

JULY 1, 2022 - JUNE 30, 2025

WIOA REGIONAL INNOVATION AND LOCAL COMPREHENSIVE PLAN GUIDANCE



PURPOSE

The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDBs) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years FY 2022 through FY 2025 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 INVESTMENT (DWI) GOALS:

1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors.
2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning, which can ensure consistency in definitions used across the education and training continuum partners regarding definition.
3. Workforce Services Infrastructure Realignment – Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level.
4. Data and Performance-Informed Decision Making – Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline.

B. LOCAL COMPREHENSIVE PLAN

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.

Given the limitations of the pandemic and the restrictions on meeting in large groups set by Governor Andy Beshear, any public meetings should follow CDC and state guidance. We strongly encourage virtual meeting and public notice.

C. REGIONAL DEVELOPMENT PLAN

The Regional plan should identify opportunities for regional collaboration and innovation...

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 Department of Workforce Investment by April 30, 2021 for their review and feedback before the implementation date of July 1, 2021 (FY 2022).





KY'S REGIONAL AND LOCAL WORKFORCE AREAS:

- **Central Region - Bluegrass LWDA, Northern KY LWDA, KentuckianaWorks 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**

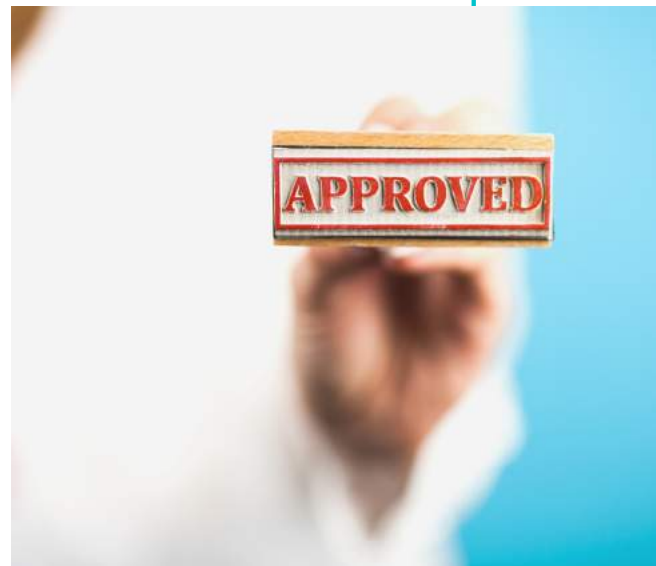
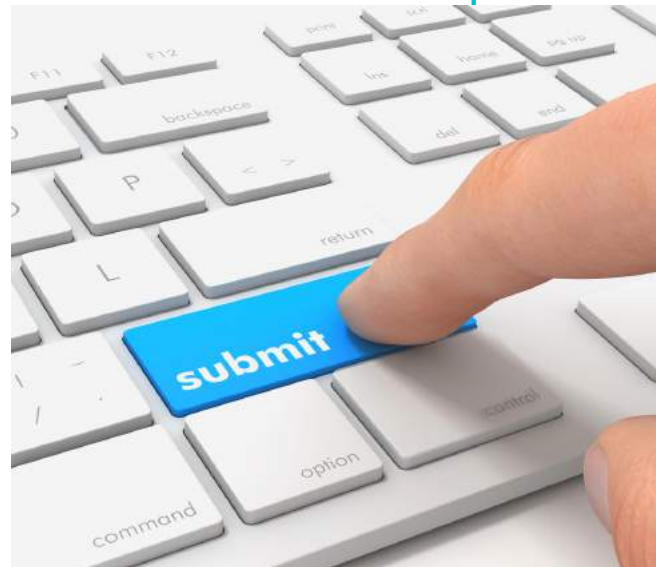
D. RELATIONSHIP OF REGIONAL INNOVATION PLAN AND LOCAL COMPREHENSIVE PLAN

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 FY 2022-2025 Regional and Local Plans must be submitted in PDF format either electronically to DarleneK.Bussell@ky.gov or on a flash drive mailed to Darlene K. Bussell, 500 Mero Street, 4 NC 13, Frankfort, KY 40601 by close of business on April 30, 2021 for initial review by DWI. Any deficiencies identified must be remedied by June 30, 2021.

Note: The FY 2022-2025 Regional Innovation and Local Comprehensive Plan must be sent by a designated single point of contact. If sending Plans by email the subject line should read "(Area name) FY 2022-2025 Regional and Local Plan."



APPROVAL

The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWI 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 strategies.

This is not an exhaustive list of examples. If the plan is found deficient, DWI 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 E-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.



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

G. PUBLIC COMMENT

Plans should be:

- 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.
- Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
- 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:

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

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



**LWDB NAME:
CUMBERLANDS WORKFORCE
DEVELOPMENT BOARD**

**REGIONAL NAME:
REGIONAL INNOVATION PLAN
(CUMBERLANDS WORKFORCE
DEVELOPMENT BOARD & SOUTH CENTRAL
WORKFORCE DEVELOPMENT BOARD)**



CHAPTER 1: ECONOMIC & 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.

a. The Cumberlands Workforce Development Board and South Central Workforce Development Board deliberately set forth to develop Regional goals that were narrow in scope, complimented our respective local strategic plans and are feasible to achieve in a two-year period.

b. The 23 Kentucky counties served by this plan are: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, Warren, Adair, Casey, Clinton, Cumberland, Green, Laurel, McCreary, Pulaski, Rockcastle, Russell, Taylor, Wayne, and Whitley.

c. This Regional Innovation Plan is aligned and nested with the Kentucky Workforce Investment Board's Work Ready Plan (February 2020).

d. Each Board agreed upon four Regional Strategic Goals. Each goal supports and enhances our respective Local Strategic Plans and most importantly, each are feasible and achievable within the two-year timeframe of this plan.

e. This plan enhances communication and collaboration between CWDB and SCWDB. Sharing of lessons learned and program insights will make each Board more efficient and effective. Sharing of resources will drive down operating costs and in turn, increase the amount of WIOA funds available to participants.



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).

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

- Refer to Cumberlands and South Central LMI - Addendum 1.

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

- Refer to Cumberlands and South Central RTI - Addendum 2.

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.

- Refer to CWDB Plan, Chapter 2 Section A (Page 10).
- Refer to SCWDB Local Plan.

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

- In the Cumberlands WDA, healthcare, manufacturing, transportation and logistics, business services/information technology, utilities, public safety services, and construction are the in-demand sectors. Skill levels for these jobs range from less than a High School education through PhD. Employers are willing to hire employees with no experience and minimal education while others require certifications, advanced degrees and several years of experience. Below is a breakdown of required education and skill sets by industry in Cumberlands WDA:

Healthcare sector is expected to grow by 33% during the next 10 years

Required Education:

Less than High School through PhD

Current Regional Employment Education Information:

- Less than High School or Equivalent: 4.8%
- High School or Equivalent: 23.1%
- Some College: 17.9%
- Associate's: 21%
- Bachelor's: 16.8%
- Master's: 7.3%
- PhD: 9.1%

Top Skills needed for the Healthcare sector:

- Patient Care
- Treatment Planning
- CPR
- Advanced Cardiac Life Support (ACLS)
- Scheduling Home Health Care Giving
- Quality Assurance and Control
- Life Support
- Customer Service



Manufacturing sector is expected to grow by 16.8% during the next 10 years

Required Education:

Less than High School through Master's Degree

Current Regional Employment Education Information:

- Less than High School or Equivalent: 19.6%
- High School or Equivalent: 52.8%
- Some College: 16.3%
- Associate's: 7.1%
- Bachelor's: 3.4%
- Master's: .7%
- PhD: .1%

Top Skills needed for the Manufacturing sector:

- Merchandising
- PPE
- Repair
- Scheduling
- Product Sales
- Biosecurity
- Cleaning
- Forklift Operations
- Disinfecting
- Assembly
- Maintenance



Transportation & Logistics sector is expected to grow by 19% during the next 10 years

Required Education:

Less than High School through Master's Degree

Current Regional Employment Education Information:

- Less than High School or Equivalent 19.6%
- High School or Equivalent: 55.3%
- Some College 15.9%
- Associate's: 5.7%
- Bachelor's: 2.9%
- Master's: .5%
- PhD: .1%

Top Skills needed for the Transportation & Logistics sector:

- OTR Trucking
- Hazmat
- Commercial Driving
- Flatbed Trucks
- Customer Service
- Scheduling
- Forklift Operations
- Transportation Systems



Utilities sector is expected to grow by 13.2% during the next 10 years

Required Education:

Less than High School through Master's Degree

Current Regional Employment Education Information:

- Less than High School or Equivalent: 10.5%
- High School or Equivalent: 45.6%
- Some College: 22.8%
- Associate's: 13.6%
- Bachelor's: 6.3%
- Master's: 1%
- PhD: .3%

Top Skills needed for the Utilities sector:

- Manual Dexterity
- Chain Saws
- Lift Trucks
- Repair
- Tree Climbing
- Herbicides
- Safety Training
- Claims Knowledge
- Cost Control
- Employee Relations
- Electrical Systems
- Wastewater Management Systems
- Telecommunications



Public Safety sector is expected to grow 0% during the next 10 years

Required Education:

