



Addendum 1  
to  
Cumberlands Workforce Development Board  
Local Strategic Plan  
for Program Year 2019-2020

*Addressing WIOA-specified Topics*

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# Executive Summary

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The purpose of Addendum 1 to the Local Strategic Plan is two-fold. First, it is designed to complement the Cumberland Workforce Development Board's [Local Strategic Plan](#), titled **Refocused and Ready PY17-20**. Second, the Addendum fully captures and addresses the information requirements specified by the Kentucky Department of Workforce Investment for update/revision of local and regional strategic plans. See dialogue box to the right for a listing of the guidance documents.

Although well-meaning, a majority of the information requirements prescribed in the guidance documents are of an administrative, process or procedural nature and do not readily lend themselves to the strategic application the Workforce Innovation and Opportunity Act. The predicament for the Cumberland Workforce Development Board was that incorporation of all prescribed information requirements would clutter the plan with information that had little to no value for a strategic planning document.

Our solution to this predicament is this document, Addendum 1 to the CWDA Local Strategic Plan. This addendum captures and addresses all required information and is organized by the five following subject areas:

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

Please note that 14 of the 38 information requirements are cross-walked directly to the Local Strategic Plan by section and page number. Of the 38 information requirements, 7 are fully or partially covered Cumberland Workforce Development Board policies. The remaining information requirements are addressed with a narrative description.

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# Economic and Workforce Analysis

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**1. 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.**

See Executive Summary (page 4) and Strategic Planning Summaries (page 43) of the Cumberland Local Strategic Plan for a thorough description of the planning and development process.

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

A thorough Regional Analysis of economic conditions is provided in the Cumberland Local Strategic Plan, Labor Market Information Appendices (pages 34-40).

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

An analysis of the regional workforce is provided in the Cumberland Local Strategic Plan, Labor Market Information Appendices (pages 34-40).

**4. 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.**

See Cumberland Local Strategic Plan Labor Market Information (pages 34-40) for an analysis of workforce activities and trends.

Also see Addendum 2 to CWDB Local Strategic Plan: Supplemental Analysis

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

See Addendum 2 to CWDB Local Strategic Plan: Supplemental Analysis for an analysis of the knowledge and skills relevant to employers in our region.

# Strategic Vision and Goals

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

See “Mission and Vision” statements (page 4) and “Focus Areas” (page 5) of the Cumberland’s Local Strategic Plan.

**2. Describe how the local board’s vision and goals relate to the Commonwealth’s goals, initiatives and priorities as outlined in the WIOA State Plan.**

The below chart shows the alignment of vision, mission and goals between CDWB and the state:

Kentucky	CWDA	Alignment
<p><u>Vision:</u> Create a workforce development system that is value driven for employers, aligns education with industry demands, prepare Kentuckians for the future of work and drives economic development.</p>	<p><u>Mission:</u> We partner to serve employers and employees to develop a skilled workforce for the prosperity of our communities.</p>	<p>The CDWB mission and vision are in alignment with the state. Both capture the need for employers/industry help drive education and training solutions.</p>
	<p><u>Vision:</u> The Cumberland Area is a prosperous community with a robust talent pipeline directed toward the needs of business and industry.</p>	
<p><u>Goals:</u> #1 Employers. Actively engage employers...</p>	<p><u>Focus Areas:</u> Demand-focused job training</p>	<p>The state’s Goal 1 and CDWB’s “Demand-focused job training” focus on employer engagement.</p>

#2 Education. Align and integrate P-12, adult education and post-secondary education ...	Streamlined Business Service	CDWBs Local Strategic Plan is aligned with the state’s Goal 2. P-12 and post-secondary engagement is captured in 6 of the 9 Action Plans.
#3 Workforce Participation. Increase Kentucky’s workforce participation...	Expand the Labor Pool	The state’s Goal 3 and CDWB’s “Expand the Labor Pool” focus on assisting job seekers.
#4 Organization and Resource Alignment. Focus resources and use data....	Utilize Data	The state’s Goal 4 and CDWB’s “Utilize Data” each put a premium on the use of data to make informed decisions.

