



**PROGRAM YEARS
2022-2025**

REGIONAL INNOVATION PLAN

**FOR THE SOUTH CENTRAL &
CUMBERLANDS WORKFORCE
DEVELOPMENT BOARDS**

ATTESTATION:

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.

<p>South Central LWA Board Chair</p> <p>Name: John Conrad</p> <p>Title: Training Manager, Country Oven Bakery</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>	<p>South Central LWA Chief Local Elected Official</p> <p>Name: Mike Buchanon</p> <p>Title: County Judge Executive, Warren County, Kentucky</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>
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<p>Cumberlands LWA Board Chair</p> <p>Name: Sam Brown</p> <p>Title: Monticello Physical Therapy</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>	<p>Cumberlands LWA Chief Local Elected Official</p> <p>Name: Gale Cowan</p> <p>Title: County Judge Executive, Adair County, Kentucky</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>
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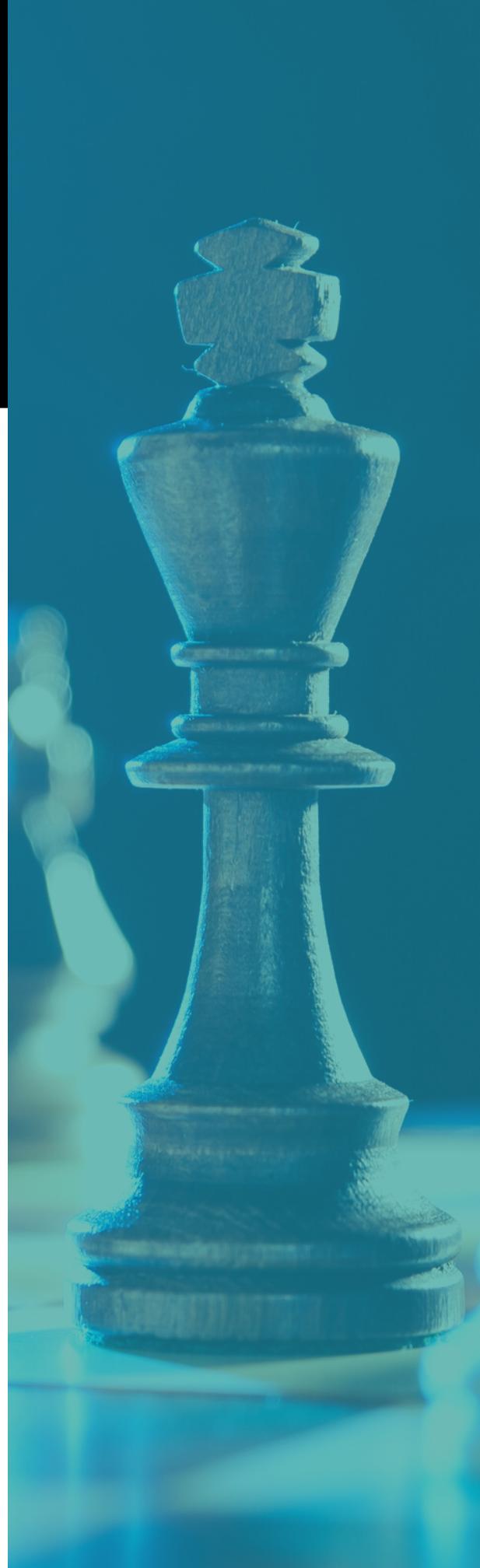
EXECUTIVE SUMMARY:

Introduction:

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to prepare and submit a Regional Innovation Plan that identifies opportunities for regional collaboration and innovation and incorporates priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. In this case, the South Central Workforce Development Board (SCWDB) and the Cumberlands Workforce Development Board (CWDB) are considered “regional-partners” by the state and referred to as the South Region. Per state guidance, an updated Regional Innovation Plan will be submitted to the Kentucky Department of Workforce Investment and no later than May 1, 2021.

This Regional Innovation Plan (RIP) which is provided as an addendum to the Local Strategic Plan, is designed to increase regional workforce participation and advance regional competitiveness, while reducing costs and finding efficiencies through collaboration.

The SCWDB and CWDB came together to codify this Regional Innovation Plan and our “Regional Strategic Goals” outlined in this Plan. The Regional Strategic Goals were collectively and collaboratively established by the SCWDB and CWDB and their respective CLEOs in the 23-county workforce region.





ORGANIZATION OF THIS STRATEGIC PLANNING DOCUMENT:

The organizing construct for this Strategic Plan follows a simple WHO, WHAT, WHEN, WHERE, WHY and HOW format to articulate and demonstrate the South Region's Strategic Goals and Plan of Action. This RIP covers program years (FY) 2022 through (FY) 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This Plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.

Key Takeaways from this Regional Innovation Plan:

- The Cumberlands Workforce Development Board and South Central Workforce Development Board deliberately set forth to develop regional goals that were narrow in scope, complimented our respective local strategic plans and are feasible to achieve in a two-year period.
- This Regional Innovation Plan is aligned and nested with the Commonwealth of Kentucky's Work Ready Plan (February 2020).
- Each Board agreed upon four Regional Strategic Goals. Each goal supports and enhances our respective Local Strategic Plans and most importantly, each are feasible and achievable within the four-year timeframe of this plan.
- This plan enhances communication and collaboration between CWDB and SCWDB. Sharing of lessons learned and program insights will make each Board more efficient and effective. Sharing of resources will drive down operating costs and in turn, increase the amount of WIOA funds available to participants.

WHO WE ARE:

Overview of the Workforce Development System

General Overview of Workforce Development Boards

The South Central Workforce Development Board (SCWDB) and Cumberlands Workforce Development Boards (CWDB), known as the “South Region” throughout the report, came together to codify the Plan and the “Regional Innovative Goals” outlined in this Plan. The Regional Innovative Goals were collectively and collaboratively established by the SCWDB and CWDB Local Workforce Development Boards (LWDBs) and their respective Chief Local Elected Official(s) (CLEOs) in the 23-county workforce region.

The Cumberlands Workforce Development Board (CWDB) is one of 10 workforce boards in Kentucky. The CWDB serves and represents the following 13 Kentucky counties: Adair, Casey, Clinton, Cumberland, Green, Laurel, McCreary, Pulaski, Rockcastle, Russell, Taylor, Wayne, and Whitley. The CWDB is led by a 27-member, employer-led advisory body that is comprised of local stakeholders from industry, small business, organized labor, apprenticeships, adult education, higher education, economic development, and community based organizations. The mission of the Cumberlands Workforce Development Board is to partner to serve employers and employees to develop a skilled Workforce for the prosperity of our communities.



The South Central Workforce Development Board (SCWDB) is one of 10 workforce boards in Kentucky. The SCWDB serves and represents the following 10 Kentucky counties: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalfe, Monroe, Simpson, and Warren. The SCWDB is a 23-member, employer-led advisory body that is comprised of local stakeholders from industry, small business, organized labor, apprenticeships, adult education, P-12 education, higher education, government, economic development, and community based organizations. The mission of the SCWDB is to lead the development and implementation of a highly effective workforce development system in the ten counties of South Central Kentucky in collaboration with business, economic development, education, and community organizations in the labor market arena.





WHAT WE WANT TO ACCOMPLISH:

The CWDB and SCWDB deliberately set forth to develop Regional goals that were narrow in scope, complimented our respective local strategic plans and feasible to achieve in a two-year period. The four goals decided upon not only enhance our local efforts, but are nested with the goals set established by the Kentucky Workforce Innovation Board Strategic Plan, "Work Ready Plan."

Regional Strategic Goals:

- **Goal #1: Improve work-based learning infrastructure**
- **Goal #2: Support "Work Ready Community" initiative**
- **Goal #3: Increase regional workforce participation**
- **Goal #4: Explore cost sharing opportunities**

WHEN AND WHERE:

This Regional Plan covers program years (FY) 2022 through (FY) 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This Plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.

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





WHY:

Section 108(a) of the WIOA requires local boards in partnership with the appropriate chief elected officials to develop and submit a comprehensive four-year Local Comprehensive Plan to the Governor. It must identify and describe the policies, procedures, and local activities carried out locally that are consistent with the State Plan.

Each LWDB and its respective CLEOs must collaborate with the other LWDBs and CLEOs within a respective planning region to prepare and submit a Regional Innovation Plan that identifies opportunities for regional collaboration and innovation and incorporates priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans will be submitted to the Kentucky Department of Workforce Investment no later than May 1, 2021.

HOW:

STRATEGIC GOALS AND SUPPORTING OBJECTIVES

This section is the heart of the Strategic Plan and addresses HOW we intend to attack our Regional Workforce challenges. As mentioned, this plan covers program years (FY) 2022 through (FY) 2025 in accordance with Workforce Innovation and Opportunity Act (WIOA) planning requirements. This Plan, in accordance with Section 108(a) of the WIOA requirements, aligns with both the local plan and the Combined State Plan.

EMPLOYER RELATED	EDUCATION RELATED	WORKFORCE PARTICIPATION	ACCOUNTABILITY RELATED
STRATEGIC GOAL:	STRATEGIC GOAL:	STRATEGIC GOAL:	STRATEGIC GOAL:
Goal #1 Improve work-based learning infrastructure	Goal #2 Support Work Ready Community initiatives	Goal #3 Increase regional workforce participation	Goal #4 Explore cost and resource sharing opportunities
STRATEGIC OBJECTIVES:	STRATEGIC OBJECTIVES:	STRATEGIC OBJECTIVES:	STRATEGIC OBJECTIVES:
1a. Promote Registered Apprenticeship participation	2a. Support stakeholders to increase the number of Work Ready Communities across the 23-county region	3a. Work together to expand the program for re-entry individuals	4a. Explore grant proposals for collaborative projects
1b. Promote On the Job Training participation	2b. Expand and develop out-of-school and in-school youth programming to increase work experience & readiness	3b. Explore innovative solutions that remove transportation as a barrier to work	4b. Share data analysis tools / applications
1c. Promote Work Experience (WEX) participation			
1d. Promote Job Shadowing participation			

HOW:

EMPLOYER-RELATED STRATEGIC GOAL #1

IMPROVE WORK-BASED LEARNING INFRASTRUCTURE

STRATEGIC OBJECTIVES

- **1a. Promote Registered Apprenticeship participation**
- **1b. Promote On-the-Job Training participation**

REGIONAL PROGRAMMING

- Quarterly information brief (alternating between LWAs); leverage presentations to SHRM and Industrial Authority-type organizations to identify employers that may benefit from an apprenticeship program
- Work with State Apprenticeship office to provide information and educate prospective employers on the benefits and ROI of an apprenticeship program
- Schedule guest speakers that have benefited from apprenticeship programs
- Quarterly information brief (alternating between LWAs); leverage presentations to SHRM and Industrial Authority-type organizations to identify employers that may benefit from an OJT program
- Work with WIOA vendor/direct service provider to provide information and educate prospective employers on the benefits and ROI of an OJT program

WHAT DOES SUCCESS LOOK LIKE?

