



**Workforce Crisis Task Force**  
**5th Annual Summit Report**  
June 22, 2022

**Prepared by Strategy Matters, LLC**



On June 22, 2022, the Lincoln Trail Workforce Development Board's (LTWDB) Workforce Crisis Task Force (WCTF) held its 5th annual State of the Workforce Summit. This event is an opportunity to both reflect on the work of the past years and to gather input from the Task Force and the broader community of the area to share updates on workforce participation rates and learn some of the barriers in the areas of housing, transportation, childcare, and expungement. The Summit is part of a generative and iterative process inviting the community into conversations and co-creation of solutions.

The goals of the Summit are to convene the Lincoln Trail community to:

- 1) Come to a shared and deep understanding of the workforce challenges facing our region—today and tomorrow
- 2) Work toward sharing best practices for addressing this crisis, and
- 3) Co-create new approaches for ensuring a skilled and available workforce for our regional employers!

An overview of the agenda for the day is on the following page. A detailed report from the day's activities is in the sections that follow.



## Table of Contents

<b>Agenda</b>	<b>3</b>
<b>State of the Workforce and Current Employer Needs</b>	<b>4</b>
Anticipated Growth	5
Workforce and Business Challenges	6
Questions + Answers/General Comments	6
<b>Ensuring Our Region Can Support Today's and Tomorrow's Workforce</b>	<b>7</b>
Panel Highlights	7
Bios	9
<b>Examining the Findings and Co-Creating Our Future: Small Group Discussion</b>	<b>11</b>
<b>Closing</b>	<b>12</b>
<b>Next Steps</b>	<b>13</b>
<b>Appendix A: Participant List</b>	<b>13</b>



## Agenda

### The Fifth Annual Workforce Summit

Wednesday, June 22, 2022 | 9:00 AM - 1:30 PM EDT

<b>9:00 AM</b>	<b>Breakfast and Check-In</b>
<b>9:30 AM</b>	<b>Welcome</b> Strategy Matters presentation with audience Q&A
<b>9:45 AM</b>	<b>State of the Workforce</b> Presentation followed by a Q + A
<b>10:15 AM</b>	<b>Ensuring Our Region Can Support Today's and Tomorrow's Workforce</b> Panel discussion followed by a Q + A
<b>11:45 AM</b>	<b>Creating the Future of Lincoln Trail</b> Small group activity and share out
<b>1:15 pm</b>	<b>Closing + Next Steps</b> Summary of the day Closing remarks Take the <a href="#">Summit feedback survey!</a>

## State of the Workforce and Current Employer Needs

Strategy Matters has been working with the Lincoln Trail Workforce Development Board since 2017. Over the last three years months, COVID has presented serious challenges, disrupted schools and business, and, of course, has touched many personally. Despite the unprecedented nature of the challenges COVID has presented, many of the issues facing employers and the workforce in the Lincoln Trail area remain the same: there are not enough qualified and willing prospective employees to fill the positions that local businesses need to be filled. The difference this year is the lens being used to identify, attract, and retain a workforce– focusing on housing, transportation, childcare, and expungement.

The Task Force and Workforce Development Board are building off the current 3-year [strategic plan](#), with a focus on implementation. Now, more than ever, implementation requires



partnerships between educational institutions, employers, the workforce development board, local chambers of commerce and political leaders, community organizations, and more. The LTWDB is in a strong position to leverage relationships to make long-lasting and sustainable change.

Data for the Summit and the State of the Workforce was gathered from US census and KY Stats data to generate a snapshot of workforce participation in 2021 as well as what the future of the region might look like in the next 5 to 10 years.

A detailed overview of the findings was presented during the Summit and can be found [here](#). An overview of the State of the Workforce is available on the Lincoln Trail Workforce Crisis Task Force page [here](#).

Though the area has experienced some growth between last year (2021) and the first half of 2021, much still needs to be done.

## Anticipated Growth

Labor market research conducted just last year suggested food preparation and services; office and administrative support; production; sales and related areas; and transportation and material moving occupations are the industries likely to experience an uptick in openings. However essential services such as healthcare, education, and social services are in dire need of people as well.