**3. Describe how the local board’s vision and goals takes into account an analysis of the strategies in working with the other entities in carrying out the core programs and the required partners in the alignment of resources.**

The heart of the CDWB Local Strategic Plan is the development and articulation of 9 Action Plans (page 12-31). Each Action Plan supports one or more Strategic Goals and outlines a strategy, responsible party, required potential partners, process milestones and measurable outcomes.

Sprinkled throughout the 9 different Action Plans are opportunities to partner with employers, education institutions, fellow non-profit organizations, civic institutions and WIOA Title partners in the advancement of a Strategic Goal.

The Cumberland Workforce Development Board convenes quarterly Community Network Partner Meetings to discuss current workforce trends, identify collaborative opportunities, share best practices, develop plans to mutually support each other and supporting re-entry initiatives in each community. Ultimately, the Board’s vision and goals have the greatest chance of being achieved through partnership, collaboration and sharing of resources.

# Alignment of Local and Regional Partnerships

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

The vision of the Cumberland workforce area is that the region is a prosperous community with a robust talent pipeline directed toward the needs of business. To that end, partners in this effort include economic development, education, and workforce development/talent development partners are aligned both locally and regionally to address workforce demands in the region. The Cumberland Workforce Development Board is a key partner providing leadership on talent development strategies within that context. This is consistent with the role and duties of a local workforce board as defined in the Workforce Innovation and Opportunity Act (WIOA) of 2014.

Multiple agreements provide the structural foundation for local partnerships. These include:

- **Interlocal Agreement among the 13 counties of the workforce area that: creates the Governing Board** of local elected officials; defines the voting procedures for approval of key items; creates the process for selection of a Chief Local Elected Official; defines dispute resolution procedures; defines shared liability; establishes rules for selection of a Fiscal Agent; and prescribes the procedure for approval of an annual budget developed and presented to the local elected officials by the Cumberland Workforce Development Board.
- **Partnership Agreement Between Local Elected Officials and Cumberland Workforce Development Board** that: establishes expectations for communications between the Board and the LEOs; defines the process for development of the annual plan and budget, including a youth plan; defines public review and comment procedures; and defines processes for selection of entities to perform the roles of Fiscal Agent and One-Stop Operator in the local workforce area.
- **Memorandum of Agreement Between the Commonwealth of Kentucky and the**

**Cumberlands LEO/Workforce Board Partnership** that establishes the contractual relationship necessary for release of WIOA funds to the local area.

- **Memorandum of Understanding Between the Cumberlands Workforce Development Board and the Required One-Stop Partners** that defines the roles and responsibilities of each partner for the operation of the Kentucky Career Center service delivery system in the local workforce area, including expectations for sharing operating costs of the delivery system.

The Board has established its leadership and organizational structure to perform the duties prescribed by WIOA. Current standing committees include:

- **Executive Committee** to supervise the affairs of the Board in the intervals between Regular Board meetings and to act on behalf of the Board between meetings. The Executive Committee may meet as often as it deems necessary and will make recommendations to the full Board. Actions taken by the Executive Committee will be presented to the full Board for final approval unless specifically given authority from the Board to act on issues defined by the Board. The Executive Committee will utilize a consent agenda to present items to the full Board.
- **Finance Committee** to oversee budget development and monitor spending via reports submitted to the Board from the Fiscal Agent. Spending items requiring Board action will be reviewed by the Finance Committee and recommendations will be made by the Committee to the full Board for action. Any modifications of budgets of the Board or its contractors will be made by the Finance Committee to the full Board.
- **Governance Committee** to create and maintain the Board's operational procedures and to create draft policies for the local workforce development system to be presented to the full Board for approval. Such policies include operational policies for the One-Stop Operator, service providers, and training providers in providing services to customers via the Kentucky Career Center network. Policy changes from the state or Federal government related to WIOA will be brought to the committee for creating any needed changes in local policies as a result of state or federal actions.
- **Youth Council** to develop and oversee the region's youth services plan, with the annual plan and subsequent modifications brought to the full Board for approval. The Youth Council will recommend policies to the full Board for youth spending priorities and approved youth services providers, including recommendations on the percentage of WIOA funding to be spent on in-school (maximum of 20%) vs. out-of-school youth. The Youth Council will also maintain relationships with local school districts to implement career pathways strategies.