- Educate every mid- to large employer across 5 priority sectors on benefits of apprenticeship program
- In PY 21, increase the number of companies participating in OJT by 10% over PY20 total

STRATEGIC OBJECTIVES

1c. Promote Work Experience (WEX) participation

REGIONAL PROGRAMMING

- Quarterly information brief (alternating between LWAs); leverage presentations to SHRM and Industrial Authority-type organizations to identify employers that may benefit from a WEX program
- Work with WIOA vendor/direct service provider to provide information and educate prospective employers on the benefits and ROI of a WEX program

WHAT DOES SUCCESS LOOK LIKE?

- In PY 21, increase the number of companies participating in WEX by 10% over PY20 total



HOW:

EDUCATION-RELATED STRATEGIC GOAL #2

SUPPORT WORK READY COMMUNITY INITIATIVE

STRATEGIC OBJECTIVES

2a. Support stakeholders to increase the number of Work Ready Communities across the 23-county region

2b. Expand and develop out-of-school and in-school youth programming to increase work experience and readiness

REGIONAL PROGRAMMING

- Support Work Ready Community meetings with appropriate stakeholders for each “Formative” or “Letter of Intent” county
- Support a Quarterly WRC Working Group for each county that has not achieved the “Work Ready” certification status
- Promote / expand WEX, OJT and Dual-credit opportunities for in-school youth
- Support substance abuse awareness campaigns/programs that curb/mitigate use by secondary students

WHAT DOES SUCCESS LOOK LIKE?

- Support moving 3 counties from Formative to Letter of Intent
- Support moving 4 counties from Letter of Intent to Work Ready in Progress
- Support moving 11 counties from Work Ready in Progress to Work Ready
- Share new Work Ready requirements
- Increase number of in-school youth participating in WEX, OJT and/or dual credit by 10% in PY 21, and again in PY 22
- Opportunity to share information and/or participate in substance abuse awareness forums with students

HOW:

WORKFORCE PARTICIPATION RELATED STRATEGIC GOAL #3

INCREASE REGIONAL WORKFORCE PARTICIPATION

STRATEGIC OBJECTIVES

3a. Work together to expand the program for re-entry individuals

3b. Explore innovative solutions that remove transportation as a barrier to work

REGIONAL PROGRAMMING

- Expand number of pre-release employment programs within each Local Workforce Area
- Share pre-release information and resources across the 23-county region
- Sustain/expand expungement programming with partners like Goodwill Industries

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

WHAT DOES SUCCESS LOOK LIKE?

- Expand pre-release program to 4 new counties (2 in CWDB region; 2 in SCWDB region) no later than end of PY 25
- Successful pilot of a transportation solution
- Development of sustainable transportation program
- Ability to expand transportation programming to additional counties

HOW:

ACCOUNTABILITY-RELATED STRATEGIC GOAL #4

EXPLORE COST AND RESOURCE SHARING OPPORTUNITIES

STRATEGIC OBJECTIVES

4a. Explore grant proposals for collaborative projects

4b. Share data analysis tools / applications

REGIONAL PROGRAMMING

- Identify grant proposals that serve ARC counties
- Explore opportunities to collaborate on grant opportunities offered by the state

- Explore cost-sharing arrangement for JobsEQ data platform
- Explore “in-kind” arrangement for data-sharing and analysis
- Explore cost-sharing of subscriptions (example, professional journals or memberships)

WHAT DOES SUCCESS LOOK LIKE?

- Successful outcomes of grant submissions

- Increased access to Labor Market and Workforce Data
- Decreased annual costs for data analysis access

APPENDIX A

PLAN OF ACTION FOR 2022-2025

This section further articulates, in detail, how we intend to achieve our strategic goals and objectives.

Appendix A: Plan of Action 2022-2025

Goal #1. Improve work-based learning infrastructure

Maximizing programs that provide basic or enhance existing workforce skills

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

Promote work-based learning options to regional employers

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

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

Leverage opportunities to engage secondary educators, students and parents on the benefits of participating in work-based learning programs, such as apprenticeships, OJT, WEX and job shadowing. Local Workforce Area Youth Committees are positioned to actively serve in this capacity. Examples of this effort include sharing work-force data for dissemination on high school social media accounts.

Goal #2. Sustain Work Ready Community initiatives

Kentucky Work Ready Communities

A Kentucky Work Ready Community certification is a measure of a county's workforce quality. It is an assurance to business and industry that the community is committed to providing the highly-skilled workforce required in today's competitive global economy. Through this effort, Kentucky communities can assess their own workforce strengths and follow a process to become certified as Work Ready or Work Ready in Progress.

Support Work Ready Community Meetings

Our respective Workforce Boards role is to support the community organization that leads the Work Ready Community initiative within each county. The Workforce Board encourages collaboration and grassroots solutions. Additionally, the Workforce Boards monitor progress and support as able.

Prepare In-School Youth for the Workforce

Directly:

Youth Committee programs and outreach that inform/educate teachers, parents and students on work-based learning program and local employment opportunities

Indirectly:

Leveraging community organizations that assist parents and/or students with barriers to entry, such as addictions, homelessness, food security or transportation issues.

APPENDIX A

PLAN OF ACTION FOR 2022-2025

Goal #3. Increase regional workforce participation

Increase regional workforce participation by creating opportunities, incenting work-force participation, and removing barriers to employment

The Labor Force Participation rate in South Central Kentucky and Cumberlands Region is 51.9%, which equates to over 139K people that are neither working nor seeking work. While we cannot know every reason why someone is not-participating in the workforce (retired, disabled, raising children, etc.), we do know that by increasing the Labor Force Participation rate, we can dramatically reduce job vacancies across the region.

Pre-Release Employment Assistance

Local Workforce Boards partner with fiscal courts, local jailers, judges and prosecutors to develop programs that prepare inmates who are within 90-days of release. Preparation includes current identification, resume preparation, job search, soft skills training and a local community resource list. The goal is to socialize and expand Pre-Release Employment Assistance programs across the South Region with each program tailored to meet the needs of their respective community.

Finding Transportation solutions

Seek Kentucky Talent Pipeline Management support for transportation solutions; pilot transportation program in Butler and Pulaski counties; Explore opportunities to partner with non-profit, nongovernmental and/or faith-based organizations that have transportation assets which will ultimately produce: successful pilot of a transportation solution, development of sustainable transportation program and ability to expand transportation programming to additional counties.

Goal #4. Explore cost and resource sharing opportunities

Leverage regional collaboration to share resources/reduce costs

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Boards to share operating costs in its guidance and policies pertaining to One-Stop Operators. In the spirit of this guidance, the CWDB and SCWDB will seek opportunities to share resources and data in such a way as to drive down operating costs.

Data and information sharing

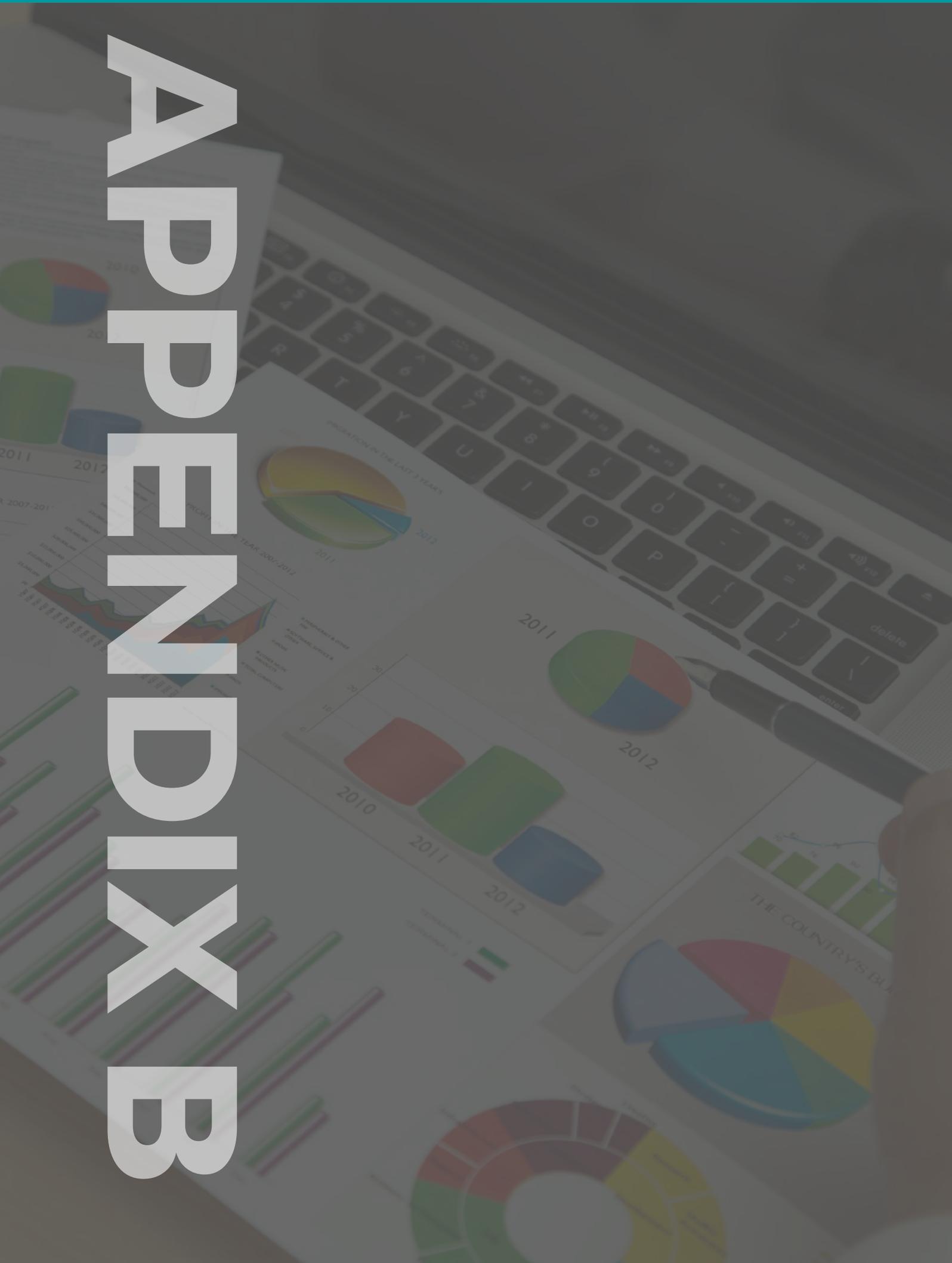
Implement a routine information sharing forum between CWDB and SCWDB (program lessons learned, JRES synchronization, regional innovation plan metrics of success, etc.