These numbers are likely to increase in the region and throughout the state, as the region is seeing a number of large investments pouring in including

- BlueOvalSK – \$5.8 billion investment in Hardin county
- Heaven Hill Distillery – \$153 million investment in Nelson County
- Nucor Steel – \$1.7 billion investment in Meade County
- Kruger Packaging – \$117 million in Hardin County

All these investments means opportunities to prepare and remove barriers for the workforce. According to KY Stated, between 2019 and 2029, there are nearly 2.2 million projected job openings throughout Kentucky.

Investment in the area and across the region doesn't mean there isn't a rough road ahead and that we don't need to continue to build bridges to help regional residents to access services, and remain in the workforce.



## Workforce and Business Challenges

The region faces a number of challenges ahead specifically around: automation and mindsets around it being the sole answer to workforce shortages,

- lack of affordable childcare,
- lack of (affordable) housing in the face of increasing demand with investment in the region bringing more people to the area,
- limited transportation and subsidies,
- Services and programming not addressing the root cause of substance use and prolonged mental health crises
- Lack of rudimentary skills, and
- A continued perception that working is not of value

In addition to these challenges preventing immediate fulfillment of employer needs for a skilled, available workforce, the region has many assets which make it attractive to new businesses and new residents alike. A strong housing market, quality schools, and growing local economies in Bardstown, as well as E-town, are all attracting attention and investment. The opportunities to build from these assets to address the workforce shortage is the core question for the Summit.

## Questions + Answers/General Comments

Q: Did anyone apply for childcare or any other ARPA or block funds?

- Yes, in childcare, this is what allowed to increase pay by 25-30%. Passed along to parents so as to not put the burden on parents
- There are funds still available through 2024
- Not sure about housing

Comments:

- Tapping into and working with treatment centers will help
  - Toyoda Godesi works with Isaiah House
- Recommend working with special needs
- Fair change academy to learn how to work with those in recovery
- For those involved with expungement there's the federal bonding program



## Ensuring Our Region Can Support Today's and Tomorrow's Workforce

Local employers and legislators were invited to participate in a panel to share their insights on how the region is performing now and can make changes for a better future for Lincoln Trail.

### Panel Highlights

#### Q: What is this current crisis and the region going to look like in 5 years if it isn't solved?

<b>Rep. Samara Heavrin</b>	<ul style="list-style-type: none"> <li>• Chaos</li> </ul>
<b>Linda Aubrey</b>	<ul style="list-style-type: none"> <li>• Same conversation that HR professionals have been saying</li> <li>• Most ops partners have bought into the need to invest in workforce shortage</li> <li>• People are our most scarce resource, and we need to treat them that way</li> </ul>
<b>Margy Poorman</b>	<ul style="list-style-type: none"> <li>• This will work itself out but not without the hard work of the people in the room; we will see things balance out</li> </ul>
<b>Lisa Banner</b>	<ul style="list-style-type: none"> <li>• Need to look at the fact that though partnerships and upskilling are happening now and they will go to the new investment but we need to look out farther</li> <li>• Let's take it beyond because we will only have a percentage of employees and they will have the same skillset</li> </ul>

#### Q: What are you/your company doing now?

<b>Rep. Samara Heavrin</b>	<ul style="list-style-type: none"> <li>• team perspective</li> <li>• Instead of pulling people out of the river, we have to go to the beginning of the river and see why people are falling in</li> <li>• People aren't going to work not because of benefits, it's a number of other things including childcare, transportation, housing, DV, substance use, etc.</li> <li>• Matching program in partnership with state chamber and</li> </ul>
----------------------------	---



	<p>businesses</p> <ul style="list-style-type: none"> <li>• Were in bottom 40% and now in top 10 for unemployment in the state</li> <li>• Making decisions for 10 - 15 years down the road and it takes time</li> </ul>
<b>Linda Aubrey</b>	<ul style="list-style-type: none"> <li>• Focus on people</li> <li>• US transformation project- 5 pillars and 3 of them are about human investment and are seen in the area (leadership, talent, and culture)</li> <li>• One of Metalsa's values is people oriented</li> <li>• Partnered with John Maxwell institute               <ul style="list-style-type: none"> <li>◦ One-on-one coaching and cohorts to be a top-level leader</li> </ul> </li> <li>• Picking the right people, not from technological perspective but culture fit in org but can teach technically</li> <li>• Robust and strong talent acquisition process that's temp to hire including internships, skill trades (with ECTC and state)</li> </ul>
<b>Margy Poorman</b>	<ul style="list-style-type: none"> <li>• Keep earning while learning</li> <li>• Those that are at-risk...still work with United Way and other business (approximately 700) to make sure they have the opportunity to keep and retain employees</li> </ul>
<b>Lisa Banner</b>	<ul style="list-style-type: none"> <li>• Creating (strategic) partnerships such as KY distillery Association</li> <li>• James Beam institute at U of K to say how our workforce meet our needs for workforce skill and diversity perspective               <ul style="list-style-type: none"> <li>◦ How do we become part of the community?</li> </ul> </li> <li>• Created internships</li> <li>• Needs help to learn more information for HR, recruiters, and partners</li> </ul>