The chart below provides the list of required WIOA partner programs and the entity that enter into an agreement with the Board for integration of services and sharing of resources in the One-Stop system.

<b>Required Partner Program (Core Programs in Bold)</b>	<b>MOU Partners for Local Programs (Core Programs in Bold)</b>
<b>WIOA Adult</b>	<b>LCADD</b>
<b>WIOA Dislocated Workers</b>	<b>LCADD</b>
<b>WIOA Youth</b>	<b>LCADD</b>
<b>Adult Education &amp; Literacy</b>	KCTSC and Local School Boards
<b>Wagner-Peyser</b>	<b>KY Career Development Office (CDO)</b>
<b>Vocational Rehabilitation</b>	<b>KY Office of Vocational Rehabilitation</b>
Trade Adjustment Assistance	<b>Career Development Office (CDO)</b>
Veterans Employment & Training	<b>Career Development Office (CDO)</b>
Unemployment Insurance	<b>Career Development Office (CDO)</b>
Postsecondary Education	KCTCS
Title V of Older Americans Act	Goodwill
Community Service Block Grant	<ul style="list-style-type: none"> <li>• Daniel Boone Community Action Agency</li> <li>• Lake Cumberland Community Action Agency</li> </ul>
Housing & Urban Development E & T	Lake Cumberland Housing Agency
Job Corps Center	Pine Knot Job Corps Center
Bureau of Apprenticeship & Training	KY Office of Apprenticeship and Training
TANF	KY Department for Community Based Services

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

As articulated in the CDWB Local Strategic Plan, the Board has identified nine Action Plans (pages 12-31) that guide and prioritize how WIOA funding is utilized for employment, training, education, and supportive services for individuals with barriers to employment.

Each month, the CDWB hosts a Monthly Partner meeting, which is comprised of all Title Partners and fellow non-profit organization representatives from across the region. The forum facilitates sharing of best practices and resources, and indirectly improves job-seeker access to services. Representatives from Somerset Community College, as well as other education/training institutions regularly coordinate upcoming training and credentialing programs with all partners.

As a rule of thumb, the Cumberland Workforce Development Board focuses on short duration, low cost (under \$7K) education and training programs for WIOA-qualified participants. Our goal is to get participants up– or re-skilled as quickly and efficiently as possible and placed in high demand, high-wage sector.

### **ADDITIONAL CONTEXT:**

The Board works in partnership with local economic development organizations to collect, review and analyze labor market information provided by the Commonwealth of Kentucky and through primary research in the region via surveys and input sessions. Sector-based discussions with employers are used to validate official sources of labor market information and to serve as a “reality check” on key issues such as hiring needs, skill requirements, availability of talent, availability of training, and wage levels.

The insights that are gathered are then used to inform educational and service partners so that their programs and services can be more precisely aligned with identified needs. Filling skill gaps may require development and/or promotion of portable credentials, certifications and/or degree programs.

**3. Identify and describe (for each category below) the strategies and services that are and/or will be used to:** *Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board’s strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].*

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

The CDWB Local Strategic Plan articulates how it intends to meet the needs of employers in multiple locations within the document. Specifically, there are two strategic goals (found on page 7) that focus on meeting employer needs:

- Develop all Business Services Teams to be the single point of contact for workforce

services and provide support for businesses

- Increase the labor force participation rate of the Cumberland region (approximately 58% in 2016) by 2% annually through 2020.
- Each of these goals is accompanied by 3-4 supporting strategies that the CDWB intends to pursue in order to achieve each goal.

The CDWB Action Plan to “Facilitate Next Generation Sector Partnerships” (page 17) is designed to convene conversations with key stakeholders in high priority industry sectors, post-secondary education, community-based organizations and economic development organizations.

