WIOA Regional Innovation and Local Comprehensive Plan Guidance
Effective Date: January 1, 2025

The Local and Regional Plan Guidance is a vital resource, providing a comprehensive guide for developing and submitting such plans.

HISTORY: The Commonwealth of Kentucky encompasses 10 Local Workforce Development Areas (LWDAs), including one Concentrated Employment Program (CEP), with five regions. Every four years, local and regional plans must be completed to execute the goals of the Workforce Innovation and Opportunity Act (WIOA) goals. The Education and Labor Cabinet's Department of Workforce Development (DWD) is the administrative state agency for WIOA. It is also the umbrella organization of the core and combined partners highlighted in the 2024-2027 WIOA Combined State Plan. The initial date of issue was 2/1/2021; it was revised on 11/1/2021 to reflect a change to regional makeup, add updated points of contact, and a minor change as cleanup; it was revised on March 1, 2023, for minor cleanup. The guidance is being reissued on November X, 2024, in preparation for the upcoming Local and Regional Plan requirements for PY25 – PY28.

BACKGROUND: Per WIOA sec. 108 and 20 CFR §679.500-580, each Local Workforce Development Board (LWDB), in partnership with its CLEO(s), must develop and submit a comprehensive 4-year Local and Regional Plan to the Governor or the Governor's designee. This collaborative effort in Kentucky ensures that the plans are consistent with the WIOA State Plan and are submitted to the Kentucky Department of Workforce Development (DWD).

PURPOSE: This document provides rules and procedural guidance for constructing Local and Regional Plans consistent with the WIOA State Plan, the process for completion, and the timeframes for submittal.

GUIDANCE: Plans must identify and describe the policies and procedures, and local and regional activities carried out, consistent with the WIOA State Plan and WIOA Sec. 106(a). Local Plans must address specific provisions outlined in Section 108 of WIOA. The State provides this guidance to the LWDBs when formulating its Local Plans. At a minimum, Local Plans must include the provisions in this guidance.

Upon approval of the 2024-2027 WIOA State Plan, the Local Workforce Development Areas (LWDA) and designated regions in the Commonwealth of Kentucky are:

Local Workforce Development Area	Region
Eastern Kentucky Concentrated Employment Program (EKCEP)	East Region
TENCO Workforce Development Board	East Region
West Kentucky Workforce Board	West Region
Green River Workforce Development Board	West Region
South Central Workforce Development Board	South Region
Cumberland's Workforce Development Board	South Region
Lincoln Trail Workforce Development Board	Central Region
Northern Kentucky Workforce Development Board	Central Region
Bluegrass Workforce Development Board	Central Region
KentuckianaWorks Workforce Development Board	Bi-state Region

The LWDB must ensure an opportunity for public comment on the development of the Local and Regional Plan or subsequent plan modifications before submitting the plan to the Governor. This public comment period is mandatory to allow all stakeholders, including representatives of businesses, labor organizations, and education partners, to contribute their input. The public comment process is as follows:

    1. Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and regional news media;

2. Include an opportunity for comment by members of the public, including representatives of businesses, labor organizations, and education partners;

3. Provide a 30-day public comment period on the plan before its submission to the Governor. The comment begins on the date that the proposed plan is made available to the public before its submission to the Governor;

4. Submit all comments received, whether the comment expresses support or disagreement, with the packet submitted to the Governor along with the plan;

5. Consistent WIOA sec. Under 107(e), 20 C.F.R. §§679.520 and .570, the LWDB must regularly make information about the plan available to the public through electronic means and open meetings.

REGIONAL AND LOCAL PLAN CONTENT:

The Local and Regional Plans Toolkit available on the Kentucky Workforce Innovation Board's website is a resource available for LWDA and their respective regions to prepare all the (1) foundational information and to initiate a (2) self-assessment process in support of continuous improvement efforts and driving innovation for the primary customers of workforce development: individual job seekers and businesses, with an essential emphasis on staff members that provide quality service.

Per 20 C.F.R. §679.540 states, for all practical purposes, all regional planning undertaken under 20 C.F.R. §679.510 must also incorporate all local planning requirements found in WIOA Sec.108(b)(1)–(22), 20 C.F.R. §679.550. WIOA Sec. 106(c)(2) and 20 C.F.R. §679.510 specifies that a Regional Plan "incorporates Local Plans for each of the LWDAs in the Planning Region."

- Individual LWDAs will complete a Local Plan for their designated LWDAs, which will then be incorporated into the Regional Plan and;
- All Local Plans from LWDAs within a Planning Region must contain the Regional Plan's combined section and reference the separate LWDA local plans outside their LWDA to avoid duplication.

SUBMISSION PROCEDURES:

This section provides detailed information on submitting documents for each of the previously listed LWDA and Regions.
- Each local area shall submit its Plans to DWD on or by April 30, 2025, after the requisite 30-day period and procedure for public comment.
- Only one copy of the Regional Plan is submitted by the WIOA Planning Region.
- One LWDA should be designated to submit on behalf of the region.
- The regional LWDA CEOs, Chairs, and LWDB Directors must be identified in the regional plan's cover letter.
- The regional plan agreement signatory page(s) should be included with the Regional Plan.
- The Regional Plan must include a copy of the Local Plan for each of the LWDAs in the region.
- The Regional Plans completed template must be submitted electronically in a Word document file to Compliance.Unit@ky.gov.

REVIEW PROCESS:

- DWD will review local and regional plans within 60 calendar days of receipt. A written response will be sent to the CLEO, Chair, and LWDB Director, who will be designated as the point of contact for the submission on behalf of the region. The LWDB's role in the review process is required, as they are responsible for ensuring the plans meet the necessary standards and are consistent with the State Plan.

- All CLEOs, Chairs, and LWDB Directors from the participating LWDAs will receive copies of the correspondence with DWD regarding written receipt.

Suppose the DWD Division of Technical Assistance finds deficiencies. In that case, the LWDA must address them within 30 days before the plan can be approved.

- A final approval letter will be issued once all the requirements are fulfilled and deficiencies are addressed. This final approval is a significant milestone, signifying that the Local and Regional Plans have met the necessary standards and are ready for implementation. Final approved Local and Regional Plans must be posted on the region's LWDB websites, marking the culmination of the planning process.

IMPLEMENTATION:
Local and Regional Plans shall be implemented from PY25 to PY28 (Program Year 2025 begins July 1, 2025). Plans shall be submitted every four years after that, with updates/modifications every two years as needed.

LWDB name: Cumberlands Workforce Development Board
Regional name: Regional Innovation Plan (Cumberlands Workforce Development Board & South Central Workforce Development Board)
Chapter 1: Economic and Workforce Analysis

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

The planning process started in November 2024 when Primary Goals and Subgoals were initially drafted. By late January 2025, stakeholder engagement surveys were created and distributed to Frontline Employment Services Staff, Board Members and Community Partners in the South Central region. By early February, separate versions of each survey were created for the Cumberlands Workforce Development Board (herein referred to as "CWDB") region and disseminated. Throughout January and February, the Workforce Participation Lead, a data analyst position created by WKU with shared oversight from the South Central Workforce Development Board (herein referred to as "the SCWDB"), compiled data reports and analyzed workforce trends and conditions. These were shared and reviewed by staff in both the Cumberlands and South Central regions, and additional data was requested and obtained.

In the South Central region, 19 of the 21 Board Members completed surveys (2 Board Member positions were in the process of being filled at that time of the year). Additionally, 14 frontline staff who represented the Career Development Office, Career TEAM (the WIOA Title I Direct Services Provider), and the SCWDB Navigator staff completed surveys as well as 10 individuals representing community partners. All these stakeholders were also afforded, through the feedback surveys, the opportunity to choose and participate in one of five "Strategic Planning Teams" which were organized by each of the proposed Primary Goals (Employer Services & Solutions, Workforce System Alignment, Workforce Education & Preparation, Reducing Barriers to Increase Workforce Participation, and Organization Performance & Accountability. Based on respondents' preferences, stakeholders were invited to any of the five strategic planning sessions which were held in hybrid or online formats over the last two weeks of February. Twenty-eight individuals representing a mix of Board Members, SCWDB and Career TEAM staff and community partners participated in one or more of the 5 planning sessions. In addition, the Local Elected Officials were emailed a copy of the Strategic Goals (primary and sub, with their associated program and project examples and measurable activities) for review and feedback.

In the Cumberlands region, 17 of the 29 Board Members completed surveys. A presentation and review of the draft plans was provided in mid-March through a virtual format to stakeholders from within the region including Board Members, Local Elected Officials, and Direct Service Provider staff. Forty-five stakeholders were invited and twenty-seven attended which represented Board Members, LEOs, staff and one SCWDB staff member.

Recommended edits or additions to strategic goals and their associated performance indicators were used to finalize the Goals document, and then graphic design elements were added to create the visually appealing "Plan of Action" document. Local Elected Officials, Board Members, and others who had been involved in providing feedback (staff and partners) were sent a draft version to review for feedback. In South Central, two meetings were hosted for LEOs and Board Members to review ask questions about the final plan before it was posted for public comment. The documents were posted for public comment through these various channels: social media (Facebook, Instagram, LinkedIn, _____), the SCWDB and CWDB websites, an email inviting feedback to the 100+ member Community Partner Team distribution list maintained by the One Stop Operator, the CWDB . . .Public comments were collected and reviewed by CWDB and SCWDB leadership and can be found in Appendix F?.