Pursue Regional Grant Opportunities

The CWDB and SCWDB have a history of writing and successfully attaining grants that have funded shared program staff (Re-entry, Postsecondary, Economic Recovery.) Pursuing grant opportunities with funding sources that align to our shared strategic objectives outlined in this plan and those that can expand our Focus Population programming will continue.

Pursue in-kind service arrangements

APPENDIX B





Appendix B: Regional Economic Overview

SCWDB+CWDB



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Demographic Profile

The population in the SCWDB+CWDB was 624,853 per American Community Survey data for 2015-2019.

The region has a civilian labor force of 275,689 with a participation rate of 55.3%. Of individuals 25 to 64 in the SCWDB+CWDB, 19.0% have a bachelor's degree or higher which compares with 33.5% in the nation.

The median household income in the SCWDB+CWDB is \$42,426 and the median house value is \$114,088.

Summary¹

	Percent			Value		
	SCWDB+CWDB	Kentucky	USA	SCWDB+CWDB	Kentucky	USA
Demographics						
Population (ACS)	—	—	—	624,853	4,449,052	324,697,795
Male	49.2%	49.2%	49.2%	307,365	2,190,922	159,886,919
Female	50.8%	50.8%	50.8%	317,488	2,258,130	164,810,876
Median Age ²	—	—	—	39.2	38.9	38.1
Under 18 Years	22.8%	22.7%	22.6%	142,621	1,009,306	73,429,392
18 to 24 Years	10.0%	9.5%	9.4%	62,411	420,653	30,646,327
25 to 34 Years	12.2%	13.0%	13.9%	76,321	577,567	45,030,415
35 to 44 Years	11.9%	12.4%	12.6%	74,373	553,430	40,978,831
45 to 54 Years	13.1%	13.1%	13.0%	82,099	584,789	42,072,620
55 to 64 Years	13.2%	13.3%	12.9%	82,574	593,169	41,756,414
65 to 74 Years	9.9%	9.5%	9.1%	61,951	424,404	29,542,266
75 Years, and Over	6.8%	6.4%	6.5%	42,503	285,734	21,241,530
Race: White	92.0%	87.0%	72.5%	574,661	3,868,479	235,377,662
Race: Black or African American	3.8%	8.1%	12.7%	23,433	358,928	41,234,642
Race: American Indian and Alaska Native	0.3%	0.2%	0.8%	1,884	9,386	2,750,143
Race: Asian	1.2%	1.5%	5.5%	7,481	65,191	17,924,209
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	492	3,182	599,868
Race: Some Other Race	0.8%	1.0%	4.9%	4,890	43,601	16,047,369
Race: Two or More Races	1.9%	2.3%	3.3%	12,012	100,285	10,763,902
Hispanic or Latino (of any race)	2.9%	3.7%	18.0%	18,129	162,994	58,479,370
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	632,060	4,467,673	328,239,523
Population Annual Average Growth ⁴	0.5%	0.3%	0.7%	3,117	15,060	2,146,799
People per Square Mile	—	—	—	71.7	113.1	92.9
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	55.3%	59.2%	63.2%	275,689	2,095,422	163,555,585
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	73.3%	77.5%	82.1%	170,509	1,324,491	104,634,905
Armed Forces Labor Force	0.1%	0.4%	0.4%	316	13,747	1,073,907
Veterans, Age 18-64	4.4%	5.1%	4.6%	16,565	138,877	9,143,042
Veterans Labor Force Participation Rate and Size, Age 18-64	67.1%	72.3%	76.6%	11,123	100,362	7,003,778
Median Household Income ²	—	—	—	\$42,426	\$50,589	\$62,843
Per Capita Income	—	—	—	\$23,455	\$28,178	\$34,103
Mean Commute Time (minutes)	—	—	—	22.6	23.6	26.9
Commute via Public Transportation	0.2%	1.0%	5.0%	585	19,887	7,641,160
Educational Attainment, Age 25-64						
No High School Diploma	14.6%	11.5%	10.9%	45,979	264,863	18,550,150
High School Graduate	37.4%	31.8%	25.7%	117,940	733,281	43,627,868
Some College, No Degree	20.1%	21.7%	20.7%	63,333	501,100	35,174,790
Associate's Degree	8.9%	9.4%	9.1%	28,054	217,674	15,526,064

Summary¹

	Percent			Value		
	SCWDB+CWDB	Kentucky	USA	SCWDB+CWDB	Kentucky	USA
Bachelor's Degree	11.6%	15.6%	21.2%	36,512	359,432	35,997,848
Postgraduate Degree	7.5%	10.1%	12.3%	23,549	232,605	20,961,560
Housing						
Total Housing Units	—	—	—	284,490	1,983,949	137,428,986
Median House Value (of owner-occupied units) ²	—	—	—	\$114,088	\$141,000	\$217,500
Homeowner Vacancy	1.3%	1.6%	1.6%	2,212	18,900	1,257,737
Rental Vacancy	6.3%	5.9%	6.0%	5,114	36,533	2,793,023
Renter-Occupied Housing Units (% of Occupied Units)	31.7%	32.8%	36.0%	75,523	568,587	43,481,667
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.7%	7.2%	8.6%	16,058	125,609	10,395,713
Social						
Poverty Level (of all people)	21.0%	17.3%	13.4%	126,762	747,010	42,510,843
Households Receiving Food Stamps/SNAP	16.5%	14.0%	11.7%	39,207	243,177	14,171,567
Enrolled in Grade 12 (% of total population)	1.2%	1.3%	1.4%	7,770	55,861	4,422,344
Disconnected Youth ³	3.1%	3.0%	2.5%	1,106	6,945	423,273
Children in Single Parent Families (% of all children)	34.2%	35.1%	34.1%	44,221	325,578	23,790,005
Uninsured	6.4%	5.7%	8.8%	39,371	248,714	28,248,613
With a Disability, Age 18-64	17.6%	16.0%	10.3%	65,414	426,593	20,187,604
With a Disability, Age 18-64, Labor Force Participation Rate and Size	31.4%	35.1%	42.2%	20,571	149,639	8,509,463
Foreign Born	3.0%	3.9%	13.6%	18,746	171,979	44,011,870
Speak English Less Than Very Well (population 5 yrs and over)	2.0%	2.3%	8.4%	11,455	95,983	25,615,365

Source: [JobsEQ®](#)

1. American Community Survey 2015-2019, unless noted otherwise

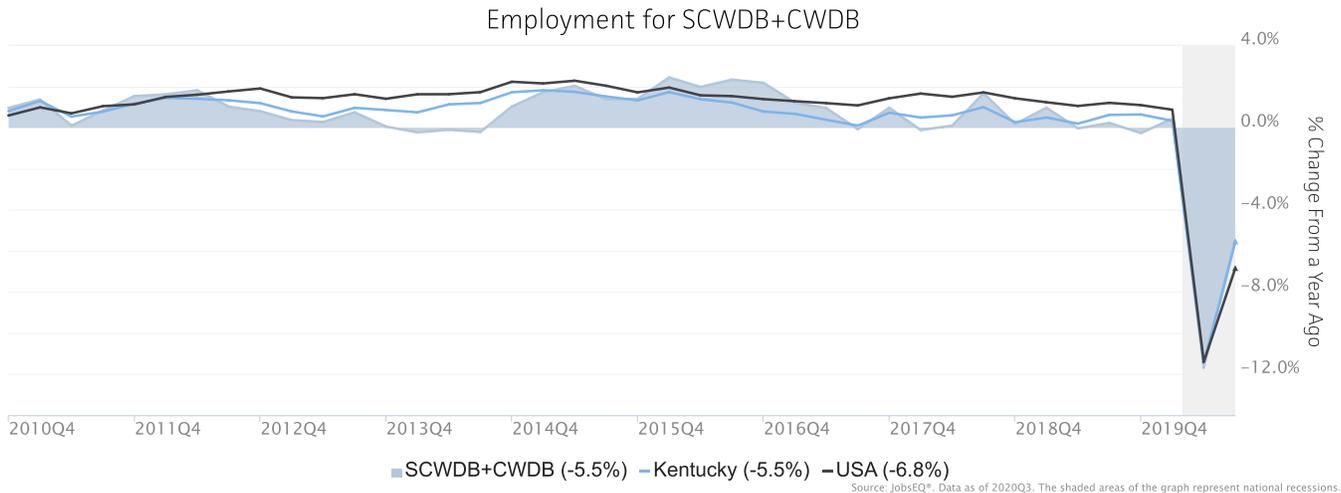
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census 2019, annual average growth rate since 2009

