kentucky Workforce Vision and Goals

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

The Administration's vision includes:

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

The Department of Workforce Development (DWD) Goals:

1. Employer Engagement: Actively engage employers to drive Kentucky's workforce development system.
2. Education Attainment: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
3. Workforce Participation: Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation and removing employment barriers for Kentuckians.

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

B. Local Comprehensive Plans

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

The Local Comprehensive Plan sets forth the strategy to:

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

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

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

C. Regional Innovation Plan

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to also prepare and submit a 4-Year Regional Innovation Plan that is consistent with their Local Plan content and timeframe. The Regional plan should identify opportunities for regional collaboration and innovation, and incorporate priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans **must be submitted** to the Kentucky Education and Labor Cabinet by **April 30, 2025** for their review and feedback before the implementation date of July 1, 2025 (FY 2026).

KY's Regional and Local Workforce Areas:

Central Region=Bluegrass LWDA, Northern KY LWDA, Lincoln Trail LWDA
East Region=TENCO LWDA and EKCEP LWDA
South Region=Cumberlands LWDA and South Central LWDA
West Region=Green River LWDA and West KY LWDA

D. Relationship of Regional Innovation Plan and Local Comprehensive Plan

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

E. Plan Completion, Submission and Approval

1. **Completion.** All Local Workforce Development Areas (LWDAs) in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance. Planning teams may include content beyond these questions.
2. **Submission.** The PY 2025-2028 Regional and Local Plans must be submitted in a word document file to compliance.unit@ky.gov by close of business on April 30, 2025.
3. **Approval.** The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWID within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:
 - There are deficiencies identified through audits in Workforce Investment activities that the local area has not made acceptable progress.
 - The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
 - The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategiesThis is not an exhaustive list of examples

If the plan was found deficient, DWD would issue written confirmation of the specific deficiencies found.

F. Modification Process

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R. §679.530 and §679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan **every two years** and submit a modification as needed using the same methods listed above in G-2. The 2-Year modified plans should be considered by

the local area **automatically approved** after 90 days of receipt if there is no correspondence from DWI within the 90-day review period.

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

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

G. Public Comment

The LWDB must make copies of all Regional Innovation and Local Comprehensive Plans, and any subsequent modifications to such plans, subject to no less than a 30-day public review and comment period before submission to the Governor.

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment of 30 days by members of the public inclusive of representatives of business, labor organizations and education.
2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. Plan Organization

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

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

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

Public Comments

LTWDB WIOA Local Plan 2025

A thirty (30) day public review and comment period was afforded to the public to make comments on the Local Plan. The review period ran from March 24, 2025 through April 24, 2025.

The LTWDB WIOA Local & Regional Plans were posted on the Lincoln Trail Area Development (LTADD) website as well as the KCC-Lincoln Trail (KCC-LT) website (ltadd.org & ltcareercenter.org). The public comment period was advertised and linked on social media channels for both LTADD and the KCC-LT from March 24, 2025 through April 24, 2025.

All comments were required to be submitted in writing via email to Beth Roberts, the current Workforce Development Director, at beth@ltadd.org. Written comments were accepted through April 24, 2025.

COMMENTS

3/25/25

Jim Rachlin, LTWDB Vice-Chair:

1. Who represents ECTC on the BST? (pg.33)
2. Does this data point appear correctly? (pg.15)

"The civilian labor force at the end of 2023 was 211,231 an increase of 88,914 from 2022. "

***All comments were evaluated and answered on March 27, 2025.**

Question #1 was answered in written communication. The BST representatives from ECTC include Beth Cassity with Workforce Solutions, Eileen Worthington with ECTC's Advanced Manufacturing Accelerator Program, and Telly Sellers, ECTC Vice President of Academic Affairs and LTWDB member.

Question #2 identified a data point that was incorrect. The data was corrected in this section and were the result of a typo in the document.

Local Workforce Development Area Name: Lincoln Trail

Region Name: Central

The responses received to questions addressed in each chapter, whether regional (R) or local (L). Answering regional questions necessitates the collaboration of LWDBs, CLEOs, and partners within the region to provide a unified regional response. The guidance for local and regional plans can be found here: [Guidance 21-007](#) released 1/1/2025. With the accompanying [Local and Regional Plans Toolkit](#) that provides statewide strategic objectives, programs, and initiatives that are referenced in the Combined WIOA State Plan.

Chapter 1:

Workforce and Economic Analysis

A. (R) Provide 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 planning process to develop the Central Kentucky Regional Workforce Plan was a collaborative, inclusive, and iterative effort among the Bluegrass, Lincoln Trail, and Northern Kentucky Workforce Development Boards (WDBs). Recognizing the value of a coordinated regional strategy, the executive directors of each WDB initiated the process by aligning on shared goals, planning milestones, and a cooperative framework to ensure the plan reflects the unique economic and workforce landscapes of each local area.

From the outset, the three Boards agreed to engage in a joint planning approach that utilized a mix of remote meetings, conference calls, and email correspondence. This structure allowed each local area to actively contribute to the development of the plan in a way that was equitable, transparent, and respectful of local autonomy. Each Board was given regular opportunities to review, comment on, and shape the regional content. Upon completion of the draft, each Workforce Development Board formally reviewed and voted on the final plan independently, ensuring mutual endorsement and alignment with local priorities.

To ensure broad local area participation, the planning process included several methods of stakeholder and community engagement. These included:

- **On-site planning sessions** with Board Executive Committees;
- **Listening sessions** with Board members, partners, and community stakeholders;
- **Electronic communications** including email surveys, feedback requests, and planning updates;
- **Public outreach efforts** such as press releases to local media, promotion on social media platforms and a public hearing.

These efforts helped encourage input from partners, employers, educators, and the general public, fostering both transparency and buy-in. Input gathered from these activities was reviewed and considered in the plan's development, allowing the final product to reflect both regional coherence and local needs.

Through this deliberative and participatory process, the Central Kentucky Regional Plan was developed as a forward-looking strategy grounded in local insight, aligned with regional priorities, and positioned to meet the workforce and economic challenges of the future.

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

The Bluegrass, Lincoln Trail, and Northern Kentucky Workforce Development Areas comprise a region with a diverse and evolving economic base, including urban centers such as Lexington and Covington, and rural counties like Breckinridge and Meade, with strong manufacturing and agricultural roots. Each sub-region faces distinct workforce challenges and opportunities, but share common priority sectors driven by employer demand.

An evaluation of economic conditions—guided by labor market data from the Kentucky Center for Statistics (KYSTATS), U.S. Bureau of Labor Statistics (BLS), and regional employer surveys—identifies several existing in-demand industry sectors, including healthcare, advanced manufacturing, logistics and distribution, construction, and business services. In these sectors, employers consistently report demand for registered nurses, CDL drivers, industrial maintenance technicians, welders, machinists, certified nursing assistants, software developers, and skilled trades professionals. Employers across the region have also cited increased demand for workers with technical credentials, soft skills, and hands-on training, often emphasizing the need for short-term training programs that produce job-ready candidates.

Regular engagement with employers—via industry roundtables, sector partnerships, and business service representatives—confirms that many businesses struggle to find workers with specialized skills, particularly in welding, nursing, CNC machining, IT security, and logistics operations. Many also express concerns over labor force participation barriers, such as transportation, childcare, and access to training in rural areas.

This analysis of industry and occupational demand forms the foundation for regional workforce development priorities under WIOA Sec. 108(b)(1)(A) and 20 CFR 679.560(a), ensuring alignment between training investments, employer needs, and the long-term economic competitiveness of the region.

Regional Analysis of Economic Condition

The largest sector in the Central Kentucky Region is Health Care and Social Assistance, employing 103,637 workers. The next-largest sectors in the region are Manufacturing (97,832 workers) and Retail Trade (76,422). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ= 1.58), Agriculture, Forestry, Fishing and Hunting (LQ = 1.46), and Transportation and Warehousing (LQ = 1.41).

Sectors in the Central Kentucky Region with the highest average wages per worker are Management of Companies and Enterprises (\$119,894), Finance and Insurance (\$87,952), and Utilities (\$87,198). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+12,884 jobs), Health Care and Social Assistance (+8,235), and Professional, Scientific and Technical Services (+6,349).

Existing and Emerging In-Demand Industry Sectors

The economic foundation of these three workforce development areas is built upon several high-demand industry sectors, including:

Advanced Manufacturing: A key driver in all three regions, advanced manufacturing continues to be a high-demand sector, particularly in Lincoln Trail, which is home to BlueOval SK Battery Park in Hardin County. The growth of electric vehicle (EV) battery production, automotive manufacturing, and industrial automation is creating an increasing need for engineers, production technicians, robotics specialists, and maintenance workers.

Healthcare and Social Assistance: With a growing aging population and increased demand for healthcare services, occupations in nursing, allied health, medical technology, and behavioral health are among the fastest-growing. The Lincoln Trail and Bluegrass regions face significant shortages in registered nurses (RNs), licensed practical nurses (LPNs), home health aides, and behavioral health professionals, particularly in rural areas. The expansion of nursing and allied health programs at local colleges aims to address this demand.

Logistics and Transportation: Northern Kentucky's proximity to Cincinnati/Northern Kentucky International Airport (CVG) and major interstates has positioned the region as a key hub for logistics and distribution, with major employers including Amazon Air, DHL, and UPS. In Lincoln Trail, the presence of major industrial and distribution centers along the I-65 corridor continues to drive demand for CDL drivers, warehouse workers, and supply chain specialists.

Technology and IT Services: The IT sector is expanding in all three regions, with a growing need for cybersecurity specialists, software developers, data analysts, and IT support professionals. The increasing adoption of automation, cloud computing, and artificial intelligence (AI) is creating new job opportunities, particularly in Lexington (Bluegrass) and Northern Kentucky.

Construction and Skilled Trades: The construction industry remains strong, with major projects such as BlueOval SK, growth within the distillery industry and regional infrastructure development driving demand for electricians, welders, HVAC technicians, and heavy equipment operators. Apprenticeship programs and trade school partnerships are essential in meeting the labor demand across all three regions.

Agribusiness and Food Production: The Lincoln Trail and Bluegrass regions have a strong presence in agriculture, distillery operations, and food processing. Employers in these industries require agricultural technicians, food scientists, machine operators, and supply chain workers to support ongoing growth.

Business and Financial Services: The Bluegrass and Northern Kentucky regions serve as financial hubs, with demand for accountants, financial analysts, human resources specialists, and business operations managers. Lincoln Trail's growing business sector in Elizabethtown and Hardin County also contributes to demand for business professionals.

Employment Needs of Employers in High-Demand Occupations

Employers across these key sectors consistently identify skills gaps and workforce shortages as primary challenges. Workforce data and employer feedback highlight the following employment needs:

Essential Skills and Workforce Readiness: Many employers report a lack of essential skills among job seekers, including communication, teamwork, problem-solving, and professionalism. Workforce development programs in all three districts are integrating essential skills training to address these gaps.

Technical and Industry-Specific Skills: Employers in manufacturing, healthcare, and IT are seeking workers with specialized certifications, technical training, and hands-on experience. Programs such as registered apprenticeships, on-the-job training (OJT), and credentialing programs help bridge these gaps.

Workforce Participation and Retention: Labor force participation remains a challenge, particularly in rural areas, where transportation barriers, childcare access, and digital literacy impact employment. Initiatives such as HB 499 childcare incentives and employer-supported training programs aim to enhance workforce engagement and retention.

Second-Chance Employment: Employers are increasingly recognizing the benefits of hiring justice-involved individuals, with reentry programs, essential skills development, and employer partnerships playing a crucial role in reducing barriers to employment.

Workforce Aging and Succession Planning: Many industries, particularly healthcare, skilled trades, and manufacturing, are facing an aging workforce, creating a need for mentorship programs, knowledge transfer initiatives, and early career engagement to develop the next generation of skilled workers.

The Central Kentucky Workforce Region is well-positioned for continued economic growth, with strong employer engagement, expanding workforce training initiatives, and emerging industry opportunities. However, addressing skills gaps, workforce participation challenges, and evolving employer needs remains a priority. By aligning education and training programs with industry demand, expanding access to career pathways, and enhancing employer-driven workforce solutions, these regions can continue to strengthen economic sustainability.

The Lincoln Trail Workforce Development Area (LTWDA) continues to see its demand sectors grow, especially in advanced manufacturing, healthcare, and construction. More efficient technologies and robotics continue to change the dynamics of manufacturing by eliminating some low-skill job functions but at the same time creating jobs requiring higher skills with more technical responsibilities. Production Occupations from 2022 to 2032 are expected to grow in the LTWDA by .85%, higher than the .19% statewide. Manufacturing employment in the LTWDA totals 23% with annual average wages of \$65,879.

The healthcare sector continues to expand as it has in the past. There are no Healthcare occupations that are currently in decline. In the LTWDA Healthcare jobs are projected to grow 6%, twice as much as the 3% statewide. Post-pandemic, it appears the Healthcare industry is seeing an increase in demand in the region. Increasing demands by an aging population needing specialized care will influence hiring trends for nursing, occupational and physical therapy as well as other specialties. According to a report by Forbes, 10,000 baby boomers are retiring every day and by 2030 the entire generation will be 65 years or older.

Skills shortages in the Construction sector sometimes cause delays in new commercial projects as well as new residential construction. Construction occupations in the region are anticipated to grow 3.4% by 2032 which is slightly more than the Statewide projection of 3%.

Since 2022, the Tourism industry in the region has experienced notable growth. This uptrend aligns with broader state-level increases in tourism – Kentucky saw a 4.5% increase in tourists in 2023. Abraham Lincoln Birthplace National Historical Park had 239,950 visitors in 2023. The Kentucky Bourbon Trail attracted over 2 million visitors in 2022. The overall positive trend in the state’s tourism suggests potential growth in the Lincoln Trail region’s tourism industry. Travel expenditures in the region brought over \$422.1 million to the Lincoln

Trail region in 2023. Employment in tourism and travel industry is expected to see a 1% growth by 2032.

The entrepreneurial spirit and small business environment continue to thrive in the Lincoln Trail Area, specifically in the Elizabethtown-Fort Knox Metropolitan Statistical Area (MSA) which includes Hardin, Meade, and Larue Counties. Resources such as the KY Small Business Development Centers, the Kentucky Small Business Credit Initiative (KSBCI), the LTADD Revolving Loan Fund Program (RLF), and local venture groups provide opportunity for small businesses in the region.

The region continues to adapt to the fluctuation in personnel, both military and civilian, at Fort Knox. In 2023, the post had a total of 57,200 employees which is an 8.5% increase since 2020. In 2020, the Fifth Corps (V Corps) was activated, bringing 635 soldiers to Fort Knox as well as their dependents. Army Cadet training for future officers now takes place on post as well as a major portion of ROTC training in the summer months. These incremental increases in the military have also brought in additional civilian personnel, boosting other sectors such as retail trade, accommodation and food services, and real estate. An added bonus is the increase in military spouses coming to the area giving business and industry another labor force with varied experience to recruit from.

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 [CFR 679.560(a)]

The 33 county Central Kentucky Region is an economic engine of Kentucky. Stretching from Boone County in the north to Lincoln County in the south and Breckinridge County in the west to Powell County in the east.

This region has 28.3 percent of Kentucky's counties and has 38.8 percent of its labor force – 779,336 jobs in total, according to the most recent Kentucky Labor Market Information website (kystats.ky.gov). The jobs are more concentrated than the workers; among a 33 - county labor force of 1.5 million, the largest counties represent only 58.5 percent of the total workers. Indicating that many people commute from surrounding counties into the job centers.

2 Digit Industry	Employed	Avg Annual Wages	LQ	Annual Demand	Forecast Annual Growth
Health Care and Social Assistance	103,636	\$64,068	0.89	11,079	0.9%
Manufacturing	97,832	\$75,453	1.58	10,220	0.4%
Retail Trade	76,422	\$37,094	1.00	10,374	-0.1%
Accommodation and Food Services	71,401	\$23,840	1.05	13,113	0.6%
Educational Services	64,738	\$53,901	1.03	6,198	0.2%
Transportation and Warehousing	54,638	\$59,135	1.41	6,526	1.1%
Administrative and Support and Waste Management and Remediation Services	48,115	\$43,844	1.01	5,744	0.6%
Construction	42,879	\$66,657	0.92	3,953	0.7%
Public Administration	41,673	\$64,338	1.15	3,934	0.3%
Professional, Scientific and Technical Services	39,141	\$85,292	0.69	3,538	1.0%
Remaining Component Industries	138,861	\$67,196	.76	15,268	0.5%
Total - All Industries	779,336	\$58,105	1.00	88,946	0.6%

As of November 2024, the three counties with the lowest unemployment rates were Woodford County at 3.6 percent, and Carroll and Washington County at 3.9 percent. However, several counties in the region are experiencing higher unemployment. Rural counties with the smallest labor forces have some of the highest unemployment rates; Estill County, with a labor force of 5,306 has an unemployment rate of 5.9 percent. Lincoln

County, with a labor force of 9,519 has an unemployment rate of 5.8 percent. Larue County had an unemployment rate of 5.2 percent.

According to ACS data, the Central Kentucky Region has a healthy labor force participation rate of 63.1 percent, noticeably exceeding the Kentucky rate of 57.5 percent and even the national labor force participation rate of 62.5 percent. Still, the labor force participation rates also vary quite a bit, from 47.4 percent in Estill County to 69 percent in Kenton County.

An overwhelming majority of the population over the age of 25 in the Central Kentucky Region-- some 91.7 percent--have a high school diploma or higher. However, only 33 percent have a bachelor's degree or higher.

Unfortunately, many individuals in the Central Kentucky Region with barriers to employment are struggling. Roughly 13.3 percent of residents have a reported disability and only 42.8 percent are active in the labor force. Single parent families make up 32.3 percent of the population. While barriers like poverty make-up 13.3 percent, lack of transportation (6.3percent), English as a second language (ESL) (4.4 percent), and disconnected youth (2.0 percent) make up much of the top challenges for employment for individuals in the Central Kentucky Region.

Leading Industries

The Central Kentucky Region is well diversified. According to quarter 4 data for 2024 from the Industry Snapshot for the Central Kentucky Region, Healthcare is the largest industry, comprising about 103,636 jobs in the Central Kentucky Region. Manufacturing is next with 97,832 jobs, followed by Retail at 76,422 jobs, Accommodation and Food Services at 71,401 and Educational Services at 64,738. This shows a significant shift since 2016, with Retail falling from the top spot to third with more projected losses to the industry over the next five years. Industries showing the greatest potential growth over the next five years continues to be Transportation and Warehousing with an annual growth forecast of 1.1 percent, Professional, Scientific and Technical Services at 1.0 percent, and Health Care and Social Assistance at 0.9 percent.

The highest regional average wages are in Management of Companies and Enterprises (\$119,894) and Finance and Insurance (\$87,952). The lowest is in Accommodation and Food Service (\$23,840) (This analysis uses average wages because median wages are unavailable at the county level; however, in many cases, median wages would be a preferable measure of wages.)

Between 2000 and 2019, the biggest industry gains in the Central Kentucky Region were in healthcare (19,006 new jobs), and Transportation and Warehousing (5,947). Manufacturing has actually lost a net 2,163 jobs in the last 19 years, though the sector is up 12,746 jobs since 2010. In some ways, that simply points to how badly manufacturing jobs suffered in the Great Recession; but that the long-term trends for manufacturing have been declining jobs. Construction is likewise up since 2010 (6,049 new jobs) but down since 2000 (-1,931

jobs). Retail jobs in 2019 were close to 2000 levels (73,360 jobs) after losing 9,669 jobs in the Great Recession.

Since 1990, the biggest growth has come in the Business Services sector. In fact, the growth of the Business Services sector is one of the underappreciated stories in Northern Kentucky's economic transformation over the last 25 years. In 1990, this sector was half the size of Manufacturing; now it is larger than Manufacturing. The Business Sector has grown nearly 100 percent in the last 25 years.

Economic and workforce conditions continue to improve in the LTWDA. The civilian labor force at the end of 2023 was 122,317, an increase of 1,086 from 2022. The number employed increased by 1,205 and those unemployed decreased by 119. The unemployment rate continued to be low for the Lincoln Trail Area. The annual rate for 2022 was 4.2% and for 2023 it was 4.1%. The labor force participation rate (LFPR) has slightly increased to 54.6% in 2023 from 54.4% in 2022. Rates for counties in the region range from a 49% rate in both Breckinridge and LaRue Counties to 65% in Washington and Marion Counties. Increases in the LFPR can be attributed to local economic growth, increases in the working-age population and enhanced access to education, vocational training and supportive services in the region. Contributing factors to decreases of the LFPR are lack of industry, generational poverty, an influx of retirements among the baby boomer generation and a lack of skilled workers required for many open jobs in the region. Covid-19 also had an adverse effect previously on the LFPR through 2021 due to school closures, childcare and family health issues that kept some workers out of the labor force. Some counties continue to see residual effects.

The Lincoln Trail Workforce Board, in partnership with the South Central Workforce Development Board and Western Kentucky University, has collected key data metrics related to the state of the workforce in the 8-county region. This data includes generalized workforce participation in Lincoln Trail (with a breakdown by county and age group) to detailed metrics on specific populations (childcare, New Americans, high school pathways, commuters, etc.) This data provides an understanding of the healthiness of the Lincoln Trail workforce in comparison to state and national averages. This information can be reviewed in Appendix B of this plan.

D. (R) Provide 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 the capacity to provide 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).*

Each of the three Workforce Development Boards in the Central Kentucky Region have their own approach to workforce development activities. There are, however, many common themes: Regional economic expansion in the Central Kentucky Region has caused a shortage of job candidates with the necessary skills, both essential and technical. Most employers offering quality jobs are requiring training beyond high school, whether it is a short-term certification or an Associate degree. Workforce, education and economic development partners in the Central Kentucky Region include the Kentucky Career Centers, secondary school systems, post-secondary institutions, economic development offices, training consortiums, chambers of commerce, SHRM groups, jails, public libraries, and innovation centers. They are all working together to develop and implement customized curriculum and certifications to meet the essential and technical skills requirements that employers need.

In the Bluegrass, efforts to reduce recidivism is a focus with providing employability/soft skills trainings to inmates who are close to release. These individuals complete soft skills training through a workshop coordinator, then are introduced to a Case Manager who assist them with a job search, resume assistance and possible work experience. The Kentucky Employs Youth (KEY) initiative is growing in the Bluegrass, as well, starting as an out-of-school youth only initiative the project has grown to include school systems in multiple counties. The KEY program allows youth aged individuals to do real-life career exploration through work experience in fields of interest for up to 480 hours.

The Lincoln Trail Region benefits from strong interagency collaboration, responsive training infrastructure, and a commitment to targeting in-demand sectors. However, workforce participation barriers, transportation challenges, and uneven access to training in rural areas present ongoing obstacles. Strengthening employer engagement, expanding work-based learning, and addressing systemic barriers such as childcare and transit will be essential to maximizing the impact of workforce development investments.

Examples of these include: soft skills workshops at the KCC-LT Office utilizing the CareerEDGE platform in Elizabethtown and provided virtually in the Bluegrass area; WIN Career Readiness Courseware which includes the Kentucky Essential/Soft Skills Certificate; National Career Readiness Certificate (NCRC) through adult education centers; work ethic certifications in several school systems in the region; Workforce Solutions with Elizabethtown Community and Technical College (ECTC); Tech Ready Apprentices for Careers in Kentucky (TRACK) that has been established in several school systems in the Lincoln Trail area; Area Technology Centers in Breckinridge, Marion, Meade, and Nelson Counties offer career and technical education pathways; Hardin County Schools Early College and Career Center (EC3) in Elizabethtown that allows juniors and seniors ready for college-level curriculums a pathway to learn in-demand sectors (if a student completes two years at EC3 they will have two years of college credit); Bardstown Independent Schools in Nelson County has opened a Polytechnic Center with state of the art classrooms, advanced training equipment and expert instructions; Project Lead the Way; Knox Coding Academy;

Putting Kentuckians First which introduced a welding certification program for individuals in the Nelson County Detention Center.

For Lincoln Trail Region Education & Skill Level data, refer to Appendices A and B, where you will find education pathways and degrees earned in the region.

The regional boards identified the following strengths and challenges during a recent planning session:

Lincoln Trail Workforce Development Area

Strengths:

- **Work-based Learning Opportunities:** Lincoln Trail has significantly increased work-based learning opportunities. Project Opportunity is an initiative that identifies employers who are interested in providing work-based learning opportunities and matches student co-ops from area high schools to those positions. As part of upskilling workers to avoid layoffs, LTWDB offers Incumbent Worker Training in high demand sectors. On the Job Training is a critical step in customized training program models for companies such as Baptist Health Hardin and Your Recruiting Company.
- **Youth Services:** Development of a youth career services program has been a priority since 2024. The model that was developed and will be carried out consists of the following modules/services. In-school, out-of-school and opportunity youth are receiving the following services:
 - **Work Readiness:**
Pre-Employment Orientation
Essential Skills
 - **Sector Training:**
Virtual Reality Career Exploration
Ready for Industry Training
 - **Path to Employment:**
On-the-Job Training
Paid Internships
Individual Training
Connection to Local Employers

- **Employment Support:**
Follow-Up
Workforce Related Assistance
- **Strong Regional Collaboration:**
 - The Lincoln Trail Workforce Development Board (LTWDB) collaborates well with local partners, including economic development agencies, KCTCS (Elizabethtown Community & Technical College), Adult Education providers, and community organizations.
 - Strong coordination with the Lincoln Trail Area Development District (LTADD) ensures alignment of workforce strategies with economic development priorities.
 - Collaboration with the Central Kentucky Region (Lincoln Trail, Bluegrass, and Northern Kentucky) as well as other local workforce areas - like South Central - where the LTWDA shares an Electric Vehicle Coordinator for EV projects.
- **Employer Engagement:** Many employer partnerships exist, including small and mid-sized businesses that are actively engaged in workforce program design, training development, and apprenticeship initiatives. The LTWDB BST Lead is well connected with over 180 employers in the region, making them aware of WIOA resources that can be utilized through the Kentucky Career Centers.
- **Responsive Training Programs:** Training providers like ECTC and local secondary CTE centers are responsive to employer needs, offering certifications in welding, industrial maintenance, CDL, nursing and other priority sectors. The use of Work Ready Scholarships and Kentucky CareerEDGE resources supports adult learners and dislocated workers in quickly upskilling. ECTC Workforce Solutions aids in the upskilling for local area employers.

Challenges

- **Workforce Participation Gaps:** Labor force participation in several counties (e.g., Marion, Meade, and LaRue) lags behind state averages, particularly among women, older workers, and individuals without postsecondary credentials. Employers frequently cite a lack of available workforce despite population stability.
- **Limited Public Transportation:** Lack of fixed-route public transit systems in most of the region limits access to training and employment opportunities, especially for rural residents and low-income job seekers.

- **Infrastructure Challenges in Rural Areas:** Limited broadband access and fewer training sites in rural counties reduce equitable access to virtual training and job readiness services. Facilities for hands-on technical training (outside of Elizabethtown) are limited or outdated.
- **Recruitment & Retention in Healthcare and Skilled Trades:** Persistent shortages in nursing, allied health, and industrial trades highlight misalignment between training pipeline capacity and employer demand. Lack of clinical sites and instructors in some programs (e.g., LPN, RN, CNA) restrict program enrollment.

Bluegrass & Northern Kentucky Workforce Development Areas

Strengths:

- **Employer Involvement:** Without employers, no one would get jobs. That is why workforce efforts in the Central Kentucky Region are developed with deep employer engagement and continuous feedback. Programs are designed and modified to meet employer needs.
- **Sector Focus:** Healthcare, Logistics, and Manufacturing are the core sectors identified as most important in each region based on the regional analysis. Some regions have also identified other sectors of focus, such as Business Services, Information Technology, Construction, and Installation, Maintenance, & Repair, Retail Trade and Food Service.
 - In an effort to address a long-term problem that has been worsened by the COVID19 pandemic, the Bluegrass LWDA has added Childcare and Education as a sector in an effort to address the shortfall of childcare workers, teachers, and businesses. With the addition of this sector, the Bluegrass can work to increase the number of licensed childcare facilities in the Bluegrass. The lack of childcare facilities and workers for those facilities was a repeated concern to both employers and job seekers during their strategic planning public forums.

The Northern Kentucky LWDA addressed the employment issues in the Childcare and Education sector by partnering with EC LEARN to provide workforce services to childcare providers and dislocated employees.

Also in Northern Kentucky, regarding Career Pathways and Education Alignment: From career counseling to individual training accounts, to increasing collaboration with higher education and K-12 institutions, Northern Kentucky workforce boards are working to

improve our education-workforce pipeline and ensure that it meets the needs of a 21st century workforce. A great deal of that coordination comes from an involved board which reflects the employers seen throughout the region. These employers work closely with education representatives on the local workforce boards to guide board support staff through discussion of their needs and an understanding of the present and future labor market from a first-hand perspective. In February 2025, the NKWIB Business Services Committee undertook the process of surveying regional companies in our high-demand sectors to solicit their feedback about Career and Technical Education (CTE) approved credentials. This process was incorporated into the development of the new Local Workforce Plan. Additionally, the NKWIB intends to facilitate conversations with local businesses about the benefits of hiring and placing employees within school systems to provide instruction, primarily at Area Technology Centers (ATCs). We know that it is extremely challenging for school systems to identify an experienced tradesperson who is willing to work for the school at a substantially lower salary than they would be able to earn working in the private sector. However, we understand the benefits that a private sector employer would experience by hiring an employee and assigning them to work at an ATC; they would be able to provide customized instruction and have direct access to the talent coming out of that school system. A few employers, such as Riegler Blacktop are already doing this and have realized the benefits of this arrangement. Our goal is to increase the number of employers who are willing to do the same.

- **Business Services Teams:** The Bluegrass Workforce Innovation Board (BGWIB) offers a comprehensive array of business services aimed at supporting local employers and enhancing workforce development in the region. One key service is recruitment and hiring assistance, where the BWIB helps businesses identify qualified candidates by providing access to a pool of pre-screened job seekers through the Kentucky Career Center and various job boards. Additionally, the BWIB offers On-the-Job Training (OJT) programs, which help offset the costs for businesses to train new employees. This initiative allows businesses to provide hands-on training to new hires while receiving financial support for the training process, ensuring workers acquire essential skills specific to the company's needs. For businesses with more specialized needs, the BWIB also develops customized training solutions by partnering with educational institutions and community colleges to create tailored programs that address specific skill gaps.

The BGWIB further supports employers by providing access to valuable labor market information (LMI) that includes regional economic trends, workforce availability, and skill gaps. This data helps businesses make informed decisions about hiring and workforce development. Additionally, the BWIB offers consulting services to assist businesses in understanding labor trends and aligning their workforce strategies with current market conditions. The board also helps businesses with long-term workforce development strategies, including guidance on workforce retention, employee development, and succession planning. Lastly, the BGWIB connects employers with apprenticeship and

internship programs, providing pathways for individuals to gain practical experience while contributing to the businesses' future talent pipeline. Through these services, the BWIB plays a pivotal role in aligning workforce development with the evolving needs of regional employers.

The BGWIB continuously seeks to enhance and streamline its services to better meet the needs of local employers. One effective way it gathers feedback is through surveys completed by businesses, which provide valuable insights into the challenges employers face and the effectiveness of the workforce development services offered. These surveys allow BGWIB to better understand employers' specific skill gaps, recruitment needs, and training requirements, ensuring that the services provided are aligned with the evolving demands of the local labor market. The feedback collected from businesses helps identify areas for improvement, allowing the BWIB to refine existing programs, tailor services, and introduce new initiatives that are more responsive to employer needs.

Incorporating survey results into workforce development planning enables BWIB to customize its offerings, such as adjusting recruitment strategies, developing targeted training programs, and enhancing business outreach efforts. Moreover, the surveys help the BGWIB monitor employer satisfaction and make data-driven decisions on how to improve the overall quality and impact of business services. By consistently collecting and analyzing business feedback, the BWIB ensures that its workforce development programs remain relevant, efficient, and effective in addressing the workforce challenges faced by employers in the Bluegrass region.

Challenges

- **Post-secondary Education, Technological Disruption & Need for Quality Short-Term Training:** One of the greatest economic challenges of our time is the speed with which technology is changing the labor market landscape. As one example, the Central Kentucky Region employs approximately 20,000 - 22,000 Truck Drivers, according to data from JobsEQ, many or all of whom may be susceptible to automation in the next 10-15 years.

This is part of a larger trend: jobs that pay family-supporting wages now overwhelmingly require some form of post-secondary education. Workforce development activities that emphasize flexibility, short-term training options, and durable skill sets will be well positioned to guide the Central Kentucky Region through the coming years. Analysis of KYLMI data indicates that the short-term training (two-years or less) most likely to connect to jobs that pay above a family-supporting wage are: computer technician, automotive technicians, tractor trailer drivers, and engineers.

- **Shortage of Available Workforce:** Our region is facing a severe shortage of available talent, which mirrors the national workforce landscape. As we face an aging population combined with low birthrates, we have people retiring in large numbers and not enough young workers to fill their spots. Additionally, economic development has been strong, meaning that there are many jobs being created across the state that have become increasingly more difficult to fill.
- **Outreach:** Public outreach efforts need to be increased through a planning process in order to create a clear vision; this has been seen as a need for some time and Bluegrass has written it into their strategic plan.
- **Barriers to Employment:** As discussed, there are many individuals in the Central Kentucky Region who, for a variety of reasons, are having a harder time getting a job than the general population. The local Workforce Development Boards are working to address barriers to employment in various ways, such as:

Transitions 2 Transformation is a program that focuses on the individuals with highly challenging barriers to employment. Individuals in recovery, reentering the workforce after incarceration, disabled, homeless, ESL, etc. are all provided a special case manager who focuses on these unique barriers and works with employers to transition them into the workforce at a slower and more managed pace. Workforce staff also make referrals to partnering agencies who specialize in individuals with particular barriers to employment. WIOA staff attempt to work closely with programs like Jubilee Jobs, Child Care Council, Office of Vocational Rehabilitation, and others in providing additional support for individuals with significant barriers to employment.

The Objective Assessment is the first personal communication visitors to the Kentucky Career Center - Bluegrass have with the participant; it lays the framework for the services the Talent Development Specialist and participant agree upon for the participant to successfully complete their pathway to self-sufficient employment. All potential participants are given an objective assessment, which includes: a review of academic and occupational skill levels, career goals, and strengths of each participant. The purpose of the objective assessment is to identify the appropriate services and career pathways to develop an Individual Employment Plan/Individual Service Strategy along with the participant.

In Northern Kentucky, the 'Lift Up' project creates a one-stop delivery system for job training and transition to employment for individuals in treatment for SUD (substance use disorder) living in the Northern Kentucky area. The project is funded by a federal SAMHSA grant and is a collaboration between St. Elizabeth Healthcare, Life Learning Center and the Northern Kentucky WIB. Lift Up participants work on increasing independence and productivity by providing pre-vocational training, substance use treatment and transitional services to employment. The KCC-NKY work with local employers to encourage transformational employment hiring. The goal of the grant is to serve 350 participants per year for five years.

Northern Kentucky has identified getting individuals dealing with substance addiction recovery into gainful employment as one of its four priorities. According to the 2022-2024 Community Health Needs Assessment (CHNA), an estimated 70,000 people in Northern Kentucky have a substance use disorder. That is a percentage of the labor force that we cannot continue to function without.

The Lack of Accessible Childcare is a workforce barrier that plagues our entire state and certainly the Central Region. It has been estimated that 45,000 nonworking caregivers, statewide, indicated that they would be in the workforce if they had childcare. Northern KY, has been partnering with EC LEARN to help employers realize the benefits of investing in childcare solutions for their employees (or prospective employees) by capitalizing on House Bill 499 which was passed in 2022 by the KY General Assembly making it possible for employers to secure match funds from the state for any investment they make into childcare solutions for their employees. Part of this issue is due to the lack of qualified childcare providers; the Central Region plans to leverage the State's Early Childhood Education Apprenticeship Program which will make it easier for individuals to earn marketable credentials such as the Child Development Associate (CDA) degree. This will hopefully result in more childcare options for non-working caregivers.

Areas of Opportunity

- **Sharing Best Practices:** Some local Workforce Development Boards have begun using the Kentucky Center for Education and Workforce Statistics to measure the efficacy of workforce programs and interventions. When programs are identified as particularly effective, they should be shared with all Boards in the region, so that they can become best practices and standards for success.
- **Increasing Work-Based Learning (WBL) Opportunities:** Northern KY identified increasing WBL opportunities across the region as a priority. We need more employers to offer/host WBL activities (apprenticeships, pre-apprenticeships, co-ops, internships) and we need more advertising to increase communication and better linkage to our target populations to build demand. Northern KY is building an online platform called NKY Career Jumpstart that will house all regional WBL experiences. Employers will provide opportunities to be housed within NKY Career Jumpstart and these opportunities will be accessible to primarily, but not exclusively, Opportunity Youth. It is anticipated that this new platform will make it easier for individuals to identify and enroll in WBL experiences.
- **Virtual Career Center:** Since the onset of the pandemic, it has become clear an area of opportunity for the Bluegrass area is the creation of a virtual career center. The brick-and-mortar career centers have been closed to the public for nearly a year, yet the career centers continue to provide services virtually. Today there are more individuals with access to a cell phone or Wi-Fi service than there are individuals with reliable transportation. These individuals could benefit from an entirely online career

center, where they can connect with a Talent Development Specialist and receive the same services, referrals, employability classes, and personal assistance they receive when they visit a physical location. A virtual career center could provide access to a new group of previously unserved or underserved residents, who could be transitioned into training and employment.

- **Videos:** The pandemic has also increased the use of social media platforms and the internet as a way to share information with clients and the general public. The Bluegrass area, since the onset of the pandemic, has started creating videos regularly for posting on social media and the career center website. Three unique categories of videos are produced each week with new content.
- **Workforce Wednesday:** This video series started as a live question and answer session about services in the career center at the beginning of the pandemic and has evolved into a series on all things workforce related. The video series is hosted by the career center's Workshop Coordinator and covers topics that range from: what is needed to be a successful employee, interviewing skills, budgeting, and how to overcome barriers to employment. Guests from employers to entrepreneurs are often scheduled to record tips from their perspective.
- **Community Resource Minute:** The Community Resource Minute is hosted by our One Stop Operator. This video series hosts short interviews with various community partners throughout the Bluegrass area. It allows the organization to explain firsthand, what they do and how individuals who may need their services can access them.
- **Business Minute:** The last is the Business Minute, a short two to five-minute video highlighting a business in the Bluegrass who is hiring. It covers a brief history of the business and in-depth information on the position(s) they are hiring for. Videos for this are done in a variety of ways from animation, interviewing, or content provided by the business itself and is submitted by any of the four Business Services Representatives in the Bluegrass.

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

For a six-month period ending December 31, 2024 based on data from JobsEQ Open Jobs Report, 23% of jobs posted in the Lincoln Trail region required a high school graduation/GED. That is approximately the same as in 2023 which was 22.5%. Associate degrees or above were required for 18% of listed jobs. The most requested skills include all levels of patient care/nursing, truck driving, software development, retail and food-service front-line supervision, computer support, and customer service. Certifications most

requested include CDL, security clearance, nursing, CompTIA Security+, and other healthcare related credentials.

The most requested skill clusters in the above-mentioned job postings are customer support/customer services, healthcare (basic patient care and medical support), IT software programs, business (people management), general sales, and administration (scheduling, general administrative).

As of recent trends, the in-demand skills for the Lincoln Trail area are largely shaped by the region's economic landscape, which includes a strong presence of manufacturing, healthcare, and growing service industries. Below is an overview of the fastest growing sectors and in-demand positions based on data from Jobs EQ:

1. Manufacturing

Lincoln Trail is home to major manufacturing plants, including BlueOval SK Battery Park (a Ford and SK Innovation venture) and Nucor Steel, which has driven demand for:

- Advanced manufacturing skills (e.g., CNC machining, robotics, mechatronics)
- Electrical and mechanical engineering
- Battery technology and assembly
- Industrial maintenance (troubleshooting, repair of manufacturing equipment)
- Quality control and assurance

2. Healthcare

The Lincoln Trail region is home to Baptist Health Hardin Hospital in Elizabethtown, Flaget Hospital in Bardstown, and multiple healthcare facilities, including long-term care and rehabilitative services. In-demand healthcare roles include:

- Nursing (RNs, LPNs, and nurse practitioners)
- Certified Nursing Assistants (CNAs)
- Physical and occupational therapy
- Medical laboratory technicians
- Health information management and medical billing/coding

3. Retail Trade

The Lincoln Trail region is experiencing a growing retail sector driven by population growth, tourism and local economic development. In-demand retail roles include:

- Front line retail workers, cashiers, sales associates, stock clerks and customer service representatives
- Retail supervisors and managers
- Order fulfillment and Point of Sale (POS)

4. Accommodations and Food Service

Historic sites, events, and the bourbon industry have lent to an increase in tourism for the Lincoln Trail region. Needs for this sector include:

- Restaurant cooks and food preparation workers
- Servers and waitstaff
- Front desk clerks
- Housekeeping staff

5. Educational Services

With growing populations, opportunities exist for teaching and support roles within local education systems and daycare facilities:

- Certified teachers for K-12 students
- Preschool and child care teachers to support early childhood education
- Technical instructors and trainers for industry and trades certifications

Across all industries, there is a strong demand for essential skills such as:

- Digital literacy
- Effective communication
- Problem solving
- Dependability
- Teamwork
- Bi-lingual skills

Chapter 2:

Strategic Vision and Goals

- A. (L) Describe the local board’s strategic vision and goals aimed at fostering regional economic growth and self-sufficiency. Explain plans to prepare an educated and skilled workforce, especially for youth and individuals facing barriers to employment. As applicable, include a description of any plans to generate a new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. To the extent possible, strengthen 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)]**

The Lincoln Trail region, which includes Breckinridge, Grayson, Hardin LaRue, Marion, Meade, Nelson, and Washington Counties presents a wealth of economic development opportunities, particularly when approached within the context of workforce development, education and economic strategy. Collaboration across systems and partners to effectively address the employment and skills needs of current and future employees, job seekers and employers in the region is critical. The LTADD, in collaboration with the LTWDB, developed a 6-year Economic Lines of Effort strategic plan. The mission is to bring together local, civic, and governmental leaders to accomplish objectives that cannot be achieved by entities acting separately. The vision for the strategic plan is to be the state’s premier locally based, regionally focused integrator and collaborator, enabling stakeholders to create a better everyday life for themselves and their community.

The LTADD 6-year strategic plan fosters workforce development, education and economic strategies within the counties served with the following objectives:

◆ **Transportation & Infrastructure Development**

Goal: Develop safe, efficient, and multi-modal movement of people and goods.

Key Projects:

- Mass transit system in urbanized areas
- Expansion of highways, rail lines, and riverport capacity

Educational Alignment:

- Career Pathway: Transportation, Distribution, and Logistics
- CTE Link: KY Career and Technical Education Programs (e.g., CDL licensure, logistics tech)
- Postsecondary Programs: ECTC or KCTCS programs on urban planning, logistics, and transportation safety

◆ **Affordable and Quality Housing**

Goal: Provide sufficient housing to accommodate regional population growth.

Key Projects:

- Eliminate waiting periods for affordable housing
- Expand residential capacity in growing communities

Educational Alignment:

- Career Pathway: Architecture & Construction
- CTE Link: Dual credit or high school-level building trades
- Postsecondary Programs: ECTC construction programs

◆ **Regional Utilities & Public Works Partnerships**

Goal: Build multi-jurisdictional capacity for essential services.

Key Projects:

- Multi-utility water/wastewater partnerships
- Expansion of regional airport infrastructure

Educational Alignment:

- Career Pathway: STEM, Engineering Technologies
- CTE Link: Industrial maintenance and automation systems
- Postsecondary Programs: ECTC Environmental Engineering, Utility Operator Certification

◆ **Workforce Development & Employer Readiness**

Goal: Create a barrier-free environment to meet employer demand and expand job quality.

Key Projects:

- Childcare and transit barrier studies
- Facility renovations for training in manufacturing, welding, healthcare
- New engineering facilities via ECTC & UofL partnership
- Initiatives for justice-involved individuals, opportunity youth, and ESL safety training

Educational Alignment:

- WIOA Core Programs: Title I (Youth, Adults, Dislocated Workers), Title II (Adult Ed), Title IV (Voc Rehab)
- CTE Link: Advanced Manufacturing, Engineering, Health Science, IT
- Postsecondary Programs: ECTC Workforce Solutions, Kentucky Adult Education
- Equity Focus: Alignment with Perkins V goals for special populations

◆ Health & Safety Capacity Building

Goal: Expand access to healthcare and first responder infrastructure.

Key Projects:

- Regional first responder specialization
- Public safety expansions to match population growth

Educational Alignment:

- Career Pathway: Health Sciences, Law and Public Safety
- CTE Link: KY Board of EMS dual credit programs
- Postsecondary Programs: EMT, nursing, paramedicine at ECTC/KCTCS

The LTADD Economic Lines of Effort Strategic Plan not only responds to the region's infrastructure and workforce needs but also aligns directly with state and federal educational goals. Through intentional collaboration with educational institutions, workforce agencies, and CTE providers, this strategy ensures that all investments are geared toward credential attainment, barrier mitigation, and career readiness for a future-ready Lincoln Trail workforce.

Youth and Barriers to Employment

Through the LTWDB, the Youth Committee plans to address barriers to youth employment regarding childcare, transportation, housing, addiction, offenders, homelessness, foster care, low-income and pregnant or parenting youth. LTADD and the LTWDB are currently in process of conducting formal studies on childcare and transportation. The Lincoln Trail region also plans to initiate studies on housing and addiction within the next year.

In addition to formal studies, the LTWDB is also collaborating closely on a (unique to the region) housing project with LTADD and Family Scholar House. The project will provide housing, tuition and support to single parents and former foster youth on ECTC's campus in Elizabethtown, KY. The residential campuses mission is to end the cycle of poverty,

unstable housing and most often, domestic violence. The program will provide comprehensive and holistic continuing care to assist with educational, career and family goals.

The LTWDB has also developed a strong partnership with the Reentry and Employment Services Branch in the Commonwealth of Kentucky. This program provides the Putting Kentuckians First initiative which assists individuals who are transitioning from justice-involved circumstances or addiction recovery care. The KCC-LT, along with partners at the state level work to provide a smooth transition and to break down barriers to create a path forward. This initiative is present in every county in the region and continues to grow.

In 2025, the LTWDB Youth Committee has worked to re-establish the Boards WIOA Supportive Services Policy with a focus on alleviating barriers to youth. These services include the opportunity to provide fuel cards for transportation needs, childcare assistance and job-related needs (uniforms, equipment, etc.) at no cost to Youth participants. The committee is working to not only continue to these efforts, but also make the program more robust in the future.

B. (L) Describe how the local board’s vision and goals are intricately aligned with the Commonwealth’s goals, initiatives, and priorities as outlined in the WIOA State Plan. This alignment is crucial in ensuring the success of the collective efforts.

The LTWDB envisions a vibrant local economy and an engaged, well-prepared, and actively participating local workforce. To achieve these things, the following outlines the focus of strategic intervention:

1. Partner with businesses to develop regional solutions to the regional workforce shortage by engaging directly with businesses to understand their workforce needs (**employer engagement**) and developing a legislative education agenda to enable the state to better support business needs. Broad and deep collaboration among business, civic, and economic development leaders who are focused on the opportunity to build regional solutions to the workforce shortage will be critical.
2. Increase **workforce participation** by implementing solutions to common problems preventing prospective employees from entering the workforce. Find ways to support (increase the supply of affordable housing, childcare, transportation options) and motivate (eliminate cliff effect) members of the latent workforce in participating in employment with local businesses (removing obstacles). Engaging community members to understand “real world” obstacles that prevent individuals from getting and keeping

employment will be critical to experience a measurable increase in workforce participation rate among members of the latent workforce.

3. Retain and expand local talent by connecting people with the education (**education attainment**), training, and work experience necessary to promote success in the local economy by developing, expanding, and retaining local talent. Maintaining regular communication with employers to understand evolving education, training and work experience requirements is critical to facilitate connections with local high schools, area technology centers and post-secondary institutions.

While not listed as a strategic intervention, the **alignment of resources** cannot be overlooked. By aligning resources effectively, WIOA's impact can be maximized to ensure job seekers receive comprehensive support and employers' needs are met. Collaboration among key stakeholders is critical and ongoing to ensure resources are strategically allocated to meet workforce needs.

C. (L) Describe how the local board's vision and goals are considered and provide an analysis of the strategies for working with the required partners and other entities to carry out the core programs and align resources.

The LTWDB's vision and goals are initially considered and conveyed through quarterly board meetings. Required partners are represented on the LTWDB and are involved in the development of the vision and goals and are responsible for ensuring their core programs meet these as a partner in the KCC-LT system. The OSO oversees the coordination and flow of services of the WIOA six core programs, as well as additional partner programs. A Center Management Team (CMT), comprised of management staff from KCC-LT partners, meets on a monthly basis to discuss system issues and ensure KCC-LT operations are running smoothly. The OSO reports to the LTWDB quarterly on KCC-LT activities involving core programs and services. The KCC-LT Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) details partner services and contributions to the KCC-LT system, documenting alignment of resources.

Implementation of these strategies is carried out through a coordinated system of communication, accountability, and continuous improvement. The One-Stop Operator (OSO) is responsible for overseeing the daily coordination, integration, and service delivery of all six WIOA core programs—Adult, Dislocated Worker, Youth, Wagner-Peyser, Vocational Rehabilitation, and Adult Education—along with additional partner programs. The OSO facilitates collaboration between frontline staff and management to ensure consistency in service delivery across the region's KCC-LT centers. The OSO has created and published a comprehensive Standard Operating Procedures Manual for the workforce system to assist with any execution of workforce activities. See Appendix G for reference to the manual.

A Center Management Team (CMT), composed of leadership from each partner agency, meets monthly to identify and address system-level issues, develop shared solutions, and align activities with board-defined performance metrics. These monthly meetings serve as a critical forum for monitoring strategy implementation, identifying gaps, and planning corrective actions collaboratively.

In addition, the OSO provides quarterly reports to the LTWDB on the execution of core programs and system performance. These reports include data on service coordination, partner referrals, performance outcomes, customer satisfaction, and progress toward annual goals. This ensures that the board maintains oversight of implementation and can make data-informed decisions to guide future strategy.

The Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) outline specific roles, responsibilities, and financial commitments from each required partner. These documents ensure resource alignment and accountability by codifying service commitments, cost sharing, and operational standards. To further support execution, the LTWDB uses strategic tools such as partner referral protocols, shared case management, cross-training, and integrated service flow models to break down silos and promote a truly collaborative workforce system.