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)]

Our regional analysis of economic conditions by in-demand industries and occupations relied upon current and former JobsEQ® data (which is a product of Chmura Economics & Analytics and contains a disclosure that Chmura cannot guarantee its accuracy and completeness). This data source has multiple limitations because it sources only online posted jobs and ads to derive quantities that organizations like the SCWDB and CWDB and other economic and workforce entities can view to gauge demand. To more holistically understand what are considered "in-demand" occupations and industries the following 4 reports were ran. Two reports show the total number of active job ads. The other two reports show the total number of people employed.

  i.   "In-Demand Industries:" shows the occupations grouped by industry categories that had the most active job ads over a 12-month span
  ii. "Openings by Occupations Top 10:" shows the top specific occupations that had the most active job ads over a 12-month span (along with their median wages)
  iii. "Occupational Snapshot (Industries):" shows the industries that employed the most individuals at a moment in time (along with their average wages & growth)
  iv. Occupational Snapshot (Occupations) Top 10:" shows the top occupations held by individuals at a moment of time (along with their average wages & growth)

Active Job Ads

To better understand growth and decline among the volume of occupations and their associated industries and wages, these reports were run for the most recent 12-month timespan (late February 2024 – late February 2025) and compared against the 2020 calendar year. Looking at in-demand industries revealed that Healthcare (practitioners and technical occupations) has presently arisen as the top industry for the South Region supplanting the 2020 top industry (Transportation & Material Moving Occupations). All the Top 5 most in-demand industries (based upon open job ads) remained the same, but the volume of job ads has slightly increased from what it was in 2020 as depicted in the charts below:

Openings by Occupations

	Occupations	
SOC	Occupation	Active Job Ads
29-0000	Healthcare Practitioners and Technical Occupations	13,041
41-0000	Sales and Related Occupations	6,832
53-0000	Transportation and Material Moving Occupations	4,881
35-0000	Food Preparation and Serving Related Occupations	3,651
43-0000	Office and Administrative Support Occupations	3,510

Feb. 25, 2024 – Feb. 25, 2025

Openings by Occupations

	Occupations	
SOC	Occupation	Active Job Ads
53-0000	Transportation and Material Moving Occupations	8,547
41-0000	Sales and Related Occupations	7,438
29-0000	Healthcare Practitioners and Technical Occupations	6,066
35-0000	Food Preparation and Serving Related Occupations	4,646
43-0000	Office and Administrative Support Occupations	3,666

2020

An additional report necessary to review is a JobsEQ "Opening by Occupations" report that provides the most listed Occupations (based upon active job ads in the past year) and their Median Wages. This report is again derived, like the first report, from online job ads that have been posted over a span of time. This

report is distinct from the first report because instead of grouping occupations by industry, it may depict multiple occupations from within the same industry.

Feb. 25, 2024 – Feb. 25, 2025		**Jan. 1 – Dec. 31, 2020**	

Openings by Occupations (left) | **Openings by Occupations** (right)

Occupations

SOC	Occupation	Median Wage	Active Job Ads
29-1141.00	Registered Nurses	$30.00	3,407
41-1011.00	First-Line Supervisors of Retail Sales Workers	$17.40	2,329
41-2031.00	Retail Salespersons	$15.75	1,993
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	$27.70	1,806
21-1093.00	Social and Human Service Assistants	$17.90	1,202
11-9111.00	Medical and Health Services Managers	$27.10	1,163
49-9071.00	Maintenance and Repair Workers, General	$23.10	1,156
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	$16.00	1,059
53-7065.00	Stockers and Order Fillers	$15.80	971
35-3023.00	Fast Food and Counter Workers	$12.00	958

Occupations

SOC	Occupation	Median Wage	Active Job Ads
53-3030	Driver/Sales Workers and Truck Drivers	$26.40	5,618
53-7060	Laborers and Material Movers	$12.50	2,795
41-2030	Retail Salespersons	$11.00	2,768
41-1010	First-Line Supervisors of Sales Workers	$12.00	2,559
29-1140	Registered Nurses	$30.00	2,331
35-1010	Supervisors of Food Preparation and Serving Workers	$13.40	1,452
37-2010	Building Cleaning Workers	$10.70	1,432
35-3020	Fast Food and Counter Workers	$8.65	1,099
11-9110	Medical and Health Services Managers	$22.00	1,058
21-1090	Miscellaneous Community and Social Service Specialists	$12.95	970

The above charts, provided by JobsEQ's open jobs report, depict job ads active in the South Region for the most recent 12-month period compared and the entirety of 2020. The first thing to note is that Registered Nurses top the 2024 list by a significant margin - the difference in quantity between ads for nurses and First-Line Supervisors of Retail Sales Workers (the second most in demand occupation in the region) is the largest on this chart. Healthcare occupations appear twice on the chart - Registered Nurses and Medical and Health Services Managers have each cracked the top ten most in demand jobs in the region. This indicates again that the Healthcare industry needs significant attention in our region. However, anecdotal evidence from frontline employment services and workforce board development staff (who have access to weekly compiled lists from JobsEQ and who have attempted to follow links to these online jobs) reveal that the number of Healthcare openings in our region may be overstated in this report. Many of the posted job ads are for positions not in the region (particularly Registered Nurses, which commonly require traveling) or the ads do not link to an active job ad. The CWDB and SCWDB suspect that the number of open Healthcare jobs in our region (and even among all open positions retrieved and compiled in the reports) are likely lower than the JobsEQ reports suggest.

Total Individuals Employed

To better assess the demand for Healthcare professionals in the region, additional reports are necessary. Therefore, we compared Occupational Snapshot (Industry) reports for the South Region which are reflected below. The first report describes industries by the total number of people employed in each. Over the 4-year timeframe, all the top 5 industries, and even their ranking order, remained the same. While Healthcare appears to have doubled in demand (based upon open jobs), the number of people employed in Healthcare positions has not doubled. Rank changes in "emerging" industries happen further down the list, especially within those industries that rank 6th through 13th in the number of

individuals employed in each. Within that range, Construction has outgrown Administrative Support and Agriculture/Forestry/Fishing/Hunting has slightly outgrown "Other Services" over the past four years.

SCWDB+CWDB, 2024Q2[1]

NAICS	Industry	Current			5-Year History		Total Demand	Exits	Transfers	1-Year Forecast	
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %				Empl Growth	Ann % Growth
31	Manufacturing	42,937	$61,526	2.05	-347	-0.2%	4,355	1,592	2,732	31	0.1%
62	Health Care and Social Assistance	40,390	$53,494	1.03	2,795	1.4%	4,487	1,798	2,148	540	1.3%
44	Retail Trade	30,680	$34,781	1.18	624	0.4%	4,239	1,759	2,431	49	0.2%
61	Educational Services	22,501	$40,905	1.06	344	0.3%	2,274	955	1,155	164	0.7%
72	Accommodation and Food Services	22,133	$21,024	0.96	182	0.2%	4,137	1,678	2,261	198	0.9%
23	Construction	14,709	$55,012	0.94	2,013	3.0%	1,400	465	794	141	1.0%
56	Administrative and Support and Waste Management and Remediation Services	13,550	$37,195	0.84	-2,557	-3.4%	1,631	615	925	92	0.7%
48	Transportation and Warehousing	12,856	$54,144	0.98	2,079	3.6%	1,516	566	830	120	0.9%
92	Public Administration	9,981	$47,908	0.81	740	1.6%	973	367	548	58	0.6%
81	Other Services (except Public Administration)	9,114	$32,212	0.82	-231	-0.5%	1,120	424	613	83	0.9%
11	Agriculture, Forestry, Fishing and Hunting	8,545	$23,055	2.65	-615	-1.4%	1,046	495	551	0	0.0%
42	Wholesale Trade	8,101	$65,380	0.82	591	1.5%	859	302	507	50	0.6%
54	Professional, Scientific, and Technical Services	7,115	$57,938	0.37	943	2.9%	666	213	361	92	1.3%
52	Finance and Insurance	5,988	$66,552	0.57	52	0.2%	533	190	305	39	0.6%
71	Arts, Entertainment, and Recreation	3,790	$27,018	0.70	398	2.2%	605	223	336	46	1.2%
51	Information	3,339	$53,638	0.65	275	1.7%	322	106	184	32	1.0%
53	Real Estate and Rental and Leasing	2,752	$52,578	0.59	183	1.4%	285	116	147	21	0.8%
22	Utilities	2,336	$72,669	1.71	214	1.9%	223	76	129	19	0.8%
55	Management of Companies and Enterprises	2,305	$96,688	0.56	-137	-1.1%	230	73	122	36	1.6%
21	Mining, Quarrying, and Oil and Gas Extraction	655	$66,193	0.68	-98	-2.7%	62	21	40	1	0.2%
99	Unclassified	108	$81,742	0.21	67	21.1%	13	5	7	1	0.6%
	Total - All Industries	263,885	$47,355	1.00	7,517	0.6%	30,513	11,802	16,874	1,837	0.7%

2024

NAICS	Industry	Current			5-Year History		Total Demand	Exits	Transfers	1-Year Forecast	
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %				Empl Growth	Ann % Growth
31	Manufacturing	39,638	$50,004	1.96	-1,535	-0.8%	3,968	1,521	2,603	-156	-0.4%
62	Health Care and Social Assistance	37,238	$43,405	1.03	3,004	1.7%	3,937	1,729	1,788	420	1.1%
44	Retail Trade	29,751	$29,179	1.18	851	0.6%	3,843	1,753	2,213	-123	-0.4%
61	Educational Services	21,562	$36,778	1.07	-1,036	-0.9%	2,003	959	1,034	10	0.0%
72	Accommodation and Food Services	20,139	$15,640	1.02	273	0.3%	3,389	1,443	1,817	129	0.6%
56	Administrative and Support and Waste Management and Remediation Services	14,534	$28,976	0.94	-615	-0.8%	1,787	710	968	108	0.7%
23	Construction	12,595	$43,345	0.88	1,061	1.8%	1,252	443	792	17	0.1%
48	Transportation and Warehousing	11,033	$47,504	0.95	687	1.3%	1,199	499	675	24	0.2%
92	Public Administration	9,162	$39,422	0.76	-118	-0.3%	838	356	484	-1	0.0%
11	Agriculture, Forestry, Fishing and Hunting	8,878	$16,165	2.64	-1,263	-2.6%	846	407	549	-111	-1.2%
81	Other Services (except Public Administration)	8,644	$24,798	0.81	-405	-0.9%	1,016	449	536	30	0.3%
42	Wholesale Trade	7,372	$51,561	0.79	-153	-0.4%	749	291	482	-24	-0.3%
54	Professional, Scientific, and Technical Services	5,829	$44,781	0.34	-332	-1.1%	536	186	313	37	0.6%
52	Finance and Insurance	5,584	$54,891	0.55	-369	-1.3%	520	198	323	-1	0.0%
51	Information	3,036	$41,248	0.62	-383	-2.3%	278	106	187	-14	-0.5%
71	Arts, Entertainment, and Recreation	3,014	$22,950	0.71	41	0.3%	459	190	235	34	1.1%
53	Real Estate and Rental and Leasing	2,471	$38,575	0.57	184	1.6%	246	114	136	-4	-0.1%
22	Utilities	2,183	$60,313	1.67	157	1.5%	185	71	125	-11	-0.5%
55	Management of Companies and Enterprises	2,163	$90,770	0.57	-355	-3.0%	215	72	123	20	0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	573	$52,353	0.59	-365	-9.4%	62	19	39	4	0.6%
99	Unclassified	33	$52,330	0.13	-2	-1.3%	4	2	2	0	0.3%
	Total - All Industries	245,433	$38,561	1.00	-672	-0.1%	27,174	11,434	15,308	431	0.2%