Employment Trends

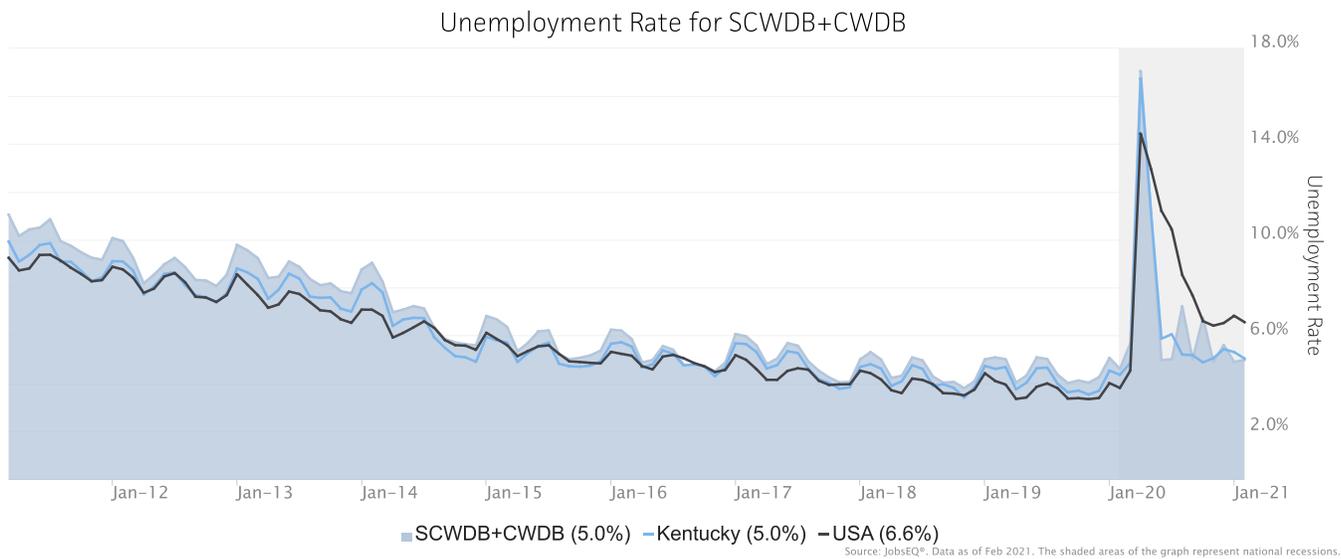
As of 2020Q3, total employment for the SCWDB+CWDB was 245,433 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 5.5% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Unemployment Rate

The unemployment rate for the SCWDB+CWDB was 5.0% as of February 2021. The regional unemployment rate was lower than the national rate of 6.6%. One year earlier, in February 2020, the unemployment rate in the SCWDB+CWDB was 4.6%.

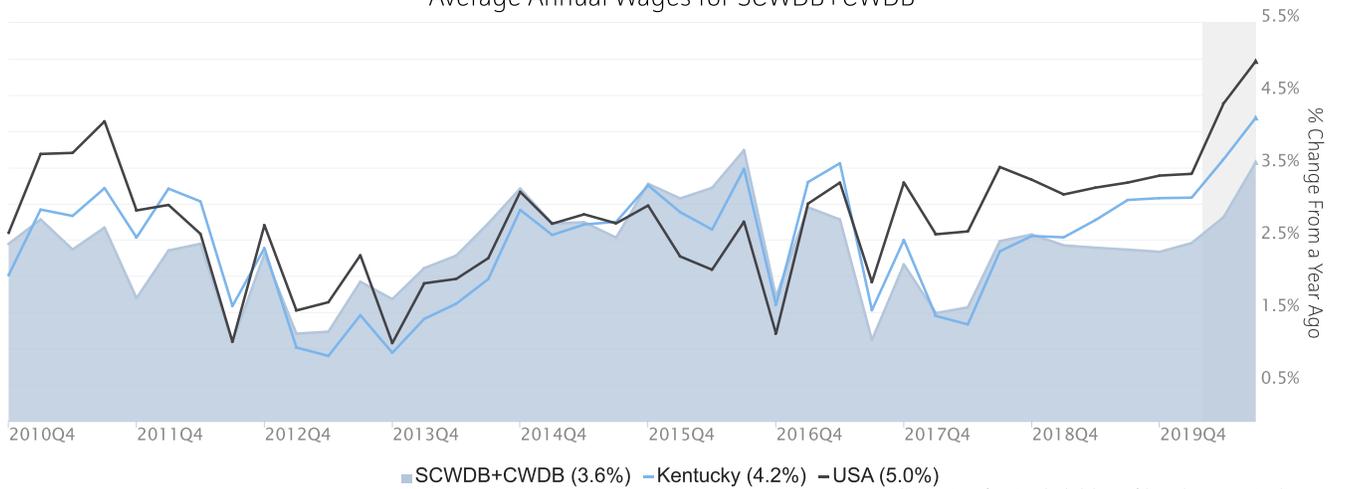


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through February 2021.

Wage Trends

The average worker in the SCWDB+CWDB earned annual wages of \$38,561 as of 2020Q3. Average annual wages per worker increased 3.6% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$60,042 in the nation as of 2020Q3.

Average Annual Wages for SCWDB+CWDB



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 15.2% lower in SCWDB+CWDB than the U.S. average.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
SCWDB+CWDB	\$38,561	84.8	\$45,480
Kentucky	\$47,896	90.0	\$53,221
USA	\$60,042	100.0	\$60,042

Source: [JobsEQ®](#)

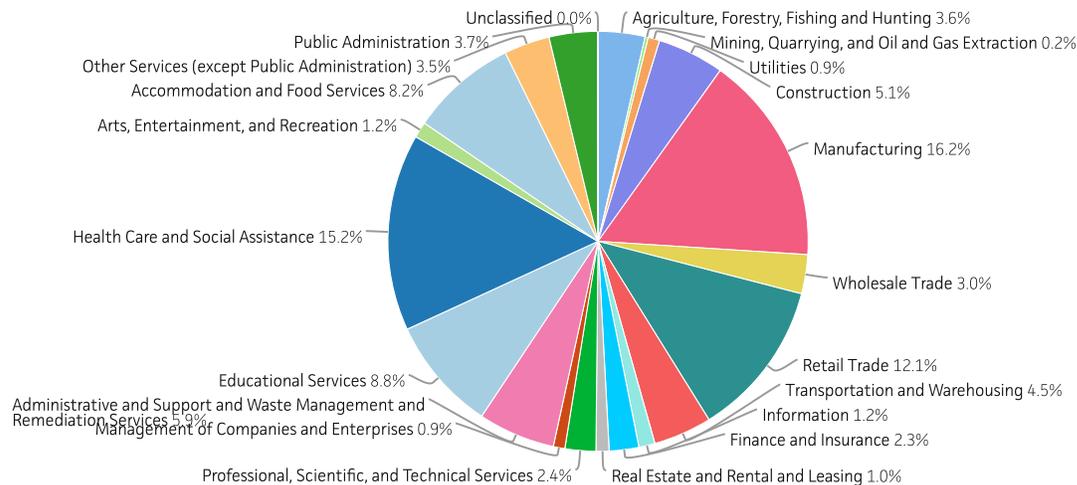
Data as of 2020Q3

Cost of Living per C2ER, data as of 2020q3, imputed by Chmura where necessary.

Industry Snapshot

The largest sector in the SCWDB+CWDB is Manufacturing, employing 39,638 workers. The next-largest sectors in the region are Health Care and Social Assistance (37,238 workers) and Retail Trade (29,751). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 2.64), Manufacturing (1.96), and Utilities (1.67).

Total Workers for SCWDB+CWDB by Industry



Source: JobsEQ®, Data as of 2020Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Sectors in the SCWDB+CWDB with the highest average wages per worker are Management of Companies and Enterprises (\$90,770), Utilities (\$60,313), and Finance and Insurance (\$54,891). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+3,004 jobs), Construction (+1,061), and Retail Trade (+851).

Over the next 1 year, employment in the SCWDB+CWDB is projected to expand by 431 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.1% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+420 jobs), Accommodation and Food Services (+129), and Administrative and Support and Waste Management and Remediation Services (+108).

NAICS	Industry	Empl	Current	5-Year History			1-Year Forecast				
			Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	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%

Source: [JobsEQ®](http://www.chmuraecon.com/jobseq)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in the SCWDB+CWDB is Office and Administrative Support Occupations, employing 29,326 workers. The next-largest occupation groups in the region are Production Occupations (26,522 workers) and Sales and Related Occupations (23,856). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.84), Management Occupations (1.19), and Transportation and Material Moving Occupations (1.15).

Occupation groups in the SCWDB+CWDB with the highest average wages per worker are Management Occupations (\$74,900), Healthcare Practitioners and Technical Occupations (\$70,600), and Architecture and Engineering Occupations (\$68,300). The unemployment rate in the region varied among the major groups from 1.9% among Legal Occupations to 13.1% among Personal Care and Service Occupations.

Over the next 1 year, the fastest growing occupation group in the SCWDB+CWDB is expected to be Healthcare Support Occupations with a +1.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+182 jobs) and Food Preparation and Serving Related Occupations (+138). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (3,575 jobs) and Sales and Related Occupations (3,384).

SCWDB+CWDB, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			5-Year History			1-Year Forecast				
				LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	29,326	\$33,200	0.93	1,559	5.1%	808	-959	-0.6%	3,269	1,397	1,981	-109	-0.4%
51-0000	Production	26,522	\$36,200	1.84	2,181	7.2%	546	-1,678	-1.2%	2,856	1,016	1,995	-155	-0.6%
41-0000	Sales and Related	23,856	\$32,700	1.01	1,767	7.0%	1,805	-96	-0.1%	3,295	1,354	2,030	-90	-0.4%
53-0000	Transportation and Material Moving	23,592	\$33,200	1.15	2,279	8.2%	2,672	356	0.3%	3,072	1,104	1,922	46	0.2%
35-0000	Food Preparation and Serving Related	20,359	\$21,300	1.06	3,090	12.9%	1,414	74	0.1%	3,713	1,468	2,107	138	0.7%
11-0000	Management	19,136	\$74,900	1.19	461	2.5%	472	-889	-0.9%	1,608	699	961	-51	-0.3%
29-0000	Healthcare Practitioners and Technical	15,289	\$70,600	1.07	321	2.1%	1,450	1,081	1.5%	995	408	489	98	0.6%
25-0000	Educational Instruction and Library	13,034	\$46,500	0.94	756	5.6%	417	-501	-0.8%	1,158	514	622	21	0.2%
31-0000	Healthcare Support	10,700	\$28,700	0.98	514	4.7%	621	1,310	2.6%	1,564	655	727	182	1.7%
49-0000	Installation, Maintenance, and Repair	10,511	\$42,300	1.12	564	4.8%	410	283	0.5%	1,051	334	690	27	0.3%
47-0000	Construction and Extraction	10,477	\$41,100	0.92	1,292	9.3%	137	151	0.3%	1,178	337	821	21	0.2%
13-0000	Business and Financial Operations	8,083	\$57,500	0.59	235	3.1%	271	291	0.7%	815	225	556	34	0.4%
37-0000	Building and Grounds Cleaning and Maintenance	7,629	\$26,300	0.94	631	7.2%	348	-285	-0.7%	1,064	431	584	49	0.6%
39-0000	Personal Care and Service	5,856	\$25,300	0.90	852	13.1%	189	-78	-0.3%	957	407	504	46	0.8%
21-0000	Community and Social Service	4,348	\$42,200	1.01	96	2.3%	313	220	1.0%	550	160	325	65	1.5%
33-0000	Protective Service	4,104	\$34,100	0.77	117	2.9%	124	129	0.6%	430	178	247	5	0.1%
15-0000	Computer and Mathematical	3,372	\$64,800	0.45	88	3.0%	268	-219	-1.3%	283	58	198	27	0.8%

