



**CUMBERLANDS WORKFORCE DEVELOPMENT
BOARD**

LOCAL PLAN

July 1, 2017 – June 30, 2020

LWDB: Cumberland Workforce Development Area

REGIONAL NAME: South Central Region

Chapter 1: Economic and Workforce Analysis

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

The regional plan will be a combined document created by the South Central and Cumberland Workforce Development Areas. There was preliminary meeting between the areas that resulted in an agreement of priorities that each area has in common and wish to combine efforts to enhance the outcome. The two are agreed to put in a request for the Regional Innovation Plan Technical Assistance funds. A RFP was created and made public for a consultant to assist during the writing of the initial regional plan. Two proposals were received and Strumpf Associates was agreed upon and contracted to be the consultant. Goal is to have regional plan complete with 30 day comment period, CLEO's and WDB's approval and submitted by 7/1/17.

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

The CWDA is experiencing a high demand of employers seeking employees. Area sectors such as manufacturing, healthcare, transportation and logistics, and companies that employee individuals with IT skills are desperate to find employees. These employers have needs for both skilled to unskilled employees. Jobs such as Industrial Maintenance, welders, machine operators, data entry, nurses and other healthcare occupations are in high demand. Two of the biggest factors employers face are the ongoing drug usage in our area and the lack of soft skills. The Drug issue cannot be resolved by the CWDA alone, although the message to remain drug free and the consequences of usage and retaining the job is delivered at every opportunity. The CWDA is committed to supporting and delivering soft skills training. The WIN curriculum is now being used and delivered at every opportunity to youth and adults to assist in creating better soft skills. This is available in the Kentucky Career Centers and secondary schools. Many counties that have written applications to become a Work Ready Community have incorporated the Work Ethic Seal program in the high schools and are having success with more students becoming involved. This program has been accepted by many employers as a step in the right direction. The CWDB also sees the value and promotes the Leader in Me and Project Lead the Way programs. The secondary schools that currently have these programs have seen great strides in the communication and personal skills of the students, plus these can be taught beginning at a young age which is crucial.

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

Using the latest data from the Kentucky Career Center Labor Market Information, the CWDA has a population of 196,598 between the ages 18-65. For the same period there were 128,530 in the labor force, with 120,130 employed and 8,400 being unemployed. During the past 13 months the unemployment rate for the Cumberlands CWDA has varied from a low of 4.8% in November 2016 to a high of 7.8% in February 2016. Three months has shown an average above 7.0%, three months between 6.0% and 6.9%, 6 months between 5.0% and 5.9% and one between 4% and 4.9%. The participation rate in the CWDA is averaging in the 61.1% range. The non-participant rate is 38.9% which equates to 76,500 individuals that are of the working age of 18-65 are not being counted in the labor force. The CWDB is aware of this number and working to find solutions to entice those not in the workforce to reenter. The current demand in the transportation and logistics, manufacturing, healthcare and IT sectors for employees has been the consistent area of demand. Our new strategic plan will contain a goal of reducing the non-participating workforce by 2% a year. This would add 2,000 new workers which would greatly ease the burden that employers are now having finding employees. It is incumbent that solutions are found to the barriers that are keeping these individuals from working. According to the American Community Survey 2010-2014 five year estimate, the national average of individuals 25-64 with an Associate Degree or higher is 39.1% and Kentucky with an average of 31.4%. For the 13 counties comprising the CWDA the lowest rate is 15.2% and the highest is 25.6%. The CWDB realizes that it must institute policies that will help increase this number. By focusing on in school students and working to inform them of available in demand occupations and the skills and education needed to be successfully employed in one of those jobs the goal is to help provide pathways to achieve this. The CWDB also realizes that many job opportunities that provide employment at a self-sustaining wage may only require a certification. This is another priority to make more opportunities for training available and also making this available at the secondary school level.