Chapter 3:

Alignment of Local 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 and provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. This discussion should include a descriptive overview of the local workforce development system, including 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 and Youth program elements. Describe respective roles and functional relationships to one another.**

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

The LTWDB's strategy is designed to respond to employer needs by continuing to draw upon its long-established relationships and partnerships between local elected officials, community leaders, workforce, education, and economic development entities. The Lincoln Trail region was one of the first regions in the Commonwealth to implement the United States Department of Labor's (USDOL) vision for One Stops over 20 years ago. For more specific information and detail, refer to the Partnership Agreement, and KCC-LT MOU/IFA – all currently on file with the Department for Workforce Development.

The LTWDB has approved one comprehensive center in Elizabethtown, three affiliate sites in Bardstown, Lebanon and Leitchfield and one access point at Ft. Knox. These centers are all certified and strategically placed throughout the region to ensure that no employer or job seeker customer is required to travel more than 30 minutes to access services. A common intake and referral system is in place to track customer referrals, services and foot traffic.

The One Stop Operator, Hightower/Strumpf Workforce Initiatives, has served as the One Stop Operator since 2021. The OSO oversees the coordination and flow of services of the WIOA six core programs, as well as additional partner programs, throughout the KCC-LT system and ensures that both job seeker and employer customers receive quality services. The OSO employs a One Stop Manager who coordinates day to day system wide activities. A CMT, comprised of management staff from KCC-LT partners, meets on a monthly basis to discuss system issues and ensure KCC-LT operations are running smoothly. The OSO has established a KCC-LT procedures manual, which outlines operations protocol for all of the onsite partners. The OSO also provides professional development training on a quarterly basis on topics identified by KCC-LT partners. The KCC-LT MOU and IFA details partner services and contributions to the KCC-LT system and are currently on file with DWD.

The LTWDB has contracted with Career TEAM, LLC since 2022 to provide direct services to WIOA Title IB adult, dislocated worker and youth participants. Career Advisors are located at the various KCC-LT sites throughout the region, providing career planning, resume writing, job search assistance and interviewing skills. CareerEDGE, a virtual career exploration tool, is also used to assist jobseekers. Occupational skills training in a high-demand sector, as well as on-the-job training, is available for those who need additional assistance obtaining employment. The fourteen WIOA youth elements are also made available to WIOA youth participants. WIOA Title I B services are coordinated with other core and workforce development partners to ensure alignment and efficient use of resources.

Through a competitive bidding process, LTADD was selected by the Lincoln Trail Development Association (CLEO and LEO governing board) to serve as the local grant subrecipient. A copy of the application and contract are currently on file with the Department for Workforce Development.

The LTWDB is made up of twenty-five members and follows Policy 15-001-WIOA Local Workforce Development Board Composition, Membership, Certification and Functions. The LTWDB operates through a committee structure which includes Executive, Funding, Youth, Individuals with Disabilities, and Ad Hoc.

The complex nature of workforce development systems, particularly within a region of diverse counties such as Lincoln Trail, calls for a collaborative approach with delineated roles that play to the strengths and resources of key stakeholders and bridge the work of WIOA partners, government, nonprofit sector, economic development and business.

Stakeholder Engagement and Innovation

- The LTWDB continues to leverage long-standing relationships with:
 - **Area jobseekers**
 - **Local employers**
 - **K-12 and postsecondary education partners (ECTC, etc.)**
 - **Community-based organizations**
 - **Local Elected Officials**
 - **Economic development agencies (local chambers, industrial foundations, etc.)**
 - Hardin County Economic Development Council (HCEDC)
 - Elizabethtown-Hardin County Industrial Foundation
 - Nelson County Economic Development Agency
 - Marion County Industrial Foundation
 - Washington County Economic Development Authority
 - Meade County-Brandenburg Industrial Development Authority
 - LaRue County Economic Development
 - Grayson County Economic Development Office
 - Breckinridge County Economic Development Authority
- The region was an early adopter of the US Department of Labor’s One-Stop model and remains committed to integrated service delivery, customer-centered design, and regional innovation.

The Lincoln Trail workforce development system exemplifies a collaborative, multi-tiered model that draws on the strengths of local governance, professional service delivery, and integrated partnerships. The system’s design ensures that workforce programs are accessible, responsive to employer needs, and aligned with both federal and state priorities—providing a foundation for economic growth and workforce advancement across the region.

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

that lead to a recognized postsecondary credential. This includes a credential that is an industry-recognized certificate or certification and is portable and stackable. [WIOA Sec. 108(b)(3)]

The LTWDB plans to leverage all of the programs, services and resources of core programs as well as other community partners to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment. The KCC-LT system provides the perfect opportunity for all partners to work together to bring their unique programs and services to both jobseekers and employers in a collaborative manner that allows for a more efficient and streamlined use of resources. The board will continue to work very closely with employers, education providers, economic development agencies and other community partners to facilitate continuing development of high demand career pathways for employment opportunities in the region.

The LTWDB continues to collaborate with various education, business and community partners to create unique training opportunities, which are responsive to both employer and jobseeker needs. Partnership examples include: Elizabethtown Community and Technical College (ECTC) to provide OJT and Human Resources curriculum to eight individuals for full-time positions with a Federal Human Resources Remote Operations Center; ECTC and Baptist Health Hardin to provide tailored certified nursing assistant training and an externship to fill vacancies within the Baptist Health system; South Central Workforce Board to coordinate cyber security training and certification; ECTC, Fort Knox and Knox Regional Development Alliance in the establishment of the Greater Knox Coding Academy, specifically geared to fill IT vacancies at Fort Knox. The LTWDB continues to work with partners to improve access to activities leading to a recognized post-secondary credential including industry-recognized certifications that are portable or stackable.

Ready for Industry, a new online learning program, is offered at the KCC-LT and helps individuals prepare for in-demand jobs across several industries in high demand fields. The program includes National Occupational Competency Testing Institute (NOCTI) credentials for each sector. These types of offerings provide job-seeking customers with multiple options for obtaining skill sets at various levels as well as employment opportunities at multiple exit points. It also allows the LTWDB and its partners to work with employers to develop various training options and pathways to meet local and regional industry demands.

Regarding co-enrollment, the LTWDB is supportive of DWD's Guidance 18-001 Co-Enrollment Guidance for all One Stop Partners. Career TEAM, WIOA Title I direct services provider, works closely with WIOA mandated core partners and other stop partners and co-enrolls participants when appropriate. Over the course of the past four years, the OSO has helped strengthen KCC-LT partner relationships through training and more partner involvement/engagement in the system, which has resulted in increased knowledge of partner services and more opportunity to work together to serve common customers.

Services for Individuals with Disabilities

The Lincoln Trail Workforce System is committed to advancing inclusion, accessibility, and opportunity for individuals with disabilities across all workforce programs. Through partnerships, assistive technology, staff training, and policy alignment, the system ensures equitable service delivery and tailored support to meet the unique needs of jobseekers with disabilities.

Inclusive Design & Accessibility

- The KCC – Lincoln Trail comprehensive location is ADA-compliant and equipped with assistive technology.
- Every KCC-LT location offers an accessible computer workstation.
- Physical and digital materials are provided in accessible formats, access to interpreters is available for the deaf & hard of hearing population.
- The KCC-LT website uses AccessiBe software to make the page accessible to all.

Core Program Partnership – Office of Vocational Rehabilitation (OVR)

- OVR is a required WIOA core partner at KCC-LT sites.
- OVR counselors provide career counseling, employment planning, job placement assistance, and skills training.
- OVR and LTWDB coordinate services to offer dual enrollment and co-enrollment opportunities.

Employer Engagement for Inclusive Hiring

- LTWDB and its partners promote inclusive hiring practices among regional employers.
- The Board supports disability awareness campaigns and employer education.

WIOA Title IB Supportive Services

- Individuals with disabilities may access supportive services such as transportation, adaptive equipment, tuition assistance, or childcare through WIOA Title IB.
- Career Advisors work closely with individuals to identify needs and build a customized service plan.

Continuous Staff Training

- KCC-LT frontline and management staff receive regular training on disability awareness, assistive technology, and accommodations.

- Staff are equipped to support individuals with both visible and non-visible disabilities.

The Lincoln Trail Workforce System takes a comprehensive and person-centered approach to serving individuals with disabilities, ensuring full access to career pathways, training opportunities, and employer engagement that foster sustainable and meaningful employment outcomes.

C. (L) Identify and describe (for each category below) the strategies and services that will be used to:

- 1. Meet the needs and facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs and targeted sector strategies.**

Using dedicated sources of information provides the knowledge and tools to set priority sectors and make necessary adjustments as economic conditions and/or business needs changes. The central purpose for the Business Solutions Team (BST) is to coordinate, promote, conduct outreach and provide access to workforce partners and resources designed for employer clients. Kentucky's workforce programs are designed to meet the needs of employers in relation to the economic needs of their respective region.

LTWDB Business Service strategy follows four primary components:

1. Identify a single point of contact for client development within each WIOA region.
2. Streamline workforce resource delivery.
3. Unify and coordinate outreach and information.
4. Leverage a multiagency data sharing system.

The purpose of the BST is to promote and connect with clients and provide access to initiatives such as:

- Work Opportunity Tax Credit
- Unemployment Tax Credit
- Worker Adjustment Retraining Notice (WARN)
- Layoff Aversion and Rapid Response

- Federal Bonding
- Incumbent worker training (IWT) programs (see information below)
- On-the-job training (OJT) programs (see information below)
- Customized training programs
- Targeted recruitment
- Apprenticeship promotion and assistance
- Recruiting employers to the KCC-LT centers
- Connecting job seekers and employers by facilitating relationships

Incumbent Worker Training (IWT)

IWT supports regional employers by helping current employees upgrade their skills to avoid layoffs, increase productivity, or advance within the company. The program is implemented in five key steps:

1. **Employer Application** – Employers apply for IWT funding, with a focus on in-demand sectors (e.g., manufacturing, healthcare, logistics).
2. **Cost Sharing & Eligibility** – Employers typically cover 50% of training costs; employees must meet WIOA eligibility.
3. **Training Plan Review** – Employers submit a training proposal reviewed for alignment with WIOA goals.
4. **Training Delivery** – Training is delivered onsite or by approved providers like ECTC.
5. **Outcomes Reporting** – Employers track and report training results, including upskilling and business improvements.

On-the-Job Training (OJT)

OJT helps jobseekers gain practical skills while supporting employers with wage reimbursements during training. The program is implemented in five key steps:

1. **Employer Engagement** – Business services staff identify employers willing to train new hires in high-demand fields.
2. **Candidate Eligibility** – Jobseekers are screened for WIOA eligibility, focusing on dislocated workers, low-income adults, and those with employment barriers.
3. **Training Agreement** – A formal plan is created outlining training duties, wages, and reimbursement terms.
4. **Wage Reimbursement** – Employers are reimbursed 50–75% of wages during the training period (typically 3–6 months).

5. Monitoring & Follow-up – Career Advisors track progress and support successful transitions to permanent employment.

The LTWDB strategically implements IWT and OJT programs to build talent pipelines, support employer growth, and increase the skill levels of the regional workforce. These programs are executed through partnerships with local employers and Career TEAM, LLC to ensure that training is employer-driven, cost-effective, and responsive to evolving industry needs.

In addition to the WIOA related resources and requirements, Lincoln Trail LTWDB also utilizes additional resources to provide direct services and resources to employers. These are incorporated within our Business Service strategy and include but are not limited to:

- Training incentive programs
- Customized training
- Talent Pipeline Management Systems (TPMS)
- Labor Market Information (LMI)
- Sector strategy and career pathway development

Like the Commonwealth of Kentucky's Business Service strategy, LTWDB partners with local and state workforce development organizations to provide proactive workforce development and skills development resources to business clients. This streamlined approach helps to assist businesses in the region with recruiting talent, training new and existing employees, and developing tomorrow's workforce. The Business Services strategy consists of five primary organizations who provide direct resources and services to employers:

- Local Workforce Development Boards (LTWDB)
- Kentucky Education and Labor Cabinet (ELC)
- Kentucky Cabinet for Economic Development (CED)
- The Kentucky Chamber of Commerce
- Kentucky Community and Technical College System (KCTCS)

The KWIB Strategic Plan's goals include increasing employer engagement and aligning resources of system partners. LTWDB recognizes and adopts these goals as they are essential in increasing the workforce participation rate and providing local job seekers with career opportunities.

LTWBD's BST is designed to provide a single point of contact for employer customers. In order to oversee the region's business services, a BST Lead is in place to engage employers and provide services to assist with recruitment, hiring and retention needs. The BST Lead is a KCC-LT system partner responsible for coordinating the Lincoln Trail BST and delivering services to businesses and industry in their workforce area. The Lincoln Trail BST includes all local representatives from the five core state partners, as well as additional local partners. The Lincoln Trail BST works directly with employers in the region to create a business plan and meet the critical needs of their organizations, in turn creating opportunities for both the employers and jobseekers in the LWDA. BST efforts also include a county-wide evaluation and listening sessions with employers, jobseekers and community partners to determine what workforce solutions are needed in a specific county or community. Sessions during 2024 in both Breckinridge County and Bardstown identified the hiring and training needs of employers, as well as the skills, training and education needed for job seekers to find sustainable employment in those areas. These assessments have proven to be very valuable and will continue to be a part of Lincoln Trail's employer engagement strategy going forward.

The LTWDB also partners with Workforce Development Consultants, housed regionally within the ELC Office of Employer and Apprenticeship Services (OEAS), who are dedicated to employer engagement. The regional Workforce Development Consultant is a member of the Lincoln Trail LWDA BST.

In addition to the LWDA's One Stop Operator and WIOA Direct Services Provider, The Lincoln Trail BST also consists of partners from ECTC, Heartland Adult Education, County Government officials, a Navigator from Reentry and Employment Services (RES), a Veteran Employment Consultant at the KCC-LT, and a Transition Specialist with the U.S. Army Transition Assistance Program (TAP). These partners all work synergistically to ensure that companies receive unified and coordinated services related to their workforce development needs. State partners also coordinate with regional and local colleagues to ensure information is shared among agencies across Kentucky.

Additional partners such as the Council on Post-Secondary Education (CPE), the Kentucky Department of Education (KDE), and Career & Technical Education (CTE) serve in a support roll to the BST in order to provide opportunities for employers to participate in curriculum development, skills development programs, college and university career development/job placement, and to enhance work-based learning opportunities.

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

The Integrated BST is committed to continuous improvement and expansion of services. This approach will consist of convening an area-wide BST, utilizing consistent processes for

business outreach, consistent service delivery, and use of an electronic contact management system.

Shared Vision

The partners envision consistent, high-quality services to business and industry customers.

Shared Goal

To strengthen and grow businesses, build the skills of the workforce that are based on industry demands, and meet the current and future hiring needs of employers.

Shared Mission

To strategically align partner efforts that facilitate the business community's access to services that address their specific needs so that the Integrated BST is the resource of choice for local businesses.

Kentucky Career Center – Lincoln Trail (KCC-LT) System's Business Services

The categories below are the common ways in which system services are articulated to businesses and in outreach material, in terms of the common purpose of the service versus using program language.

Recruiting and Screening Services

- ***Advertise Job Openings:*** To provide an employer the opportunity to post job openings throughout the KCC-LT system, including Kentucky's job portal.
- ***Screen Applicants:*** Based on employer skill requirements.
- ***Conduct Recruitments:*** Provide employers an in-person and/or on-line opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization. The LTWDB utilizes Premier Virtual's online job fair platform.
- ***Conduct Job Fairs:*** Offer multiple employers the opportunity to meet qualified candidates.
- ***Conduct Customized Recruitments:*** Offer one employer or multiple employers with the same occupational openings the opportunity to meet job seekers, including the opportunity to recruit among specific populations such as veterans and individuals with disabilities.

Employee Development/Retention Services

- **Provide Training:** Provide employers with training for current employees and potential candidates to build required skills/help recruit applicants/create retention.
- **Provide Workshops:** On the employer's site or off site on topics that are relevant to employees.
- **Provide Re-employment Services/Outplacement Assistance:** To assist businesses that are downsizing due to economic factors or other circumstances.
- **Support new employee success:** Providing success coaching and supportive services to new employees to increase retention rates.

Business Information (Consultative and Planning) Services

- **Provide LMI Research:** To provide businesses and employers with requested information on localized labor market information.
- **Consultative Services:** To provide entrepreneurs and businesses with information and resources to enhance business performance (i.e., business plans, tax incentives, tax credits and assistance, etc.)
- **Provide Equipment and Facilities:** Provide employers with space to conduct training, including computer labs. Also provide office equipment (e.g., fax, copy machine) on site for employers to use.
- **Provide Networking Opportunities:** Connect with other employers and businesses to learn about community resources that can help their business.

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

The BST and economic development organizations in the Lincoln Trail region work together to support businesses, strengthen the workforce, and promote regional economic growth. This coordination helps ensure that employers have access to a skilled workforce, while workers gain the skills needed for in-demand jobs. The BST regularly meets with economic development agencies in the region to provide updates on activities and solicit input/need for services, information and products they need to assist them in their efforts in recruitment and retention. LMI is provided as requested.

Regional economic priorities developed collaboratively with the LTADD, economic development, and ECTC align workforce development with regional economic priorities to ensure the regional businesses have necessary talent pipelines. Apprenticeships, OJT and IWT all build a sustainable talent pipeline. Economic development partners rely on the LTWDB to offer Rapid Response to support affected workers and Layoff Aversion strategies including OJT and IWT to prevent closures.

In response to feedback from Kentucky employers, The Kentucky Cabinet for Economic Development, the Kentucky Cabinet for Education and Labor, the Kentucky Chamber of Commerce and other statewide organizations are collaborating on the Statewide Workforce and Talent Team (SWATT) to improve measurement, coordination and delivery of workforce development solutions and services to Kentucky employers.

SWATT has designed and a unified approach to provide workforce solutions to employers. A data-informed strategy is intended to improve coordination, responsiveness, and results among partners and ultimately drive workforce participation and business growth. Partners must work synergistically to ensure that companies receive unified and coordinated information and services related to their workforce development needs. State partners must also coordinate with regional and local colleagues to ensure information is shared among agencies across Kentucky.

Economic Development Partners
Hardin County Economic Development Council (HCEDC)
Elizabethtown-Hardin County Industrial Foundation
Nelson County Economic Development Agency
Marion County Industrial Foundation
Washington County Economic Development Authority
Meade County-Brandenburg Industrial Development Authority
LaRue County Economic Development
Grayson County Economic Development Office
Breckinridge County Economic Development Authority
Chambers of Commerce
Elizabethtown/Hardin County Chamber of Commerce
Bardstown-Nelson County Chamber of Commerce
Lebanon-Marion County Chamber of Commerce
Springfield-Washington County Chamber of Commerce
Postsecondary Partners
Elizabethtown Community and Technical College (ECTC), including Springfield & Leitchfield Campuses
Local Area Technology Centers (ATCs)
The University of Louisville (Engineering Education partnership with ECTC)
K-12 school districts offering Career & Technical Education (CTE) pathways

Economic development in the Lincoln Trail Region is strengthened through a comprehensive network of local, regional, and state-level partners. By maintaining strong connections with

these entities, the LTWDB ensures that workforce services are fully integrated into the region's economic strategy—creating a unified approach to job creation, talent development, and community prosperity.

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

Strengthening linkages between the One-Stop Delivery System and Unemployment Insurance (UI) creates a seamless system that supports unemployed workers in accessing both benefits and reemployment services. The KCC-LT One-Stop Delivery System and UI program work together to support unemployed individuals by offering both immediate financial relief and longer-term solutions through job training, job search support, and reemployment services. The combination of these services can help individuals not only survive the unemployment period but also improve their chances of securing a quality job.

The LTWDB partners with local CDO staff to arrange assistance with UI claims. The current UI system is understaffed and a challenge for claimants to navigate. Currently, UI services are only available via the state call center or self-registration/filing from any computer. Individuals may access computers at any of the KCC-LT locations to file their UI claims. Limited staff assistance with UI claims is only available at the comprehensive center in Elizabethtown. Also, Wagner Peyser services are only offered in person at the Comprehensive Center or by phone or email. In an effort to help improve delivery and accessibility of services, the Office of Unemployment Insurance (OUI) has created a mobile unit to dispatch to underserved communities or communities experiencing massive layoffs. UI staff are available to assist claimants when filing for benefits, requesting payments, verifying identity, participating in eligibility reviews, and more. The services provided by the mobile unit can be of great benefit to claimants in rural, underserved areas.

Responding to a company layoff or closure through Rapid Response services is a prime example of this process and was evident during a layoff at American Fuji Seal in Bardstown in late 2023, when the OUI provided onsite claims filing for the employees. Coordination with the OUI occurred again in late 2024 when Jim Beam in Bardstown experienced a large temporary seasonal layoff and the OUI brought their mobile unit to assist the employees with filing claims. Rapid Response information sessions provide information to the affected workers with information about UI and answer questions.

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

In an effort to increase competitive integrated employment opportunities for individuals with disabilities, the Office of Vocational Rehabilitation (OVR) assists businesses in hiring,

developing and keeping valued employees. An OVR counselor will conduct an assessment to determine eligibility for services. After eligibility is determined, the counselor's role is to provide information, resources, guidance and counseling, and choices related to an individual's strengths, resources, priorities, concerns, capacities and abilities so the individual can prepare for and enter a job.

OVR also provides an array of services at no cost including prescreening of applicants based on essential job requirements, on-site job trainer and support services if deemed necessary (coordinated by OVR and performed by Communicare), restructuring/work site adjustment, accessibility survey of complete work site, assistive technology, devices and specialized equipment plus other required follow-up services.

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 pathway initiatives, or 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)].

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

The LTWDB has a long-standing history of interest in and support for entrepreneurial activities and/or entrepreneurial skills training including, but not limited to partnerships with the regional Kentucky Innovation Office, the University of Kentucky's Small Business Development Center, and Western Kentucky University's Small Business Accelerator. This has been a major focus for the region for about 15 years.

The Center of Kentucky Entrepreneurship (COKE), which opened in 2023, is a collaborative project in Elizabethtown that supports entrepreneurs by providing a hub of services and resources.

The Kentucky APEX Accelerator is co-located with the Knox Regional Development Alliance (KRDA). The APEX Accelerator team helps companies pursue local, state, and federal contracts with the government. Services include contract readiness, compliance, and market research that identifies growth opportunities.

Amplify, in collaboration with the Kentucky Cabinet for Economic Development - KY Innovation, serves the Lincoln Trail region by offering startup resources, mentorship opportunities and funding sources.

The Revolving Loan Fund (RLF) through the LTADD was created through a grant from the Economic Development Administration to further job creation and investment in the Lincoln

Trail region. This program promotes a flexible and sustainable source of public funding for small business owners who cannot otherwise obtain adequate financing through private sources. Funds can be used for working capital, to purchase equipment, land acquisition and/or building acquisition.

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

The LTWDB currently provides a variety of youth workforce activities with an emphasis on preparation for education and/or employment in high priority sectors. Direct service provider staff provides one-on-one case management to the youth customer to help them identify their career goals and establish a plan to achieve them. The LTWDB has contracted with Career Team for the provision of direct services in the region to include youth programs and ensuring the 14 WIOA Youth Elements are addressed.

Career advisors are located within Lincoln Trail's Comprehensive KCC-LT center in Elizabethtown as well as each of the affiliate sites across the region. These advisors assist in guiding youth as they learn about the services at KCC-LT locations and can help youth participants access the services that work best for them.

KCC-LT youth services staff members provide intake, eligibility and case management directly to participants while referring youth to partner agencies for specialized services. Initial activities include assessment of the youth's education and work history as well as identification of any barriers they may have to achieving their career goals. Based on the needs of the youth, there are a variety of activities available to help them meet their career goals such as soft skills training, labor market information, occupational skills training in a high priority sector, and work experience opportunities, to name a few. KCC-LT staff work closely together to ensure the customer has access to all services that would help them meet their career goal. For example, LTWDB staff and OVR staff share many common customers that allow youth with disabilities to be served on a variety of levels to meet their needs.

Successful Models and Best Practices

Lincoln Trail Youth Career Services: The KCC-LT youth program provides services that assist 16–24-year-olds with skill training and high-demand job opportunities. Assistance is offered to help youth identify the right career paths and training in order to pursue a sustainable and lasting career. The program includes the following services:

- Work Readiness: Pre-employment orientation, essential skills training and CareerEDGE modules.

- Sector Training: Career exploration (via VR headsets) and Ready for Industry Training.
- Pathway to Employment: On-the-Job Training (OJT), Work Experience (WEX), Internships, Individual Training (ITA) and connection to local employers (hiring events, workshops, etc.).
- Employment Support: Post employment follow-up and supportive services for any workforce related needs.

LTWDB Youth Committee: The LTWDB Youth Committee is charged with providing a vision for youth programming, planning, operations, and other issues relating to the provision of services to youth. Special emphasis is placed on the provision of services to out-of-school youth, career pathways, and other necessary elements for successful transition to a self-sustaining career.

The Youth Committee is responsible for (but not limited to):

- Policy direction to the LTWDB for the design, development, and implementation of programs that benefit youth
- Recommendations for ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth
- Recommendations for ways to coordinate youth services and youth service providers
- Provision of on-going leadership and support for continuous improvement for local youth programs
- Assistance with planning, operational and other matters related to youth
- Oversight of eligible youth providers
- Selection of any youth grants or contracts

High School Senior Initiative: The DSP, along with other KCC-LT staff, present KCC-LT services to graduating high school seniors, typically in a classroom or large group setting. The students meet with career advisors as well as center management to review career pathways, training & tuition assistance, resume & interview workshops and employment opportunities. The KCC-LT team provides the students with labor market information about careers in the high priority sectors. Students can also find resources for tutoring, post-secondary education, skills training, leadership development & mentoring and practical advice for landing a great job. A full menu of all KCC-LT services is provided to students including OVR, Employment/Unemployment Services (CDO) and resources for veterans and individuals with disabilities.

KCC-LT staff also work with local high schools, area technology centers, post-secondary institutions, local libraries, and other non-profits to provide events such as Manufacturing

Day, workshops, and interactive events. Career advisors work with dozens of other schools in the area to provide extensive outreach to as many youth as possible. KCC-LT keeps a continuous presence at high school resource and career fairs, as well as KCC-LT sponsored career fairs and hiring events.

Work Based Learning Opportunities: KCC-LT has partnered with local employers and school districts to provide Work-Based Learning Opportunities (WBLOs). Educators and employers provide assistance in matching youth with these opportunities earlier in their path to a career. WBLOs in the Lincoln Trail region include: mentoring, job-shadowing, internships, co-operative education and pre-apprenticeships.

Project Opportunity has been created to help in connecting youth to both employers and educators. The project allows local businesses and school districts to collaborate and share WBLOs for various businesses, industries and organizations. An internal list of these opportunities is provided to each school district and opportunities are disbursed to high school youth across the region.

Training/Work Experience: Career advisors can assist youth in determining their career path, as well as the next steps needed to accomplish their goals. Once a career path is identified, training/work experience is considered. Work experiences must include academic and occupational education. Work experience testing requirements, wages, hours worked, worksite agreements and expenditures are all detailed in the LTWDB policies and procedures. For a youth customer to pursue training, the Career Team staff must determine a need to train. Training requirements and guidelines are explained further in LTWDB's policies and procedures.

Co-Enrollment: Youth can be co-enrolled if they are eligible for more than one KCC-LT program. Both programs must benefit the youth and services may not be duplicated. Funding streams for co-enrolled youth are tracked by the service provider.

Greater Knox Coding Academy: The Greater Knox Coding Academy (established in 2021) focuses on filling a critical shortage of IT workforce with coding skills with the Army and its contractors. Skills for positions in computer programming, repair, or cyber security are offered. Training on Java, Dot Net, Microsoft, Unix, Cloud, Salesforce, etc. are just a few of the included programs offered. The academy is offered through ECTC and graduates who pass the course and certification exams are eligible for quality jobs in government, manufacturing, military, consulting, industry, and business with salaries starting between \$40,000 - \$70,000. The academy assists in providing a talent pipeline not only for Fort Knox, but also surrounding area businesses, proving to be a strong economic development tool for the Lincoln Trail region. Partners in the initiative include ECTC, U.S. Army, Knox Regional

Development Alliance, the LTWDB, School Systems in Hardin, Meade and Nelson Counties and the KCC-LT.

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

The LTWDB, through the OSO and DSP, works closely with secondary and post-secondary education programs and activities in the region to coordinate strategies, enhance services and ensure nonduplication of services.

The High School Senior Initiative, now in its fourth year, provides onsite information sessions to graduating seniors about KCC-LT services. Information presented includes resume writing and interviewing workshops, youth service programs and work-based learning opportunities. CareerEDGE, a virtual tool which provides workplace essential skills modules, is also made available to help prepare students for the workforce upon graduation. This initiative, led by the OSO in partnership with the DSP and other KCC-LT partners, is provided at all seventeen high schools in the region.

The DSP has also conducted virtual reality career exploration events at local high schools, using the Transfr VR technology purchased by the LTWDB. This technology provides classroom-to-career pathways via hands-on training using immersive technologies across a diverse range of career fields, such as health sciences, construction, IT, law/public safety, manufacturing, skilled trades, warehousing, hospitality and automotive sectors. The VR technology includes relevant software updates to reflect emerging trends and high-demand career paths.

Additional secondary school activities include KCC-LT participation in Manufacturing Day at local area high schools in the region as well as resource and career fairs.

The LTWDB is fortunate to have ECTC located in the region. ECTC's Vice-President of Academic Affairs serves on the LTWDB as well as the Youth Committee. The LTWDB has partnered with ECTC on a variety of targeted initiatives to meet identified employer workforce needs. As mentioned previously, these include: a tailored Human Resources curriculum provided in conjunction with OJT to eight individuals for full-time positions with a Federal Human Resources Remote Operations Center; a tailored certified nursing assistant training and externship to fill vacancies within the Baptist Health system; Greater Knox Coding Academy, specifically created to fill IT vacancies at Fort Knox, was a partnership between LTWDB, ECTC, Fort Knox and KRDA.

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)]

The LTWDB currently leverages community programs/services and partners to provide supportive services in addition to those offered by WIOA funding. The LTWDB supportive services include transportation, childcare, emergency assistance, lodging while attending training, and assistance with job related needs such as uniforms and tools. Regional coordination to maximize supportive services will occur as appropriate.

In the Bluegrass Local Workforce Development Area, efforts to coordinate supportive services for individuals involved in workforce investment activities are central to ensuring that all customers, including those with barriers to employment, can fully participate in and benefit from workforce development programs. These services are essential for helping individuals overcome challenges such as transportation, childcare, and other personal barriers that could otherwise prevent them from accessing job training, education, or employment opportunities.

Childcare Services: Recognizing that many individuals, especially single parents, may struggle to find affordable and reliable childcare, BGWIB coordinates with local childcare providers and community organizations to offer subsidies or vouchers for childcare services. These subsidies help ensure that parents can attend job training, interviews, or employment without worrying about the cost or availability of care for their children.

Transportation Services: For many individuals in rural areas of BGWIB, reliable transportation is a major barrier to employment. To address this, local workforce development programs partner with public transportation systems and local transportation providers to offer discounted or subsidized transit passes to job seekers and employees. Additionally, BGADD has explored alternative transportation options, such as ride-sharing programs and volunteer driver networks, to help individuals in rural or underserved areas access job opportunities.

Other Supportive Services: Beyond childcare and transportation, BGWIB works to address other barriers to employment, such as housing instability, healthcare, and access to technology. The district collaborates with local non-profits, social service agencies, and government programs to connect individuals with resources that can help them stabilize their living situation and improve their overall well-being, thereby enhancing their ability to successfully participate in workforce programs. Services may include assistance with rent or utility payments, healthcare access through Medicaid or other programs, and help with securing the necessary technology and internet access for online learning and job searches.

In addition to these direct services, BGWIB focuses on building partnerships with community organizations, employers, and educational institutions to create a more comprehensive support system. For example, local employers are encouraged to develop flexible work schedules or offer on-site childcare to assist employees with balancing work and family responsibilities. Collaboration between workforce development programs, local businesses, and educational institutions also helps ensure that the skills being taught are aligned with local labor market needs, leading to more sustainable employment opportunities.

By coordinating these supportive services, BGWIB ensures that individuals facing barriers to employment are not only trained and prepared for work but are also supported in overcoming the practical challenges that can prevent them from entering and sustaining employment. This holistic approach helps to create a more inclusive and effective workforce development system for the region.

In Northern Kentucky, realizing the importance of childcare support, NKY Works has devoted one of its focus areas to early childhood education and related programming. One of the objectives of this focus area strives to encourage our employers to invest in childcare solutions for their workers by capitalizing on HB499 which was passed by the KY General Assembly in 2022. Additionally, the most often utilized supportive service in NKY involves reimbursement for transportation expenses to commute to and from training or to and from work. This has proven beneficial to our customers, particularly considering the high cost of gas over the past couple of years.

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

The LTWDB has contracted with Hightower Workforce Initiatives, in partnership with Strumpf Associates, for the provision of One Stop Operator services since July 2021. This includes coordination of the delivery of services and activities provided through the KCC-LT. The contract expires on June 30, 2025 and the LTWDB has issued a One Stop Operator RFP with a contract start date of July 1, 2025.

The KCC-LT system includes the comprehensive center in Elizabethtown, three affiliate sites in Bardstown, Lebanon and Leitchfield and an access point at Fort Knox. The LTWDB continues to strive to reach the next level of integration and seamless services in the one stop system with all partners and programs. Initiatives have been undertaken over the past several years to align the workforce system and to break the silos that make it confusing to

navigate for the customer. The partner organizations have committed, through the current MOU, to work on strategies designed to further align the workforce system.

Efforts to coordinate and align KCC-LT partner services include monthly CMT meetings, Lunch and Learn sessions, a monthly KCC-LT newsletter, a common electronic customer satisfaction system and professional development training. Unite Us, a common electronic referral system, was implemented in April 2024 and helps connect customers with needed services. The OSO facilitated a Journey Mapping exercise for KCC-LT partners in September 2024 to gain a comprehensive understanding of the customer's experience with workforce services. The process highlighted the importance of continuous improvement and customer-centered approaches in driving success. KCC-LT partners are leveraging these insights to refine processes, address pain points and create more meaningful interactions with customers. Details of the exercise can be seen in Appendix D.

The LTWDB's OSO and DSP staff continue to work in partnership with DWD merit staff to ensure top notch services for KCC-LT customers.

I. (L) Describe how the local board will collaborate with WIOA Title II Adult Education and Literacy consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232. [WIOA Sec. 108(b)(13)]. This will include a discussion of how the local WDB will consistently review local applications submitted under Title II with WIOA sec. 107(d) (11) (A) and (B) (i) and WIOA sec. 232.

The LTWDA has two Adult Education providers in the region and they are valued core partners in the KCC-LT system. The WIOA Title I DSP works closely with Adult Education providers by making referrals and serving common customers.

Heartland/Hardin County Board of Education is co-located with DSP staff at the KCC-LT affiliate site in Leitchfield. The Adult Education Program Director serves as the agency's representative on the LTWDB and attends monthly BST and CMT meetings.

Nelson County Schools is co-located at the KCC-LT affiliate sites in Bardstown and Lebanon and plays a role in providing customers with seamless, one stop access to a variety of employment, training and supportive service needs. The Adult Education Program Director's participation in KCC-LT monthly partner meetings at the Bardstown location, demonstrates commitment to the system and allows all partners the opportunity to resolve issues and improve system-wide services.

The LTWDB always participates in the review of local applications, when requested. We recently reviewed two local applications and feedback was provided.

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

The LTWDB follows DWD Guidance 16-006 as well as the local policy. The LTWDB ensures that 50% of all adults receiving WIOA Title I Adult Individualized Career Services, Training Services or both are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient. Individuals who do not meet income self-sufficiency levels, have other 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. Youth target groups include heavy emphasis on out-of-school youth including foster children who are aging out of the system. The LTWDB ensures outreach and recruitment of these priority target groups.

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

As required by DWD, the LTWDB uses the Kentucky Enterprise Engagement Suite (KEE Suite), which is the State approved WIOA case management and reporting system.

KEE Suite was implemented in 2018 and WIOA Title I DSP staff and CDO staff are the only one stop partners that are required to use the system. True integration of Kentucky's one stop partners will be difficult until all are using a common, integrated intake and case management system.

Kee Suite has experienced many challenges and has gone through several revisions since its inception to better meet the needs of users as well as improve accurate reporting. DWD has recently formed a KEE Suite workgroup, which includes a representative from each local workforce development area, to work through the issues and continue to make improvements to the system and the processes. The LTWDB is very encouraged by this effort and looks forward to participating.

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.

Strong partnerships with businesses are a key component in assessing workforce needs and operating a job-driven system. Data driven decision making, customized training and education, work-based learning opportunities are additional components that align workforce strategies with the specific needs of business. See Chapter 3 C-1 and Chapter 3 C-2 for specific information on the ways Lincoln Trail collaborates with employers.

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

The LTWDB strives for continuous quality improvement and welcomes all feedback regarding the provision of workforce services in the Lincoln Trail region. There are a variety of sources the LTWDB uses to gauge success and identify areas that need improvement.

Data driven decision making tracks progress toward goals, and identifies strengths, and improvement areas. This includes performance metrics for the OSO, DSP and outreach.

Customer feedback and engagement through employer and job seeker surveys systematically examine customer feedback and identify opportunities for improvement at both the program and system level. Comment cards collect "just in time" information from customers about their perceptions of the service immediately at the end of the service interaction.

Staff training and professional development is conducted on a quarterly basis. A Customer Journey Mapping Exercise was recently facilitated as part of quarterly professional development. This exercise identified areas for potential improvement to better meet customers' needs.

State and local monitoring processes assess service quality and effectiveness.

Listening sessions to ensure business customers' needs are met are facilitated. Three listening sessions were held in Breckinridge County and Nelson County. Employer-driven strategies to increase workforce participation resulted from these engagements.

As a result of incorporating all sources of feedback into the continuous improvement process, the LTWDB is better able to identify and meet the region's needs, ensure compliance with the law and regulations, and improve the services being provided.

The Eligible Training Provider List (ETPL) is an important tool to help individuals identify training programs in high demand sectors that lead to self-sufficient employment. LTWDA WIOA Title I DSP staff use the ETPL as part of the career counseling process. The ETPL offers a vetted list of training providers that must meet certain criteria, including performance. This tool provides individuals the opportunity for informed customer choice. Although DWD is responsible for overseeing the ETPL, LTWDB staff work closely with WIOA Title I DSP staff to ensure training programs are meeting local performance. If training programs do not provide good outcomes, root causes will be identified and addressed and referrals adjusted, if necessary. LTWDB staff also works closely with LTWDB members, KCC-LT partners and the local business community to identify any additional training needs and training providers. The LTWDB is committed to ensuring training opportunities are available to meet the emerging needs of employers, jobseekers and workers in the region.

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

Most programs and services provided by KCC-LT are available via the Kentucky Career Center website, phone or in person within 30-45 minutes of every citizen in the region. UI services are only available via the state call center or self-registration/filing from any computer. Individuals may access computers at any of the KCC-LT locations to file their UI claims. Limited staff assistance with UI claims is available at the comprehensive center in Elizabethtown. Wagner Peyser services are offered at the comprehensive center or by phone or email.

Information about workforce opportunities in the region is posted on the KCC-LT website, various social media platforms and the Kentucky Career Portal.

A virtual job fair platform was introduced in January 2023 and provides another option to the traditional face-to-face job fairs. The virtual recruitment platform allows employers to access a broad candidate pool while helping job seekers explore a variety of opportunities. Job seekers can utilize the virtual job fair platform from any location. The platform can accommodate a small business looking to fill one position or a large company looking to hire several new employees.

DSP career advisors are available once a month at libraries throughout the region and provide pop-up services in various locations, as needed.

As mentioned, the KCC-LT website offers remote access and linkages to many of the services offered at the physical locations. A variety of digital flyers, brochures and videos are available on the website that provide information about partner services. Individuals can get access to this information without having to walk into the door of a career center. Videos on the region's high demand sectors, along with links to training providers, allow individuals easy access to explore career opportunities. Welcome videos for the Elizabethtown, Bardstown and Lebanon locations provide an overview of KCC-LT services. Individuals can also learn about completing a job application, writing a resume and interviewing skills through video links. The KCC-LT utilizes the Unite Us platform, which is a common electronic referral system for partner services. This platform provides individuals with connections to services targeted to their specific needs. Adult Education provides online services for enrollment, skill level evaluations, instruction and testing. The WIOA Title I Direct Services Provider staff offer a variety of digital pathways to connect individuals with services, including virtual career counseling through Zoom and Google Meet, as well as more traditional methods such as calling, texting and email. CareerEdge, a virtual workplace essentials skills tool, is another KCC-LT service available remotely. Individuals have virtual access to the KCC-LT monthly event calendar, the ability to file for Unemployment Insurance benefits and the Kentucky Career Portal. The LTWDA also had the opportunity to host the UI Mobile Assistance Unit for a temporary layoff in the region. This is a great resource that brings services directly to individuals experiencing a temporary or permanent layoff and will be requested for future events.

KCC-LT partners participate in a variety of community events, throughout the year, such as job fairs, back to school events, community baby showers, high school career fairs, etc., in all counties in the region. This allows individuals who don't have a career center in their area, to meet with KCC-LT partners in person and get connected to services. The WIOA Title I Direct Services Provider also has a regular presence at libraries throughout the region, which provides an option for individuals who don't have internet access.

The LTWDB has implemented a variety of technology-based solutions to make KCC-LT services more accessible in remote areas and will continue to enhance, improve upon and expand what is already in place.

- 4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including**

providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

As part of DWD Guidance 20-001, career centers are reviewed to determine Americans with Disabilities Act (ADA) compliance. Each comprehensive and affiliate application requires submission of supporting documentation of compliance with Section 188 and with the Americans with Disabilities Act of 1990 regarding physical and programmatic accessibility of programs and services, technology and materials for individuals with disabilities.

To ensure compliance with section 188, all sub-recipient contracts contain non-discrimination language referencing federal, state and local laws. LTWDB also undergoes yearly Equal Opportunity and nondiscrimination compliance monitoring by DWD.

The OSO arranges disability awareness training for KCC-LT partners on an annual basis. Working with the OVR, American Sign Language (ASL), Deaf and Hard of Hearing Etiquette training and general Disability Awareness and Etiquette training have all been provided.

The LTWDB's Individuals with Disabilities committee is charged with providing information and assisting with planning, operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with applicable provisions of the ADA regarding providing programmatic and physical access to the services, programs and activities of the one-stop delivery system and providing appropriate training for staff on providing support for or accommodations to, and finding employment opportunities for, individuals with disabilities.

5. Describe the process used by the local board to provide an opportunity for public comment, including comments by representatives of businesses and representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.

Local participation in the planning process is vital to create a comprehensive and inclusive plan that establishes buy-in with partners and the community. The request for participation was done primarily through listening sessions, planning sessions, and electronic communication. Partner and public input were also requested in various ways including: email to all contacts, press release to local media, and marketing on social media sites.

The local plan was published from March 24 – April 24, 2025 on the following websites: www.ltadd.org and www.ltcareercenter.org, sent via the LTADD Lincoln Log Newsletter (sent to 200+ community partners, elected officials and interested parties) and notices were provided to local board members of its availability for review and comment. All comments were reviewed, and included in the final plan submission.

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)]

As previously indicated, a variety of employment and training activities are available through the KCC-LT to prepare customers for opportunities in high demand occupations. Individuals are assessed and connected with the appropriate partners and services. Services may include career assessment, individual employment plan and resume and job search workshops. WIOA Title I eligible adults and dislocated workers, who need more intensive and/or training services to obtain employment, will work closely with the DSP career advisor to identify training needs that lead to high demand occupations. Options include occupational skills training, OJT, IWT, customized training, apprenticeships and WEX.

The BST, under the leadership of the BST Lead, works closely with employers to help meet their workforce needs while identifying employment opportunities for the jobseeker. Services include in-person and virtual job fairs, direct employer referrals, meet the employer events and customized business plans. The LTWDB and BST also continue to work with local businesses and community leaders to help identify ways to increase workforce participation and reduce barriers to employment to fill open jobs in various sectors within the region.

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

The LTWDB follow's DWD Guidance 23-10 - Rapid Response, Additional Assistance and Layoff Aversion Strategies as well as the local Rapid Response policy.

The Local Rapid Response Coordinator (LRRC) will serve as the main point of contact for notification of all impending layoff or closures. Notification may come in a variety of forms such as a WARN, employees of the affected company, communication from KCC-LT partners, media or public announcements, etc. The LRRC will also notify OEAS immediately, upon learning of an impending dislocation.

The LRRC will contact the employer regarding Rapid Response services no later than two business days of receiving the notice of dislocation. The initial contact with the employer will allow the LRRC to verify the layoff, provide information to the employer about Rapid Response services and encourage the employer to participate in an informational meeting with the Rapid Response Team members to customize a plan for Rapid Response services. In most instances, the LRRC and the Rapid Response Team member representing CDO and UI will attend the initial employer meeting on behalf of the Rapid Response Team.

Information and discussion during the initial employer meeting may include the items listed below. If the employer chooses not to have an initial meeting, these items will be discussed and arranged during the initial contact period.

- The potential for averting the layoff or disclosure may be discussed, with prior consultation from state or local economic development representatives.
- An overview of services offered by Rapid Response Team partners, additional service providers and other resources in the local area to meet the short and long-term needs of the affected workers. These services may include reemployment services, job training, healthcare options and unemployment insurance, to name a few.
- Customized format for the Rapid Response employee sessions, content and benefits to the employer and employees.
- Assessment of the employer's layoff plans and schedule.
- Identification of the employees affected by the dislocation such as average wage, skill levels, education attainment and years of service.
- Company benefits available to employees, i.e., severance pay, insurance coverage, relocation/reemployment opportunities or job development/job search activities.
- Determination if any special accommodations for the employee sessions will be needed such as provisions for the visually or hearing impaired or foreign language interpreters.
- Dates, times and locations will be determined for the employee sessions.

Following the initial contact and/or employer meeting, the LRRRC will coordinate and oversee the implementation of the planned Rapid Response services in the following ways:

- Notifying and coordinating with the designated Rapid Response Team members and additional partners the meeting dates, times and location as well as other pertinent information regarding the layoff and employees.
- Notifying the OEAS of the planned activities.
- Ensuring that each partner understands their role during the session, which is to provide an overview of services and answer questions pertaining to their respective programs.
- Providing information to the LEOs and other officials regarding the Rapid Response activities.
- Providing a Rapid Response session agenda to the employer and Rapid Response team members.
- Arranging workshops and/or other customized services based on the needs of the employees and as determined by the employer.
- The LRRRC will report all data elements, as required, in the State data systems within 10 days of the Rapid Response event.

Rapid Response Partners and information presented includes:

- Lincoln Trail Workforce Development Board
- Kentucky Career Center-Lincoln Trail
- WIOA Dislocated Worker Program
- Reemployment Services and Unemployment Insurance
- Office of Vocational Rehabilitation
- Veterans Services
- Kentucky Adult Education
- KYNECT Healthcare Representative
- Employee Benefits Security Administration
- Kentucky Personnel Cabinet
- Elizabethtown Community and Technical College
- Other partners deemed necessary based on the needs of the employees.

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

The description and analysis of youth workforce activities, including activities for youth with disabilities, is outlined above in Chapter 3, Section E. These include work readiness, sector training, pathways to employment and employment support. The KCC-LT staff works closely together and collaborates on all services available in order to assist youth in meeting their career goals. The LTWDB staff and OVR staff also share many common customers that allow youth with disabilities to be served on a variety of levels to meet their needs. If youth with disabilities needs cannot be met by career advisors, a referral is made to OVR and/or other area community-based programs and non-profit organizations (i.e. the Goodwill Opportunity Center).

Successful models and best practices for youth workforce activities in the Lincoln Trail region are also described above in Chapter 3, Section E and include WEX, OJT, internships, and co-operative education. The LTWDB has also created a Youth Committee for the provision of youth services, programming, planning, training and operations. Other best

practices include WBLOs, Project Opportunity, the High School Senior Initiative, the Greater Knox Coding Academy and Manufacturing Day.

Since the inception of WIOA youth programming, the LTWDB has strategically focused on providing services to out-of-school youth, therefore the local workforce area continuously meets the minimum seventy-five percent out-of-school youth expenditure rate. Limited services are provided to in-school youth which include providing labor market information and employment/career opportunities in the region. Career Team, the DSP, has a strong relationship with high schools in the region and connects with seniors who do not have an employment/career path and can benefit from WIOA out-of-school youth services once they graduate. The LTWDB's DSP is responsible for implementing WBLOs for our youth population.

E. (L) Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), as well as 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 Accounts and how the LWDB will ensure informed customer choice in the selection of training programs.

All adult, dislocated worker and/or out-of-school youth seeking WIOA services through the one-stop system, will have access to career and training services dependent upon their individual need. There is no sequence of services mandated under the federal statute. Career services may include at a minimum:

- Determination of program eligibility;
- Outreach, intake, and orientation regarding services available;
- Initial assessment of skill levels, aptitudes and supportive service needs;
- Labor exchange services, including:
 - Job search and placement assistance and in appropriate cases, career counseling, including:
 - Provision of information on high demand industry sectors and occupations; and
 - Provision of information on nontraditional employment; and
 - Appropriate recruitment and other business services on behalf of employers, such as providing information and referral to specialized business services not traditionally offered through the one-stop system;
- Provision of referrals to and coordination with activities with other programs and services within the one-stop system and/or other workforce development programs;
- Provision of workforce and labor market employment statistics information;

- Provision of performance information and program cost information on eligible training providers of training services, youth providers, career and technical education providers, adult education providers, and providers of vocational rehabilitation services;
- Provision of information in formats that are usable by and understandable by customers regarding local area and one-stop performance;
- Provision of information in formats that are usable by and understandable by customers relating to the availability of supportive services or assistance;
- Referral for supportive services or assistance as appropriate;
- Provision of information and assistance regarding filing claims for unemployment assistance;
- Assistance in establishing eligibility for financial assistance;
- Services, if determined appropriate in order for an individual to obtain/retain employment consisting of:
 - Comprehensive and specialized assessment of skill levels;
 - Diagnostic testing;
 - In-depth interview and evaluation to identify employment barriers and goals;
 - Development of an individualized employment plan;
 - Group counseling;
 - Individual counseling;
 - Career planning;
 - Short-term prevocational services;
 - Internships and work experience linked to careers;
 - Workforce preparation activities;
 - Financial literacy activities;
 - Out-of-area job search assistance and/or relocation assistance; or
 - English language acquisition and integrated education and training programs;
- Follow-up services for up to 12 months.