#### Q: What's something we haven't covered yet to help down the line?

<b>Rep. Samara Heavrin</b>	<ul style="list-style-type: none"> <li>• Unlocking different parts of the workforce including the elderly, formerly incarcerated, and differently-abled</li> <li>• We need to say "what do people need and what do we need to</li> </ul>
----------------------------	--





	<p>do?" instead of asking what people can give</p> <ul style="list-style-type: none"> <li>• We have an issue with people on benefits that feel like they can't return to work without losing their benefits</li> <li>• What can we do to invest in our schools?</li> </ul>
<b>Linda Aubrey</b>	<ul style="list-style-type: none"> <li>• How do we match the populations with the right employers</li> <li>• Look at your criteria- is it something you need or is it there because it's something you've always had in place?</li> </ul>
<b>Margy Poorman</b>	<ul style="list-style-type: none"> <li>• 12 hours shifts, 6-hour workday, alternate work schedule? Let's be creative on how we can meet the needs to continue to retain employees</li> <li>• Reinvigorate the workforce</li> </ul>
<b>Lisa Banner</b>	<ul style="list-style-type: none"> <li>• People view their role and how they generate income differently</li> <li>• Need to connect that to our current needs</li> <li>• Students don't view bourbon as a career choice, how do we change this? How do we map this?</li> </ul>

## Bios





**Samara Heavrin**  
**18th District State Representative**

Samara graduated from Western Kentucky University in 2014. She interned for U.S. Congressman Brett Guthrie before joining U. S. Senator Rand Paul's staff as a Staff Assistant.

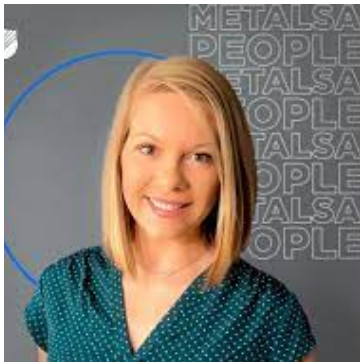
After three years in Washington, Samara returned home to join Kentucky State Treasurer Allison Ball's staff as Unclaimed Property Director. Samara was quickly promoted to Director of Initiatives. In her current position at the Treasury, Samara oversees the STABLE Kentucky program, financial literacy, and transparency initiatives. She has also taken the time to volunteer for several statewide campaigns.

Throughout her time in state and federal government, Samara has gained a unique perspective of our Commonwealth and has focused on spreading a message of



<p><b>Owner, Barb's Solutions, LLC</b></p>	<p>government transparency and accountability to the people. She has worked on legislation with the Kentucky General Assembly and has built strong relationships with constituents and prominent leaders around the state.</p> <p>Samara has been the Grayson County Republican Party Youth Chair since 2017.</p> <p><b>Fun fact:</b> youngest female to be elected to KY General Assembly.</p>
 <p><b>Margy Poorman</b> <b>President/CEO, Hardin County Chamber of Commerce</b></p>	<p>Margy is an experienced Economic Development and Legislative/Public Policy leader with a demonstrated history of working in the public sector and health care insurance industry.</p> <p>Margy joined the Hardin CoC in 2021 after a national search to replace Brad Richardson. Margy brings a depth of experience from her previous role as Legislative and Public Policy Coordinator at Aultcare, where she worked for over a decade, as well as from her role as Director of Economic and Community Development for the City of Canton, Ohio.</p> <p><b>Fun fact:</b> one of the reasons she moved here is because of the people!</p>
	<p>Lisa is the Program Director of University Relations and Institute at Beam Suntory. Banner has been at Beam Suntory for 16 in a number of roles starting in Inventory Control through key roles in organizational change and now her current position. Lisa is a Project Management Professional and has a Doctorate in Education focused on leadership education.</p> <p><b>Fun fact:</b> first time at workforce summit and has a 7-year-old Boston terrier.</p>