#### **b. Support a local workforce development system that meets the needs of businesses in the local area**

The CDWB Local Strategic Plan articulates how it intends to meet the needs of local-area businesses in multiple locations within the document. The following three Action Plans are employer-related and designed to meet the needs of businesses:

- “Develop a business service training program for all staff and partners” (page 19)
- “Engage employers to actively use the business services, communicate future demand, and inform service delivery” (page 21)
- “Create an outreach campaign to attract new talent (partnerships to include non-traditional partners)” (page 25)

#### **C. Better coordinate workforce development programs with economic development partners and programs**

The Board works closely with all regional economic development organizations to coordinate efforts and share knowledge related to retention and expansion of existing employers and attraction of new employers. The foundation for coordination is an agreement on targeted industry sectors, followed by development of career pathways that align with employers’ needs.

The CDWB Local Strategic Goal has three Action Plans that address economic development as a key stakeholder and partner:

- “Launch a Marketing/Outreach Campaign” (page 15)
- “Facilitate Next Generation Sector Partnerships” (page 17)
- “Compile an Annual Talent Report” (page 23)

At the planning and program development level, the CDWB in conjunction with local economic development organizations, coordinate on convening sector-based employer panels and conducting surveys that develop projections on job needs for both replacement and expansion,

determine skill needs related to the jobs, establish timetables for meeting needs, and develop deeper insights below the level of published labor market data. Information gained from employers is used to ensure alignment between employers and the programs offered by education, training and workforce development organizations, addressing the most common and most critical needs first. The Board's Chair coordinates with the Board's One-Stop Operator on communication protocols for the Business Services Team as a framework for sharing employer information between workforce development and economic development systems.

#### **d. Strengthen linkages between the One-Stop delivery system and unemployment insurance programs**

The primary goal for staff of the Cumberland Kentucky Career Center services network is to assist unemployed persons in returning to work as quickly as possible, using the availability of unemployment compensation resources as a short-term bridge while job search and job preparation is occurring.

In accordance with Kentucky Department of Workforce Investment priorities and protocols, local unemployed persons are encouraged to take the following steps in accessing on-line assistance combined with career counseling services available at Kentucky Career Centers:

- Step 1 –Register on-line in Focus Career.
- Step 2 – File an Unemployment Compensation claim on-line or via phone.
- Step 3 –Seek assistance from the Kentucky Career Center comprehensive center, a satellite center, or a community access point.

The CDWB and One-Stop Operator will work closely with the state's Unemployment Compensation staff to strengthen linkages between employment-focused services of the Kentucky Career Center system and the temporary compensation assistance available to qualified laid-off workers. Focus areas of collaboration include: common language for presenting information to the public; shared data collection and analysis; cross-training of staff; identification and prioritization of skills of laid-off workers compared to current skills demands of employers; and incorporation of benchmarks related to Unemployment Compensation in the Board's dashboard for regular progress monitoring.

#### **e. Increase competitive, integrated employment opportunities for individuals with disabilities**

The CDWB Action Plan to "Expand Outreach for Specific and Disadvantaged Populations" (page 27) articulates how the board can attract and/or retain existing talent in the region.

Additionally, the Office of Vocational Rehabilitation (OVR) is a fully integrated partner in the Kentucky Career Center services team. OVR assists the other partners in identifying disabilities of jobs seekers and assisting the job seeker in accessing special services that are available via OVR. These services include funds for assistance to employers for adaptations needed to employ

persons with disabilities and technology that is available for assisting persons with disabilities in accessing career and training services. OVR maintains relationships with a network of employers who have a history of working successfully with OVR clients. OVR and the other One-Stop partners also maintain relationships with local service organization including: KY SkillsU, Goodwill and the Career Development Office.

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

The Board, working with its One-Stop Operator and youth service providers, ensures that self employment and entrepreneurship skills are integrated with other occupational and basic education courses.

The Cumberland region is fortunate to have the [Kentucky Highlands Innovative Center](#) - Start Business Incubator (located in London, KY) as a collaborative space for new businesses where entrepreneurs can brainstorm together and support one another with lower overhead costs.