Training services may be provided to eligible customers who are determined to be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone.

This determination will be made through the development of an Individual Employment Plan (IEP) which may include an interview, objective assessment, labor market information and case management. Criterion used by the DSP career advisors to establish such need for training/retraining includes the following:

- Is suitable employment available?
- Will customer benefit from training?
- Is there a reasonable expectation from employment following training?
- Is training reasonably available?
- Is the customer qualified to undertake and complete the training?

- Is training suitable and available on the Eligible Training Provider List (ETPL) if applicable?

Other factors taken into consideration for training services include:

- Program of training services directly linked to employment in the local area, planning region or another area to which he/she is willing to commute or relocate;
- Unable to obtain or requires additional grant assistance;
- Determined to be eligible in accordance with the priority system;
- Any other state directive/policy; and
- Maximize customer choice in selection of an eligible provider.

Training services may include the following:

- Occupational skills training, including non-traditional;
- OJT;
- IWT;
- Programs that combine workplace training with related instruction;
- Training programs operated by the private sector;
- Apprenticeships;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job Readiness;
- Adult Education and Literacy activities; and
- Customized training.

Individual training accounts (ITAs) will be utilized for occupational skills training services. The ITA will be developed by and between the customer, DSP career advisors and the eligible training provider. The agreement identifies the roles and responsibilities of each party. A budget for training services is also developed (currently the LTWDB has established a limit of \$6000/per year for tuition and supportive services). Budget information is developed for two years (the second year is for planning purposes only and not a commitment of funding for a second year).

Chapter 5:

Compliance/Performance/Administrative Cost

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

A. (R) Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), between the local board and the Office of Vocational Rehabilitation (OVR) to enhance the provision of services to individuals with disabilities and other individuals. This may include 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)

While the LTWDB does not have a current replicated cooperative agreement in place with the Office of Vocational Rehabilitation, the Memorandum of Agreement between partners identifies the efforts and services provided by the Office of Vocational Rehabilitation. OVR staff are co-located at the Kentucky Career Centers in Elizabethtown (full-time), Bardstown (part-time), and Lebanon (part-time) to enhance services for individuals with disabilities. Guidance will be requested for cooperative agreements.

The Northern Kentucky Workforce Development Area Memorandum of Understanding between partners delineates the efforts and services provided by the Office of Vocational Rehabilitation. Guidance will be requested for cooperative agreements. WIOA 107(d)(11) states: “The local board shall coordinate activities with education and training providers in the local area, including providers of adult education and literacy activities under Title II, providers of career and technical education and local agencies administering plans under Title I of the Rehab Act of 1973.” The Northern Kentucky WIB and OVR/ collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment and individuals living in poverty. Services are co-located in two Kentucky Career Centers, Covington (comprehensive) and Florence (affiliate)to provide access to a wide variety of services.

The Memorandum of Understanding (MOU) for the Bluegrass Local Workforce Development Area outlines the roles and services provided by the Office of Vocational Rehabilitation (OVR). Additional guidance will be sought regarding cooperative agreements. As outlined in WIOA Section 107(d)(11), “The local board shall coordinate activities with education and training providers in the local area, including providers of adult education and literacy activities under Title II, providers of career and technical education, and local agencies administering plans under Title I of the Rehabilitation Act of 1973.” The Bluegrass Workforce Innovation Board (BGWIB) and OVR collaborate to strengthen services for individuals with disabilities, those facing employment barriers, and individuals experiencing poverty. OVR services are co-located within three Kentucky Career Centers: Lexington, Danville, and Richmond, ensuring broad access to a comprehensive range of support services.

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

There are no administrative cost arrangements or pooling of funds for administrative costs at this time. However, at which time projects require such discussion, all local areas are agreeable to meet and negotiate arrangements.

Local Workforce Development Directors meet on a monthly basis and have the opportunity to share best practices. This allows all areas to benefit from the most effective strategies and enhance program efficiency across the Commonwealth.

C. (R) Describe the establishment of an agreement concerning how the planning region will collectively negotiate and reach an agreement with the Governor (via the Department of Workforce Development) 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.

The Central Kentucky planning region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become a reality; a complete commitment from all core partners to work more collaboratively to achieve performance and most importantly a technology platform that all partners can utilize to capture, collect analyze, and negotiate performance information. A shared data platform is critical for this to become reality.

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

The Lincoln Trail Development Association (LEO Governing Board), through a competitive bidding process selected and awarded a contract to LTADD to serve as the Local Grant Subrecipient for the Workforce Innovation and Opportunity Act for the LTWDB.

E. (L) Describe the competitive and non-competitive processes, as well as the method for sole sourcing, used for procuring goods and services within the local area. This includes but is not limited to the method 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 LTWDB will follow the procurement process and guidelines outlined in the Uniform Administrative Requirements at 2 CFR 200.

F. (L) Describe the indicators currently used or intended by the local board to measure the performance and effectiveness of the regional fiscal agent (where appropriate),

eligible providers, 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 LTWDB reviews financial statements on a quarterly basis, reviews the annual audit, helps develop the annual budget, and makes recommendations for the transfer of funds between the adult and dislocated worker programs.

Eligibility training provider performance is the responsibility of the state and is captured in KEE Suite. The LTWDB reserves the right to limit use of a provider or a program if local customer performance has not been sufficient or met local expectations.

The WIOA Funding Committee regularly reviews reports, including programmatic and fiscal monitoring reports of the direct service provider.

The LTWDB follows all federal, state and local policies and guidance to determine performance and effectiveness of the OSO. Meeting or exceeding all state and federal performance benchmarks remains a priority.

Local Grant Subrecipient Performance

The Lincoln Trail Area Development District (LTADD), serving as the local grant subrecipient, is evaluated on several levels to ensure fiscal and programmatic compliance with local, state, and federal requirements. These indicators include but are not limited to:

- Annual independent audits
- Annual WIOA Title I financial and programmatic monitoring by DWD
- The LTWDB Funding Committee, Executive Committee, and Full Board review the budget quarterly.
- The Governing Board of Local Elected Officials reviews and approves the WIOA Title I budget annually and approves negotiated levels of WIOA Title I performance.
- Annual WIOA Title I performance results are reviewed at the end of each program year by the LTWDB and the Governing Board of Local Elected Officials.

Eligible Providers under WIOA Title I Performance

Performance for eligible service providers under WIOA Title I is measured by the indicators below:

- LTWDB staff conducts annual programmatic and financial monitoring of all WIOA Title I sub-recipients, as well as OJT's and IWT's.
- WIOA Title I sub-recipient contract goals and objectives are reviewed on a regular basis.
- The WIOA Title I Direct Services Provider is also evaluated on the results of the WIOA Title I negotiated performance measures.
- DWD maintains and monitors the ETPL. LTWDB staff review performance outcomes of ETPL providers used by WIOA Title I participants to ensure successful results.

One Stop Delivery System Performance

Performance for the Lincoln Trail One Stop Delivery system is measured by the indicators, below:

- Coordination of service delivery to facilitate collaboration among required WIOA partners, including but not limited to Title I, Title II, Title III, Title IV programs and other community-based organizations.
- Demonstration of effective operation of the One Stop Centers, maintaining compliance with federal, state and local WIOA regulations.
- Execution of the MOU and IFA, according to established schedule, so all partners are actively contributing fair share costs associated with the system.
- Oversee business services to effectively engage employers and provide services to assist with recruitment, hiring and retention needs.
- Promotion of equal opportunity for all participants, ensuring accessibility in compliance with the Americans with Disabilities Act (ADA) and other applicable regulations.
- Developing, monitoring and reporting outcomes and performance metrics in alignment with WIOA guidelines and the LTWDB's recommendations.
- Implementing strategies to measure and improve customer satisfaction, service efficiency, and workforce outcomes for business and jobseeker customers.
- Achieving One Stop certification for designated comprehensive, affiliate and access point locations.



Economic Overview

Lincoln Trail, KY WDA



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Demographic Profile

The population in the Lincoln Trail, KY WDA was 282,693 per American Community Survey data for 2018-2022.

The region has a civilian labor force of 130,111 with a participation rate of 59.4%. Of individuals 25 to 64 in the Lincoln Trail, KY WDA, 21.4% have a bachelor's degree or higher which compares with 36.5% in the nation.

The median household income in the Lincoln Trail, KY WDA is \$64,158 and the median house value is \$191,541.

Summary¹

	Percent			Value		
	Lincoln Trail, KY WDA	Kentucky	USA	Lincoln Trail, KY WDA	Kentucky	USA
Demographics						
Population (ACS)	—	—	—	282,693	4,510,725	332,387,540
Male	49.9%	49.5%	49.5%	141,004	2,233,870	164,545,087
Female	50.1%	50.5%	50.5%	141,689	2,276,855	167,842,453
Median Age ²	—	—	—	39.2	39.1	38.7
Under 18 Years	23.8%	22.7%	22.2%	67,223	1,022,746	73,645,238
18 to 24 Years	8.1%	9.1%	9.1%	22,807	409,822	30,307,641
25 to 34 Years	12.7%	13.0%	13.7%	35,896	588,640	45,497,632
35 to 44 Years	12.8%	12.5%	13.1%	36,311	565,525	43,492,887
45 to 54 Years	12.5%	12.4%	12.3%	35,473	560,696	40,847,713
55 to 64 Years	13.7%	13.2%	12.8%	38,835	595,301	42,626,382
65 to 74 Years	10.1%	10.4%	10.0%	28,688	469,194	33,293,127
75 Years and Over	6.2%	6.6%	6.8%	17,460	298,801	22,676,920
Race: White	85.6%	83.7%	63.4%	242,006	3,774,581	210,875,446
Race: Black or African American	6.9%	7.9%	12.4%	19,436	355,237	41,070,890
Race: American Indian and Alaska Native	0.1%	0.2%	0.9%	377	7,610	2,924,996
Race: Asian	1.0%	1.5%	5.8%	2,868	68,482	19,352,659
Race: Native Hawaiian and Other Pacific Islander	0.2%	0.1%	0.2%	516	3,737	629,292
Race: Some Other Race	0.9%	1.5%	6.6%	2,683	67,198	21,940,536
Race: Two or More Races	5.2%	5.2%	10.7%	14,807	233,880	35,593,721
Hispanic or Latino (of any race)	4.1%	4.7%	19.0%	11,480	212,163	63,131,589
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	285,487	4,526,154	334,914,895
Population Annual Average Growth ⁴	0.4%	0.3%	0.6%	1,082	11,925	1,885,495
People per Square Mile ⁴	—	—	—	86.1	114.6	94.8
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	59.4%	59.5%	63.3%	130,111	2,136,157	168,567,852
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	78.2%	78.9%	83.0%	81,728	1,345,537	107,055,165
Work from Home	6.8%	9.1%	13.5%	8,450	182,100	21,267,373
Armed Forces Labor Force	2.0%	0.4%	0.5%	4,436	14,435	1,287,774
Veterans, Age 18-64	8.7%	4.5%	4.2%	14,360	121,837	8,410,268
Veterans Labor Force Participation Rate and Size, Age 18-64	78.3%	73.3%	77.0%	11,240	89,329	6,478,181
Median Household Income ²	—	—	—	\$64,158	\$62,417	\$78,538
Per Capita Income	—	—	—	\$33,397	\$34,960	\$43,289
Mean Commute Time (minutes)	—	—	—	25.8	24.0	26.6
Commute via Public Transportation	0.3%	0.7%	3.5%	318	13,655	5,528,841
Educational Attainment, Age 25-64						
No High School Diploma	8.7%	10.2%	10.0%	12,779	234,996	17,176,172
High School Graduate	35.1%	31.1%	25.0%	51,415	719,347	43,057,491

Summary¹

	Percent			Value		
	Lincoln Trail, KY WDA	Kentucky	USA	Lincoln Trail, KY WDA	Kentucky	USA
Some College, No Degree	23.1%	20.2%	19.3%	33,912	467,637	33,315,654
Associate's Degree	11.7%	9.9%	9.2%	17,083	227,949	15,894,085
Bachelor's Degree	13.5%	17.4%	22.8%	19,767	402,625	39,256,774
Postgraduate Degree	7.9%	11.2%	13.8%	11,559	257,608	23,764,438
Housing						
Total Housing Units	—	—	—	123,830	2,010,655	142,332,876
Median House Value (of owner-occupied units) ^{2,5}	—	—	—	\$191,541	\$192,300	\$303,400
Homeowner Vacancy	1.1%	1.0%	1.0%	844	12,479	850,724
Rental Vacancy	5.7%	5.0%	5.5%	1,917	30,409	2,605,688
Renter-Occupied Housing Units (% of Occupied Units)	28.9%	31.7%	35.0%	31,442	568,417	44,590,828
Owner-Occupied Housing Units (% of Occupied Units)	71.1%	68.3%	65.0%	77,253	1,223,574	82,892,037
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.0%	6.7%	8.3%	5,466	120,546	10,602,826
Social						
Poverty Level (of all people)	13.9%	16.1%	12.4%	38,527	707,480	40,390,045
Households Receiving Food Stamps/SNAP	11.3%	12.7%	11.8%	12,241	226,825	15,004,950
Enrolled in Grade 12 (% of total population)	1.3%	1.2%	1.3%	3,545	53,669	4,405,676
Disconnected Youth ³	3.1%	2.5%	2.4%	451	5,854	420,352
Children in Single Parent Families (% of all children)	34.1%	34.3%	34.0%	21,214	322,149	23,701,745
Uninsured	5.5%	5.9%	8.6%	15,062	260,914	28,000,876
With a Disability, Age 18-64	17.3%	16.2%	10.7%	28,059	430,335	21,269,700
With a Disability, Age 18-64, Labor Force Participation Rate and Size	40.9%	39.2%	47.0%	11,473	168,890	10,001,264
Foreign Born	2.4%	4.4%	13.9%	6,856	199,605	46,108,901
Speak English Less Than Very Well (population 5 yrs and over)	1.4%	2.7%	8.4%	3,826	114,342	26,299,012

Source: [JobsEQ®](#)

1. American Community Survey 2019-2023, unless noted otherwise

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

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

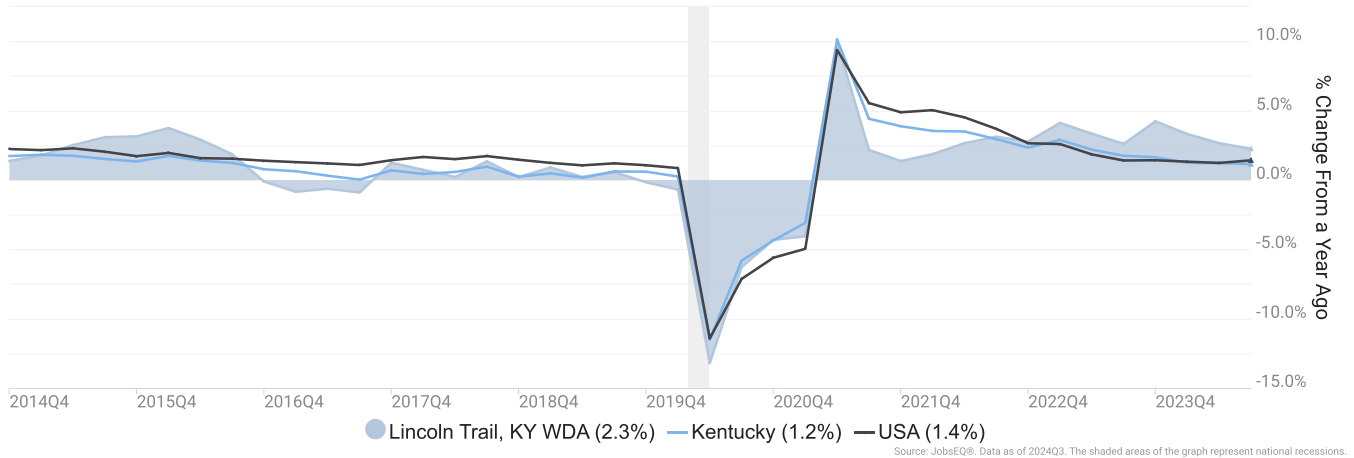
4. Census Population Estimate for 2023, annual average growth rate since 2013.

5. The Census's method for calculating median house values changed with the 2022 data set, so pre-2022 values are not directly comparable with later data.

Employment Trends

As of 2024Q3, total employment for the Lincoln Trail, KY WDA was 109,347 (based on a four-quarter moving average). Over the year ending 2024Q3, employment increased 2.3% in the region.

Employment for Lincoln Trail, KY WDA

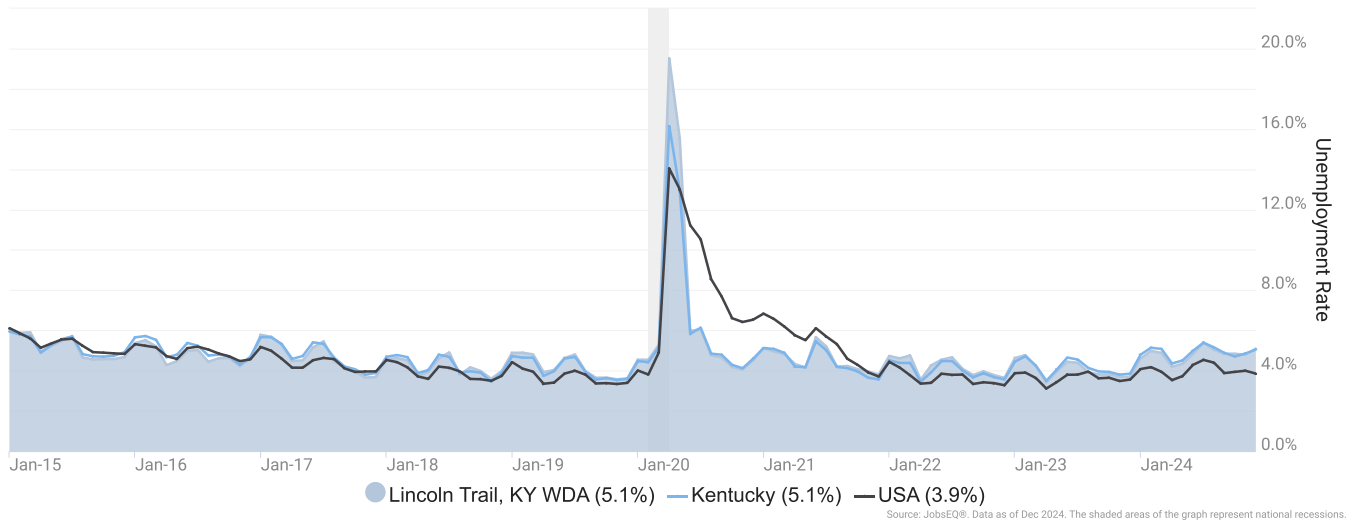


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2024Q2 with preliminary estimates updated to 2024Q3.

Unemployment Rate

The unemployment rate for the Lincoln Trail, KY WDA was 5.1% as of December 2024. The regional unemployment rate was higher than the national rate of 3.9%. One year earlier, in December 2023, the unemployment rate in the Lincoln Trail, KY WDA was 3.7%.

Unemployment Rate for Lincoln Trail, KY WDA

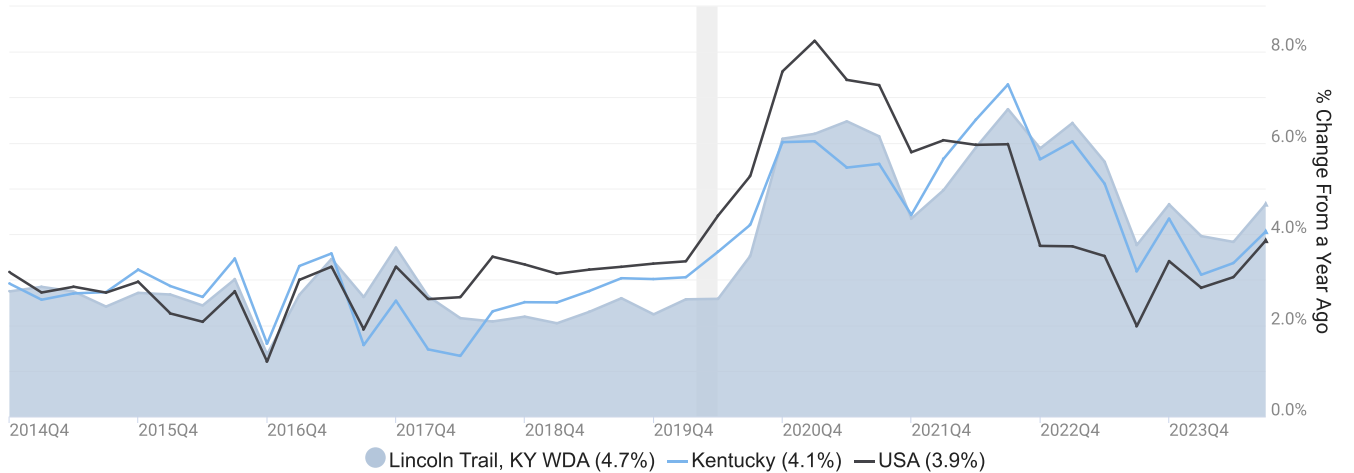


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through December 2024.

Wage Trends

The average worker in the Lincoln Trail, KY WDA earned annual wages of \$50,918 as of 2024Q3. Average annual wages per worker increased 4.7% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$72,609 in the nation as of 2024Q3.

Average Annual Wages for Lincoln Trail, KY WDA



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2024Q2 with preliminary estimates updated to 2024Q3.

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 9.8% lower in Lincoln Trail, KY WDA than the U.S. average.

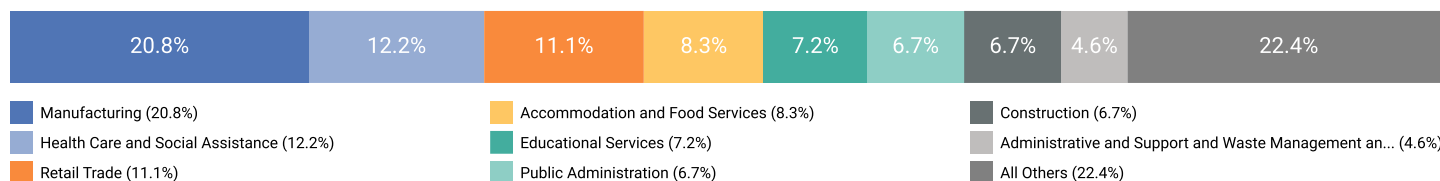
Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Lincoln Trail, KY WDA	\$50,918	90.2	\$56,455
Kentucky	\$58,295	89.5	\$65,136
USA	\$72,609	100.0	\$72,609

Source: [JobsEQ®](#)
Data as of 2024Q3
Cost of Living per [COLI](#), data as of 2024Q4, imputed by Chmura where necessary.

Industry Snapshot

The largest sector in the Lincoln Trail, KY WDA is Manufacturing, employing 22,716 workers. The next-largest sectors in the region are Health Care and Social Assistance (13,288 workers) and Retail Trade (12,088). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 2.63), Agriculture, Forestry, Fishing and Hunting (2.48), and Public Administration (1.44).

Total Workers for Lincoln Trail, KY WDA by Industry



Source: JobsEQ®
Data as of 2024Q3
Note: Figures may not sum due to rounding.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2024Q2 with preliminary estimates updated to 2024Q3.

Sectors in the Lincoln Trail, KY WDA with the highest average wages per worker are Utilities (\$77,863), Manufacturing (\$66,633), and Public Administration (\$66,061). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+2,033 jobs), Construction (+1,309), and Professional, Scientific, and Technical Services (+789).

Over the next 1 year, employment in the Lincoln Trail, KY WDA is projected to expand by 393 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.1% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+146 jobs), Construction (+48), and Accommodation and Food Services (+43).

Lincoln Trail, KY WDA, 2024Q3¹

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	22,716	\$66,633	2.63	2,033	1.9%	2,317	843	1,446	27	0.1%
62	Health Care and Social Assistance	13,288	\$55,256	0.81	204	0.3%	1,444	592	706	146	1.1%
44	Retail Trade	12,088	\$33,694	1.13	181	0.3%	1,622	692	957	-27	-0.2%
72	Accommodation and Food Services	9,094	\$22,197	0.96	269	0.6%	1,658	688	927	43	0.5%
61	Educational Services	7,918	\$42,826	0.90	-620	-1.5%	748	335	405	7	0.1%
92	Public Administration	7,374	\$66,061	1.44	244	0.7%	686	270	405	11	0.2%
23	Construction	7,325	\$64,496	1.12	1,309	4.0%	675	231	395	48	0.7%
56	Administrative and Support and Waste Management and Remediation Services	5,064	\$40,015	0.76	-158	-0.6%	597	230	345	22	0.4%
81	Other Services (except Public Administration)	3,784	\$30,801	0.82	-619	-3.0%	451	176	254	21	0.6%
54	Professional, Scientific, and Technical Services	3,387	\$66,037	0.43	789	5.5%	308	101	172	35	1.0%
11	Agriculture, Forestry, Fishing and Hunting	3,278	\$21,068	2.48	-413	-2.3%	398	190	212	-3	-0.1%
48	Transportation and Warehousing	3,276	\$55,712	0.60	561	3.8%	368	144	211	13	0.4%
42	Wholesale Trade	2,793	\$60,925	0.68	470	3.8%	287	104	175	9	0.3%
52	Finance and Insurance	2,636	\$62,168	0.61	-47	-0.4%	224	83	134	6	0.2%
53	Real Estate and Rental and Leasing	1,389	\$51,023	0.71	58	0.9%	137	59	74	4	0.3%
51	Information	988	\$55,535	0.47	-399	-6.6%	88	31	54	3	0.3%
55	Management of Companies and Enterprises	971	\$47,211	0.57	205	4.9%	88	31	51	6	0.6%
71	Arts, Entertainment, and Recreation	921	\$22,343	0.41	19	0.4%	144	54	82	8	0.9%
22	Utilities	691	\$77,863	1.22	2	0.1%	64	22	38	4	0.6%
21	Mining, Quarrying, and Oil and Gas Extraction	296	\$62,464	0.74	8	0.5%	29	9	18	1	0.5%
99	Unclassified	68	\$59,987	0.37	50	29.7%	8	3	5	0	0.4%
Total - All Industries		109,347	\$50,918	1.00	4,148	0.8%	12,259	4,885	6,982	393	0.4%

Source: [JobsEQ®](#)

Data as of 2024Q3

Note: Figures may not sum due to rounding.

1. All data based upon a four-quarter moving average

Exits and transfers are approximate estimates based upon occupation separation rates.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2024Q2 with preliminary estimates updated to 2024Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in the Lincoln Trail, KY WDA is Production Occupations, employing 13,780 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (11,694 workers) and Transportation and Material Moving Occupations (9,617). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 2.32), Installation, Maintenance, and Repair Occupations (1.21), and Construction and Extraction Occupations (1.13).

Occupation groups in the Lincoln Trail, KY WDA with the highest average wages per worker are Management Occupations (\$92,100), Healthcare Practitioners and Technical Occupations (\$89,300), and Computer and Mathematical Occupations (\$85,100). The unemployment rate in the region varied among the major groups from 1.6% among Legal Occupations to 8.1% among Farming, Fishing, and Forestry Occupations.

Over the next 1 year, the fastest growing occupation group in the Lincoln Trail, KY WDA is expected to be Healthcare Support Occupations with a +1.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+55 jobs) and Healthcare Support Occupations (+55). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (1,801 jobs) and Production Occupations (1,463).

Lincoln Trail, KY WDA, 2024Q3¹

SOC	Occupation	Current						5-Year History		1-Year Forecast				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
51-0000	Production	13,780	\$46,500	2.32	901	5.4%	313	249	0.4%	1,424	525	938	-39	-0.3%
43-0000	Office and Administrative Support	11,694	\$42,000	0.92	569	3.7%	470	-317	-0.5%	1,240	554	723	-36	-0.3%
53-0000	Transportation and Material Moving	9,617	\$41,700	1.02	961	6.5%	607	893	2.0%	1,288	485	753	50	0.5%
35-0000	Food Preparation and Serving Related	9,452	\$28,400	1.05	802	6.7%	648	383	0.8%	1,857	771	1,030	55	0.6%
11-0000	Management	9,197	\$92,100	1.09	170	1.8%	505	512	1.2%	822	328	449	45	0.5%
41-0000	Sales and Related	9,146	\$42,600	0.96	627	5.7%	888	41	0.1%	1,208	532	692	-15	-0.2%
29-0000	Healthcare Practitioners and Technical	5,639	\$89,300	0.87	112	1.7%	1,468	65	0.2%	375	167	161	46	0.8%
47-0000	Construction and Extraction	5,525	\$52,100	1.13	407	5.8%	116	731	2.9%	510	171	298	40	0.7%
25-0000	Educational Instruction and Library	5,392	\$54,300	0.91	159	2.8%	192	-413	-1.5%	473	212	250	11	0.2%
49-0000	Installation, Maintenance, and Repair	5,162	\$55,400	1.21	228	3.2%	398	360	1.5%	486	185	264	36	0.7%
13-0000	Business and Financial Operations	4,783	\$74,300	0.68	150	3.0%	328	664	3.0%	419	135	256	28	0.6%
31-0000	Healthcare Support	3,806	\$36,400	0.75	196	3.8%	320	433	2.4%	592	241	296	55	1.5%
37-0000	Building and Grounds Cleaning and Maintenance	3,155	\$34,000	0.88	231	5.6%	229	-299	-1.8%	437	183	241	13	0.4%
39-0000	Personal Care and Service	2,390	\$32,500	0.85	173	5.4%	67	-128	-1.0%	425	157	250	18	0.7%
21-0000	Community and Social Service	2,179	\$51,900	1.08	67	3.1%	256	7	0.1%	225	84	114	28	1.3%
33-0000	Protective Service	2,044	\$44,500	0.87	103	4.1%	70	312	3.4%	228	90	132	6	0.3%
17-0000	Architecture and Engineering	1,739	\$82,700	1.00	45	2.5%	146	271	3.4%	124	43	72	9	0.5%

Lincoln Trail, KY WDA, 2024Q3¹

SOC	Occupation	Current					5-Year History			1-Year Forecast				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
15-0000	Computer and Mathematical	1,626	\$85,100	0.47	56	3.3%	168	227	3.0%	115	37	60	17	1.1%
27-0000	Arts, Design, Entertainment, Sports, and Media	1,152	\$54,400	0.58	49	4.5%	139	9	0.2%	120	46	67	7	0.6%
19-0000	Life, Physical, and Social Science	814	\$74,100	0.82	25	3.7%	73	103	2.7%	77	14	58	5	0.7%
23-0000	Legal	544	\$79,700	0.60	9	1.6%	8	-16	-0.6%	32	13	18	2	0.3%
45-0000	Farming, Fishing, and Forestry	510	\$40,300	0.81	44	8.1%	2	62	2.6%	78	31	46	0	0.1%
Total - All Occupations		109,347	\$52,700	1.00	6,085	4.5%	7,410	4,148	0.8%	12,565	5,006	7,166	393	0.4%

Source: [JobsEQ®](#)

Data as of 2024Q3 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 represent the average for all Covered Employment

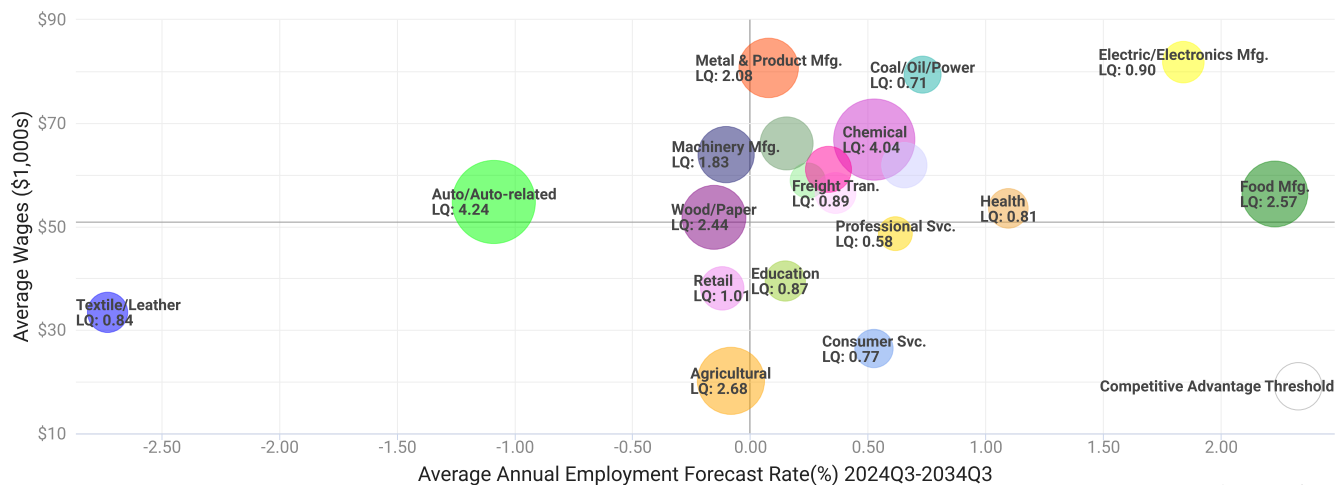
3. Data represent found online ads active within the last thirty days in the selected region. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list). Ad counts for ZCTA-based regions are estimates.

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2024Q2, imputed where necessary with preliminary estimates updated to 2024Q3. Wages by occupation are as of 2024 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Lincoln Trail, KY WDA with the highest relative concentration is Auto/Auto-related with a location quotient of 4.24. This cluster employs 7,708 workers in the region with an average wage of \$54,788. Employment in the Auto/Auto-related cluster is projected to contract in the region about 1.1% per year over the next ten years.

Industry Clusters for Lincoln Trail, KY WDA as of 2024Q3

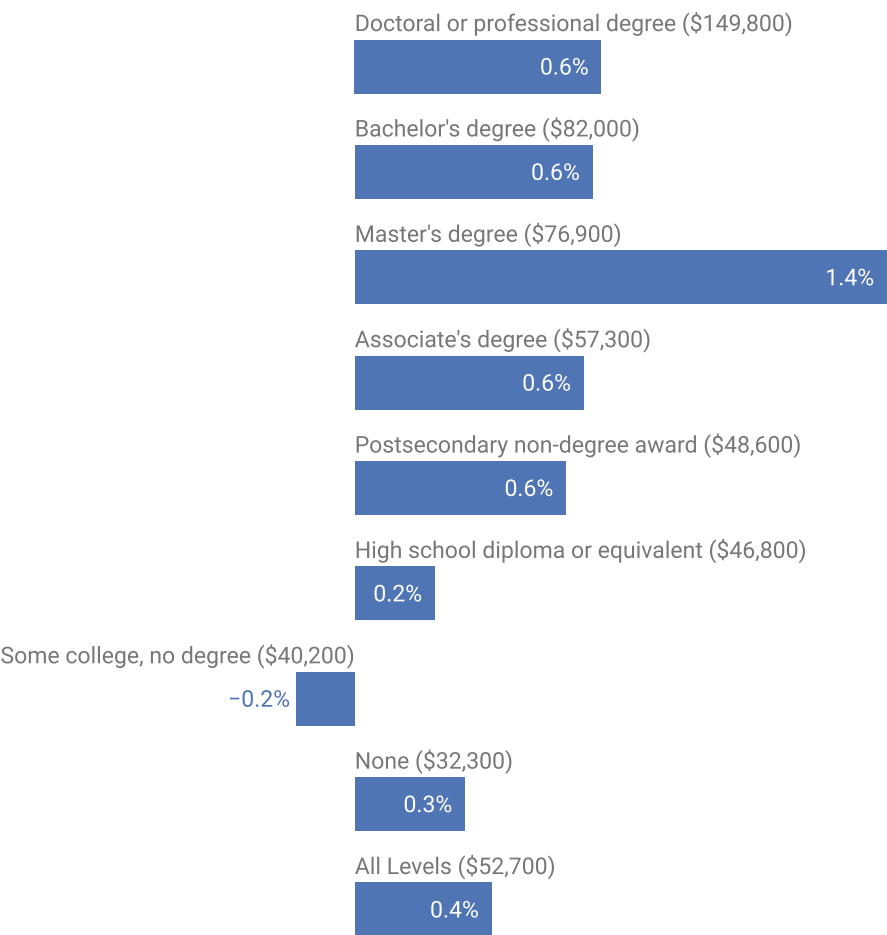


Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2024Q2 with preliminary estimates updated to 2024Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the Lincoln Trail, KY WDA is projected to grow 0.4% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.6% per year, those requiring a bachelor’s degree are forecast to grow 0.6% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.6% per year.

Annual Average Projected Job Growth by Education Levels

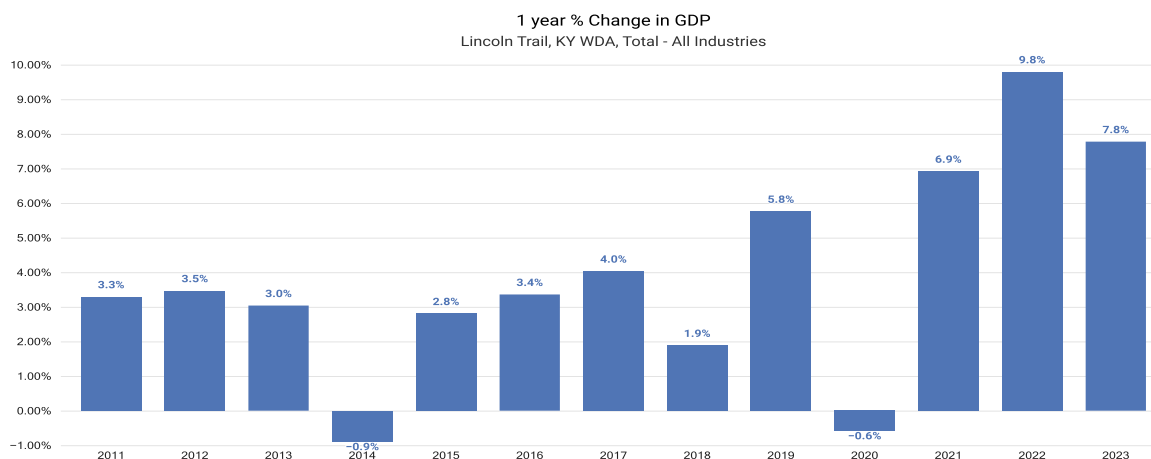


Source: JobsEQ®
Data as of 2024Q3

Employment by occupation data are estimates as of 2024Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2023, nominal GDP in the Lincoln Trail, KY WDA expanded 7.8%. This follows growth of 9.8% in 2022. As of 2023, total GDP in the Lincoln Trail, KY WDA was \$13,181,900,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2023.

Of the sectors in the Lincoln Trail, KY WDA, Manufacturing contributed the largest portion of GDP in 2023, \$3,199,035,000. The next-largest contributions came from Real Estate and Rental and Leasing (\$1,316,271,000); Unclassified (\$1,100,130,000); and Health Care and Social Assistance (\$1,026,278,000).

GDP (in \$ millions)

Lincoln Trail, KY WDA, 2023

Manufacturing (31)

\$3,199

Real Estate and Rental and Leasing (53)

\$1,316

Unclassified (99)

\$1,100

Health Care and Social Assistance (62)

\$1,026

Retail Trade (44)

\$948

Public Administration (92)

\$902

Construction (23)

\$617

Educational Services (61)

\$566

Wholesale Trade (42)

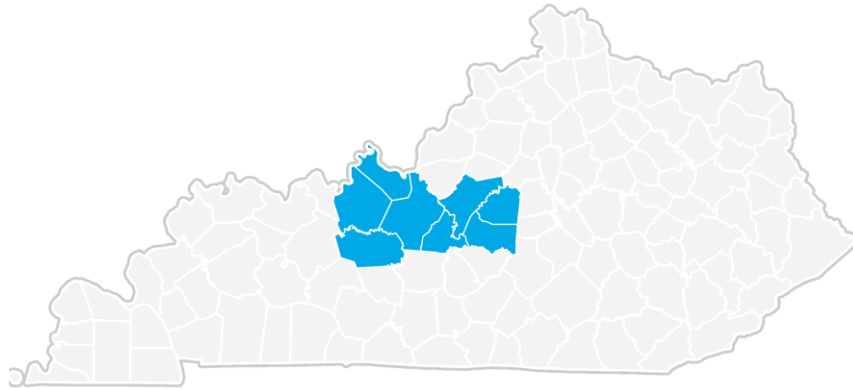
\$529

Accommodation and Food Services (72)

\$388

Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2023.

Lincoln Trail, KY WDA Regional Map



Region Definition

Lincoln Trail, KY WDA is defined as the following counties:

Breckinridge County, Kentucky
Grayson County, Kentucky
Hardin County, Kentucky
Larue County, Kentucky

Marion County, Kentucky
Meade County, Kentucky
Nelson County, Kentucky
Washington County, Kentucky

FAQ

What is a location quotient?

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

What is separation demand?

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

What is a cluster?

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

What is the difference between industry wages and occupation wages?

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

What is NAICS?

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

What is SOC?

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

About This Report

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

Lincoln Trail Workforce Overview



Overview

The Lincoln Trail Workforce Board, in collaboration with WKU, has collected key data metrics related to the state of the workforce in the 8-county region.

This data will include generalized workforce participation in Lincoln Trail (with a breakdown by county and age group) to detailed metrics on specific populations (childcare, New Americans, high school pathways, commuters, etc.). This report will provide the reader with an understanding of the healthiness of the Lincoln Trail workforce in comparison to state and national averages.

The report is not designed to provide specific solutions to the barriers Lincoln Trail citizens face. Rather, it will outline the barriers and provide up-to-date data on those issues. Therefore, this report is essential for local elected officials, business leaders, community partners, and other stakeholders to review. It will give each reader a data-based context to the problems workers face, and provide a guide to identifying the areas of critical need.



Facts to Consider

1. Data was collected from various source: Census Bureau's American Community Survey, KYStats, The Kentucky Cabinet for Health and Family Services, the Social Security Administration, FCC
2. Labor Force Participation Rate (LFPR) is defined as the percentage of the population that is either working or actively looking for work
3. Data is broken down by Central Lincoln Trail (Hardin) and East/West Lincoln Trail (all other counties in 8 county region)
 - a. PUMA - Public Use Microdata Area
4. Numbers in green or red identify data falling significantly outside of the norm relative to other counties/workforce regions. Numbers in yellow indicate data bordering on significant.
5. Commuting data: "Other" label in the chart represents all aggregate commuter travel outside of the official counties listed in the chart. Only those workers who have filed taxes under their employer are counted in the chart. The data takes into account those who have remote positions in a listed county.



Barriers to Work

Childcare



Transportation



Elder Care



Limited English

Age



Criminal History



Lack of Education



Affordable Housing



Workforce Participation In Central Lincoln Trail

Workforce Participation by Age

AGE	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
16 to 19 years	5,648	3,005	7.50%	2.50%
20 to 24 years	7,397	1,443	5.40%	3.60%
25 to 29 years	7,389	1,412	-2.70%	-0.60%
30 to 34 years	7,303	1,162	0.50%	4.30%
35 to 44 years	14,828	2,521	-0.30%	3.60%
45 to 54 years	13,850	3,006	-3.40%	2.50%
55 to 59 years	7,078	2,400	-7.40%	2.20%
60 to 64 years	7,219	3,747	-10.30%	-0.70%
65 to 74 years	9,869	7,748	-5.30%	-1.50%
75 years and over	6,314	5,967	-1.50%	-1.00%



Workforce Participation by Sex (with and without Dependents)

Sex	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
Male	32,891	5,954	-0.80%	4.70%
Female	32,173	9,749	-4.10%	0.30%
With own children under 18 years	11,452	2,967	-0.70%	-0.60%
With own children under 6 years only	2,280	545	3.30%	2.60%
With own children under 6 years and 6 to 17 years	2,380	826	-1.50%	-1.80%
With own children 6 to 17 years only	6,792	1,590	-1.80%	-1.30%



Workforce Participation by Disability Status

Disability Status	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
With any disability	10,340	5,305	3.00%	11.20%



Workforce Participation in East/West Lincoln Trail

Workforce Participation by Age

AGE	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
16 to 19 years	8,474	4,780	4.30%	-0.70%
20 to 24 years	9,814	2,179	2.70%	0.90%
25 to 29 years	10,449	2,268	-5.30%	-3.20%
30 to 34 years	10,485	2,318	-5.70%	-1.90%
35 to 44 years	20,969	5,033	-7.30%	-3.40%
45 to 54 years	22,066	5,340	-5.90%	0.00%
55 to 59 years	11,702	4,283	-10.10%	-0.50%
60 to 64 years	12,697	6,451	-9.20%	0.40%
65 to 74 years	17,955	14,347	-6.70%	-2.90%
75 years and over	11,085	10,354	-0.40%	0.10%



Workforce Participation by Sex (with and without Dependents)

Sex	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
Male	49,769	11,796	-6.40%	-0.90%
Female	48,413	16,074	-7.00%	-2.60%
With own children under 18 years	17,619	5,040	-3.40%	-3.30%
With own children under 6 years only	3,830	1,058	-0.40%	-1.10%
With own children under 6 years and 6 to 17 years	3,782	1,559	-8.00%	-8.30%
With own children 6 to 17 years only	10,007	2,412	-2.50%	-2.00%
Male	49,769	11,796	-6.40%	-0.90%
Female	48,413	16,074	-7.00%	-2.60%
With own children under 18 years	17,619	5,040	-3.40%	-3.30%
With own children under 6 years only	3,830	1,058	-0.40%	-1.10%



Workforce Participation by Disability

Sex	Population	Population Not in Workforce	LFPR Difference From National	LFPR Difference From KY
With any disability	16,616	10,934	-11.50%	-3.30%



Diversity and Language

Diversity and Language - General Breakdown

East/West

Label	Total	Speak English only or speak English "very well"	Speak English less than "very well"
Population	160,386	158,675 (98.9%)	1,711 (1.10%)
Speak only English	155,787 (97.1%)	N/A	N/A
Speak a language other than English	4,599 (2.9%)	2,888 (62.8%)	1,711 (37.2%)

Central

Label	Total	Speak English only or speak English "very well"	Speak English less than "very well"
Population	103,876	101,885 (98.1%)	1,991 (1.09%)
Speak only English	96,781 (93.2%)	N/A	N/A
Speak a language other than English	7,095 (6.8%)	5,104 (71.9%)	1,991 (28.1%)



Education Pathways

Education Pathways - High School Students

Industry Sector	Total Current Enrollment	Total 12th Grade Enrollment	Total Co-op Eligible Students
Healthcare and Social Assistance	4352	1271	1781
Human Services	3651	1044	1167
Business & IT Services	2798	806	1051
Agriculture	2785	798	3583
Engineering	1394	294	689
Construction	1075	238	442
Manufacturing	1050	222	469
Public Services	830	143	345
Transportation, Distribution and Logistics	394	97	155
Media Arts	186	35	76

Manufacturing is labeled red due to the significantly low number of students pursuing a manufacturing pathway in their four year high school education relative to other LWA's in Kentucky.



Degree Types Earned in Lincoln Trail

Degree Type	Credentialed People	Total Credentials
Associate	3,440	-
Bachelor	98	-
Cert/Diploma	4,100	11,374
GED Completer	1,283	-
High School Graduate	16,354	-
Master	12	-
TEDS Industry Certificate	4,908	9,124
Overall	22,969	42,193

Degree types are determined by those earned at institutions inside the 8 counties of Lincoln Trail. Citizens who earned a degree type in any area outside of Lincoln Trail are not counted in the data set.