<p><b>Lisa Banner</b></p> <p><b>Program Director, University Relations and Institute</b></p>	
 <p><b>Linda Kathleen Aubrey</b></p> <p><b>HR Mager, Metalsa</b></p>	<p>Linda began working at Metalsa in 2016 after earning a Bachelors in Business Administration and Accounting. Since working at Metalsa, Linda has gone on to receive an MBA in HR Management and Services and MS in Management from the Indiana Institute of Technology.</p> <p>Linda has a background in supply chain logistics but loves the challenge of problem-solving and learning on the fly.</p> <p><b>Fun fact:</b> youngest person on the leadership team at Metalsa and has two huskies.</p>

### Examining the Findings and Co-Creating Our Future: Small Group Discussion

With the information from the State of the Workforce presentation and perspectives from employers, legislators, and an economic institution in mind, participants were invited to join small group discussions to answer two key questions:

- How might we expand options in this area?
- What is one promising practice that you see in our region that might support that change?

Groups were: housing, transportation, childcare, and expungement/individual and social barriers. Report outs from group discussion as follows:

Focus Area <sup>1</sup>	Highlight
<a href="#"><u>Housing</u></a>	<ul style="list-style-type: none"> <li>• Communication is key to expanding on the issues</li> </ul>

<sup>1</sup> Hyperlinked focus areas direct to detailed notes documents with recommendations on next steps from the consulting team.



	<ul style="list-style-type: none"> <li>● Bring the community in on the conversation with zoning officials</li> </ul>
<b><u>Transportation</u></b>	<ul style="list-style-type: none"> <li>● We need transportation but we have none</li> <li>● Demographics <ul style="list-style-type: none"> <li>○ Students (for example seniors in high school)</li> <li>○ 40% of Gen Z will not have a driver's license</li> <li>○ Those in recovery need transportation</li> </ul> </li> <li>● Need regional transportation, not just in LT</li> <li>● Grants to fund this</li> <li>● Barriers– it's a stigma and there are some challenges</li> <li>● Company's incentivize employers to ride share</li> <li>● Goodwill work has a subsidized car loan program</li> <li>● Goodwill works also has a bike program, which isn't always safe</li> </ul>
<b>Childcare</b>	<ul style="list-style-type: none"> <li>● It's not just about centers but also need an incentive for quality and safety</li> <li>● There's zoning issues with home-based centers</li> <li>● Short-term: childcare funding cliff created by federal stimulus dollars</li> <li>● Long-term: childcare should be looked at as part of the education continuum by federal and state entities</li> </ul>
<b><u>Expungement/ Individual and Social Barriers</u></b>	<ul style="list-style-type: none"> <li>● Find person in the company, HR or some kind of middle man</li> <li>● Help people in the community</li> </ul>

## Closing

Myra Covault, Vice President and Chief Human Resources Officer at Baptist Health Hardin, and long-time participant in the Task Force offered closing remarks for the day....

Do something. You come to these things to learn and with hope and you get weighed down in the weeds and obstacles. It's hard to filter through all the information, your head is swimming, and you feel paralyzed. Do something!

I am a workforce board member and will continue to do the work at the regional, personal, and professional levels. I work at Baptist Health Hardin and will take these ideas back to my organization.



I'm a Board member of a local nonprofit that advocates for homeless pets but will bring something back.

I ask each of you to pick one to two things for each role in life and share it.

Let the group continue its efforts but as an individual and in your organizations, do something.

Try things out at different levels...

At the end of the day, we can say "we did that...we've got more to do but we did that".

## Next Steps

- ☐ Give us your feedback on the Summit and help design better gatherings in the years to come: <https://www.surveymonkey.com/r/LT2022Summit>
- ☐ Stay up-to-date with the Task Force!
  - ☐ Visit us and sign-up for our newsletter: <https://ltcareercenter.org/taskforce/>
  - ☐ Follow and share Task Force updates on [Facebook](#) and [Twitter](#): @ltcareercenter
  - ☐ YouTube: [https://www.youtube.com/channel/UC\\_r6hAetku07\\_jpuwtt-ZA](https://www.youtube.com/channel/UC_r6hAetku07_jpuwtt-ZA)

## Appendix A: Participant List

A list of participants, their contact information, and their commitment to solving the workforce crisis is linked [here](#).