2020

The final report to analyze and assess demand is the Occupational Snapshot (Occupations) Top 10 which depicts the top positions held by individuals in the South Region. Comparing the 2024 snapshot to the 2020 snapshot (below), it is clear the top 10 occupations have remained unchanged. There were some adjustments in the rankings--the #3 and #4 swapped rankings and the #9 and #10 swapped rankings, but all the other occupations remained in the same ranking order. Another key observation about the current top 3 occupations in the combined region is their lack of significant growth. Among them, Transportation occupations have the highest growth rate but remain modest at 0.8%. Production occupations, which rank as the second most common occupation group, are experiencing a slight decline of -0.1%, indicating potential stagnation or shifts in industry demand.

OCCUPATIONAL SNAPSHOT (SCWDB+CWDB, 2024Q2[1])

SOC	Occupation	Empl	Mean Ann Wages[2]	LQ	Unempl	Unempl Rate	Online Job Ads[3]	Empl Change	Ann %
43-0000	Office and Administrative Support Occupations	29,511	$40,500	0.96	1,199	3.8%	1,007	-1,446	-1.0%
51-0000	Production Occupations	28,753	$44,900	2.00	1,616	5.0%	422	-847	-0.6%
53-0000	Transportation and Material Moving Occupations	26,304	$42,300	1.15	2,337	7.4%	1,134	1,972	1.6%
41-0000	Sales and Related Occupations	22,524	$41,000	0.97	1,448	5.9%	2,103	-338	-0.3%
35-0000	Food Preparation and Serving Related Occupations	21,991	$27,900	1.01	1,793	7.1%	1,206	13	0.0%
11-0000	Management Occupations	21,878	$91,000	1.07	428	2.0%	979	1,224	1.2%
29-0000	Healthcare Practitioners and Technical Occupations	16,937	$88,400	1.08	319	1.9%	3,382	773	0.9%
25-0000	Educational Instruction and Library Occupations	13,958	$54,700	0.98	423	3.0%	520	339	0.5%
49-0000	Installation, Maintenance, and Repair Occupations	11,789	$52,500	1.15	394	3.0%	618	887	1.6%
31-0000	Healthcare Support Occupations	11,594	$36,600	0.96	532	4.3%	572	1,057	1.9%

SCWDB+CWDB, 2020Q3[1]

SOC	Occupation	Empl	Mean Ann Wages[2]	LQ	Unempl	Unempl Rate	Online Job Ads[3]	Empl Change	Ann %
43-0000	Office and Administrative Support	29,326	$33,200	0.93	1,559	5.1%	808	-959	-0.6%
51-0000	Production	26,522	$36,200	1.84	2,181	7.2%	546	-1,678	-1.2%
41-0000	Sales and Related	23,856	$32,700	1.01	1,767	7.0%	1,805	-96	-0.1%
53-0000	Transportation and Material Moving	23,592	$33,200	1.15	2,279	8.2%	2,672	356	0.3%
35-0000	Food Preparation and Serving Related	20,359	$21,300	1.06	3,090	12.9%	1,414	74	0.1%
11-0000	Management	19,136	$74,900	1.19	461	2.5%	472	-889	-0.9%
29-0000	Healthcare Practitioners and Technical	15,289	$70,600	1.07	321	2.1%	1,450	1,081	1.5%
25-0000	Educational Instruction and Library	13,034	$46,500	0.94	756	5.6%	417	-501	-0.8%
31-0000	Healthcare Support	10,700	$28,700	0.98	514	4.7%	621	1,310	2.6%
49-0000	Installation, Maintenance, and Repair	10,511	$42,300	1.12	564	4.8%	410	283	0.5%

2024   **2020**

Other observations from these reports are that wages have increased significantly across all industries in the past four years and most industries have experienced growth in the number of individuals employed in each. Both demonstrate healthy economic conditions for the South Region, and they are necessary to support the cost of living in the regions. However, it is also important to note the disparity in average pay amongst the top occupations in our region. Occupations like First-Line Supervisors, Retail Salespersons and especially Fast Food and Counter Workers do not provide wages that can support a family or an individual. This means that these occupations are likely to experience regular turnover and are more difficult to fill than others that have similar educational or skill requirements and pay better. Compounding these challenges, **the average wages for the current top three occupations fall below both the region's living wage and the overall average wage** (Appendix B for Cost-of-Living Index). This suggests that many workers in these dominant fields may struggle with economic stability, particularly in the face of inflation and rising living costs. Additionally, education and certification requirements vary significantly across these leading occupations:

- Office staff roles may require advanced degrees or specialized training, depending on the position.
- Production workers generally do not require additional education beyond high school.
- Transportation employees may need to obtain a Commercial Driver's License (CDL) or other industry-specific certifications.

With limited wage growth and mixed employment trends, these industries may face challenges in attracting and retaining workers, especially if wages remain below regional benchmarks. **Future workforce development strategies should focus on upskilling, certification support, and wage improvements to ensure long-term economic sustainability for workers in these occupations**.

The South Region plans to adopt the same top 5 "in-demand" Industries as the Kentucky Workforce Innovation Board: Healthcare, Manufacturing and Logistics (which were previously separated industries, and for the South Region would combine our #1 and #8 Industries into a single Industry), Construction, Educational Services and Professional/Scientific/Technical Services (which, for our region, is ranked #12 after Transportation and Warehousing are merged together with Manufacturing). Retail Trade and Accommodation & Food Services, while they are consistently in-demand based upon the number of individuals they employ and the number of job openings, are not planned to be adopted as priority

sectors for the South Region because they have not traditionally been high-paying (and thus, a strong return on investment for individual support). Instead, the South Region plans to continue to assess how to best support the newest state-adopted industry sectors of Educational Services and Professional, Scientific and Technical Services.

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)]

The SCWDB has been regularly analyzing the regional, state and national labor force and labor market trends because for the previous 2.5 years it has partnered with WKU to help oversee a dedicated "Workforce Participation Lead" staff member whose primary task was to assist the SCWDB in better understanding the root causes for low labor participation in the region. The SCWDB has been using this "workforce intelligence" to provide presentations to employers that empower them with insights and actionable solutions regarding population "pockets" of residents who are not participating in the workforce and the various barriers they may face. Much of the following data and analysis presented below was gathered from these efforts. The analysis in this section is based heavily on information compiled from table S2301 of the Census Bureau's American Community Survey (ACS) data tables. Also included is a demographic breakdown from JobsEQ. However, the labor force participation rates and populations used in the analysis come from the ACS. The ACS data is available in Appendix B.

Labor Force Participation Challenges in the Cumberlands & South Central Region

The Cumberlands & South Central Region faces significant labor force participation rate (LFPR) challenges, lagging both Kentucky and the national average. At 56.3%, the region's LFPR is 3.3 percent lower than Kentucky's (59.6%) and 7.2 percentage points below the national average (63.5%). To match the national rate, the region would need to add 36,822 more people to the workforce.

Key Populations of Concern

1. Older (Pre-Retirement) Prime-Age Workforce (45-64 Years Old)
   The 55-59 age group is particularly concerning, with an LFPR 17% lower than the national average and nearly 8% lower than Kentucky's overall rate. In total, 63,471 individuals aged 45-64 are not in the workforce, with 18,511 of them aged 55-59.

2. Individuals with Disabilities (ages 20 – 64 years old)
   The ACS asks individuals to report if they have a "health condition." Those that do have a LFPR 12.6% lower than the national average. 43,376 (65%) of these individuals are not in the labor force. 70% or more of individuals ages 45 – 59 who report a disability are not working. 15,862 people aged 45-54 report a disability, and 69.9% (11,095) are not working. 11,461 people aged 55-59 report a disability, and 76.8% (8,807) are not working.

3. Educational Attainment (Less than a High School Diploma)
   The LFPR for individuals without a high school diploma is 17.9% lower than the national average. Among 42,415 people without a diploma, 23,876 (56%) are not in the workforce. The impact is especially severe for older adults: 6,294 individuals aged 55-59 lack a diploma, with 72.3%

(4,548) not working; 60% of individuals who could be considered Generation X who do not have a high school diploma in the region are unemployed.

4. Compounded Barriers: Age, Disability & Low Education
   Individuals who both have a disability and lack a high school diploma face even greater labor participation challenges: 4,070 people aged 45-54 fall into this category, and 84.5% (3,440) are not in the workforce; 3,161 people aged 55-59 fit this profile, and 86% (2,720) are not working. Over 6,000 individuals in this age group could benefit from targeted workforce and educational support.

Additional Findings

- Gender differences in LFPR are minimal. Having children impacts LFPR, but age, disability, and education levels play a far more significant role. **Disability has a larger impact on workforce participation than education**, though both remain key barriers.

Recommendations

The **45-59 age group**—especially those with disabilities and low educational attainment—faces immense barriers to workforce participation. Efforts to **increase employment in the region** should focus on **workforce training, education programs, and disability-inclusive employment opportunities**. Investing in **targeted assistance for the 6,000+ individuals struggling with both disability and low education** could significantly improve labor force participation and economic stability in the region.