Less than High School through PhD

Current Regional Employment Education Information:

- Less than High School or Equivalent: 4.3%
- High School or Equivalent: 40.3%
- Some College: 27.5%
- Associate's: 14.7%
- Bachelor's: 10.8%
- Master's: 2.2%
- PhD: .2%

Top Skills needed for the Public Safety sector:

- Public Health and Safety
- Budgeting
- Psychology
- Scheduling
- Administrative Support
- Food Preparation
- Criminal Justice
- Retail Industry Knowledge



Construction sector is expected to decline slightly during the next 10 years

Required Education: Less than High School through Master's Degree

Current Regional Employment Education Information:

- Less than High School or Equivalent: 28.3%
- High School or Equivalent: 51.4%
- Some College: 13.3%
- Associate's: 4.5%
- Bachelor's: 2.1%
- Master's: .3%
- PhD: .1%

Top Skills needed for the Construction sector:

- Repair
- Machinery
- Electrical
- Concrete Mixing
- Customer Service
- Product Information
- Hand Tools
- Test Equipment
- Electrical Systems
- HVAC
- Carpentry



Business/Information Technology sector is expected to grow by 1.4% during the next 10 years

Required Education:

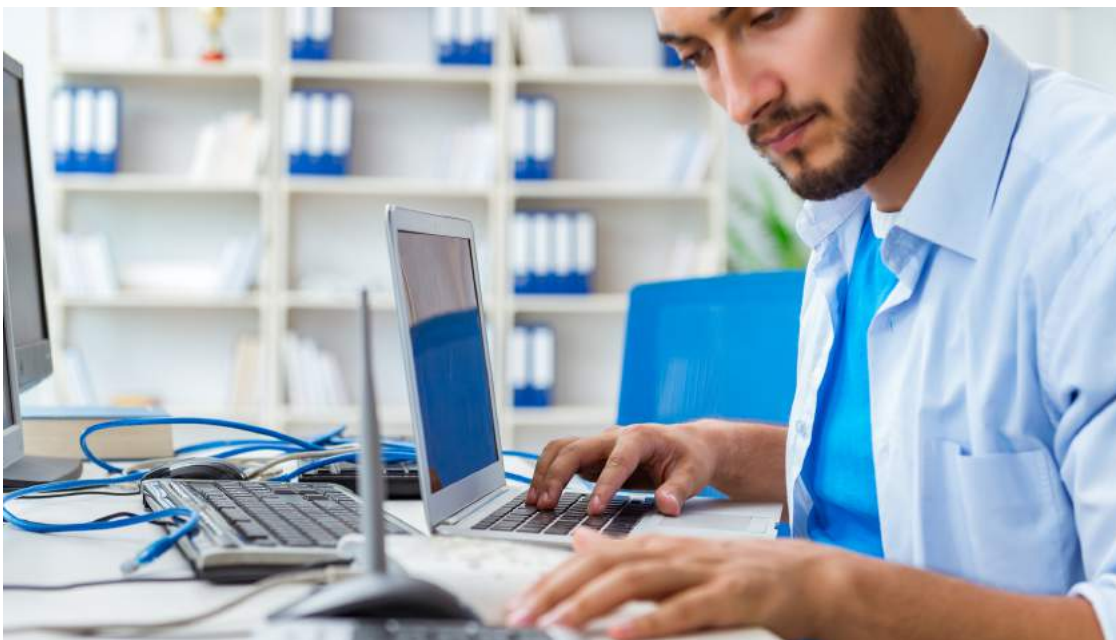
Less than High School through PhD

Current Regional Employment Education Information:

- Less than High School or Equivalent: 2.1%
- High School or Equivalent: 18.2%
- Some College: 18.4%
- Associate's: 11%
- Bachelor's: 34.5%
- Master's: 14.2%
- PhD: 1.7%

Top Skills needed in the Business/IT sector:

- Bilingual
- Finance
- Tax Software
- SAP
- Personal Computer
- Microsoft Office Suite
- Sales
- Underwriting
- GAAP (Generally Accepted Accounting Principles)
- Recruiting
- Training
- Marketing



The most-requested certifications by employers in the region are:

- Basic Life Support
- Driver's License
- Registered Nurse
- CPR
- Advanced Cardiovascular Life Support
- Certified Nursing Assistant (CNA)
- Certified Emergency Nurse
- Critical Care Registered Nurse
- Pediatric Advanced Life Support
- Medical Assistant Certification
- Licensed Practical Nurse (LPN)
- Commercial Driver's License
- National Phlebotomy Association Certified Phlebotomist
- Licensed Clinical Social Worker
- First Aid Certification
- The American Registry of Radiologic Technologists Certification (ARRT)
- Certified Public Accountant
- DOT Medical Card
- Medical Technologist
- HAZMAT



The most requested HARD skills in the region are:

- Ability to lift 51-100 lbs, 41-50 lbs, 21-30 lbs, 31-40 lbs
- Cash Handling
- Retail Sales
- MS Office
- Math
- Cash Registers
- Sales
- English
- Merchandising
- Health/Wellness
- Personal Computers
- Tractor-Trailer Trucks
- Inventory Management
- Restaurant Management
- Keyboarding/Typing
- Food Prep
- Forklifts
- Spanish
- Teaching/Training

The most requested SOFT skills for the region are:

- Verbal and Written Communication
- Customer Service
- Cooperative/Team Player
- Organization
- Adaptability/Flexibility
- Self-Motivated/Work Independently
- Attention to Detail
- Ability to work in a fast-paced environment
- Accountable/Responsible
- Supervision/Management
- Interpersonal Relationships
- Problem Solving
- Leadership
- Enthusiastic
- Optimistic
- Decision Making
- Good Judgment
- Multi-tasking
- Critical Thinking
- Punctual

b. Refer to Cumberlands RTI - Addendum 3 and Cumberlands LMI - Addendum 4.

CHAPTER 2: STRATEGIC VISION AND GOALS

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

Mission Statement

The CWDB is a community focused organization dedicated to connecting employers to employees and promoting a healthy economy in Adair, Casey, Clinton, Cumberland, Green, Laurel, McCreary, Pulaski, Rockcastle, Russell, Taylor, Wayne, and Whitley Counties.

We seek to provide citizens with training, educational, and work-based opportunities and the support to secure sustainable employment that leads to a livable wage and provide employers with a skilled workforce.

The CWDB will utilize education, training and employment resources for the benefit of our citizens and current and future employers by:

- Conducting labor market research
- Making data driven decisions
- Nurturing partnerships
- Collaborating with regional economic development initiatives
- Being financially sound

Vision Statement

The CWDB's vision is to provide a skilled workforce through education and training that supports the current and future needs of business and industry and enhances the economic prosperity of the citizens of the regional communities.

GOAL ONE: EMPLOYERS

Active participation with employers and stakeholders to increase workforce opportunities across the region, and increase new entrance into the workforce.

Objective 1: Implement a workforce-centered strategy to address high demand, high wage occupation shortages in the region.

With respect to ensuring a prepared workforce for employers located in our region:

- A. What does 2021 and beyond look like?
- B. Where does the CWDB focus on pandemic and post-pandemic?
- C. What tools and actions does the CWDB need to utilize to get there?

A. The Cumberlands region is experiencing a workforce supply crisis, which spurns from a myriad of consequences from the subsequent COVID-19 impact, the socioeconomic cliff effect, leaving labor force, disconnected workers, skills mismatch and out-of-work population.



The COVID-19 pandemic has negatively impacted the workforce in the Cumberlands region. Hundreds of people lost their jobs directly or indirectly as a result of the pandemic. Many of those have not returned to the workforce due to newly identified barriers – lack of access to secure identification i.e. driver's license, social security cards, birth certificates; lack of childcare; lack of in person classes and lack of broadband services; increased physical and mental health needs and basic human needs – food, clothing, and shelter.

According to data from KY Stats, Department of Labor, and Jobs EQ, the region expects the following during the next 10 years:

- i. Healthcare – 33% growth
- ii. Manufacturing – 16.8% growth
- iii. Utilities – 13.2% growth
- iv. Transportation – 19% growth
- v. Public Safety – remain flat
- vi. Business/IT – 1.4% growth
- vii. Construction – Slightly decline

B. Since March 16, 2020, virtually no federal funded employment or re-employment services have been offered in the Commonwealth, as the sole focus has been, and continues to be unemployment insurance assistance. Work search requirements for those unemployed due to Covid-19 were removed. The KCC is reopening on April 15, 2021 at the Hub locations. The initial reopening is for those with unemployment insurance by appointments only. The CWDB has continued through the pandemic to serve participants through innovative solutions to the various pandemic-imposed barriers, i.e. virtual services, social media communication, telephone, and social distanced/approved in-person events.



Post-pandemic, our expectation is that the workforce needed will increase to pre-pandemic levels with an increased freedom to work remotely. Our continued workforce shortage will call for a multi-prong customer-centric approach with clearly delineated roles that play to the strengths and resources of partners. Implementation of the CWDB's approach engages a mission, vision, strategy, objectives, and activities for all of the board staff. The work of these groups is based upon a shared vision and set of goals and engages partners who also share these goals, vision, and values.