D. (R) An analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

When looking at job postings on Labor Insights for the past 12 months the top occupations including postings for 2,471 heavy and tractor trailer truck drivers, 1,396 registered, practical and critical care nurses, nursing assistants and pharmacy technicians, 703 that require data entry skills and 133 in manufacturing. The Cumberlands WDB has revamped its youth program to ensure more emphasis is put on

high schools to have more information concerning employment opportunities and the skills involved to secure employment in those areas. Working with Area Technology Centers is very important as the youth work toward gaining industry recognized certificates. The Cumberland WDB is offering assistance for those students who wish to further their training and skills through courses offered by Somerset Community College, through programs such as KY Fame, Accelerated Opportunities and others. The Workforce Solutions Department of Somerset is very instrumental in offering training for industry recognized certificates and employee upgrade training. Unfortunately, the Area Technology Centers, Somerset Community College and a few proprietary schools are the only sources of training in our area. There are three colleges and universities in our area that offer very few courses which lead to industry recognized certifications. WIOA funds used through Individual Training Accounts (ITA's), On the Job Training and other training activities are vetted to be used within these demand areas and sectors selected at the state and local level.

- 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)]**

In the Cumberland WDA manufacturing, healthcare, transportation and logistics and IT are in demand. As noted in section D above, skill levels for these jobs range from a High School education with skills obtained through classes at Area Technology Centers to Associate Degrees. Employers are willing to hire employees with no experience while others do require a limited amount of experience due to insurance coverage especially in the transportation sector.

Chapter 2: Strategic Vision and Goals

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

The CWDB implemented a strategic plan in June 2012 which has guided the board well. A new strategic plan is in progress and will be completed by August 2017. The mission of the plan is to make the CWDB's work as relevant, accountable, innovative and wise investors. The new mission statement: We partner to serve employers and employees

to develop a skilled workforce for the prosperity of our communities. The new vision statement: The Cumberland Area is a prosperous community with a robust talent pipeline directed toward the needs of business and industry. The four focus areas determined by the strategic planning group are as follow: communication and partnerships, demand-focused job training, streamlined services and expanding the labor pool. When the goals and objective are finalized, the CWDB will fully implement the plan which will help develop and manage resources and the work of the board. The plan will include priorities which will enhance the delivery of services that will have a daily impact on our communities by allowing individuals to be productive citizens and provide our employers with a trained and available workforce. For the program year ending June 30, 2016, the CWDA was the second highest area in participants served. The goal of the CWDB is to not only continue this momentum of serving a large number of individuals but also serving them in a matter that continues to meet or exceed all negotiated performance levels. By meeting performance levels, it ensures that individuals are gaining employment and earning a self-sustaining wage.

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

The Strategic Plan for the Cumberland WDB will, at all times, contain elements of the Work Smart Kentucky Strategic Plan. The Strategic Plan will be updated as goals are reached and the work on other goals is continuing or beginning. The Strategic Plan will have measureable goals to make sure the goals of the WorkSmart Kentucky Strategic Plan are being attained.

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

The four focus areas determined by the strategic planning group for the CWDB's new strategic plan are as follows: communication and partnerships, demand-focused job training, streamlined services and expanding the labor pool. Goals created that will enhance communication and build stronger partnerships. Partnering with industry leaders for guidance and assistance and other non-traditional partners such as Chambers of Commerce, Libraries and other employment related entities are critical. The CWIB is committed to working with local Boards of Education and the Department of Education to align its WIOA youth services with the College and Career initiative, specifically the career portion, to enable and prepare our youth for the workforce. The Office of Employment and Training, Veterans Representatives, Workforce Innovation and Opportunity Act (Adult and Dislocated Workers), Goodwill, Office for Vocational Rehabilitation, Office of the Blind, Kentucky Farmworkers, KCTCS, Adult Education, Area Technology Centers, and local Economic Development Directors and Economic Development Cabinet have individuals that either sit on the CWDB, one its committees or Business Service Team. This allows them the opportunity to not only have input but

also have knowledge of the vision and goals of the CWDB. Updates on each goal will be presented at each CWDB meeting.