SCWDB+CWDB, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			Unempl Rate	Online Job Ads ³	5-Year History		Total Demand	1-Year Forecast			Ann % Growth
				LQ	Unempl	Empl Change			Ann %	Exits		Transfers	Empl Growth		
17-0000	Architecture and Engineering	2,852	\$68,300	0.67	73	3.0%	105	101	0.7%	240	69	158	14	0.5%	
27-0000	Arts, Design, Entertainment, Sports, and Media	2,665	\$39,700	0.61	179	8.1%	115	-141	-1.0%	295	105	189	1	0.0%	
19-0000	Life, Physical, and Social Science	1,264	\$59,200	0.57	30	2.7%	70	79	1.3%	116	26	86	4	0.3%	
45-0000	Farming, Fishing, and Forestry	1,231	\$30,700	0.75	120	8.3%	12	99	1.7%	178	47	144	-13	-1.0%	
23-0000	Legal	1,228	\$61,100	0.59	22	1.9%	13	0	0.0%	87	31	50	6	0.5%	
Total - All Occupations		245,433	\$41,000	1.00	17,226	6.5%	12,580	-672	-0.1%	28,817	11,023	17,387	407	0.2%	

Source: [JobsEQ®](#)

Data as of 2020Q3 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data are as of 2019 and represent the average for all Covered Employment

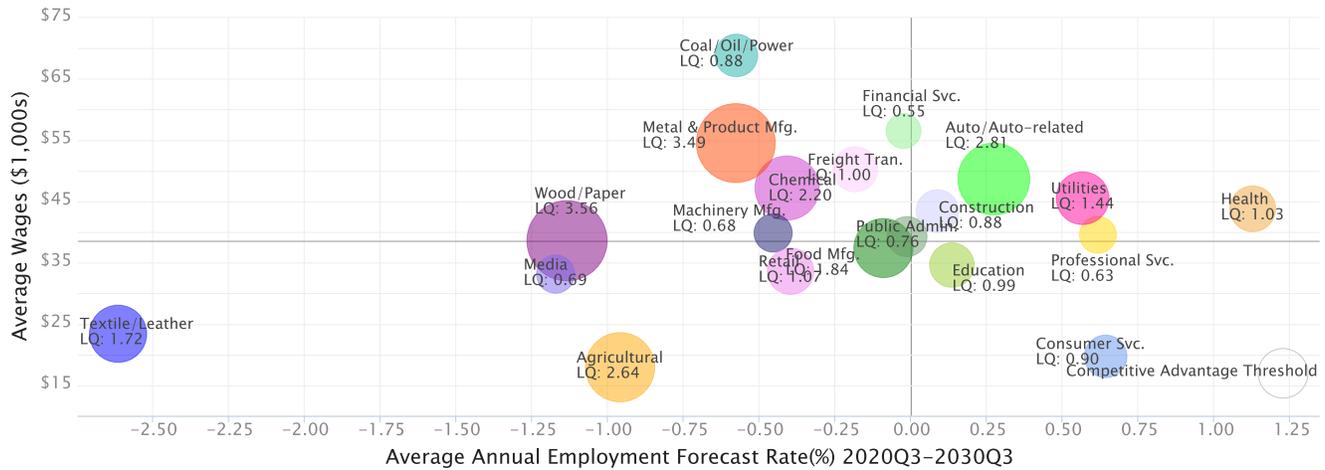
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2020Q2, imputed where necessary with preliminary estimates updated to 2020Q3. Wages by occupation are as of 2019 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the SCWDB+CWDB with the highest relative concentration is Wood/Paper with a location quotient of 3.56. This cluster employs 7,038 workers in the region with an average wage of \$38,603. Employment in the Wood/Paper cluster is projected to contract in the region about 1.1% per year over the next ten years.

Industry Clusters for SCWDB+CWDB as of 2020Q3



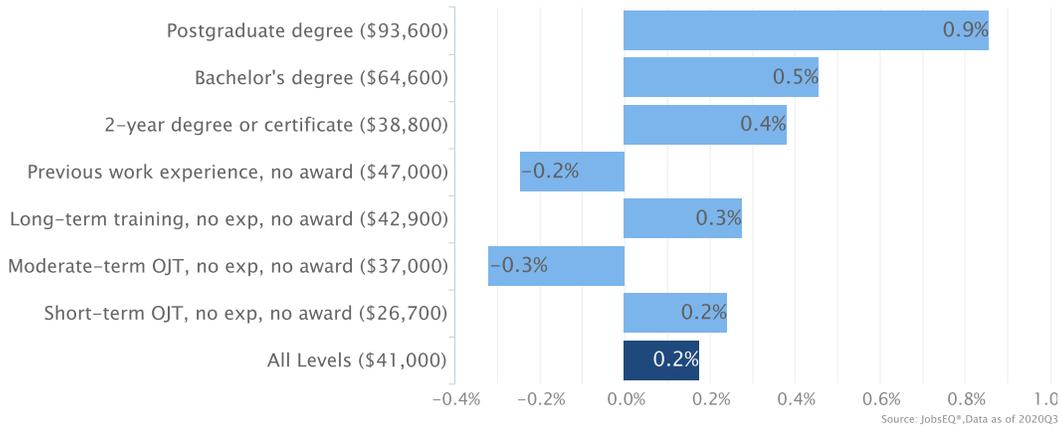
Source: JobsEQ®, Data as of 2020Q3

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the SCWDB+CWDB is projected to grow 0.2% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.9% per year, those requiring a bachelor’s degree are forecast to grow 0.5% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.4% per year.

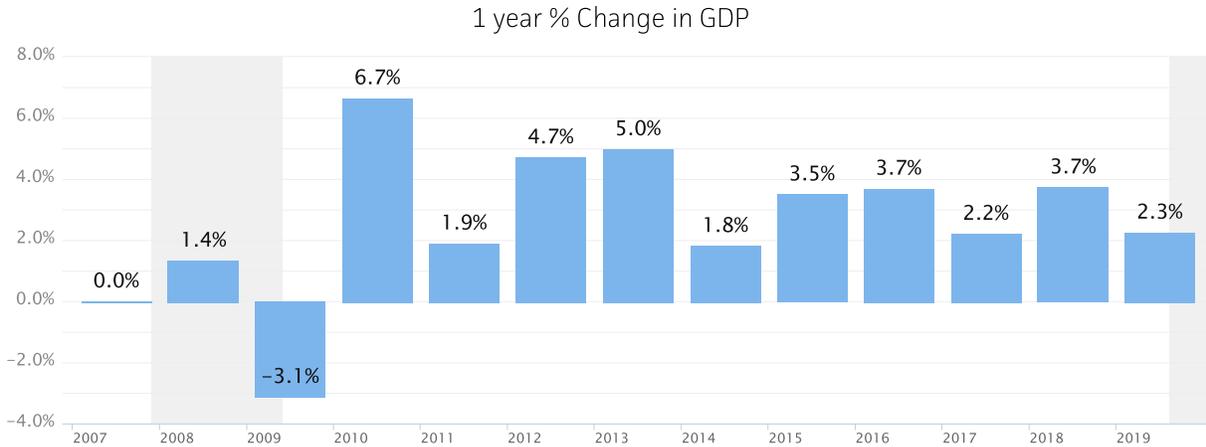
Annual Average Projected Job Growth by Training Required for SCWDB+CWDB



Employment by occupation data are estimates as of 2020Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

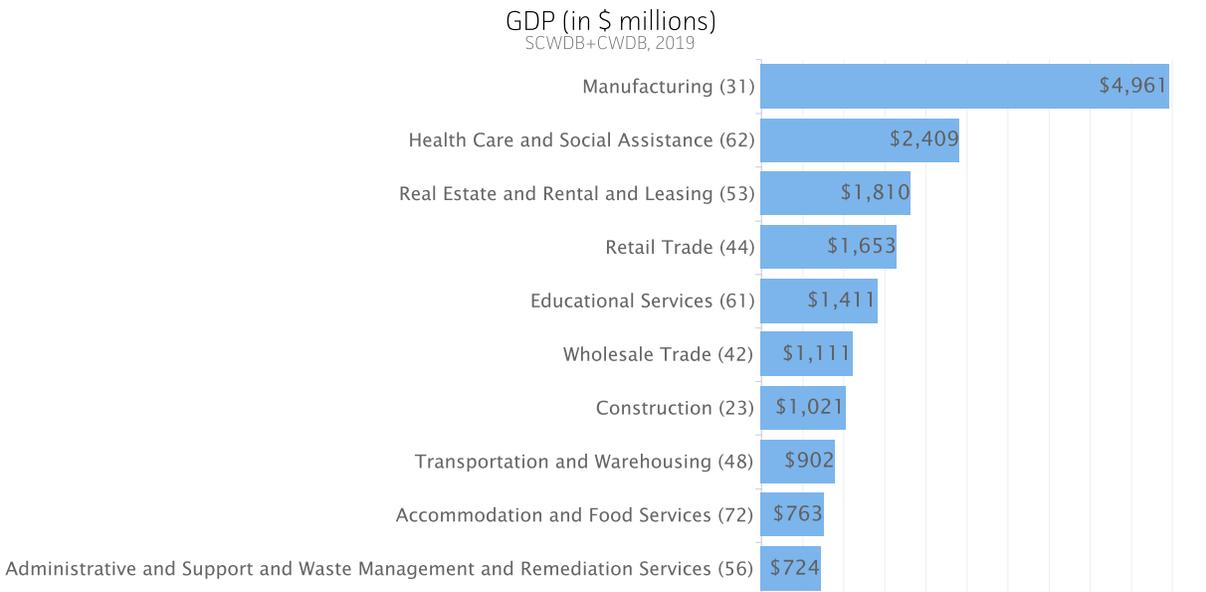
Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2019, nominal GDP in the SCWDB+CWDB expanded 2.3%. This follows growth of 3.7% in 2018. As of 2019, total GDP in the SCWDB+CWDB was \$20,910,923,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

Of the sectors in the SCWDB+CWDB, Manufacturing contributed the largest portion of GDP in 2019, \$4,961,017,000. The next-largest contributions came from Health Care and Social Assistance (\$2,408,747,000); Real Estate and Rental and Leasing (\$1,809,963,000); and Retail Trade (\$1,653,140,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

SCWDB+CWDB Regional Map



Region Definition

SCWDB+CWDB is defined as the following counties:

Warren County, Kentucky

Clinton County, Kentucky

Green County, Kentucky

Butler County, Kentucky

Casey County, Kentucky

Wayne County, Kentucky

Taylor County, Kentucky

Cumberland County, Kentucky

Monroe County, Kentucky

Russell County, Kentucky

Simpson County, Kentucky

Adair County, Kentucky

Hart County, Kentucky

Pulaski County, Kentucky

Whitley County, Kentucky

Metcalfe County, Kentucky

Barren County, Kentucky

Logan County, Kentucky

Laurel County, Kentucky

Edmonson County, Kentucky

McCreary County, Kentucky

Allen County, Kentucky

Rockcastle County, Kentucky

FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 804 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 22 major groups, 95 minor groups, and 452 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

About This Report

This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.