Commuting Patterns





Commuting Patterns in Breckinridge

Residents Who Leave County

Destination	Number
Other	1484
Jefferson County, KY	1301
Hardin County, KY	754
Grayson County, KY	389
Meade County, KY	297
Hancock County, KY	296
Fayette County, KY	224
Bullitt County, KY	139
Warren County, KY	136
Perry County, IN	125

Residents Who Enter County

From	Number
Other	596
Meade County, KY	183
Grayson County, KY	153
Hardin County, KY	93
Daviess County, KY	87
Jefferson County, KY	55
Hancock County, KY	52
Ohio County, KY	51
Warren County, KY	43
Perry County, IN	35

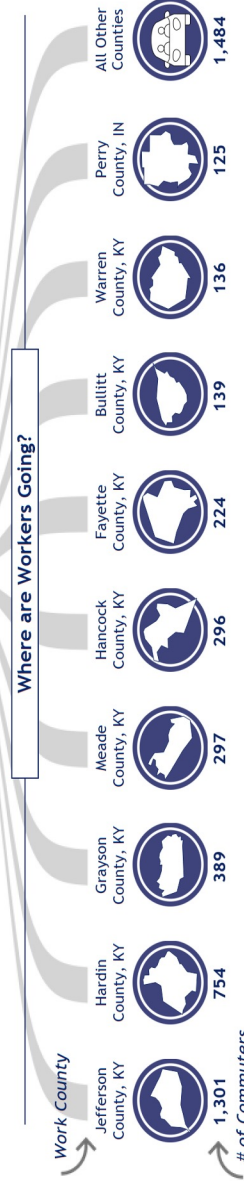
Fact Sheet

Total Number Who Live
and Work in County:
1,767

Total Who Leave
County for Work:
5,145

Total Who Enter
County for Work:
1,348





Additional Information





Commuting Patterns in Grayson

Residents Who Leave County

Destination	Number
Other	1885
Hardin County, KY	1210
Jefferson County, KY	1181
Fayette County, KY	287
Warren County, KY	243
Ohio County, KY	163
Breckinridge County, KY	153
Bullitt County, KY	125
Nelson County, KY	110
Barren County, KY	105

Residents Who Enter County

From	Number
Other	1196
Hardin County, KY	393
Breckinridge County, KY	389
Edmonson County, KY	228
Warren County, KY	144
Butler County, KY	129
Jefferson County, KY	129
Barren County, KY	89
Hart County, KY	81
LaRue County, KY	64

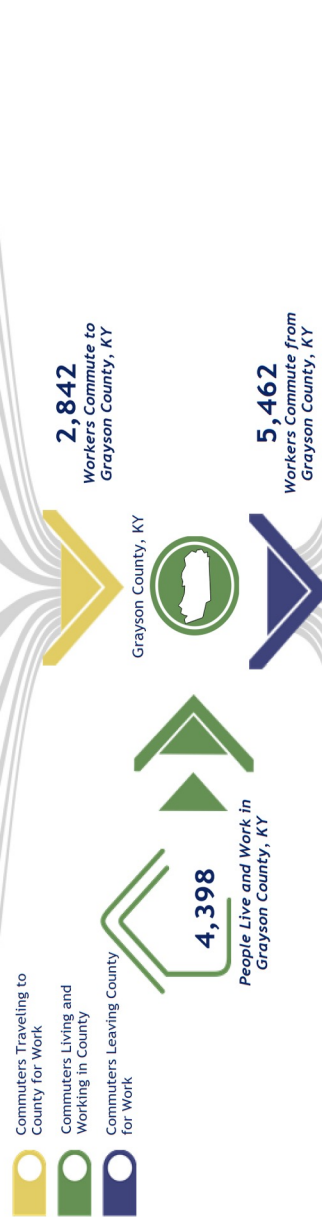
Fact Sheet

Total Number Who Live
and Work in County:
4,398

Total Who Leave
County for Work:
5,462

Total Who Enter
County for Work:
2,842





Additional Information

Commuting In		Living and Working		Commuting Out	
All Jobs	 2,620 More Workers Commuting Out	in Goods Producing Industry Sectors	 796 More Workers Commuting Out	in Trade Industry Sectors	 449 More Workers Commuting Out
				in All Other Services Industry Sectors	 1,375 More Workers Commuting Out
				with Low Wage	 571 More Workers Commuting Out
				with Middle Wage	 915 More Workers Commuting Out
				with High Wage	 1,134 More Workers Commuting Out





Commuting Patterns in Hardin

Residents Who Leave County

Destination	Number
Jefferson County, KY	8922
Other	5835
Bullitt County, KY	2075
Fayette County, KY	937
Nelson County, KY	725
Warren County, KY	525
Meade County, KY	454
LaRue County, KY	416
Grayson County, KY	393
Boone County, KY	358

Residents Who Enter County

From	Number
Other	8576
Jefferson County, KY	2269
LaRue County, KY	1804
Meade County, KY	1784
Grayson County, KY	1210
Nelson County, KY	1063
Bullitt County, KY	858
Breckinridge County, KY	754
Fayette County, KY	436
Warren County, KY	411

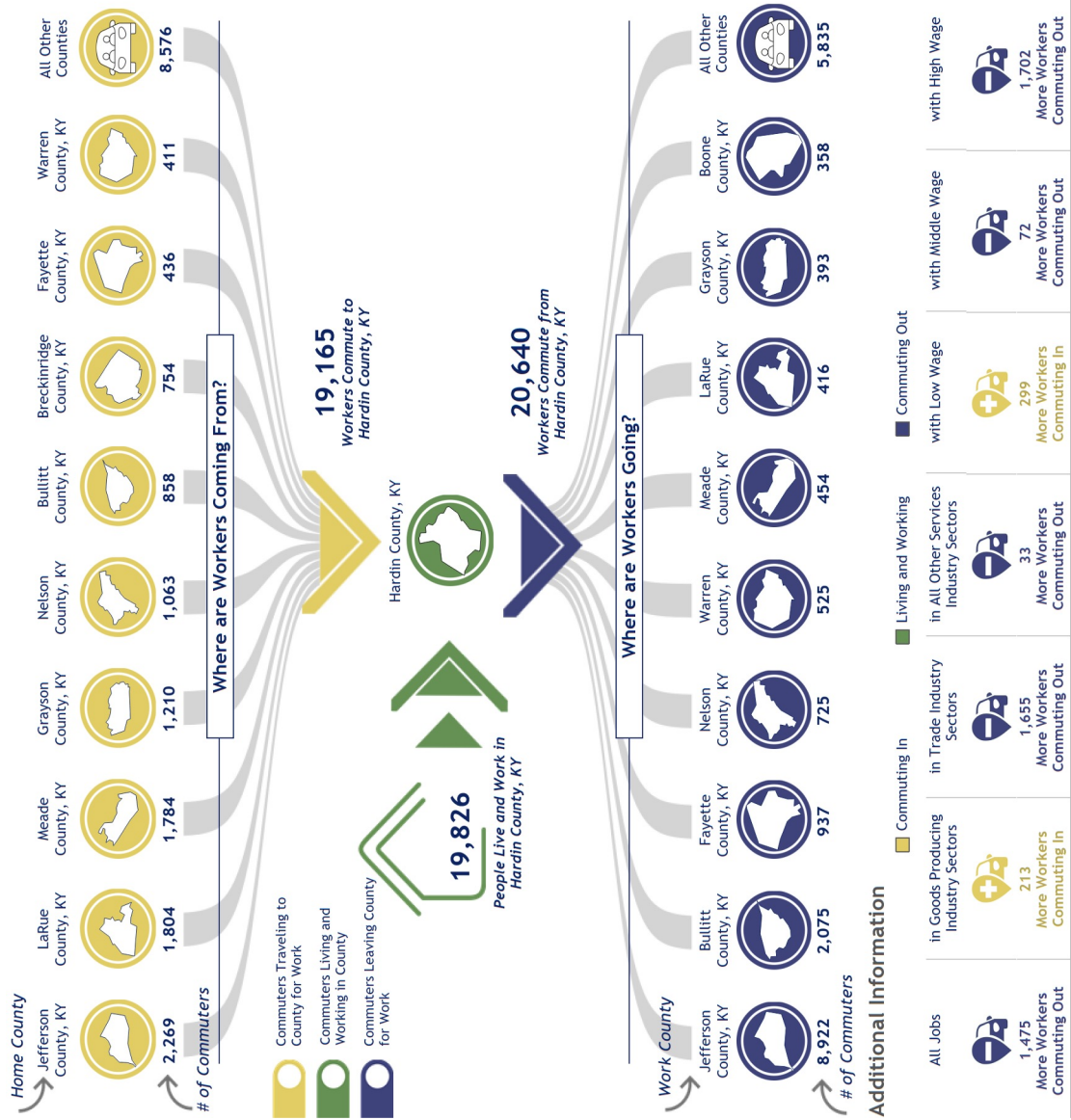
Fact Sheet

Total Number Who Live
and Work in County:
19,826

Total Who Leave
County for Work:
20,640

Total Who Enter
County for Work:
19,165







Commuting Patterns in LaRue

Residents Who Leave County

Destination	Number
Other	1051
Jefferson County, KY	1036
Nelson County, KY	283
Bullitt County, KY	208
Fayette County, KY	164
Taylor County, KY	106
Warren County, KY	88
Barren County, KY	85
Hart County, KY	78
Other	1051

Residents Who Enter County

From	Number
Hardin County, KY	416
Other	406
Hart County, KY	129
Nelson County, KY	108
Jefferson County, KY	70
Green County, KY	68
Taylor County, KY	45
Marion County, KY	28
Grayson County, KY	27
Meade County, KY	24

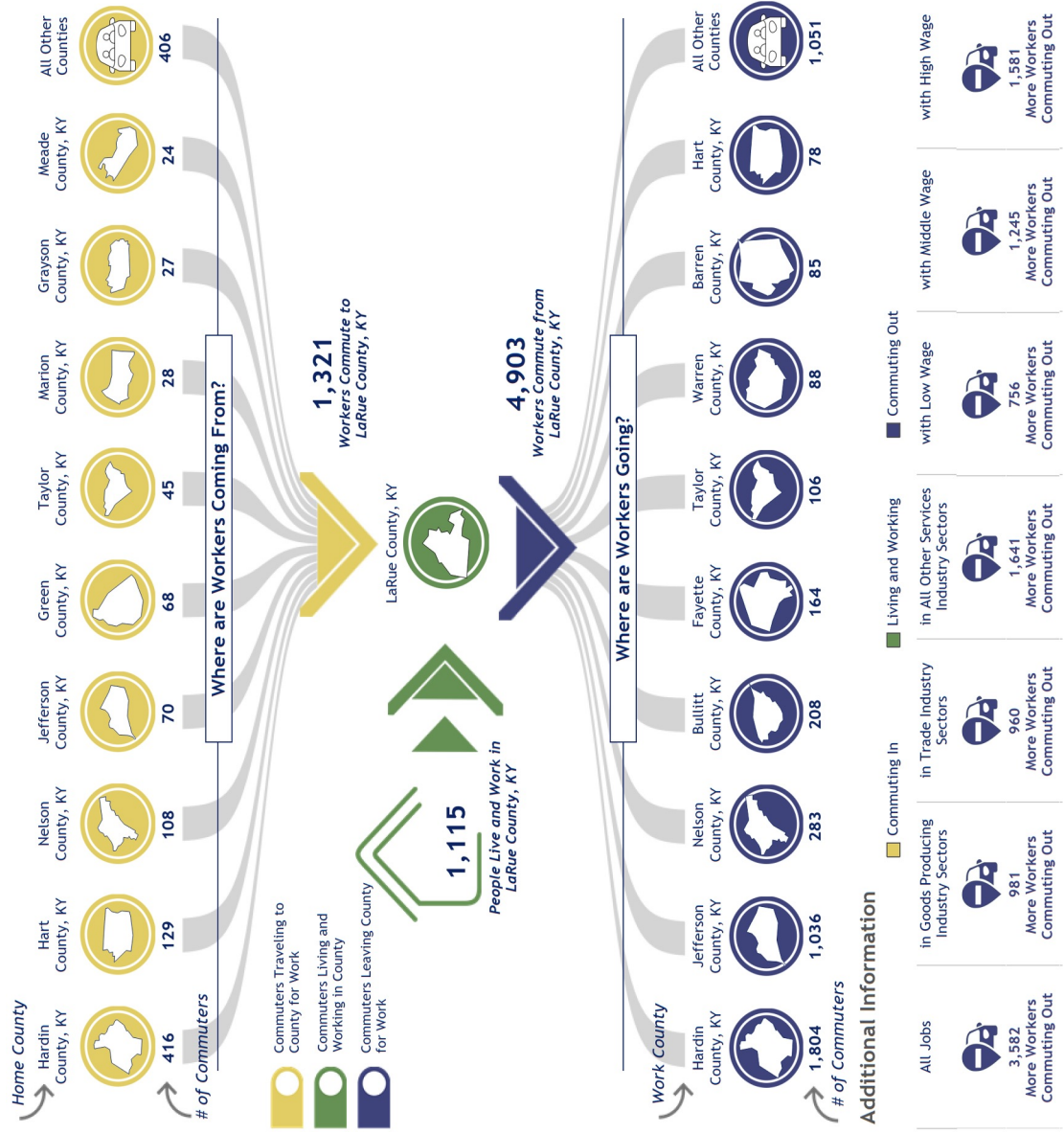
Fact Sheet

Total Number Who Live
and Work in County:
1,115

Total Who Leave
County for Work:
3,099

Total Who Enter
County for Work:
1,321







Commuting Patterns in Marion

Residents Who Leave County

Destination	Number
Other	1381
Jefferson County, KY	806
Nelson County, KY	691
Washington County, KY	446
Taylor County, KY	317
Hardin County, KY	234
Fayette County, KY	219
Boyle County, KY	175
Warren County, KY	120
Bullitt County, KY	105

Residents Who Enter County

From	Number
Other	1538
Taylor County, KY	1033
Washington County, KY	524
Nelson County, KY	360
Boyle County, KY	208
Hardin County, KY	193
Green County, KY	171
Adair County, KY	152
Jefferson County, KY	152
Casey County, KY	138

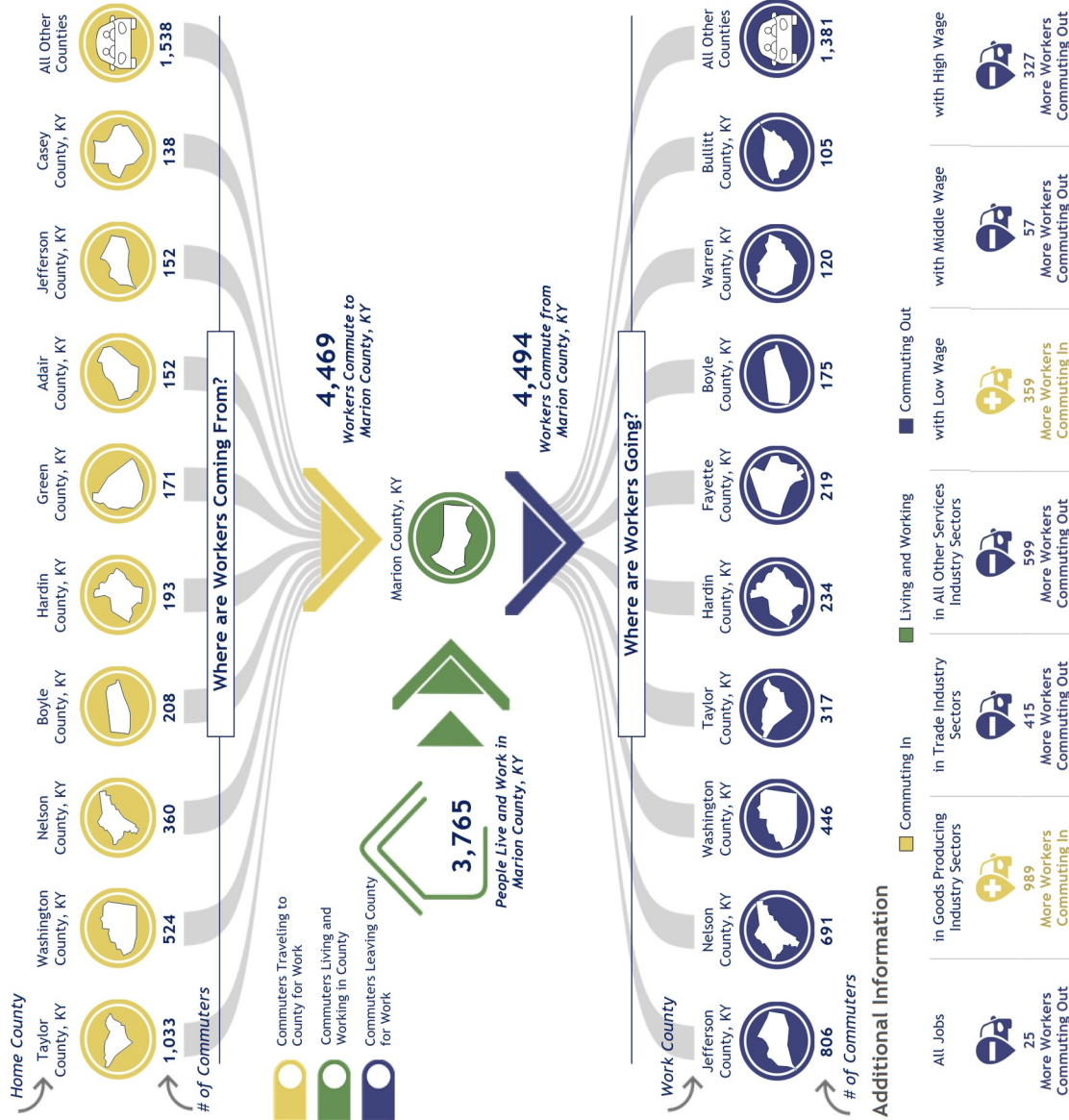
Fact Sheet

Total Number Who Live
and Work in County:
3,765

Total Who Leave
County for Work:
4,494

Total Who Enter
County for Work:
4,469







Commuting Patterns in Meade

Residents Who Leave County

Destination	Number
Jefferson County, KY	3886
Hardin County, KY	1784
Other	1624
Bullitt County, KY	416
Harrison County, IN	273
Fayette County, KY	231
Breckinridge County, KY	183
Clark County, IN	149
Warren County, KY	137
Daviess County, KY	105

Residents Who Enter County

From	Number
Other	943
Hardin County, KY	454
Breckinridge County, KY	297
Jefferson County, KY	257
Bullitt County, KY	102
Harrison County, IN	91
Nelson County, KY	56
Montgomery County, TN	39
Daviess County, KY	38
Floyd County, IN	38

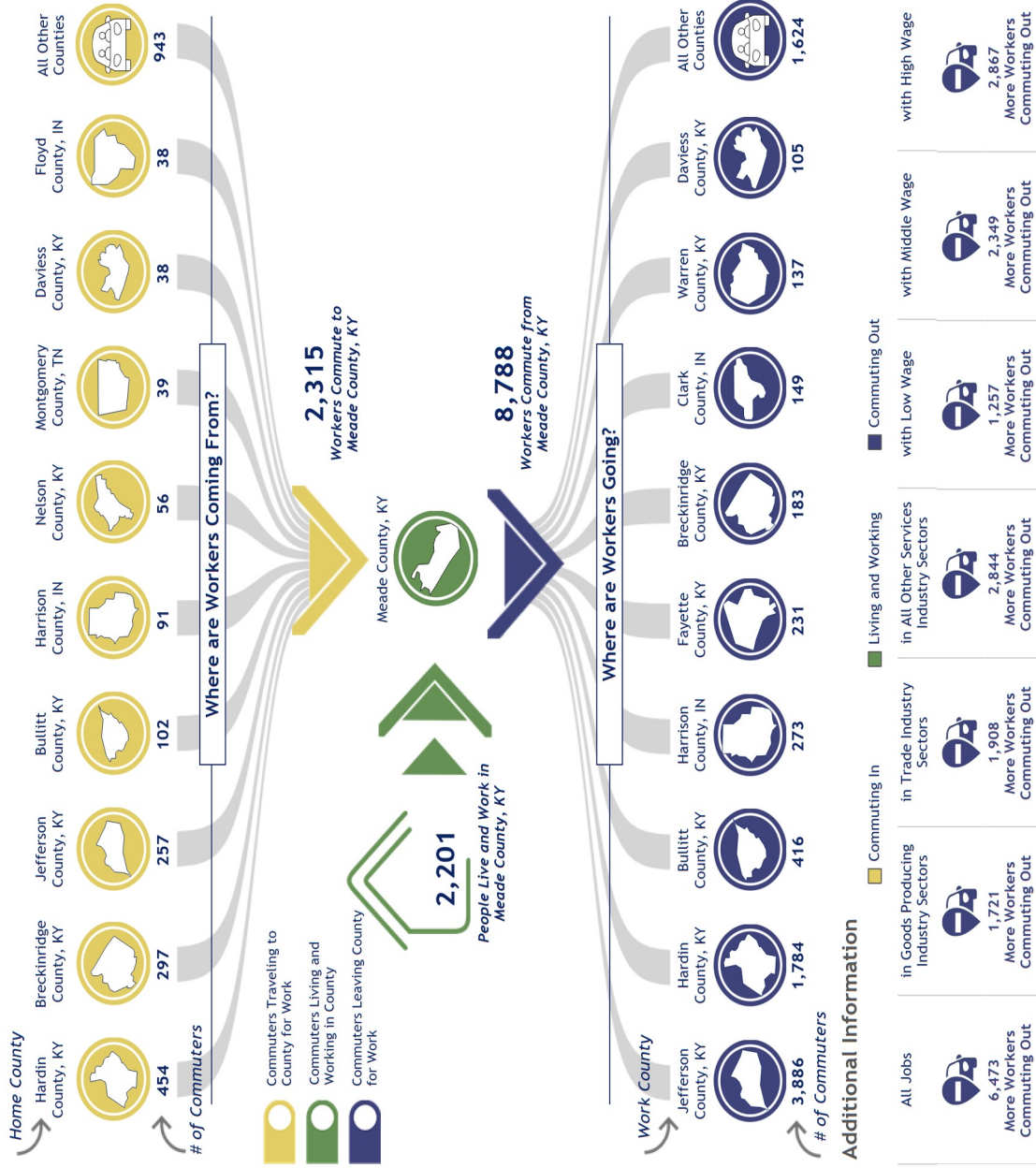
Fact Sheet

Total Number Who Live
and Work in County:
2,201

Total Who Leave
County for Work:
8,788

Total Who Enter
County for Work:
2,315







Commuting Patterns in Nelson

Residents Who Leave County

Destination	Number
Jefferson County, KY	5713
Other	3283
Bullitt County, KY	1390
Hardin County, KY	1063
Fayette County, KY	527
Marion County, KY	360
Warren County, KY	272
Washington County, KY	241
Franklin County, KY	193
Shelby County, KY	193

Residents Who Enter County

From	Number
Other	3070
Jefferson County, KY	933
Hardin County, KY	725
Marion County, KY	691
Bullitt County, KY	653
Washington County, KY	616
LaRue County, KY	283
Spencer County, KY	172
Fayette County, KY	166
Taylor County, KY	123

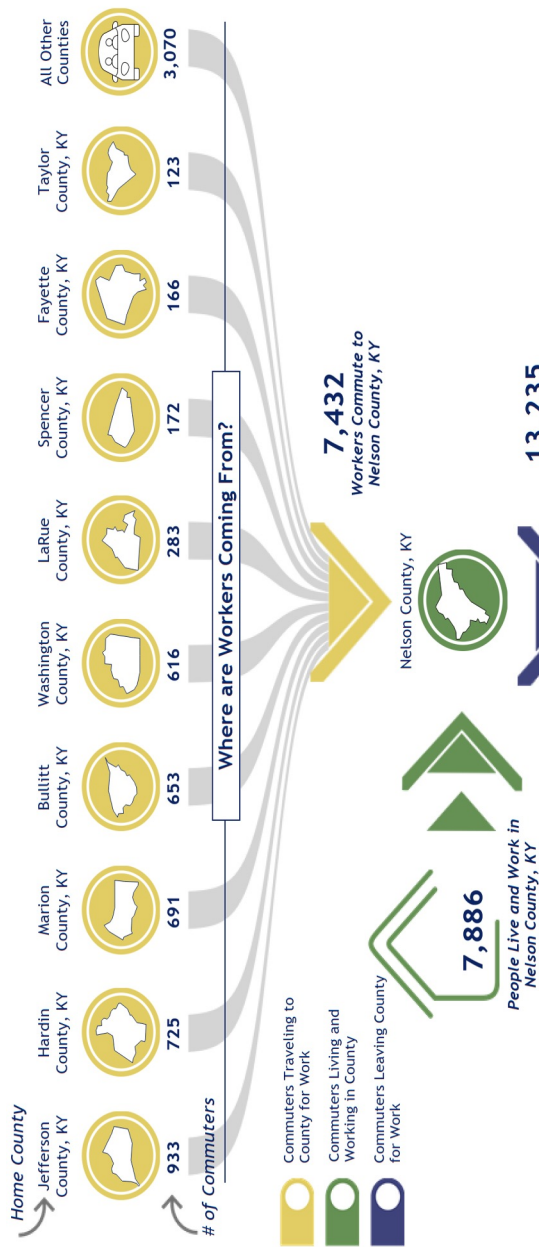
Fact Sheet

Total Number Who Live
and Work in County:
7,886

Total Who Leave
County for Work:
13,235

Total Who Enter
County for Work:
7,432





Additional Information

<div>Commuting In</div> <div>Living and Working in All Other Services Industry Sectors</div> <div>Commuting Out</div>	<div>Commuting In</div> <div>with Low Wage</div> <div>Commuting Out</div>	<div>Commuting In</div> <div>with Middle Wage</div> <div>Commuting Out</div>	<div>Commuting In</div> <div>with High Wage</div> <div>Commuting Out</div>
<div>5,803</div> <div>More Workers Commuting Out</div>	<div>808</div> <div>More Workers Commuting Out</div>	<div>1,863</div> <div>More Workers Commuting Out</div>	<div>3,132</div> <div>More Workers Commuting Out</div>





Commuting Patterns in Washington

Residents Who Leave County

Destination	Number
Other	878
Jefferson County, KY	691
Nelson County, KY	616
Marion County, KY	524
Hardin County, KY	164
Boyle County, KY	161
Fayette County, KY	140
Mercer County, KY	124
Bullitt County, KY	88
Warren County, KY	73

Residents Who Enter County

From	Number
Other	505
Marion County, KY	446
Nelson County, KY	241
Taylor County, KY	122
Boyle County, KY	106
Mercer County, KY	94
Hardin County, KY	74
Jefferson County, KY	59
Fayette County, KY	54
Anderson County, KY	41

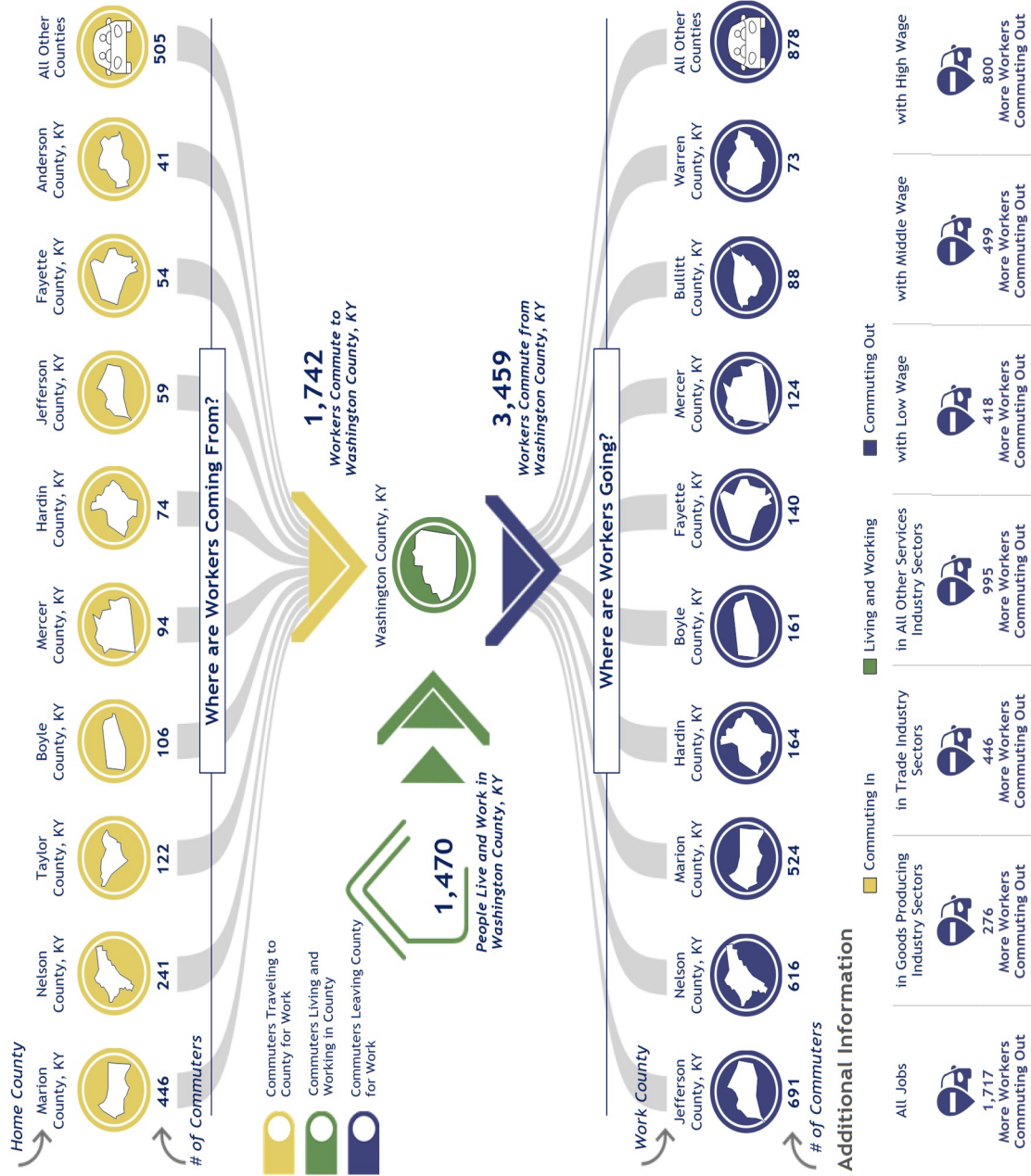
Fact Sheet

Total Number Who Live
and Work in County:
1,470

Total Who Leave
County for Work:
3,459

Total Who Enter
County for Work:
1,742



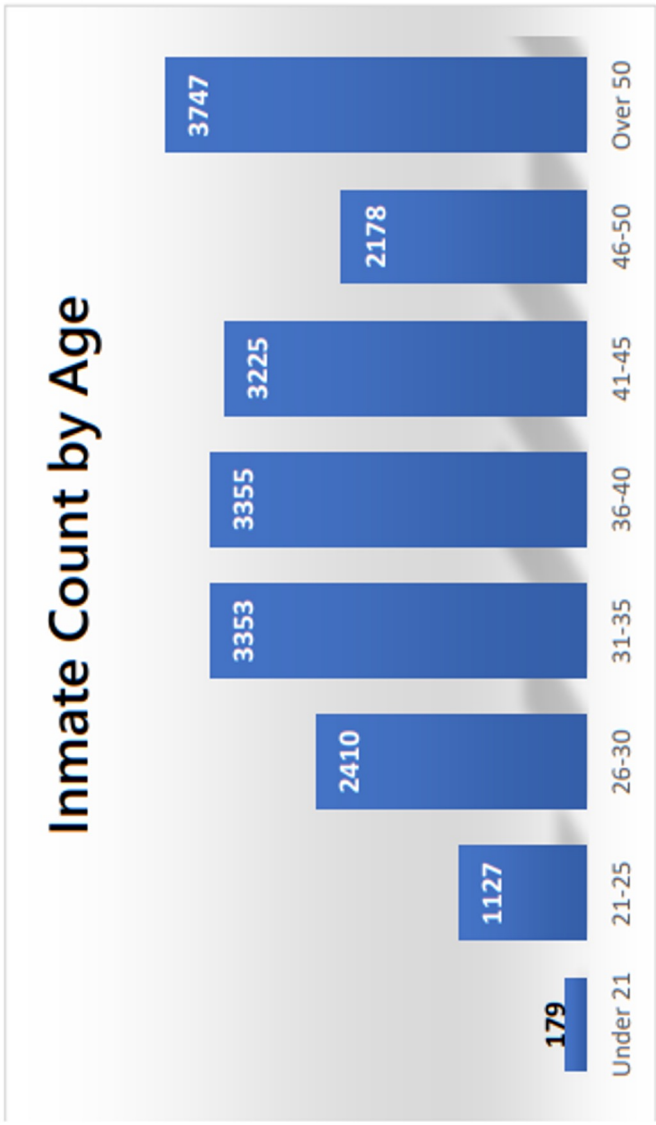


Re-Entry Population State 2022 Data



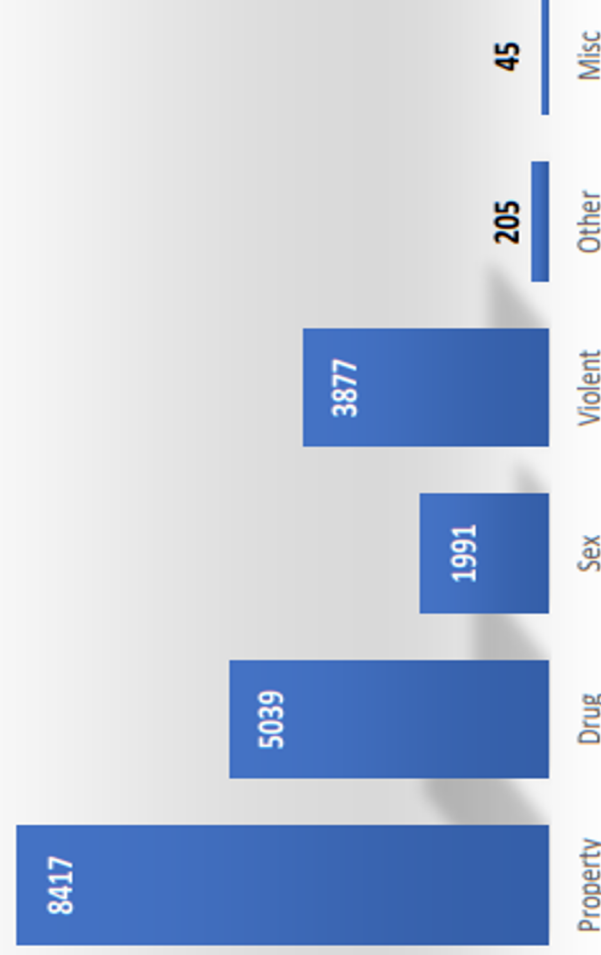
STATE INMATE 2022 DEMOGRAPHICS

AGE	COUNT	PERCENTAGE
Under 21	179	0.91%
21-25	1127	5.76%
26-30	2410	12.31%
31-35	3353	17.13%
36-40	3355	17.14%
41-45	3225	16.48%
46-50	2178	11.13%
Over 50	3747	19.14%
TOTAL	19574	100.00%



OFFENSE TYPE	COUNT	PERCENTAGE
Property	8417	43.01%
Drug	5039	25.75%
Sex	1991	10.17%
Violent	3877	19.81%
Other	205	1.05%
Misc	45	0.23%
TOTAL	19574	100.00%

Inmate Count by Offense Type



Incarceration by Sentence Length

SENTENCE LENGTH	COUNT	PERCENTAGE
1 - 3 Years	2191	11.19%
4 - 5 Years	2841	14.51%
6 - 9 Years	3126	15.97%
10 Years	2076	10.61%
11 - 14 Years	1949	9.96%
15 Years	1073	5.48%
16 - 20 Years	2234	11.41%
Over 20 Years	3167	16.18%
Life	733	3.74%
Life Without Parole	118	0.60%
Death Row	27	0.14%
Out of State	39	0.20%
TOTAL	19574	100.00%



Incarceration by Race

RACE	COUNT	PERCENTAGE
White	14827	75.75%
Black	4106	20.98%
Other	641	3.27%
TOTAL	19574	100.00%



Solutions

1. Contact your Workforce Board and Business Solutions teams
 - a. Lori Strumpf, OSSO Team (strumpfctr@aol.com)
 - b. Andy Hightower, OSSO Team (andy@workforceinitiatives.com)
 - c. Anthony Hellmueller, Workforce Specialist (anthony@ltadd.org)
1. Need additional labor market information?
 - a. Jake Brown (jakebrown@careerteam.com)
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PATHWAYS TO CUSTOMER SATISFACTION: NAVIGATING THE CUSTOMER EXPERIENCE

Strumpf Associates. September 2024

STRUMPF ASSOCIATES, ONE STOP SYSTEM OPERATOR



SECTION I: EXECUTIVE SUMMARY

The Lincoln Trail Workforce Development Board and the workforce system partners are dedicated to continuous quality improvement (CQI) practices and principles. Integrating customer journey mapping into CQI processes, organizations can create a more customer-focused approach to quality improvement, leading to better customer experiences and overall business performance.

On September 19, 2024, Lori Strumpf, the Lincoln Trail One Stop System Operator¹, facilitated the process of journey mapping for a key customer group, jobseekers. The primary objective of the session was to gain a comprehensive understanding of the customer's experience with workforce services **from the customer's perspective**. Journey mapping helps an organization visualize how customers experience the products or services, and how they **feel** along the way. A customer journey map (CJM) is a visual representation of how customers interact with and experience our website, products, or general organizational practices across multiple touch points.

The work of the sessions was to visualize the **actions, thoughts, and emotions** our jobseeking customers experience to help us better understand them and **identify the pain points** they encounter.

Key Findings. A summary of some of the main insights and recommendations are below.

Key Finding: Finding and obtaining information about the KCC and its services is not an easy process. The customer's journey included using the website and social media to become aware of the services and to decide whether to use them. Recommendations include:

- Make the website more user friendly to navigate and provide information on what to expect.
- Make access to live people more readily available to answer questions.
- Include more positive testimonials and success stories and promote them.

Key Finding: Each customer checks with other individuals, such as friends and family members, to make decisions about using KCC services. Some of the information received is positive and some is negative. Recommendations include:

- Move the ability to talk to a live person 'up stream' in the process.
- Be more deliberate in finding out what community agencies are saying about KCC services.
- Expand virtual service options for individuals to get to services.

¹ The One Stop System Operator is a team of Strumpf Associates and Hightower Workforce Initiatives. The One Stop Operator under the Workforce Innovation and Opportunity Act is responsible for coordination of workforce partners and system wide process improvements.

SECTION II. BACKGROUND AND METHODOLOGY

Background. A customer journey map can have a narrow focus and only look at a few, specific steps of the customer experience/journey, or it can take into account all the touch points, online *and* offline, someone goes through before *and* after doing business with us.

The focus of the jobseeker journey map was a somewhat broad focus, beginning with how this customer group becomes aware of our services through building loyalty to the brand.

All partner staff were invited to participate in these sessions, which required full attendance for the half-day duration. Eleven individuals and the One Stop System Operator participated in the jobseeker mapping session. The participants included WDB staff, WIOA youth program contractor staff, WIOA adult and dislocated worker contractor staff, the a representative from the WDB's marketing firm, and several community partners. Both line and supervisory staff were represented. The group focused on mapping the customer journey as it applied to the comprehensive center, though many of the findings and recommendations are applicable across all centers.

Methodology. The approach to customer journey mapping is to create a persona. The *persona* is the target persona for the journey being explored. A persona is a semi-fictional representation of our customers based on market research and real data about existing customers. It helps to understand the needs, experiences, behaviors, and goals of potential users. The facilitator used customer data to develop the persona. The facilitator drafted the persona and sent it to a few key staff to review and provide feedback to finalize it for distribution.

Using a persona in customer journey mapping is crucial for several reasons:

1. **Humanizing Data:** Personas transform abstract data into relatable, human stories. This helps teams empathize with customers and understand their needs and behaviors more deeply.
2. **Focused Insights:** Personas represent specific segments of the customer base, allowing us to tailor the journey map to the unique experiences and challenges of different customer types.
3. **Consistency:** They provide a consistent reference point throughout the journey mapping process, ensuring that all team members are aligned in their understanding of the customer.
4. **Enhanced Communication:** Personas make it easier to communicate customer insights across the organization. They serve as a common language that everyone can understand and relate to.
5. **Targeted Improvements:** By focusing on the needs and pain points of specific personas, we can prioritize improvements that will have the most significant impact on key customer segments.
6. **Strategic Decision-Making:** Personas help in making strategic decisions by highlighting which customer segments are most valuable and what their specific needs are.

The method to create the customer's journey had the following goals:

1. **Identify Pain Points:** Highlight areas where customers encounter difficulties or frustrations.

2. **Enhance Customer Experience:** Pinpoint opportunities to improve interactions and overall satisfaction.
3. **Understand Customer Needs:** Gain insights into what customers value and expect at different stages of their journey.
4. **Align Internal Processes:** Ensure that all departments are working towards a common goal of improving the customer experience.
5. **Drive Strategic Decisions:** Use the insights gained to inform business strategies and priorities.
6. **Foster Empathy:** Help staff and partners see the organization from the customer's perspective, fostering a customer-centric culture.

SECTION III. CUSTOMER PERSONA

Description. The following is the persona used for the jobseeker.

Name: William Johnson

Age: 35

Background: William has a high school diploma and some college classes in business administration. He has been working in the retail industry for the past 10 years. He was recently laid off due to company-wide downsizing.

Goals:

- **Career:** Looking for a stable job in a management role, preferably in a company with growth opportunities; Find a new job in the same industry or explore opportunities in a new field where he can utilize his skills. Learn about potential job openings and companies that are hiring.
- **Skills Development:** Interested in taking courses to improve his technical skills, particularly in inventory management and data analysis; improve his resume and cover letter writing skills; get help with interview preparation.
- **Personal:** Wants to buy a house in the next few years and start a family

Challenges:

- Lack of knowledge about job opportunities outside of the retail industry.
- Difficulty in articulating his skills and experiences in his resume and cover letter.
- Nervousness about job interviews.

Needs from the KCC:

- Access to job listings and hiring events.
- Resume and cover letter writing workshops.
- Interview preparation sessions.
- Career counseling to explore new industries and job roles.
- Access to answers to UI questions.

Each registrant was sent prework ahead of time with the persona description and customer feedback data from comment cards. They were asked to use the data to think about customer touch points before coming to the session. Touch points are the moments the customer interacts with our brand, be it through social media channels, the product and services, or customer

support. The quality of these experiences affects the overall customer experience, which is why it's important to be aware of them. The best customer journey maps are created with real customer data that has been collected and analyzed.

During the sessions, the group broke into small groups to:

1. Identify the key touch points for the jobseeker persona and rate them as positive, neutral, or negative as the customer experienced them.
2. Answer key questions related to five distinct stages of a customer's journey. The stages are awareness, consideration, decision, delivery and loyalty. At each stage the group was asked to think about what actions the customer might take and to capture the emotions experienced by the customer. They wrote their individual answers on post it notes to each of the questions that were on a large chart on the wall. Each post it note was posted on the wall chart. The purpose was to create a visual and to begin to identify where each session participants' responses were similar. A sample of the chart is below.

Customer Journey	Awareness Stage	Consideration Stage	Decision Stage	Delivery Stage	Loyalty Stage
What is William thinking or feeling in each stage					
What are William's actions					
What or where is William researching					
What will move William along to the next stage in his journey					

Touch Points

As stated above, the first exercise was for the group to identify and rate each of the touch points for William. The ratings help to identify potential pain points. Similar touch points are grouped together.

William's Touch and Pain Points.

The group brainstormed ideas on how to turn neutral and negative touch points to become more positive. The ideas are in brackets.

Touch Points	Positive Experience	Negative Experience	Neutral
Virtual job fairs	✓		
Meet the employer	✓		
Sign-in sheet/Kiosk	✓		
Resource room	✓		
Service directory	✓		
Signage in the lobby	✓		
Bathroom	✓		
Library Front desk at the library Computer at the library	✓		

Follow up emails	✓		
Reception staff Staff Person who greets them	✓		
Counselor virtually	✓		
Appointment outside the center	✓		
KCC websites Websites	✓		
Google search	✓		
Research reviews	✓		
Word of mouth Neighbor/friend Family Former employer	✓		
Parking in Etown	✓		
ID Me		✓	
Job Fairs		✓ [advertise companies and positions ahead of time]	
Training Room		✓ [update technology/ computers]	
Building signage Signs		✓ [in Etown, going south the sign is not as visible; explore signage options]	
Videos		✓	
Parking lots (at other centers)		✓	
Flyers		✓ [create a digital place on the website for all flyers with a table of contents and QR code]	
Community resources Other agency referrals		✓ [at the Interagency meeting ask to present and start the presentation by asking what attendees know about the services; what they tell people. Present success stories]	
Counselor Navigator Career Advisor		✓ [provide coaching to staff to be ready for feelings and to be encouraging]	
Job board		✓ [ensure that front desk staff and all staff walking where customers are have situational awareness and point out the job board or if they see someone looking at it, ask if they need help]	
Facebook			✓

Social media			[have more success stories; make more user friendly]
Lobby (waiting)			✓ [promote situational awareness and ask people if they are being helped/need help]
Public transportation			
Google maps/directions			✓
Phone calling KCC Call ahead for open days/hours			✓
Sign in (turns off)			✓ [work with Envoy or tech person to get this fixed]

SECTION IV. INSIGHTS

Patterns and Trends

William's emotions remain consistent across all stages, except for loyalty. In each stage, he experiences a mix of positive and negative feelings and is generally apprehensive. The journey mapping reveals that William is doing most of the work himself during the first two stages, awareness and consideration. He conducts extensive internet searches and uses social media before any personal interaction with the center occurs.

One of the main insights from the group, when considering the customer's perspective, is that jobseekers often feel overwhelmed by the sheer volume of information available. They struggle with knowing where to find relevant information and frequently feel uncertain about the next steps at various points in their journey.

SECTION V. RECOMMENDATIONS

These recommendations are based on the group's analysis of William's touch points and his respective journey through the stages.

Recommendations for William: What We Can Do Differently

Awareness Stage

- **Cross-Training for Partners:** Offer informational sessions to partners, including librarians, to help them share information and success stories about the services.
- **Mobile-Friendly Technology:** Ensure all technological tools and resources are optimized for use on mobile phones and other devices.
- **SEO Implementation:** Utilize Search Engine Optimization (SEO) strategies to boost the website's visibility on search engines like Google and Bing.

Consideration Stage

- **Prioritize Personal Contact:** Shift personal contact to earlier stages of user interaction.
- **Produce Testimonial Videos:** Develop videos featuring success stories to highlight positive outcomes.

- **Implement One-Click System:** Design a streamlined, one-click system to enhance user experience and simplify website actions.
- **Create ‘What’s Next’ Page:** Develop a dedicated page to clearly and transparently inform customers about the next steps.

Decision Stage

- **Highlight Program Benefits:** Clearly showcase the advantages of the program on the website and through partner channels.
- **Consistent Service Descriptions:** Maintain uniformity in how all services are described across all platforms.
- **Appointment Scheduling:** Provide an option to schedule appointments.
- **Emphasize No Cost Services:** Make it clear on the website that the services offered at the KCC are ‘no cost’.
- **Feature Positive Reviews:** Display positive testimonials prominently on the website.
- **Encourage Google Reviews:** Prompt users to leave reviews on Google.
- **Keyword Research:** Identify and utilize key search terms like Kentucky career center, KY unemployment office, Kentucky unemployment office, KY career center, and job center to link users to the KCC2.

Delivery Stage

- **Maintain In-Person Accessibility:** Ensure services are easily accessible in person.
- **Expand Virtual Services:** Increase the availability of virtual service options.
- **Responsive Staffing:** Ensure staff address feelings such as worry, concern, being overwhelmed, and hope and are trained in active listening.
- **Consistent and Meaningful Engagement:** Provide frequent, consistent, and effective engagement with customers.

Loyalty Stage

- **Deliverables for Participants:** Offer tangible deliverables to participants to boost their satisfaction with the outcomes.
- **Community Impact through Testimonials:** Use testimonials to highlight positive impacts on families and communities, helping people connect with relatable stories.
- **Enhance Social Connections:** Strengthen our ability to cultivate and leverage social connections

SECTION VI. CONCLUSION

In conclusion, the customer journey mapping exercise has provided invaluable insights into the various stages our customers experience, from initial awareness to becoming loyal advocates. By understanding these stages, we can tailor our strategies to better meet customer needs, enhance their overall experience, and foster long-term relationships. This exercise highlights the importance of continuous improvement and customer-centered approaches in driving success.

² During the session, the representative from Heartland looked up the current search terms in the online Business Profile. These were the top five.

Moving forward, we will leverage these insights to refine our processes, address pain points, and create more meaningful interactions with our customers.

Next Steps. The KCC partners will take these insights and put them into action. The Center Management Team will review the findings and identify specific areas where immediate improvements can be made. Together, we can transform our customers' journey and achieve greater satisfaction and loyalty.

SECTION VII. APPENDIX

The detailed customer journey map created during the session is included here. To understand the impact of each set of actions and emotions, each time an answer was on a post it note it is recorded. For instance, if five of the participants in the session wrote Overwhelmed or Workshops on a post it in answer to one of the questions, it is displayed five times. This visualization helps us understand how pervasive an action or emotion might be.

Customer Journey	Awareness Stage	Consideration Stage	Decision Stage	Delivery Stage	Loyalty Stage
What is William thinking or feeling in each stage	<p>Depressed</p> <p>Confused</p> <p>Anxious</p> <p>Anxious</p> <p>Overwhelmed</p> <p>Self-doubting</p> <p>Nervous</p> <p>Hopeful</p> <p>Curious</p> <p>Prideful</p> <p>Aspirational</p>	<p>Pros and cons</p> <p>Inquisitive about hours /location</p> <p>Maybe they can help</p> <p>Excited</p> <p>Considering training</p> <p>Seeking expertise</p>	<p>Worried</p> <p>Unsure</p> <p>Self-reflective</p> <p>Motivated</p> <p>Commitment</p> <p>Hopeful</p> <p>Hopeful</p> <p>Possibilities/ Opportunities</p> <p>Open</p> <p>Overwhelmed</p> <p>Defeated</p>	<p>Worried/ concerned</p> <p>Open minded</p> <p>Encouraged</p> <p>Encouraged</p> <p>Scared</p> <p>Grateful</p> <p>Overwhelmed</p>	<p>Energized</p> <p>Positive</p> <p>Supported</p> <p>Refer friends</p> <p>Satisfied</p> <p>Helped</p> <p>Confidence in the next steps</p>
What are William's actions	<p>Doing Google searches for help /resources</p> <p>Looking at website</p> <p>Web search</p> <p>Talking to family and friends</p> <p>Talking to people</p> <p>Come into the center</p> <p>Loyalty telling friends</p>	<p>Web search</p> <p>Calling for more info</p> <p>Call the center for information</p> <p>Checking calendars – his and KCC LT</p> <p>Look up directions</p> <p>Attend event outside center (job fair)</p>	<p>In person mtg</p> <p>Attend appts</p> <p>Virtual appt</p> <p>Shows up!</p> <p>Coming to the center</p> <p>Calling KCC phone</p> <p>Coming to job fair</p> <p>Respond to email</p>	<p>Relief</p> <p>Enrolling in training</p> <p>Enrolling in training</p> <p>Meeting with staff</p> <p>Resume/interview workshops</p> <p>Attending workshops</p> <p>Coming in for an appt or workshop</p>	<p>Follow up appt</p> <p>Workshop event after</p> <p>Refer others</p> <p>Following on social media</p> <p>Seeking services as an employer</p> <p>landing a new position</p>
What or where is William researching	<p>Opportunities and job openings</p> <p>Job openings</p> <p>Researching retail position</p> <p>Training programs</p>	<p>Looking at KCC LT social media</p> <p>Training providers</p>	<p>Requirements</p> <p>Costs</p> <p>Alternative options</p> <p>Interview tips</p>	<p>Career counselor</p> <p>KCC services</p> <p>Interview skills</p> <p>Job fairs</p>	<p>Job searches</p> <p>Job fairs</p> <p>Next career steps</p> <p>Local employers/</p>

	<p>Internet</p> <p>Gone to or called Library</p> <p>Family and friends</p> <p>Researching directions</p>	<p>Indeed</p> <p>Events</p> <p>Workshops</p> <p>Benefits/ assistance</p> <p>Financial institutions (contact)</p> <p>What services are available</p> <p>How to connect</p>	<p>Services available</p> <p>Reviews</p>	<p>Management positions</p> <p>Job search</p> <p>Career edge</p> <p>Ready for Industry</p>	<p>Labor market</p> <p>Continuing education</p> <p>Future KCC-Lt events</p> <p>Seek employees if in management</p> <p>Referral</p>
<p>What will move William along to the next stage in his journey</p>	<p>Seeing/hearing positive experiences</p> <p>Career center reviews/experiences</p> <p>Ask questions about services/options available</p> <p>Calling or messaging the center</p> <p>Personal contact inviting them</p> <p>Supportive family/friends</p> <p>Positive feedback</p> <p>Lack of income</p>	<p>Self-motivation</p> <p>Considering his next career steps</p> <p>Positive experiences (on the phone or online)</p> <p>Looking at KCCLT social media</p> <p>Curiosity about the services</p> <p>Services available</p> <p>Response and invitation</p> <p>Appts.</p> <p>Resume prep</p> <p>Easy access</p>	<p>Flexibility/ convenience</p> <p>Availability of services</p> <p>Knowing that there is something there that will help him</p> <p>Scheduling an appt</p> <p>Getting in his car</p> <p>Costs</p> <p>Positive reviews</p> <p>Best option</p>	<p>Phone call (how a person spoke)</p> <p>Follow ups</p> <p>Follow ups from staff</p> <p>Encouragement validation</p> <p>Success</p>	<p>Referring friends and family</p> <p>Follow up KCC follow up</p> <p>Positive experience</p> <p>Interview prep</p> <p>Finalize resume</p> <p>Reaching goals</p>



Lincoln Trail

Area Development District

~ established 1968 ~

The Childcare Challenge: Scope, Impact, and Recommendations

*Measurement and Review of the Work Willing Parents living in the
Lincoln Trail Development District*

March 24, 2024



TPMA

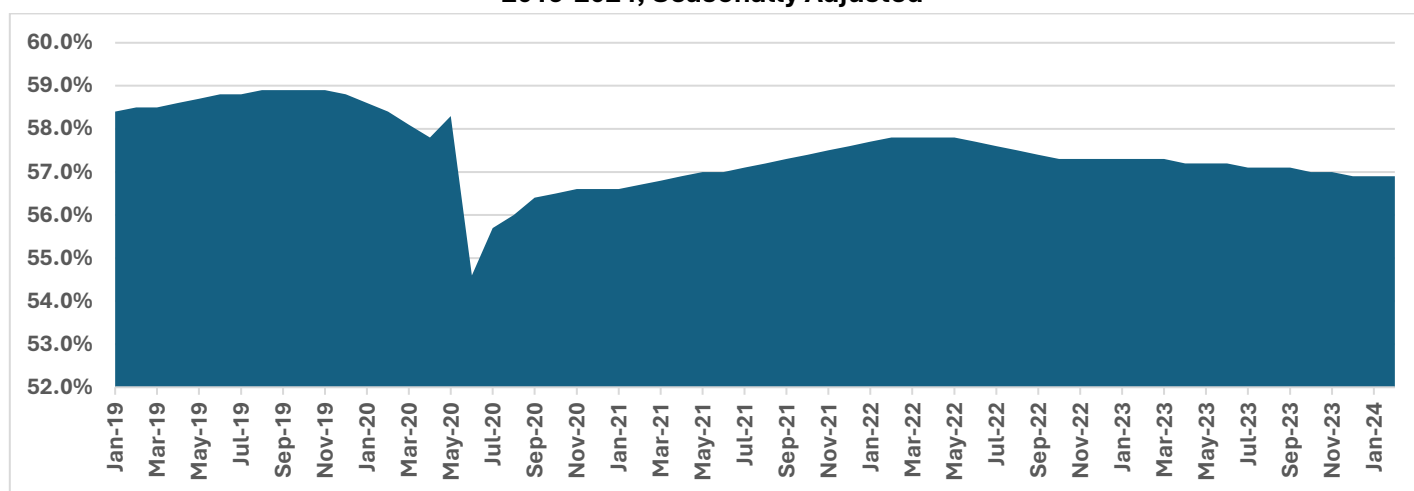
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Executive Summary

TPMA Inc., in concert with the Lincoln Trail Area Development District, is pleased to present this analysis of the potential impact of an expanding accessible, affordable childcare in the region. Through a thorough, data-driven process, in the pages that follow, we illustrate the scale of the potential financial gains for parents, employers, state, and local governments when they work together to ensure fully adequate childcare for every parent who wants to return to the workforce on a full-time basis.