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

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

A Governing Board has been created with membership being drawn from the Consortium of County Judge Executives of each of the 13 counties. The Governing Board shall consist of a minimum of 5 members with the Chief Local Elected Official (CLEO) a mandatory member who shall serve as chair of the Consortium. The Governing Board shall meet at least biennially and at such other times as are deemed necessary. Special called meetings may be called by the CLEO, a majority of the Governing Board or by a majority of the Local Elected Officials not a member of the Governing Board by providing 24 hours written notice to all Governing Board members. Meeting notices shall contain the time, place, and agenda for all meetings and otherwise comply with Kentucky's Open Meetings ACT. The Governing Board shall engage in discussion with the LWDB to reach agreement with respect to the following: Development of a local plan for the area; Development of a regional plan with other workforce areas; The content of the WIOA strategic plan for the area; One-Stop Career Center chartering and certification; and Acceptance and the resolution of audit and monitoring findings. The CLEO shall designate a fiscal agent. The CWDB will contract for staff support to provide the monitoring, assessment, evaluation and oversight functions of the LWDB; Develops for the LWDB recommendations for general goals and priorities to serve as the guidelines for preparation of the local plan; Conduct research and reviews alternatives to provide specific data and information for the planning process; Prepares for the

LWDB detailed WIOA Plan and Regional Plan and budget recommendations for WIOA programs; provides staff support for the conducting of hearings or public forums to obtain input concerning community needs and proposed solutions; provides policy interpretation and direction to all aspects of the program; provides staff support to market and communicate programs and services to the public; provides direct clerical and other support to the LWDB; and be responsible for programmatic decision making in regard to the WIOA and other workforce programs. The CWDB will be responsible for procuring for a direct service provider and one-stop operator that will deliver Adult, Dislocated Worker and Youth Services and oversee the one-stop operating system. Procurement for a one-stop operator is in progress and will be in place by 7/1/17.

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

WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into a memorandum of understanding (MOU) with the LWDB in the respective area pursuant to WIOA Section 121(c). The Cumberland WDB has entered into a MOU with the core partners that are required plus other partners that will provide the core career services within the career center setting. The MOU is an agreement that all partners will work together in an integrated manner to provide the highest level of services possible.

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

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

The Cumberland Workforce Investment Board has created, manages and supports Business Services Teams to better serve the business community within our area. The Cumberland Unified Regional Core Business Service Team will consist of 5 members with a Lead recommended by BST partner managers. Both the Lead and core team members will be approved the Cumberland Workforce Development Board (CWDB). The core team may be expanded at any time with approval of new members approved by the CWDB. The core team will have formal meetings preceding each CWDB bi-monthly meetings. The meeting time and dates will be set by the Lead. These meetings can be attended in person or by conference call. Proxies will be permissible. The Lead may call other meetings as needed. The Cumberland Unified Regional Core

Business Services Team will have oversight of the Extended BST's. As part of this oversight the following action steps must be completed to form the most effective teams possible. Upon finalization of each Extended Team, the Regional Core Team Lead will work with the Extended Team Lead and its members to coordinate services to the established CWDB sectors. Recognized Sectors will be assigned team members who will be responsible for bringing information back to the team. Assignment of members to sectors will be determined on experience and knowledge of that sector. Minutes of each meeting are to be kept and distributed to all team members. The CWDB BST partners are now using the Sales Force software where they can enter employer information that can be accumulated and shared. The Regional Core Team, having oversight, will also have the responsibility to address concerns and provide the necessary resources of the Extended BST's that will allow them to adequately meet their goals.