C. With the approval and implementation of this plan, each member of the CWDB and partner organizations will have clearly defined goals and objectives in the service to the participants within the region by focusing on removal of barriers to employment and training.

The strategy will be used to align activity addressing complex issues in a highly collaborative manner, bridging the work of government, the non-profit sector and regional business.

To support this work, the CWDB will implement this local plan and adjust to our ever-changing environment. The process will draw from the insights, experiences, and aspiration of the Cumberlands area including the workforce (employed, unemployed, and disengaged), employers, training programs, educators, economic development professionals, government, non-profits, and others.

Objective 2:

Increase employer participation through Work Experience, OJT, and Apprenticeship.

Activities:

A. Regular and ad-hoc updates to CWDB/KCC webpages, job advertisement platforms, social media channels and staff referrals.

B. Maximize employer participation by education of service offered and implementation of employer-specific programming.

Success:

A. Gaining an increase in webpage visits, job posts inquiries, social media traffic, and referrals.

B. Gaining an increase in both the number of active WEX, OJT, and Apprenticeship programming with existing employer partners as well as growing the number of employer partners and programming.

Objective 3:

Continue to develop Business Service teams to be the point of contact for workforce services and provide support for businesses.

Activities:

A. Effectively communicate and market the role, services, and activities of the Business Service team.

B. Encourage employers to utilize BST to tap into untapped labor pools, advertise opportunities, and gain professional development, training, upskilling and certification opportunities.

Success:

A. The CWDB and Business Service Team perpetually increases awareness and knowledge of their roles and services provided among employers by webpage, social media channels and word-of-mouth and one-on-one interactions.

B. Increase utilization of the business services team to communicate future needs for workers, market open positions, and provide training and certification opportunities; service outcomes data is available via KY Stats and employer/BST relationship.





Objective 4:

Utilize employer data projections to assist in developing a talent pool.

Activities:

- A. Leverage community partnerships for an outreach campaign to attract talent based upon employer need to retain talent in the region.
- B. Leverage labor market information to identify skill and occupation gaps within the region's industries.

Success:

- A. Utilizing Employer Partnership to identify workforce needs, trends, opportunities and gaps in hard and soft skills, the CWDB will be able to leverage community/organizational partners for a multi-faceted approach to solutions to include professional development, training, upskilling and certification opportunities.
- B. The CWDB is entering into an MOU with KY Stats to gain access to more granular and live data; the CWDB utilizes JobsEQ and Burning Glass Technologies for reporting labor market information; the CWDB provides this information to educational and training partners to identify opportunities for facilitating customized training models. Salesforce is utilized to track employer needs and CWDB support activities and interactions with employers.

GOAL TWO: EDUCATION

Align and integrate education P-12, adult education, and post-secondary education to provide career progression to prepare them for work in the future.

Objective 1: Increase career exploration opportunities for students (P-12 and Post-Secondary).

Activities:

- A. Implement high school workforce engagement program.
- B. Compliment services offered by career services departments with job searching services.
- C. Facilitate education-level-specific hiring events.
- D. Support educational institution, community organization and company-led career events.
- E. Provide students and educators with regional industry and occupation data.
- F. Collect post-graduation activities data.

Success:

- A. Utilization of the mini-one-stops located in the high school
- B. The offering of in-person and virtual workshops and help sessions to post-secondary students and alumni.
- C. Organize job fairs by education and skill level.
- D. Assist regional employers with their on-site hiring events; forward non-hired applicants to KCC for additional services.
- E. Utilize KY Stats and other Bureau of Labor statistics to provide students and educators with current and forecasted labor market information.
- F. Utilize systems already in place at post-secondary institutions to gather and present alumni's employment activities.



Objective 2: Encourage school systems to increase the dual-credit and credentialing programs, allowing students to graduate with market-relevant credentials and connections to local industries.

Activities:

A. Provide secondary institution partners with regional industry and occupation analysis to identify gaps and opportunities.

B. Support additional technical training programs in high schools.

C. Utilize TEDS to identify oversaturation or deficiencies between pathways and employment opportunities.

Success:

A. Provide secondary education partners with KY Stats and other Bureau of Labor statistics data.

B. Create awareness of programs and forecasted trends to students; inform educators of current and future labor trends.

C. Provide TEDS information to students and educators, identifying occupation gaps and/or oversaturation in occupations or industries.

Objective 3: Increase awareness of market-relevant career pathways among students, educators, career counselors and parents.

Activities:

A. Provide regional industry and occupation analyses to identify gaps, opportunities and trends.

B. Work with education and industry leaders to organize "Career Exploration" events.



C. Utilize The Education Database System (TEDS) to identify oversaturation or deficiencies between career pathways and employment opportunities.

Success:

A. Present labor market information at Youth Committee meetings and educate students and parents on the forecasted opportunities.

B. Hold Career Exploration events with representation from all of the region sectors.

C. Provide TEDS information to students and educators, identifying occupation gaps and/or oversaturation in occupations or industries.

Objective 4: Facilitate and support High School student workforce preparation.

Activities:

- A. Utilize State data platforms to identify skills gaps.
- B. Collaborate on development of essential skills. curriculum with regional educators.
- C. Introduce KY Career EDGE platform to regional educators, career counselors and secondary students.
- D. Collaborate with regional college and career counselors to offer in-school job prep and job search sessions.

Success:

- A. Run reports in KY Stats and present data to youth partners.
- B. Provide regional educators with skills gap information from state data platforms.
- C. Continue to introduce platforms across the region.
- D. Continue to offer personalized help sessions at educational partner facilities.

Objective 5: Identify opportunities for life-long learning opportunities for job seekers and/or workers to grow, upskill and adapt to changing workforce requirements.

Activities:

- A. Leverage WIOA-funded training programs for qualifying youth and adults.
- B. Leverage apprenticeship opportunities with regional employers.
- C. Promote and utilize credentialing programs for targeted sectors (e.g., Commercial Driver's License, Certified Nursing Assistant, etc.)
- D. Leverage hiring events to connect individuals who go unhired with educational and upskilling opportunities.

Success:

- A. Referring individuals to KCC to qualify participants for WIOA funding.
- B. Continue apprenticeship education with employers, students, and parents.
- C. Continue to promote partner programming in high-demand fields.
- D. Capture the non-hired individuals' information and forward to KCC Career Managers to qualify for services.

GOAL THREE: WORKFORCE PARTICIPATION

Increase regional workforce participation by creating opportunities, incenting workforce participation, and removing barriers to employment.

Objective 1: Continue developing and promoting virtual outreach efforts through digital platforms, press releases, and direct communication with partners.

Activities:

A. Monitor monthly engagement reports on any and all virtual platforms and channels; data used to adjust strategies to reach a larger population.

B. Improve brand awareness and image of KCC and CWDB with all services and opportunities available to the communities we serve.

Success:

A. Closely monitor the monthly media engagement report and adjust to reflect the data; re-adjust as needed to reach optimal performance and engagement.

B. Adherence to CWDB and KCC branding guidelines for all webpage, advertisement, social media, presentation, signage, web communications and hard-copy materials. Services and opportunities are distributed via these media channels, partner meetings and in-person engagements.





Objective 2: Develop unique strategies to reach focus populations.

Activities:

A. Justice Involved/Re-entry/ SUD populations

- a. Build and leverage relationships with the 13 County Attorney offices, Judges and Detention Centers to access prospective jobseekers.
- b. Engage and support Treatment/ Rehab/ Recovery Facilities.
- c. CWDB Kiosk Initiative - utilizing kiosks that are mobile.
- d. Targeted questioning with intake forms at the KCCs, Kiosk Initiative and other venues where the CWDB interacts with the public will identify individuals' qualifications for a "focus population."
- e. Development of new community partnerships and utilization of services with community partners to help sustain the relationships needed to ensure information sharing, assisting individuals with access to barrier-reduction resources and providing referrals for employment opportunities throughout the region.
- f. Increase the number of referrals to community partners based on intake data for targeted services.

B. Long-term Unemployed/Dislocated Workers

- a. Targeted outreach campaign via social media and community partners.
- b. Targeted Hiring Events (virtually or drive-thru) Career Edge Hiring Event platform.
- c. Development of On-the-Job Training programs with employers.
- d. Upon opening of the Career Centers to the public, referrals will be received.
- e. Persons with disabilities is primarily the domain of the Office of Vocational Rehabilitation (OVR), the CWDB can convene forums / meetings that increase awareness and utilization of OVR services.

C. Secondary Students

- a. Relationship building with Career and College Counselors/Readiness instructors.
- b. Class presentation of WIOA services and opportunities.
- c. Distribution of volunteer information and career interest assessment.
- d. Individualized case management for potential participants.
- e. WIOA eligibility determination.
- f. WIOA out-of-school youth services as needed.

D. Post-secondary Students and Alumni

- a. Utilization of social media and professional networking platforms to communicate employment opportunities information with HR professionals and post-secondary students and alumni.
- b. Creation of and participation in hiring events.
- c. Referrals from community organizations and college and university faculty.
- d. Help sessions for post-secondary students and alumni.
- e. Development of a webinar series.
- f. Implementation of scholarship program.
- g. Relationship building with college and university administration and student services areas.

E. Veterans

- a. Targeted social media outreach campaign.
- b. Community outreach resources.
- c. Refer Veterans to partner organizations internally and externally.