The Labor Force Participation rate, perhaps the best measure of the population's active engagement in the workforce, remains below pre-Pandemic levels across Kentucky. In December 2019, Kentucky's percentage of work-eligible individuals actively engaged in the labor force (either employed or unemployed, but actively seeking employment) stood at 58.8%. As of February 2024, that rate is 56.9%, nearly two percentage points lower than the pre-COVID high water mark.

**State of Kentucky, Labor Force Participation Rate by Month,
2019-2024, Seasonally Adjusted¹**



This dip in labor force participation- and the stagnation highlighted in the figure above- translates into thousands of missing workers regionally. Employers in the LTADD region continue struggling to attract and retain all the staff they need across all industry sectors and occupational families. Without an adequately sized workforce, additional economic investment in the region and established businesses' affiliated expansion and growth become challenging. But more than that, the lost wages and earnings, production drop-offs, and lagging sales figures translate into millions of dollars of lost revenue for the state of Kentucky and county governments that rely partly on payroll, sales, and property taxes.

An untapped, significant pool of labor that has left the workforce are parents of young children who cannot afford and/or do not have access to childcare for their young children. Returning these parents to the workforce- many of whom are ready, willing, and eager to re-enter a full-time job if the financial gains outweigh the cost of childcare- can have an immediate and lasting impact on the labor force participation rate and, by extension, the economic vitality of a region. To quantify the potential impact of returning these parents to the workforce, we estimate how many there are in the region, which type of jobs they could fill, and the earnings, GRP gains, and taxes that can be realized through their full-time employment.

¹ Data for State-level Labor Force Participation rates from the Current Population Survey, conducted by the US Bureau of Labor Statistics in concert with Census. Accessible at: <https://www.bls.gov/data/home.htm>

We refer to this collection of parents throughout this analysis as “work willing,” which means that they are eager, willing, and able to rejoin the workforce on a full-time basis but cannot because they either cannot afford or/and do not have ready access to reliable childcare that will allow them to work full-time.

Through a rigorous process that brings to bear data from myriad agencies and sources- including the Census, the US Bureau of Economic Analysis, and the US Bureau of Labor Statistics- we estimate that these benefits- in terms of increased GRP, higher sales/import and payroll taxes and worker wages- far outweigh the potential costs to employers, parents, and the state of Kentucky, should they choose to collaborate in some fashion on the sharing of childcare costs. Using a rigorous methodological approach, we estimate that there are currently **2,035 Work Willing parents** in the eight counties that make up the LTADD and Hart County. Collectively, should they return to the workforce full-time, we estimate they would earn between **\$99.2 million** and **\$126.3 million** annually. These earnings would be spent mainly within the region, fueling the purchase of homes, supporting local businesses, and creating additional jobs, earnings, and opportunities for employers and residents of the region. The payroll taxes associated with the earnings of these 2,035 parents would generate between **\$863,000 and \$1.09 million** annually for local governments and between **\$4.5 and \$5.7 million** in additional state **income tax revenue** for Kentucky. Additionally, based on the output of the full-time work conducted by these 2,035 Work Willing parents, the region stands to generate additional **Gross Regional Product (GRP)** of between **\$164.5 and 230.6 million**. This GRP could result in additional revenue for local, state, and federal governments in **property, sales, and import taxes**, estimated to range between **\$14.6 and \$24.8 annually**.

The opportunity to move the needle on childcare- a nationwide problem- is not only immediate, but the financial benefits for employers, parents, and governments are substantial. After analyzing the economic impact, TPMA includes recommendations for the next steps. The solution to the problem must be multi-faceted and unique to each community. Formal collaboration and coordination on goals, metrics, strategies, and tactics is an almost universal first step.

LTADD and TPMA thank the following sponsors for their financial support of this report:



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Introduction

In the following pages, we utilize a rigorous, data-supported approach to estimate an ideal childcare environment- one where every “work-willing” parent finds the care they need to work full-time- will require. To illustrate the benefits of making this sizable investment, we also apply deductive, largely linear logic to estimate these benefits- in extra earnings, taxes, and GRP generated, that parents, the state, and employers would reap if this problem were fully solved. To accomplish this, we answer this collection of questions, methodically and in order, specific to the LTADD region (plus Hart County):

1. **What is the region's current available capacity of childcare providers?**
2. **What is the current cost of childcare in the region?**
3. **What will the future need be for additional childcare seats in the region?**
4. **If given access to affordable and accessible childcare options, how many parents would return to the workforce on a full-time basis?**
5. **What will be the aggregated annual earnings of these parents (which we refer to as “Work Willing”)?**
6. **What will these Work Willing parents pay annually in state and local income taxes?**
7. **What will be the gain, in terms of Gross Regional Product (GRP), for regional employers who hire these Work Willing parents?**
8. **What additional sales, import, and property taxes can be realized due to these gains in GRP?**
9. **What recommendations and suggested next steps can be taken to return these parents to the workforce?**

The following sections are organized around this set of questions, and each provides a defensible answer to inform policymakers and vested parties, using real numbers and a combination of national and regional trends.

Overview: Costs, Capacity, and Projections of Future Need

The LTADD region includes the eight west-central Kentucky counties of Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington. This study also includes Hart County. This section contextualizes the state of the childcare industry in the region. Looking first at cost trends over the last decade, Table I below shows the cost for one day of childcare, by provider Type, age, and region.

Data was not available, unfortunately, for ONLY the counties in the region, so we use the “West” region of the state- which includes the counties of: Allen, Ballard, Barren, Breckinridge, Butler, Caldwell, Calloway, Carlisle, Christian, Crittenden, Daviess, Edmonson, Fulton, Graves, Grayson, Hancock, Hardin, Hart, Henderson, Hickman, Hopkins, LaRue, Livingston, Logan, Lyon, Marion, Marshall, McCracken, Mclean, Meade, Metcalfe, Monroe, Muhlenberg, Nelson, Ohio, Simpson, Todd, Trigg, Union, Warren, Washington, and Webster. The latest market rates reported (circa 2020) appear below in Table I, with historical data from 2013, 2015, and 2017 for both context and to highlight rate changes.

Table I: State vs. West Region, Prices per Day (75th percentile),
By Age Category and Type, 2013-2020 (select years)

		Type I				Type II					Home- Based			
Year	Region	Birth to 12 Months	Birth to 2	Ages 2 to 4	Ages 5 and Up	Birth to 12 Months	Birth to 2	Ages 2 to 4	Ages 5 and Up	Birth to 12 Months	Birth to 2	Ages 2 to 4	Ages 5 and Up	
2013	State		\$28.00	\$26.00	\$23.00		\$27.00	\$25.00	\$23.00		\$27.00	\$25.00	\$22.00	
	West	\$26.25	\$25.00	\$24.00	\$23.00	\$25.00	\$24.00	\$23.50	\$24.00	\$25.32	\$24.50	\$21.00	\$21.50	
2015	State		\$30.00	\$27.00	\$25.00		\$27.00	\$25.00	\$23.00		\$25.00	\$22.00	\$20.00	
	West	\$25.00	\$24.75	\$23.00	\$21.00	\$32.25	\$22.25	\$22.25	\$22.50	\$22.00	\$20.00	\$20.00	\$19.00	
		Type I				Type II				Home- Based				
Year	Region		Infant and Toddler	Pre- School	School Age		Infant and Toddler	Pre- School	School Age		Infant and Toddler	Pre- School	School Age	
2017	State		\$31.00	\$28.45	\$25.00		\$29.00	\$27.25	\$24.75		\$26.00	\$25.00	\$20.00	
	West		\$26.00	\$25.00	\$24.00		\$25.00	\$25.00	\$23.00		\$21.00	\$20.00	\$18.25	
Year	Region	Infants	Toddler	Pre- School	School Age	Infants	Toddler	Pre- School	School Age	Infants	Toddler	Pre- School	School Age	
2020	State	\$37.25	\$35.55	\$32.79	\$28.00	\$33.00	\$29.50	\$29.25	\$30.00	\$28.25	\$27.00	\$25.00	\$25.00	
	West	\$30.00	\$28.00	\$27.00	\$26.00	\$25.50	\$24.25	\$25.50	\$26.00	\$25.00	\$25.00	\$25.00	\$25.00	

ChildCareAware of Kentucky provided data on costs for the years 2013, 2015, 2017, and 2020. Below are links to reports, which include detailed methodology by year.

2013: <https://www.childcareawareky.org/wp-content/uploads/2019/09/2013-mrs-final-report.pdf>

2015: <https://www.childcareawareky.org/wp-content/uploads/2019/09/2015-mrs-final-report.pdf>

2017: <https://www.childcareawareky.org/wp-content/uploads/2019/09/2017-kentucky-market-rate-study.pdf>

2020: <https://www.childcareawareky.org/wp-content/uploads/2021/05/2020-Market-Rate-Report.pdf>

To make the data more manageable, we calculate the average annual price per day by summing all daily costs for each age/type category (as reported in Table I above) and then dividing by the total number of categories. These denominators (total categories) vary slightly by year due to changes in reporting/available data at the region vs. state level. Additionally, because the market study was only conducted in the years 2013, 2015, 2017, and 2020, we estimated the costs for the missing years of 2014, 2016, 2018, 2019, 2021, 2022, and 2023. To do so, we assume a linear increase in the gap years, calculated by subtracting the average cost of the last available year from the average cost of the next available year and then dividing by the number of years between reported rates. This value is then added to the last available average cost and reported in the missing year.

Between 2017 and 2020, the average daily rate for childcare in the state increased by \$1.26 (annually), while the rate in the West region increased by \$1.00 annually. With no additional data available after 2022, we assume this annual increase has remained constant and adjust each value for 2021 through 2023 upwards accordingly.

Table II: State vs. West Region, Average Price per Day, Week and Year, Modeled for All Years, 2013-2023

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
STATE Average Daily Cost	\$25.11	\$25.00	\$24.89	\$25.58	\$26.27	\$27.53	\$28.79	\$30.05	\$31.31	\$32.57	\$33.83
WEST Average Daily Cost	\$23.93	\$23.38	\$22.84	\$22.94	\$23.03	\$24.03	\$25.02	\$26.02	\$27.02	\$28.02	\$29.02
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
STATE Average Weekly Cost	\$126	\$125	\$124	\$128	\$131	\$138	\$144	\$150	\$157	\$163	\$169
WEST Average Weekly Cost	\$120	\$117	\$114	\$115	\$115	\$120	\$125	\$130	\$135	\$140	\$145
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
STATE Average Annual Cost	\$6,529	\$6,500	\$6,471	\$6,651	\$6,830	\$7,158	\$7,485	\$7,813	\$8,141	\$8,468	\$8,796
WEST Average Annual Cost	\$6,222	\$6,079	\$5,938	\$5,963	\$5,988	\$6,247	\$6,506	\$6,765	\$7,025	\$7,285	\$7,545

To give some perspective to the parents who need to pay for full-time childcare, we next extracted the median household income for the state of Kentucky (Table III below) and compared these values to the median household income for the LTADD region itself (Table IV).

Table III: Median Income, Households with Children, State of Kentucky

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
All	\$52,486	\$51,937	\$53,589	\$56,335	\$61,354	\$62,026	\$65,141	\$65,096	\$69,234	\$76,308
Married/Partner Present	\$72,843	\$72,934	\$75,063	\$80,308	\$83,847	\$85,799	\$89,790	\$88,819	\$93,766	\$101,399
Male Householder, no Partner	\$36,153	\$29,454	\$32,859	\$35,163	\$37,434	\$40,473	\$41,864	\$39,627	\$41,165	\$47,575
Female Householder, no Partner	\$18,635	\$19,230	\$20,666	\$21,222	\$22,994	\$21,799	\$24,459	\$24,663	\$26,208	\$31,770

Table IV: Median Income, Households with Children LTADD Region Counties²

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
All	\$53,536	\$52,976	\$54,661	\$57,462	\$62,581	\$63,267	\$66,444	\$66,398	\$70,619	\$77,834
Married/Partner Present	\$74,300	\$74,393	\$76,564	\$81,914	\$85,524	\$87,515	\$91,586	\$90,595	\$95,641	\$103,427
Male Householder, no Spouse/Partner	\$36,876	\$30,043	\$33,516	\$35,866	\$38,183	\$41,282	\$42,701	\$40,420	\$41,988	\$48,527
Female Householder, no Spouse/Partner	\$19,008	\$19,615	\$21,079	\$21,646	\$23,454	\$22,235	\$24,948	\$25,156	\$26,732	\$32,405

When the data in Tables IV and II are combined, a picture of the typical cost of care, as a percentage of median income, emerges in the LTADD region.

Table V below reports these percentages annually and by family structure, using income and childcare costs unique to the region.

Table V: Average Annual Cost of Childcare for 1 Child, as Percent of Median Income, Households with Children, LTADD Region, 2013-2022

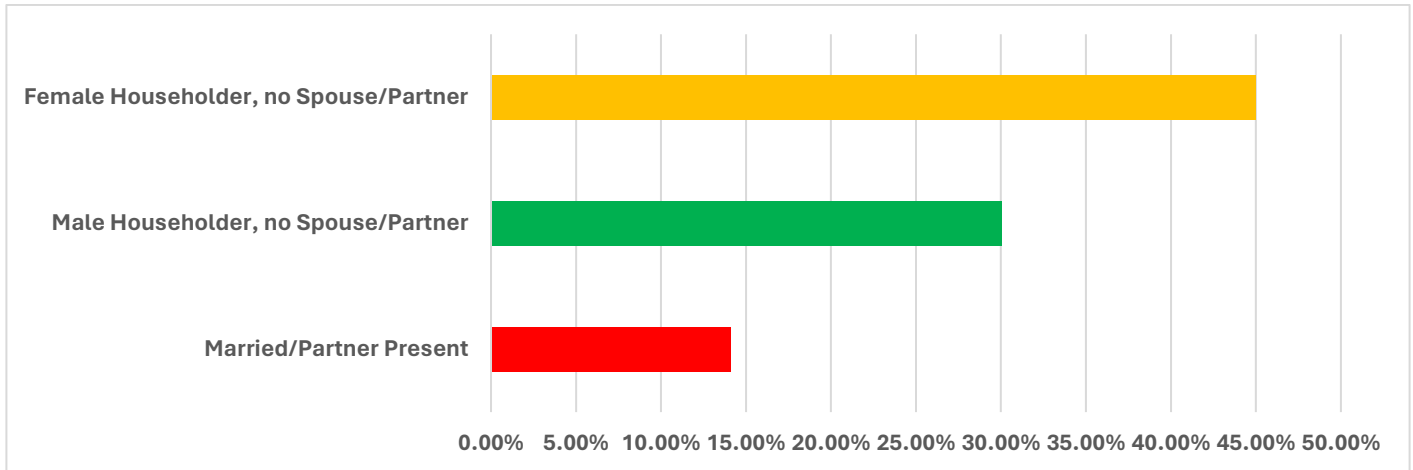
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
All	11.62%	11.74%	11.38%	10.83%	9.94%	9.83%	9.36%	9.37%	8.81%	7.99%
Married/Partner Present	8.37%	8.36%	8.13%	7.60%	7.27%	7.11%	6.79%	6.87%	6.51%	6.02%
Male Householder, no Partner	16.87%	20.71%	18.56%	17.35%	16.29%	15.07%	14.57%	15.39%	14.82%	12.82%
Female Householder, no Partner	32.73%	31.72%	29.52%	28.74%	26.53%	27.98%	24.94%	24.73%	23.27%	19.20%

² Due to lack of available data for counties in the region, we model these values as a percentage of the state totals. Based on 5 year estimates from the American Community Survey, the weighted median household income in the LTADD is 102% of the state median household income. Data available at:

https://data.census.gov/table/ACSST5Y2022.S1901?q=United%20States&g=040XX00US21_050XX00US21027,21085,21093,21123,21155,21163,21179,21229&tid=ACST1Y2022.S1901 and reproduced in the Appendix for full reference.

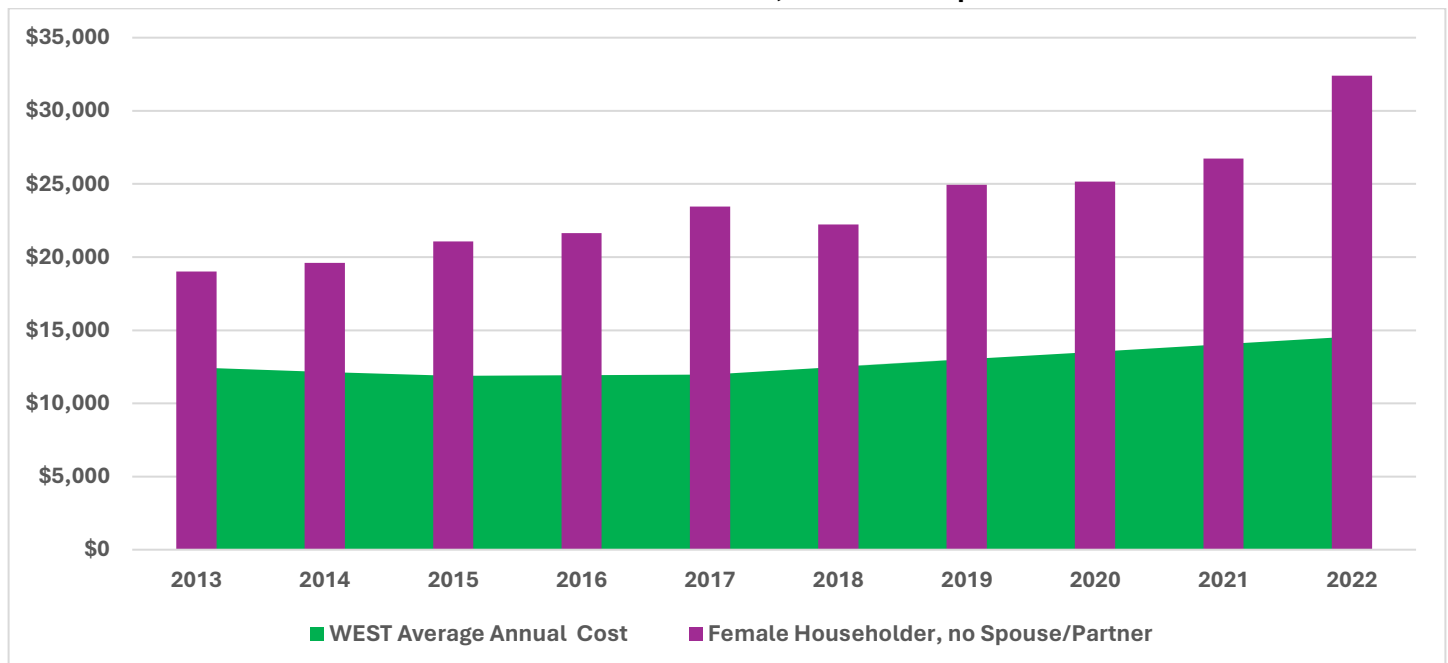
In the most general terms, the upward pressure on wages since 2019 has led to, overall, lower rates (as a percentage of income) for childcare vis-à-vis the 2013 cost. In 2013, a single parent (female) would have paid almost 33% of her earnings for full-time childcare, while by 2023- while still often cost-prohibitive- this value has fallen to 19.2%. Including TWO children that require full-time childcare, Figure I below highlights the ratio of childcare cost to household earnings in the LTADD.

**Figure I: Income vs. Cost Care, LTADD Region, 2013-2023
(Two Children in Full-Time Childcare)**

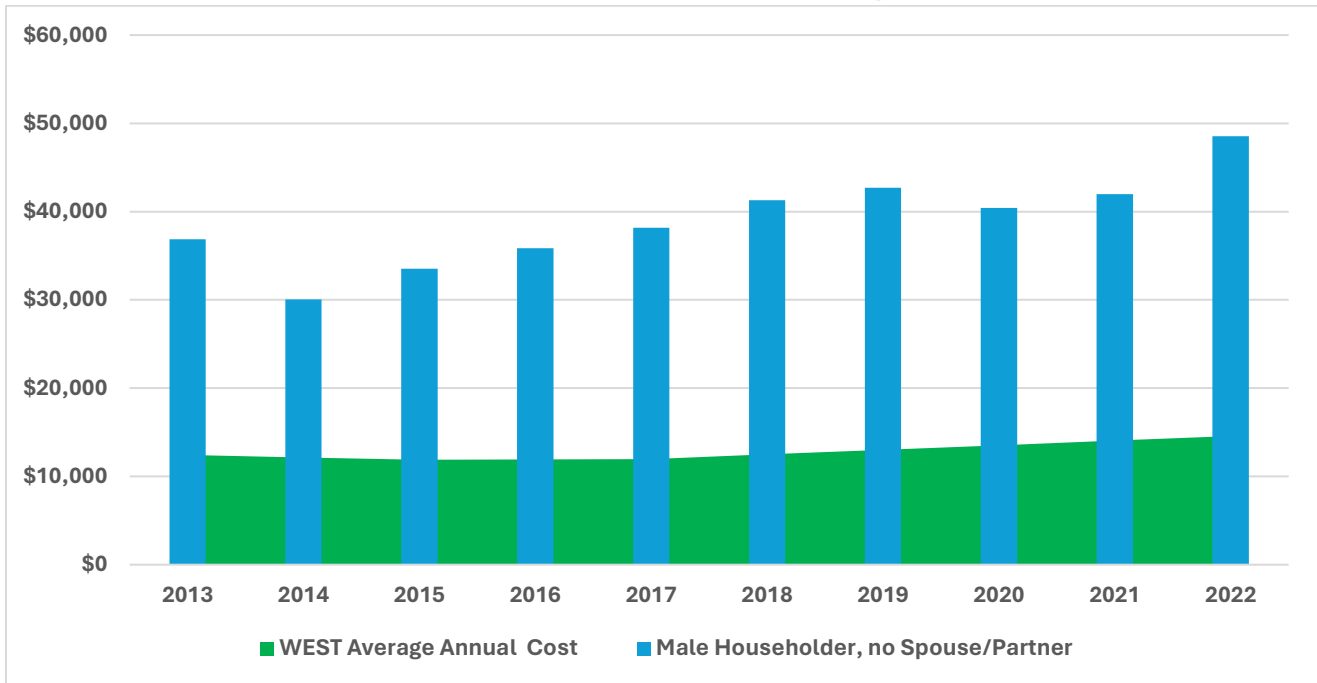


Figures II through IV on this page and the next contrast the differing impact of childcare costs for families of different types (2-parent, single-parent, and single-mother households). Beyond the scope of this analysis (well-examined and readily available elsewhere), female heads of household generally earn less than their male counterparts. Using data unique to the region, we find this relationship holds true, represented graphically in Figure II below.

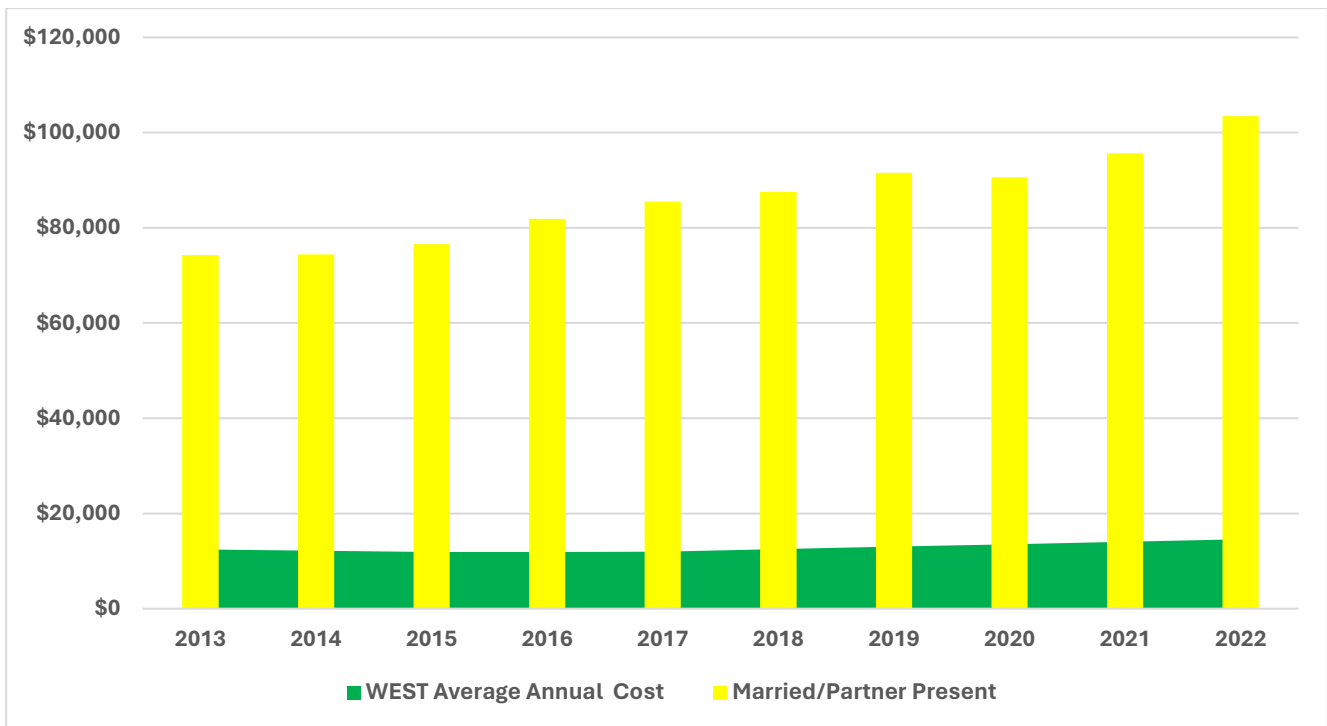
**Figure II: Cost for Full-Time Childcare (2 Children) vs. Median Household Income
Female Head of Household, no Partner/Spouse**



**Figure III: Cost for Full-Time Childcare (2 Children) vs. Median Household Income
Male Head of Household, no Partner/Spouse**



**Figure IV: Cost for Full-Time Childcare (2 Children) vs. Median Household Income
2-Parent Households**



Turning now to the capacity of existing childcare providers in the region, we once again rely on data reported by the Kentucky Center for Statistics for historical estimates (2019 through 2022- reported in Table VII) and append these rates with the projected population of children under the age of 5, through 2033 (reported in Table VI).

Combining these two data points allows for estimating the needed capacity over the next decade (illustrated graphically in **Figure VI**). To account for the anticipated beginning of operations at the Blue Oval SK Battery Park in 2024, we manually adjusted the estimated population of children under the age of 5 for Hardin County. To do this, we applied current employment trends for Electric Battery Manufacturing, isolating the percentage of the staff between the ages of 18 and 34³. Using this as a starting point, we next apply statewide ratios of the population under the age of 5 to the adult population, aged 34 or younger,⁴ to estimate the percentage of adults with young children.

Table VI: Electric Vehicle Manufacturing Workforce, Percent by Age (2022)

NAICS	Description	Percent Aged 19-21	Percent Aged 22-24	Percent Aged 25-34	Percent, Aged 34 or Younger
335910	Battery Manufacturing	3.46%	6.02%	25.27	34.75%

Table VII: Kentucky Population, Select Age Categories, Circa 2022

Age Category	Kentucky Population
Under five years	260,433
20 to 24 years	301,356
25 to 29 years	290,830
30 to 34 years	296,329

In 2022, there were 260,433 estimated children under the age of 5 and 888,515 adults between the ages of 20 and 34. Dividing the former by the latter yields a factor of 29.3%, which we use as a proxy measure of the percentage of adults between 20 and 34 who have a child under the age of five. Applying these rates and the estimated workforce by age data in Table VIII below gives us annual estimates of the number of employees at the new Blue Oval SK Battery Park who will have children aged five or younger (highlighted in green). These totals were added to the standard estimates for Hardin County for the years 2024-2033

Table VIII: Estimated Workers in Need of Childcare, Blue Oval Battery Park

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
All Employees	2,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Aged 34 or Younger	869	1,738	1,738	1,738	1,738	1,738	1,738	1,738	1,738	1,738
34↓, with Child 5↓	255	509	509	509	509	509	509	509	509	509

³ Data accessed via LightCast™, based on national estimates from the US Bureau of Labor Statistics.

⁴ Data from 2022 American Community Survey, using 1-year estimates for the state of Kentucky. Accessible at: https://data.census.gov/table/ACST1Y2022.S0101?q=United%20States&t=Age%20and%20Sex&g=010XX00US_040XX00US21

Table IX: Population Aged 5 or Under⁵ by Year and County

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Breckinridge	1,156	1,156	1,179	1,156	1,259	1,257	1,262	1,264	1,284	1,298	1,314	1,327	1,338	1,347	1,352
Grayson	1,631	1,745	1,653	1,683	1,692	1,691	1,694	1,688	1,700	1,701	1,705	1,708	1,712	1,716	1,719
Hardin	7,245	7,244	7,189	7,129	7,037	7,214	7,431	7,386	7,417	7,430	7,451	7,475	7,502	7,536	7,565
Hart	1,387	1,314	1,294	1,309	1,317	1,311	1,317	1,321	1,344	1,356	1,369	1,380	1,390	1,402	1,413
Larue	764	742	793	781	920	951	976	988	1,004	1,010	1,017	1,024	1,031	1,039	1,046
Marion	1,148	1,086	1,123	1,160	1,175	1,184	1,197	1,206	1,226	1,241	1,256	1,270	1,285	1,299	1,310
Meade	1,507	1,460	1,576	1,565	1,468	1,473	1,483	1,489	1,509	1,527	1,544	1,560	1,575	1,589	1,601
Nelson	2,868	2,800	2,832	2,838	2,788	2,777	2,779	2,771	2,796	2,808	2,821	2,834	2,846	2,858	2,869
Washington	726	753	742	721	695	687	684	678	682	684	687	690	692	696	698
LTADD Region	18,432	18,300	18,381	18,342	18,351	18,545	18,823	18,791	18,962	19,055	19,164	19,268	19,371	19,482	19,573

Now, with adjusted estimates of children to include the expected influx of workers as part of the Blue Oval project, we next need current capacity estimates for the region's childcare providers. This data is reported below in **Table X** and represented graphically in **Figure V**.

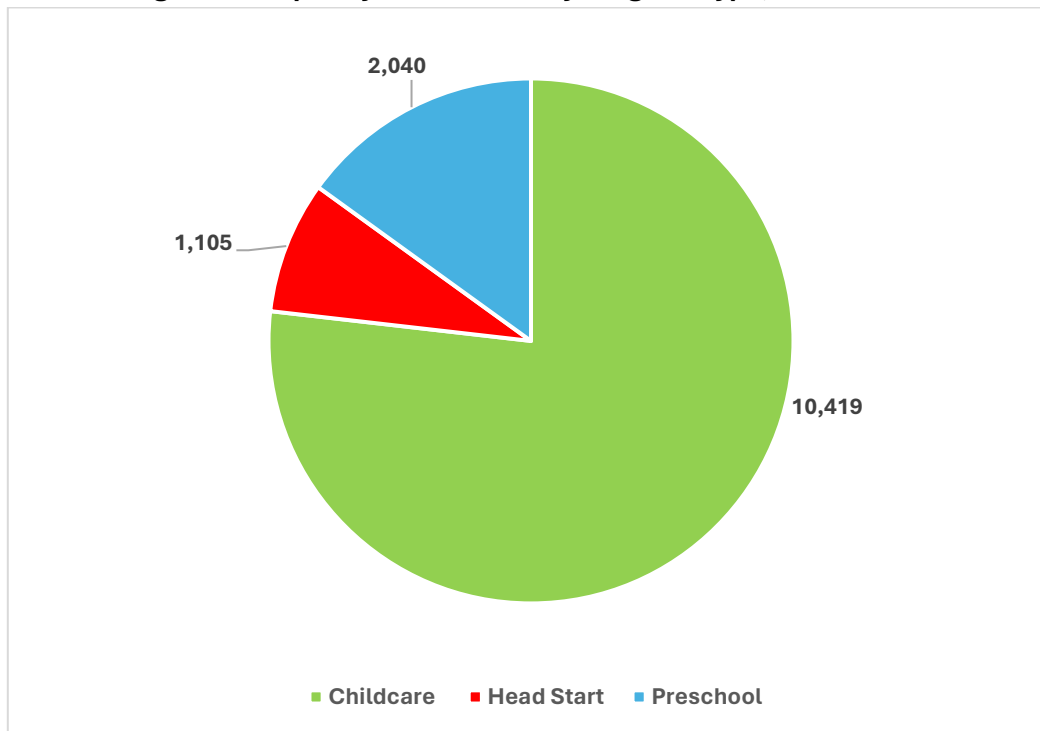
Table X: Current Capacity⁶, by County and Program, LTADD Region

County	Childcare	Head Start	Preschool	All Categories
Breckinridge	280	166	83	529
Grayson	602	214	188	1,004
Hardin	5,099	182	884	6,165
Hart	129	154	32	315
Larue	438	39	96	573
Marion	666	174	135	975
Meade	470	62	154	686
Nelson	2,203	104	388	2,695
Washington	532	10	80	622
LTADD Region	10,419	1,105	2,040	13,564

⁵ For the years 2019 through 2022, counts from the American Community Survey, 5-year estimates, available at:

https://data.census.gov/table/ACST5Y2019.S0101?q=United%20States&t=Age%20and%20Sex&g=040XX00US21_050XX00US21027,21085,21093,21123,21155,21163,21179,21229&tid=ACST5Y2020.S0101. For years 2023 through 2033, modeled estimates of future population from LightCast™, Population Demographic Reports. Accessed January 8, 2024.

⁶ Data from Kentucky Center for Statistics, collected in concert with the Governor's Office of Early Childhood. Available at: <https://kystats.ky.gov/Latest/ECP>

Figure V: Capacity Distribution by Program Type, LTADD 2023

To estimate the projected future need for additional seats, we slightly adjust the count of children in the region to account for not all families requiring childcare. Some will rely on grandparents, a stay-at-home parent, an older sibling, or parents who work opposite shifts to ensure there is always someone home with the child. While it is difficult to pinpoint a precise number, we know there will always be a set percentage of children who do not attend childcare, preschool, or Head Start. To avoid overestimating future demand, we estimate that 10% of all young children will NOT require childcare, regardless of availability or cost.

Figure VI plots the current capacity and incremental annual changes to capacity against the current and future population of young children and the population that will require childcare through 2033. Based on our estimates, the region must **increase capacity by just under 3% annually** to meet the total demand for access by 2033. A brief color-coded key below offers an additional explanation of the components of the gap graphing. Cumulatively, across the next decade, the region will need to add 4,052 new seats/slots to meet the expected demand for childcare fully. This figure includes new employees at the Blue Oval SK Battery Park (requiring childcare) and future population projections.

BLUE BAR: Full Population, Children Under Age 5, by year (projections for 2024-2033 from LightCast™).

ORANGE BAR: 90% of the Full Population; this is the estimated number of young children who will require childcare.

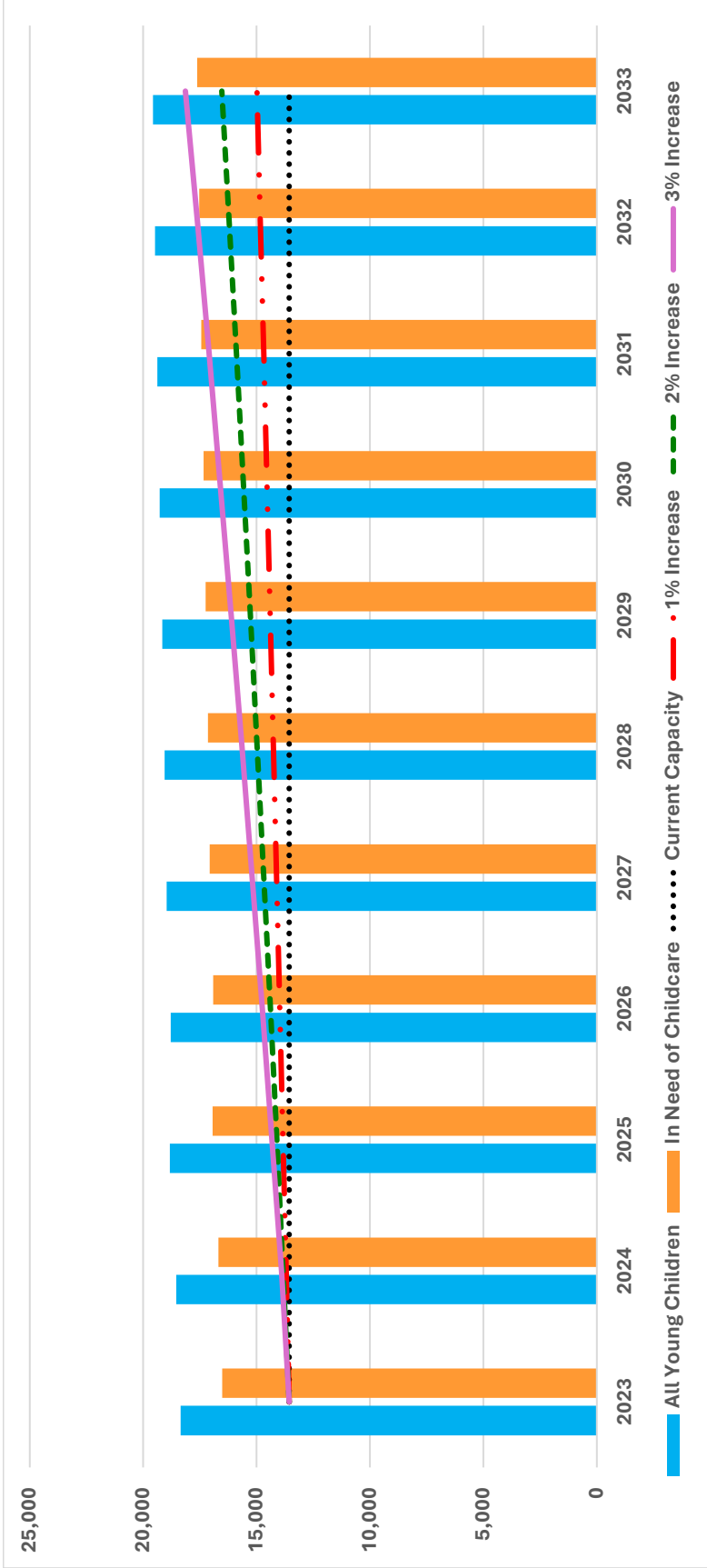
BLACK LINE (Dotted): Current capacity (number of seats/slots) in the entire region, held constant through 2033.

RED LINE (Dash + Dots): Capacity if the region increases the number of seats by 1% year over year (an additional 1% each year, based on the prior year's total number of seats).

GREEN LINE (Dashed): Capacity if the region increases the number of seats by 2%, year over year.

PURPLE LINE (Solid): Capacity if the region increases the number of seats by 3%, year over year.

Figure VI: Children Under 5, Those in Need of Childcare, and Capacity (Constant and Modeled Change), 2023-2033



Based on our estimates, to reach a state of equilibrium between demand and capacity, the LTADD region (plus Hart County) needs just over an additional **4,000 seats**. In terms of manageable actual goals, we included Table XI below, which identifies the number of seats that need to be added annually to reach this state of equilibrium (3% annual increase, highlighted in yellow). We also include figures for the 1% and 2% estimates for perspective.

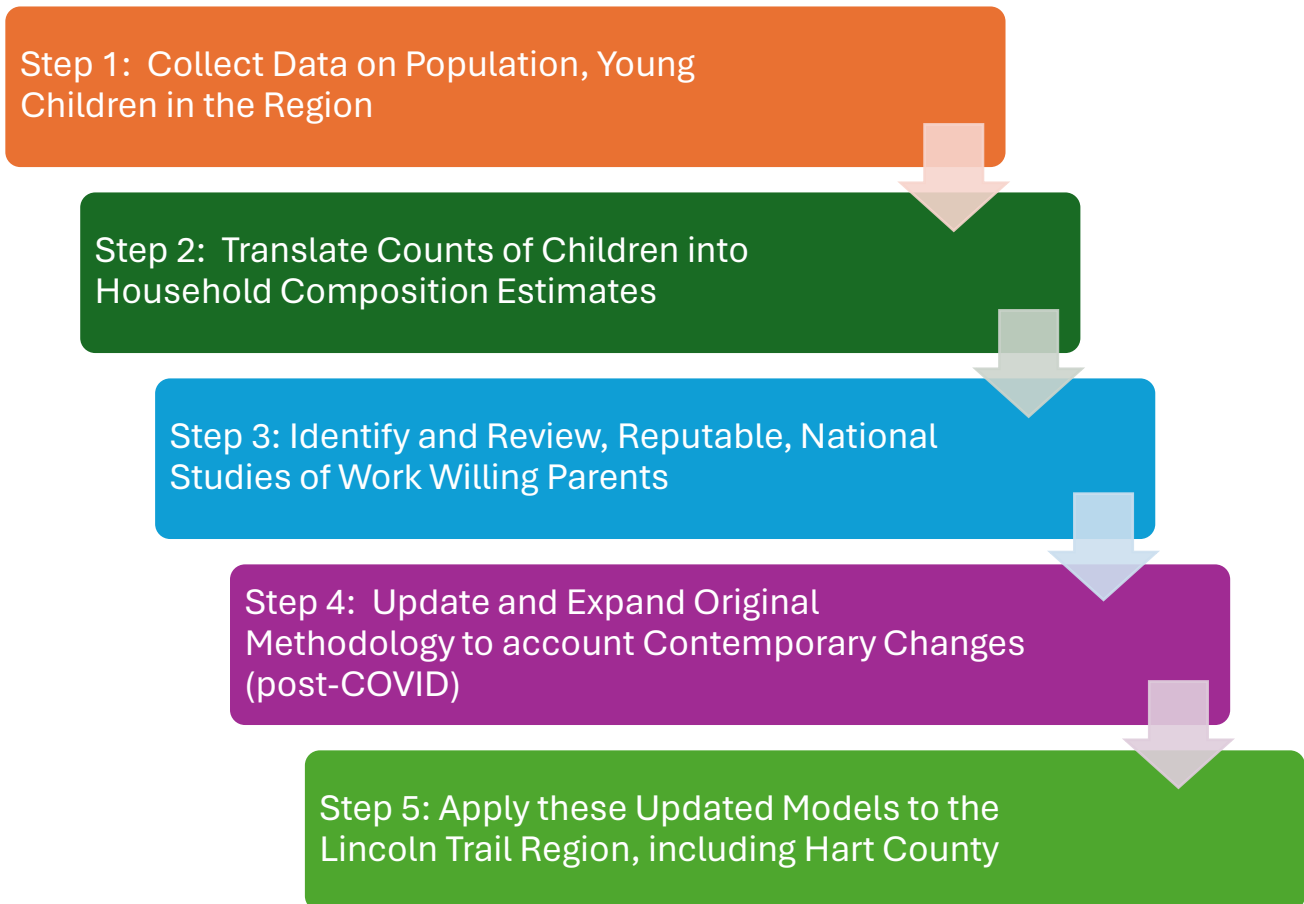
Table XI: Annual Increase in Seats to Meet Demand (2024 through 2033)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
1% Increase	136	137	138	140	141	143	144	145	147	148
2% Increase	271	277	282	288	294	300	306	312	318	324
3% Increase	339	417	430	442	456	469	484	498	513	528

Modeling the Work Willing Parents, LTADD Region

To quantify the number of “Work Willing” parents in the identified region and estimate the financial impact of their return to the workforce, we rely on an assortment of data from the US Census Bureau, the US Bureau of Labor Statistics, and the US Bureau of Economic Analysis. The model relies on a deductive approach, applying national trends identified in reputable studies and updating the models to account for changes during and after the COVID-19 pandemic. **Figure VII** below provides a shorthand overview of how we identified “Work-Willing” parents.

Figure VII: Process for Identifying “Work Willing” Parents



A parent who is considered “work-willing”:

1. Is not currently in the Labor Force; that is, is neither employed nor actively seeking employment.
2. Is ready and able to return to the Labor Force, willing to take on full-time employment.
3. Despite this willingness, they cannot proceed because they cannot access suitable childcare, of any variety, due to a lack of availability (no open seats), area providers, and/or the inability to afford childcare, if it were available.

“Affordable” childcare may vary from one parent to another. In a later section, we explore two unique scenarios to account for discrepancies in the earning power of work-willing parents, one where the returning parents skew heavily toward lower-paying occupations. First, however, it is necessary to estimate HOW MANY parents should be counted as “work-willing” in the region.

Step 1: Population Estimates, Young Children in the Region

Based on the population estimates we used in the previous section to model supply and demand for childcare seats, we already have the data necessary to call Step 1 “complete.” However, this original data from LightCast™ was verified with the US Census Bureau’s American Community Survey, vintage 2022 to ensure consistency in the projections. Given the mostly equal distribution of these ages in the region, we divide the total children under the age of 5 in the region by 5, yielding estimates of children by age. Though tangential to calculating “work-willing” parents, this breakdown can prove instructive when planning seat expansions by age group. Table XII below includes estimates for the region, broken out by age and county.

Table XII: Estimates of Children Under the Age of 5, by County and Age Cohort, Circa 2023

County	Aged 4 to 5	Aged 3 to 4	Aged 2 to 3	Aged 1 to 2	Aged 0 to 1	All Children, Under 5
Breckinridge	251	251	251	251	251	1,257
Grayson	338	338	338	338	338	1,691
Hardin	1,443	1,443	1,443	1,443	1,443	7,214
Hart	262	262	262	262	262	1,311
Larue	190	190	190	190	190	951
Marion	237	237	237	237	237	1,184
Meade	295	295	295	295	295	1,473
Nelson	555	555	555	555	555	2,777
Washington	137	137	137	137	137	687
Total in Region	3,709	3,709	3,709	3,709	3,709	18,545

In 2023, an estimated 18,351 children under the age of five will live in the region.

Step 2: Translating Counts of Children into Household Estimates

Collecting and validating the number of children eligible for childcare services in the region leads to translating these counts into households and, ultimately, parents who could rejoin the workforce if affordable, high-quality childcare were to become available. This ratio, of course, is not 1-to-1, that is, we cannot assume that for each additional child placed in a childcare program there will be one unique, additional parent (re)joining the workforce. To ensure we are not overestimating the number of potential parents who would rejoin the workforce, we must carefully control for households with more than one child under the age of 5. To do this, we again return to American Community Survey data from the US Census Bureau to triangulate our estimates.

Table XIII: Distribution of Households with Children Under 6, by Number of Children Under 5 in Same Household, United States⁷

	Count	Percentage
Households with Children Under 5	14,196,000	100.00%
One Child Under 5	10,039,000	70.72%
Two Children Under 5	3,613,000	25.45%
Three or More Children Under 5	544,000	3.83%

⁷ National level data, extracted from Census Table F1. “Family Households, 1 by Type, Age of Own Children, Age of Family Members, and Age of Householder: 2022”, accessible at <https://www.census.gov/data.html>

Based on the national level distribution of children under the age of 6, **Table XIII** tells us that 70.72% of all children under 5 live in a home with no other children in the same age category, 25.45% of all children under 5 live in a household with one other child in the same age group and 3.83% of all children under 5 live in a household with three or more other children, also aged under 5. Applying these percentages to our counts of children in the region, we get the estimates in **Table XIV** below. The bottom-line total gives us the ratio we need to estimate the entire universe of households with children under the age of 5, controlling for those with more than one child in this age group. In short, for each child aged 5 or under in the region, 0.847 households could utilize early childhood learning/childcare services, not quite a 1-to-1 ratio. Translated into real numbers (in the table below), in the LTADD Region, 18,545 children aged 5 and under live in **15,712 unique households**. We use the 2024 population estimates (adjusted to account for the initial influx of new workers at the Blue Oval SK Battery Park).