2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;

Three Extended Teams will be formed in accordance with the service areas of the Campbellsville, Somerset and Corbin Kentucky Career Center service areas. Each Extended Team will consist of members of One Stop partners plus any non-mandated partner that will help carry out their goals. Each partner shall recommend individuals to serve on the teams that possess skills, experience, knowledge and the ability to interact professionally with the businesses within the service area and sector in which they work. Each extended team will have a Lead and an Assistant Lead selected by the Regional Core team. The Lead and Assistant Lead will also serve as the central point of contact and backup for the team and will be responsible for designating appropriate BST members to assist with employer needs. Meetings for each Extended Team will be determined by the Core Team Lead and the Extended Team Lead. Each Extended Team will have at least one monthly meeting which can be attended in person or by conference call. Minutes of each meeting will be distributed to all members of the Core and Extended Team. Each Extended Team Lead or Assistant Lead will provide information and reports to the Regional Core Team before and provide verbal update during its bi-monthly meetings. The Lead of the Regional Core Team will report and bring appropriate matters to the attention of the CWDB. All appointments of Extended Team Leads, Assistant Leads and team members will be subject to approval by the CWDB. The Cumberland Unified Core Business Service Team has established the following timeframe for all teams to strive for to respond to employer needs. The Core Team considers a two week period is sufficient to bring together partners that can assist with the employer needs and create a unified response of services and partners that will be addressing those needs. A follow up meeting with the employer should be scheduled by the end of the two week period. Dates for the initial meeting and date employer is contacted to for follow up date should be recorded in EKOS, Salesforce or other data bases that can show results.

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

The Cumberlands Unified Regional Core Business Team is comprised of the following: Regional Team Leader – Shirlene Taylor, Cabinet for Economic Development – Josh Benton, Office of Employment and Training – Vickie Wade, Workforce Innovation and Opportunity Act – Darryl McGaha, Kentucky Community and Technical College System – Alesa Johnson. Working with the Cabinet for Economic Development has been a great asset to the local team. Local contacts with county and regional economic development personnel continue to thrive as we work with existing and new employers. BST members are mandated to become involved and provide support to all the local economic development agencies in our area as well as the support the state Economic Development Cabinet.

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

Since the reorganization of OET personnel and the new delivery system for employment insurance, the CWDB has chosen to keep each location where WIOA and other partners offer services open and have computers and phones available so they may access information or call for support. While at these centers and the Hub office, individuals who are in the unemployment insurance program will be assisted by Wagner Peyser personnel or others partners to support job search and employment opportunities. Finding employment for these individuals is crucial to filling job openings that employers have. All partners will support and help these individuals to either be retrained in an in demand occupation or work intently with the individuals to do job search, assessment or other career services and resources that potentially lead to employment.

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

The CWDB has created a Disabilities committee with a mission to find way to better market and tear down barriers for individuals with disabilities. This is an untapped labor pool that has existed for a long period of time and has been underutilized. This committee will work and report findings to the CWDB which will look to make any necessary changes to any policies to enhance their employability.

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

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

Entrepreneurship is a sector that has been selected by the CWDB. It is widely known and accepted that without the small businesses and their owners many rural communities would be at a great disadvantage. The CWDB promotes training that will provide an individual with a skill to operate a business. The CWDB also realizes that there is more to operating a business than possessing a skill. They must also have knowledge of basic business concepts to be successful. The CWDB has partnered with Southeastern Economic Development Corp. (SKED) which offers training called Entrepreneur Smarts that help individuals create a business plan, learn about marketing and the availability of funding sources to start and operate a business. The CWDB expects participants who are in training to gain the skill needed to become an entrepreneur and own their own business to participant in the Entrepreneur Smarts program after or during training.

E. 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 Cumberland WDB has begun the process of creating mini one-stops in local high schools. Partners are being recruited to be a part of this effort to offer and inform students of services available to them while in secondary school and after they graduate either transitioning to postsecondary education or employment. The Office of Vocational Rehabilitation (OVR) will be a major partner in these mini one-stops to serve the youth with disabilities. The model is established to support the effort of our secondary schools to help these students who are working toward a career in the workforce. The transition to the expenditure rate of 75% for out-of-school youth has been very smooth. Twenty (20) percent of youth funds are budgeted to work in the mini one-stops in secondary schools. Once the students have been identified as being eligible for WIOA services and graduate from high school and become 18 years of age they are enrolled in out-of-school services. The 20% mandated for work experience has been of great service to the youth to gain experience and employers who are looking for potential employees. The goal is to place participants in jobs that will lead to permanent employment or to gain work experience as they plan to continue their education in a related field. Individual Training Accounts (ITA) has also been budgeted for participants in the out-of-school program and look forward to partnering with the WorkReady Scholarship program. Having this available will increase the number of youth that can receive training services.