F. Migrant Workers/ESL

- a. Targeted intake and referral to the Kentucky Farm Workers program.
- b. Signage and education resources available at high migrant traffic areas.

Success:

A. Justice Involved/Re-entry/ SUD populations

- a. All 13 County Attorney offices working with unique programming.
- b. Increased dependency of treatment rehab facilities in collaboration with CWDB.
- c. Increased utilization of the kiosk.
- d. Increased data collection and participation.
- e. Utilization and building of 23-county Resource Guide and data sharing between partners and CWDB.
- f. Increased number of individuals served with positive outcomes.

B. Long-term Unemployed/Dislocated Workers

- a. Increased awareness of services and opportunities to long-term unemployed or dislocated workers.
- b. Increased participation in hiring events and positive outcomes.
- c. Increased number of employers implementing OJT.
- d. Public awareness of KCC re-opening.
- e. Increased awareness and utilization of OVR services.



C. Secondary Students

- a. Awareness of the CWDB and the services available.
- b. Awareness of WIOA services and opportunities.
- c. Increased collection of secondary student data.
- d. Increased participation and positive outcomes.
- e. Determining if participants are eligible for services.
- f. Increased participation for out-of-school youth.

D. Post-Secondary Students and Alumni

- a. Increase awareness of regional industry and occupation opportunities.
- b. Increased employer and job seeker participation.
- c. Increased awareness and utilization of CWDB services.
- d. Increased knowledge of job searching for post-secondary students and alumni.
- e. Completed webinar series with participation.
- f. Successful solicitation and utilization of funds.
- g. Increased network of college administrators.

E. Veterans

- a. Increased awareness of CWDB and services among Veteran population.
- b. Increased Veteran traffic and positive employment outcomes.

F. Migrant Workers/ESL

- a. Increased awareness of CWDB services and referrals to Kentucky Farm Workers program.
- b. Increased awareness and visibility of CWDB resources.



Objective 3: Support and strengthen workforce partnerships with employers, non-profits, and social services to capitalize on employment opportunities and barriers to employment for individuals.

Activities:

- A. Continuous solicitation and editing of resource information in the Regional Resource Guide to expand the content and ensure its accuracy.
- B. Sustained advertising of services and opportunities throughout the region.
- C. Connecting employers, nonprofits, and social services to untapped labor pools via community partner engagements, social media channels, community announcements via newspaper and radio, as well as word of mouth.
- D. CWDB Staff participation in community resource meetings within the region.
- E. Collecting and analyzing Kiosk and other avenue intake data to identify community needs and provide data-driven information to the appropriate entities to help eliminate workforce gaps.
- F. Regular evaluation of community partnerships to ensure referrals to outside partners are based on clear, individualized plans and are meeting the needs of individuals.
- G. Leverage social media, community involvement, signage, promotional materials and word-of-mouth to educate and build awareness of the CWDB and services provided.



Success:

- A. Growth and expansion of the Regional Resource Guide with current information via monthly and ad-hoc maintenance as new information is provided.
- B. Frequently educating and carrying out awareness campaigns by all members of the CWDB to inform communities and partners of services, resources and opportunities available.
- C. Information sharing between the CWDB, employers, nonprofits, and social services.
- D. Active participation, support, and organization within community meetings.
- E. Monthly assessment of data obtained via the kiosk initiative, partner organizations and individuals to identify and address any gaps in services.
- F. Utilization of data to determine maximum effectiveness with referrals to community partners.
- G. Increased traffic, referrals, and utilization of services.

Objective 4: Develop and implement strategies for employers to remove employment barriers.

Activities:

- A. Members of the CWDB will continue to build relationships with employer partners and provide education and awareness of all services provided by the CWDB.
- B. By raising the awareness of services offered, the employer partners will be able to provide insight and referral of individuals who need additional resources due to circumstances impacting their employment.
- C. Information will be shared by employer partners regarding requirements for positions to ensure referred individuals are equipped with the proper training to increase retention for positions.
- D. Signage and information placement on employer facilities, webpages and education/training materials to ensure service and opportunities information is available for the employees.
- E. Promoting best practices for activities observed across the region and across employer sectors by the CWDB Staff.

Success:

- A. CWDB members build complementary relationships to identify employer needs and opportunities and provide training and education opportunities to their current and prospective employees; Salesforce properly utilized to track employer engagements and maintain records of information provided by employer partners; employer partners utilize training and service opportunities of CWDB and affiliates; employer partners and individuals assisted spread awareness.
- B. Tracking retention and individual outcomes with our business partners to identify external barriers to the workforce that may impact retention; employer partners utilizing CWDB services and referring individuals to receive services to overcome external barriers to education and employment.
- C. Communications tracked individually or by Salesforce to document discussions regarding placement and retention; tracking of individual outcomes maintained by partners and/or CWDB's focus population staff.
- D. Increased visibility on partner social media, webpages and within their facilities.
- E. Multi-directional and transparent sharing of information between employers, partners and the CWDB to increase efficiencies/reduce duplication of work and maintain relevance to region and beyond.

GOAL FOUR: ORGANIZATION & RESOURCE ALIGNMENT

Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development and funding sources.

Objective 1: Implement a framework that monitors and forecasts our ability to meet goals and programming metrics.

Activities:

- A. State and internal monitoring events conducted annually.
- B. Internal metric tool to track and monitor success for each program; monthly data-reporting meetings.

Success:

- A. Successful completion of state internal monitoring events with minimal findings.
- B. Implement and utilize internal monthly metric report.

Objective 2: Convene partners, community leaders and business representatives to gather input and strengthen relationships across our workforce area.

Activities:

- A. Host bi-monthly meetings to discuss common goals and objectives with our Vocational Rehabilitation, Kentucky Skills U, non-profit organizations, educators, and other key partners.
- B. Provide bi-monthly Community Impact Report to highlight activities throughout our region.

Success:

- A. A cross-education of service providers, community organizations, and the CWDB.
- B. All partners supplied with the Community Impact Report.



Objective 3: Continue to explore and identify diversified funding opportunities aligned with our goals to improve our region.

Activity:

A. Research and apply for funding opportunities that would align with goals and objectives.

Success:

A. Funding received from diverse resources.

The Department for Workforce Investment granted local areas a waiver of all performance measures prior to the pandemic and that waiver continues. While the pandemic has dramatically affected the number of individuals seeking WIOA services, the other issue is the state's case management system and its reporting capabilities. The Department for Workforce Investment is currently working on a major overhaul of the system and hopes to have it completed in the fall of 2021.

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 CWDB strives to deliver workforce services in a flexible, seamless manner to engage customers and effectively connect the supply of jobs and demand for jobs. Through collaborations with the school system and other education and training partners, the CWDB attempts to align education and workforce programs with current and future labor market demands to prepare individuals for productive employment and connect employers with qualified employees. To attain these goals, the CWDB builds and leverages strategic partnerships and innovative communication methods to engage, support and grow the workforce; the CWDB seeks and promotes collaboration within and outside of the organization to pool internal and external resources together to ensure efficient allocation across programs and initiatives.

The CWDB follows the four key areas of the WIOA State Plan for Kentucky that it must engage to create its ideal workforce development system:

1. Employers – Actively engage employers to drive the Cumberlands workforce development system.
2. Education – Align and integrate P-12, adult education, and postsecondary education; to provide lifelong opportunities for Cumberlands participants that prepare them for the rapidly shifting realities of work in the future.
3. Workforce Participation – Increase the Cumberlands workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for participants.
4. Organization and 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 the Cumberlands.

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

The CWDB collaborates with employers and educators to align education with current and forecasted industry demands within the region and Commonwealth, preparing south Kentuckians for future work and driving economic development. To accomplish this, the Board heavily engages with regional employers, relies on data and aligns and integrates P-12 education, adult education, and postsecondary education to provide life-long learning and career opportunities. The CWDB increases the region's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for the willing and able. In coordination with all partners, the CWDB focuses resources on the most effective initiatives and improves the return on our workforce investment, utilizing recent and relevant data to improve workforce development.

The four focus areas for the strategic planning group for the CWDB's new strategic plan are as follows:

1. Employer partnerships
2. Collaborations with education institutions
3. Workforce participation
4. Organization and resource alignment

Goals created 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 CWDB 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 Readiness Initiative, specifically the career portion, to enable and prepare our youth for the workforce. The Career Development Office, 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 of 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 PARTNERSHIPS & INVESTMENT STRATEGIES

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

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

Education, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans, State Grants, and Unemployment Insurance.



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 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; conducts 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.



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

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 CWDB has entered into a MOU with the core partners and 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.



The CWDB is focused on identifying and advocating for more services to individuals with barriers to employment. We have established our Court 2 Career Program to assist individuals that may have a justice-involved background including, but not limited to misdemeanor, felony, or any other type of judicial involvement. Through this program we have partnered with numerous agencies in the Cumberland area to work with the above-mentioned individuals. The CWDB will continue to expand these opportunities to our partners, jobseekers, and businesses by applying for grants that specifically target this population.