Table XIV: LTADD Region, Children Under 5, Household Estimates 2024

	Children	Households
With Only 1 Child Under 5 in Household	13,115	13,115
With 2 Children Under 5 in Household	4,720	2,360
With 3 or more Children Under 6 in Household	710	237
All Children, Under 6	18,545	15,712

Before estimating how many of these 15,712 households contain a “Work Willing” parent, we took additional steps to assess the household types in the region. Again, turning to American Community Survey data for the region (5-year estimates), we apply the reported percentages to our household counts in Table XV below, identifying the percentages and counts of households in the region with a married couple, a cohabitating couple, a single father, and a single mother. We will use this breakout in the remaining steps to further disaggregate the number of Work Willing parents.

Table XV: Households with Children Under 5, by Type

	Child(ren) Under 18	Percent of Households	Household Estimates, Child(ren) Under 5
Married Couple	19,018	66.65%	10,472
Cohabitating Couple	2,521	8.84%	1,389
Male No Partner	1,838	6.44%	1,012
Female No Partner	5,155	18.07%	2,839
TOTAL	28,532	100.00%	15,712

Steps 3, 4, & 5: Identify Established Studies of Work Willing Parents (3), Expand and Update Modeling Through 2022 (4) & Apply Trends to the LTADD Region (5)

In this section, we quantify/develop four separate models of the unmet demand for childcare among “work-willing” parents throughout the stages of the pandemic. While ultimately, we will use the post-pandemic, “Recovery”

model to derive current⁸ estimates of work-willing parents in the region for use later in this study, it is essential to ground the estimates in reputable, national-level studies that track the impact of the lack of available, affordable childcare has on the workforce over time.

While it would be cleaner to break out this collection of steps into separate sections, it is more helpful to present the results FIRST (**Table XVI** below), then back into the logic used to derive them using real numbers and supplemental, validating data from Census and BLS. With that in mind, the models we developed estimate that the number of households with at least one “work-willing” parent unable to rejoin the workforce due to childcare challenges ranged from **13.6% in 2019** to **18.79% in 2020**, then down to **16.59% in 2021**, settling back at **12.95% by 2022**. Using the best available data, we estimate that this 12.95% of households with children under 5 translates to parents in the region willing, but unable, to work full-time due to a lack of available, affordable childcare.

Table XVI: Estimates of Unrealized Workforce, by Households Impacted by Lack of Childcare, LTADD Work Willing Parents, 2019-2022

	Households with Children Under 5 ⁹	2019, CEA Ratio, “Pre-Covid” Model (13.60%)	2020, “Peak Impact” Model (18.79%)	2021, Residual “Post Impact” Model (16.59%)	2022 “Recovery” Model, (12.95%)
Married/Cohabiting	11,861	1,613	2,229	1,968	1,536
Male, No Partner	1,012	138	190	168	131
Female, No Partner	2,839	386	533	471	368
Totals	15,712	2,137	2,952	2,607	2,035

Baseline Study, 2019, CEA Childcare Impact Ratio: A study commissioned by the *Council of Economic Advisers to the President*, released in December 2019- just before the pandemic- estimated the number of parents with children under six who would re-enter the workforce, full-time, if affordable childcare was available at 3.8 million¹⁰. Data from the US Bureau of Labor Statistics (see Table XVII below) for the same period estimated the number of parents of children under six, eligible to join the workforce¹¹, at **27,932,000**. Dividing this population number (**27.932 million**) into the number of parents the CEA reports as not working due to childcare constraints (**3.8 million**) yields **13.60%**. Stated another way, 13.6% of all parents of children under the age of 6 were unable to enter the workforce due to childcare constraints in 2019.

In **Table XIII** above, we use this percentage (13.6%) to determine the number of households with children under the age of 5 in the LTADD Region who were willing but unable to join the workforce due primarily to childcare

⁸ The latest available data from the US Bureau of Labor Statistics on Labor Force Participation rates for parents of young children is for Calendar Year 2022. Updated data for 2023 will be available some time in 2024. We use this latest available data and apply it to 2024 counts of households in the region to better estimate a current number of work willing parents.

⁹ 2024 Estimates

¹⁰ “The Role of Affordable Child Care in Promoting Work Outside the Home”. December 2019. *The Council of Economic Advisors, Executive Office of the President*. Available at: <https://trumpwhitehouse.archives.gov/wp-content/uploads/2019/12/The-Role-of-Affordable-Child-Care-in-Promoting-Work-Outside-the-Home-1.pdf>

¹¹ Referred to as Civilian Noninstitutional Population, this number excludes individuals in the armed services, incarcerated individuals, and individuals who are institutionalized.

barriers. In real numbers, across all age groups, in **2019**, the region's workforce was missing out on a potential **2,137** full-time employees who were not in the workforce due to a lack of childcare.

**Table XVII: Bureau of Labor Statistics, Annual Estimates,
Parents of Children under the Age of 6 and the Labor Force¹²**

	2019 All	2019 Women	2019 Men
Civilian Noninstitutional Population	27,932,000	12,672,000	15,260,000
Civilian Labor Force	22,175,000	12,042,000	10,133,000
Participation Rate	79.4	95	66.4
Employed	21,502,000	11,777,000	9,725,000
Full-Time	18,695,000	11,319,000	7,376,000
Part-Time	2,807,000	458,000	2,349,000
Employment-Population Ratio	77	92.9	63.7
Unemployed	673,000	265,000	408,000
Unemployment Rate	3.0	2.2	4.0
Additional Potential Employed¹³	3,800,000	N/A	N/A
As a Percent of the Labor Force	17.14%	N/A	N/A
As a Percent of the Population	13.60%	N/A	N/A

2020- Peak Impact Adjustment: The pandemic, as is well documented, forced even more parents out of the workforce. To capture this impact- beyond the 13.6% application we used to estimate the impact in 2019- we looked at the year-over-year labor force participation for parents of children under age 6. To quantify a defensible measure of this specific impact, again standardized as a national percentage we can use in the LTADD region, we again looked to the Bureau of Labor Statistics data series for guidance.

The Current Population Survey tracks labor force participation for parents of children under 6 and reports this data annually. As **Figure VIII** below highlights, the ratio of these parents who were employed to the population of all work-eligible parents fell sharply in 2020 and rebounded only partially in 2021. By 2022- the last available data from BLS as of this writing- that rate had fully recovered from the 2019 high. Based on these ratios- reported in **Table XVIII** below as well- 2020 saw this ratio (73.0) fall by 5.19% from the 2019 ratio (77.0). We can use this percentage of 5.19 to estimate the additional impact of childcare constraints on parents in the LTADD region. Having estimated the 2019 impact at 13.6% of the population, we add this additional 5.19% to the pre-covid impact, yielding a total impacted population in 2020 estimate of **18.79%**. In practical terms, in 2020, we estimate that 18.79% of all parents of children under the age of 6 could not work due to childcare limitations. This 18.79% translated into **2,952** workers NOT in the LTADD labor force.

¹² "Employment Characteristics of Families, 2019". 21 April 2020. News Release, Bureau of Labor Statistics, available at: https://www.bls.gov/news.release/archives/famee_04212020.pdf

¹³ As reported by The Council of Economic Advisers, December 2019.

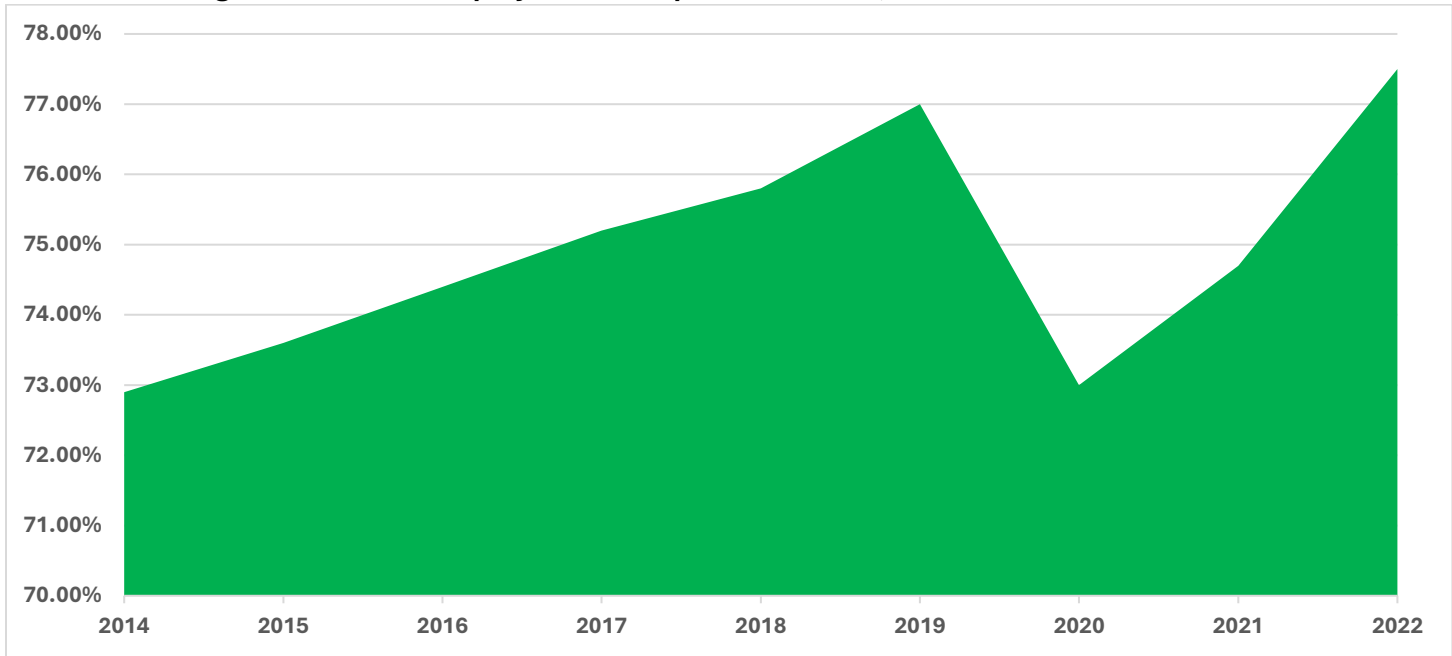
Figure VII: Annual Employment to Population Ratio¹⁴, Parents of Children Under 6

Table XVIII: Annual Change in Employment/Population Ratio, Parents of Children Under 6

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Employment/Population Ratio	72.9	73.6	74.4	75.2	75.8	77	73	74.7	77.5
Percent Change from the Prior Year	1.53%	0.96%	1.09%	1.08%	0.80%	1.58%	-5.19%	2.33%	3.75%
Change from 2019	N/A	N/A	N/A	N/A	N/A	N/A	-5.19%	-2.99%	0.65%

2021 Residual Impact Adjustment and 2022 Recovery: To measure the number of parents not in the workforce due to childcare constraints in 2021 and 2022, we again utilize the employment-to-population ratios in **Table XVIII** above. Both common sense and our review of the literature above would imply that childcare access conditions in 2021 were better than in 2020 yet still more challenging than pre-COVID in 2019. This is precisely the trend the BLS data shows: the employment-to-population ratio in 2021 marked a 2.33% improvement over 2020 but remained 2.99% lower than in 2019. We can add the last percentage (2.99) to our original 2019 Impact Estimate (13.6), yielding a total estimated impact of **16.59%**. Translated into lost workers in LTADD, in 2021, an estimated **2,607** parents of children under the age of 6 were unable to join the workforce due to childcare barriers. Extending this rationale out through 2022, the estimates from US BLS do point to a more-or-less full recovery of workforce participation by parents of children under 6 from its COVID collapse. We adjust down, slightly, by a mere 0.65% to estimate the ratio of parents of children under the age of 5 who are “work willing” at 12.95%, the equivalent of **2,035** unfilled, full-time jobs in the region.

In summation, based on the latest available data and our review of national-level trends, we estimate that using 2024 population estimates for the region, there were **2,035 parents** in LTADD (+Hart County) who are ready and willing to return to the workforce should childcare become affordable/available. This number serves as the basis for the economic impact section that follows.

¹⁴ From the Current Population Survey, as reported by the US Bureau of Labor Statistics, accessible at: <https://www.bls.gov/data/home.htm>

Economic Impact: Returning Work-Willing Parents to the Labor Force

For the final piece of our analysis, this section examines the economic impact of returning these 2,035 to the full-time workforce in the region. With a reasonable degree of confidence, we can estimate three unique economic components of returning these parents to the workforce: earnings, gross regional product (GRP), and tax revenue(s).

Earnings: The annual wages paid to the parents who return to the workforce full-time. To calculate this figure, we rely on earnings data from the Quarterly Census of Employment and Wages (QCEW) program from the US Bureau of Labor Statistics, as reported by LightCast™.

Gross Regional Product: GRP measures the value of new products and services generated/produced regionally annually, based on data from the US Bureau of Economic Analysis, as reported by LightCast™. Using a ratio of current employees to current GRP generated by industry, we isolate the GRP that an additional 2,035 employees could generate.

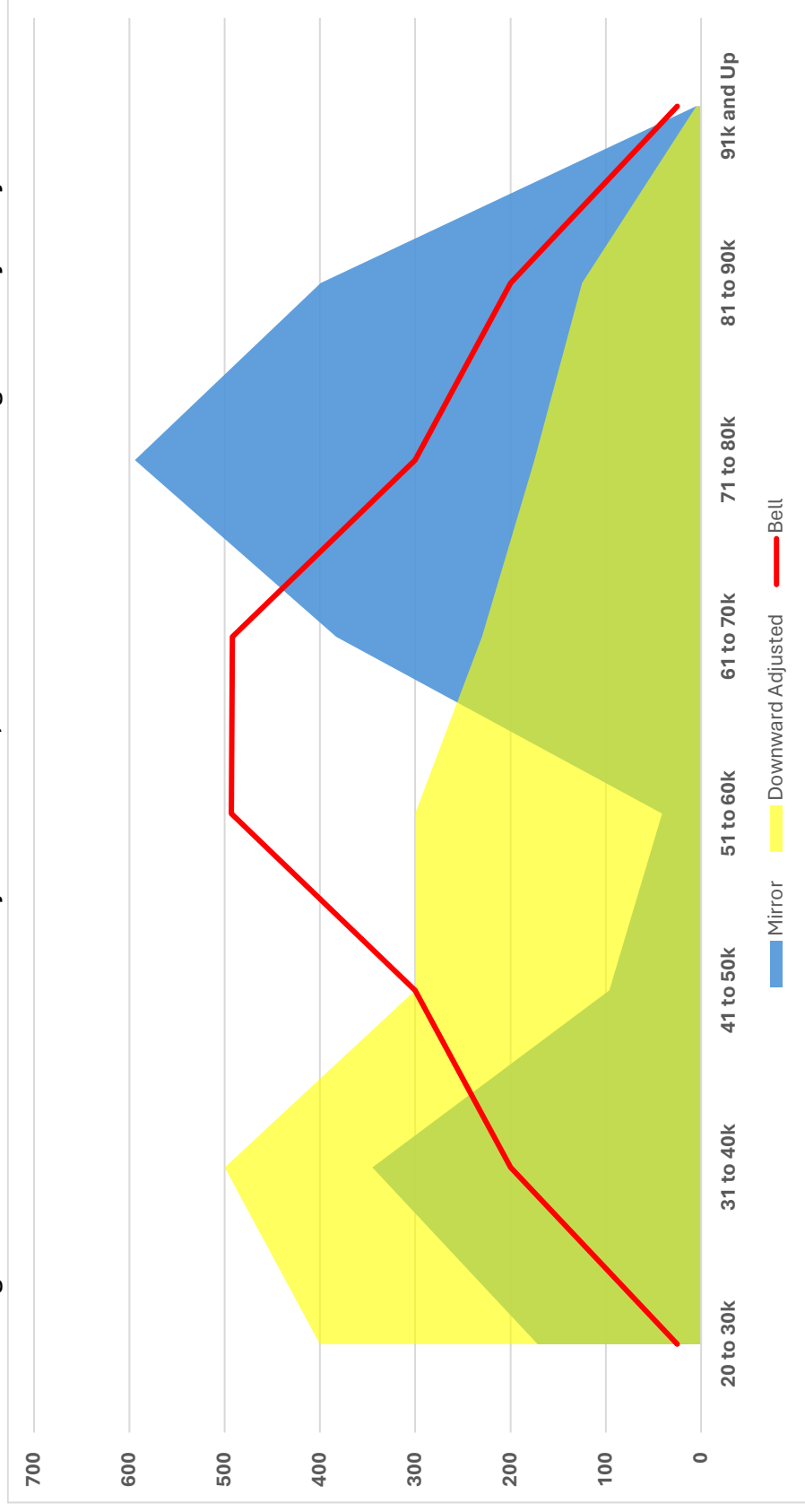
Tax Revenue: Comprised of 2 components, the first is an estimate of additional state and local income tax revenue generated, based on the earnings of the returning parents and the second the sales, import, and excise taxes paid by employers on the generated GRP in the region.

We take two unique approaches to determine a reasonable estimate of the economic impact, as measured by these three factors. The first assumes an even distribution of parents across industries that reflects the current workforce distribution. For example, since we know that 21.44% of all residents living in the region are employed in the government sector, we deduce that an identical percentage of the 2,035 Work Willing (499 parents) will return to the labor force in government sector jobs. This approach relies on the assumption that work-willing parents are a mirror reflection of the region's workforce, with the same distribution of industry employment and the average earnings of an industry's worker. For shorthand reference in the pages that follow, we refer to this first option as the "Mirror Model".

There is a risk, however, that assuming the average earnings of a work willing parent will be equivalent to the average annual earnings of all workers in the region (\$62,047) will overestimate the economic impact of their return to the labor force. An argument could be made that if the average work-willing parent were qualified for a job that pays, on average, \$62k per year, then that individual would likely already be in the workforce and able to afford childcare. While the financial circumstances of each individual differ and it may, or may not, be true that a salary that approaches this level allows a parent to pay for childcare, it is still vital that we establish an "adjusted down" model as well, to ensure that we are not, in fact, overstating the economic impact of returning these 2,035 parents to the workforce. To accomplish this, we re-assign the work willing parents at a higher-than-average rate into the industries with lower average annual wages, with the bulk of the assigned jobs falling under \$60,000 in annual wages. Again, for shorthand reference, we refer to this as the "Downward Adjusted Model" in the pages that follow.

Figure VIII below shows the **Mirror** and **Downward Adjusted** Models, with the number of returning workers plotted by income bracket. Also included, as a point of reference, is a bell curve approximation (**red line**) that shows what a perfectly balanced distribution of workers around the salary midpoint would look like.

Figure VIII: Mirror vs. Downward Adjusted Models, Distribution of Work Willing Parents by Salary



Plotting these distribution models in the same graph highlights the significant difference between the 2. The blue shaded area, representing the Mirror Model, clearly skews the earnings of returning parents to the right of the graph, that is, towards jobs that are on the upper end of the region's average industry pay scale. The yellow shaded area, representing the Downward Adjusted Model, accomplishes the stated goal of skewing the average earnings of work willing parents toward the lower end of the pay scale, with the 1,200 of the identified 2,035 parents entering jobs making less than \$50,000 annually. Table XIX below shows the number of assigned parents, by industry, of the 2 unique models, side-by-side, with the existing distribution of the workforce in the region (by percentage) and 2022 reported industry average earnings both included as points of reference.

Table XIX: Employment Distribution and Median Wages by Industry, LTADD, 2023

Industry Details				Mirror Model			Downward Adjusted Model		
NAICS	Description	Percent of All Jobs in Region	Avg. Earnings Per Job	All Work Willing Parents	Single Mothers	Single Fathers	All Work Willing Parents	Single Mothers	Single Fathers
11	Agriculture, Forestry, Fishing and Hunting	1.81%	\$35,763	37	7	2	54	10	3
21	Mining, Quarrying, and Oil and Gas Extraction	0.24%	\$89,134	5	1	0	3	1	0
22	Utilities	0.27%	\$137,623	5	1	0	2	0	0
23	Construction	6.15%	\$64,434	125	23	8	164	30	11
31	Manufacturing	18.56%	\$81,974	378	68	24	125	23	8
42	Wholesale Trade	2.36%	\$72,933	48	9	3	14	3	1
44	Retail Trade	10.61%	\$39,755	216	39	14	313	57	20
48	Transportation and Warehousing	2.48%	\$68,299	50	9	3	66	12	4
51	Information	0.81%	\$80,625	16	3	1	4	1	0
52	Finance and Insurance	2.57%	\$75,648	52	9	3	15	3	1
53	Real Estate and Rental and Leasing	1.15%	\$57,208	23	4	2	30	5	2
54	Professional, Scientific, and Technical Services	2.83%	\$75,219	58	10	4	17	3	1
55	Management of Companies and Enterprises	0.82%	\$50,434	17	3	1	45	8	3
56	Administrative and Support and Waste Management and Remediation Services	4.35%	\$45,954	89	16	6	234	42	15
61	Educational Services	0.38%	\$41,573	8	1	0	21	4	1
62	Health Care and Social Assistance	10.18%	\$61,515	207	37	13	269	49	17
71	Arts, Entertainment, and Recreation	0.58%	\$23,179	12	2	1	23	4	1
72	Accommodation and Food Services	7.85%	\$23,424	160	29	10	377	68	24
81	Other Services (except Public Administration)	4.54%	\$30,667	92	17	6	133	24	9
90	Government	21.44%	\$76,550	436	79	28	125	23	8
99	Unclassified Industry	0.04%	\$55,565	1	0	0	1	0	0
ALL	TOTALS	100.00%	\$62,047	2,035	368	131	2,035	368	131

These distributions of work willing parents across industries in the region are the basis for the economic impact estimates that follow, with the interaction between number of parents and the average industry wages yielding the first specific measure: parental earnings. Tables XX (Mirror Model) and XXI (Downward Adjusted Model) below show the calculation of wages earned for each of the 2 models, breaking out single mother and single father earnings (as a subset of the entire Work Willing population). Total earnings are calculated by multiplying the number of assigned industry workers by the average earnings per industry job.

Table XX: Total Earnings by Industry, Work Willing Parents in LTADD, MIRROR MODEL

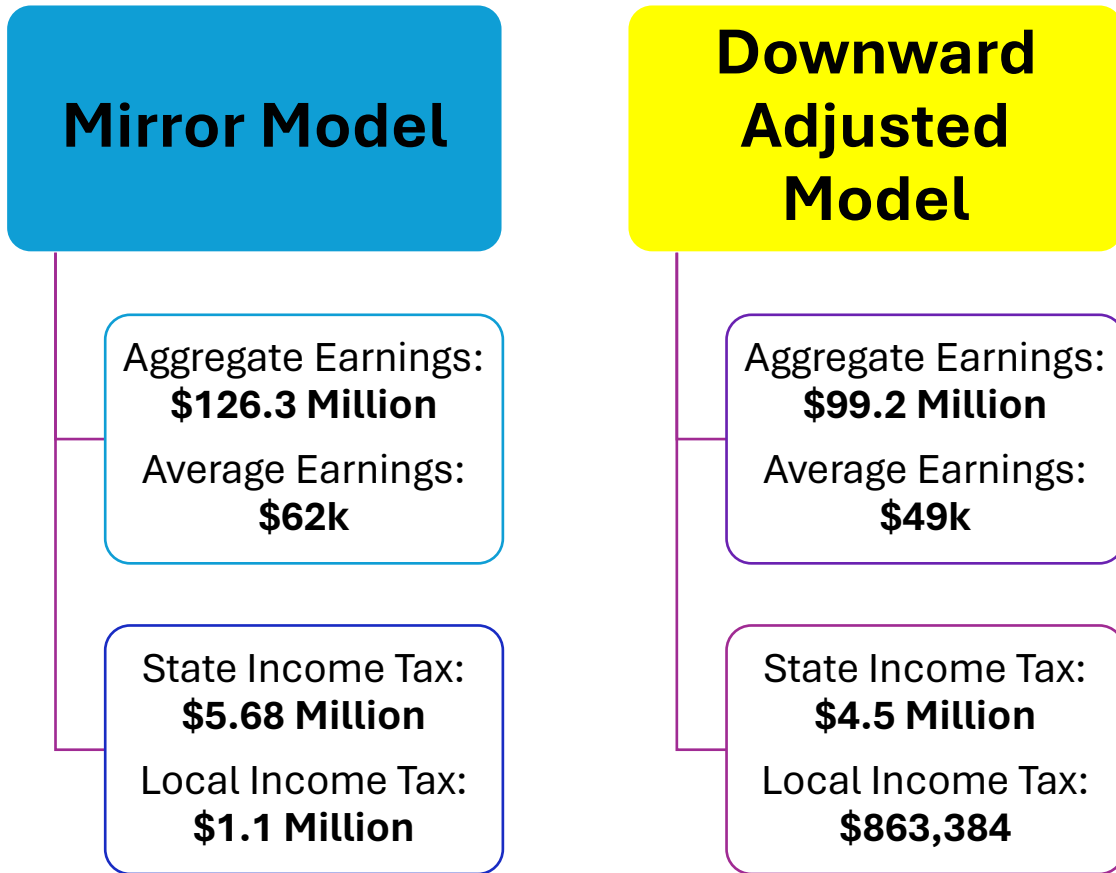
NAICS	Description	Avg. Earnings Per Job	All Work Willing Parents	Total Earnings	Single Mother	Single Mother Earnings	Single Father	Single Father Earnings
11	Agriculture, Forestry, Fishing and Hunting	\$35,763	37	\$1,317,276	7	\$238,210	2	\$84,798
21	Mining, Quarrying, and Oil and Gas Extraction	\$89,134	5	\$435,330	1	\$78,723	0	\$28,024
22	Utilities	\$137,623	5	\$756,170	1	\$136,742	0	\$48,677
23	Construction	\$64,434	125	\$8,064,076	23	\$1,458,270	8	\$519,113
31	Manufacturing	\$81,974	378	\$30,961,252	68	\$5,598,890	24	\$1,993,083
42	Wholesale Trade	\$72,933	48	\$3,502,680	9	\$633,409	3	\$225,480
44	Retail Trade	\$39,755	216	\$8,583,641	39	\$1,552,226	14	\$552,559
48	Transportation and Warehousing	\$68,299	50	\$3,446,914	9	\$623,324	3	\$221,890
51	Information	\$80,625	16	\$1,328,982	3	\$240,327	1	\$85,551
52	Finance and Insurance	\$75,648	52	\$3,956,353	9	\$715,449	3	\$254,684
53	Real Estate and Rental and Leasing	\$57,208	23	\$1,338,810	4	\$242,104	2	\$86,184
54	Professional, Scientific, and Technical Services	\$75,219	58	\$4,331,900	10	\$783,361	4	\$278,859
55	Management of Companies and Enterprises	\$50,434	17	\$841,592	3	\$152,190	1	\$54,176
56	Administrative and Support and Waste Management and Remediation Services	\$45,954	89	\$4,067,963	16	\$735,632	6	\$261,869
61	Educational Services	\$41,573	8	\$321,484	1	\$58,136	0	\$20,695
62	Health Care and Social Assistance	\$61,515	207	\$12,743,632	37	\$2,304,500	13	\$820,352
71	Arts, Entertainment, and Recreation	\$23,179	12	\$273,582	2	\$49,473	1	\$17,611
72	Accommodation and Food Services	\$23,424	160	\$3,741,925	29	\$676,673	10	\$240,881
81	Other Services (except Public Administration)	\$30,667	92	\$2,833,293	17	\$512,360	6	\$182,389
90	Government	\$76,550	436	\$33,399,071	79	\$6,039,734	28	\$2,150,014
99	Unclassified Industry	\$55,565	1	\$45,230	0	\$8,179	0	\$2,912
ALL	TOTALS	\$62,060	2,035	\$126,291,158	368	\$22,837,910	131	\$8,129,799

Table XXI: Total Earnings by Industry, Work Willing Parents in LTADD, **DOWNWARD ADJUSTED MODEL**

NAICS	Description	Avg. Earnings Per Job	All Work Willing Parents	Total Earnings	Single Mothers	Single Mother Earnings	Single Fathers	Single Father Earnings
11	Agriculture, Forestry, Fishing and Hunting	\$35,763	54	\$1,931,202	10	\$357,630	3	\$107,289
21	Mining, Quarrying, and Oil and Gas Extraction	\$89,134	3	\$267,402	1	\$89,134	0	\$0
22	Utilities	\$137,623	2	\$275,246	0	\$0	0	\$0
23	Construction	\$64,434	164	\$10,567,176	30	\$1,933,020	11	\$708,774
31	Manufacturing	\$81,974	125	\$10,246,750	23	\$1,885,402	8	\$655,792
42	Wholesale Trade	\$72,933	14	\$1,021,062	3	\$218,799	1	\$72,933
44	Retail Trade	\$39,755	313	\$12,443,315	57	\$2,266,035	20	\$795,100
48	Transportation and Warehousing	\$68,299	66	\$4,507,734	12	\$819,588	4	\$273,196
51	Information	\$80,625	4	\$322,500	1	\$80,625	0	\$0
52	Finance and Insurance	\$75,648	15	\$1,134,720	3	\$226,944	1	\$75,648
53	Real Estate and Rental and Leasing	\$57,208	30	\$1,716,240	5	\$286,040	2	\$114,416
54	Professional, Scientific, and Technical Services	\$75,219	17	\$1,278,723	3	\$225,657	1	\$75,219
55	Management of Companies and Enterprises	\$50,434	45	\$2,269,530	8	\$403,472	3	\$151,302
56	Administrative and Support and Waste Management and Remediation Services	\$45,954	234	\$10,753,236	42	\$1,930,068	15	\$689,310
61	Educational Services	\$41,573	21	\$873,033	4	\$166,292	1	\$41,573
62	Health Care and Social Assistance	\$61,515	269	\$16,547,535	49	\$3,014,235	17	\$1,045,755
71	Arts, Entertainment, and Recreation	\$23,179	23	\$533,117	4	\$92,716	1	\$23,179
72	Accommodation and Food Services	\$23,424	377	\$8,830,848	68	\$1,592,832	24	\$562,176
81	Other Services (except Public Administration)	\$30,667	133	\$4,078,711	24	\$736,008	9	\$276,003
90	Government	\$76,550	125	\$9,568,750	23	\$1,760,650	8	\$612,400
99	Unclassified Industry	\$55,565	1	\$55,565	0	\$0	0	\$0
ALL	TOTALS	\$48,757	2,035	\$99,222,395	368	\$18,085,147	131	\$6,280,065

When comparing these last 2 tables, the modeling did indeed perform as expected. Under the mirror model, returning all 2,035 Work Willing parents to the labor force results in cumulative earnings of **\$126,291,158**. By comparison, if we use the Downward Adjusted Model, these aggregate earnings for the same number of returning parents (2,035) fall to **\$99,222,395**. This represents a decrease in expected earnings of just under 22% for the Downward Adjusted Model, vis-à-vis the Mirror Model. The affiliated average annual salaries fall in the Downward Adjusted Model as well, falling to \$48,757 per parent (\$62,060 in the Mirror Model). Armed with this total, we can now estimate the affiliated income tax generated by returning these parents to the workforce. Details appear in the pages below, but Figure IX highlights the final outcomes of our estimates for each model, side-by-side.

Figure IX: Model Comparison, Earnings and Income Tax Impact



The earnings calculated above, of course, are subject to a flat 4.5% personal income tax rate in the state of Kentucky. Applying this rate to the aggregated earnings of all parents returned to the workforce will generate an additional \$4.04 to \$5.68 million in annual state income tax revenue.

**Table XXII: Aggregate Earnings and State Income Tax,
LTADD Work Willing Parents**

	Mirror Model		Downward Adjusted Model	
	Annual Earnings	State Income Taxes	Annual Earnings	State Income Taxes
All Work Willing Parents (2,035)	\$126,194,624	\$5,678,758	\$99,222,395	\$4,465,007
Single Mothers (368)	\$22,757,211	\$1,024,074	\$18,085,147	\$813,832
Single Fathers (131)	\$7,968,175	\$358,568	\$6,280,065	\$282,603

Extending this estimation one step further, Table XIX below distributes these additional aggregate earnings across the 8 counties in the region, based on the current percent of population in the region. Adding in local income tax rates, also reported below, we are able to estimate the local income tax gains that can be collected by county governments in the region, if all 2,035 Work Willing parents return to work at full-time jobs. When appropriate, County tax rates are used. Based on their advice and local knowledge of LTADD officials, when a county has no tax rate, or is made up of municipalities charging different tax rates, for the sake of simplicity we estimate the percentage as 1.0%, marked with an asterisk in the table below.

Table XXIII: Estimated Local Income Taxes, Work Willing Parents

County Details			Mirror Model		Downward Adjusted Model	
	Percent of Employment	Local Income Tax Rate	Aggregate Annual Wages Earned	Local Income Taxes, 2023	Aggregate Annual Wages Earned	Local Income Taxes, 2023
Breckinridge	3.88%	1.00%*	\$4,900,268	\$49,003	\$3,852,908	\$38,529.08
Grayson	7.40%	0.50%	\$9,332,709	\$46,664	\$7,337,981	\$36,690
Hardin	47.21%	1.00%*	\$59,571,588	\$595,716	\$46,839,045	\$468,390
Hart	5.02%	1.00%*	\$6,334,733	\$63,347	\$4,980,778	\$49,808
Larue	2.67%	1.00%*	\$3,368,869	\$33,689	\$2,648,823	\$26,488
Marion	8.26%	1.00%	\$10,425,191	\$104,252	\$8,196,961	\$81,970
Meade	5.19%	1.00%*	\$6,546,690	\$65,467	\$5,147,432	\$51,474
Nelson	16.77%	0.50%	\$21,166,184	\$105,831	\$16,642,226	\$83,211
Washington	3.60%	0.75%	\$4,548,690	\$34,115	\$3,576,475	\$26,824
TOTAL	100%	N/A	\$126,194,624	\$1,098,083	\$99,222,395	\$863,384

Based on our 2 models, we estimate that the annual local income taxes generated by returning 2,035 Work Willing parents to the labor force will range between **\$863,384 and \$1,098,083**.

In addition to the wages earned by these parents and the income tax derived from these earnings, returning all 2,035 parents back to the workforce on a full-time basis has an important financial impact on regional employers as well. Table XXIV below quantifies exactly what this impact would be, by industry, based on 2022 GRP data, as provided by the US Bureau of Economic Analysis and reported by LightCast™. To calculate the GRP per Employee, we assume a linear relationship between the 2, dividing the total annual industry GRP by the total average industry employment, both for the years 2022 (latest available data). To estimate the additional GRP generated by Work Willing parents, we multiply this GRP per Employee number by the number of work willing parents returned to the industry's workforce.

Table XXIV: Estimated Gains in GRP, Mirror vs. Downward Adjustment Models

Industry Details				Mirror Model		Downward Adjustment Model	
NAICS	Description	2022 GRP	GRP per Employee	Work Willing Parents	Additional GRP Generated	Work Willing Parents	Additional GRP Generated
11	Agriculture, Forestry, Fishing and Hunting	\$403,067,858	\$195,044	37	\$7,216,628	54	\$10,532,376
21	Mining, Quarrying, and Oil and Gas Extraction	\$55,601,888	\$204,396	5	\$1,021,980	3	\$613,188
22	Utilities	\$152,915,162	\$499,055	5	\$2,495,275	2	\$998,110
23	Construction	\$589,772,131	\$84,124	125	\$10,515,500	164	\$13,796,336
31	Manufacturing	\$3,807,618,090	\$179,996	378	\$68,038,488	125	\$22,499,500
42	Wholesale Trade	\$762,585,780	\$282,980	48	\$13,583,040	14	\$3,961,720
44	Retail Trade	\$826,843,804	\$68,394	216	\$14,773,104	313	\$21,407,322
48	Transportation and Warehousing	\$261,552,519	\$92,500	50	\$4,625,000	66	\$6,105,000
51	Information	\$219,178,756	\$237,822	16	\$3,805,152	4	\$951,288
52	Finance and Insurance	\$534,692,756	\$182,301	52	\$9,479,652	15	\$2,734,515
53	Real Estate and Rental and Leasing	\$313,541,058	\$239,833	23	\$5,516,159	30	\$7,194,990
54	Professional, Scientific, and Technical Services	\$306,061,173	\$95,041	58	\$5,512,378	17	\$1,615,697
55	Management of Companies and Enterprises	\$53,140,711	\$56,983	17	\$968,711	45	\$2,564,235
56	Administrative and Support and Waste Management and Remediation Services	\$292,113,077	\$58,928	89	\$5,244,592	234	\$13,789,152
61	Educational Services	\$19,823,785	\$46,120	8	\$368,960	21	\$968,520
62	Health Care and Social Assistance	\$785,731,311	\$67,720	207	\$14,018,040	269	\$18,216,680
71	Arts, Entertainment, and Recreation	\$24,224,921	\$36,774	12	\$441,288	23	\$845,802
72	Accommodation and Food Services	\$344,136,568	\$38,449	160	\$6,151,840	377	\$14,495,273
81	Other Services (except Public Administration)	\$234,716,408	\$45,363	92	\$4,173,396	133	\$6,033,279
90	Government	\$2,942,757,500	\$120,424	437	\$52,625,288	126	\$15,173,424
N/A	All	\$12,930,075,257	\$113,433	2,035	\$230,574,471	2,035	\$164,496,407

Based on the estimates generated by these 2 models, returning 2,035 Work Willing parents to the workforce will generate between **\$164.5 Million and \$230.6 Million** annually for the region in gained Gross Regional Product (GRP). These estimated GRP gains have attached to them additional sales,

import, and property taxes which can be recouped by the federal, state, and local governments as well. Disaggregating these gains across the various levels of government is not possible, due to limitations in how the data is reported. However, based on the aggregated data collected by the US BEA, as reported by *Lightcast™*, we can estimate the total scale of these taxes, across all levels of government. The table below provides the calculation details, but in short, with the addition of 2,035 Work Willing parents to the labor force, there is an expected increase of **between \$14.6 and \$24.8 Million** annually in Sales, Import, and Property taxes.

Table XXV: Additional Sales, Import, and Property Taxes Generated via Work Willing Parents

Industry Details				Mirror Model		Downward Adjustment Model	
NAICS	Description	2022 Taxes	Taxes per Employee	Work Willing Parents	Additional Taxes Generated	Work Willing Parents	Additional Taxes Generated
11	Agriculture, Forestry, Fishing and Hunting	\$18,268,012	\$8,840	37	\$327,080	54	\$477,360
21	Mining, Quarrying, and Oil and Gas Extraction	\$4,480,677	\$16,471	5	\$82,355	3	\$49,413
22	Utilities	\$27,847,099	\$90,882	5	\$454,410	2	\$181,764
23	Construction	\$6,807,501	\$971	125	\$121,375	164	\$159,244
31	Manufacturing	\$646,936,156	\$30,582	378	\$11,559,996	125	\$3,822,750
42	Wholesale Trade	\$376,999,512	\$139,897	48	\$6,715,056	14	\$1,958,558
44	Retail Trade	\$158,335,143	\$13,097	216	\$2,828,952	313	\$4,099,361
48	Transportation and Warehousing	\$7,200,440	\$2,546	50	\$127,300	66	\$168,036
51	Information	\$17,164,115	\$18,624	16	\$297,984	4	\$74,496
52	Finance and Insurance	\$11,499,638	\$3,921	52	\$203,892	15	\$58,815
53	Real Estate and Rental and Leasing	\$26,495,386	\$20,267	23	\$466,141	30	\$608,010
54	Professional, Scientific, and Technical Services	\$7,001,016	\$2,174	58	\$126,092	17	\$36,958
55	Management of Companies and Enterprises	\$1,073,677	\$1,151	17	\$19,567	45	\$51,795
56	Administrative and Support and Waste Management and Remediation Services	\$5,793,735	\$1,169	89	\$104,041	234	\$273,546
61	Educational Services	\$609,484	\$1,418	8	\$11,344	21	\$29,778
62	Health Care and Social Assistance	\$14,718,504	\$1,269	207	\$262,683	269	\$341,361
71	Arts, Entertainment, and Recreation	\$2,883,209	\$4,377	12	\$52,524	23	\$100,671
72	Accommodation and Food Services	\$40,803,639	\$4,559	160	\$729,440	377	\$1,718,743
81	Other Services (except Public Administration)	\$15,515,459	\$2,999	92	\$275,908	133	\$398,867
90	Government	\$0	\$0	437	\$0	126	\$0
N/A	All	\$1,390,432,402	N/A	2,035	\$24,766,140	2,035	\$14,609,526

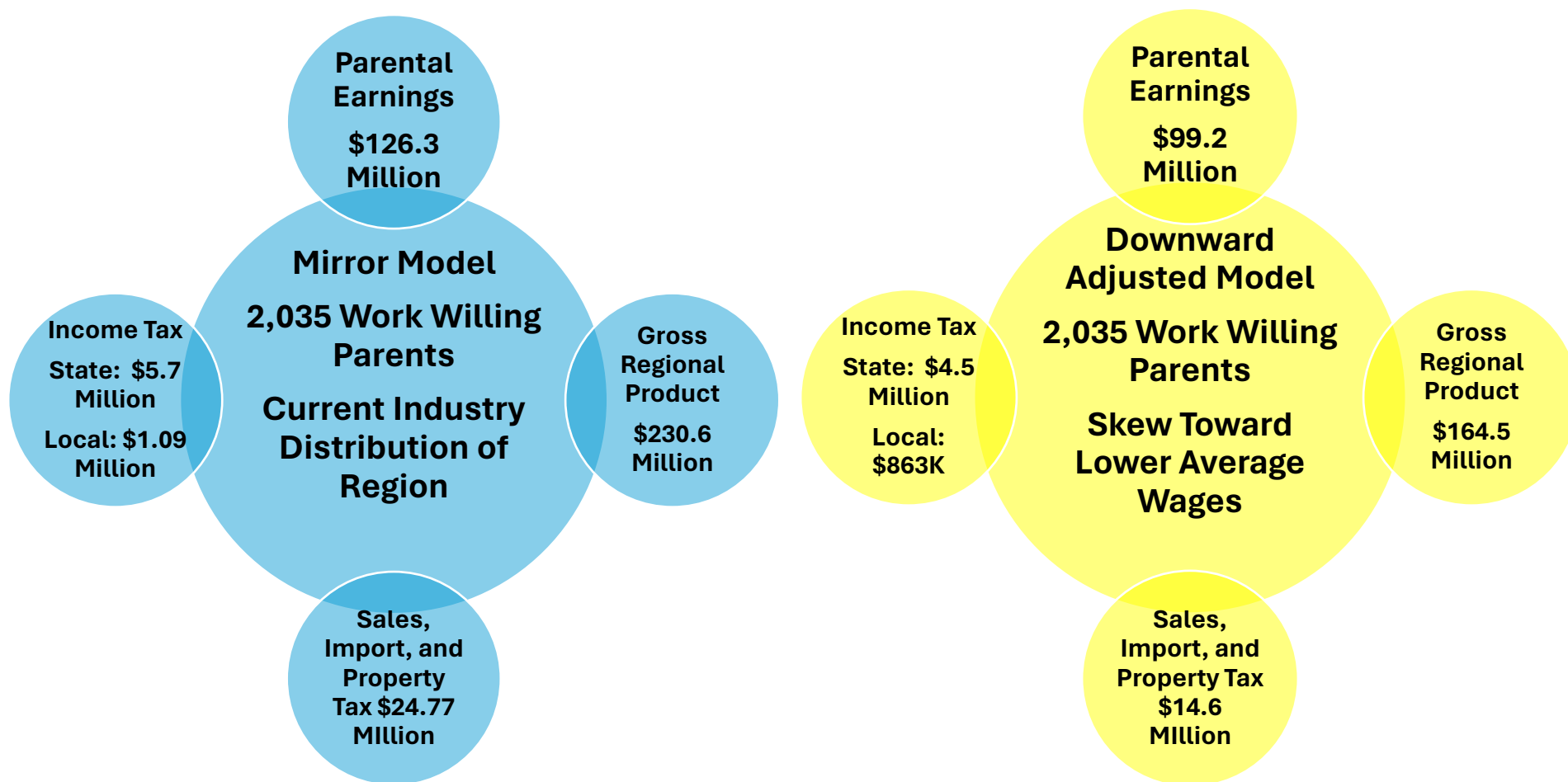
Summary of Impact Modeling

In review, we have calculated the economic impact of returning 2,035 “Work Willing” parents to full-time jobs in the LTADD region (plus Hart County). To ensure our estimates are accurate, we have used the latest available data from the US Census Bureau, US Bureau of Economic Analysis, US Bureau of Labor Statistics, with additional input from models and reporting by the data platform LightCast™. To further refine these data points, we have also adjusted the future workforce- and the count of parents who will need childcare- to account for the arrival of the Blue Oval SK Battery Park, adding 2,500 jobs in 2024 and an additional 2,500 jobs in 2025. To estimate the final number of work- willing parents (2,035), we relied on a 2017 study from the President’s Council of Economic Advisors and, triangulating this initial study to Labor Force Participation rates for parents of children under 6, updated the methodology to reflect changes during, and after, the COVID-19 pandemic.

The economic impact itself was calculated in two unique ways, which we refer to as the **Mirror** and **Downward Adjustment Models**. The Mirror Model assumes that the population of work-willing parents will be a more-or-less perfect reflection of the currently employed workforce in the region. They are presumed to have the same distribution of skills and abilities as the population and are distributed across the region’s existing industries in a manner that mirrors the current industry distribution of all employees. For example, since 10.6% of all workers in LTADD are employed in the Retail Trade industry, we also assume that 10.6% of all work-willing parents (216) will re-enter the workforce as Retail Trade employees. To ensure that this model, which can skew average salaries higher, does not overstate the economic impact of these parents, we also include a Downward Adjustment Model. In this version, we overweight industries with lower average annual wages as likely entry points for returning parents. Again, considering Retail Trade, as an example, in the Downward Adjustment Model we assign 313 (15.3%) of all Work Willing parents to the industry, at a rate nearly 50% higher than the population.

Constructing two separate models allows for a reasonable range of projected economic impact of between **\$288.36 million and \$388.46 million** that can be unlocked by ensuring affordable childcare is available for the 2,035 local parents, ready and able to return to the workforce full-time. Figure X below breaks out these gains, side-by-side, estimated by the two models, while Figures XI and XII highlight the scaled impact of gradually returning these parents to the workforce.

Figure X: Total Impact, Work Willing Parents in LTADD,
Mirror vs. Downward Adjusted Models



Recommendations

To unlock the potential of Work-Willing parents in the LTADD region, we end this report with some recommendations and reflections on the next steps. The challenge of childcare looms large across the country, and multiple initiatives are already underway outside the region that can be utilized in LTADD to address childcare shortages and affordability. Based on our review of national, regional, and local reviews, we organize these potential solutions into four levels: Kentucky-based, Employer-based, childcare facility-based, and LTADD-based. Any of these approaches, of course, will require further examination and planning before implementation. Recommendations provide avenues for discussion at local, regional, and state levels to prepare LTADD stakeholders a path forward on addressing childcare impact challenges for working parents.

Kentucky-Based Solutions

1) 2024 Regular Session House Bill 561

House Bill 561, “AN ACT relating to child care,” introduces a program to create “Certified Child Care Community Designation.” This designation would foster support for local governments to identify zoning barriers and amend regulations to support existing or new childcare facilities for future expansions. The Certified Child Care Community Designation would cultivate opportunities for local elected officials, childcare businesses, major employers, and other key community stakeholders, like the LTADD, to address pressing childcare needs in Kentucky. House Bill 561 passed out of the Senate on March 21st.

2) The Employee Childcare Assistance Partnership Program

House Bill 499 from the 2022 Regular Session established the *Employee Childcare Assistance Partnership Program*. Started in July 2023, the cost-share program is a partnership between employees, employers, and the Kentucky Cabinet for Health and Family Services. The state match percentage is based on the employee’s household income compared to the State Median Household Income (SMI). The percentage of the match decreases based on how high the family’s income rises above the SMI. This program allows employers to effectively double the size of an employee benefit while making childcare more affordable.

3) Child Care Assistance Program (CCAP) Subsidy for Child Care Employees

As of October 2022, Kentucky began awarding childcare subsidies for all employees who work in licensed and certified childcare programs, regardless of income. All childcare employees are now considered a “protected population”, granting them eligibility to be served through the CCAP subsidy program. Widening the eligibility criteria for childcare employees allows providers to accommodate larger benefits packages while supporting childcare programs. This program can be used as both a recruiting tool and a way to boost the earnings of childcare staff, improving retention rates for already-employed workers. Capitalizing on the existence of this program is a means to encourage industry growth and, relatedly, reduce the deficit of available childcare seats for working parents.

4) The Early Childhood Development Scholarship

In March 2022, the Governor of Kentucky announced the Early Childhood Development Scholarship, which supports childcare providers in furthering their education in early childhood instruction. The scholarship covers tuition and mandatory fees up to \$6,305 per semester and is available to those who work at least 20 hours per week in a participating early childhood facility. Again, appropriately applied, this can be both an attraction and retention tool for the next generation of childcare workers. Folded into a broader strategy of building career pathways, improving pay and benefits, and growing an entrepreneurial mindset in would-be new childcare workers can again contribute to the industry’s growth and number of available seats for working parents.

Employer-Based Solutions**1) Implement Employee Assistance Programs**

Employee Assistance Programs (EAPs) are voluntary, work-based programs offering free and confidential assessments, short-term counseling, referrals, and follow-up services to employees with personal and/or work-related problems.¹⁵ Some businesses are beginning to formalize childcare and childcare support networks and resource hubs as part of a broader approach to the traditional EAP. This low-to-no-cost solution would provide a formal network of working parents to support each other and allow the business to gain feedback and insight into childcare-based challenges and solutions from its employees. By tapping into a potential forum for parents to express concerns and challenges- and crowd source solutions- employers can not only remain a fully engaged participant in the ongoing dialogue but can be at the forefront of new solution implementation.

2) Provide Flexible Scheduling

The COVID-19 pandemic exposed a new wave of remote work and the potential for employers to adapt to a more flexible work environment. Flexible scheduling adjusts work shifts to accommodate the childcare needs of working parents. The U.S Chamber of Commerce Foundation suggests first determining the scheduling gaps of working parents and seeking out opportunities to implement flexibility. Once implemented, track the impact of flexible scheduling to understand how those changes retain working parents.¹⁶ Manufacturing employers, often running multiple shifts, have had some success with “micro-scheduling” and self-scheduling apps, allowing employees to work split or extended shifts, working together via a real-time scheduling app to ensure full coverage of all shifts. Employees who prefer to work a standard shift, with regular days off retain that ability, and often serve as the backbone of the scheduling process. The micro or split shift employees fill in the gaps in the calendar, allowing parents, for example, to be home before and after school, or until their partner is available to look after their child.