- 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 Cumberland WDB has chosen to implement a strategy that creates a seamless system for service delivery connecting secondary and postsecondary schools. Through the creation of mini one-stops in secondary schools, services will be provided to students as they look to forward their education by obtaining skills necessary to fill the jobs in the sectors the CWDB has established as being in demand occupations. It is still our goal to have postsecondary partners become partners in these mini one-stops in secondary schools. This will allow the flow of information on training programs to get to the students that will allow them to make the best decision possible for their future. The CWDB will work with secondary and postsecondary schools to create pathways that will allow students to begin working toward their career goal in secondary schools and transition seamlessly for completion at a postsecondary school. The CWDB will align its service delivery staff to work with secondary students and continue to work with them through postsecondary training and gaining employment. This will allow students a comfort level of working with the same staff throughout their time of enrollment in WIOA services. By having several partners in the mini one-stops a variety of services and resources can be offered. As partners work together they can deliver the highest level of services that can meet the individual needs of each student.

- 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)]**

As described in section 4.1 of this plan, there are numerous partners that can deliver services throughout the CWDA. Efforts are made, wherever possible, to co-locate partners to allow for better deliverance of services and reduce duplication. It is imperative that cross training for all partners continue to be done so that everyone is aware of what services each partner can offer. Several partners have the ability to provide supportive services of different types. For the CWDA to successfully meet all the needs of a customer, services may and should be provided by different partners to assess and address those needs. The CWDB also requires that additional funding services, such as Pell and others, be considered when determining the need for supportive services.

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

The CWDA has a goal to co-locate as many partners as possible to create functional one-stops. Each partner within the one-stop is a party to a local Memorandum of Understanding (MOU) that sets forth the operation of the one-stop. Resource Sharing Agreements (RSA) will be put in place so that the cost of the operation of the one-stop is shared equally among the partners. The CDWA has issued a RFP for a one stop operator that will manage the activities at the one stop and affiliate sites. The Operator will be charged with overseeing the day to day activities within the centers that will maximize the staff of each partner. Within each one-stop there are Business Service and Job Seeker teams with each having a Standard Operating Policy that states how each should operate, again regardless of which agency the staff is employed by.

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

The Cumberland WDB considers Kentucky Adult Education (KAE) a valuable and crucial partner. The CWDB has policies in place where customers are referred to KAE for GED services as well as other services. The CWDB has established policy that any participant must reach a designated scale score using the TABE test before entering training. It is expected that the participant work and remediate with KAE until this score is achieved. KAE will be working with out-of-school students as we transition them from in school students into training. It will be expected that all students that need remediation will work with KAE to improve test scores. The CWDB continues to support and work with KAE to continue to enhance the Accelerated Opportunities initiative. As KAE continues to work toward implementing and meeting new requirements under the WIOA Law, the board will open to accepting and working with KAE to fulfill the review process. Any training that is necessary can be discussed by the KAE member that sits on the CWDB.

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

Using Policy # 16-006, WIOA Preliminary Policy on Adult Priority of Service, the CWDB has instated policies to serve the individuals listed in the policy. The CWDB has set forth policy that sets an amount of anyone making less than \$9.50 an hour to be considered low-income. Policy of completing an IEP will denote any individual that is receiving public assistance. Any individual seeking training is given the TABE test as an early assessment in partnership with KAE. If the individual is deemed to be basic skills deficient they are required to remediate with KAE until their basic skills scores are

consistent with those necessary to enter training. As stated in the policy the goal of the CWDB will be to have 50% of enrollees meet at least one of these criteria.