Additionally, the [South Central Small Business Development Center](#) located in London, KY serves 9 of our 13 counties by providing “one-on-one consultations at no cost to existing and potential entrepreneurs in Southern Kentucky. The South Central SBDC also meets the educational needs of the local small business community by offering a variety of low-cost training programs taught by industry experts and qualified SBDC Consultants”.

**5. 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 Action Plan to “Create a Framework for the Delivery of Services to Eligible Youth” (pages 28-31) describe how the board can assist youth in meeting their educational and career goals.

Additional context:

- Youth staff work with local high schools, area technology centers, post-secondary institutions, employers, local libraries and other non-profits to provide events such as Career Exploration Days, workshops, and interactive events. Staff are also a continuous presence at high school resource and career fairs, as well as, Career Center career fairs and hiring events. Staff works closely with school counselors to identify specific students in need.
- Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to partner agencies for specialized services such as GED preparation.

- Services for youth with disabilities are coordinated with partners at the Office of Vocational Rehabilitation and other local non-profits specializing in disability services.
- The Board, One-Stop Operator and Business Services Team will reach out to employers in the region to enlist them as partners in work-based learning initiatives, mentoring, and other means of engaging out-of-school youth. This population segment is a critical component of the talent pipeline as many out-of-school young adults are not working, have dropped out of the official labor force, or are recipients of public assistance.

**6. 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 CDWB Action Plan to “Facilitate Next Generation Sector Partnerships” (pages 17-18) articulates how the Cumberland Workforce Development Board intends to coordinate education and workforce activities in the region.

Additional context:

- Higher education institutions within the region include Somerset Community College (SCC), Campbellsville University, Lindsey Wilson College and Cumberland University. These local institutions have a history of working collaboratively with economic development and business leaders to build a work-based learning environment that is employer-defined and seamlessly delivered by an interlocking series of steps that begin early in the education pipeline and continue into careers with associated lifelong learning.
- The Board is committed to building on these positive relationships and program successes and bringing successful strategies to an even larger scale in the 13 -county workforce area. The Board intends to pursue partnerships that will address the needs of employers in each major industry sector, employing sector-based strategies and associated career pathways as the primary coordination structure.

**7. Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11)]**

The Cumberland Workforce Development Board’s **Support Services Policy** outlines the policies and procedures for providing supportive services to qualifying participants. This policy is available upon request.

The CDWB Action Plan to “Expand Outreach for Specific and Disadvantaged Populations” (page 27) also touches on the need to coordinate services with partner programs and community organizations. Improving communication between partner organizations can and will lead to supportive service arrangements for participants.

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

- The Lake Cumberland Area Development District (LCADD) serves as the One-Stop Operator and provider of WIOA-funded services. LCADD brings significant resources and expertise to the Board in meeting operational goals and coordinating services among other partners.
- The Board has Memorandums of Understanding (MOUs) and cost sharing agreements with each core partner, as required by WIOA, in order to identify and document the resource commitments of partners that can be leveraged.
- The leadership of the One-Stop Operator in managing the resources committed by Partners serves to clarify roles and reduce duplication of services. In addition, there will be constant recruitment of additional organizations that have not been partners in One-Stop services in the past and, with the help of the Board, an ongoing search for new sources of funding to support the system.

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

- WIOA calls for a strengthened relationship between WIOA Title I programs and Title II Adult Education and Literacy programs in order to integrate basic education programs with career pathways to higher education and to jobs with employers.
- In the Cumberlands area, Somerset Community College (SCC) receives the Title II funding for 5 counties (Pulaski, Russell, Wayne, Casey and McCreary) and the Cumberland Consortium oversees adult education in 6 counties (Rockcastle, Clinton, Cumberland, Adair, Taylor and Green). The Laurel County Adult oversee adult education in both Laurel and Whitely Counties. All adult education programs provide a diverse group of students with the resources to meet their educational goals, including obtaining a GED, enrolling in higher education, improving workplace skills, and increasing language proficiency. Programs partner with the Kentucky Career Center net-work to assist low literacy and English-As-a-Second Language (ESL) students qualify for occupational training and degree programs in the region.
- Per the requirements of WIOA, all local Title II plans of service will be reviewed by the Board prior to approval and submission of the plans to the state. The Board will make recommendations on services and partnerships with the Kentucky Career Center system as needed, based on the needs identified by regional employers, economic development organizations, and the core One-Stop service partners.