3) Offer Childcare Subsidies

Another opportunity to combat accessibility and cost is that employers can utilize childcare-based subsidies like *Dependent Care Flexible Spending Accounts* (DCFSAs) or vouchers for local/preferred childcare facilities. DCFSAs are considered pre-tax accounts used to pay for eligible dependent care. Additionally, providing working parents vouchers for childcare providers could reserve a certain number of spots, possibly with discounted employee rates.¹⁷ The U.S Chamber of Commerce *Employer Guide to Childcare Assistance and Tax Credits*¹⁸ has additional insight on other employer-provided subsidies and employee tax credit options. While certainly this would add an additional benefit, and affiliated expense, for employers and questions of reciprocity for employees without childcare needs should be considered, the net benefit- which we lay out above in terms of additional GRP generated- of attracting or retaining new employees not otherwise available/possible will certainly outweigh the cost to employers.

¹⁵ (n.d.). *Employee Assistance Program (EAP)*. U.S Office of Personnel Management. Retrieved January 26, 2024, from <https://www.opm.gov/frequently-asked-questions/work-life-faq/employee-assistance-program-eap/what-is-an-employee-assistance-program-eap/>

¹⁶ (n.d.). *Employer Roadmap Childcare Solutions for Working Parents*. U.S Chamber of Commerce Foundation. Retrieved January 26, 2024, from https://chamber-foundation.files.svdcn.com/production/documents/ECE-Employer-Roadmap_March-2022_web.pdf?dm=1704748799

¹⁷ (2022, April 28). *Employer Guide to Childcare Assistance and Tax Credits*. U.S Chamber of Commerce. Retrieved January 26, 2024, from <https://www.uschamber.com/workforce/employer-guide-to-childcare-assistance-and-tax-credits>

¹⁸ Shrove, J. (2022, April 28). *Employer Guide to Childcare Assistance and Tax Credits*. U.S Chamber of Commerce. Retrieved February 22, 2024, from https://www.uschamber.com/assets/documents/024285_Fed_Childcare-Guide_v2.pdf

4) Explore Nontraditional Solutions for Working Parents

Although every industry faces some working parent challenges, frontline employees, shift workers, or parents working non-traditional hours are the most at risk of facing harsher barriers to accessible childcare. Employers engaging in non-traditional operating hours should consider non-traditional solutions for working parents to retain the labor force and increase employee productivity. Micro-shifts, self-scheduling, hybrid work schedules, and short-term childcare support options are all examples that could be explored, depending on the size, needs, and location of the employer.

5) On-Site/Near-Site Childcare Centers

On-site childcare addresses the access and affordability of working parents. Although this solution would require significant investment and time, it would provide long-term solutions for working parents- and provide a valuable benefit to attract and retain talent for employers. The U.S Chamber of Commerce Foundation recommends first assessing the needs of working parents, creating a “task force” to oversee the initiative, thoroughly researching the internal capacity for an on-site center, launching the program, and tracking the facility's impact. Additionally, consider how to offset the cost of the center by utilizing existing subsidies, grants, and tax credits and incentives.¹⁹ Co-operative agreements between multiple employers to fund, for example, a childcare center as part of an industrial park, are also a viable option to split the cost among a consortium of employers, often in exchange for a guaranteed number of seats.

6) Partner with Backup Care Providers

Backup care provides for unforeseen or sudden changes that impact childcare arrangements and entails, in short, that the employer retains a pool of available, certified, and bonded in-home childcare providers. When the unexpected occurs, like a sick child being sent home from daycare or when the partner of the employee is unexpectedly detained at their job, the employee can request a free (or reduced cost) provider from the pool to step in and allow the employee to report to work, on-time. This short-term solution could directly impact absenteeism and missed shifts of working parents. Interested employers would need to identify if there is a direct need for backup care, providers, and the financial commitment to implement the program. Again, consortia of employers can pool resources to reduce the cost/burden of retaining such a service. Two examples of backup care include [Amazon](#) and [Johns Hopkins University](#).

7) Address Equitable Return to Work Strategies

Since the COVID-19 pandemic, there has been a significant shift in the number of women and working mothers leaving the workforce. The National Women’s Law Center suggested 1 million fewer women in the workforce in January 2022 than in February 2020²⁰. Because of the national childcare crisis, many working mothers have not returned to work due to the lack of affordable, accessible, and reliable childcare. Because working mothers were (and still are) making less than men²¹, it made financial sense for mothers to remain at home as primary caregivers.

¹⁹ (n.d.). *Employer Roadmap Childcare Solutions for Working Parents*. U.S Chamber of Commerce Foundation. Retrieved January 26, 2024, from https://chamber-foundation.files.svdcn.com/production/documents/ECE-Employer-Roadmap_March-2022_web.pdf?dm=1704748799

²⁰ Tucker, J. (2022, February 1). *Men Have Now Recouped Their Pandemic-Related Labor Force Losses While Women Lag Behind*. National Women's Law Center. Retrieved February 22, 2024, from <https://nwlc.org/wp-content/uploads/2022/02/January-Jobs-Day-updated.pdf#:~:text=The%20most%20recent%20Bureau%20of%20Labor%20Statistics%20%28BLS%29,have%20caused%20continued%20school%20and%20child%20care%20disruptions.?msclkid=c3b59dbfb4d911eca4104e48711ae748>

²¹ (2023, January 25). *Median earnings for women in 2022 were 83.0 percent of the median for men*. U.S. BUREAU OF LABOR STATISTICS. Retrieved February 22, 2024, from <https://www.bls.gov/opub/ted/2023/median-earnings-for-women-in-2022-were-83-0-percent-of-the-median-for-men.htm>

To reengage working mothers, employers must reconsider equitable return to work strategies, including attraction bonuses and a transparent, equitable pay scale.

8) Eliminate Bias in the Hiring Process

Relatedly, because working mothers have been out of the workforce for a couple of years, if not more, they will most likely have employment gaps on their resumes. This can be an intimidating aspect for women during the application process that could lead to qualified candidates walking away from open positions. Human Resource managers, recruiters, and talent acquisitionists should review and be aware of any conscious and unconscious biases in the recruitment and hiring processes and job descriptions to support and hire working mothers.

9) Offer “Returnships” or Professional Development Opportunities

“Returnships” are not a new talent engagement tool but have been a highly effective return-to-work strategy, specifically for targeting women and working mothers. The University of Texas defines returnships as, “short-term engagements for professionals who want to re-enter the workforce after an extended period. Unlike internship applicants, returnship candidates are usually more experienced professionals with significant work history. They may need to reacquaint themselves with changes in their field, or with new technology, but they have a strong working knowledge of their discipline, and are usually paid for their time as a result.”²² These type of initiatives provide returning mothers/parents who have been away from the workforce for an extended period of time the chance to reacquaint themselves with their field. They provide employers a short-term opportunity to evaluate potential candidates and make offers of full-time, permanent employment based on firsthand reviews of performance and ability.

10) Establish Equitable Pay Improvement Strategies

Because many working mothers were considered the lower-income providers to their male counterparts, many women left to be the primary caregivers for their children during the pandemic. To reengage with working mothers, businesses must focus on equal compensation for work of equal value. By conducting periodic pay equity audits, businesses can ensure employees of comparable experience and roles are paid the same regardless of gender or race²³.

11) Establish Gender Diversity KPI Goals

By establishing gender diversity Key Performance Indicators (KPIs), businesses can actively address critical gender gaps and equal representation across their labor force and provide opportunities for working mothers to return to the workforce. To determine what KPIs could be established to support women in the workplace, the Boston Consulting Group recommends five key metrics²⁴: Pay, Recruitment, Retention, Advancement, and Representation. In addition to developing action steps and gauging performance, the BCG also recommends strong and active support should be driven by executive leadership of the business, not just within the Human Resources activities. Intentionally engaging women and mothers as part of corporate planning initiatives ensures that solutions for the unique needs of parents of young children are a top-of-the-agenda concern.

Childcare Facility-Based Solutions

²² The University of Texas at Austin (n.d.). *The Comprehensive Guide to Returnships: What They Are and How to Secure One*. University of Texas at Austin Boot Camps. Retrieved February 26, 2024, from <https://techbootcamps.utexas.edu/blog/the-comprehensive-guide-to-returnships/>

²³ Shmidt, I. (2022, July 13). *Five Ways To Bring Women Back Into The Workforce After A Career Break*. Forbes. Retrieved February 26, 2024, from <https://www.forbes.com/sites/forbesbusinesscouncil/2022/07/13/five-ways-to-bring-women-back-into-the-workforce-after-a-career-break/?sh=46b06422543c>

²⁴ Abouzahr, K., Krentz, M., Yousif, N., & Van Der Kolk, L. (2018, April 3). *Measuring What Matters in Gender Diversity*. The Boston Consulting Group. Retrieved February 26, 2024, from <https://www.bcg.com/publications/2018/measuring-what-matters-gender-diversity>

1) Address Compensation and Fiscal Stability

One opportunity to recruit and retain qualified, experienced educators is increasing early childcare caregivers' salaries and fiscal stability. However, this is challenging due to the complexity of balancing affordable childcare for working families and providing livable wages for caregivers, both while trying to operate a profitable childcare business. Compensation does, however, remain a critical flaw in the U.S. early childcare system, but it has received state and federal investments in recent years and momentum is building across the country for governments to invest in the childcare infrastructure just as it would the physical infrastructure of the state: as a cost of doing business. States and local communities nationwide should utilize salary/wage scales for the early childhood educator workforce, remaining vigilant in their review of current wages to the rates of pay across the region. The scales are intended to provide states and cities with the knowledge to develop salary scales for the early childhood workforce that can improve the livelihood of childcare providers, in concert with overall upward wage and/or inflationary pressure in the region.²⁵

2) Support Career Advancement Initiatives

Another identified barrier to childcare workers is access to career advancement opportunities. Kentucky has made headway by offering the Early Childhood Development Scholarship but there are other avenues available to expand support of career development in early education. For example, The National Center on Early Childhood Development, in their report "*The Early Childhood Workforce: Career Pathway Goals and Strategies for Developing, Improving, and Evaluating Higher Education Articulation Agreements*"²⁶ recommends two specific strategies to support career pathway development:

- 1) Strengthen competency-based qualification requirements for all care and education professionals working with children from birth through age 8.
- 2) Develop and implement comprehensive pathways and multiyear timelines at the individual, institutional, and policy levels for transitioning to a minimum bachelor's degree qualification requirement, with specialized knowledge and competencies, for all lead educators working with children from birth through age 8.

The report recommends that caregivers and childcare facilities develop professional development goals and strategies specifically built for career growth and development, within the industry. The study itself offers additional resources and examples to include as part of an implementation plan.

3) Improve Staff Wellness and Job Satisfaction

The Administration for Children and Families recommends childcare facilities support staff wellness²⁷ by improving the work environment and creating a healthy and safe environment for staff and children. Strategies include addressing the importance of staff psychological well-being, maximizing job satisfaction opportunities, and developing a culture of overall organizational wellness.

²⁵ Harriet Dichter and Ashley LiBetti, Improving Child Care Compensation Backgrounder October 2021, (The BUILD Initiative, 2021), available at <https://buildinitiative.org/resource-library/backgrounder-on-compensation-in-child-care>

²⁶ National Center on Early Childhood Development, Teaching, and Learning (n.d.). *Early Childhood Workforce: Career Pathway Goals and Strategies for Developing, Improving, and Evaluating Higher Education Articulation Agreement*. Retrieved February 1, 2024, from <https://eclkc.ohs.acf.hhs.gov/sites/default/files/pdf/early-childhood-workforce-articulation-strategies.pdf>

²⁷ (2022, September 13). *Staff Wellness Initiatives*. Office of Early Childhood Development An Office of the Administration for Children & Families. Retrieved February 1, 2024, from <https://www.acf.hhs.gov/ecd/staff-wellness-initiatives>

4) Consider Expanded Services Through Childcare Service Networks

The Administration for Children and Families²⁸ recommends that childcare facilities develop local, regional, or state childcare networks to create opportunities for growth and support for childcare providers. By combining resources, services, or other integrations, childcare facilities can create a strong, unified network to expand shared resources of the existing early childhood care system. Some options can also be seen as gains, via the efficiency of scale, driving down shared administrative costs for a network of providers. A common payroll or HR team, for example, is one approach to reduce administrative overhead and, in some cases, better employee service.

5) Explore Overnight/Multiple Shift Care Services

Although beneficial for shift parents, overnight care is a challenging solution for providers to implement. Overnight care is simply an opportunity to leave children overnight or during non-traditional working hours with a credible childcare facility. Similarly to backup care, employers would need to identify the needs of employees and the impact of working with partners and providers to establish this care option. Additionally, working with other employers to identify overnight care needs could lead to developing partnerships and overnight care programs with local providers. *Wonderschool* provides an overview of how overnight childcare²⁹ can support working parents.

6) Utilize State and Federal Business and Community Childcare Grant & Tax Credit Initiatives

Funding can be one of the biggest hurdles for childcare facilities when they remain committed to providing affordable care for working parents or expanding operations in general. The Kentucky Chamber of Commerce³⁰ curated a list for employers and business owners (including childcare facilities) to utilize as a source for state and federal tax incentives related to childcare and a collection of other community resources.

LTADD Specific Solutions

Because of the Kentucky Area Development District (ADD) structure, the Lincoln Trail ADD (and the ADD network) would be an excellent opportunity to promote regional solutions to childcare challenges. Below are opportunities for LTADD to support state solutions and advocate other solutions locally.

1) Support Early Childhood Career Apprenticeships

The Kentucky Governor's Office of Early Childhood and the Office of Employer Apprenticeship Services has expanded a registered apprenticeship program through its "Early Childhood Apprenticeship Portfolio"³¹, which provides pre-service and in-service professional development opportunities while working. The state of Kentucky currently offers three apprenticeship career pathways: Child Care Development Specialist, Early Childhood Educator, and Early Childhood Administrator Director. As of February 1, 2024, there are four registered sponsor programs for the early childhood apprenticeship program in the LTADD: three in Nelson County and one in Hardin County. All four sponsor programs host "Child Care Development Specialists," although only one of the four

²⁸ (n.d.). Expanded Services. The Administration for Children and Families. Retrieved February 12, 2024, from <https://www.acf.hhs.gov/ecd/expanded-services>

²⁹ (n.d.). What You Need to Know About Overnight Daycare. Wonderschool. Retrieved February 12, 2024, from <https://www.wonderschool.com/p/parent-resources/overnight-daycare/>

³⁰ (n.d.). *Child Care Resources for the Kentucky Business Community*. Kentucky Chamber of Commerce. Retrieved February 12, 2024, from [https://www.kychamber.com/sites/default/files/pdfs/Child%20Care%20Resources%20for%20the%20Kentucky%20Business%20Community%208-10-22%20\(003\).pdf](https://www.kychamber.com/sites/default/files/pdfs/Child%20Care%20Resources%20for%20the%20Kentucky%20Business%20Community%208-10-22%20(003).pdf)

³¹ (n.d.). Workforce Apprenticeships. Kentucky Governor's Office of Early Childhood. <https://kyecac.ky.gov/workforce/Pages/Apprenticeships.aspx>

sponsors has “active apprentices.” Working to expand this network by building on pre-existing relationships with partners throughout the region is a practical next step.

2) Engage In Public Advocacy and Policy

Understanding what challenges local advocacy groups are addressing and the steps they are taking, or interested in taking, is another way to support regional early childhood education goals and strategies. Partnering with the local Kentucky Department for Community-Based Services groups, such as the Salt River Team, can help gain critical insight into childcare gaps and promote regional and state-based resources, such as promoting free access to *Brightwheel Childcare Management* software to all licensed and certified childcare programs³². The Center of American Progress provides a holistic approach to supporting early childhood education with other critical development aspects, including health, housing, education, and economic well-being.³³ Increasingly, local and regional economic development agencies have been the primary drivers of Childcare solutions initiatives, convening disparate stakeholders in a structured environment to formalize relationships, establish goals, strategies, and tactics, and ensure forward momentum and regular process. LTADD is in a strong position, with its network of partners and employers, to lead the formation of a regional alliance charged with developing meaningful and actionable steps to address childcare challenges in the region.

3) Recognize the Role Affordable Housing Plays in Childcare Solutions

In addition to addressing public policy, the Bipartisan Policy Center also suggests critically addressing housing issues that affect childcare challenges. The Bipartisan Policy Center recommends that local, regional, and state partners work with housing experts to identify cross-sectoral solutions to increase access to childcare and consider affordable housing options.³⁴ GIS mapping initiatives can help identify childcare deserts, and a focus on expanding safe, affordable housing with on-site (or near-site) childcare centers, often at subsidized rates for property residents, can ensure a targeted, effective increase in capacity where the region needs it most.

4) Support Zoning Regulation Updates

To combat childcare provider shortages, cities in the LTADD should review and update zoning ordinances to ease zoning restrictions for developing or expanding early childcare facilities. Identifying zoning barriers and loosening restrictions can support the growth of local childcare facilities. In this 2022 “Making Space Matter in Your State or Jurisdiction Toolkit³⁵,” the *Local Initiatives Support Corporation* (LISC) provides three state-based examples and three local examples (including the City of Louisville) on the impact of reducing red tape for childcare facility developments and how that increases early childcare accessibility for working parents. Loosening restrictions can encourage entrepreneurial growth in the industry, leading to additional centers (often in underserved communities), with additional seats resulting in more parents returning full-time to the workforce.

³² (2023, December 1). *Announcing: FREE access to brightwheel childcare management software!* ChildCare Aware of Kentucky. Retrieved February 1, 2024, from <https://www.childcareawareky.org/announcing-free-access-to-brightwheel-childcare-management-software/>

³³ (2023, June 29). *Strengthening Early Childhood Health, Housing, Education, and Economic Well-Being Through Holistic Public Policy*. The Center for American Progress. Retrieved February 12, 2024, from <https://www.americanprogress.org/article/strengthening-early-childhood-health-housing-education-and-economic-well-being-through-holistic-public-policy/>

³⁴ Smith, L. K., & S. T. (2020, February 6). *Looking Beyond Child Care: New Solutions Through Affordable Housing*. Bipartisan Policy Center. Retrieved February 12, 2024, from <https://bipartisanpolicy.org/blog/looking-beyond-child-care-new-solutions-through-affordable-housing/>

³⁵ (2022, December 6). *Making Space Matter in Your State or Jurisdiction Toolkit*. Local Initiatives Support Corporation (LISC). Retrieved February 1, 2024, from https://www.lisc.org/media/filer_public/31/93/31930641-aafd-4ce9-b3c5-556258d2ba5c/15_supportive_zoning_practices_120622.pdf

5) Support Child Care Business Incentive Grants & Initiatives

The state of Iowa, for example, supports the “Child Care Business Incentive Grant Program” in conjunction with the Iowa Department of Workforce Development and the Iowa Department of Health and Human Services. This grant incentivizes employers to offer or expand childcare options as an employee benefit. Since the January 2023 launch of the fund, \$443,234 has been awarded to eleven participating businesses that created seventy-seven new childcare slots.³⁶ The Golden Shovel Agency also provides “Childcare expansion best practices,” which include multiple county-level examples to expand local childcare resources.³⁷ Working with the state or regional philanthropic or community-based organizations to establish and fund such a program could help with the initial incentivization needed to encourage greater employer support for childcare subsidies for their workers.

6) Act As a Regional Administrator

To lessen the administration burden of the Employee Child Care Assistance Partnership (ECCAP) Program, LTADD could assist in the administration aspects of recruiting and enrolling both childcare facilities and employers to the ECCAP program and support the Kentucky Cabinet for Health and Family Services staff in terms of administrative functions at the local level. The Michigan Tri-Share Child Care Program utilizes the “regional facilitator hub” model. Currently, twelve regional hubs oversee regional administrative and recruitment tasks across Michigan³⁸. Sioux Falls Thrive³⁹ also provides nontraditional childcare solution resources and examples for its business community that may benefit Lincoln Trail employers who engage in nontraditional operational hours. While the form and function of these types of administrative co-op programs vary, and are, of course, dependent on the staff, time, and resources of the agency, facilitating the launch of such a program, with a pre-defined exit date, could kickstart such a program that could stand on its own with separate funding.

Conclusion

While the challenges facing the Childcare Industry, and all those who depend on it, are many, the opportunity to change the system for the better is also great. Childcare touches on every other industry in a region, and without affordable, reliable access for all interested parents, the economy of a region will suffer. This impact has been magnified over the last decade, with a healthy, low unemployment rate (vis-à-vis other eras and except for the peak COVID-19 timeframe), employers have had to work harder than ever before to attract and retain a qualified workforce. The untapped resource that is the region’s collection of Work Willing parents could assuage a significant amount of pressure on employers, if supported properly.

In the pages above, we highlight how much, precisely, the region is losing in terms of wages, taxes, and GRP, with an estimated 2,035 work-willing parents still on the sidelines and not in the labor force. These factors, measuring the initial impact of returning them to the workforce, do not consider the ripple effect of additional dollars in the

³⁶ (2023, January 9). Governor Reynolds Awards Second Round Of Child Care Business Incentive Grants. Future Ready Iowa. Retrieved March 8, 2024, from <https://www.futurereadyiowa.gov/governor-reynolds-awards-second-round-child-care-business-incentive-grants>

³⁷ (2024, March 4). Childcare Expansion Best Practices. Golden Shovel Agency. Retrieved March 8, 2024, from https://www.goldenshovelagency.com/news/p/item/55320/childcare-expansion-best-practices?utm_campaign=2024%20Newsletters&utm_medium=email&_hsmi=297421108&_hsenc=p2ANqtz--QlZnHuGeQGQrEjxW4F9QKuw_8NvCNpK0IMLLcgzdHFjZImQxZHkSWDhvfsefw5zSzGtvUqsQ446WEdNluM70Ud2ZLw&utm_content=297421108&utm_source=hs_email

³⁸ (n.d.). *MI Tri-Share Child Care Region Search*. Michigan Department of Lifelong Education, Advancement, and Potential. Retrieved February 1, 2024, from <https://www.michigan.gov/mileap/early-childhood-education/mi-tri-share-child-care/mi-tri-share-regions-search>

³⁹ (n.d.). *Childcare Initiative Report*. Sioux Falls Thrive. Retrieved February 12, 2024, from <https://siouxfallsthive.org/childcare-report-2023/>

community. Parents making enough money to afford childcare will spend a particular portion of their paychecks in the community- buying clothing, dining out, attending events, and upgrading their housing. This ripple effect multiplies their return to the workforce and will, of course, result in additional regional jobs and increased demand for goods and services.

The benefits of re-engaging this lost workforce in the region, in short, are many. The recommendations provided above can serve as an initial set of guideposts for officials eager to do something to address the challenges in the region. A collaborative, inclusive approach with as many community representatives, parents, employers, and partners at the table as possible will ensure that the solutions for LTADD are unique and functionally successful for the region's unique environment.

Appendices

Appendices A-D below represent the implementation matrices of solutions based on the recommendations section above. In the matrices, each recommendation is paired with local, regional, and/or state stakeholders needed to accomplish that specific recommendation. Outcomes suggest the impact the recommendation will have on the associated stakeholders, the childcare landscape, and the region's economic conditions if the recommendation is accomplished. The level of complexity suggests how difficult the recommendation may be to achieve. The timeline suggests when the recommendation should be performed within five years. Depending on the local support for the recommendations, represented industries of involved stakeholders, and local leaders influencing the recommendations could impact (positively or negatively) the implementation timeline and general success of the recommendations.

Appendix A: Implementation Solutions Matrix: Kentucky-Based Solutions

Recommendation	Suggested Stakeholders	Outcomes	Level of Complexity	Timeline
HB 561 "Certified Child Care Community Designation"	N/A	N/A	N/A	N/A
The Employee Child Care Assistance Partnership Program	LTADD, Economic Development Organizations, Industry Leaders impacted by workforce challenges	Working parent recruitment & retention, Community Impact, Increase in employee performance.	Low	Short (1 year)
Child Care Assistance Program (CCAP) Subsidy for Child Care Employees	LTADD, Local childcare facilities, Local Workforce boards, Regional childcare advocacy groups	Working parent recruitment & retention, Increase in mothers returning to the workforce, Access to affordable childcare.	Low	Short (1 year)
The Early Childhood Development Scholarship	LTADD, Local childcare facilities, Local Workforce boards, Regional childcare advocacy groups, Local Universities and community colleges	Increased interest in early childhood education careers, Increase in educational attainment.	Low	Short (1 year)

Appendix B: Implementation Matrix, Employer Solutions

Recommendation	Suggested Stakeholders	Outcomes	Level of Complexity	Timeline
Implement Employee Assistance Programs	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents.	Low	Short (1 year)
Provide Flexible Scheduling	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism.	Low	Short (1 year)
Offer Childcare Subsidies	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, Childcare Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, reduction in employees leaving workforce.	Mid	Short (1 year)
Explore Nontraditional Solutions for Working Parents	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, Childcare Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, reduction in employees leaving workforce.	Mid	Mid (2-3 years)
On-Site/Near-Site Childcare Centers	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, Childcare Consultant, Local Childcare Facilities/Providers, LTADD, Economic Development Organizations	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, reduction in employees leaving workforce, increased collaboration between childcare facilities and regional employers.	High	Long (4-5 years)
Partner with Backup Care Providers	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, Childcare Consultant, Local Childcare Facilities/Providers	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, reduction in employees leaving workforce.	Mid	Short (2-3 years)

Address Equitable Return to Work Strategies	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, DEI Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, increase in mothers/working parents returning to the workforce.	Low	Short (1 year)
Eliminate Bias in the Hiring Process	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, DEI Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, increase in mothers/working parents returning to the workforce.	Low	Short (1 year)
Offer “Returnships” or Professional Development Opportunities	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, DEI Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, increase in mothers/working parents returning to the workforce.	Low	Short (1 year)
Establish Equitable Pay Improvement Strategies	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, DEI Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, increase in mothers/working parents returning to the workforce.	Low	Short (1 year)
Establish Gender Diversity KPI Goals	Employers, Employees/Employee Resource Groups, HR/Talent Department, HR/Talent Consultant, DEI Consultant	Increased employee satisfaction, increased employer-specific solutions for working parents, reduction in absenteeism, increase in mothers/working parents returning to the workforce.	Low	Short (1 year)

Appendix C: Implementation Matrix, Childcare Provider Solutions

Recommendation	Suggested Stakeholders	Outcomes	Level of Complexity	Timeline
Address Compensation and Fiscal Stability	Childcare Facility Owners and Directors, State Childcare Support Organizations, Regional Childcare Advocacy groups, Small Business Development Center, Chamber of Commerce	Increased job satisfaction and quality, increase in budget allocations to employee compensation and professional development, increase cost management.	High	Mid (2-3 years)
Support Career Advancement Initiatives	Childcare Facility Owners and Directors, Childcare Employees, State Childcare Support Organizations, Regional Childcare Advocacy groups, Small Business Development Center, Chamber of Commerce	Increased job satisfaction and quality of employees and candidates, increase in childcare career pathway pipeline, increase in trained childcare professionals.	Low	Short (1 year)
Improve Staff Wellness and Job Satisfaction	Childcare Facility Owners and Directors, Childcare Employees, State Childcare Support Organizations, Regional Childcare Advocacy groups	Increased job satisfaction and quality of employees and candidates, increase in childcare career pathway pipeline, increase in trained childcare professionals.	Mid	Mid (2-3 years)
Consider Expanded Services Through Childcare Service Networks	Childcare Facility Owners and Directors, Childcare Employees, Regional Childcare Advocacy groups, Local Key Employers	Collaboration between childcare facilities and local employers, increase in childcare options for regional workforce.	Mid	Mid (2-3 years)
Explore Overnight/Multiple Shift Care Services	Childcare Facility Owners and Directors, Childcare Employees, Regional Childcare Advocacy groups, Local Key Employers	Expansion of services, increase in childcare options for regional workforce (especially second and third shift working parents).	High	Mid (2-3 years)
Utilize State and Federal Business and Community Childcare Grant & Tax Credit Initiatives	Childcare Facility Owners and Directors, State Childcare Support Organizations, Regional Childcare Advocacy groups, Local Employers, Chamber of Commerce, Kentucky Chamber of Commerce	Increase in budget allocations, increased job satisfaction, increase in trained childcare professionals.	Mid	Mid (2-3 years)

Appendix D: Implementation Matrix, LTADD

Recommendation	Suggested Stakeholders	Outcomes	Level of Complexity	Timeline
Support Early Childhood Career Apprenticeships	LTADD, Childcare Facility Owners and Directors, State Childcare Support Organizations, Regional Childcare Advocacy groups, Local Employers, Chamber of Commerce, Workforce Organizations, Economic Development Organizations	Increase in childcare career pathway pipeline, Increase in trained childcare professionals.	Low	Short (1 year)
Engage In Public Advocacy and Policy	LTADD, Childcare Facility Owners and Directors, State Childcare Support Organizations, Regional Childcare Advocacy groups, Local Employers, Chamber of Commerce, Local government, Workforce organizations, Economic Development Organizations	Increased collaboration between childcare facilities, key regional employers, local and state government officials.	Low	Short (1 year)
Recognize the Role Affordable Housing Plays in Childcare Solutions	LTADD, Regional Childcare Advocacy groups, Local Employers, Chamber of Commerce, Local government, Workforce Organizations, Economic Development Organizations	Increased support for working or work-willing parents, increased collaboration between childcare facilities, key regional employers, local and state government officials.	Low	Short (1 year)
Support Zoning Regulation Updates	LTADD, Childcare Facility Owners and Directors, State Childcare Support Organizations, Chamber of Commerce, Local government, Economic Development Organizations	Increased collaboration between childcare facilities, key regional employers, local and state government officials, opportunity for childcare facilities to expand.	Low	Short (1 year)
Support Child Care Business Incentive Grants & Initiatives	LTADD, Childcare Facility Owners and Directors, State Childcare Support Organizations, Regional Childcare Advocacy groups, Local Employers, Chamber of Commerce, Local government,	Increased collaboration between childcare facilities, key regional employers, local and state government officials, opportunity for childcare facilities to expand.	Low	Short (1 year)

	Economic Development Organizations			
Act As a Regional Administrator	LTADD, State Childcare Support Organizations, Regional Childcare Advocacy groups, Chamber of Commerce, Local government, Economic Development Organizations	More efficient coordination of the ECAPP between local stakeholders and the state, and more efficient communication channels between local stakeholders and the state.	High	Mid (2-3 years)

REMPO

PUBLIC TRANSPORTATION STUDY

Presented by the Radcliff/Elizabethtown
Metropolitan Planning Organization

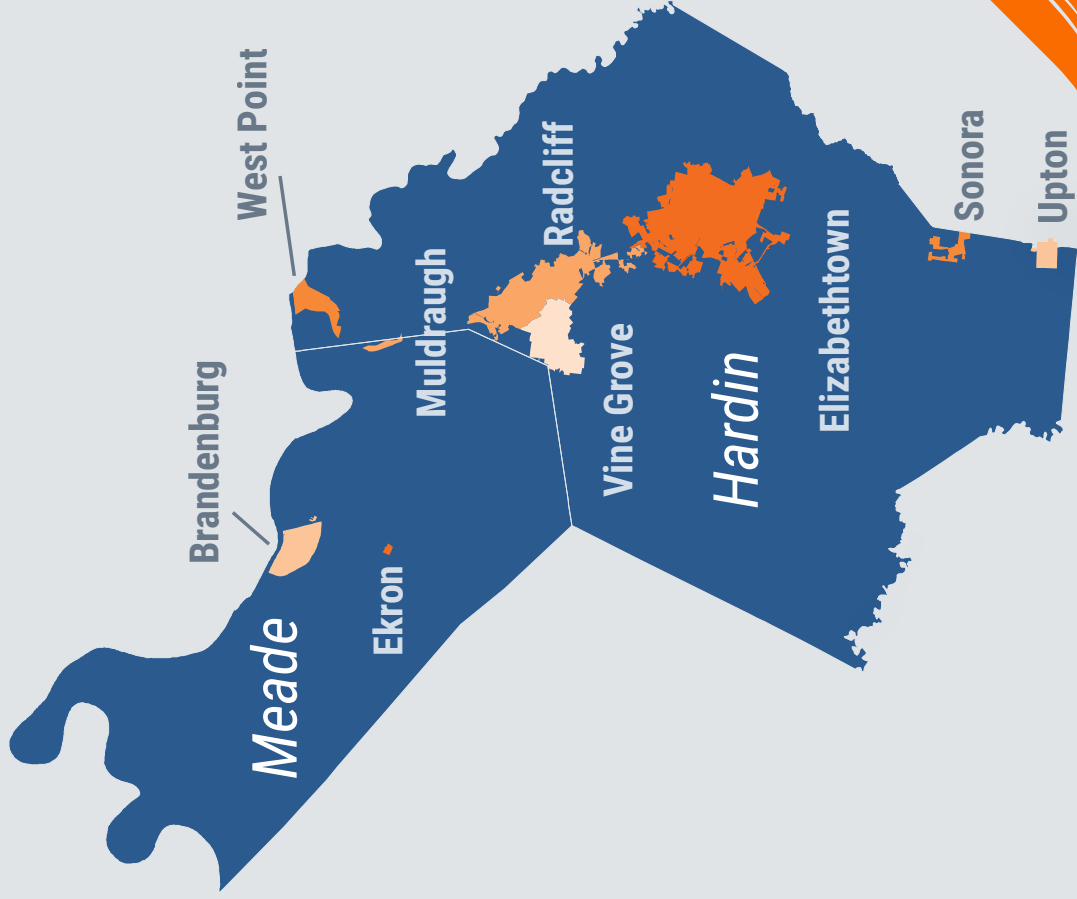
Prepared by
Michael Baker
INTERNATIONAL

1 Purpose of this Study

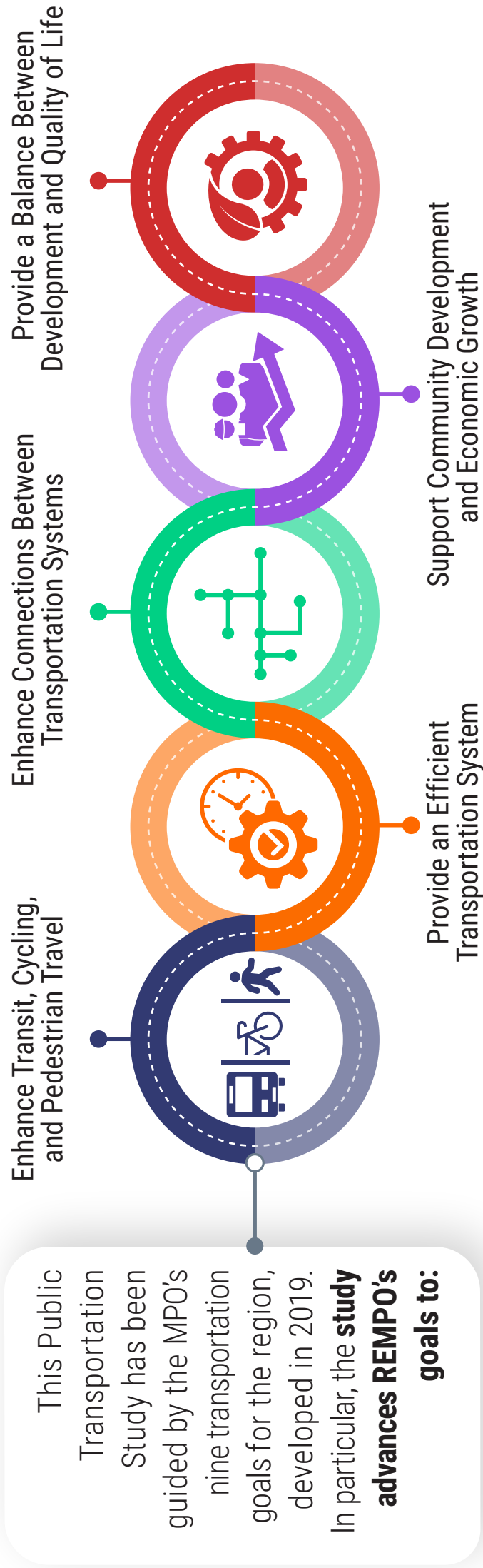
The Radcliff/Elizabethtown Metropolitan Planning Organization (REMPO) works to meet the transportation needs in Hardin and Meade Counties. The region is diversifying and growing, which provides both a unique challenge and opportunity for REMPO to create an adaptive and inclusive plan for their future transportation needs.

The purpose of this study is to analyze the need for and feasibility of implementing a fixed-route public transportation system within the Radcliff/Elizabethtown MPO urbanized area (Elizabethtown, Fort Knox, Glendale, Radcliff, & Vine Grove), including:

- Identifying possible locations for new bus routes and bus stops
- Calculating potential capital and operating costs necessary for a public transportation system
- Preparing funding scenarios to meet the local match requirement for federal funding

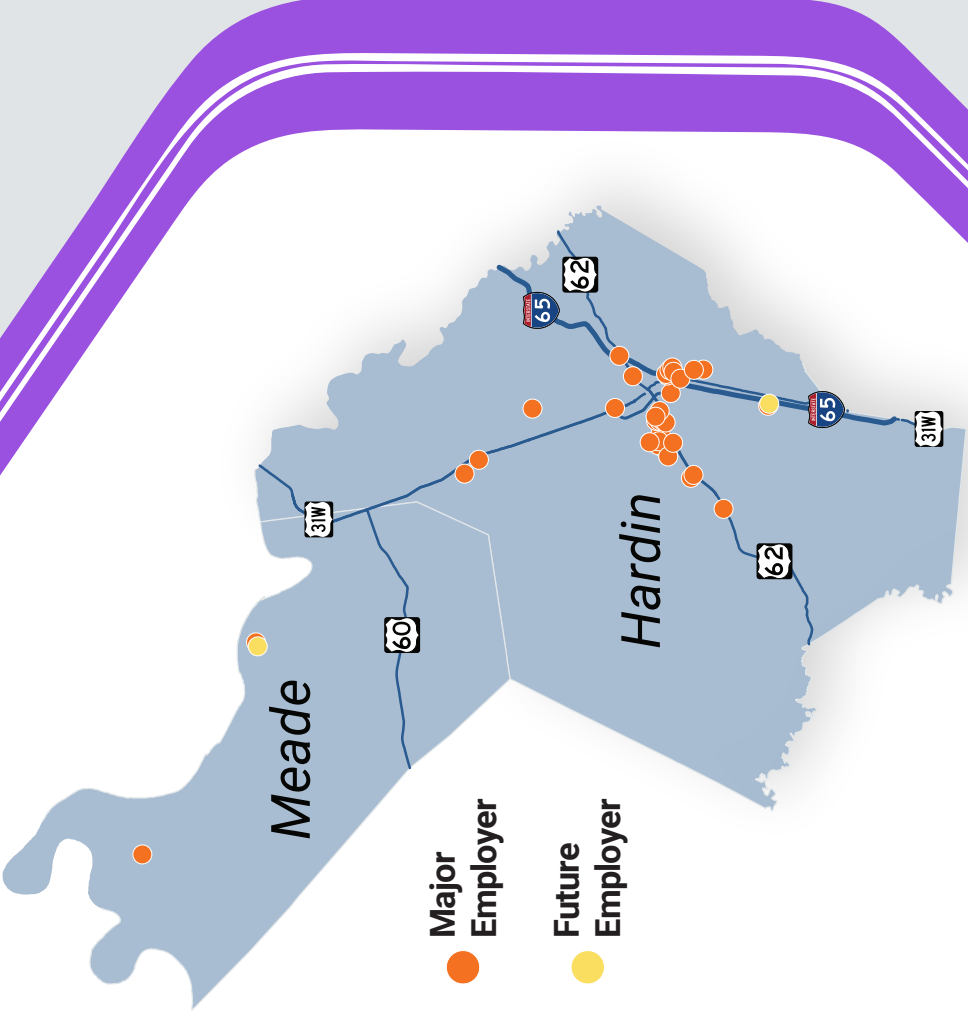
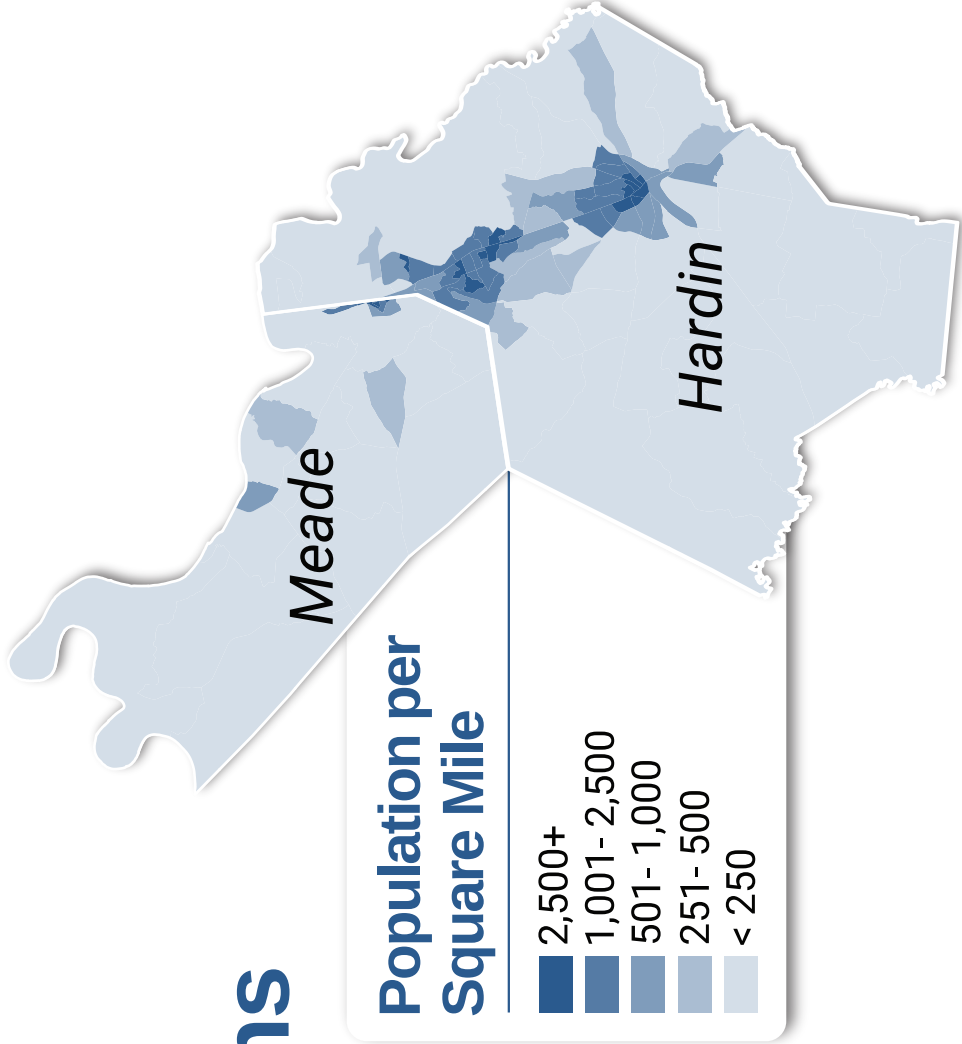


REMPO Regional Transportation Goals



Existing Conditions

Both residents and employers in the region are centered around the City of Elizabethtown, the City of Radcliff, and the Fort Knox Army Base, with other major employers located in the City of Brandenburg (Meade County) and the community of Glendale (Hardin County).



REMPO Study Area by the Numbers

	Hardin County	Meade County	Fort Knox
Total Population	111,607	29,735	8,888
Population per Square Mile	179.1	97.5	428.8
% Population 65+	15.2%	15.3%	1.3%
% Households Below Poverty	13.3%	13.25%	3.9%
% Households without a Car	9.6%	7.7%	21.4%



Every Commute Counts (ECC)

Although there are currently no public transportation services that operate within the Fort Knox Military installation, all Army employees can take advantage of the Mass Transportation Benefits Program (MTBP) to offset up to \$315 of transit costs per month.

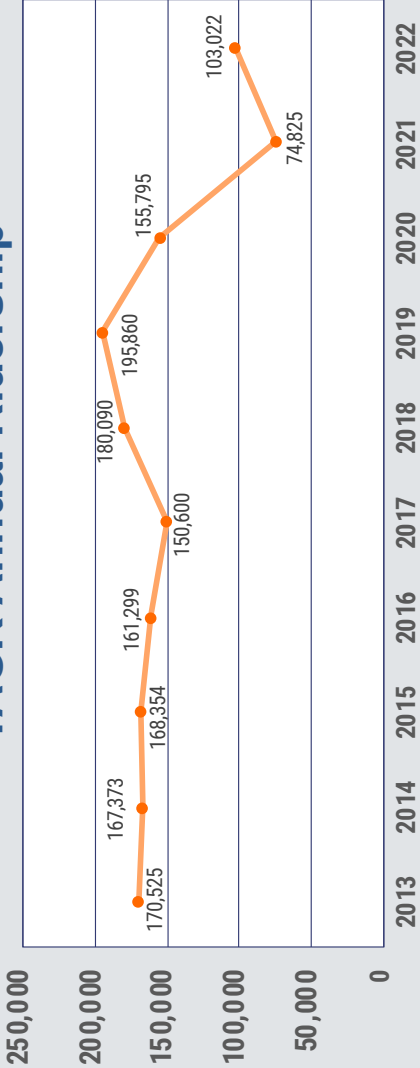
At Fort Knox, this allows Army personnel to use vanpool services offered by Every Commute Counts (ECC), a program for the greater Louisville Metro Area administered by the Kentuckiana Regional Planning and Development Agency (KIPDA). There are currently 11 daily ECC vanpools that stop at different locations inside the base.



Transportation Authority of Central Kentucky (TACK)

TACK is the primary provider of public transportation services in Hardin and Meade Counties. It provides on-demand, shared-ride services to destinations within and outside the region and charges riders on a per-mile basis.

TACK Annual Ridership




3 Community Engagement

Between February and April 2024, input about public transportation needs in Hardin and Meade Counties was collected in the form of public surveys and stakeholder interviews from residents, employers, and public officials.

Stakeholder Interviews


Representatives from the MPO met with 13 stakeholders, including major employers, public transportation providers, local officials, schools, the Chamber of Commerce, and medical providers. Some key themes recurred across multiple stakeholder interviews, and the project team learned several lessons from stakeholders that inform potential service developments:

Interest in Carpooling




Many commuters and students are open to carpooling or vanpooling, and some employers already have programs to facilitate carpools. Carpooling and vanpooling can originate at either private residences or at regional park-and-ride locations.


Existing Transportation Options Leave Significant Gaps



Major destinations are decentralized across a wide area, making mileage-based fees prohibitive for many students, medical patients, and commuters.



A lack of transportation options is significantly impacting residents' abilities to seek or complete the kind of education and training that would help fill much-needed jobs in industrial and healthcare positions. These transportation barriers are also impacting potential tax revenues.




Longer service hours are needed for students, medical patients, and employees working second and third shifts.

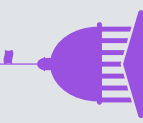
Broad Support for Expanding Public Transportation



With new industries and large employers moving into the region, the time is right to invest in public transportation.



TACK is willing to partner with REMPO and stakeholders to take the next steps for expanding and enhancing public transportation services to Hardin and Meade Counties.



Local government officials are open to providing assistance with signage, benches, talking with business owners, coordinating with KYTC about park-and-ride facilities, and potentially addressing funding needs.

Public Survey

A public survey was conducted from March 5 to April 5, 2024, through an online survey platform as well as paper copies. Over 1,400 members of the public responded to the survey, which was offered in both English and Spanish. The survey results showed support for increased public transportation options:



1/6 of respondents don't own a personal vehicle



Only half of respondents usually drive themselves to the majority of their destinations



More than 1/3 of respondents said they valued having a reliable alternative if other transportation was unavailable



1/4 of respondents said that they don't use shared mobility options (taxi, Uber, Lyft, etc.) because they're too expensive

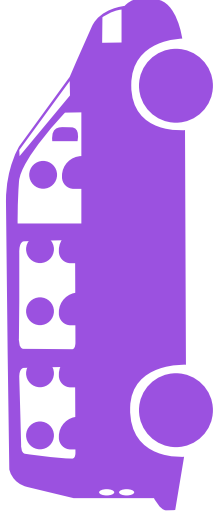
"What types of trips would you consider making if public transportation were more readily available?"