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

The CWDB will work with each KCC to ensure that an intake system is in place that will allow an individual to be co-enrolled, registered into Focus, have access to the resource room or referred to a partner with the center. It is incumbent that an individual that works as the intake person is well trained on the information systems used at the KCC and has knowledge of each partner to make referrals to the correct partner. Within the center each partner should have staff that can assist the customer in the resource rooms with their individual need. The CWDB encourages IEP's that can be used by all partners, forms that are consistent for each partner and use of Focus by all partners.

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.**

The One Stop Committee of the CWDB has been tasked to be the WIB Business Service Team that will oversee and put into place Business Service Teams at each One Stop center. The One Stop Committee is comprised of individuals from Workforce partners who have a seat on the CWDB. Other advisory members may be appointed to carry out tasks from partners or from non-traditional partners. The overarching theme of the Unified Business Services plan will be to solicit all partners that can offer services to the business committee and offer the services through a seamless process that best serves businesses with single points of contact. These single points of contact will disseminate information to appropriate partners that meet prospective needs of the business. The Lead of the Unified Business Service Team will present to the CWDB at each meeting on the actions that have taken place since the last meeting. The CWDB may take this information and create policies or make recommendations of how to better serve the employers of our area and help fulfill their employment needs.

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

Training providers must be held accountable for providing the training necessary to match the jobs available and established sectors of the CWDB. Enhanced dialogue with all providers are established and maintained on a regular basis to ensure offerings are current and available for established sectors. This communication will take place with partner members of the Business Service Teams to ensure information gathered from businesses will be made aware to providers and the reaction time to any necessary changes can be minimized. Also, tracking of placements from individual programs to help us determine that individuals are being employed in the field that they are being trained in. These numbers will be taken to the providers and reviewed for those that are determined not to be meeting our goals. We will work with providers to help determine any changes to increase successful placements or inform the CWDB of its ineffectiveness and ask that it be not be used as a training program,

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

The CWDB currently has at least WIOA representation in every county. Within those locations, access to computer, phones are made accessible to anyone that may have need through the workforce system. The CWDB will continue to review alternative settings, such as Libraries or other public location where availability of technology would enhance their ability to receive career services. A pilot program will be put in place at a Library in London. Usage and information from this pilot will be used in determining placement in others.

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)]

The CWDB has a history of providing funds to ensure that all facilities are accessible and have the equipment available to meet the needs of those with disabilities. The CWDB will not waver from providing its share of funds and effort to see that they all have access to resources. To date the CWDB has approved one comprehensive center and 5 affiliate sites with each being monitored for compliance for individuals with disabilities. Any findings were corrected with funds supplied by the CWDB.

5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan

The local plan will be available for public comment for 30 days. A public notice will be in Newspapers and public service announcement on radio. Notice will be given to all Workforce partners, Education partners, Economic Development agencies, Chambers of Commerce, CWDB members and local elected officials.

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

The CWDB uses the five sectors established by the state and through information obtained from employers by business service team members to establish sectors that are specific to our area. All Training activities are intended to be within the sectors established. The CWDB receives reports as to the amount of funds that are spent for sector specific training to ensure compliance. As stated earlier, the CWDB is aware of employers and their need for trained employees, whether the training is industry specific or training in areas such as soft skills to ensure attendance and productivity. The CWDB has been active in supporting the creation of short term training opportunities by working with training providers as well making sure that programs are in place to support soft skill training at all levels.

(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 CWDB approved a revised Business Service Rapid Response Plan at the April 2016 meeting. The plan establishes team members from partners and a BST Rapid Response Coordinator. The BST may receive communication of a layoff or plant closure in different ways. Examples are; contact from workers facing a potential layoff, communication from OET staff and/or Workforce Development partners, news articles or public announcements and worker adjustment and retraining notification letters (WARN notices). Upon receipt of the information, the BST Rapid Response Coordinator will advise the State Rapid Response staff within 24 hours by telephone, email, or in rare cases-in person. Employer is contacted with the intent of setting up an initial visit and ultimately a rapid response event for the employees. All members of the Rapid Response team for the county or area that the employer is located in will be informed of potential activity with all information to hold confidential. The BST Rapid Response Coordinator will determine who will make contact with the employer. The representative will contact the employer by phone to gather information and explain services to the employer to determine if they are Trade impacted and if an employer meeting can be set. If a WARN notification is issued the employer will be contacted within 24 hours. The Local Area Rapid Response Team Coordinator will notify the state agencies including the Education and Workforce Development Cabinet Communication