- The Board’s collaboration with regional secondary schools provides an opportunity to work with local K-12 school districts on career pathway frameworks for secondary school students and for adult education students, with sector-based career information and information on post-secondary programs made available to both youth and adults. In addition, K-12 students will obtain information on services available at Kentucky Career Center physical and online sites, which may prove to be a valuable resource to them at critical points where assistance is needed, such as dropping out of school, losing a job, needing to know how to move from low wage jobs to higher wage jobs.

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

The Cumberland Workforce Development **Priority of Service for WIOA Program Participants Policy** outlines the process and criteria for issuing individual training accounts. This policy is available upon request.

**11. 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.**

In October 2018, the Cumberland Workforce Development Board migrated from the EKOS case management system to the Kentucky Enterprise Engagement Suite (KEE Suite). KEE Suite is a Salesforce-based suite of applications that is used across multiple cabinets. Within the Department of Workforce Investment and Kentucky Career Center system, KEE Suite is an integrated intake and case management system for job seekers. When the KEE Suite system comes fully online, multiple agencies and programs (TANF, SNAP, Medicaid, etc.) will be tied together by a common system.

## Program Design and Evaluation

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**Describe the One-Stop delivery system in the local area including:**

**a. The local board’s efforts to collaborate with employers, to provide continuous improvement of business services and to operate a “Job-driven” delivery system.**

In the Cumberland, the Business Services Team (BST) engages the employer community and develops grass-root solutions for workforce challenges.

As noted on page 9 of the CDWB Local Strategic Plan, the BST serves as the single point of contact for employers to access services offered by the public workforce system under the leadership of the Cumberland Workforce Development Board (CDWB). The BST is to be a networker, convener, and champion on behalf of the Cumberland Workforce Development Board in helping to solve workforce development needs in our region.

The Cumberland BST plays a key role in the following Action Plans:

- Launch a Marketing/Outreach Campaign (page 15)
- Develop a business service training program for staff and partners (page 19)
- Target high reward business (page 21)
- Compile an Annual Talent Report (page 23)

The primary work of the BST is to serve and assist employers in better and more fully accessing, customizing, and developing services offered by the public workforce system. Such activities include:

- Understanding and promoting work-based learning opportunities (WEX, on-the-job trainings, apprenticeships, KY FAME, etc.)
- Understanding and promoting trainings that can close skills gaps (customized trainings and incumbent worker trainings)
- Making introductions for the BST to better serve the employer community
- Assist employers who have indicated a need due to growth or downsizing
- Facilitating discussions for employers who need consultation to assist with workforce challenges

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

The Board has adopted a "Demand Occupation Requirement for Training" in its local Individual Training Accounts Policy. The stated requirement in the policy is: "The Cumberland Workforce Development Board (CDWB) is committed to increasing income levels and creating employment opportunities for customers in the Cumberland Region. The CDWB has established priorities for High Demand, High Growth and High Wage employment opportunities in the region.

It is the policy of the CDWB to work with the Kentucky Career Development Office Labor Market Information (LMI) section to identify targeted industries and occupations prioritized for WDB funding. Occupations must be identified through local labor market information as having the potential for high entryways and projected growth and/or significant job openings in the area. To be considered for funding through WIOA, a training program must lead to a recognized credential defined by WIOA. The term 'recognized post-secondary credential' means a credential consisting of an industry-recognized certificate or certification, a certificate of completion from

an apprenticeship, a license recognized by the State or Federal governments, or an associate or baccalaureate degree.”

The Board and its economic development partners work to engage employers directly in work-based learning opportunities in partnership with education and training providers. Such opportunities may include internships, apprenticeships, on-the-job training (OJT), and other work experiences connected to classroom training.

Regarding the eligible providers, we align with the ETPL system and rely on the state’s processes to ensure that providers of training services are delivering quality training.