Short-term Occupational Skills Training and Higher Education opportunities are readily available throughout the area and are funded with local WIOA Adult, Dislocated Worker, Trade, and Youth allocations for those who qualify. The CWDB works closely with training providers to ensure that the supported programs lead to an industry recognized credential and that the credential falls in line with employer demand. Recent initiatives have also shown that training providers, including community colleges, are responsive to the development and delivery of a curriculum that directly addresses the skill gaps.

Work-based training is available and is a feasible option that allows individuals to learn the skills that employers need without attending an occupational skill-based or higher education training. Depending on the desired skill, the training type, and the length of the training, this may assist residents with employment opportunities that will require only an education attainment of high school diploma or equivalent.



Work-based training can be funded with local WIOA Adult, Youth, Trade, and Dislocated Worker allocations and for those who qualify this is a very desirable option. The CWDB has seen the benefits and is heavily focused on providing work-based learning opportunities to jobseekers in our area.

Work-based training opportunities include:

- **On-the-Job-Training:** (OJT's) are intended to provide a participant with the knowledge and skills necessary for the full performance of a specific job. OJT is a critical tool that can help job seekers enter into successful employment.
- **Internships:** Paid internships are intended to give participants the opportunity to improve their general skills, knowledge, and the work habits necessary for successful employment. They provide hands-on experience to gain occupational skills in a career setting. It may take place at a public, private, or non-profit business for up to 300 hours.
- **Work Experience:** Focus on planned, structured learning experiences that provide a real world career exploration, a work experience (WEX) can be paid or unpaid and may take place within a public, private, or nonprofit business for up to 300 hours.
- **Registered Apprenticeships:** This training program is designed to combine paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. This training is an important component of the education and training services that the workforce system can provide to its participants and should be used as a strategy to train and employ job seekers. Registered Apprenticeships offer job seekers immediate employment opportunities that usually pay higher wages and offer continued career growth.
- **Customized Training:** Customized Training is aimed at meeting the special requirements of an employer with a commitment to employ after successful completion of the training.
- **Incumbent Worker Training:** IWT is designed to assist employers with training current workers in specific circumstances to meet the needs of employers and increase the skill level of workers.

There are several ways local resources are aligned and areas where items toward alignment to attain the strategic vision are in place and under development. The view of alignment is that programs and funding designated for specific purposes and populations have a long history and expertise in the delivery of services to the populations and individuals they serve. Services are aligned by virtue of being provided under the same delivery umbrella and by staff who are trained in the different programs.

The Adult, Dislocated Worker programs are aligned both by being similar in design and by being provided by the same staff. The WIOA youth program is also provided using the same process; with customers, being served by the program that best meets their needs, including services that are concurrent or consecutively delivered. This alignment facilitates cross training and keeps staff up to date by being involved in the delivery of multiple activities. The provision of RESEA services is an employment service that brings persons identified by the Unemployment Insurance Agency as likely to exhaust unemployment insurance. This is another opportunity to recruit dislocated and adult workers who may need additional skills. In addition, the Kentucky Career Center provides a listing quarterly of individuals that will be exhausting Unemployment for WIOA to contact about additional services.



The CWDB and the Governing Board oversee the core programs of WIOA Adult, Dislocated Worker, Youth, and Wagner-Peyser, as well as, the Trade Act. The delivery of these programs is largely integrated with each other, with cross-trained staff providing a comprehensive array of training and preparation for employment of activities to the extent allowed by the individual programs. Our WIOA staff can provide services to youth, adults, dislocated workers, or Trade participants. The strategy is to provide general direction to the programs under the guidance of the boards to meet the needs of business and job seeking customers, and preparation to enhance the job readiness and skill level of the workforce in the Cumberlands Region. Close coordination with agency partners, such as Wagner Peyser, Adult Education, and Vocational Rehabilitation in which the strategy to support these efforts in providing services to the eligible populations for those programs, and to include these programs as part of the overall regional effort.

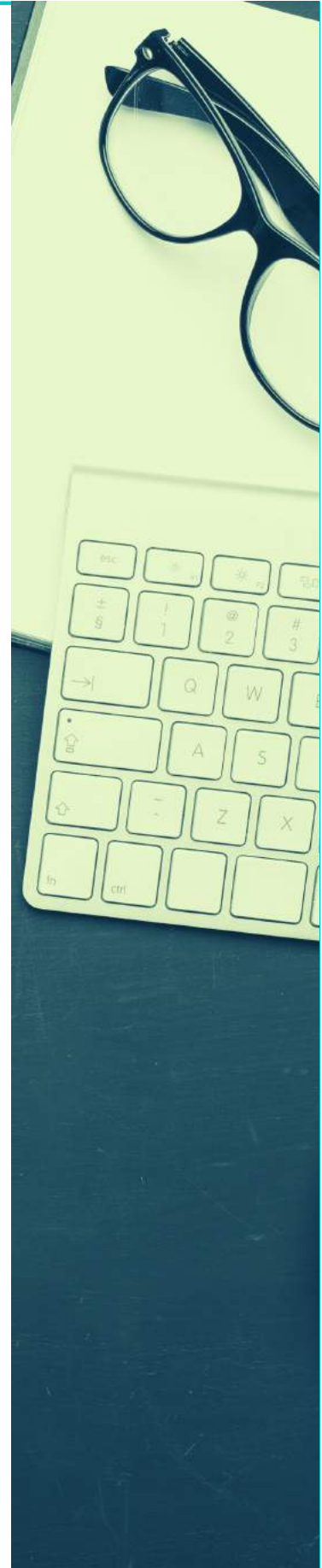
The CWDB works with multiple entities to carry out core programs and other programs. The CWDB continues to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. The Local Board staff work with direct services provider staff on plans to serve customers and expand the outreach activities to increase awareness on potential customers and employers to use the services available for the programs under the oversight of the board. Activities with employers and job seekers on matching skill levels with employment and training as well as creating career pathways are key to expanding access to result in more job matches and job placements. These activities are based on awareness and utilization of the Kentucky Career Centers, the One Stop shopping and increasing the effectiveness of employer and job seeker services, including Veterans and persons with barriers to employment.

Currently staff identify persons seeking training in high-demand Industry Sectors as a local priority for services unless the participants have been identified as transitional or youth. The CWDB Industry Sectors include: Health Care, Manufacturing, Transportation/Distribution/Logistics, Energy Creation/Transmission/Utilities, Information Technology, Construction, Entrepreneurship, Criminal Justice, and Education-Teaching (Elementary, Middle, & High School). The CWDB continues to improve the access to activities leading to a recognized post-secondary credential. Training remains a key to both employment for workers and meeting the needs of employers in the high-demand industry sectors. Since the pandemic, the number of participants accessing our services has increased due to the virtual access that was not available prior to the pandemic. We plan to continue to offer career services virtually by developing a virtual career center. This will improve access and increase the awareness of the services available at the Kentucky Career Centers-Cumberlands.

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

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

The CWDB Staff and the Business Services Team will continue to develop and maintain partnerships with employers across the region. By prioritizing and maintaining these relationships, members of the CWDB can utilize information to structure a needs-based data-driven approach to help fulfill the needs of employers. With targeted and effective data-driven assistance, the CWDB will increase engagements with employers and provide a proven track record of effectiveness to be utilized in the development of additional employer partners.



2. Support a local workforce development system 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 updates during its monthly meetings. The Lead of the Regional Core Team will report appropriate matters to the CWDB Director. All appointments of Extended Team Leads, Assistant Leads and team members will be subject to approval by the CWDB. The Cumberlands Unified Core Business Service Team has established the following timeframe for all teams to strive 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 the employer is contacted for follow-up should be recorded in the State's designated case management reporting system, Salesforce, or other databases.



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

The Cumberlands Unified Regional Core Business Team consists of the following: Regional Team Member, Cabinet for Economic Development, Career Development Office, Workforce Innovation and Opportunity Act, Kentucky Labor Cabinet, and Kentucky Community and Technical College System. Local contacts with county and regional economic development personnel continue to thrive as we work with existing and new employers. The Business Service Team members are mandated to become involved and provide support to all the local economic development agencies in our area as well supporting the state Economic Development Cabinet.

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

One-stop delivery system partners must work collaboratively to help UI claimants access the full range of on-line and in-person services delivered by connecting UI claimants to career services. The coordination of employment services and UI claimant services is essential to ensure an integrated approach to re-employment service delivery. The WIOA amendments to the Wagner-Peyser Act are intended to strengthen the connectivity between the ES and UI programs, and maximize the opportunities for claimants to return to employment as quickly as possible. As part of the one-stop delivery system, they must deliver re-employment services to UI claimants for whom such services are required as a condition for receipt of UI benefits. Services must be appropriate to the needs of the UI claimants who are referred for re-employment services under any Federal or state UI program or law.

Since the reorganization of Career Development Office personnel and the new delivery system for unemployment insurance, the CWDB has chosen to keep each location where WIOA and other partners offer on-site services with access to computers and phones. While at these centers and the Hub office, individuals who are in the unemployment insurance program will be assisted by Wagner-Peyser personnel or other partners to support job search and employment opportunities. All partners will support and help these individuals to either be retrained in high-demand occupations or work intently with the individuals to do job search, assessment, or other career services and resources.