office, partner management staff and members of the Local Area Rapid Response team with any information that has been gathered. Information from Rapid Response services are shared with Board members at CWDB meetings.

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

The Cumberland WDB has begun the process of creating mini one-stops in local high schools. Partners are being recruited to be a part of this effort to offer and inform students of services available to them while in school and after they graduate. The Office of Vocational Rehabilitation (OVR) will be a major partner in these mini one-stops to serve the youth with disabilities. The model is established to support the effort of our secondary schools to help these students who are working toward a career in the workforce. The transition to the expenditure rate of 75% for out-of-school youth has been very smooth. Twenty (20) percent of youth funds are budgeted to work in the mini one-stops. Once the students have been identified as being eligible for WIOA services and graduate from high school and become 18 years of age they are transferred to out-of-school services. At this point the 20% mandated for work experience will occur. The goal is to place participants in jobs that will lead to employment or in a corresponding field in which they have chosen to continue their education. For the first time Individuals Training Accounts (ITA) have also been budgeted for participants in the out-of-school program. Having this available will increase the number of youth that can receive training services.

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

The Cumberland WDB applied for and was certified as a High Impact WIB in 2013. The board continues to follow the criteria by which it was certified and is confident it continues to perform at the level required to be called a High Impact WIB. The Cumberland WDB does plan to participate when the next level of the High Impact WIB initiative is released.

- E. (L) Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)] This should include how contracts will be coordinated with the use of Individual Training Account's and how the LWDB will ensure informed customer choice in the selection of training programs.**

Cumberlands Kentucky Career Center system (KCC) will provide eligible customers with scholarships for a full range of training services by establishing Individual Training Accounts (ITA). Training services include occupational skills training, basic skills training, skills upgrading, retraining, entrepreneurial training and job readiness training. To ensure customer choice, eligible customers will select a provider, from the list of approved providers from the Eligible Training Provider List (ETPL), after consultation with a career manager. KCC WIOA staff will then use the individual referral process approved by the Cumberlands Workforce Development Board to connect customers to their selected training providers. The Cumberlands Workforce Development Board (CWDB) has developed a tiered approval structure for authorizing ITAs. A WIOA career manager has the authority to establish an ITA for adults and dislocated workers up to \$3,500 per calendar year for two years maximum and may only be used for tuition. Only exception if there is a balance of funds available at the end of the second year the balance can be used for licensure testing and fees. An ITA for \$4,000 can be established for Adults and Dislocated Workers who receive no financial assistance. This will be used for tuition first with any balance available to purchase textbooks. ITA's for short term training (defined as programs that can be completed in one year or less) such as lineman training or CDL are set at \$2,500. If a career pathway is selected that may require a certification before enrolling in Training, the ITA may be increased by \$500 using either youth, adult and dislocated worker funds. Use of the \$500 must have the approval of the Workforce Director. ITAs for Trade (TAA) customers may be more as trade customers cannot have any out of pocket expenses for training. Trade customers are approved for training through a Trade process in which the approval is determined by State Merit staff. If an adult or dislocated worker customer needs more than the set amount per year for an ITA, a career manager must obtain approval from the CWDB. If a customer needs training for more than two years, perhaps basic skills training combined with occupational skills training; the career manager must obtain approval from the CWDB. The CWDB may develop additional levels of approval, if appropriate. The process is intended to provide needed checks and balances on training expenditures and at the same time give career managers the flexibility they need to serve customers with training needs that require a greater investment. This ITA structure and related costs are subject to availability of funds. The Cumberlands WDA uses the Eligible Training Provider List (ETPL) that is maintained by OET at the state level. When training has been established the customer is informed of providers that are eligible to receive WIOA funds within the sector that the training is taking place. If multiple choices are available the customer is informed they have the ability to choose the provider they prefer. Customer is also informed that a provider must be on the ETPL before an ITA for training can be used. The Cumberlands WDA has designated a staff person to be the contact person for any questions or concerns of the eligibility of a provider.