A hand holding a magnifying glass over a blurred background, with the text 'APPENDIX C' overlaid. The background is a soft, out-of-focus landscape with warm, golden light, suggesting a sunset or sunrise. The magnifying glass is held in the lower right corner, and the text is centered horizontally across the middle of the image.

APPENDIX C



Workforce
Innovation
and
Opportunity Act
Regional
and Local Plan
Guidance

Developing Kentucky's
World Class Talent Pipeline



**Kentucky
Career Center**

WIOA Regional Innovation and Local Comprehensive Plan Guidance

July 1, 2021-June 30, 2025

Purpose.

The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years FY 2022 through FY 2025 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

A. Commonwealth of Kentucky Workforce Vision and Goals

The Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet, and numerous partner cabinets, agencies and outside organizations, engaged in an aggressive effort to implement the strategic initiatives outlined in the KWIB Strategic Plan implemented 2018. This plan has served as a blueprint for transforming Kentucky's workforce services and focused on adapting to the changing needs of employers. The Beshear Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky.

The Administration's vision includes:

- Establishing employer collaborative efforts arranged by both region and industry. These groups will examine current and future needs for skills and training, and identify effective talent development systems. The employers will provide information in real time to the workforce system in order to help align resources effectively and efficiently.
- Ensuring career development is an integrated element of government services. To build the foundation for increasing the labor force participation and growing Kentucky's economy. Over the next four years, the Administration will work with the KWIB on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan, and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians.

The Department of Workforce Investment (DWI) Goals:

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

B. Local Comprehensive Plans.

Local Plans serve as four-year action plans to develop, align, and integrate service delivery strategies and to support the State's vision and strategic and operational goals.

The Local Comprehensive Plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
- Apply job-driven strategies in the one-stop delivery system;
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs; and
- Incorporate the Local Comprehensive Plan in to the Regional Innovation Plan per 20 C.F.R. § 679.540.

Section 108(a) of the WIOA, 20 C.F.R. § 679.00 *et seq* requires local boards in partnership with the appropriate chief elected officials to develop and submit a comprehensive four-year Local Comprehensive Plan to the Governor. It must identify and describe the policies, procedures, and local activities carried out locally that are consistent with the State Plan.

Local Plans, pursuant to WIOA, must align with the State's vision as set forth in the Combined State Plan FY 2022-2025. The Local Plan must also address certain specific provisions as set forth in Section 108 of WIOA. The State provides this guidance to the LWDBs in the formulation of its Local Plans. At minimum, Local Plans must include the provisions in this guidance.

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

C. Regional Innovation Plan.

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to also prepare and submit a 4-Year Regional Innovation Plan that is consistent with their Local Plan content and timeframe. The Regional plan should identify opportunities for regional collaboration and innovation, and incorporate priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans **must be submitted** to the Kentucky Department of Workforce Investment **by April 30, 2021** for their review and feedback before the implementation date of July 1, 2021 (FY 2022).

KY's Regional and Local Workforce Areas:

Central Region=Bluegrass LWDA, Northern KY LWDA, KentuckianaWorks LWDA, Lincoln Trail LWDA

East Region=TENCO LWDA and EKCEP LWDA

South Region=Cumberlands LWDA and South Central LWDA

West Region=Green River LWDA and West KY LWDA

D. Relationship of Regional Innovation Plan and Local Comprehensive Plan

The regional component of the plan should outline how the region has collected and analyzed regional labor market information and must incorporate the Local Comprehensive Plans for each of the local areas within the planning region consistent with the requirements of the WIOA Rules, 20 C.F.R. Section §679.540(a).

E. Plan Completion, Submission and Approval.

1. **Completion.** All Local Workforce Development Areas (LWDAs) in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance. Planning teams may include content beyond these questions.

2. **Submission.** The FY 2022-2025 Regional and Local Plans must be submitted in PDF format electronically to DarleneK.Bussell@ky.gov on or before **April 30, 2021 for initial review by DWI. Any deficiencies identified must be remedied by June 30, 2021.**

Note: The FY 2022–2025 Regional Innovation and Local Comprehensive Plan must be sent by a designated single point of contact. If sending Plans by email the subject line should read “(Area name) FY2022-2025 Regional and Local Plan”.

3. **Approval.** The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWI within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:

- There are deficiencies identified through audits in Workforce Investment activities that the local area has not made acceptable progress.
- The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
- The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies.
- This is not an exhaustive list of examples.

If the plan was found deficient, DWI will issue written confirmation of the specific deficiencies found.

F. Modification Process.

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R.

§679.530 and §679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan **every two years** and submit a modification as needed using the same methods listed above in G-2.

The 2-Year modified plans should be considered by the local area **automatically approved** after 90 days of receipt if there is no correspondence from DWI within the 90-day review period.

Conditions which require a modification to the Regional Innovation and Local Comprehensive Plan include:

- 1) Changes in labor market and regional and/or local economic conditions; and
- 2) Other factors affecting the implementation of the plan, including but not limited to; the financing available to support the WIOA Title I and partner-provided WIOA services, LWDB structure, and/or the need to revise strategies to meet local performance goals.

G. Public Comment

The LWDB must make copies of all Regional Innovation and Local Comprehensive Plans, and any subsequent modifications to such plans, subject to no more than a 14-day public review and comment period before submission to the Governor.

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment of 14 days by members of the public inclusive of representatives of business, labor organizations and education.
2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. Plan Organization

This planning guidance is organized into the following chapters and is designed to address both the regional and local planning requirements of WIOA in one planning document.

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

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

LWDB name: South Central Workforce Development Board

Regional name: South

Chapter 1: Economic and Workforce Analysis

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

The Cumberland Workforce Development Board (herein, "CWDB") and South Central Workforce Development Board (herein, "SCWDB") staff and Board members deliberately set forth to develop Regional goals that were narrow in scope, complimented our respective local strategic plans and were feasible to achieve in a two-year period. Over the course of two months, twenty-seven (27) CWDB and twenty-three (23) SCWDB Board members and 9 Board staff members had opportunities to make contributions and provide oversight of the design the regional plan. There was WIOA representation from among all 23 Kentucky counties served by this plan which are: Adair, Allen, Barren, Butler, Casey, Clinton, Cumberland, Edmonson, Green, Hart, Laurel, Logan, McCreary, Metcalfe, Monroe, Pulaski, Rockcastle, Russell, Simpson, Taylor, Warren, Wayne, and Whitley.

Communication, strategic collaboration, and shared programmatic initiatives between CWDB and SCWDB were well-established during the previous strategic plan period; thus, this regional plan provides ample opportunities to further cement, replicate, and grow efficient and effective workforce activities in the region. It is anticipated that further sharing of best practices and resources will drive down operating costs and increase the amount of WIOA funds available to participants.

- 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 region's demographic profile indicates the prevalent economic challenges. The region's labor force participation rate, individuals ages 25-64 with a bachelor's degree or higher, and median household income are all below both state and national percentages and values. Likewise, the poverty level and percent of individuals without a high school diploma are higher than state and national averages. However, our regions' population is expected to grow annually higher than the state's overall population, our region's unemployment rate was lower than the national rate at the beginning of 2021, and the region's cost of living is 15% lower than the U.S. average.

The largest sector in our region is Manufacturing (employing nearly 40,000 workers) followed by Healthcare and Social Assistance (over 37,000 workers) and Retail Trade (nearly 30,000 workers), and Healthcare and Social Assistance is expected to be the fastest growing sector and occupation group over the next year. For more information about these sectors and their in-demand occupations, refer to Appendix B of the Regional Plan (pages 3-13). See also SCWDB Local Plan Appendix B (pages 42, 3-14) and CWDB Local Plan (pages 16-24).

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

Refer to Appendix B of the Regional Plan (pages 3-13). See also SCWDB Local Plan (pages 9, 42) and CWDB Local Plan.

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

workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

See CWDB Plan Chapter 2 (pages 26-27) and SCWDB Plan Strategic Objective #1A and 3A (pages 24-26).

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).

- 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)]

Refer to Appendix B, Education Levels (page 13), CWDB Plan (pages 16-24) and SCWDB Local Strategic Plan, Appendix B, Analysis of “In Demand” Occupations by Sector

Chapter 2: Strategic Vision and Goals

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

See SCWDB Plan “What We Want to Accomplish” pages 6-7. This section includes the SCWDB Vision Statement, Mission Statement and Strategic Goals 1-4.

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

This Regional Innovation Plan integrates the same 4 Strategic Goals and many of the same Strategic Objectives as the Commonwealth of Kentucky’s Work Ready Plan (February 2020), thereby aligning with the common strategic direction and workforce development priorities set by the Kentucky Workforce Innovation Board to evolve our region’s workforce development “system” towards the envisioned workforce “marketplace.”