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

The CWDB has created a Disabilities committee with a mission to find ways 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, use of effective business intermediaries and other business services and strategies that support the local board's strategy [WIOA Sec. 108(b)(4)(A) and (B), and 20 C.F.R. §§ 679.550-580]

Through collaboration with OVR as well as direct relationships with case managers and administration, the staff will be able to share information and referrals to individuals as well as OVR in regards to employment opportunities for individuals with disabilities.

D. (L) (R) Describe local and regional efforts to support and promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5) and 20 C.F.R. § § 679.550-580]

The CWDB has invested and continues to recruit and promote training opportunities empowering individuals to pursue entrepreneurial and microenterprise endeavors. The CWDB assists individuals via the Kentucky Career Edge platform to create, refine, and complete comprehensive business plans for individually owned small businesses. The CWDB connects individuals to training programs where certifications obtained allow the individual to pilot their own small business. Paint-less dent removal, certified automotive technician programming, CDL, and the BC Skills web cohort are all current microenterprise/ entrepreneurial training opportunities promoted by the CWDB. The CWDB regularly seeks new training and educational opportunities to support small business ownership and utilizes local resources to connect start-ups and locally-owned businesses to ensure support and opportunities for success.

The CWDB partners with Southeastern Kentucky Economic Development Corp. (SKED), which offers entrepreneur training, technical assistance and loan capital to help businesses get started and grow throughout the region. The CWDB expects those who access SKED's services to become those entrepreneurs who open their own businesses and access community resources to keep those businesses growing.

For regional efforts refer to CWDB and SCWDB Regional plan.





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

The CWDB has created mini one-stops in local high schools. Secondary partners are 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 post-secondary 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 students who are working toward a career. The transition to the expenditure rate of 80% for out-of-school youth has been 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, 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 based on Career EDGE interests leading to permanent employment or help them 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.

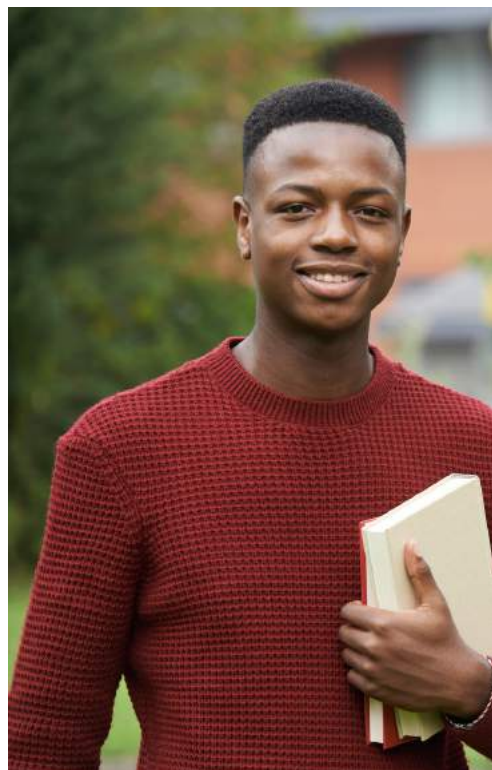
F. (L) Describe how the LWDB coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and to avoid duplication of services. [WIOA Sec. 108(b)(10) and 20 C.F.R. §§ 679.550-580]

The CWDB maintains relationships with educators and educational administrators from across the region. These partners oversee the following mechanisms for coordinating education and workforce investment:

- Coordination with high-school CTE programs, area technology centers (ATCs) and college and career counselors
- Coordination with alternative secondary education programs
- Coordination with secondary special education programs to provide transition services
- Coordination with secondary schools to connect students prior to and after graduation/drop-out
- Co-location of workforce personnel
- Coordination of training assistance funding sources
- Career services and program development



Somerset Community College's (SCC) Workforce Solutions and Career Exploration and Employment Services departments serve as the college's liaisons to the CWDB's Post-secondary Division; University of the Cumberland's (UC) External Affairs and Student Affairs departments serve as UC's liaisons to the CWDB's Post-secondary Division. Secondary education coordination with CTE programs through the ATCs is occurring through career pathway activities reflecting the employment trends throughout the region.



SECONDARY EDUCATION

A key focus for the CWDB is to assist out-of-school youth who have dropped out of high-school to re-engage in education and attain a high-school diploma or equivalency. Coordination with alternative secondary education programs occurs through the Kentucky Career Center and affiliate locations. The KCC team utilizes direct service providers from WIOA Youth-contracted agencies and non-contracted partners, some of which operate alternative high schools and GED programs. This group seeks to re-connect youth who are not in school by leveraging existing resources and regional data provided by the Kentucky Workforce Innovation Board (KWIB) to provide youth with opportunities for quality education and career pathways that lead to economic independence and social stability.

The CWDB's Youth, Re-entry /Transformational and Post-secondary divisions coordinate with secondary special education programs to provide transition services. Specialized vocational rehabilitation counselors are assigned to work with special education students as they prepare to leave high school. The collaboration between divisions allows for members to tap into the combined pool of resources.



The Youth and Post-secondary division team members coordinate with regional high schools to provide Pre-Employment Transition Services that include job exploration counseling, work-based learning experiences, counseling on opportunities for post-secondary training and education, job readiness skills training, and self-advocacy training. These services are provided free of charge to all students and recent graduates, 18-24 years old.

The Youth and Post-secondary divisions also coordinate with secondary schools to connect students with services when they leave school. These divisions conduct outreach to college and career counselors to encourage students to come to the CWDB and /or KCC when they graduate or drop-out from high school. The Youth and Post-secondary divisions work with the college and career counselors, faculty and administration and deploy CWDB staff to the schools to increase post-high school placement in employment, post-secondary education, apprenticeships, service programs or the military. The Business Services Team (BST) conducts outreach to companies interested in hiring graduating seniors.

POST-SECONDARY EDUCATION



Somerset Community College, University of the Cumberlands, Campbellsville University and Lindsey Wilson College play a critical role in the Cumberlands workforce system. The 14 Youth Elements provide the framework for multiple dimensions of coordination. Co-location of workforce personnel is a practice used to build awareness of the CWDB, KCC and the services they offer. Currently, the Post-secondary division is offered space to work at each educational institution's career center location and provides career exploration opportunities and assists students with job or industry-specific cover letter, resume, interview and follow-up communications preparation, along with social media account optimization and job-search training and services, complementing the services offered by each institution's career services departments.

With student consent, the Post-secondary division staff verify registration at the educational institutions. Administrative personnel provide reports on students' demographics and academic progress. Graduation application and graduation reports support documentation of credential attainment for WIOA performance. With proven success, Post-secondary division personnel have increased the presence, communication and collaboration with the institutions by offering services complementary to each other, supporting each other's efforts in a shared goal and working together with each participant to create a more-singular plan. Regular communication by staff, with ad-hoc meetings, allows the partners to review progress and work through barriers or issues.

With institution and CWDB collaboration, detailed participant tracking and sharing of data about mutual clients is possible and continues to improve. These reports allow for individual tracking at a granular level, providing a high-level transparency, thus avoiding duplication of services or people falling through cracks. Partners share regular reports, subject to data-sharing protocols (FERPA), allowing the institutions and the CWDB to track employment placement and retention, which include documentation of credential attainment from the college/university. Increasingly, CWDB's Youth and Post-secondary division members spend time on site at SCC and UC campuses to meet with students and WIOA participants engaged in special cohort-based programs.

Coordination of training assistance funding sources

Under WIOA guidelines, SCC and UC accept vouchers for WIOA-sponsored tuition and/or fees as published on the ETPL. KCC staff assists the student to submit the federal financial aid application, and the college tracks the financial aid awards to each WIOA-sponsored student and credits the Pell and other funding to the WIOA program in each billing cycle. As part of the transition to WIOA, the workforce-college team will develop a mechanism, in conjunction with the WIOA Title I Supportive Service Guidelines, to allow a portion of the Pell Grant to be awarded to the participant to cover expenses, such as childcare costs, that cannot be covered from WIOA or other funding sources.

Career services and program development

SCC and UC administration provides strategic oversight to ensure that the college and university are responsive to the needs of industry and of workers. The KWIB and other regular meetings with workforce system representatives provide ongoing opportunities to review and respond to gaps and pursue opportunities, ensuring new programs are developed via sector partnerships that become embedded in the workforce system. While counselors in these offices may refer students to the KCC, there is a straight-line path that allows for them to leverage the CWDB directly.

G. (R) Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11) and 20 C.F.R. §§ 679.550-580]

Currently, there is not a region-wide approach to coordinating services for childcare, transportation, and supportive services. Childcare, particularly, is a large area of supportive services for which Kentucky's workforce development boards do not have much capacity. An efficient way for workforce boards to support childcare services, which are often a critical element of enabling workforce participation, would be to give local workforce boards the ability to issue childcare vouchers, such as what is done in Texas. Up until now and for the foreseeable future, each region takes its own approach.

The CWDB currently leverages community programs, services and partners to provide supportive services. Appropriate referrals are made to other agencies to provide supportive services such as childcare and transportation.