Employment Trends in the South Region

Since 2020, overall employment trends in the region, including South Central and The Cumberlands, have followed a similar trajectory. Both experienced significant declines during the COVID-19 pandemic, followed by strong recoveries in 2021. In the most recent quarter for which data is available, The Cumberlands has a slight edge over South Central, though their employment levels remain closely aligned. **While both regions continue to experience employment growth, the pace has slowed considerably since 2021**. Additionally, growth rates were slightly higher before the pandemic (see Appendix B page 6).

Unemployment Trends in the South Region

The unemployment trends in South Central and The Cumberlands closely mirror their employment patterns, reflecting the region's economic recovery following the COVID-19 pandemic. Both areas experienced a sharp increase in unemployment during the pandemic, followed by a notable decline beginning in 2021. However, recent data indicates a slight increase in unemployment, suggesting that the labor market may be experiencing new challenges.

Currently, The Cumberlands reports an unemployment rate of 6.1%, which is 0.4 percentage points higher than South Central's 5.4%. The combined regional unemployment rate stands at 5.7%, compared to the national average of 4.3%, indicating that the region still has ground to cover in its economic recovery. Despite the recent increase in unemployment, both regions remain below their worst pre-

pandemic unemployment levels, demonstrating overall resilience. However, if current trends continue, there is a **possibility of rising unemployment in the near future**, which could pose challenges for the region's workforce and economic stability. Addressing this potential rise through workforce development initiatives, employer engagement, and targeted support for job seekers will be critical in sustaining long-term growth. (see Appendix B page 6).

Wage Trends in South Central & The Cumberlands

The region lags the national average in wages, with an average annual wage of $47,355, compared to the U.S. average of $72,405. Within the region, South Central reports a higher average wage of $51,144, while the Cumberlands trails at $43,239, highlighting a significant wage gap between the two areas. Despite these disparities, both regions are experiencing positive wage growth. However, South Central's wages are increasing at a much faster pace than the Cumberlands', further widening the gap. South Central's wage growth rate stands at 4%, nearly 1.5 times faster than the Cumberlands' rate of 2.7%. Encouragingly, the region's overall growth rate aligns closely with the national wage growth of 3.6%, suggesting steady economic progress.

However, wage growth has slowed considerably since 2022, with both regions experiencing a decline in their rate of increase. In the most recent quarter, South Central showed signs of a rebound, while the Cumberlands saw a slight dip, though this may be attributed to normal fluctuations rather than a clear downward trend. Even with some variations, the broader pattern indicates a deceleration in wage growth across the region. Moving forward, efforts to boost wage growth in the Cumberlands and sustain momentum in South Central will be crucial in enhancing overall economic stability and competitiveness in the labor market. (see Appendix B page 7).

The Rise of Hidden Workers in the Labor Market

The following insights were retrieved from Hidden Workers: Untapped Talent Pools, published by Harvard Business School (the full publication is available in Appendix D, References). Long before the Great Recession and continuing well beyond the COVID-19 pandemic, structural labor market imbalances have resulted in a growing percentage of working-age adults remaining outside the workforce. Each economic downturn exacerbates this issue, and during recovery phases, those who become disconnected from employment face serious challenges. Gaps in their work histories develop, and with each passing month, they risk falling further behind in acquiring the skills employers demand.

At the same time, employers struggle to fill job openings, as the pool of workers with up-to-date skills appears to shrink. This shortage is worsened by rapid technological advancements in the workplace. **Employers increasingly turn to automation and AI-driven recruiting platforms to expand and diversify their candidate search, yet these very systems often screen out those not currently employed,** assuming they lack proficiency in the latest technologies. As a result, many job seekers—especially those with employment gaps—perceive themselves as unqualified and refrain from applying. This cycle creates a **compounding labor market challenge**:

- Companies find fewer candidates who meet their hiring criteria.
- In response, they invest in **more technology** to reduce reliance on hard-to-find workers.
- Online job platforms, while expanding access to opportunities, **filter out applicants who do not match predefined job descriptions exactly**.

Consequently, **millions of skilled workers struggle to secure employment** that aligns with their qualifications, hours, and career aspirations. Labeled as **"less qualified"** by automated systems, they become **invisible to recruiters**, reinforcing the cycle of exclusion. This phenomenon has given rise to what labor experts now call **"hidden workers"**—a growing segment of capable individuals who remain **trapped outside the workforce**, not due to a lack of ability, but because of rigid hiring processes and technological barriers. It is difficult to estimate the number of "hidden workers" in the South Region, but workforce development board staff and frontline WIOA employment services staff and community partners confirm that many individuals seeking services frequently have difficulty navigating online applications and online processes used by employers.

D. (R) Provide an analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities and 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.
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).
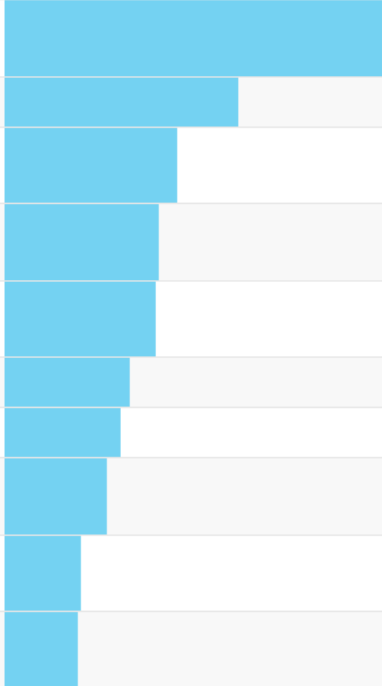
Both the CWDB and the SCWDB have established relationships and demonstrate effectiveness towards supporting education and training initiatives and workforce development activities in the South Region. As described in both Local Plans, the two workforce development boards have partnered to launch highly successful "navigator" service delivery models that focus on specific populations of residents with barriers to employment. Both areas have also spearheaded the development and launch of reentry programming that is now adopted by the Office of Adult Education and has evolved into the Reentry Employment Services (RES) Branch, expanding as a statewide initiative seeking to identity and provide wraparound supports (including education and training) to justice-involved individuals. Both workforce board areas currently subcontract with the same WIOA Direct Service Provider—Career TEAM—and share expertise pertaining to case management best practices and support. Both areas have also stewarded additional National Dislocated Worker Grants that have expanded their capacity to provide short-term training, work-based learning and supportive services for individuals with multiple barriers to employment. Over the course of the previous strategic plan period (July 2021 – February 2025), the South Region supported 1,500 individuals through WIOA programming (ITAs, WEX, OJT, and Supportive Services. For more thorough examples of each area's workforce development activities, please see CWDB's Local Plan Appendix A and SCWDB's Local Plan Appendix A.

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 the five sectors established are Healthcare, Manufacturing and Logistics, Construction, Education and Professional, Scientific and Technical Services, skill levels for these jobs range from no 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. In the past year there were a total of 23,172 active job ads in the Cumberlands. Of those, 6,013 specified that they require at least a high school diploma. Another 13,713 didn't specify any specific education or certification requirements in their posting. This means that 19,726 (or around 85%) of jobs in the Cumberlands are likely to not require any education beyond high school. The top in demand

sectors reflect this to a degree. While jobs like healthcare and management probably require extra schooling, the majority of industries in the top ten likely do not. The only issue is ensuring that wages for those jobs are high enough to support individuals and their families.

Below is a breakdown of current wages with job ads by industry in Cumberlands WDA:

	SOC	Occupation	Median Wage	Active Job Ads	
☐	29-0000	Healthcare Practitioners and Technical Occupations	$32.39	4,746	
☐	41-0000	Sales and Related Occupations	$14.74	2,695	
☐	53-0000	Transportation and Material Moving Occupations	$18.78	2,014	
☐	43-0000	Office and Administrative Support Occupations	$16.60	1,774	
☐	35-0000	Food Preparation and Serving Related Occupations	$12.40	1,739	
☐	11-0000	Management Occupations	$32.90	1,442	
☐	31-0000	Healthcare Support Occupations	$17.00	1,321	
☐	21-0000	Community and Social Service Occupations	$18.80	1,199	
☐	37-0000	Building and Grounds Cleaning and Maintenance Occupations	$13.80	896	
☐	27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	$16.40	865	

The above chart helps to show the shift in industry demand in the Cumberlands from 2020 to today. One of the clearest shifts is that healthcare has moved up from the third most in demand industry to number one. The Cumberlands, and the region as a whole, have seen a growth in demand for healthcare jobs in recent years. This represents a new sector that ought to be focused on to some extent. Furthermore, the gap between healthcare jobs and sales jobs (the new second place industry) is wider than the previous gap between first and second place. This implies that the growth of healthcare jobs has significantly outpaced the growth of jobs in other sectors.

Even though healthcare has grown significantly, it appears that the rest of the top ten in demand industries in the Cumberlands have remained relatively the same. Generally, wages have increased for the most in demand sectors, this is a positive sign. However, there is a clear gap between healthcare and the other sectors. The only other sector with a wage that comes close to healthcare is management occupations - something that likely requires extra training and/or education.

Chapter 2: Strategic Vision and Goals

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

accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

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 educational 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
- By being financially sound

Vision Statement

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

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

We are committed to deliver high-value services to employers by actively engaging them in workforce solutions, fostering connections between businesses and untapped talent, and promoting work-based learning opportunities for youth and adults. Through data-driven strategies and a dedicated Business Services Team, we support employers in overcoming recruitment and retention challenges while strengthening the regional workforce.

Objective 1: Proactively engage employers by offering tailored business services, fostering partnerships, and providing valuable solutions that address hiring needs, talent development and long-term retention. Efforts / Initiatives / Metrics Examples:

- Number of employers invited and participating in hiring events / job fairs.
- Number of business service engagements each year (logged in SalesForce) which include: providing
  LMI, recruitment assistance, pre-screening services, job orders, etc.
- Employer Satisfaction Survey (to be developed).
- Leverage Technology: Maintain (update as necessary) and promote the CWDB website, social media pages.
- Maintain Employer contact information in SalesForce and maintain a "listserv" of employers (by industry and region) who can be contacted for workforce events, candidate referrals, and invitations for presentations.