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

As articulated on page 4 of the Local Strategic Plan, the South Central Workforce Development Board “convenes stakeholders to identify and leverage resources”. The heart of the SCWDB Local Strategic Plan is the identification of and subsequent organization around our four (4) Strategic Goals with Supporting Objectives, five (5) prioritized Industry Sectors, and five (5) Focus Populations. Sprinkled throughout the 17 various Supporting Objectives are sub-tasks that address opportunities to partner with employers,

education institutions, fellow non-profit organizations, civic institutions and WIOA Title partners. Appendix A: Plan of Action further details programs and resources to be leveraged for various demographics.

The SCWDB convenes monthly Partner Meetings to discuss current workforce trends, identify collaborative opportunities, share best practices and develop plans to mutually support each other and has been doing so the past four years. Ultimately, the Board’s vision and goals have the greatest chance of being achieved through partnership, collaboration and sharing of resources. Analysis and assessment of programming related to strategic objectives and goals is reviewed and discussed at each workforce Board meeting—meetings which have assigned representation from among each required partner and regular guest participation from among the required partners. Such engagement encourages alignment of resources among partners, including employer partners.

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

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

Note: *The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Skills Up (the Kentucky Adult Education and Literacy program), 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 South Central workforce area is that economic development, education, and workforce development partners are aligned both locally and regionally to sustain a continually-growing vibrant economy in the region. The SCWDB 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 10 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 South Central Workforce Board.

Partnership Agreement Between Local Elected Officials and the SCWDB 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 South Central LEO/Workforce Board Partnership that establishes the contractual relationship necessary for release of WIOA funds to the local area.

Memorandum of Understanding Between the SCWDB 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 25%) vs. out-of-school youth. The Youth Council will also maintain relationships with local school districts to implement career pathways strategies.

A separate non-profit corporation, the SCKY Foundation for Workforce Development, Inc., (D.B.A. Employward) has also been created with Articles of Incorporation, as filed on April 21, 2016. This organization exists primarily to support the work of the Board by generating resources to expand

programs and services in the region.

Required Partner Program (Core Programs in Bold)	MOU Partners for Local Programs (Core Programs in Bold)
WIOA Adult	Career TEAM
WIOA Dislocated Workers	Career TEAM
WIOA Youth	Career TEAM
Adult Education & Literacy	Kentucky Skills U (formerly Adult Education)
Wagner-Peyser	KY Career Development Office (CDO)
Vocational Rehabilitation	KY Office of Vocational Rehabilitation
Trade Adjustment Assistance	Career Development Office (CDO)
Veterans Employment & Training	Career Development Office (CDO)
Unemployment Insurance	Career Development Office (CDO)
Postsecondary Education	Southcentral KY Community & Technical College
Title V of Older Americans Act	Experience Works
Community Service Block Grant	Community Action of Southern Kentucky
Housing & Urban Development E & T	Housing Authority of Bowling Green
Job Corps	Great Onyx Job Corps Center
Bureau of Apprenticeship & Training	KY Office of Apprenticeship and Training
TANF	KY Department for Community Based Services; Audubon Area Community Services

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

As articulated in the SCWDB Local Strategic Plan, the Board has identified five priority industry sectors and five focus populations (pages 13-14), which help guide and prioritize how WIOA funding is utilized for employment, training, education, and supportive services for individuals with barriers to employment.

Each month, the SCWDB 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

Western Kentucky University Division of Extended Learning and Outreach and Southcentral Kentucky Community and Technical College regularly coordinate upcoming training and credentialing programs with all partners.

As a rule of thumb, the SCWDB focuses on short-duration, low-cost education and training programs for WIOA-qualified participants. Per the SCWDB's Individual Training Account policy, WIOA-qualified participants may be funded up to \$3,000 per year, or \$6,000 maximum lifetime, to pursue a certificate or credential. There is an opportunity to provide an ITA that is over the \$3,000 limit but not to exceed \$5,000 annually with a signed written exception from the WDB director/CEO. 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.

- C. (L) *Identify and describe (for each category below) the strategies and services that are and will be used to:*
- 1. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;*

Per the SCWDB Local Strategic Plan, meeting the needs of employers is addressed by Strategic Goal #1, Employer-Related Strategies (pages 15-16).

The SCWDB confirms employer needs, challenges and issues in multiple ways:

- 1) The Board periodically convenes discussions with sector-based employer panels in order to validate labor market information, identify specific skill gaps, and assess the responsiveness of local educational and training programs to meet skill needs.
- 2) The Board also has Board Member representatives from each key industry sector, who frequently identify emerging workforce trends and issues that need to be addressed.
- 3) The Business Solutions Team canvases local employers and assists in the development of customized workforce solutions. The BST utilizes Talent Pipeline Management (TPM) to capture and forecast employer needs.

- 2. Support a local workforce development system that meets the needs of businesses in the local area;*

As stated above, Strategic Goal #1 articulates how the SCWDB intends to meet the needs of employers in our five high-priority sectors. Additionally, the Board provides a variety of products and services to

employers:

- 1) Real-time information on the quantity and quality of available talent and trainees in the system, which will vary with changes in local economic conditions.
- 2) A concise menu of services available to employers from local service & training partners
- 3) Convene meetings where employers can communicate needs and opportunities to broad audiences of educators, students, and the general public
- 4) Integration of work ethics curriculum into occupational training programs, as employers have identified the lack of “soft skills” as a major impediment for hiring
- 5) Information on local resources and sharing of best practices in work-based learning and employer/education partnerships

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

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

At the planning and program development level, the SCWDB and 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 SCWDB’s President coordinates with the 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.

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

The primary goal for staff of the South Central 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 KCC center, a satellite center, or a community access point

The SCWDB and its 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 SCWDB's dashboard for regular progress monitoring.

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 pathways initiatives, use of effective business intermediaries and other business services and strategies that support the local board's strategy [WIOA Sec. 108(b)(4)(A) and (B), and 20 C.F.R. §§ 679.550-580]

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 Life Skills, Career Finders of Southern Kentucky, Western Kentucky University Office of Student Disability Services, Southcentral Kentucky Community and Technical College's Pre-Employment and Transition Services and the Kentucky Department for the Blind.

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]

(L) The South Central Kentucky region is fortunate to have a partnership of the Kentucky Innovation Network, WKU's Center for Research & Development, and Small Business Development Center. Local area partners work collaboratively to provide a broad range of services to entrepreneurs and founders of microenterprises through the WKU Center for Research & Development Accelerator, where they are provided space, access to professional services needed to start a business (such as legal counseling, patent development assistance, and sources of start-up funding). Programs like Bucks for Bright Ideas encourages local entrepreneurs to apply for funding for their business ideas and works to connect them with services through the partners already mentioned.

Primary and secondary school students (K-12) are exposed to entrepreneurship through the local Junior Achievement organization, where students learn entrepreneurial thinking and participate in a "shark tank" experience where they can advance to regional and state competitions. Similarly, youth and adult participants in the BC Skills program (an app and web development training curriculum) are exposed to entrepreneurship as a career pathway.

Kentucky Career EDGE, a web-based platform to deliver virtual career services, provides a Professional Development Toolkit that is equipped with numerous tools to assist all job seekers, regardless of where

they are in their professional journey. The Business Plan Builder helps prepare and build a brand for each participant. The modules gather ideas and promote critical thinking about how to start a business by working through developing a business plan foundation, competitive landscape, marketing plan and organizational structure.

(R) Both LWAs, working with their respective One-Stop Operator and youth service providers, ensure that self-employment and entrepreneurship skills are integrated with other occupational and basic education courses. Both Local Strategic Plans discuss entrepreneurship services as part of their 14 Elements of Youth Engagement section.

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

Per the SCWDB Local Strategic Plan, youth workforce activities are addressed in multiple sections of the document.

Strategic Goal #2, Education-Related Strategies (pages 17-18) sets the stage for how the South Central Workforce Board intends to align and integrate education to provide career pathways for P-12 students

“Secondary / Post-Secondary Employment” (pages 26-27) and “14 Elements of Youth Engagement” (pages 28-30) address youth workforce activities in much more specific terms. Contained within this section of the Local Strategic Plan are numerous ideas, initiatives and programs being pursued by the SCWDB.

Additional context:

Youth staff work with local high schools, area technology centers, post-secondary institutions, 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 competitively procured or 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.

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

SCWDB Local Strategic Goal #2 (Align and integrate education to provide career pathways for P-12 youth, post-secondary students and adult job seekers) and its five Supporting Objectives (pages 17-18) articulates how the SCWDB intends to coordinate education and workforce activities in the region.

Additional context:

- Higher education institutions within the region include Southcentral Kentucky Community and Technical College (SKYCTC), Western Kentucky University, The Medical Institute of Kentucky, Lake Cumberland CDL Training School and BC Skills Development Academy. 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 SCWDB is committed to building on these positive relationships and program successes and bringing successful strategies to an even larger scale in the ten -county workforce area. The SCWDB 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.
 - The SCWDB's collaboration with SCKLaunch and 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 on-line 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.
- G. (R) Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11) and 20 C.F.R. §§ 679.550-580]

Strategic Objective 3b. "Explore innovative solutions that remove transportation as a barrier to work" (page 13) aims to create programming that will:

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

which will ultimately produce:

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

WIOA program staff, following each Board's Supportive Services Policy, will conduct an assessment to determine support for needs such as childcare, transportation, and other necessary or discretionary services and document this in the customer's individual plan. As part of this assessment, WIOA staff explore available community-based supportive resources. These staff regularly participate in Partner/One-Stop Teams, comprised of area community service providers, and maintain awareness of public assistance programs in the local areas. Additionally, the One Stop Operators in each region work to strengthen awareness of services and partner collaboration towards the prosperity of individuals and our local economy. Only when individuals are unable to obtain other supportive services, the necessary services/programs do not exist, and/or the need is urgent AND the individual is satisfactorily enrolled and participating in WIOA career or training services will WIOA-funded supportive services such as childcare, transportation, and other appropriate supportive services be provided.

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

- Through a competitive procurement process, the Board selected Career TEAM as its One-Stop Operator and provider of WIOA-funded services. Career TEAM 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, 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 will serve to clarify roles and reduce duplication of services. In addition, there is a constant recruitment of additional organizations that have not been partners in one-stop services in the past and, with the help of the SCWDB and its new President, an ongoing search for new sources of funding to support the system.

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

WIOA calls for a strengthened relationship between WIOA Title I programs and Title II Adult Education and Literacy programs to integrate basic education programs with career pathways to higher education and to jobs with employers.