As a region, CWDB and SCWDB are exploring innovative solutions that remove transportation as a barrier to work.

a. Programming

- i. Seek Kentucky Talent Pipeline Management support for transportation solutions
- ii. Pilot transportation program in Butler and Pulaski counties
- iii. Explore opportunities to partner with non-profit, nongovernmental and/or faith-based organizations that have transportation assets

b. Success

- i. Successful pilot of a transportation solution
- ii. Development of sustainable transportation program
- iii. Ability to expand transportation programming to additional counties

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 CWDB has entered into a MOU with the core partners and 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.

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



The One-Stop Operator manages the activities at the one-stop location, affiliate sites, and access points. The Operator oversees the day-to-day activities within the centers to maximize the efforts of the staff of each partner. Within each one-stop, there are Business Service and Job Seeker teams who follow standard operating procedures that state how each should operate, regardless of which agency the staff is employed by.

With a unified purpose and consistent, quality service, staff and partners know what resources are available while business' needs are met in a more efficient and timely manner without duplication of services. This cultivates effective liaisons and helps to identify gaps in training.

Understanding and addressing the challenges of what can only be described as a large cultural shift from standalone entities housed in one location to terms like "co-enrollment" and "cross-training" there is a large learning curve to be expected. The organization who has served since October 2017 as One-Stop Operator has experience with the coordination of services and the purpose to establish coordination between all groups housed in the Kentucky Career Center-Cumberlands. The OSO, who is not established as a manager role, but rather a coach to unite and educate the groups assists in maximizing the coordination of all services and reduce chance for duplication.

The OSO provides training to the staff at each of our access points and affiliate sites. Partners within the area truly value the connections they have with each other. Strong communication exists among workforce system partners within the region. In addition to day-to-day communication, regular partner meetings are held in each Center, facilitated by the OSO.

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

The CWDB is a great proponent of Adult Education and views them as a vital partner in its work. Despite many improvements to high school graduation rates, the Cumberlands area still has a significant number of adults who lack a high school diploma or equivalent. The workforce staff in the Cumberlands continue to work with its Adult Education partners to cross-refer customers and partner on innovative ways to provide opportunities for adults to complete a GED or diploma needed to secure higher wage occupations.

The CWDB considers Kentucky Office of Adult Education (KOAE) a valuable and crucial partner. The CWDB has policies in place where customers are referred to KOAE 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 KOAE until this score is achieved.

KOAE 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 KOAE to improve test scores. The CWDB continues to support and work with KOAE to continue to enhance the Accelerated Opportunities initiative. As KOAE continues to work toward implementing and meeting new requirements under the WIOA Law, the board will open to accepting and working with KOAE to fulfill the review process. Any training that is necessary can be discussed by the KOAE 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 that 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).

Using Policy # 16-006, WIOA Preliminary Policy on Adult Priority of Service, the CWDB has implemented policies to serve the individuals listed in the policy and set the amount of anyone making less than \$9.50 an hour to be considered low-income. The 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 Skills U. If the individual is deemed to be basic skills deficient, they may be required to remediate with Skills U until their basic skills scores are consistent with those necessary to enter training. As stated in the policy, the goal of the CWDB is to have 50% of enrollees meet at least one of these criteria:

Client Selection Procedures for ITAs:

WIOA Adults – The Workforce Innovation and Opportunity Act (WIOA) requires local workforce areas to give priority to recipients of public assistance and low-income individuals when selecting qualified adults into training. Veterans must also be given priority. Program operators and career advisors must provide documentation that their client-selection process for Individual Training Accounts (ITAs) gives priority to these groups in the following order of priority:

Adult Program Order of Priority for ITAs:

1. Veterans and/or eligible spouses who are public assistance recipients or low-income individuals who also meet the existing ITA eligibility requirements.
2. Nonveterans who are public assistance recipients or low-income individuals who also meet existing ITA eligibility requirements.
3. Veterans and/or eligible spouses who meet the existing ITA eligibility requirements.
4. Non-veterans who meet the existing ITA eligibility requirements. In order to adhere to this policy, career advisors will be required to keep a complete record of the qualified Adult clients who were being considered for ITAs at the time of each selection process.

NOTE: Regulations state, in accordance with 38 U.S. Code Part 4213, that “any amounts received as military pay or allowance by any person who served on active duty, and certain other specified benefits, must be disregarded when determining if a person is a ‘low-income individual’ for eligibility purposes.”

**Client Selection Procedures for ITAs:
WIOA Dislocated Workers :**

WIOA requires that local workforce areas give priority to veterans when selecting qualified dislocated workers into training. Program operators and career advisors must provide documentation that their client selection process for ITAs gives priority to these groups in the following order of priority:

Dislocated Worker Program Order of Priority for ITAs:

1. Veterans and/or eligible spouses who meet the existing ITA eligibility requirements.
2. Non-Veterans who meet the existing ITA eligibility requirements. To adhere to this policy, career advisors are required to keep a complete record of the qualified dislocated worker clients who are being considered for ITAs at the time of each selection process.



**WIOA Out-of-School Youth Client Selection
Procedures for ITAs:**

WIOA Out-of-School Youth – WIOA requires that local workforce areas give priority to veterans when selecting qualified out-of-school youth into training. Program operators and career advisors must provide documentation that their client selection process for ITAs gives priority to these groups in the following order of priority:

WIOA Out-of-School Youth Order of Priority for ITAs:

1. Veterans and/or eligible spouses who meet existing ITA eligibility requirements.
2. Non-Veterans who meet existing ITA eligibility requirements.

In order to adhere to this policy, career advisors are required to keep a complete record of the qualified Out-of-School Youth clients who are being considered for ITAs at the time of each selection process.

K. (L) Please describe how the Kentucky Career Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop Partners.

The Commonwealth of Kentucky supplies and requires the use of its case management information systems for the WIOA and Wagner-Peyser programs. The use of KEE Suites – the primary existing system – is mandated because it allows the Commonwealth to track and tabulate participant performance information. As long as it retains this prerogative to mandate usage, the Commonwealth will be responsible for implementing and transitioning any technology-enabled intake and case management system.

The Commonwealth is currently considering replacing KEE Suites with a more modern and versatile system to accommodate the expected exponential increase in workforce system customers that is expected to accompany Kentucky's pilot program that will require community engagement activities from able-bodied Medicaid recipients.

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 is tasked to oversee the Business Service Teams at each One Stop center. The One Stop Committee is made up of individuals from workforce partners who have a seat on the CWDB. Other advisory members may be appointed to carry out tasks from partners. The overarching theme of the Unified Business Services plan is to solicit all partners who offer services to the business committee and offer services through a refined process that best serves businesses with single points of contact. These points of contact disseminate information to appropriate partners that meet the prospective needs of the business. The lead of the Unified Business Service Team presents to the CWDB at each meeting on the activities that have taken place since the last meeting. The CWDB takes this information and creates policies or makes recommendations to better serve the employers and help fulfill their employment needs.

2.The local board's efforts to ensure the continuous improvement of eligible providers services, including contracted service providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A) and 20 C.F.R. §§ 679.550-580]

Training providers are held accountable for providing the training necessary to match the jobs available within the established sectors of the CWDA. Enhanced dialogue with all providers is maintained on a regular basis to ensure offerings are current and available for established sectors. This communication takes place with partner members of the Business Service Teams to ensure information is made available to providers and the reaction time to any necessary changes can be minimized. Tracking of placements from individual programs help determine that individuals are being employed in the field in which they are trained. The numbers will be taken to the providers and reviewed to determine if goals are met. The CWDB works with providers to determine if changes are necessary to increase successful placements.



3. How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]

The CWDB currently has WIOA representation in every county. Within those locations, access to computers and phones is given to anyone that has a need. The CWDB continues to review alternative settings, such as libraries or other public locations where availability of technology enhances their ability to receive career services.

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

The CWDB provides 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 waiver from providing its share of funds and effort to see that all have access to resources. To date the CWDB has approved one comprehensive center, six affiliate sites, and six access points with each being monitored for compliance for individuals with disabilities. Any findings are 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. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.

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) and 20 C.F.R. §§ 679.550-580].

The CWDB uses the five sectors established by the state and through information obtained from employers by business service team members. All training activities are intended to fall within the sectors. The CWDB receives reports as to the amount of funds that are spent for sector-specific training to ensure compliance. The CWDB is aware of employers and their need for trained employees, whether the training is industry-specific or soft skill development. The CWDB is active in supporting the creation of short term training opportunities by working with training providers and making sure that programs are implemented to support soft skill training at all levels.

C. (L) Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8) and 20 C.F.R. §§ 679.550-580].

The Local Area Rapid Response (LARR) Coordinator and the state Rapid Response Coordinator work together to acquire information that is needed when a mass layoff is pending. If either one finds out important information regarding a mass layoff, they notify the other, to ensure that everyone has the latest information about the layoff. Services are coordinated by the LARR Coordinator and the local Rapid Response team members as needed following the actual layoff. Regional Employer Services Team members are also notified for additional assistance that may be needed for laid-off workers.

Local WIOA, Career Development Office and other Kentucky Career Center partner staff in the Cumberlands region are instructed to notify the Local Area Rapid Response (LARR) Coordinator about any pending/actual layoffs. The LARR coordinator notifies the state via email within 24 hours of receiving notification of an actual or pending layoff that may potentially impact 50 or more employees.