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

The Cumberland Workforce Development Board has taken a proactive approach to serving citizens across the 13-county footprint. The CDWB has one Comprehensive site, 4 Affiliate sites and 9 Access Points in the region. This model allows Kentucky Career Center staff to take its services to the customer, rather than passively wait for customers from outlying rural areas to come to us.

Access Point MOUs emphasize several key points related to service access: sharing of costs for technology to connect access points across the region; deployment of staff to access points on a scheduled and as-needed basis; and leveraging the use of offices of partners that already exist in the region.

**d. 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 Cumberland Workforce Development **Accessibility and Reasonable Accommodation Policy** outlines the process and criteria for issuing individual training accounts. This policy is available upon request.

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

Prior to approval, the draft local and regional plans are posted on the Board’s website and comments are accepted during a 14-day public review process, as prescribed by the state. Comments can be made directly to the Board via the website. Notice of the availability of plans will be made to media outlets in the region. Direct notification of the availability of plans will be sent to all participants in the Board’s public engagement process leading to the Board’s Strategic Plan. In addition, a public session will be convened by the Board during the 14-day public review

period to receive input directly from interested parties. Any comments expressing changes requested in the plan will be included as an addendum to the plan when submitted to the Governor, along with any actions taken in response to the input received.

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

As previously described, the Board is committed to creating and maintaining a jobs-driven workforce development system in the region. Lake Cumberland Area Development District (LCADD), as the One-Stop Operator, periodically evaluates all aspects of customer flow and service delivery with its Kentucky Career Center partner. This begins with a common intake process to assess the skills and needs of job seekers related to the needs identified by labor market information and employers in the priority sectors. Career counselors work with the job seekers on transferability of skills and on identification of education and training needs that lead to accessing high-demand occupations. Individual Training Accounts (ITAs) are a primary option for developing new skills, and priorities for accessing ITA funds are previously described. Other options include on-the-job training (OJT), incumbent worker training, transitional jobs, customized training, and other work-based learning experiences.

The Board is committed to identifying employers who will partner directly with training providers in strategies such as apprenticeship to address skill gaps in the region. The newly-created KY FAME Apprenticeship Program is a model for replication in other sectors and with additional employers. The Board is also working to engage a wider array of local social services organizations to address supportive services needs so that barriers to participation in education and training programs can be minimized.

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

The Board’s Rapid Response Coordinator is charged with organizing local rapid response activities and coordinating activity with the state’s Rapid Response Unit. The Rapid Response Coordinator has established a Local Area Rapid Response Team (LARRT) and has designated a Local Area Rapid Response Coordinator (LARRC) to lead local rapid response activity. The LARRC is the main point of contact for notification of all impending layoffs or closures. When the LARRC is notified of a qualifying activity, the LARRT members are notified and contact is made with the employer to arrange the details of an initial session at the impacted business. The LARCC is the local point of contact for the state’s Rapid Response Unit through-out the process. All activity is recorded in the state’s data tracking system. Whenever possible, all local engagement with the employer and the impacted workers occurs prior to the layoff date. The LARRT’s first step is with the employer to ensure that the services and the processes are understood, and that information is gathered from the employer to design a successful engagement. Using information gained from the employer, a customized service plan is developed. The plan may include specialized workshops, job fairs, and enhanced services from multiple state and local agencies. Activities may include services provided by:

- State and local economic development organizations;
- Unemployment Insurance staff;

- Career counselors providing up-to-date labor market information;
- Local health departments;
- Trade Adjustment Assistance Program; and
- Local WIOA partners who can provide access to a wide array of partners' services.

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

The CDWB Local Strategic Plan provides a thorough explanation of youth workforce activities in the “Create a framework for the delivery of services to eligible youth” action plan (found on pages 28-31. Contained within this section are numerous ideas, initiatives and programs being pursued by the CDWB.