With the implementation of these goals, each member of the CWDB and partner organizations will have clearly outlined 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: Leverage a dynamic Business Services Team to connect high-demand employers with untapped talent, creating pipelines for inclusive hiring, workforce growth, and sustained economic success.
Efforts / Initiatives / Metrics Examples:
- Identify and maintain lists of employers who offer "quality jobs," are "friendly" to various hidden/focus population talent and are willing to hire trainees upon completion.
- Maintain and revamp as necessary the business services "menu".

Consistent weekly updates with internal Business Service Team (BST) to the CWDB Executive Director, allowing more effective communication with the board. The BST will provide regular updates to CWDB/KCC webpages, job advertisement platforms, social media channels and staff referrals. The BST will maximize employer participation by education of services offered and implementation of employer-specific programming. This will result in gaining an increase in webpage visits, job posts inquiries, social media traffic, and referrals. We plan to communicate with employers to increase knowledge of available programs through our menu of services.

Objective 3: Create and maintain opportunities for employers to engage youth and adults to facilitate awareness of local market-relevant jobs and career pathways and provide work-based training opportunities.
Efforts / Initiatives / Metrics Examples:
- Employers participating in targeted job fairs / career exploration events (ex. annual graduating HS senior fairs, hiring events at jails and career fairs).
- Promote "employer showcases," candidate group interviews and speaking sessions both on-site at the KY Career Center and off-site throughout the region.
- Number Employers participating in work-based learning experiences and on the job training, apprenticeships, incumbent worker training/upskilling, etc.

The standard citizen recognizes the term "Job Fair" and will be most likely to attend to obtain information about current employment opportunities. As a result, we will strive to partner with employers to host more job fairs locally and regionally. We will coordinate bus-to-business on-site tours by county for the local high school seniors to visit employers within their area. We will continue with public speaking engagements at community events to promote career opportunities. Our goal is gaining an increase in 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 4: Leverage national, state and local data and trends to develop and promote strategies for employers to address their recruitment and retention barriers.
Efforts / Initiatives / Metrics Examples:
- Employer Data / Tactics Presentations & Workshops (ones for executive level leadership and ones for HR professionals).
- Identify and maintain lists of employers who offer "quality jobs," are "friendly" to various hidden/focus population talent and are willing to hire trainees upon completion.
- Utilization of the Statewide Workforce and Talent Team (SWATT).

There are five trends that are having, not just a national, but a global impact on the workforce: the shrinking workforce, increased retirements within older generations, immigration, education-job demand mismatch and technology. Communicating this to our employers and partners will provide a clear understanding of our daily challenges. Working to mitigate those five areas as a cohesive group will provide solutions within our area. We need to focus on all demographic challenges as a collective set, not one at a time to resolve challenges.

We will expand the list of employers that we partner with as new companies move into our area. For both our employers and our focus populations, not knowing there's an opportunity means there's no opportunity. This points to the need for improved partnerships and communication to ensure businesses can take advantage of opportunities to grow their talent.

The development and utilization of the SWATT mission, which focuses on its role in simplifying workforce systems and creating a seamless experience for businesses seeking talent solutions will provide consistency across the commonwealth.

Goal Two – Workforce System Alignment
We strive to align workforce development efforts across education, industry and statewide stakeholders to ensure economic prosperity and drive sustainable workforce solutions. This will be achieved by delivering consistent, measurable initiatives alongside innovative, project-based strategies that address evolving industry needs and long-term regional growth.

Objective 1: Collaborate with economic development, employers and educational institutions' efforts to: 1) increase dual-credit and credentialing programs for students and adults and 2) expand awareness of market-relevant career pathways for parents, educators, career counselors and community service providers.
Efforts / Projects / Metrics Examples:
- Number of Strategic Planning meetings staff participated in to launch new industry-recognized training initiatives.
- Number of Workshops and presentations to various high school students.
- Have active staff representation at any credential expansion planning meetings held at secondary or post-secondary institutions.
- Have active staff representation at strategic planning events at schools.

Consistently having our staff participate in new innovative training initiatives will give us the knowledge to communicate to our schools.

We will offer in-person and virtual workshops and help sessions to high school students to showcase employment opportunities, college alternatives, trade schools, etc.

Staff will attend credential expansion planning meetings to articulate feedback to the board at meetings. By participating in local school's strategic planning events, we can communicate program opportunities with potential funding.

Objective 2: Collaborate with core programs, affiliate sites and partners to provide streamlined services to customers.
Efforts / Projects / Metrics Examples:
- Regularly assess and refine the customer flow at Kentucky Career Center and affiliate points and access to services available remotely.
- Staff Training / Development Opportunities
- Customer Feedback Surveys.

We will collect data to understand the purpose of the customer's inquiry. Analyzing how we assist customers after their visitor initial contact, by determining their specific need will provide data for each KCC partner. One of our goals is to streamline services to an online platform for customers to access information remotely.

We will provide training opportunities for all staff to attend remotely or in person as it is offered. As the workforce changes, we need to focus on keeping our knowledge updated and relevant.

We will utilize QR codes at the KCCs to obtain feedback from customers. We will share this data with our partners and use it to adjust our consistency in service.

Objective 3: Leverage resources to support Kentucky's statewide programs & objectives.
Efforts/Projects/Metrics Examples:
  • KYAE RES/Jobs on Day 1; Digital Equity; SWATT; Job Quality; Work Ready Communities.

Kentucky has implemented several statewide programs and initiatives to enhance education and workforce development. We will renew our focused effort in utilizing these programs and resources to obtain continuity of our service delivery with statewide efforts.

Objective 4: Contribute resources and expertise towards regional and statewide industry partnerships.
Efforts / Projects / Metrics Examples:
  • Establish and Maintain relationships with local Chambers of Commerce, the KWIB and its committees, the KY Education & Labor Cabinet personnel, regional Educational Institutions and Training Providers, lawmakers.
  • Presentations to regional and statewide stakeholders (ex. KY Taskforces, KWIB, KY SETA).
  • Utilization of the Statewide Workforce and Talent Team (SWATT).
  • Attendance at events, activities and strategic planning.

We will strengthen relationships with all local chambers by utilizing the BST in all of our 13 counties. We will consistently attend all KWIB quarterly and committee meetings as a necessary step to support the state initiatives. The information from these meetings will be presented to our local boards to ensure consistent messaging and shared outcomes. The regular communication with Kentucky Education and Labor Cabinet, educational institutions and training providers is shared locally and vice versa. We do this via calls or emails or scheduled meetings. We invite lawmakers to our scheduled meetings and provide email communications on anything relevant to their areas. We are willing to do presentations for regional and statewide stakeholders. The utilization of the SWATT mission will result in enhanced employer experience across the commonwealth. We will continue to attend relevant events, meetings, etc.

Objective 5: Cultivate strong relationships with community, regional and state stakeholders to contribute to a thriving regional workforce ecosystem and uphold the CWDB's leadership and relevance in the workforce development system.

The seven avenues below are our focus areas for this plan. To achieve this, we will measure success based on the following criteria.

  • Signed & Executed Partnership Agreements
  • Signed & Executed Service Agreements with Stakeholders
  • Signed & Executed Contracts for Programmatic / Fiscal Oversight
  • Referral Mechanisms
  • Interlocal Agreements with Local Elected Officials

- Attendance & Participation in Meetings & Presentations
- Invitations to Speak to & Interact with Workforce Stakeholders

Success:
    A. Funding Commitments / Investments
    B. Partners & entities referring participants for services
    C. Recurring Formal Process
    D. Key workforce stakeholders attending Board of Directors meetings, presentations
    E. State, Regional, National conferences

Goal Three –Educate & Prepare Jobseekers

We aim to educate and prepare jobseekers by providing career exploration opportunities, developing targeted workforce strategies for diverse populations, and ensuring lifelong access to upskilling, retraining, and support services for sustained career success.

Objective 1: Provide career exploration and exposure opportunities for students (K-12, adult education, college, university and postsecondary training), as well as adult workers and job seekers.
Efforts / Initiatives / Metrics Examples:
- Lead or collaborate for hiring events taking place on-site at high schools, colleges and universities.
- Career Assessments for all job seekers as well as potential WIOA participants.
- Aim to maintain a variety of WEX opportunities for youth and adults in the region.

Our Business Service Teams participate in hosting hiring events each Spring for graduates of High Schools, Technology Centers, Colleges and Universities within our 13 counties. Our goal is to ensure those who are ready for full-time work are prepared to enter the workforce in their desired area with a goal for this to become a potential career path. Our aim is to try to match those graduating from colleges and universities to work in their degree field.

In Kentucky, the Ready for Industry (RFI) program is available to individuals seeking to enter the workforce, offering free access to online learning courses in several high-demand fields, including manufacturing, healthcare, information technology, logistics, and construction. These courses are designed to help job seekers understand what it's like to work in these industries and prepare them for employment opportunities.

The Workforce Innovation and Opportunity Act (WIOA) is a federal program designed to assist individuals in acquiring the skills necessary to secure gainful employment. In Kentucky, WIOA offers various services, including work experience opportunities, to help eligible individuals enhance their employability. The CWDB provides work experience programs for youth aged 18-24, focusing on preparing them for post-secondary education, training, or employment. These programs are tailored to address significant barriers to success and are available year-round. For adults and dislocated workers, WIOA offers on-the-job training, work experience, apprenticeships, and individual training accounts. These services are designed to help individuals find self-sustaining employment through various training programs.

Objective 2: Develop and Promote workforce preparation strategies and activities specialized to the various "focus" populations (Untapped/Hidden Talent).
Efforts / Initiatives / Metrics Examples:
- Support state and regional digital literacy initiatives.
- Workshops to students (at their schools), foster youth, homeschool and justice-involved (pre-release classes).

We partner with Putting Kentuckians First (PKF) to reach focus populations related to justice involved and re-entry. PKF is under the Reentry and Employment Service (RES) Branch of Adult Education under ELC. PKF is a state-wide initiative supporting justice impacted individuals. This program takes a county-by-county approach to assist justice-impacted individuals across the spectrum (Pre-Entry, Incarceration, and Reentry) with services such as access to the entire Kentucky Workforce System, substance recovery resources, employment assistance, educational opportunities, healthcare support, and vital documentation obtainment.