Chapter 5: Compliance/Performance/Administrative Cost

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

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

A Memorandum of Understanding with all Kentucky Career Center partners and applicable Resource Sharing Agreement. A Memorandum of Understanding between the required partners has been executed for participation on Business Service Teams, Standard Operating Procedures for Business Services and Job Seeker Services.

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

We currently working on the local cost allocation process and in the future the workforce areas in the South Central region will be working together on preparing and executing regional MOU's and RFA's.

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

The South Central and Cumberlands WDB are in the process of preparing and executing a regional plan to be completed by 7/1/17. An agreement as to how performance shall be negotiated and reported within the regional plan.

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

Lake Cumberland Area Development District has been designated as the Fiscal Agent for the Cumberlands Workforce Development Area by the CLEO.

- E. (L) Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes but is not limited to the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker and**

youth services. [WIOA Sec. 108(b)(16)]

All competitive bidding activities are done using the Request for Proposal (RFP) method. After a proposal is written, a letter advising each entity that has requested to be on the CWDA Potential Sub-Contractor list is mailed a notification that a RFP is being issued and what services the proposal is seeking to deliver. Notification of the availability of a RFP is put in newspapers of the counties the CWDA serves and posted on LCADD website. A review committee, appointed by the CWDB Chair will then review the proposals for organizational experience/capabilities/qualifications, suggested program design and delivery, management plan, deliverables and coordination, cost and reasonableness of budget. After review is completed the committee will make recommendations to the CWDB for action. Any potential sole source bidder must provide documentation of why they should be considered or are a sole source provider. This documentation will be reviewed and researched to ensure sole sourcing is allowable.

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

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

1. The Lake Cumberland Area Development District has been designated as the Fiscal Agent for the Cumberland Workforce Development Area by the CLEO. The ADD will provide total staff support for the Cumberland Local Elected Officials Governing Board and the CWDB. In general the ADD, being fiscal agent, will be responsible and measured against the following functions:
2. Receive funds;
3. Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with OMB circulars, WIOA, corresponding Federal Regulations and State policies and requirements of funding sources, as appropriate;
4. Respond to audit financial findings;
5. Maintain proper accounting records and adequate documentation;
6. Prepare financial reports;
7. Procure contracts or obtain written agreements;
8. Conduct financial monitoring of service providers;
9. Ensure independent audit of all employment and training programs;
10. Performs budget and fiscal management functions;
11. Processes, negotiates, and administers all contracts and/or agreements for services, programs and linkages;

12. Processes all payment documents in accordance with OMB circulars, WIOA, corresponding Federal Regulations and State policies and requirements of funding sources, as appropriate.
13. Approves all payments authorized in the Plan and Budget subject to financial management procedures;
14. Provide technical assistance to contractors and vendors regarding fiscal issues;

PROVIDERS

1. Fulfillment of contractual requirements
2. Fiscal reporting
3. Performance reporting
4. Acceptance of monitoring and corrective action to findings
5. Eligibility of participant
6. Training in established sectors
7. Proper documentation

ONE STOP DELIVERY SYSTEM

1. Accessibility
2. Intake services
3. Resource rooms
4. Integration of services
5. Customer service
6. Employer service
7. Customer satisfaction

We the undersigned attest that this submittal is the Regional and Local Plan for our Local Workforce Development Area (LWDA) and certify that this plan has been prepared as required, and is in accordance with the applicable Workforce Innovation and Opportunity Act Regional Innovation and Local Comprehensive Plan Guidance.

Local Workforce Development Board BOARD CHAIR	Chief Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

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