Additional context:

- Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to partner agencies for specialized services such as GED preparation or mental health services.
- Services for youth with disabilities are coordinated with partners at the Office of Vocational Rehabilitation and other local non-profits specializing in disability services.
- The Board, One-Stop Operator and Business Services Team reach out to employers in the region to enlist them as partners in work-based learning initiatives, mentoring, and other means of engaging out-of-school youth. This population segment is a critical component of the talent pipeline as many out-of-school young adults are not working, have dropped out of the official labor force, or are recipients of public assistance.

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

The Cumberland Workforce Development Board aspires to be the a high-performing local board. Since 2018, the CDWB has revamped its Local Strategic Plan, updated all Workforce Development Policies, recertified 5 Kentucky Career Center locations, performed an Internal Monitoring event, tracked committee and Board meeting minutes, confirmed all meetings via email, updated the organizational chart, developed budget controls and processes, updated its Board Roster, implemented key metrics to track progress in achieving its strategic goals and objectives and updated MOU with key partners in the region.

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

**and how the LWDB will ensure in-formed customer choice in the selection of training programs.**

The Cumberland Workforce Development Board's **Individual Training Account Policy** outlines the process and criteria for issuing individual training accounts. This policy is available upon request.

## Compliance / Performance / Administrative Cost

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

A Memorandum of Understanding between partners delineates the efforts and services provided by the Office of Vocational Rehabilitation. *Guidance will be requested for cooperative agreements.* WIOA 107(d)(11) states: The local board shall coordinate activities with education and training providers in the local area, including providers of adult education and literacy activities under Title II, providers of career and technical education and local agencies administering plans under Title I of the Rehab Act of 1973.

The CDWB and OVR/OFB collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment and individuals living in poverty. Services are co-located in the Kentucky Career Center to provide access to a wide variety of services.

**2. Describe the establishment of the administrative cost arrangement including the pooling of funds for administrative costs, as appropriate for the region.**

The Cumberland Workforce Development Board's **WIOA Cost Allocation and Cost Limitation Policy** outlines administrative cost arrangements. This policy is available upon request.

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

An annual evaluation shall be conducted to determine how successful the One-Stop System has been in cultivating employer relationships and meeting performance standards set by CDWB and

to ensure the quality and effectiveness of services. Performance measures will be negotiated with the Governor and CEOs to ensure that local area performance is adequately tracked and measured. Any such measures need to be measurable and be aligned with the goals and objectives of the local area. Performance measures should be in accordance with the State performance requirements for each local area. The goals of the board will trickle down to performance of local operations. If the local area is meeting the needs of local businesses that mean people are being moved through the workforce development system properly.

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

The local elected officials, operating under the authority given them under WIOA, leverage Lake Cumberland Area Development District (LCADD) as the Fiscal Agent for receipt and disbursement of WIOA funds for the Cumberland area workforce area. The Fiscal Agent disburses funds in accord with decisions made by the Board and the local elected officials per their agreement.

**5. Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes but is not limited to the process used to award funds to a One-Stop Operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker and youth services. [WIOA Sec. 108(b)(16)]**

The Cumberland Workforce Development Board's **Procurement Policy** describes all processes/procedures for procuring goods and services. This policy is available upon request.

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

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

The Board has worked with the procured Fiscal Agent to agree on a reporting format that is used for financial reports at meeting so the Finance Committee and at full Board meetings. The Fiscal Agent is charged with managing receipt and disbursement of funds on behalf of the local elected officials, and for providing necessary information and training to contractors in order to ensure adherence to all relevant accounting procedures. Success measures for the Fiscal Agent include audit and state financial monitoring reports with no substantive findings, and timely processing and reporting of funds.

In addition to WIOA program measures, the Board engaged the employer community during its strategic planning process to identify measures of success related to expectations for a high-performing workforce development board. These measures include, which will continue to be monitored by the Board and its economic development partners for maximum transparency with the public, include:

- Number of employers and job seekers served (increasing market penetration)
- Closing skills gaps (increase in number of credentials produced in gap occupations)
- Decreased turnover rates for employers
- Decreased time to fill open positions
- Satisfaction levels with the system– as rated by job seekers and employers
- Increased economic prosperity of residents (increased earnings, reduction in need for public assistance)
- Increased educational attainment rates for the region
- Increased labor market participation rates