The Pre-Release classes at local/regional detention centers provide an on-site/in person educational forum facilitated by RES Navigators through partnership with jailers. Individuals who are currently incarcerated are informed about the services and assistance available to them to assist with their transition back to society. Some processes are started while the individual is still incarcerated. Upon release, individuals are provided with county specific resource folders and contact information for assistance.

PKF offers Targeted Orientation Classes that serve as an extension of the Kentucky Career Centers to counties without a physical career center location. RES Navigators facilitate the members of the Kentucky Workforce System to be present and available to assist individuals with employment, training, educational and other resource needs. Targeted Orientation Classes serve as a direct referral pipeline from Judicial Entities to the Putting Kentuckians First Program.

Through partnerships, we identify digital literacy needs and gaps to connect to our Adult Education partners for targeted digital literacy and instruction.

For homeschooled youth, we partner with libraries, with our local schools and with community organizations to reach that population. We work closely with our foster youth providers and community partners to communicate our services.

Objective 3: Create and sustain opportunities for early-, mid- and later-career residents to attain good-paying, quality jobs through upskilling, retraining, supportive services and otherwise adapting to remain relevant to changes in the regional workforce.
Efforts / Initiatives / Metrics Examples:
- Number of WIOA enrolled participants by county.
    o Number WEX / subsidized internships.
    o Amount of supportive services money.
    o Number ITAs.
- Opioid grants, NDWG grants, KY Statewide Reserve projects and additional grants.

With our continued decline in WIOA funding, we have to be intentional about spreading our dollars and opportunities across all 13 counties. We will use data to ensure we are planning for future projections in the workforce and we will encourage our participants to choose relevant areas of training. We will use our metrics to see that all 13 counties are supported.

The CWDB through their direct service provider (LCADD) has been successful in securing additional funding using the Braided Funding approach. Braided funding refers to the alignment of resources from various sources to improve impact and efficiency for a specific purpose. Unlike blended funding, where funds are combined into a single pool, braided funding keeps each funding stream separate while coordinating their use to support a common objective. Organizations can braid WIOA funds with other resources—such as philanthropic grants, state or local funds, or employer contributions—to enhance program offerings. For example, WIOA funds might cover training costs, while a foundation grant provides stipends for participants.

The Statewide Reserve Funding promotes innovative approaches to meeting the goals laid out in the WIOA State Plan and to support statewide initiatives outside of the established Local Workforce Development Areas. The fund supports various projects, including youth employment support, construction trades exposure, statewide sector strategy collaborative development, multi-area IT training, and diversity initiatives.

Goal Four –Remove Barriers to increase Workforce Participation

We take proactive steps to removing barriers to workforce participation by fostering collaboration among workforce, social service and nonprofit partners to provide holistic support for individuals facing employment challenges. Through targeted outreach and expanded programming for focus populations, we will connect untapped talent to meaningful career opportunities and drive inclusive economic growth.

Objective 1: Initiate and participate in collaboration efforts among workforce development, social services and non-profit providers to leverage resources and provide solutions for individuals with multiple barriers to employment.
Efforts / Initiatives / Metrics:
- Participation at partner activities, initiatives and events.
- Targeted Services Orientation events.
- Maintain "warm handoff" system and relationships among front-line direct service providers.
- Train and engage all levels of staff to be aware of community resources and specialized programming that can complement workforce development services.

Participation in partner events, consistency from program to program and making sure each customer has been introduced personally to each person who assists them throughout the process is paramount in achieving the desired relationship between staff, partners and customers. We will keep staff aware of all community resources available and any relevant changes.

Objective 2: Execute outreach, marketing and communication activities that attract individuals to engage with and participate in workforce development programs.
Efforts / Initiatives / Metrics:
- Number of Engagement / Presentation Events and number people attending (by focus population).
- Targeted Services Orientation, Pre-release.
- Leverage Technology:
    o Number of Social media platform followers, posts and views.
    o Websites' traffic.

Using monthly metrics and adjust where needed to ensure we help more people. By reviewing this monthly, we can pivot our resources quickly to meet changing needs and increase our engagements with customers.

Objective 3: Maintain and expand dedicated programming serving CWDB directed "Focus Populations" and untapped talent.
Efforts / Initiatives / Metrics:
- Maintain and expand "navigator" model whereby staff are assigned to various focus populations (current populations and emerging/future populations such as foster care youth) and have the opportunity to be mobile and visible in the region.
- Acquire special funding to support programming.
- Number individuals served by focus population / special projects.

We will continue to support "Putting Kentuckians to Work" in our 13 counties. As a new initiative, we will have a focus on those in foster care. We will analyze data and determine how to best reach this population by county so they have the opportunity to utilize the programs/resources available to them. We will use

data to see the potential amount of foster youth we can serve by county. We will seek to acquire special funding so we can have a supporting position specific to this population and be intentional on getting a good return on our investment.

Goal Five – Organizational Performance & Accountability

We dedicate ourselves to maintaining strength and integrity of our financial position, quality control measures and data collection systems to increase overall regional impact and ensure superb return on investment for taxpayers, participants and funders.

Objective 1: Pursue, acquire and focus diverse funding resources that complement, sustain and expand effective workforce programming.
Efforts / Initiatives / Metrics:
- KY General Assembly funding.
- WIOA NDWG funding (when available).
- Project WORK (Opioid Grant).
- Continue to apply for grants.

Success:
    A. Continue to pursue diverse funding through grants and through the KY General Assembly to support the continued declining of WIOA allocations.

Objective 2: Identify and address organizational and structural changes necessary to improve outcomes, collaboration and accountability.
Efforts / Initiatives / Metrics:
- Quality Control Coordinator year-round activities.
- Annual Internal Monitoring.
- Program Performance and Data Engagement monthly meetings.

 Success:
    A. Continued MOU with another local board for the quality control position year-round.
    B. Annual internal monitoring results reviewed with LCADD direct service provider.
    C. Meet monthly to discuss performance and results to increase performance metrics and to review individual participant information.

Objective 3: Maintain a framework that monitors the CWDB's ability to meet goals and programming metrics.
Efforts / Initiatives / Metrics:
- Annual Engagement metrics shared across CWDB and Direct Service Provider staff.
- Quality Control Coordinator data tracking sheets & methodologies.
- Annual Mid-year Review of the WIOA Direct Services Provider.
- Monthly financial meetings between CWDB, WIOA Direct Services Provider and fiscal agent.

We will review monthly metrics of engagement by the BST that can provide improved annual results, which is aligned with the SWATT mission. We will review the number of grants that have been awarded and those awaiting approval/denial.

We will continue to provide consistent feedback from monitoring by the quality control coordinator to improve our performance.

We will review mid-year to see where adjustments are needed to meet our goals.

We will have monthly financial meetings to discuss what funding is available by category.

Objective 4: Develop and utilize effective customer service feedback mechanisms.
Efforts / Initiatives / Metrics:
- Participant / Customer Survey.

Success:
    A.   Implementing a QR code for customer satisfaction results via a survey.
    B.   Sharing the information with partners to ensure desired end results.
    C.   Sharing the information with the CWDB bi-monthly.

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

By aligning local visions and goals with the Commonwealth's WIOA State Plan, Kentucky ensures a unified approach to workforce development that addresses the needs of employers and job seekers across the state. 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 five key areas of the WIOA State Plan for Kentucky that it must engage to create its ideal workforce development system:

1. Employers – We are committed to deliver high-value services to employers by actively engaging them in workforce solutions, fostering connections between businesses and untapped talent, and promoting work-based learning opportunities for youth and adults. Through data-driven strategies and a dedicated Business Services Team, we support employers in overcoming recruitment and retention challenges while strengthening the regional workforce.
2. Workforce System Alignment – We strive to align workforce development efforts across education, industry and statewide stakeholders to ensure economic prosperity and drive sustainable workforce solutions. This will be achieved by delivering consistent, measurable initiatives alongside innovative, project-based strategies that address evolving industry needs and long-term regional growth.
3. Educate & Prepare Job Seekers – We aim to educate and prepare jobseekers by providing career exploration opportunities, developing targeted workforce strategies for diverse populations, and ensuring lifelong access to upskilling, retraining, and support services for sustained career success.
4. Removing Barriers for WFP – We take proactive steps to removing barriers to workforce participation by fostering collaboration among workforce, social service and nonprofit partners to provide holistic support for individuals facing employment challenges. Through targeted outreach and expanded programming for focus populations, we will connect untapped talent to meaningful career opportunities and drive inclusive economic growth.
5. Organizational Performance & Accountability – We dedicate ourselves to maintaining strength and integrity of our financial position, quality control measures and data collection systems to increase overall regional impact and ensure superb return on investment for taxpayers, participants and funders.

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

The 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 lifelong 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. This collaborative approach ensures that the local workforce development system is cohesive and responsive to community needs.

The five focus areas for the strategic planning group for the CWDB's new strategic plan are as follows:
1. Employers
2. Workforce System Alignment
3. Educate & Prepare Job Seekers
4. Removing Barriers for WFP
5. Organizational Performance & Accountability

Goals created will enhance communication and build stronger partnerships. Partnering with industry leaders, such as the SWATT initiative, for guidance and assistance. Collaborating with libraries and other employment related entities is 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. CDO, Veteran 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 members of the CWDB, one of its committees or the Business Service Team. This allows them the opportunity to not only have input but also have knowledge of the vision and goals of the CWDB. Updates on each goal will be presented at each CWDB meeting.