The LARR Coordinator notifies the state Rapid Response Coordinator, Katrina Bailey, by e-mail of all local Rapid Response events that are planned and delivered. The Rapid Response Coordinator or member of the LARR team will enter all information into the State's designated case management reporting system under the Rapid Response tab.

When the LARR Coordinator finds out about a planned layoff, the employer is contacted to set up an initial informational meeting. During the initial employer meeting, the LARR team member will provide Trade information to the employer representative. Website information is given to the employer to complete a Trade petition, if so desired. When the LARR Coordinator acquires information that a company or its employees are in the process of filing a trade petition, the state Trade Act staff is notified by e-mail. LARR, WIOA staff and state Trade Act staff (Regional Trade Facilitator and Career Development Office local staff) would be on standby for the final decision to certify the company and its employees as Trade eligible.



D. (L) Provide a description and analysis of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 80 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]

The CWDB created mini one-stops in local high schools. Partners are 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) is a major partner in the mini one-stops to serve the youth with disabilities. The model is established to support the effort of secondary schools to help students who are working toward a career. The transition for out-of-school youth has been smooth. Twenty (20) percent of youth funds are budgeted to work in the mini one-stops within the high schools. Once the students have been identified as being eligible for WIOA services, 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 training opportunities that will lead to employment in a corresponding field and/or aligns with their interest assessment. Individual Training Accounts (ITA) have been budgeted for participants in the out-of-school program. This will greatly increase the number of youth that can receive training services.

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

The CWDB strives to be a cornerstone in building the workforce in our region and across the Commonwealth. The CWDB staff has integrated into the region and continues to build and develop relationships with businesses, non-profits, and local/regional organizations, developing a dynamic and widespread net of influence. Through these relationships, members of the CWDB are able to analyze, evaluate, and address barriers within the workforce based upon the needs of the communities we serve. The pivot to a strong, virtually-aligned model of service has served with two-fold benefits for the CWDB and the community. Utilizing virtual connection tools via our website and kiosk initiative, the CWDB has been able to connect seamlessly to jobseekers/individuals throughout the pandemic as well as to individuals that may not have traditional access to our services, exemplifying a true customer-centered approach. Collection, analyzation, and use of data centered around the needs of our customers and partners has empowered members of the CWDB to address and remove barriers and consult/advise all tiers of our public engagement, thus rendering services that are data driven/supported and effective.

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

The Cumberlands Kentucky Career Center (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 CWDB to connect customers to their selected training providers. The 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 \$4,000 for those who receive no financial assistance or as approved by the Board per calendar year for two years maximum and may only be used for tuition. The only exception is if there is a balance of funds available at the end of the second year. The remaining balance can be used for licensure testing and fees. This will be used for tuition first with any remaining balance available to purchase textbooks.

ITAs 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 a training program, the ITA may be increased by \$500 using either youth, adult or 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, basic skills training can be 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 checks and balances on training expenditures and give career managers the flexibility to serve customers that require a greater investment. This ITA structure and related costs are subject to availability of funds. The CWDB uses the Eligible Training Provider List (ETPL) that is maintained by Career Development Office 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 of the ability to choose the provider they prefer. The customer is also informed that a provider must be on the ETPL before an ITA for training can be used. The CWDB has designated a staff person to be the contact for any questions or concerns of the eligibility of a provider.

CHAPTER 5: COMPLIANCE/PERFORMANCE/ ADMINISTRATIVE COST

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

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.

Focus-population personnel are co-located in the Cumberlands and South Central regions. Labor market research platform licenses are shared between the two regions. Both regions collaborate to explore grant opportunities in an effort to be good stewards of funding.

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 and report on the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.

The CWDB and SCWDB developed a regional plan in 2017 and updated in 2019. The new regional plan will be completed by April 30, 2021. An agreement as to how performance shall be negotiated and reported is 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 and approved by the State, 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 as 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.

The ADD will provide total staff support for the Cumberlands Local Elected Officials Governing Board and the CWDB. In general, the ADD, being fiscal agent, will be responsible and measured against the following functions:

1. Receive funds
2. 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
3. Respond to audit financial findings
4. Maintain proper accounting records and adequate documentation
5. Prepare financial reports
6. Procure contracts or obtain written agreements
7. Conduct financial monitoring of service providers
8. Ensure independent audit of all employment and training programs
9. Performs budget and fiscal management functions
10. Processes, negotiates, and administers all contracts and/or agreements for services, programs and linkages
11. Processes all payment documents in accordance with OMB circulars, WIOA, corresponding Federal Regulations and State policies and requirements of funding sources, as appropriate
12. Approves all payments authorized in the Plan and Budget subject to financial management procedures
13. 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



Additional Elements (Include or address the following elements in the Chapters/Questions above where applicable or address them in the list below.)

1. (L) (R) Include goals for specific populations particularly with individuals with barriers to employment, veterans, unemployed workers and youth and any other populations outlined in the State Combined Plan.

- Refer to Chapter 2, Section A, Goal Three Workforce Participation for CWDB (Page 14).
- Refer to Workforce Participation for SCWDB.

2. (L) (R) Describe how you will use the results of any feedback to make continuous quality improvements.

1. Reflect on activities
2. To encourage people to learn
3. Raise morale and motivation
4. Utilize for employee coaching and training
5. Improve performance
6. Realign customer and partner expectations
7. Avoid customer or partners dissatisfaction

3. (L) (R) Describe activities of core programs and program specific information on the alignment process.

The successful alignment of the CWDB and SCWDB with core partners and programs provides a comprehensive approach to WIOA service delivery. This implementation ensures all-encompassing services are delivered to individuals in the Cumberlands and South Central regions. The local workforce system aligns programs strategically in an attempt to effectively provide services to business customers and job seekers. Focusing on shared staff training, planning, and new initiatives, these partnerships allow the continuation of expanded benefits to local employers and customers with the quality services they receive. On a local level, there are established committees represented by all core partners working to align the core programs through local efforts. Locally, the core partners along with optional partners work together to establish resource-sharing agreements. With the development of memorandums of understanding, work teams with representation from each partner come to agreements that further clarify roles, responsibilities, and decision-making processes in the KCC offices.

4. (L) (R) Describe the process for data collection and reporting of all core programs.

The Cumberlands and South Central planning region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become reality: a complete commitment by 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 that is reliable is critical for this to become reality. The current KEE Suite system is unable to provide this data and more importantly partner agencies continue to develop separate reporting systems that may make this action unattainable.

KY Stats may be a general source for data collection and reporting of all core programs. However, until the KEE Suite system is replaced, the data for Wagner-Peyser and WIOA programs will continue to be suspect at best.

5. (L) (R) Describe the policies and procedures in place for Rapid Response and coordination with local and state agencies for layoffs, natural disasters etc.

Refer to Chapter 4, Section C for both CWDB and SCWDB.

6. (L) (R) Describe strategies for and/or toward work-based training models. Work-based learning is defined as “supervised program sponsored by an education or training organization that links knowledge gained at the work site with a planned program of study. Experiences range in intensity, structure, and scope and include activities as diverse as site visits, job shadowing, paid and unpaid internships, structured on-the job training, and the more formal work status as apprentice or employee.”

1. Promote work-based learning options to regional employers.

Our agreed upon regional approach is to deliberately target mid and large companies within our five priority sectors for educational conversations on the benefits of participating in work-based learning programs such as apprenticeships, OJT, WEX and job shadowing.

2. Provide work-based learning information to secondary students, teachers, parents

Leverage opportunities to engage secondary educators, students and parents on the benefits of participating in work-based learning programs, such as apprenticeships, OJT, WEX and job shadowing.

Local Workforce Area Youth Committees are positioned to actively serve in this capacity. Examples of this effort include sharing workforce data for dissemination on high school social media accounts.

- Refer to Regional plan

7. (L) Describe the Eligible Training Provider procedure including initial eligibility, criteria for selection and information addressing factors related to performance indicators.

CWDB aligns with the ETPL system and relies on the state's processes to ensure that providers of training services are delivering quality training.

8. (L) (R) Describe how the LWDA/Region will establish or continue to improve an Integrated English Literacy and Civics Education program (IELCE) that provide educational services consisting of literacy and English language acquisition integrated with civic education that includes instruction of the rights and responsibilities of citizenship and civic participation.

Kentucky Skills U is a core partner for both organizations by providing the highest level of services for English Literacy to the community. They also provide the CASAS Exam (Comprehensive Adult Student Assessment Systems), as well as the United States Citizenship Exam by providing study material and coaching if needed by the participant.

The CWDB will target the English Second Language (ESL) population by leveraging existing resources and new avenues by:

- Placement of educational materials in high traffic areas utilized by the ESL population
- Utilization of the mobile kiosk to collect individual information
- Identifying minority owned businesses and providing targeted materials

Public libraries are utilizing the Achieve Network Grant to provide non-English speakers remote access to FluentU which enables them to learn how to speak English through a series of instructional videos.

The South Central region has a Foreign-Born population of 4.6% (or 13,400 citizens). At approximately 14%, Bowling Green / Warren County has the highest concentration of Foreign-Born workers in the region. These individuals tend to have a very strong work ethic, but often face barriers to entry into the workforce.

A New American Advisory Board manned by key influencers across our community has been organized to effectively build programming for this demographic and increase the ability to market opportunities.



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.

Local Elected Official

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Title:

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