Presently, in the South Central area, the fiscal agents for Title II funding are: Southcentral Kentucky Community & Technical College (SKYCTC) for Barren, Metcalfe, Simpson, Warren; the Edmonson County Board of Education for Allen, Butler, Edmonson, Logan, and Monroe; and the Hardin County Board of Education for Hart. Both the SKYCTC and BOD-sponsored Skills U 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 network to assist low literacy and English Language Learners (ELL) students qualify for occupational training and degree programs in the region.

Most SKYCTC and Board of Ed Skills U programs host local Access Points to the regional Kentucky Career Center system (including WIOA services, staff and events) are active partners in the monthly Partners Team and active guests in the Board meetings. Kentucky Skills U maintains a representative on the Board. 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.

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

Refer to SCWDB's Priority of Service for WIOA Program Participants (policy number 2016-01), revised December 2018

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

KEE Suite is a Salesforce-based suite of applications that will be 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.

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.

In the South Central region, we are leveraging the Business Solutions Team (BST) concept to engage our employer community and develop grass-root solutions for workforce challenges. After some trial and error with the BST concept in early 2019, the SCWDB has implemented a BST County Chapter concept. The County Chapter Business Solutions Team (BST) serves as the single point of contact for employers to access services offered by the public workforce system under the leadership of the SCWDB. The BST is to be a networker, convener, and champion on behalf of the SCWDB in helping to solve workforce development needs in our region and support the work of the SCWDB system to better serve the employer community. It is understood that a thriving business community is foundational to a vibrant quality of life for citizens of south central Kentucky and beyond. The BST is a localized solution to lead workforce development efforts in conjunction and coordination with already existing resources. The BST aims to avoid duplication of services by leveraging resources with workforce-development programs that are already in place or to fill in gaps that may exist in current resources/programs.

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, My Workforce future, the KYhirED Scholarship, SKYFAME, and the career10event)
- 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.
- Facilitating scheduling of BST to present to community, social, and business organizations (such as Rotary Club meetings, chamber of commerce meetings, community board meetings)
- Connecting with employers who have indicated a need due to growth or downsizing.

- Facilitating discussions between the BST and employers who need consultation to assist with workforce challenges.
 - The County Chapter BST membership consists of representatives from the local Chamber of Commerce, a representative from IDEA, a representative from each post-secondary institution, a representative from the School District, a representative from the Kentucky Career Center, a representative from the SCWDB, community leaders, and employers.
- 2. *The local board's efforts to ensure the continuous improvement of eligible providers 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) and 20 C.F.R. §§ 679.550-580]***

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 South Central Workforce Development Board (SCWDB) is committed to increasing income levels and creating employment opportunities for customers in the South Central Kentucky Region. The SCWDB has established priorities for High Demand, High Growth and High Wage employment opportunities in the region.

It is the policy of the SCWDB 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 postsecondary 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 will 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 eligible training 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. Refer to our [WIOA Eligible Training Provider Policy \(policy number 2016-14\)](#) for additional details.

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

The SCWDB has taken a proactive approach to serving citizens across our 10-county footprint by creating 21 Access Points in the south central region. This hub and spoke model allow Kentucky Career Center staff to take our services to meet the customer “where they are”.

The SCWDB is currently evaluating the effectiveness of each Access Point and is in the process of renegotiating Memorandums of Understanding (MOUs) with core partners at each location. The MOUs will 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. The One-Stop Operator will also work to develop new relationship with potential Access Points, such as libraries, county jails and community-based organizations, and to provide training and resources that will allow them to connect customers to the Kentucky Career Center network.

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

Refer to South Central Workforce Development Board’s Accessibility and Reasonable Accommodation Policy (policy number 2016-11), Revised June 11, 2020.

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

The draft local and regional plans will be posted on the SCWDB’s website and comments accepted during the 14-day public review process 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 SCWDB’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.

B. (L) *Describe the local board’s assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7) and 20 C.F.R. §§ 679.550-580].*

As previously described, the SCWDB is committed to creating and maintaining a jobs-driven workforce development system in the region. 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 SCWDB 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 SKYFAME Apprenticeship Program is a model for replication in other sectors and with additional employers. The SCWDB 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.

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

The Board's One-Stop Operator is charged with organizing local rapid response activities and coordinating activity with the state's Rapid Response Unit. The One-Stop Operator 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 throughout 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 process 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
- Local WIOA partners who can provide access to a wide array of partners' services.

- D. **(L)** *Provide a description and analysis of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]*

The SCWDB Local Strategic Plan Strategic Goal #2 (pages 17-18), "Secondary / Post-Secondary Employment" (pages 26-27) and "14 Elements of Youth Engagement" (pages 28-30) each address youth workforce activities. Contained within this section are numerous ideas, initiatives and programs being pursued by the SCWDB.

Additional context:

- Youth services staff members provide intake, eligibility and case management directly to participants while referring youth to competitively procured or 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.

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

The SCWDB aspires to be a high-performing local board. Since 2018, the SCWDB has revamped its Local Strategic Plan, updated all Workforce Development Polices, recertified both Kentucky Career Center locations, performed an Internal Monitoring event, updated bylaws, 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, developed 21 Access Points and updated MOU with key partners in the region. Most importantly, the SCWDB has rebuilt its reputation in the region and re-established trust with employers and job seekers alike.

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

Refer to South Central Workforce Development Board's Individual Training Account Policy (policy number 2016-06), Revised October 8, 2020.

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

The One-Stop delivery system in both the Cumberland and South Central workforce development areas has been codified through existing, active Memorandums of Understanding between each local Board and the One-Stop Partners within each region. A number of efforts attempt to enhance the provision of services to individuals with disabilities and to ensure individuals are linked to the Office of Vocational Rehabilitation, including: basic and individualized career services for job seekers and workers, referrals to and coordination of activities with other programs and services both within and outside of the one-stop delivery system, assistance in establishing eligibility for programs of financial aid assistance for education and training programs, information sharing and cross-agency education, physical/virtual/communication/programmable accessibility, aligning internal processes to allow technology interface, and a common referral system. Each Board's MOU with its regional Partners outlines the Partners' roles and responsibilities towards these efforts.

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

Focus-population programmatic personnel are co-located in the Cumberland and South Central regions. Labor market research platform licenses are shared between the two regions. Both regions collaborate to explore grant opportunities to be good stewards of funding and innovative in our service delivery.

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

An annual review shall be conducted to determine how successful the One-Stop System has been in cultivating employer relationships and meeting performance standards set by each LWA and to ensure the quality and effectiveness of services. Performance measures will be negotiated with the Governor and Local Boards 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 means people are being moved through the workforce development system properly.

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

Local elected officials, operating through the authority provided by WIOA, selected the National Able Network as the Fiscal Agent for receipt and disbursement of WIOA funds for the South Central workforce area. The Fiscal Agent disburses funds in accord with decisions made by the Board and the local elected officials per their agreement.

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

Refer to South Central Workforce Development Board's Procurement Policy (policy number 2017-15), dated December 5, 2017

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

The SCWDB 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.

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.*

Additional Elements

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

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

(L) Refer to SCWDB Local Plan Appendix A, Strategic Objective #3A (pages 26-39).

(R) Refer to Regional Plan pages 13, and Appendix A (pages 15-16).

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

- Reflect on activities
- To encourage people to learn
- Raise morale and motivation
- Utilize for employee coaching and training
- Improve performance
- Realign customer and partner expectations
- Avoid customer or partners dissatisfaction

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

(L) Refer to SCWDB Local Plan Strategic Goals 1 through 3 (pages 15-20).

(R) Refer to Regional Plan Strategic Goals 1 through 3 (pages 10-13).

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

The CWDB and SCWDB have implemented a monthly metric data report with Board Staff, OVR, WIOA, SITE, and third-party marketing vendor to track employer engagements, hiring event results, job seeker interactions, enrollment in Kentucky Career EDGE, WIOA participation, engagement with focus populations, social interactions and engagements, and web analytics.

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

Refer to Chapter 4, Section C:

- in CWDB Local Plan (page 61)
- (above, page 20) for SCWDB

6.) (L) (R) *Describe strategies for and/or toward work-based training models.*

(L) Refer to SCWDB's Local Plan (pages 16, 24-30, 34, and 38).

(R) Refer to Regional plan (pages 10-12, and 15)

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

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

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

(L) (R) Both CWDB and SCWDB will continue to partner with local Skills U programs to determine how to establish IELCE programming. Presently, only one Skills U fiscal agent within the region receives IELCE funding (Southcentral Kentucky Community and Technical College Skills U). The SCWDB has aimed to launch a "workplace literacy" program in partnership with SKYCTC Skills U over the past several years based upon employer demand in the region for more formative, basic and contextualized English Acquisition programming. While this program would not lead to attainment of a credential upon completion, it could be developed as a pre-apprenticeship and preparation model leading to integrated education and training opportunities for English Language Learners (ELLs). It is anticipated that by establishing workplace literacy programming first, employers will be more willing to develop credential-attainment programs or incentivize incumbent ELL workers to participate in credential-attainment programs in partnership with Skills U programs receiving IELCE funding.

REFERENCES

The following documents, reports or websites were referenced in this Regional Innovation Plan:

- Commonwealth of Kentucky Department of Workforce Investment
Guidance: WIOA Regional Innovation Plan and Strategic Local Plan Updates 2019-2020, Policy Number 19-004, Issued February 13, 2019
- Commonwealth of Kentucky Department of Workforce Investment
Guidance: 2019 Timelines for Updating Strategic Local Plans, Regional Plans and establishing new Partner MOUs, Policy Number 19-002, Issued February 13, 2019
- Workforce Innovation and Opportunity Act Regional and Local Plan
Guidance 2017-2020
- South Central Kentucky and Cumberland's Workforce Development Area's
Regional Workforce Development Plan, Covering Program Years 2017-2020,
Submitted June 30, 2017
- South Central Workforce Development Board Local Strategic Plan for
Program Years 2019-2020
- Kentucky Workforce Innovation Board Strategic Plan, "Work Ready Plan",
https://kwib.ky.gov/About/Documents/StrategicPlan_021518.pdf
- Kentucky Federation for Advanced Manufacturing Education (KY FAME),
<http://kyfame.com/>
- Kentucky Work Ready Scholarship Program,
https://www.kheaa.com/website/kheaa/work_ready?main=1
- Kentucky Work Ready Community Initiative,
<http://thinkkentucky.com/workready/>