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

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

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

Through the Partnership Agreement, the Governing Board, consisting of the local Elected Officials and the CWDB through their designated responsibilities will work together to achieve the vision and goals set forth. 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 13 members (7 constituting a quorum) with the Chief Local Elected Official (CLEO) a mandatory member who shall serve as chair of the Consortium. The Governing Board shall meet at least biennially and at such other times as are deemed necessary. Special meetings may be called by the CLEO, a majority of the Governing Board or by a majority of the Local Elected Officials not a member of the Governing Board by providing 24 hours written notice to all Governing Board members. Meeting notices shall contain the time, place, and agenda for all meetings and otherwise comply with Kentucky's Open Meetings ACT. The Governing Board shall engage in discussion with the LWDB to reach agreement with respect to the following: development of a local plan for the area; development of a regional plan with other workforce areas; the content of the WIOA strategic plan for the area; One-Stop Career Center chartering and certification; and acceptance and the resolution of audit and monitoring findings. The CLEO shall designate a fiscal agent. The CWDB will contract for staff support to provide the monitoring, assessment, evaluation and oversight functions of the LWDB; develops for the LWDB recommendations for general goals and priorities to serve as the guidelines for preparation of the local plan; conduct research and reviews alternatives to provide specific data and information for the planning process; prepares for the LWDB detailed WIOA Plan and Regional Plan and budget recommendations for WIOA programs; provides staff support for the conducting of hearings or public forums to obtain input concerning community needs and proposed solutions; provides policy interpretation and direction to all aspects of the program; provides staff support to market and communicate programs and services to the public; provides direct clerical and other support to the LWDB; and is 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 that lead to a recognized postsecondary credential. This includes a credential that is an industry-recognized certificate or certification and is portable and stackable. [WIOA Sec. 108(b)(3)]

Through the KCC, the delivery of services is executed in a manner that aligns and braids the local resources of our partners to address training and employment for our jobseekers. It also addresses the needs of our local employers. We strive to provide a great customer experience and avoid the duplication of services. 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.

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

The CWDB Staff and the Business Services Team will continue to develop and maintain partnerships with employers across the region. By working with employers and industry associations, the board can identify workforce needs and align education/training programs with these demands. This also helps in offering customized programs that benefit specific sectors. 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:

Our comprehensive One-Stop Center is located in Somerset. We have three Business Service Team members. One of those members serves as the lead. The team members possess skills and the ability to interact professionally with local businesses. The BST discusses weekly the needs of the businesses in our area. The extended team hosts a monthly call for partners, locally, regionally and at the state level. The Cumberlands Business Service Team intends to respond to employers' needs within an agreed upon time frame. All details are to be put into KIBES. This information should be very detailed and include any follow up action items.

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

With the introduction of Statewide Workforce and Talent Team (SWATT) in 2024, leaders from the Kentucky Chamber of Commerce, Kentucky Economic Development Cabinet, Kentucky Education and Labor Cabinet, Kentucky Department of Education, Kentucky Community and Technical College System (KCTCS), Kentucky Council on Postsecondary Education (CPE), and workforce boards, business service teams, and many more underscored the commitment of these groups in addressing workforce needs, supporting businesses, and fostering economic growth. The Cumberlands Regional Core Business Team consists of the following: Regional Team Member, Cabinet for Economic Development, CDO, Workforce Innovation and Opportunity Act, Kentucky Education and 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:

Through various strategies, workforce boards not only strengthen the connection between the One-Stop Delivery System and Unemployment Insurance programs but also ensure that UI recipients can transition from unemployment to meaningful employment more efficiently. By offering a holistic range of services—including training, job search support, case management, and employer connections—this ensures that individuals who are receiving unemployment benefits are empowered with the tools, resources, and support they need to return to the workforce. 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 reemployment 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 to reemployment services under any Federal or state UI program or law. We can connect UI recipients to other forms of social support, such as housing assistance, childcare, transportation, or health care, that can remove barriers to employment. By working together with other community-based services, they have the support they need to succeed in the workforce.

They can collaborate with employers who are hiring to match UI recipients with job openings. This is particularly beneficial in industries with a high demand for workers or where UI recipients have transferable skills. Workforce boards often organize job fairs or employer panels within the One-Stop system to connect UI recipients with employers actively looking to hire. By hosting these events in collaboration with UI programs, workforce boards help individuals transition more smoothly from unemployment to employment.

Since the reorganization of CDO personnel and the new delivery system for employment 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 others 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:

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

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 to create, refine, and complete comprehensive business plans for individual owned small businesses. The CWDB connects individuals to training programs where certifications obtained allow the individual to pilot their own small business. The CWDB regularly seeks new training and educational opportunities and presents them via meetings and e-mail to support small business ownership. This utilizes local resources to connect start-ups and locally-owned businesses to ensure support and opportunities for success.

The CWDB partners with Southeastern 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. Kentucky Highlands Investment Group, another partner, assists in building a healthy business through a multitude of workshops and one on one guidance.

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

The CDWB Youth Committee meets bi-monthly and serves as ambassadors to communicate all the programs and services that are available to youth. The Office of Vocational Rehabilitation (OVR) is a key partner, especially for youth with disabilities. We serve in school youth with things that do not require financial support. Eligible students are enrolled in out-of-school programs after graduating and reaching the age of 18. We partner with local businesses to offer apprenticeship programs. The goal is to place participants in jobs based on O'Net & Ready For Industry interests leading to permanent employment or to 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 avoid duplication of services. [WIOA Sec. 108(b)(10)]

The CWDB maintains relationships with local school districts, community colleges, technical schools, and universities to align workforce development programs with the skills and competencies required by employers. These partnerships help to ensure that students are prepared for in-demand occupations as they transition from education to employment. 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/stop-out
- Coordination of training assistance funding sources
- Career services and program development

Labor Market Data: By frequently reviewing labor market information, the local workforce board can forecast the skills needed in high-demand sectors. By collaborating with educational institutions, we ensure that the curriculum is relevant and responsive to the current and future needs of employers. For example, this involves developing specialized training programs for high-demand fields such as healthcare, information technology, manufacturing, or skilled trades.

Sector Partnerships: Local workforce boards engage with employers in key sectors to develop sector-based workforce strategies. These strategies are incorporated into educational programming, creating pathways from education to employment. This ensures that students and job seekers have the training they need to meet industry standards.

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 Cumberlands'(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.

LWDBs play a vital role in coordinating workforce investment activities with secondary and postsecondary education programs, promoting a seamless transition from education to employment. Through collaboration, sharing resources, aligning curricula with industry needs, and offering clear career pathways,

LWDBs avoid duplicating services and ensure that individuals are prepared for success in the labor market. This coordination between education and workforce development maximizes impact and enhances service delivery to meet the needs of both employers and job seekers effectively.

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. LWDBs are expected to collaborate with secondary and postsecondary educational institutions, including adult education programs, to develop career pathways, creating clear access from education to employment and facilitating smooth transitions for individuals entering the workforce. Coordinating services assures that we meet the diverse needs of job seekers and employers, so that educational programs align with labor market demands. Ensuring that services provided by education and workforce programs are complementary and not redundant, thereby maximizing resource utilization.

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 or working to education and career pathways by leveraging existing resources and regional data provided by the Kentucky Center for Statistics (KY STATS). Thus, providing youth with opportunities for quality education and career pathways that lead to economic independence and social stability.

The case managers also coordinate with secondary schools to connect students with services when they leave school. They conduct outreach to college and career counselors to encourage students to come to the KCC locations when they graduate or opt out of high school. The case mangers also work with the area schools to increase post-high school placement in employment, post-secondary education, apprenticeships, service programs or military. The Business Services Team (BST) conducts outreach to companies interested in hiring graduating seniors. Another initiative of the CWDB is to bus students to these businesses for an on-site tour.

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 case manager is offered space to work at each educational institution's career center location to introduce the services available through the KCC.

With student consent, the case manager verifies registration at educational institutions. Administrative personnel may provide reports on the students' demographics and academic progress. Graduation application and graduation reports support documentation of credential attainment for WIOA performance. The case managers have increased the presence, communication and collaboration with the institutions. This results in 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 allows the review of progress and work through barriers or issues. In the future, we hope to continue strengthening the relationships between all entities to provide the best experience for each customer.

Coordination of training assistance funding sources
Under WIOA guidelines, KCTCS and UC accept vouchers for WIOA-sponsored tuition and/or fees as published on the ETPL. KCC staff ensures completion of the federal financial aid application prior to enrollment into WIOA.

Career services and program development

SCC and UC administration provide 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. Aside from traditional 4-year post-secondary education, we also encourage alternative educations such as trade, vocational & certificates.

> **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)]

Efforts to coordinate supportive services through workforce investment activities in the local area focus on maximizing resources and removing barriers to employment for participants. The LCADD, direct service provider, the CWDB, collaborates with partners to secure items and services. Additionally, alternative funding sources, including grants, are pursued to supplement WIOA funding and address needs beyond its typical scope. Our partnership with Adult Ed/Putting Kentuckians First provides resources that will remove barriers for our participants. The longevity and wide variety of partners has increased our scope to provide more services through referrals and vice versa. In the Cumberlands Area, we have targeted all partners to be listed on our website to allow visibility to our customers.

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.

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 system, maximizing the coordination of services provided by DWD merit staff and the LWDB's contract providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

The CWDB has a goal to co-locate as many workforce partners as possible in one building to create a functional One Stop Center. The Memorandum of Understanding between partners establishes clear referral pathways, cross training of staff, and utilizes a unified customer intake process leveraging technology for data sharing and promoting collaborative service planning. CWDB has regular program monitoring to identify areas that need improvement. Resource Sharing Agreements (RSA) are in place to

ensure the cost of operating the One Stop location is equally shared among all partners utilizing the space in the center.

The One-Stop Operator manages the activities at the one-stop location and affiliate sites. The Operator oversees the day-to-day activities within the locations 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 employs them.

Maintaining our unified purpose and consistent quality of service, staff and partners know what resources are available. Business' needs are met in a more efficient and timely manner without duplication of services.

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

The CWDB is responsible for promoting, recruiting and providing core services. Each partner within the one-stop has a signed agreement with the local Memorandum of Understanding (MOU) that supports the operation of the one-stop. Resource Sharing Agreements (RSA) will be put in place so that the cost of the operation of the one-stop is shared equally among the partners. The One-Stop-Operator is responsible for overseeing the day-to-day activities within the comprehensive center and affiliate sites to maximize the efforts of each partner. There are standard operating procedures which provide direction on customer experience regardless of the agency branch the staff member reports to.