4 Strategies for Public Transportation

PHASE 1 (2025) Coordinate Vanpools

- Coordinate with industries such as Baptist Health, Elizabethtown Community and Technical College, BlueOval SK, and Fort Knox to organize vanpools with TACK's existing vanpool fleet
- Advertise commuter options to employees
- Consider replicating the Every Commute Counts program to create incentives for employees and students to use the vanpool

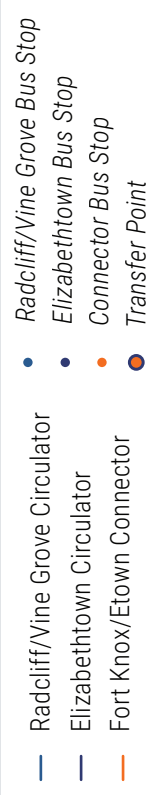
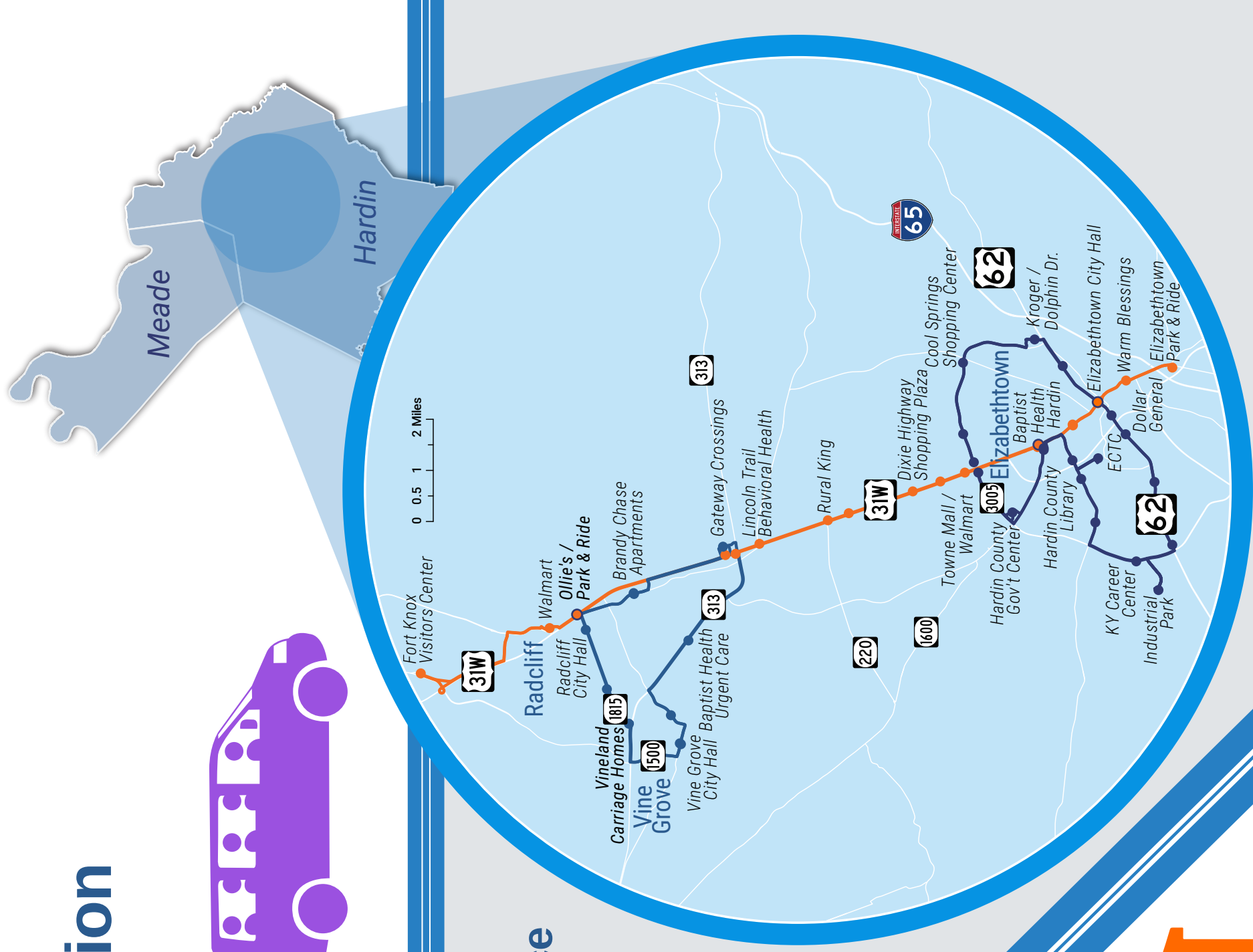


PHASE 2 (2026-2028) Implement Fixed-Route Service

- Purchase between six and nine 14-seater cutaway buses
- Coordinate with stakeholders to identify annual operating funds
- Implement fare-free bus routes with the new cutaway buses
 - Elizabethtown Circulator
 - Radcliff/Vine Grove Circulator
 - Fort Knox/Elizabethtown Connector
- Extend TACK's paratransit service coverage to include evening and weekend hours for the ¾-mile areas around the fixed routes
- Install signs at all new bus stops
- Install bus shelters and benches at key bus stops

PHASE 3 (2030+) Expand Service

- Purchase or build a new vehicle storage and maintenance facility
- Invest in pedestrian infrastructure, such as sidewalks and signalized cross walks
- As funding and demand allow, extend the Fort Knox Connector south to Glendale and north to West Point, incorporating BlueOval SK and the Glendale industrial park
- Consider adding a Brandenburg Connector to connect locations in Brandenburg with Fort Knox or Radcliff



5 Financial Analysis

TACK can offset the annual operating costs of new fixed-route bus service by using previously untapped federal grants. These grants supply 80% of the necessary funds for capital expenses (new vehicles, bus stops, etc.) and 50% of the operating expenses (driver wages, vehicle maintenance, property leases, etc.). This leaves only 20%-50% of the total costs to be supplied from local sources or other federal programs like Medicaid.

Investing in Public Transportation



Every \$1 invested in public transportation generates \$5 in economic returns



Every \$1 million invested in public transportation supports and creates approximately 50 jobs



Home values are up to 24% higher near bus systems than homes in areas without public transportation

Available Funding Sources

- Federal Grant for New Vehicles (5339(a) Program)
- Federal Grant for Operating Funds (5307 Program)
- Funds from Local Governments
- Funds from Medicaid Non-Emergency Medical Transportation
- Revenue from Advertisements
- Service Agreements with Major Employers

PHASE

1



Hire one additional TACK staff member dedicated to coordinating vanpool service (\$40k - \$50k per year)

PHASE

2



New funding needed for one-time capital expenses and for ongoing operating expenses

Capital Expense	Total Cost	Funds Required after Federal Grant
75 bus stop signs	\$5,625	\$1,125
7 bus shelters	\$70k	\$14k
6-9 new cutaway buses	\$876k - \$1.31 million	\$175k - \$263k
Operating Expense	Total Annual Cost	Annual Funds Required after Federal Grant
Elizabethtown Circulator	\$743k	\$372k
Radcliff/Vine Grove Circulator	\$508k	\$254k
Fort Knox/Elizabethtown Connector	\$440k	\$220k

PHASE

3



Funding needed to purchase or lease a five-acre bus facility

Expense	Total Cost	Funds Required after Federal Grant
Land Purchase	\$640k - \$822k	\$128k - \$164k
Facility Construction (10k sqft.)	\$1.75M	\$350k
Annual Price to Lease (10k sqft.)	\$100k	\$50k

6 Next Steps

YEAR 1



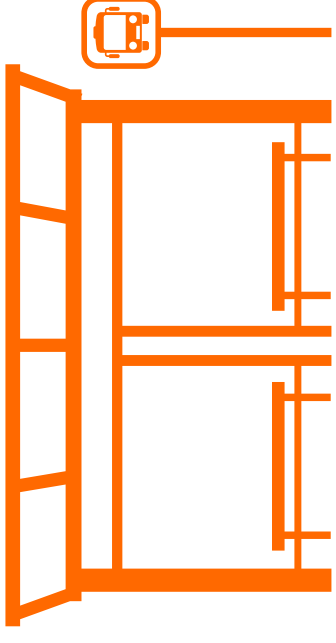
- Hire vanpool coordinator
- Apply for and earmark FY26 funds for operating and capital costs

YEAR 2



- Perform public engagement
- Purchase 6-9 cutaway buses
- Finalize details of new service

YEAR 3



- Install bus stop signs and shelters
- Advertise upcoming bus service
- Implement new service



Public Engagement & Equity Requirements

Any new public transportation service that REMPO or TACK undertakes is subject to public engagement and equity requirements laid out in REMPO's Public Participation Plan and the Lincoln Trail Area Development District's (LTADD) Title VI Implementation Plan:



Equity analysis of all residents within the boundaries of public transportation projects



Strategies to address any adverse impacts on underrepresented or historically disenfranchised communities



Program of Projects published on websites and social media with a 15-day comment period



Optional public meetings about new or changing service



**KENTUCKY CAREER CENTERS
AND PARTNER AFFILIATE SITES
CENTER PROCEDURES AND OPERATIONS MANUAL**

January 2025 through December 2025
Procedures Manual for the
Common Systems and Processes across Partners Working in any Certified Site

*Developed By:
Hightower and Strumpf, OSSO
And the Center Management Team*

The Kentucky Career Center is a proud partner of the American Job Center Network

TABLE OF CONTENTS

The purpose of this document is to define the procedures, customer flow, and other work operations applicable to all staff when working in the Kentucky Career Center, any certified Partner Affiliate site¹, and Access Points, where appropriate.

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¹ The use of the term center is meant to apply to the comprehensive center, any affiliate sites, and access points.

SECTION 1: WELCOME!

An exciting and challenging experience awaits you in your work assignment in the Kentucky Career Center. This Center Procedures and Operations Manual has been developed to assist you with your work in any of the centers in the Lincoln Trail region. Please read this manual and retain it for future reference. Take note: these procedures are intended to complement, not replace, your employer's personnel policies and/or operational procedures. You remain fully in the employment of your current employer.

You are representing the Kentucky Career Center as well as your employer. It is imperative for you to provide outstanding customer service to all the Kentucky Career Center system's customers. Therefore, it is very important that you know and understand the Center Procedures and Operations Manual. This manual was established to provide collocated staff the procedures for how to operate within the center and how to deliver quality customer service in a seamless, coordinated, and consistent manner. The Center Operations Manual does **not** represent an employment contract between the center(s) and you or your organization. Periodically, you may receive updated information concerning changes in procedures that amend this manual. Should you have any questions regarding procedures, please ask the Center Manager or your direct supervisor for assistance.

Many partners are co-located within the center. We envision a center that is integrated in its service delivery. The procedures and tools outlined in this manual are designed to facilitate integration across agencies, functions, and programs. They are also designed to ensure that customers have a consistent service experience in any interaction within the center.

Benefits of a Comprehensive One-Stop:

- Ease of access to all services for the customer.
- Technology driven approach to efficient and effective service delivery.
- A place where jobseekers get what they need all in one place.
- A place where businesses can find easy access to workforce services needed to grow their business.
- A place where multiple organizations may serve the customer.

The Centers function under the governance of the Lincoln Trail Workforce Development Board (WDB). In that respect, operations align with the goals found in the WDBs strategic plan.

The WDB's strategic plan can be found at <https://ltcareercenter.org/wp-content/uploads/2021/09/LTWDB-3-Year-Strategic-Plan.pdf>

Center Hours of Operation

The Center's hours of operation are:

Elizabethtown

Monday through Friday

8:00 a.m. to 4:30 p.m.

Lebanon (closed from 12 – 1 each day for lunch)

Monday and Tuesday

- 7:30 a.m. to 5 p.m.

Wednesday and Thursday

- 7:30 a.m. to 4:30 p.m.

Friday

- 7:30 a.m. to 12 noon

Leitchfield

Monday through Friday

8:00. to 4:30 p.m.

Bardstown

Monday through Friday

8:00 a.m. to 4:30 p.m.

Fort Knox (Access Point)

Wednesday

1-3 p.m.

Access to Fort Knox is required.

All services may not be on site each day. On occasion the centers may open late or close early so that Center/partner staff trainings and meetings can be conducted. Staff and customers will receive notices of changes in hours well in advance. Check the website as well for changes in hours, <https://lccareercenter.org/>

Holidays Observed

The Kentucky Career Center observes most major holidays and will follow the State and Federal holiday closures for 2025. Holiday's observed:

- | | |
|-----------------------------------|--------------------------------------|
| • New Year's Day | • Labor Day |
| • Martin Luther King Jr. Birthday | • Veterans' Day |
| • Good Friday (half day) | • Thanksgiving Day and the day after |
| • Memorial Day | • Christmas Day and the day after |
| • Juneteenth | • New Year's Eve |
| • Independence Day | |

Within five (5) business days of a known holiday closure, signage informing customers of the upcoming closure will be posted in all major entrance ways and customer areas. A notice will also be posted on each center's website and sent to other relevant media outlets.

Inclement Weather

Notification and Decision-Making:

- In the event of inclement weather, the center will monitor conditions and notify staff of any delays or closures as soon as a decision is made.
- The center will follow guidance from the Lincoln Trail Workforce Development Board (WDB).
- The Elizabethtown Center closes if the Governor issues a directive for all government buildings and agencies to close or be on a delay due to weather.
- All other centers follow the county government closures and openings in the county where they are located.
- If one or more partner agencies can report to work, the center will remain open to the public with limited services.
- The center manager must consult with the WDB director before closing the center under any other circumstances.

Partner Agency Policies:

- All partner staff will adhere to their respective agency's closure policies.
- If the center is open but a partner agency is closed, the agency's closure policy takes precedence.
- Agency leadership must inform the center manager if their staff will not report to work due to inclement weather and their agency's closure procedure.

Signage:

- If closures are announced in advance, signage will be placed on all center doors indicating the closure time.
- Signage must be posted as soon as a closure is known.
- All signage will include the website address, informing customers to check the website for reopening updates.
- The Center Manager is responsible for ensuring appropriate signage is posted at each facility and on the website.

SECTION 2: CUSTOMER RELATIONS

Center staff will understand that the customer comes first and is the primary reason for the organization's existence. All partner agencies have a commitment to represent the Career Center and the system in a positive, professional manner and make customers feel as comfortable as possible. Center staff are expected to know the center's services and respond to the customers' needs. Center staff should attempt to educate customers about the services available at the centers and through the Kentucky Career Center system and continuously seek new ways to better serve the customer.

Customer Code of Contact

The Kentucky Career Center is committed to providing a safe, comfortable, and enjoyable environment for our customers to conduct employment and training activities. Staff are proactive in maintaining an environment free from disruptive or offensive conditions and behaviors that include:

- Profane, abusive language or gestures
- Disturbing customers with cell phones or loud music
- Loud, disruptive conversations
- Smoking
- Being under the influence of drugs or alcohol
- Harassment or inappropriate displays of affection
- Food or beverages
- Using our facility for anything other than job-search or training-related activities
- Entering non-public areas of our facility without a staff escort

- Anything prohibited by federal, state or local law
- Dress and personal hygiene must be socially acceptable.

Customers not adhering to this code of conduct will be asked to cooperate or leave the center.

De-escalating Customers

If a customer becomes difficult follow these steps to the degree you feel comfortable:

- Accept customer has a right to be angry
- Listen to emotion without emotion
- Be patient, speak softly, and reiterate
- Own the problem
- Place the customer first, problem second
- Triage
- Correct the issue or find someone who can
- Follow up.

There is a difference between a difficult customer who does not feel we have met their expectations or gotten what they needed and an irate/hostile customer. If a customer becomes irate or hostile, signal or get the security guard if your center has one. If not, signal or get the Center Manager, who will take the lead in deciding how to proceed. Do not try to handle anything you do not feel comfortable handling and do not hand off customers to the security guard that you were perfectly capable of handling. If you feel the customer is violent or will become violent, immediately call 911 and then notify the security guard and/or the Center Manager. Each center is responsible for further specifying the steps they want any staff to take when confronted by an irate/hostile customer.

Incident and Accident Reporting

Any staff involved in or witnessed an incident/accident must fill out an incident/accident report upon each warning and final expulsion. The purpose is to keep a record and to notify all centers that the customer has been expelled and state the reason for expulsion. The report is found in **Appendix B** of this manual.

Center staff are encouraged to report recurring customer-related problems to the Center Manager. Center staff should be prepared to listen carefully to customer inquiries and complaints and then deal with them in a responsive, professional manner. If a controversy arises, center staff should attempt to explain organization procedures in a clear, yet courteous manner. If a customer becomes unreasonable, abusive, or harassing and the center staff member cannot resolve the problem, the customer should be referred to the Center Manager or on-site security.

Banned Customers

Customers may be banned from coming into the center for specified reasons. Customers will receive three (3) warnings for behavior deemed inappropriate. Each warning shall be documented and submitted to the Center Manager. Upon receipt of the third warning and the fourth incident, the customer(s) will be issued a No-Trespass letter. Depending on the severity of the incident, customers may be banned from the center for one year or permanently.

The customer will also receive the following reinstatement procedure:

“Dear Customer, due to recent incidents and not following center procedures, we have banned you from entering the Kentucky Career Center for (insert length of time). Please note, you have 10 days from receipt of this letter to ask to be reinstated by following these steps:

Write a letter or an email to the Center Manager or One-Stop System Operator specifying the behavior that caused your permanent removal from the center and stating You will never engage in that behavior again while at the center.

- *Participate in a face-to-face interview with the Center Manager or System Operator if you are requested to do so.*
- *Agree that the Center Manager or One-Stop System Operator has the right to make the final determination of reinstatement.*

Behaviors that warrant permanent expulsion are:

- Verbal abuse or threats towards staff or other customers
- Inappropriate physical behavior
- Inappropriate use of center resources
- Use of pornography on the internet.

At the discretion of the OSSO/Center Manager, and the leaders collocated at the Center, a customer may be banned after a 1st incident if the incident is deemed as violent, threatening violence, or harassing of staff.

Customers Using Resource Room

The Resource Room is an integral service to the public for job search use. Good working practice is to protect the computers from any act that will damage them in any manner. To ensure all customers are successful, please have customers adhere to the following:

- Customers may use the computers for job search. All other activity is not allowed, unless otherwise notified by the center manager. Staff will ask the customer to please desist from that activity.
- Customers may not have food or drinks in Resource Room/Resource Area.
- Customers may not hit, bang, or move the computers as this may cause damage to the unit.
- Customers may not unplug or detach any physical wires from the computers to the wall and vice versa.
- Customers may not download/upload any foreign programs to the computers, as well as alter settings to the computers set by the staff.
- No profane, abusive language or gestures.
- No disturbing customers with cell phones or loud music.
- No loud, disruptive conversations.
- No being under the influence of drugs or alcohol.
- No harassment or inappropriate displays of affection.
- No using the center for anything other than job-search or training-related activities.
- No entering non-public areas of our center without staff escort.
- No activities prohibited by federal, state or local law.

If customers do not comply with the above procedures, staff may ask the customer to leave the center and future use of the computers may be banned.

Computer Usage

Due to the nature of customer flow within the centers and the desire to provide equitable customer service to all that visit the center, time limits may be set at the discretion of the Center Manager. Staff will notify customers at the time of arrival if any time limits have been set for resource room computer usage for that day.

Printer/Paper Usage

Customers may print or copy job search related materials only. There is no limit on how many pages customers may print or copy; however, staff at the greeter desk and in the Resource Room should monitor printer usage for any customer abusing this privilege. If you believe this is happening, alert the Center Manager.

Children in the Center

The Kentucky Career Center values its customers and recognizes the importance of providing a professional work and training environment; thus, children are not allowed in the center while a parent is spending substantial time in the resource room or in training. This procedure is established to avoid disruptions in job duties of center staff, businesses, jobseekers, and other center visitors. This procedure also reduces property liability and help maintain the center's professional work environment.

The exception to this procedure is when a customer is conducting a brief visit (under 15 minutes). Some examples are:

- Needs to fax or make copies of job-related documents.
- Needs to drop off documents to a case manager.
- Has a general inquiry.

*"Child" or "children" is defined as a person or persons less than 16 years of age **and** not enrolled or engaged in center or specific program activities. A young person less than 16 who may be in the center to obtain information about specific programs and/or has an appointment with a staff person is also exempt from this procedure.*

Service Animals

Pets are not allowed in the center. Under Kentucky's public accommodation law and the federal Americans with Disabilities Act (ADA), people with disabilities may bring their service animals to all "public accommodations," including stores, businesses, motels, restaurants, theaters, schools, and more. Public accommodations in Kentucky must comply with both state and federal law. Under the ADA, a service animal is a dog (or sometimes a miniature horse) that has been trained to perform tasks for a person with a mental or physical disability. Examples of service animals that must be allowed into public accommodations under the ADA include:

- hearing dogs, which alert their handlers to important sounds, such as alarms, doorbells, and other signals
- guide dogs, which help those who are blind or visually impaired navigate safely
- psychiatric service animals, which help their handlers manage mental and emotional disabilities by, for example, interrupting self-harming behaviors, reminding handlers to take medication, checking spaces for intruders, or providing calming pressure during anxiety or panic attacks
- seizure alert animals, which let their handlers know of impending seizures, and may also guard their handlers during seizure activity, and
- allergen alert animals, which let their handlers know of foods or other substances that could be dangerous (such as peanuts).

Neither the ADA nor Kentucky's service animal law includes what some people call "emotional support animals": animals that provide a sense of safety, companionship, and comfort to those with psychiatric or emotional disabilities or conditions. Although these animals often have therapeutic benefits, they are not **individually trained to perform specific tasks for their handlers**. Under the ADA and Kentucky law, owners of public accommodations are not required to allow emotional support animals, only service animals and dog guides. These laws also don't apply to pets.

Under the ADA, you may not ask questions about the individual's disability or demand to see certification or other proof of an animal's training or status. If it is not apparent what the service animal does, you may ask whether it is a service animal, and what tasks it performs for the customer.

Under the ADA, the service animal can be excluded from public accommodation if it poses a direct threat to health and safety. For example, if the dog is aggressively barking and snapping at other customers, the facility can kick the dog out. An accommodation may also exclude a service animal if it is not housebroken or out of control and the customer cannot or won't take steps to control it.

Questions center staff can ask:

- First, ask if the animal is a pet.
 - If the animal is a pet, let the customer know the center does not allow pets.
 - If the handler answers that the animal is a service animal, you may choose to allow them in or proceed to a second question.
- Second, ask a task or training question, such as, "What is this animal trained to do for you?" The answer to this question will determine if the center needs to allow the animal or if it can exclude the animal.
 - If the handler answers only that the animal can sit, stay, lie down, come when called, or do something else related to obedience and good manners, this does not indicate the animal is trained to provide services for a disability, and the animal can be excluded.
 - If the handler answers that the animal makes them feel better, helps them calm down, eases their depression, or something similar, this would indicate that it is the animal's presence alone that helps the handler, and that the animal is not trained to do a task or provide a service. Because the animal does not meet the training requirement, the business can exclude the animal.
 - If the handler answers that the animal is trained to guide them, help with balance or mobility, alert them to a condition (either physical or situational), pick up or carry items, remind them to take medication, get help, stabilize them during a seizure, redirect their attention from a trigger, or do some other task or provide some service that the person is unable to do themselves or helps with a disability, **then the animal is a trained service and must be allowed.**

Additional information regarding the Kentucky Civil Rights Act (Kentucky Revised Statutes Chapter 344) can be found at <https://apps.legislature.ky.gov/law/statutes/chapter.aspx?id=38920>

SECTION 3: STAFF RELATED PROCEDURES

Center Management

The center is managed through the partnership of both collocated and non-collocated partners. At an operational level, the Center Manager, in consultation with collocated partners, are responsible for the day-to-day operational issues that arise within the center. The staff of all collocated partners will integrate service functions, as required, to deliver basic career services as envisioned by the existing Memorandum of Understanding and the Workforce Innovation and Opportunities Act (WIOA). This service integration will be defined over time through the work of the Center Management Team and the Workforce Development Board (WDB). The OSSO has primary responsibility for ensuring the tools and system-wide strategies are implemented in accordance with the WDB's strategic direction.

The Center Manager provides work direction to all collocated staff regarding day-to-day operational needs of the center as a facility. The Center Manager ensures all staff operate within the agreed upon procedures to manage

onsite collocated staff; with the agreed upon protocols for operations, customer interactions, staff interactions, and operate in accordance with the state and the WDB's certification standards. The Center Manager may provide work direction/functional oversight to employees for whom they are not a direct supervisor upon agreement of the direct supervisor. This on-site work direction and guidance may be related to work schedules and breaks, to ensure interagency coordination and to ensure customer satisfaction. The Center Manager and other partner staff may also be asked, at the discretion of the specific agency supervisor, to provide performance feedback if solicited by the staff person's supervisor.

Responsibility of On-Site Staff

- Staff members are expected to always conduct themselves professionally and in a positive manner that will promote the best interest of the Kentucky Career Center.
- Maintain confidentiality of center customer information. Information designated as confidential is not to be discussed with anyone outside the organization, and only discussed within the organization on a "need to know" basis. In addition, center staff members have a responsibility to avoid unnecessary disclosure of non-confidential internal information about the organization, its partners, its customers, and/or its service providers.
- Attend center staff meetings and mandatory center staff trainings.
- Coordinate, communicate, and cooperate with other center staff, agency leaders, the Center Manager and the OSSO.

Customer Flow

To ensure the most customer friendly, welcoming and efficient environment for every customer, a process flow map has been developed. Please reference **Appendix E** for details.

Greeter Desk

When staffing the greeter desk, staff will be responsible for:

- Welcoming customers as they come into the center.
- Directing customers to sign in via the electronic sign-in system located in the greeter area.
- Ensuring the front area is clean and neat using the checklist located in **Appendix C**.
- Know where to find appointments for the day; calendars of events and other resources that will help to answer customers' questions and to direct them appropriately. It is the responsibility of any staff working the front to check them and know what is in them.
- Welcome customers as they enter the center and answer general questions.
- If customer is new to the center, ask them to sign in and provide warm hand off to staff working in the Resource Room.
- If customer is attending an event/workshop, direct to classroom and ask them to sign in in the classroom.
- If customer is wanting UI assistance, ask them to sign in and direct them to the appropriate UI resource or staff person.
- Be familiar with all the resources available in the center.
- Assist customers with the sign-in if unable to self-sign in.

Resource Area

- Assist customers with the sign-in computer.
- Conduct a quick assessment of customer needs after they sign in.
- Briefly review what's available in the resource area. Include information you know may be particularly useful to the customer. Encourage the customer to ask questions.

- Troubleshoot to determine why a customer is still waiting.
- Provide the customer with program information.
- Prepare an adequate supply of handout information/materials.
- Be familiar with all the resources available in the center.

Customer Appointments

All staff are expected to meet and greet their customers with appointments in the greeter area. It is not the greeter desk or resource area staffs' responsibility to notify a staff person that their appointment has arrived. If an individual customer is late for an appointment, it is the staff person's responsibility to keep checking the front for the customers arrival.

Resource Room Procedures

- Greet customers and direct them to sign in at the Customer Sign-In Kiosk.
- Ask how you can be of help. Learn their needs and let them know what is available at the centers, including information about the on-site classes.
- Provide information on job openings, Job Fairs and other current hiring events.
- Help the customers on the computers; let them know there is a staff person available to help them.
- Circulate among the customers to see if they need help. Some customers are not comfortable approaching the desk.
- Provide customers with employment web site listings and other information that may be beneficial in addressing their needs.
- Help the customers with any equipment and/or other center resources.
- Inform the Center Manager if it gets busy in the Resource Room and more help is needed.
- Personal phone calls and discussions of a personal nature should not be conducted in the hearing range of a customer. Discussing another customer in the hearing range of other customers is also not acceptable. All customers should be made to feel important and not be made uncomfortable.

Customer Satisfaction

The WDB has an electronic customer comment card. The process to be followed at each center is that every computer in the resource area will have the jobseeker comment card icon on the desktop. All staff are to encourage jobseekers to fill out the comment card at each visit. The comment card link for employers should be inserted into the signature block for all correspondence directed to employers, if allowed by the partner's agency. See **Appendix F** for the specific protocols.

Internal Conflict Resolution

It is expected that any conflict between staff of partner agencies will be resolved at the lowest levels. The procedure for handling conflicts between staff and partners will be handled by:

Step 1: Involved staff should go to their supervisors of their respective agencies.

Step 2: Supervisors of the respective agencies should meet to resolve the issue while following each agency's procedure for documentation.

Step 3: If the issue is resolved to the satisfaction of all parties, the Center Manager and the OSSO will be informed of the issue. The OSSO and Center Manager will review the issue to assess if there is a system or process that negatively contributed to the disagreement or conflict. If there is, it will be addressed. The Center Manager and

OSSO are not involved at this level to comment on the resolution. Their only interest is to evaluate if something about how the center operates contributed to the issue.

Step 4: If the issue cannot be resolved to the satisfaction of all parties, then each supervisor may follow their individual agency procedures and process for resolving conflicts between staff of their agency or between staff of different agencies.

Bringing Forth Management Issues To The OSSO And The Center Management Team

As stated above, The OSSO expects issues that create conflict or disagreement to be resolved at the lowest level, either between staff or with the involvement of staff and their individual supervisors. One role of the OSSO is to identify opportunities for improvement at the operations level. Misunderstandings and conflicts may arise in part due to systems or process issues. Improving processes that result in poor customer service or in failing to meet customer expectations are the purview of the OSSO and the Center Management Team. On behalf of the WDB, the OSSO has identified three categories within which to identify trends that may point out process and systems problems. These categories are:

- Facility Issues
- Customer Service Issues
- Staff Issues

Issues that arise in these categories may be discussed with the OSSO individually and should be brought to the Center Management Team. In addition, information from the electronic comment card will also be utilized to identify trends. To bring issues in any of the categories above to the OSSO that need to be addressed, any staff may contact the OSSO at any time. The OSSO, in collaboration with the Center Management Team, will discuss and agree on a resolution and process improvements.

Staff Breakroom Procedures

The staff breakroom is a shared space and all staff are expected to keep it clean and tidy by following these procedures:

- Clean up after yourself when you are done eating.
- Wash all your dishes after use and put away. Any dishes left in the sink will be thrown out.
- Label your items with your name and date placed in the refrigerator.
- The refrigerator will be cleaned out every Friday. Items not labeled will be thrown out, along with the storage containers/bags they are in.
- If you see a spill or paper on the floor in the kitchen, please take the initiative to clean it up so that it does not become a safety hazard.
- Do not place open containers, coffee in cups, or cups without lids in the refrigerator.

Use of Common Copy Machines

- Clean up after yourself, i.e., scraps from paper cutter put into recycle.
- If the copy machine needs paper, please fill completely.
- If copy machine needs repair, contact your appropriate agency representative and put a “Out of Order/Service Has Been Called” sign on the machine.
- If you jam the copy machine, please unjam it. Do not walk away and leave it to someone else to handle. If you need assistance unjamming the machine, please ask for help.

- If you notice paper or other supplies are running low, please let your agency representative know so that supplies can be replenished in a timely manner.

Scheduling Space

The Kentucky Career Center uses an online booking system to manage room usage. Center staff are responsible to book own meetings, workshops or any type of activities. If you do not have access, please contact the Center Manager.

Information required when making a booking:

- Holder name: Person making the reservation
- Booking Title: The title of event
- Agree to classroom housekeeping: Check mark
- Notes: Any additional details, such as point of contact, attendee size, etc.

If space is already taken, it is the responsibility of the individual requesting space to go to the individual who already has the space reserved and to negotiate with the space holder. If the conflicting needs for space cannot be worked out, then the parties must go to the Center Manager who has the final call. The Center Manager will not change a reserved space on the behest of anyone except if both parties jointly tell the Center Manager to do so.

Use of Center Building for Other Purposes

For approval on the use of the one-stop location for any after-hours activities, please contact the Center Manager. If contacted by anyone or any organization about scheduling or renting space, please tell them you will forward the request to the Center Manager and the Center Manager will be in touch with them.

Time and Attendance

Each agency has their own protocol of reporting time and attendance. When conducting **joint center functions** (e.g., conducting a workshop, staffing the resource room, and other ‘universal’ functions) each agency supervisor is responsible for informing the Center Manager or manager on duty directly if their staff are going to be late or absent, either for scheduled or unscheduled absences. It is the responsibility of the agency supervisor to find appropriate back up for their staff person who was scheduled to provide a ‘universal’ function for the center.

Name Badges

Staff will be issued a name badge through Heartland Communications. Staff are required to have their name badges visible at all times while in the center for identification purposes. If you lose your access badge, report the loss right away to your supervisor and the Center Manager. The Center Manager will order replacement badges as well as badges for new staff and the appropriate agency partner will be invoiced. Using the ordering form in **Appendix C** of this manual, agency supervisors will place orders through the Center Manager.

Phone Etiquette

The center phone should be answered consistently using the following script: *“Good morning/afternoon. This is [name] at the Kentucky Career Center. How may I help you?”*

Staff voicemail messages should follow their own agency policy if there is one. If your agency does not have a policy on what your voice message should say, then to the degree it can be consistent throughout the center, the following may be used: *“Hello, you have reached the desk of [name]. I cannot come to the phone right now so*

please leave a message and I will get back to you within the next business day. If you need to talk to someone immediately, please call [name & number].”

Center staff on leave for more than one business day should change the voicemail message to: *“Hello, you have reached the desk of [name]. I am away until [insert date]. If you can wait until I return, please leave a message and I will get back to you when I return. If you need to talk to someone immediately, please call [name & number].”*

Handling UI Inquiries in Affiliate Sites/Access Points

If you have someone come to the center and they want to file unemployment insurance claims:

Do NOT immediately tell them they have to drive to Elizabethtown. Immediately let them know you are not a certified UI person; however, you can assist them in helping with the computer, setting up their passwords and getting into the system. If they have more extensive questions about how to file their claim or what to put for an answer, tell them to call the Etown center and see if anyone is available to walk them through the process on the phone. Do not promise them that they can talk with someone on the phone as the Etown staff may or may not be available. Please call the following numbers first, 502-764-1816 for Jennifer Carman or 502-764-1817 for Patty Knox. Either one of these people can walk them through it on the phone.

If you are unable to reach anyone via phone at that moment, **let them know they can call the Elizabethtown office at 270-766-5115 to make an in person or phone appointment for another date/time or they can walk into the Elizabethtown office at any time without an appointment. When all those options are exhausted, you can give them the number of the Frankfort Office to reach a UI specialist at 502-564-2900.**

Let them know they are welcome to come back to the center at the appointed time/date of their appointment so they can use the resource room in any center, or they can take the call from home as long as they have a computer nearby to assist them with the process. Whatever works best for them.

We hope this process will be able to streamline customers to the appropriate person and get their questions answered without the hardship of driving to Elizabethtown.

Weapons Procedure

Purpose:

To ensure the safety and security of all employees, customers, and visitors at the Kentucky Career Center.

Statement:

The Kentucky Career Center does not prohibit weapons in the center.

Procedure if a Weapon is Found:

1. Immediate Action:

- If a weapon is found, do not touch or attempt to move it.
- Immediately notify the nearest security personnel or supervisor.
- Ensure the area is secured and that no one approaches the weapon.

2. Notification:

- Security personnel or the supervisor will contact local law enforcement immediately.
- Provide law enforcement with all relevant information about the weapon and its location.

- An incident report will be completed as soon as possible using the form found in the Procedures Manual. Copies will be provided to the Center Manager, all supervisors in the building, and the One Stop System Operator.

3. **Investigation:**

- An internal investigation will be conducted to determine how the weapon was left on the premises.
- Cooperation with law enforcement will be maintained throughout the investigation.

4. **Support Services:**

- Counseling and support services will be made available to any employees or clients affected by the incident.

Compliance:

All employees, customers, and visitors are expected to comply with this procedure. Failure to do so may result in disciplinary action or legal consequences.

Review and Updates:

This procedure will be reviewed annually and updated as necessary to ensure its effectiveness and compliance with applicable laws.

Customer Incident and Accident Reporting

In the event of an incident or accident occurs in the center, staff must complete a Center Incident/Accident Report Form. This report must be filled out by the participant as soon as possible after an incident occurs, both non-emergency and emergency. An incident may include any of the following:

- All injuries
- Disruptive behavior of customers or their children
- Any inappropriate behavior by the customer towards staff, such as the usage of profanity, threats, or assault
- Property theft
- Any suspected incident of abuse.

Risk Management: Incidents

- If an incident occurs, attend to those involved to ensure there are no injuries.
- Complete an incident report, located in **Appendix B** of this manual. If your agency also has a process for incident and accident reporting, this does **not** replace that process. However, you must also complete the form for the center.
- Submit all Incident Reports to the Center Manager within 24 hours of the event.
- The Center Manager will report these to the OSSO, the Center Management Team, and the WDB Director.

Risk Management: Accidents

- Attend to any persons involved.
- If necessary, move yourself and injured persons out of any areas of immediate danger, such as fire or traffic.
- Administer first aid, if necessary. Only administer the level of first aid that you are qualified to perform.
- Do not admit liability or promise to pay for expenses incurred by injured persons.
- Ask the injured person if they want you to call 9-1-1, if they do, call 911. Offer aid as needed. If the injured person says they do not want you to call 911, they must sign the following statement:

- **Refusal of Medical Assistance and 911 Call**

- I, [Customer's Name], acknowledge that I have been offered medical assistance and the option to call 911 following an incident/accident at Kentucky Career Center in [insert location]. I understand the potential risks of refusing medical assistance and the option to call 911. Despite this, I voluntarily choose not to receive medical assistance or have 911 called on my behalf. I release the Kentucky Career Center [insert location] and its staff from any liability related to my decision to refuse medical assistance and the option to call 911.

Signature of Individual: _____

Signature of Center Manager/Representative: _____

Date: _____

- Provide the signed refusal to the center manager, and do not leave the scene of the accident unless it is to call emergency services.
- Complete an incident report, located in **Appendix B** of this manual. If your agency also has a process for incident and accident reporting, this does **not** replace that process. However, you must also complete the form for the Center.
- Submit all Incident Reports to the Center Manager within 24 hours of the event.
- The Center Manager will report these to the OSSO, the Center Management Team, and the WDB Director.

Solicitations

Solicitations for fundraisers, charities, or organizations on behalf of a staff member or their family are not allowed. This includes political fundraising and fundraising drives for any organization, no matter how worthwhile the organization is. The Center's Management Team, in consultation with the OSSO, may choose to conduct a Center-wide solicitation such as a food drive.

Business Continuity

In the event of a disaster, staff and volunteers will be responsible for following each individual partner agency's procedures for ensuring the continuity of business. The OSSO's Center staff will be held to the OSSO's organizational procedures which will apply to the center operations. Emergency procedures for evacuating the building are posted.

Media Procedure

Inquiries from the media should be handled by senior level staff in your organization who are most familiar with the topic. Activities should be discussed in a concise, factual and balanced fashion. Our collective message around the Comprehensive One Stop is a simple one:

"The Kentucky Career Center and the Workforce Development Board are committed to getting people back to work and committed to helping businesses in the region. The Center and our Partner Affiliate sites strive to ensure that customers receive efficient and effective workforce related services of high quality in a seamless manner."

Please email the OSSO and the WDB Director to let them know that you had contact with a media outlet. Media inquiries specific to the WDB, need to be referred to Beth Roberts, Director of Workforce, Lincoln Trail Area Development District. If the inquiry is specific to a negative issue or what appears to have a negative effect, refer the inquiry to Robin Gooden, Center Manager. Issue a 'no comment' to the media contact and tell them to email Robin, Center Manager.

If your agency issues a press release and it mentions the center, please send a copy to the OSSO. Do not forget to mention the program is supported by the Lincoln Trail Workforce Development Board.

Contact Information:

Robin Gooden, Center Manager, Robin.Gooden@workforceinit.com

Andy Hightower, OSSO, andy@workforceinitiatives.com

Lori Strumpf, OSSO, strumpfctr@aol.com

SECTION 4: APPENDICES

APPENDIX A: Resource Area Check List

APPENDIX B: Kentucky Career Center Incident and Accident Reporting

APPENDIX C: Center Name Badge Request

APPENDIX D: Conflict Resolution Flow Chart

APPENDIX E: Customer Flow Process Map

APPENDIX F: Comment Card Protocol

APPENDIX A: RESOURCE AREA CHECK LIST

The following checklist is to be used to assist anyone who is staffing the greeter desk and resource area to ensure that the area maintained, neat, and clean.

- ☐ Ensure that the internal walkways are clear of chairs and any other obstructions to ensure easy access by persons who may be using a wheelchair.
- ☐ Wipe down the computers and the computer tables with sanitizer at the end of every day, if not more often.
- ☐ Ensure all trash is in the trash cans.
- ☐ Ensure all the shelves are straight and signage is in place.
- ☐ Make sure all chairs are pushed under the tables and that the entire area is straightened up and ready for customers in the morning.
- ☐ Check each computer to make sure that there are no resumes or other personal items on the desk top. Delete if there are.
- ☐ Check each computer to make sure that all the standing icons are on the desk top. If not, let the One-Stop Center Manager know what is missing and on which computer.
- ☐ Make sure that the customer comment card signage is next to each computer.
- ☐ Make sure all announcements are up to date.
- ☐ Make sure there are copies of all necessary forms and customer handouts at the greeter desk for the start of the next day.
- ☐ Make sure that all the equipment is turned off if you are checking at the end of the day.

APPENDIX B: Kentucky Career Center Incident and Accident Reporting

This report must be filled out within 24 hours of the Incident or Accident and turned into the Center Manager. If the incident requires the involvement of the police or paramedics, notify the Center Manager or manager on duty immediately.

Date of Incident: _____ Date Reported: _____

Time of Incident: _____ Time Reported: _____

Specific Location within the Center (e.g., Resource area, training room, office, etc.):

Reporter Name: _____ Phone Number(s): _____

Position: _____ Agency: _____

Witness Name: _____ Witness Phone Number(s): _____

Incident Description (Reporter):

Incident Description (Witness, if available):

Preventable (circle one): Yes No

Suggested Corrective Action:

Signature of Reporter: _____ Signature of Witness: _____

APPENDIX C: Center Name Badge Request

Requestor: [Click here to enter text.](#) Requests a [Choose an item.](#)

Badge Holder Information:

First Name	Last Name	Middle Initial	Agency Name	Job Title	Email
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Badge completed and issued by [Click here to enter text.](#) On [Click here to enter a date.](#)

Badge received by:

Signature: _____ Date: _____

By accepting this badge, I agree to personally maintain control of the badge at all times, wear the badge in way that I can be easily identified, and report any loss or theft of the badge immediately to the Center Manager. I understand that the cost for replacement of a lost or broken badge is \$12.28 plus \$3.61 for shipping for a total of \$15.89.

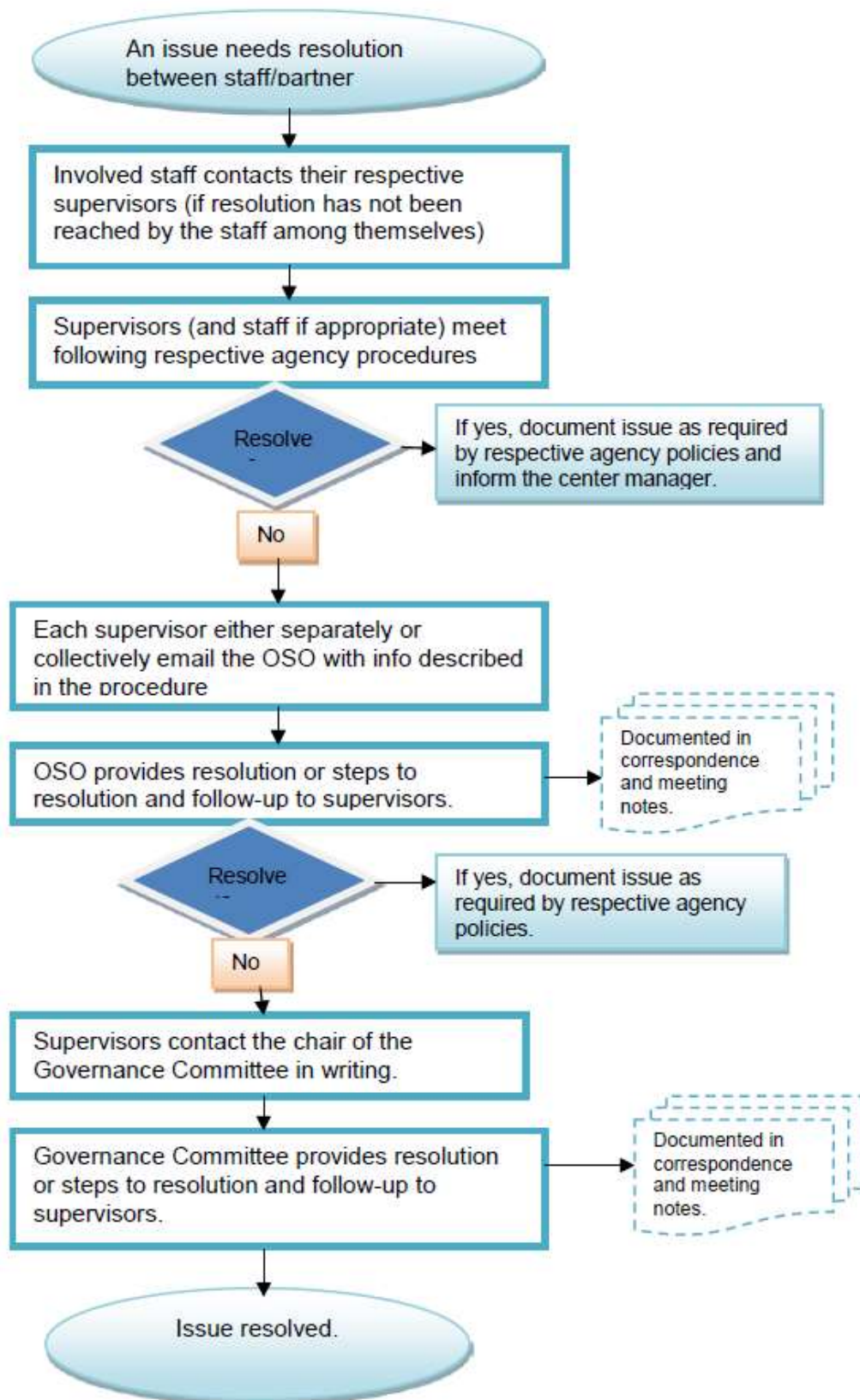
The agency ordering the badge agrees to pay and will do so upon receipt of an invoice from Heartland Communications. Send the invoice to:

Organization Name: _____

Attention to: _____

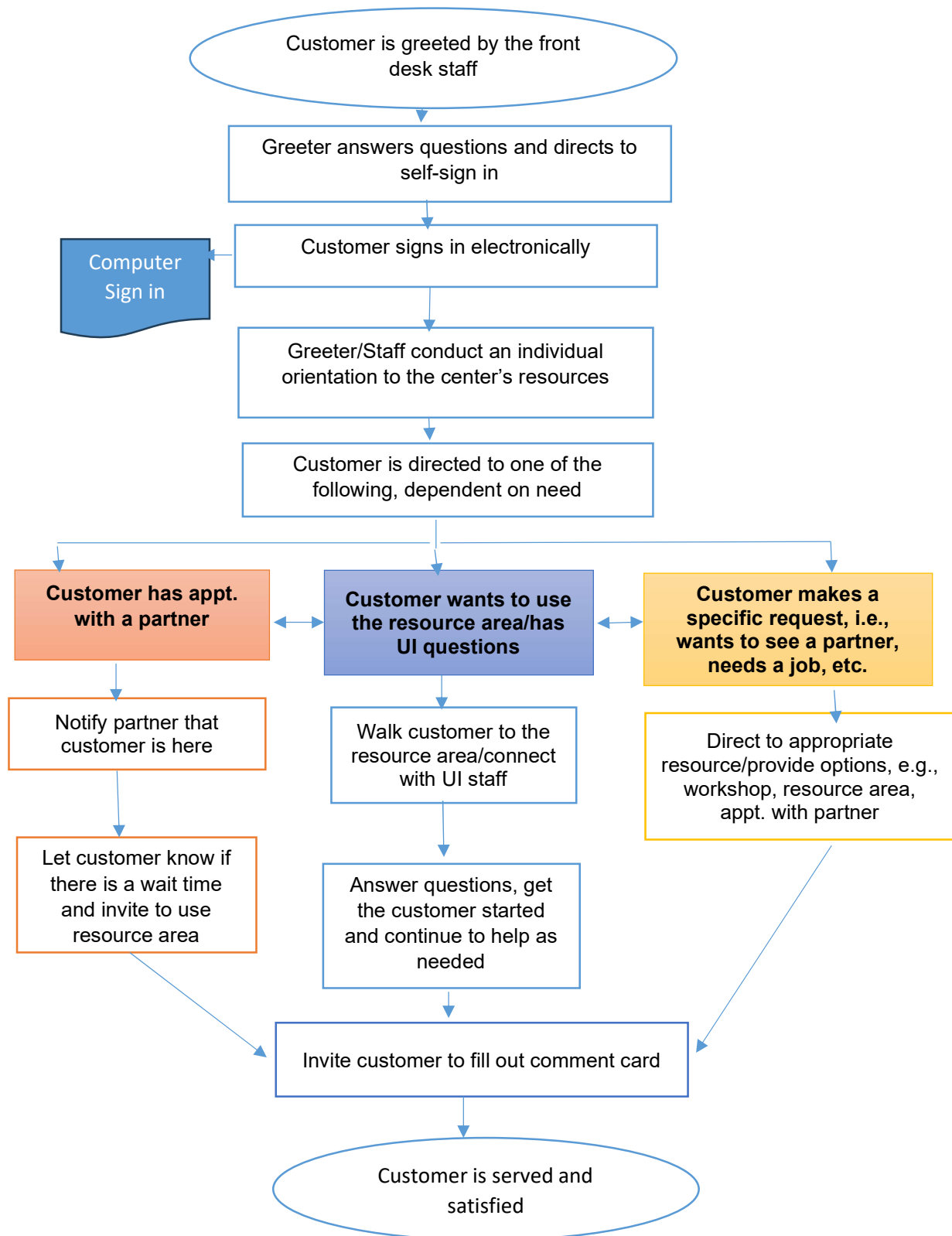
Email address: _____

APPENDIX D: Conflict Resolution Flow Chart



APPENDIX E: Customer Flow Process Map

This is a general customer flow. Each center may adjust based on facility layout and staffing.



APPENDIX F: CUSTOMER SATISFACTION DATA COLLECTION SYSTEM COMMENT CARD PROTOCOLS

Jobseeker

- Download the link onto any computer that customer's use.
 - <https://www.strumpfassociates.com/system/survey/21/kentucky-job-seeker.html>
- Ensure staff understand their responsibility is to say something like the following to any customer as they arrive and as they leave:
 - Upon arriving: ***We hope that you will take a moment to complete our customer survey before you leave.***
 - As they are leaving: ***I hope you took a moment to fill out our comment card.***
- For those who can, add the link to your signature block when sending any email to a jobseeker.
- Print QR codes on cards for staff to distribute.

Employer

- Download the link on computers that employers use, if appropriate. Specifically, at recruiting events.
- Send the link/QR Code to employers after an initial service has been provided, at the completion of all service and after any employer event.
 - Common email: *We are always looking for ways to improve our services. Please take a moment to click on the link below to provide us with feedback on your recent experience with [fill in person or agency].*
 - <https://www.strumpfassociates.com/system/survey/21/business-feedback-kentucky.html>
- For those who can, add the link to your signature block when sending any email to an employer.

REPORTS

- Strumpf Associates (SA) sends a weekly comment card report **every Monday**. In the case of a holiday, the report will be received on Tuesday of that week.
- SA will send 4 quarterly reports over the 12-month period.
- Each agency will provide Strumpf Associates with one manager level contact name and email.
- The agency contact is responsible for distributing the No Name² reports within your agency.
- If the contact changes, please let Kathi Davis, strumpfkd@aol.com, know.
- The organization's contact will receive 2 reports – the 'no name report' which is for distribution and the 'name report' which is for managers. Sometimes they are the same if no staff person has been named in a negative fashion or no identifying information is in the comment.

SIGNAGE

- Post the QR Code on posters and cards around the center. You may also wish to create signs at the computers that say: **We want your feedback. Please fill out our comment card.** This is a sample. Your signs may be customized to your liking.

² These reports have the names of individuals positively referenced, and black out the names of any staff negatively referenced.

Kentucky Career Center and Affiliate Site Procedures Manual

January 2025 through December 2025

As a Kentucky Career Center staff member at the _____ Center, I have read, understand, and agree to the contents of the Kentucky Career Center Procedures and Operations Manual. I certify I received and reviewed the Procedures and Operations Manual.

Printed Staff Name: _____

Title: _____

Agency: _____

Hire Date: ____/____/____

Staff Signature: _____

Date: ____/____/____

Supervisor Signature: _____

Date: ____/____/____

Below section to be completed by Center Manager

Date Received: ____/____/____

Date Filed: ____/____/____

Date: ____/____/____

One-Stop Center Manager Signature