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

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. 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 Adult Ed. If the individual is deemed to be basic skills deficient, they may be required to remediate with Adult Ed. until their basic skills scores are consistent with those necessary to enter training. The CWDB will provide oversight to the direct service provider regarding these policies.

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

The 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 provided by the Commonwealth, allows the state to track and tabulate participant performance information. Locally, we track customer interaction with all our partners within the One Stop. We report these details to the CWDB bi-monthly.

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 Cumberlands Workforce Development board is focused on improving the efficiency of its employment and training system with a primary focus on meeting industry demand. The BST is a strong voice to connect the industry needs with training providers in order to meet demand. Facilitating engagement of employers in the workforce development system is critical. The goal is to match industry with trained workers. This is a high priority of the CWDB, BST and the KCC.

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

Under the Workforce Innovation and Opportunity Act (WIOA), local boards are mandated to ensure the continuous improvement of eligible training providers, including contracted service providers and those on the Eligible Training Provider List (ETPL). Training providers are held accountable for providing the training necessary to match the jobs available within the established scientific of the CWDB. Engagement with providers on a regular basis will ensure offerings are current and available for established sectors. Through this interaction with employers, industry associations, and other stakeholders we gather feedback on the relevance and quality of training programs. This collaboration ensures that training services align with current labor market demands. With implementation of a regular review and updating of policies and procedures related to provider eligibility and performance to reflect best practices and regulatory changes. Regularly assessing the performance of training providers to ensure they meet established standards and effectively address the employment needs of local employers, workers, and job seekers. This ensures that the local workforce system remains responsive and effective. The CWDB will work with providers to determine if changes are necessary to increase success.

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

The CWDB represents WIOA in every county we serve. We have one comprehensive center and ten affiliate sites. Each location is equipped with computers, phones, printers, fax machines and scanners that are available to all customers. If customers are unable to travel to a location, an alternative location will be offered (i.e., libraries).

4. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

The CWDB 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 waver 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 and ten Affiliate Sites, with each being monitored for compliance for individuals with disabilities. Each center performs an ADA review before certification or re-

certification. Any findings are presented to the CWDB, which provides funding to resolve any issues. CWDB will integrate disability services into workforce programs, ensuring that individuals with disabilities receive appropriate training and support to achieve employment outcomes.

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

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

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

The CWDB uses the five sectors established by the state, which are Healthcare, Manufacturing and Logistics, Construction, Education and Professional, Scientific and Technical Services. All training activities are intended to fall within the sectors. The CWDB receives reports as to the amount of funds that are spent on 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)

Rapid Response is a funded service through Rapid Response funds. Trade is required to be a part of Rapid Response and is required to provide Rapid Response services to potential Trade impacted workers. Lay-off aversion and such are handled through the Rapid Response unit. Information regarding company closures and statewide Rapid Response information is provided by staff within our Office of Employment and Apprenticeship Services.

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 any information about mass layoffs is discovered, one will notify the other. 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.

WIOA one-stop system Dislocated Worker Program services Rapid Response services are designed to be seamless with other local one-stop services. Employees and employers receive one-stop service information during their respective service sessions. Also, during the initial on—site meeting, the local coordinator assesses whether the employer meets the criteria of a trade impacted employer in accordance with the standards established by the Trade Adjustment Assistance Act as amended. The local coordinator assists the employer with the completion and submission of a trade petition to the Office of Trade Adjustment Assistance. In Kentucky, the Rapid Response program operates in essentially the same manner regardless of whether a TAA petition or certification is involved. The state extends Rapid Response services to all worker groups (or on an individual basis, if applicable) covered by a TAA petition just as it provides Rapid Response services to any worker group that has been or will be permanently laid off. In most cases, the state and its local Rapid Response team are already aware of a given dislocation event and Rapid Response

activities are underway before a TAA petition is filed. If a TAA petition is the first notice of a dislocation event, the state will notify the local Rapid Response team, which will contact the employer and associated union(s) to plan worker transition services. If the state does not have access to the worker group prior to layoffs, the state will use UI claimant information to identify potentially affected workers. In this situation, the local Rapid Response team will be required to extend outreach to the laid off workers using contact information obtained from UI. At minimum, the outreach materials must include information about the WIOA Dislocated Worker Program and basic information explaining the TAA program. A local area may request Rapid Response funding in the form of Dislocation Grants and Additional Assistance Grants to serve potentially TAA—eligible worker groups in the same manner it requests funds for all other worker groups. The only difference is that Additional Assistance funding can't be used to fund training once a worker group is covered by a TAA certification. If a TAA petition is certified, the state's TAA program is responsible for identifying potentially eligible individuals under the certification through worker lists supplied by the employer and/or UI claimant information. The TAA program then uses a standard mailer to contact the potentially eligible individuals, inviting them to attend a Trade Orientation Session to learn about program benefits and register. At Trade Orientation Sessions, TAA program staff review program benefits, the process for accessing the benefits, and critical deadlines. Orientation participants are also provided written materials and referred to a handbook that covers the TAA program benefits, specific to the participant's TAA amendment year. A representative from the WIOA Dislocated Worker program is present during orientation sessions to cover basic information about that program, enrollment and an explanation of the advantages of dual enrollment. Kentucky is committed to continually exploring ways to make TAA program information more user friendly and improve coordination between the TAA and WIOA programs. Rapid Response teams are familiar with benefits and services offered under the trade program and attend all local or statewide trade trainings.

Local WIOA, CDO 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.

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

The CDWB has adopted a holistic approach that combines education, vocational training, and support services to address the multifaceted needs of youth with disabilities. In addition, we have been approved to be a Pre-ETS partner through our direct service provider. This model ensures that all aspects of a youth's development are considered, leading to better employment outcomes. Partners in the school systems are recruited to educate students of services available to them while in school and after they graduate. The Office of Vocational Rehabilitation (OVR) is a major partner 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. Once the students have been identified as eligible for WIOA services, graduate from high school, and become 18 years of age, they are transferred to out-of-school WIOA services. At this point, the percentage mandated for work experience will go into effect. The goal is to place participants in training opportunities that will lead to employment in a corresponding field and/or align with their interest assessment. Individuals Training Accounts (ITA) have been budgeted for participants in the out-of-school program. This will greatly increase the number of youth that can participate in training services.

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

The Cumberlands Kentucky Career Center system (KCC) will provide eligible customers with scholarships for a full range of training services by establishing Individual Training Accounts (ITA). Training services include occupational skills training, basic skills training, skills upgrading, retraining, entrepreneurial training and job readiness training. To ensure customer choice, eligible customers will select a provider from the list of approved providers from the Eligible Training Provider List (ETPL) after consultation with a career manager. KCC WIOA staff will then use the individual referral process approved by the 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, with a lifetime max of $7,000. 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. ITA's for short term training (defined as programs that can be completed in one year or less) such as lineman training or CDL are set at $4,000. 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 the availability of funds. The CWDB uses the Eligible Training Provider List (ETPL) that is maintained by CDO 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 (Responses below should focus on the local area's compliance with federal or state requirements.)

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

A Memorandum of Understanding with all Kentucky Career Center partners and applicable Resource Sharing Agreement and a Memorandum of Understanding between the required partners, including the

Office of Vocational Rehabilitation, 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.

The South Region has an established track record of collaborating to launch innovative workforce programs. During the previous strategic plan period, the South Region partnered on multiple occasions to obtain and oversee various initiatives funded by the Governors "Statewide Reserve" fund as well as a National Dislocated Worker Grant. The initiatives involved launching 4 distinct and dedicated "navigator" positions that provided focused services throughout the region—one position was high school and college student focused, two positions were reentry/justice-involved focused and one position was focused on assisting individuals who were long-term unemployed and/or affected by the COVID-19 pandemic. The three-year successful outcomes from the justice-involved program were the foundation for what would become a statewide model that was adapted by the Kentucky Office of Adult Education. **Both the SCWDB and CWDB endeavor to continue to pilot innovative workforce projects that focus on hard-to-serve and hard-to-reach populations.**

Currently, an effort is being proposed to share the administrative costs and oversight of a Quality Control Coordinator. This role, which has long been administered by the SCWDB, is a full-time position dedicated to reviewing, measuring and ensuring compliance of all WIOA Title I services delivered. The position provides daily monitoring of legal and programmatic compliance pertaining to client eligibility and required case management components. The SCWDB is looking to share this position with the CWDB to provide consistency in the South Region's programmatic compliance and participant experience and outcomes.

In addition, a labor market research platform's license subscription costs are shared between the two regions which further demonstrates the region's collaboration and responsible stewardship.

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

Each year, a comprehensive review will assess the success and impact of the One-Stop System in building strong employer relationships and meeting key performance benchmarks set by each Local Workforce Area (LWA). This ensures that services remain effective, high-quality, and responsive to workforce needs. Performance measures will be strategically negotiated between the Governor and Local Workforce Boards to track local progress accurately. These metrics must be clear, measurable, and fully aligned with the overarching goals of each region, while also meeting state performance standards. The success of the local workforce system directly reflects its ability to serve businesses effectively. When local operations meet employer needs, job seekers are seamlessly guided through the workforce development system, creating a thriving, results-driven ecosystem for businesses and workers alike.

> **D.** (L) Identify the local grant recipient of Title 1 responsible for the disbursal 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 method for sole sourcing, used for procuring goods and services within the local area. This includes but is not limited to the method used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

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 CWDB Potential Sub-Contractor list is mailed a notification that an RFP is being issued and what services the proposal is seeking to deliver. Notification of the availability of an RFP is put in newspapers of the counties the CWDB serves and posted on Cumberlands Workforce Development Board (CWDB) 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 the performance and effectiveness of the regional fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17)] *Note: This description may include when, how, and by whom the indicators are being employed and if the measured performance and effectiveness are used in a continuous improvement process.*

The Lake Cumberland Area Development District (LCADD) has been designated as the Fiscal Agent for the Cumberlands Workforce Development Board by the CLEO. The LCADD will provide total staff support for the Cumberlands Local Elected Officials Governing Board and the CWDB. In general, the LCADD, 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

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: