

CUMBERLANDS
WORKFORCE
DEVELOPMENT BOARD

LOCAL & REGIONAL
STRATEGIC PLAN
2025-2028

OPENING REMARKS

Welcome to the 2025-2028 Cumberland Workforce Innovation and Opportunity Act (WIOA) Strategic Plan. This plan serves as a blueprint to advance workforce development in the Cumberland's 13-county region and to ensure that employers and job seekers have the resources necessary to navigate our ever-changing labor market.

The Cumberland Workforce Development Board (CWDB) serves as a bridge to connect people with purpose and employers with talent. Through strong partnerships with public, private, and nonprofit organizations, we bring innovative solutions to the table that create a lasting economic impact for our region.

Over the next four years, Southern Kentucky will experience significant workforce transformations driven by technological advancements, industry growth in manufacturing and EV battery production, and shifting labor demographics. These changes bring both challenges and opportunities, and this strategic plan is designed to address them head-on. By fostering regional collaboration, enhancing training and education opportunities, and prioritizing workforce participation, we aim to empower individuals of all backgrounds including youth, veterans, justice-involved individuals, immigrants, and older workers to succeed in today's competitive job market.

With guidance from our Board of Directors, local elected officials, and workforce partners, we will turn workforce challenges into opportunities and opportunities into positive workforce growth. By using data-driven workforce information, we will anticipate changes to the labor market and adapt our education, training, and program opportunities to shape the workforce of tomorrow.

Together, we will help employers and job seekers reach their full potential and provide real opportunities for a better life in the Cumberland.

Sincerely,

A handwritten signature in black ink that reads "Myra Wilson". The signature is written in a cursive, flowing style.

Executive Director
Cumberland Workforce Development Board



TABLE OF CONTENTS

01

PURPOSE

COMMONWEALTH OF KY WORKFORCE VISION AND GOALS	01
LOCAL COMPREHENSIVE PLAN	02
REGIONAL DEVELOPMENT PLAN	03
RELATIONSHIP OF REGIONAL INNOVATION PLAN AND LOCAL COMPREHENSIVE PLAN	04
PLAN COMPLETION, SUBMISSION AND APPROVAL	04
MODIFICATION, PUBLIC COMMENT, PLAN ORGANIZATION	05

19

CHAPTER 2: STRATEGIC VISION & GOALS

CWDB STRATEGIC VISION AND WORKFORCE GOALS	19
GOAL ONE: EMPLOYER ENGAGEMENT AND WORKFORCE OPPORTUNITIES	20
GOAL TWO: WORKFORCE SYSTEM ALIGNMENT	22
GOAL THREE: EDUCATING AND PREPARING JOB SEEKERS	25
GOAL FOUR: REMOVING BARRIERS TO WORKFORCE PARTICIPATION	27
GOAL FIVE: ORGANIZATIONAL PERFORMANCE AND ACCOUNTABILITY	29

46

CHAPTER 4: PROGRAM DESIGN & EVALUATION

ONE-STOP DELIVERY SYSTEM	46
ADULT AND DISLOCATED WORKER EMPLOYMENT	48
RAPID RESPONSE	48
YOUTH WORKFORCE ACTIVITIES	50
INDIVIDUAL TRAINING ACCOUNTS	51

57

SIGNATURE PAGE & APPENDICES

06

CHAPTER 1: ECONOMIC & WORKFORCE ANALYSIS

PLANNING PROCESS AND PUBLIC INPUT	07
REGIONAL ECONOMIC CONDITIONS & IN-DEMAND INDUSTRIES	08
LABOR FORCE PARTICIPATION AND WORKFORCE CHARACTERISTICS	14
ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES	17
KNOWLEDGE AND SKILLS NEEDS OF LOCAL EMPLOYERS	18

32

CHAPTER 3: ALIGNMENT OF PARTNERSHIPS & INVESTMENT STRATEGIES

LOCAL BOARD PARTNERSHIPS AND GOVERNANCE STRUCTURE	32
EXPANDING ACCESS TO EMPLOYMENT AND TRAINING SERVICES	33
COORDINATION WITH ECONOMIC DEVELOPMENT PARTNERS	36
STRENGTHENING ONE-STOP AND UI PROGRAM LINKAGES	37
INCREASING OPPORTUNITIES FOR INDIVIDUALS WITH DISABILITIES	39
PROMOTING ENTREPRENEURSHIP AND MICROENTERPRISE SERVICES	40
YOUTH WORKFORCE SUPPORTIVE SERVICES	40
OPERATIONAL GOALS, STRATEGIES AND TRANSITIONS	43
	44

53

CHAPTER 5: COMPLIANCE/ PERFORMANCE/ADMIN. COST

REPLICATED COOPERATIVE AGREEMENTS	53
ADMINISTRATIVE COST ARRANGEMENT	53
COLLABORATIVE PERFORMANCE NEGOTIATION & ACCOUNTABILITY METRICS	54
DESIGNATION, PROCUREMENT AND CONTRACTING METHODS	54
PERFORMANCE INDICATORS AND CONTINUOUS IMPROVEMENT	56

DOCUMENT ORGANIZATION AND STRUCTURE

This combined Strategic Plan outlines the workforce development strategies for both the Cumberland Workforce Development Board (CWDB) and the South Central Workforce Development Board (SCWDB) for Program Years (PY) 2025 through 2028, in accordance with the Workforce Innovation and Opportunity Act (WIOA) planning requirements.

Each Board will have its own individual Local and Regional Plan, reflecting unique priorities, initiatives, and workforce needs. While both boards maintain distinct Local Plans tailored to their specific service areas, they also share key Regional Plan elements, which will be visually distinguished using shaded or colored box graphics for clarity.

Both Boards maintain distinct Local Plans, but shared Regional Plan elements will be clearly identified using shaded or colored box graphics (as exemplified here) for easy differentiation.

This Plan is developed in compliance with Section 108(a) of the WIOA requirements, ensuring alignment between local plans, the Combined State Plan, and regional workforce strategies.

By structuring the plan in this way, CWDB and SCWDB reinforce their commitment to workforce alignment, economic growth, and employer-driven solutions across the Cumberland and South Central regions.





PURPOSE

The purpose of this **Regional Innovation and Local Comprehensive Plan Guidance** is to provide instructions to Local Workforce Development Boards (LWDBs) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years PY 2025 through PY 2028 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 Innovation Board (KWIB)**, in partnership with the KY Education and Labor 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 2025. 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 DEVELOPMENT (DWD) GOALS:

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

B. LOCAL COMPREHENSIVE PLAN

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

THE LOCAL COMPREHENSIVE PLAN SETS FORTH THE STRATEGY TO:

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

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

Local Plans, pursuant to WIOA, must align with the State’s vision as set forth in the Combined State Plan PY 2025-2028. 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.

We support both in-person and virtual participation for all board meetings to ensure flexibility and inclusivity.

C. REGIONAL DEVELOPMENT 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 Development by April 30, 2025 for their review and feedback before the implementation date of July 1, 2025 (FY 2026).

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

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).

- **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.
- **Submission.**
 - Each local area shall submit its Plans to DWD on or by **April 30, 2025**, after the requisite 30-day period and procedure for public comment. • Only one copy of the Regional Plan is submitted by the WIOA Planning Region. • One LWDA should be designated to submit on behalf of the region. • The regional LWDA CEOs, Chairs, and LWDB Directors must be identified in the regional plan's cover letter. • The regional plan agreement signatory page(s) should be included with the Regional Plan. • The Regional Plan must include a copy of the Local Plan for each of the LWDAs in the region. • The Regional Plans completed template must be submitted electronically in a Word document file to Compliance.Unit@ky.gov. By close of business on April 30, 2025 for initial review by DWD. Any deficiencies identified must be remedied by June 30, 2025.
- **Approval.** The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWD within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:
 - There are deficiencies identified through audits in Workforce Investment activities that the local area has not made acceptable progress.
 - The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
 - The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies

This is not an exhaustive list of examples. If the plan is found deficient, DWD would issue written confirmation of the specific deficiencies found.



F. MODIFICATION PROCESS

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R. §679.530 and §679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan **every two years** and submit a modification as needed using the same methods listed above in 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 DWD within the 90-day review period.

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

- Changes in labor market and regional and/or local economic conditions; and
- 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, LWDA 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 30-day public review and comment period before submission to the Governor. Plans should be:

- Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment of 30 days by members of the public inclusive of representatives of business, labor organizations and education.
- Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
- Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. PLAN ORGANIZATION

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

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

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

The Cumberlands (CWDB) and South Central (SCWDB) Workforce Development Boards each maintain separate Local Plans (marked “L”). Shared Regional Plan elements are labeled “R” and also highlighted with shaded or colored boxes for easy distinction.

CHAPTER 1:

ECONOMIC & WORKFORCE ANALYSIS

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

Strategic Planning

The regional planning process launched in November 2024 with the drafting of Primary Goals and Subgoals. By late January 2025, stakeholder surveys were distributed to frontline Employment Services staff, Board Members, and community partners in the Cumberlands region. Tailored versions followed in early February for stakeholders in the South Central Workforce Development Board (SCWDB) region.

During this time, the Workforce Participation Lead—a WKU-created analyst role jointly managed by SCWDB—compiled labor data and workforce trend reports. These insights were shared with both regions, with additional data pulled as needed.

In the Cumberlands, 17 Board Members and a broad group of frontline staff and community partners completed the survey. In South Central, 19 Board Members, 14 frontline staff (from Career TEAM, the Career Development Office, and SCWDB Navigators), and 10 community partners participated. Each survey respondent had the opportunity to join one of five Strategic Planning Teams aligned with the Primary Goals:

- **Employer Services & Solutions**
- **Workforce System Alignment**
- **Workforce Education & Preparation**
- **Reducing Barriers to Workforce Participation**
- **Organizational Performance & Accountability**



Planning and Public Input

In late February, stakeholders—including Board Members, staff, and community partners—joined hybrid or virtual planning sessions, with 28 participants contributing to final discussions. Local Elected Officials (LEOs) also reviewed the full set of goals, subgoals, sample programs, and measurable actions.

In the Cumberland region, 17 of 29 Board Members completed the strategic planning survey. To further engage stakeholders, a virtual review of the draft plan was held in mid-March, drawing 27 of 45 invitees, including Board Members, LEOs, Direct Service Provider staff, and one representative from the South Central Workforce Development Board (SCWDB).

Meanwhile, in the South Central region, two in-person sessions were held for LEOs and Board Members to preview and discuss the finalized plan prior to its public release.

In response to stakeholder feedback, the plan was refined and transformed into a visually dynamic version. A draft version was then circulated to all contributors—LEOs, Board Members, staff, and partners—for a final round of review.

The finalized documents were then posted for public comment from March 26, 2025 through April 25, 2025 via:

- **Social media (Facebook, Instagram, LinkedIn)**
- **SCWDB and CWDB websites (March 26, 2025-April 25, 2025: 30 day public comment period)**

No public comments were received.

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



Understanding “In-Demand” Jobs: A Data-Driven Approach

To analyze regional demand by industry and occupation, we used current and historical data from **JobsEQ**® (by Chmura Economics & Analytics). While helpful, this data has limitations—it’s based solely on online job postings, which don’t capture the full picture.

To get a more complete view of what’s truly “in-demand,” we ran four key reports:

- **Two focused on the total number of active job ads**
- **Two analyzed the total number of people currently employed**

Together, these reports help CWDB, SCWDB, and other partners better understand workforce needs beyond what online listings alone can show.



- **“In-Demand Industries:”** shows the occupations grouped by industry categories that had the most active job ads over a 12-month span

- **“Openings by Occupations Top 10:”** shows the top specific occupations that had the most active job ads over a 12-month span (along with their median wages)

- **“Occupational Snapshot (Industries):”** shows the industries that employed the most individuals at a moment in time (along with their average wages & growth)

- **“Occupational Snapshot (Occupations) Top 10:”** shows the top occupations held by individuals at a moment of time (along with their average wages & growth)



Active Jobs Ads

To track shifts in occupational demand and wages, we compared job ad data from **Feb 2024–Feb 2025 against 2020**.

Healthcare (Practitioners & Technical) emerged as the top in-demand industry in the South Region, overtaking Transportation & Material Moving from 2020. While the Top 5 industries stayed the same, job ad volume slightly increased, as shown in the charts below.

FEB. 25, 2024 – FEB. 25, 2025 OPENINGS BY OCCUPATION

Occupations		Active Job Ads
SOC	Occupation	
29-0000	Healthcare Practitioners and Technical Occupations	13,041
41-0000	Sales and Related Occupations	8,812
53-0000	Transportation and Material Moving Occupations	4,881
35-0000	Food Preparation and Serving Related Occupations	3,651
43-0000	Office and Administrative Support Occupations	3,518

2020 OPENINGS BY OCCUPATION

Occupations		Active Job Ads
SOC	Occupation	
53-0000	Transportation and Material Moving Occupations	8,547
41-0000	Sales and Related Occupations	7,438
29-0000	Healthcare Practitioners and Technical Occupations	6,066
35-0000	Food Preparation and Serving Related Occupations	4,645
43-0000	Office and Administrative Support Occupations	3,666

Top Occupations and Wages

We also reviewed **JobsEQ’s “Openings by Occupation”** report, which lists the most posted jobs and their median wages over the past year. Unlike industry-based reports, this one highlights individual occupations, even if multiple fall within the same industry.

FEB. 25, 2024 – FEB. 25, 2025 OPENINGS BY OCCUPATION

Occupations		Active Job Ads
SOC	Occupation	Median Wage
29-1141.00	Registered Nurses	530.00 3,407
41-1011.00	First-Line Supervisors of Retail Sales Workers	\$17.40 2,329
41-2011.00	Retail Salespersons	\$15.75 1,993
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	\$27.70 1,806
21-1093.00	Social and Human Service Assistants	\$17.90 1,202
11-8111.00	Medical and Health Services Managers	\$27.10 1,163
49-9071.00	Maintenance and Repair Workers, General	\$23.10 1,156
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	\$16.00 1,059
53-7065.00	Stockers and Order Fillers	\$15.80 971
35-3023.00	Fast Food and Counter Workers	\$12.00 958

JAN. 1 – DEC. 31, 2020 OPENINGS BY OCCUPATION

Occupations		Active Job Ads
SOC	Occupation	Median Wage
53-3030	Driver/Sales Workers and Truck Drivers	\$26.40 5,628
53-7060	Laborers and Material Movers	\$12.50 2,795
41-2030	Retail Salespersons	\$13.00 2,768
41-2030	First-Line Supervisors of Sales Workers	\$12.00 2,559
29-1140	Registered Nurses	\$90.00 2,151
35-3030	Supervisors of Food Preparation and Serving Workers	\$13.40 1,452
37-2010	Building Cleaning Workers	\$18.70 1,432
35-3020	Fast Food and Counter Workers	\$8.85 1,099
11-8110	Medical and Health Services Managers	\$22.00 1,058
21-2090	Miscellaneous Community and Social Service Specialists	\$12.95 970

Full data reports available in Appendix A

Healthcare Leads by a Wide Margin

The previous JobsEQ's report compares active job postings in the South Region from the past 12 months to 2020 data. One standout trend: **Registered Nurses dominate the 2024 list**, far surpassing the next highest occupation—First-Line Supervisors of Retail Sales Workers—by the largest margin on the chart.

Two healthcare roles made the Top 10:

- **Registered Nurses**
- **Medical and Health Services Managers**

This reinforces the continued demand for healthcare talent in the region and the need for focused industry support.

Possible Overstatement of Healthcare Demand

Despite high rankings, frontline staff report that many healthcare job ads—especially for nurses—may not reflect actual regional openings. Common issues include:

- **Ads for travel positions not based in the area**
- **Broken or inactive job links**

As a result, SCWDB and CWDB suspect that the true number of open healthcare roles—and possibly others—may be inflated in the JobsEQ data.

Healthcare Demand vs. Employment Reality

To assess true demand for healthcare workers, we analyzed the **Occupational Snapshot "Industry"** (on the following page) for the South Region. Despite a surge in healthcare job ads, the number of people employed in healthcare roles has not doubled, signaling a gap between perceived and actual demand.

Top 5 Industries Hold Steady

Over the past four years, the Top 5 industries—and their ranking order—have remained unchanged. However, signs of change are emerging further down the list. Between ranks 6 and 13, two key shifts occurred:

- **Construction has overtaken Administrative Support**
- **Agriculture/Forestry/Fishing/Hunting edged past Other Services**

Top Occupations: Stable, but Slow to Grow

The **Occupational Snapshot "Occupations"** report (also on the following page) shows the Top 10 job roles in the South Region have stayed exactly the same from 2020 to 2024, with only minor rank swaps between #3 and #4, and #9 and #10. However, growth among the top occupations is minimal:

- **Transportation saw the highest increase at just 0.8%**
- **Production, the second-most common occupation, experienced a slight -0.1% decline**

This stability suggests that these occupations will continue to be in demand over the next four years.



JOBS EQ OCCUPATIONAL SNAPSHOT (INDUSTRY)

2020

2024

NAICS	Industry	Current		5-Year History		5-Year Forecast					
		Empl	Avg Ann Wages	IQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	39,638	\$39,854	1.36	-1.21	-0.2%	3,969	1,121	1,652	-129	-0.4%
42	Health Care and Social Assistance	37,238	\$43,401	0.51	3,504	6.7%	3,607	1,705	1,789	420	1.1%
44	Retail Trade	35,751	\$28,179	1.18	801	-0.4%	3,890	1,752	2,123	-122	-0.4%
21	Educational Services	25,162	\$26,718	1.07	-1,228	-0.3%	3,852	304	1,058	12	0.0%
71	Accommodation and Food Services	30,129	\$20,840	1.01	-271	0.2%	3,389	1,445	1,827	129	0.6%
56	Administrative and Support and Waste Management and Remediation Services	16,134	\$28,976	0.94	401	-0.8%	1,787	712	948	108	0.7%
23	Construction	12,195	\$41,441	0.88	1,883	1.8%	1,252	442	762	17	0.1%
48	Transportation and Warehousing	11,332	\$47,324	0.91	487	1.2%	1,096	499	475	24	0.2%
91	Public Administration	6,162	\$29,422	0.76	-128	-0.2%	418	204	484	-1	0.0%
11	Agriculture, Forestry, Fishing and Hunting	6,878	\$26,221	0.84	-1,243	-1.0%	846	427	349	-122	-1.2%
81	Other Services (except Public Administration)	6,644	\$24,798	0.81	461	-0.9%	1,016	499	136	30	0.3%
43	Wholesale Trade	1,272	\$11,241	0.79	-122	-0.6%	169	291	482	-26	-0.2%
14	Professional, Scientific, and Technical Services	1,819	\$44,781	0.84	122	1.2%	136	146	113	17	0.6%
52	Finance and Insurance	1,184	\$24,891	0.91	169	-1.2%	120	108	121	-1	0.0%
13	Information	1,016	\$41,248	0.81	160	-0.2%	178	126	147	-19	-0.3%
71	Arts, Entertainment, and Recreation	1,024	\$20,990	0.71	41	0.2%	499	199	125	14	1.2%
53	Rent, Lease and Rental and Leasing	1,471	\$22,171	0.87	164	1.0%	140	114	126	-4	-0.2%
32	Utilities	1,183	\$40,113	0.87	117	1.9%	185	71	125	-12	-0.3%
55	Management of Companies and Enterprises	1,143	\$46,776	0.87	161	1.0%	121	71	121	21	0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	973	\$11,113	0.99	161	9.4%	62	19	19	6	0.6%
99	Unclassified	21	\$11,113	0.11	2	-1.2%	4	2	2	0	0.0%
Total - All Industries		396,422	\$28,361	0.86	472	-0.2%	27,178	12,006	13,368	421	0.2%

NAICS	Industry	Current		5-Year History		5-Year Forecast					
		Empl	Avg Ann Wages	IQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	39,638	\$39,854	1.36	-1.21	-0.2%	3,969	1,121	1,652	-129	-0.4%
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81	Other Services (except Public Administration)	6,644	\$24,798	0.81	461	-0.9%	1,016	499	136	30	0.3%
43	Wholesale Trade	1,272	\$11,241	0.79	-122	-0.6%	169	291	482	-26	-0.2%
14	Professional, Scientific, and Technical Services	1,819	\$44,781	0.84	122	1.2%	136	146	113	17	0.6%
52	Finance and Insurance	1,184	\$24,891	0.91	169	-1.2%	120	108	121	-1	0.0%
13	Information	1,016	\$41,248	0.81	160	-0.2%	178	126	147	-19	-0.3%
71	Arts, Entertainment, and Recreation	1,024	\$20,990	0.71	41	0.2%	499	199	125	14	1.2%
53	Rent, Lease and Rental and Leasing	1,471	\$22,171	0.87	164	1.0%	140	114	126	-4	-0.2%
32	Utilities	1,183	\$40,113	0.87	117	1.9%	185	71	125	-12	-0.3%
55	Management of Companies and Enterprises	1,143	\$46,776	0.87	161	1.0%	121	71	121	21	0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	973	\$11,113	0.99	161	9.4%	62	19	19	6	0.6%
99	Unclassified	21	\$11,113	0.11	2	-1.2%	4	2	2	0	0.0%
Total - All Industries		397,404	\$27,144	1.00	4,822	0.7%	16,203	6,121	6,756	1,268	1.0%

JOBS EQ OCCUPATIONAL SNAPSHOT (OCCUPATIONS)

2020

2024

SOC	Occupation	Current		5-Year History		5-Year Forecast			
		Empl	Mean Ann Wages ¹	IQ	Unempl Rate	Online Job Ads ²	Empl Change	Ann %	
43-0000	Office and Administrative Support	29,126	\$31,200	0.91	1,519	5.1%	808	-959	-0.6%
51-0000	Production	26,522	\$36,200	1.84	2,182	7.2%	546	-1,678	-1.2%
41-0000	Sales and Related	23,816	\$32,700	1.01	1,767	7.0%	1,825	-91	-0.1%
53-0000	Transportation and Material Moving	23,582	\$33,300	1.11	2,279	8.2%	2,672	356	0.3%
35-0000	Food Preparation and Serving Related	22,359	\$21,800	1.06	3,090	12.9%	1,414	74	0.1%
11-0000	Management	19,136	\$74,900	1.29	461	2.5%	472	-889	-0.9%
29-0000	Healthcare Practitioners and Technical	15,189	\$70,600	1.07	321	2.1%	1,450	1,081	1.3%
25-0000	Educational Instruction and Library	13,034	\$46,500	0.94	756	5.4%	417	-581	-0.8%
31-0000	Healthcare Support	10,700	\$28,700	0.88	514	4.7%	621	1,123	2.0%
49-0000	Installation, Maintenance, and Repair	10,111	\$42,900	1.12	164	4.8%	400	-283	0.3%

SOC	Occupation	Current		5-Year History		5-Year Forecast								
		Empl	Mean Ann Wages	IQ	Unempl Rate	Online Job Ads	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth	
43-0000	Office and Administrative Support Occupations	29,126	\$31,200	0.91	1,519	5.1%	1,607	-1,448	-1.0%	3,225	1,419	1,806	-17	-0.1%
51-0000	Production Occupations	26,522	\$36,200	1.84	2,182	7.2%	422	847	0.6%	1,120	1,112	1,096	13	0.1%
41-0000	Sales and Related Occupations	23,816	\$32,700	1.01	1,767	7.0%	1,134	1,812	1.6%	1,880	1,248	2,080	632	0.8%
53-0000	Transportation and Material Moving Occupations	23,582	\$33,300	1.11	2,279	8.2%	2,103	356	0.3%	2,085	1,328	1,736	22	0.1%
35-0000	Food Preparation and Serving Related Occupations	22,359	\$21,800	1.06	3,090	12.9%	1,256	12	0.0%	4,427	1,908	2,474	107	0.6%
11-0000	Management Occupations	19,136	\$74,900	1.29	461	2.5%	918	1,224	1.2%	2,038	808	1,872	107	0.6%
29-0000	Healthcare Practitioners and Technical Occupations	15,189	\$70,600	1.07	321	2.1%	3,382	715	0.9%	1,203	501	917	107	1.0%
25-0000	Educational Instruction and Library Occupations	13,034	\$46,500	0.94	756	5.4%	509	289	0.5%	1,617	961	846	-111	-0.8%
31-0000	Healthcare Support Occupations	10,700	\$28,700	0.88	514	4.7%	810	1,817	1.8%	1,844	728	912	162	1.7%
49-0000	Installation, Maintenance, and Repair Occupations	10,111	\$42,900	1.12	164	4.8%	168	344	1.7%	1,088	508	618	-114	-1.0%

Full data reports available in Appendix A

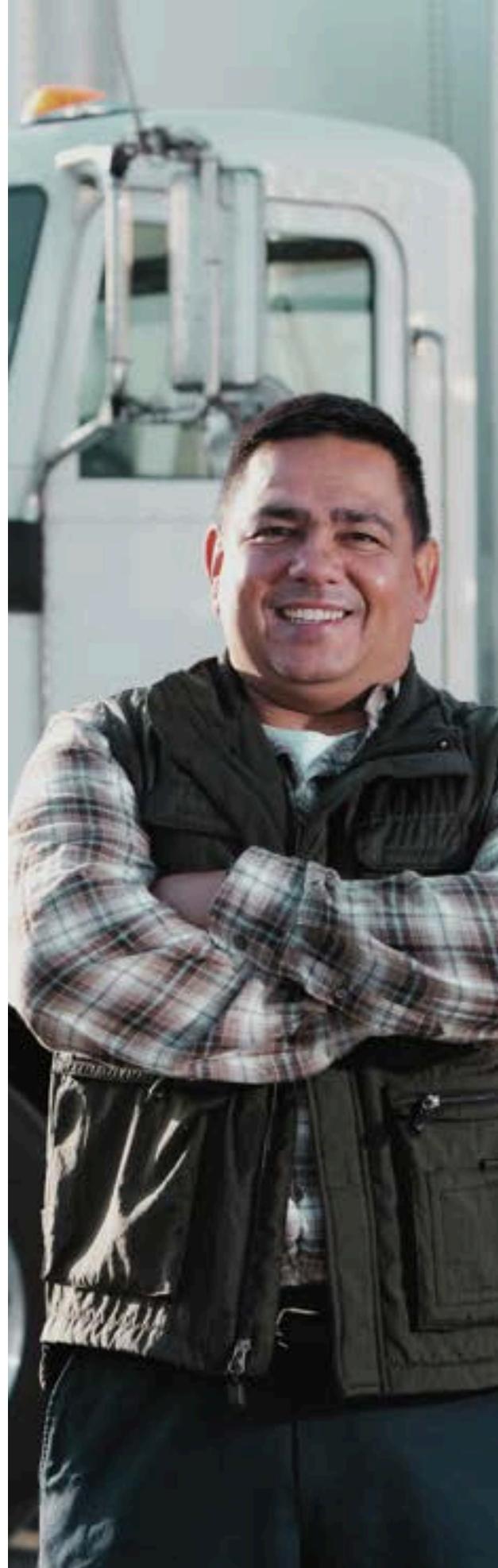
Other observations from these reports are that wages have increased significantly across all industries in the past four years and most industries have experienced growth in the number of individuals employed in each. Both demonstrate healthy economic conditions for the South Region, and they are necessary to support the cost of living in the regions. However, it is also important to note the disparity in average pay amongst the top occupations in our region.

Occupations like First-Line Supervisors, Retail Salespersons and especially Fast Food and Counter Workers do not provide wages that can support a family or an individual.

This means that these occupations are likely to experience regular turnover and are more difficult to fill than others that have similar educational or skill requirements and pay better. Compounding these challenges, the average wages for the current top three occupations fall below both the region's living wage and the overall average wage (Appendix A page 7 for Cost-of-Living Index). This suggests that many workers in these dominant fields may struggle with economic stability, particularly in the face of inflation and rising living costs. Additionally, education and certification requirements vary significantly across these leading occupations:

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

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



Aligning With State Priorities: In-Demand Industries

The South Region will adopt the Kentucky Workforce Innovation Board’s top 5 in-demand industries:

- **Healthcare**
- **Manufacturing & Logistics (merged from South Region’s current #1 and #8)**
- **Construction**
- **Educational Services**
- **Professional, Scientific & Technical Services (ranked #12 in our region after merging Manufacturing and Transportation)**

While **Retail Trade and Accommodation & Food Services** show consistent demand, they won’t be prioritized due to historically lower wages and weaker ROI for individual support. Instead, the South Region will focus on strategically supporting the state’s newly adopted sectors—Educational Services and Professional, Scientific & Technical Services—to drive higher-wage, long-term career growth.



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

Understanding Labor Force Participation

For the past 2.5 years, the SCWDB has partnered with WKU to co-manage a dedicated Workforce Participation Lead, focused on uncovering the root causes of low labor force participation in the region.

This ongoing analysis—spanning regional, state, and national trends—has helped SCWDB deliver data-driven presentations to employers, highlighting untapped “pockets” of potential workers and the barriers they face. These insights offer actionable strategies to help employers attract and retain talent.

Much of the following analysis draws from this work, using data from the Census Bureau’s ACS (Table S2301) and JobsEQ. Labor force participation rates and population data are sourced specifically from the ACS, with details provided in Appendices A & B.

LABOR FORCE PARTICIPATION CHALLENGES IN THE CUMBERLANDS & SOUTH CENTRAL REGION

The Cumberland & South Central Region face significant labor force participation rate (LFPR) challenges, lagging both Kentucky and the national average. At 56.3%, the region's LFPR is 3.3 percent lower than Kentucky's (59.6%) and 7.2 percentage points below the national average (63.5%).

To match the national rate, the region would need to add 36,822 more people to the workforce.

KEY POPULATIONS OF CONCERN



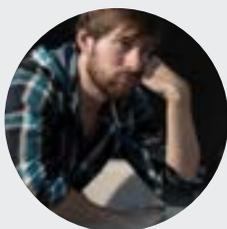
Older (Pre-Retirement) Prime-Age Workforce (45-64 Years Old)

- Labor force participation among those aged 55-59 is especially low:
 - 17% below the national average
 - Nearly 8% below Kentucky's overall rate
- A significant number of individuals aged 45-64 are not in the workforce:
 - 63,471 people total
 - Of those, 18,511 are in the 55-59 age group



Individuals with Disabilities (Ages 20-64)

- LFPR for individuals reporting a health condition is 12.6% below the national average.
 - 65% (43,376 people) with disabilities are not in the labor force.
- Ages 45-59 Snapshot:
- 45-54: 15,862 report a disability; 70% (11,095) are not working
 - 55-59: 11,461 report a disability; 77% (8,807) are not working
 - Over 70% of individuals with disabilities in this age range are not working.



Educational Attainment (Less than a High School Diploma)

- The labor force participation rate (LFPR) for individuals without a high school diploma is 17.9 percent lower than the national average.
- Among 42,415 individuals without a diploma, 23,876 (56 percent) are not in the workforce.

Impact on Older Adults:

- Ages 55-59:
 - 6,294 individuals do not have a diploma
 - 72.3 percent (4,548) are not working

Generation X (approximately ages 45-59):

- 60 percent of individuals in this age group without a high school diploma are unemployed



Compounded Barriers: Age, Disability & Low Education

- Among individuals aged 45-54 with both a disability and no high school diploma, 84.5% (3,440 of 4,070) are not in the workforce.
- For those aged 55-59, 86% (2,720 of 3,161) are not working.
- Over 6,000 in this group could benefit from targeted workforce and education support.

Additional Findings

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

Targeted Solutions for Workforce Gaps

The 45–59 age group, especially individuals with disabilities and low education levels, faces steep barriers to employment. **Over 6,000 residents fall into both categories—offering a clear opportunity for impact.** Focused investment in training, education, and inclusive hiring initiatives could meaningfully boost labor participation and regional stability.

Employment Trends: Strong Recovery, Slower Growth

Since 2020, employment across South Central and the Cumberlandts has moved in sync—sharp COVID-19 declines, strong 2021 rebounds, and a slowing growth rate in recent quarters. While the Cumberlandts currently has a slight edge, both regions remain closely aligned and below pre-pandemic growth rates. (See Appendix A, p.6)

Unemployment patterns mirror the employment curve—pandemic spike, followed by recovery. However, recent upticks suggest new challenges are emerging:

- **Cumberlandts: 6.1%**
- **South Central: 5.4%**
- **Regional average: 5.7% (vs. 4.3% nationally)**

Though still better than peak pandemic levels, the rise may signal future risk. Proactive strategies—like workforce development, employer partnerships, and targeted support for job seekers—are essential to sustaining progress. (See Appendix A, p.6)

Wage Trends in South Central & the Cumberlandts

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

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





The Rise of Hidden Workers in the Labor Market

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

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

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

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





D. (R) Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include 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.

Collaborative Workforce Innovation in the South Region

The Cumberlands (CWDB) and South Central (SCWDB) Workforce Development Boards have a strong track record of collaboration and impact across the South Region. Both have launched successful navigator models tailored to residents facing barriers to employment, and co-developed reentry programming that has since evolved into the statewide Reentry Employment Services (RES) Branch, now supported by the Office of Adult Education.

The two workforce development boards have started to collaborate and share case management best practices. Through National Dislocated Worker Grants, they've expanded regional capacity for short-term training, work-based learning, and wraparound support for job seekers with complex needs.

From July 2021 to February 2025, WIOA programs in the South Region served over 1,500 individuals through Individual Training Accounts (ITAs), Work Experience (WEX), On-the-Job Training (OJT), and supportive services.

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

Job Opportunities and Education Levels in the Cumberlands

The Cumberlands region is focused on five key [industry](#) sectors:

- **Healthcare**
- **Manufacturing & Logistics**
- **Construction**
- **Education**
- **Professional, Scientific & Technical Services**

Job Ad Snapshot from the Past Year:

- Total active job ads: **23,172**
- Jobs requiring at least a high school diploma: **6,013**
- Jobs with no specific education or certification listed: **13,713**
- **85% (19,726) of jobs likely do not require education beyond high school:**

This local trend mirrors national findings from Lightcast’s The Rising Storm report (see link in Appendix C, References), which shows that **9 out of the top 10 most in-demand jobs nationwide require no more than a high school diploma.**

Below are the Top 10 In-demand Industries based on active job postings over a one year period in Cumberland’s WDA (2/25/24 - 2/25/25):

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



These postings mimic observations from in-demand industries and job posts found in the South Region (above pages) related to the variety of skills that may be required by employers in the region. Healthcare and Management occupations offer the most pay and require minimally a bachelor’s degree and likely work experience and education beyond college. However, several of the occupations listed within the top 10 are not within our in-demand industry sectors. Transportation & Material Moving Occupations and Healthcare Support Occupations can be supported by various WIOA-supported short-term credential training and certification programs available through various training providers in the Cumberland’s.

Focus on Transferable Skills, Not Just Credentials

The Kentucky 2024–2027 WIOA State Plan (see Appendix C, Reference: KY WIOA State Plan, pg. 18) notes the difficulty of accurately identifying emerging sectors due to data challenges. **It warns that training tied to narrow industry needs may not be sustainable. Instead, it recommends investing in transferable skills through well-rounded education and hands-on experience.**

On page 32 of the same plan, a list of the Top 10 Skills Required by Projected New Jobs is provided. **Active Listening ranks far above all others.** This aligns with findings from Southern Regional Education Board’s (SREB) “The Skills Employers Demand” (see Appendix C, Reference: SREB Report), which emphasizes that **verbal and written communication are among the most sought-after skills both regionally and nationally.**

CHAPTER 2:



STRATEGIC VISION AND GOALS

A. (L) A description of the Local WDB's strategic vision and goals aimed at fostering regional economic growth and economic self-sufficiency. This must include plans for preparing an educated and skilled workforce (especially for including youth and individuals facing barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)].

MISSION STATEMENT

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

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

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

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

VISION STATEMENT

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



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

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

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

Efforts / Initiatives / Metrics Examples:

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

With the implementation of these goals, every CWDB member and partner organization will have clear objectives focused on **servicing participants by removing barriers to employment and training**. We will help job seekers with accessing free or low-cost job training in high-demand fields; receive support services like child care, transportation, or housing referrals; improve digital literacy and basic skills; navigate job searches with resume help, mock interviews, and career coaching; earn credentials and degrees through partnerships with community colleges and training providers; overcome legal, language or disability-related barriers through specialized resources and accommodations. This strategy promotes collaboration across sectors—connecting the work of government, non-profits, and regional businesses—to address complex workforce challenges in a unified way. The approach will be guided by the insights, experiences, and aspirations of people across the Cumberland region—including workers (employed, unemployed, and disengaged), employers, educators, training providers, economic developers, and community organizations.

Objective 2: Leverage a dynamic **Business Services Team** to connect high-demand employers with untapped talent, creating pipelines for inclusive hiring, workforce growth, and sustained economic success.

Efforts / Initiatives / Metrics Examples:

- Identify and maintain lists of employers who offer “quality jobs,” are “friendly” to various hidden/focus population talent and are willing to hire trainees upon completion.
- Maintain and revamp as necessary the business services “menu”.

The Business Service Team (BST) will provide consistent weekly updates to the CWDB Executive Director, strengthening communication with the board. BST responsibilities will include:

- Regular updates to the CWDB and Kentucky Career Center (KCC) webpages, job advertisement platforms, social media channels, and internal staff referral systems.
- Actively promoting services to employers through direct education and tailored programming.
- These efforts are expected to:
 - Boost webpage visits, job post inquiries, social media engagement, and referral activity.
 - Expand employer awareness of available programs by promoting CWDB’s full menu of services.



Objective 3: Create and maintain opportunities for employers to engage **youth and adults** to facilitate awareness of local **market-relevant jobs and career pathways** and provide **work-based training opportunities**.

Efforts / Initiatives / Metrics Examples:

- Employers participating in targeted job fairs / career exploration events (ex. annual graduating HS senior fairs, hiring events at jails and career fairs).
- Promote “employer showcases,” candidate group interviews and speaking sessions both on-site at the KY Career Center and off-site throughout the region.
- Number Employers participating in work-based learning experiences and on the job training, apprenticeships, incumbent worker training/upskilling, etc.

The term "**Job Fair**" is widely recognized by the public and remains a strong driver of attendance for those seeking employment. To capitalize on this, we will:

- Partner with employers to host more local and regional job fairs.
- Coordinate "Bus-to-Business" tours for local high school seniors, providing on-site visits to area employers by county.
- Continue public speaking engagements at community events to promote career opportunities.

Our goal is to:

- Increase participation in **Work Experience (WEX), On-the-Job Training (OJT), and apprenticeship** programs with existing employer partners.
- Expand our network by growing both the number of employer partners and available workforce programs.



Objective 4: Leverage national, state and local data and trends to develop and promote strategies for employers to address their recruitment and retention barriers.

Efforts / Initiatives / Metrics Examples:

- **Employer Data / Tactics Presentations & Workshops** (ones for executive level leadership and ones for HR professionals).
- Identify and maintain lists of employers who offer “quality jobs,” are “friendly” to various hidden/focus population talent and are willing to hire trainees upon completion.
- Utilization of the **Statewide Workforce and Talent Team (SWATT)**.

There are five major trends shaping the workforce both nationally and globally:

- A shrinking workforce
- Increased retirements among older generations
- Immigration
- Mismatch between education and job demands
- Rapid advances in technology

Communicating these challenges clearly to our employers and partners will help build a shared understanding of the realities we face. Addressing these trends as a connected set of issues, rather than in isolation, will be key to developing effective solutions in our region.

Moving forward, we will:

- **Expand our employer network** as new companies enter the region.
- **Strengthen communication and partnerships** to ensure both employers and focus populations are aware of available opportunities.
- **Emphasize that opportunity must be visible**—if people don't know it exists, it may as well not exist.

In addition, the continued development and use of the **SWATT** mission—which focuses on simplifying workforce systems and creating a seamless experience for businesses—will help ensure consistent workforce support across the Commonwealth.



GOAL TWO: WORKFORCE SYSTEM ALIGNMENT

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

Objective 1: Collaborate with economic development, employers and educational institutions' efforts to: 1) **increase dual-credit and credentialing programs** for students and adults and 2) **expand awareness of market-relevant career pathways** for parents, educators, career counselors and community service providers.

Efforts / Projects / Metrics Examples:

- Number of Strategic Planning meetings staff participated in to launch new industry-recognized training initiatives.
- Number of Workshops and presentations to various high school students.
- Have active staff representation at any credential expansion planning meetings held at secondary or post-secondary institutions.
- Have active staff representation at strategic planning events at schools.

Objective 2: Collaborate with core programs, affiliate sites and partners to provide **streamlined services to customers.**

Efforts / Projects / Metrics Examples:

- Customer Flow and Service Access
 - Regularly assess and refine customer flow at Kentucky Career Center (KCC) locations and affiliate sites.
 - Improve access to services available remotely to ensure broader reach and flexibility.
- Staff Training and Development
 - Offer ongoing training and professional development opportunities to strengthen staff skills and service delivery.
- Customer Feedback
 - Implement and review customer feedback surveys to continuously improve services based on user experience.

Key Actions:

- Analyze customer inquiries and service follow-ups.
- Expand remote access through an online platform.
- Offer ongoing virtual and in-person staff training.
- Collect and apply customer feedback via QR codes.

Objective 3: Leverage resources to support Kentucky’s statewide programs & objectives.

Efforts/Projects/Metrics Examples:

- KYAE RES/Jobs on Day 1
- Digital Equity
- SWATT
- Job Quality
- Work Ready Communities

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



Objective 4: Contribute resources and expertise towards **regional and statewide industry partnerships.**

Efforts / Projects / Metrics Examples:

- Establish and maintain relationships with local Chambers of Commerce, the KWIB and its committees, the KY Education & Labor Cabinet personnel, regional Educational Institutions and Training Providers, lawmakers.
- Presentations to regional and statewide stakeholders (ex. KY Taskforces, KWIB, KY SETA).
- Utilization of the Statewide Workforce and Talent Team (SWATT).
- Attendance at events, activities and strategic planning.

We will support regional and statewide industry partnerships by:

- Deploying the Business Services Team (BST) across all 13 counties to strengthen Chamber relationships.
- Attending the KWIB quarterly and committee meetings and sharing updates with local boards for consistent messaging.
- Maintaining regular communication with the KY Education and Labor Cabinet, training providers, and lawmakers through meetings, calls, and emails.
- Inviting lawmakers to meetings and providing updates on workforce initiatives in their areas.
- Presenting to statewide stakeholders such as KY Taskforces, KWIB, and KY SETA.
- Utilizing SWATT to improve the employer experience across the state.
- Participating in key events and planning sessions to maintain strong statewide engagement.

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

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

- Signed & Executed Partnership Agreements
- Signed & Executed Service Agreements with Stakeholders
- Signed & Executed Contracts for Programmatic / Fiscal Oversight
- Referral Mechanisms
- Interlocal Agreements with Local Elected Officials
- Attendance & Participation in Meetings & Presentations
- Invitations to Speak to & Interact with Workforce Stakeholders

Success:

- Funding Commitments / Investments
- Partners & entities referring participants for services
- Recurring Formal Process
- Key workforce stakeholders attending Board of Directors meetings, presentations
- State, Regional, National conferences





GOAL THREE: EDUCATE AND PREPARE JOB SEEKERS

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



Objective 1: Provide career exploration and exposure opportunities for **students** (K-12, adult education, college, university and postsecondary training), as well as **adult workers and job seekers**.

Efforts / Initiatives / Metrics Examples:

- Lead or collaborate for hiring events taking place on-site at high schools, colleges and universities.
- Career Assessments for all job seekers as well as potential WIOA participants.
- Aim to maintain a variety of WEX opportunities for youth and adults in the region.

Workforce Development Support for Graduates and Job Seekers

- Business Service Teams:
- Host annual hiring events each spring for high school, tech center, college, and university graduates across all 13 counties.
 - Focus: Help graduates transition into full-time employment and potential career paths.
 - Goal: Connect college and university graduates with jobs aligned to their degree fields.
- Ready for Industry (RFI) Program helps participants understand industry expectations and prepare for employment opportunities, offering free online courses to prepare individuals for high-demand fields such as:
 - Manufacturing
 - Healthcare
 - Information Technology
 - Logistics
 - Construction

Workforce Innovation and Opportunity Act (WIOA) Services:

- Youth (Ages 18–24):
- Year-round work experience programs focused on preparing youth for education, training, or employment, addressing major barriers to success.
- Adults and Dislocated Workers.
- Access to on-the-job training, apprenticeships, work experience, and individual training accounts, helping individuals secure self-sustaining employment.



GOAL FOUR: REMOVE BARRIERS TO INCREASE WORKFORCE PARTICIPATION

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

Objective 1: Initiate and participate in collaboration efforts among workforce development, social services and non-profit providers to leverage resources and provide solutions for individuals with multiple barriers to employment.

Efforts / Initiatives / Metrics:

- Participation at partner activities, initiatives and events.
- Targeted Services Orientation events.
- Maintain “warm handoff” system and relationships among front-line direct service providers.
- Train and engage all levels of staff to be aware of community resources and specialized programming that can complement workforce development services.

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

Objective 2: Execute outreach, marketing and communication activities that attract individuals to engage with and participate in workforce development programs.

Efforts / Initiatives / Metrics:

- Number of Engagement / Presentation Events and number people attending (by focus population).
- Targeted Services Orientation, Pre-release.
- Leverage Technology:
 - Number of Social media platform followers, posts and views.
 - Websites’ traffic.

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



Objective 3: Maintain and expand dedicated programming serving CWDB directed "Focus Populations" and untapped talent.

Efforts / Initiatives / Metrics:

- Maintain and expand "navigator" model whereby staff are assigned to various focus populations (current populations and emerging/future populations such as foster care youth) and have the opportunity to be mobile and visible in the region.
- Acquire special funding to support programming.
- Number individuals served by focus population / special projects.

Supporting Foster Youth Through "Putting Young Kentuckians to Work"

- We will continue expanding "Putting Young Kentuckians to Work" across all 13 counties, with a new focus on reaching foster youth.
- Data analysis will guide outreach efforts by county, identifying where and how to connect foster youth to available programs and resources.
- We will estimate the potential number of foster youth served by county to better target services.
- We will pursue special funding to create a dedicated position focused on supporting foster youth and ensuring a strong return on investment.



GOAL FIVE: ORGANIZATIONAL PERFORMANCE & ACCOUNTABILITY

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

Objective 1: Pursue, acquire and focus diverse funding resources that complement, sustain and expand effective workforce programming.

Efforts / Initiatives / Metrics:

- KY General Assembly funding.
- WIOA NDWG funding (when available).
- Project WORK (Opioid Grant).
- Continue to apply for grants.

Success:

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



Objective 2: Develop and Promote workforce preparation strategies and activities specialized to the various “focus” populations (Untapped/Hidden Talent).

Efforts / Initiatives / Metrics Examples:

- Support state and regional digital literacy initiatives.
- Workshops to students (at their schools), foster youth, homeschool and justice-involved (pre-release classes).

Putting Kentuckians First (PKF) Partnership

- Partner with PKF (under RES/ELC) to support justice-impacted individuals statewide across Pre-Entry, Incarceration, and Reentry stages.
- Services include:
 - Access to Kentucky Workforce System
 - Substance recovery, employment, education, healthcare support
 - Help obtaining vital documents
- Pre-Release Classes:
 - Delivered in detention centers by RES Navigators, informing incarcerated individuals about available services and starting transition processes.
- Targeted Orientation Classes:
 - Bring Kentucky Career Center services to counties without a physical center.
 - Serve as direct referrals from judicial entities to PKF.
- Additional Outreach:
 - Address digital literacy gaps through Adult Education partnerships.
 - Reach homeschooled youth via libraries, schools, and community groups.
 - Work closely with foster youth providers and community partners.

Objective 3: Create and sustain opportunities for early-, mid- and later-career residents to attain good-paying, quality jobs through upskilling, retraining, supportive services and otherwise adapting to remain relevant to changes in the regional workforce.

Efforts / Initiatives / Metrics Examples:

- Number of WIOA enrolled participants by county.
- Number WEX / subsidized internships.
- Amount of supportive services money.
- Number ITAs.
- Opioid grants, NDWG grants, KY Statewide Reserve projects and additional grants.

With declining WIOA funding, we will intentionally allocate resources across all 13 counties, using data and workforce projections to guide training investments and ensure equitable support.

- CWDB and its direct service provider (LCADD) have leveraged **Braided Funding**—aligning multiple funding streams (e.g., WIOA, grants, employer contributions) to maximize impact while maintaining separate accounting.
- **Statewide Reserve Funding** supports innovative projects aligned with the WIOA State Plan, including:
 - Youth employment initiatives
 - Construction trades exposure
 - Sector strategy development
 - Multi-area IT training
 - Diversity initiatives

Objective 2: Identify and address organizational and structural changes necessary to improve outcomes, collaboration and accountability.

Efforts / Initiatives / Metrics:

- Quality Control Coordinator year-round activities.
- Annual Internal Monitoring.
- Program Performance and Data Engagement monthly meetings.

Success:

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

Objective 3: Maintain a framework that monitors the CWDB’s ability to meet goals and programming metrics.

Efforts / Initiatives / Metrics:

- Annual Engagement metrics shared across CWDB and Direct Service Provider staff.
- Quality Control Coordinator data tracking sheets & methodologies.
- Annual Mid-year Review of the WIOA Direct Services Provider.
- Monthly financial meetings between CWDB, WIOA Direct Services Provider and fiscal agent.

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



Objective 4: Develop and utilize effective customer service feedback mechanisms.

Efforts / Initiatives / Metrics:

- Participant / Customer Survey.

Success:

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

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



Aligning with Kentucky’s WIOA Vision

By aligning local goals with the Commonwealth’s WIOA State Plan, the CWDB ensures a **unified, statewide approach** to workforce development that meets the needs of both employers and job seekers. We deliver flexible, seamless services that connect talent to opportunity, preparing individuals for successful employment and helping businesses build strong teams.

Through strategic partnerships with schools, training providers, and industry leaders, we **align** education and workforce programs with current and future labor market demands. By leveraging **collaboration and innovative communication** strategies, we maximize resources across programs and initiatives to support, grow, and strengthen the workforce.

CWDB’s Focus Areas for Workforce Excellence

- 1. Employers:** Deliver high-value services by engaging businesses directly, connecting them to untapped talent, and promoting work-based learning. Our Business Services Team uses data-driven strategies to help employers overcome recruitment and retention challenges.
- 2. Workforce System Alignment:** Align education, industry, and workforce efforts through measurable, innovative strategies that address evolving industry needs and drive long-term economic growth.
- 3. Educate & Prepare Job Seekers:** Provide career exploration, targeted workforce strategies, and lifelong access to upskilling and retraining, ensuring job seekers are prepared for lasting career success.
- 4. Removing Barriers to Participation:** Collaborate with social service and nonprofit partners to provide holistic support, remove employment barriers, and connect untapped talent to meaningful opportunities, promoting inclusive economic growth.
- 5. Organizational Performance & Accountability:** Maintain strong financial stewardship, quality control, and data systems to maximize regional impact and ensure a strong return on investment for taxpayers, participants, and funders.

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

CWDB’s Collaborative Workforce Strategy

The CWDB works closely with employers and educators to align education with current and emerging industry demands, preparing South Kentuckians for future careers and fueling regional economic growth. To achieve this, we:

- Engage deeply with regional employers.
- Align and integrate P-12, adult, and postsecondary education to support lifelong learning and career advancement.
- Boost workforce participation by creating opportunities, incentivizing work, and removing employment barriers.
- Focus resources on the most impactful initiatives, using recent, relevant data to drive decisions and maximize workforce investment returns.

Through strong partnerships and data-driven strategies, the CWDB ensures a cohesive, responsive workforce development system that meets the evolving needs of the community.

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

- 1. Employers**
- 2. Workforce System Alignment**
- 3. Educate & Prepare Job Seekers**
- 4. Removing Barriers for WFP**
- 5. Organizational Performance & Accountability**

Strengthening Communication and Partnerships

The CWDB is focused on enhancing communication and building stronger partnerships by:

- Collaborating with industry leaders like SWATT, libraries, and employment-related organizations.
- Aligning WIOA youth services with the College and Career Readiness Initiative to better prepare youth for the workforce.
- Engaging partners such as CDO, Veteran Representatives, WIOA programs, Goodwill, OVR, Office of the Blind, Kentucky Farmworkers, KCTCS, Adult Education, Area Technology Centers, and Economic Development leaders.
- Including partners as CWDB members, committee participants, or Business Services Team members to ensure alignment with CWDB’s vision and goals.
- Providing goal updates at each CWDB meeting to track progress and maintain transparency.



CHAPTER 3:

ALIGNMENT OF LOCAL & REGIONAL AREA PARTNERSHIPS & INVESTMENT STRATEGIES

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

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

Governing Board and CWDB Partnership Roles

Through the Partnership Agreement, the Governing Board—comprised of local Elected Officials—and the CWDB collaborate to achieve the shared workforce vision and goals.

- **Governing Board Structure:**
 - Made up of 13 members from the Consortium of County Judge Executives (one per county); 7 members constitute a quorum.
 - The Chief Local Elected Official (CLEO) is a mandatory member and serves as chair.
 - Meets at least biennially, or as needed; special meetings may be called with 24-hour written notice, following Kentucky Open Meetings Act guidelines.



Key Responsibilities:

- Partner with the CWDB to develop the local and regional workforce plans.
- Collaborate on the WIOA Strategic Plan, One-Stop Career Center chartering and certification, and audit/monitoring resolution.
- CLEO designates a fiscal agent.

CWDB Staff Support Functions:

- Monitor, assess, and oversee LWDB activities.
- Develop goals, priorities, and budget recommendations for WIOA programs.
- Conduct research, prepare the local and regional WIOA plans, and support public hearings/forums.
- Interpret policy, market workforce programs, and provide direct clerical and operational support.
- Make programmatic decisions related to WIOA and workforce services.

Procurement Role:

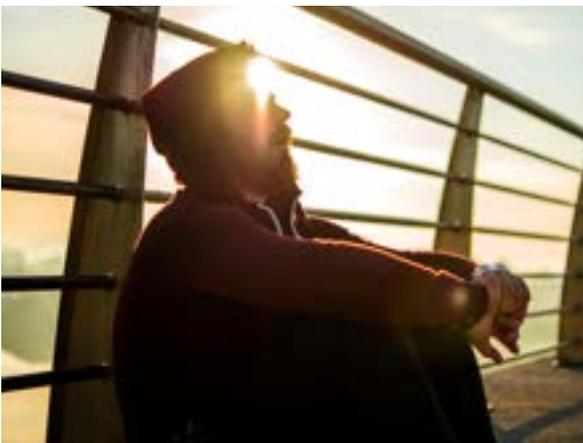
- The CWDB procures and oversees the Direct Service Provider and One-Stop Operator responsible for delivering Adult, Dislocated Worker, and Youth Services and managing the One-Stop system.

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

The Cumberlands and South Region originally incubated the program and initiatives described below and now fully supports the Kentucky Office of Adult Education’s Reentry and Employment (RES) Branch program and initiatives. There are multiple RES Navigators (who are each considered an extension of the staff of the CWDB and SCWDB) designated to coordinate and execute the following initiatives across the South Region:

Putting Kentuckians First: A Statewide Model for Justice-Involved Support

Putting Kentuckians First is a statewide initiative designed to support justice-impacted individuals at every stage—Pre-Entry, Incarceration, and Reentry—through a county-by-county approach. person-centered path to reentry and success.



The Putting Kentuckians First program will connect individuals in all thirteen counties to the full Kentucky Workforce System, including all WIOA Title partners, and offers wraparound services such as:

- **Employment assistance**
- **Substance recovery support**
- **Education and training opportunities**
- **Healthcare access**
- **Vital document obtainment**
- **Pre-Release Classes in Detention Centers**

Through partnerships with local and regional Jailers, **Reentry Employment Services (RES) Navigators** deliver on-site, in-person educational forums to incarcerated individuals. These sessions introduce participants to WIOA services and community partner support. Some services begin while the individual is still incarcerated, ensuring a continuity of care post-release. Upon release, individuals receive county-specific resource folders and direct contact information for follow-up.

Targeted Orientation Classes: Bridging the Gaps

To serve counties without a physical Kentucky Career Center, Targeted Orientation Classes are held—often in KY Adult Education centers—and facilitated by RES Navigators. These sessions function as mobile career centers, connecting participants to WIOA Title partners and other workforce resources in real time.

Targeted Orientations often receive direct referrals from judicial partners but are open to all community members. Attendees receive an overview of available services and then immediately meet with appropriate partners based on their individual needs—creating a streamlined, person-centered path to reentry and success.

Credential Training in Detention Centers

Through partnerships with local jailers, training providers (SCC), Goodwill of Kentucky, and the Workforce Development Board, the RES Branch coordinates credential training programs for incarcerated individuals. These include technical training and employability support. Upon release, graduates transition into the Putting Kentuckians First program for continued wraparound services.

Identification Program for Reentry Support

The RES Branch also funds and manages efforts to help justice-impacted individuals obtain vital identification documents—including ID cards, driver’s licenses, Social Security cards, and birth certificates—especially for those engaged in Adult Education or Reentry programs.

SB90 Behavioral Health Conditional Dismissal Support

The RES Branch supports the SB90 Behavioral Health Conditional Dismissal Program by overseeing barrier relief funding for workforce, education, and training needs. RES also coordinates directly with the Adult Education Local Provider Network to enhance outcomes for program participants.

Expanding Access Through Innovative Navigator-Led Services

Over the past five years, the Cumberland Region has implemented a Navigator service model designed to reach untapped talent pools. Initially funded by the KY Education and Labor Cabinet’s Governor’s Statewide Reserve, the first two Navigators focused on:

- Justice-involved individuals (two positions)

Both Navigators served the 23-county Cumberland and South Regions, with shared oversight from CWDB and SCWDB.

Leveraging National Dislocated Worker Grants (NDWGs)

To address funding challenges during periods of flat or reduced WIOA allocations, CWDB has actively pursued and managed multiple NDWGs. These grants have allowed the Board to expand services for dislocated workers and long-term unemployed individuals with barriers, connecting them to education, training, supportive services, and employment opportunities.

Expanded Training Opportunities Through NDWGs

NDWGs have enabled the CWDB to fund Individualized Training Accounts (ITAs) in a wide range of industry-recognized programs, including:

- **Commercial Driver's License (CDL)**
- **Phlebotomy, CMA, EMT, Pharmacy Tech**
- **Medical Billing & Coding, Dental Assistant**
- **Lineman & Heavy Equipment Operation**
- **Forklift Operation**
- **Web Development/Cybersecurity**

Current NDWG Focus Areas

CWDB is currently administering NDWG-funded programs that serve:

- **Opportunity Youth**
- **Reentry and Recovery Populations**
- **Long-Term Unemployed Individuals**

These grants continue to strengthen CWDB's ability to respond to emerging workforce needs with targeted, high-impact training and support.

Integrated Service Delivery & Outreach

CWDB's efforts through Reentry Employment Services, Navigator positions, and NDWGs have strengthened co-enrollment opportunities, allowing individuals to benefit from multiple workforce programs simultaneously. For example:

- **Participants may be enrolled in Wagner-Peyser, WIOA Title I, and NDWG**
- **Youth may receive support through special-funded programs and WIOA concurrently**

KY Adult Education as Workforce Access Points

Kentucky Adult Education (KYAE) sites in the region have become WIOA Access Points. This allows Title II participants to:

- **Access Wagner-Peyser services**
- **Enroll in WIOA Title I for financial and career support**
- **Pursue employment and training opportunities directly from education settings**

Internal Resource Alignment:

- Post-COVID, the Career Development Office (CDO) shifted staffing from Unemployment Insurance services back to Wagner-Peyser employment services
- CWDB led improvements by:
 - Training staff to make effective referrals to WIOA services (ITAs, WEX/OJT, Supportive Services)
 - Centralizing job opportunities and standardizing data collection

The CWDB will build upon our experience and effectiveness implementing these statewide, regional and local service provision models to further expand access to employment, training, education and supportive services for individuals with barriers to employment.

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

- 1. Meet the needs and facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs and targeted sector strategies and**
- 2. Support a local workforce development system that meets the needs of businesses in the local area.**

The CWDB will use multiple strategies to engage employers and meet their needs. Some primary examples include:

- **Leverage a Dynamic Business Services Team (BST)** that directly engages local employers to understand their hiring, training and retention needs. The BST regularly organizes and executes numerous regional hiring events each year. Small businesses are often targeted for WIOA-funded Work Experience work-based learning internships, and employers in in-demand sectors are targeted for hiring events. In addition, all members of the BST (including the focus population “Navigators”) regularly refer candidates to open positions and work to develop talent pipelines. The BST will also regularly promote a full menu of workforce solutions available through WIOA funding or other special funded projects, including work experience, On-the-Job training, incumbent worker training, and connecting employers to entities that could develop tailored, customized training solutions.
- **Leverage and Present relevant labor market insights, workforce analytics, and best practices**—especially around untapped talent—to employer groups in partnership with area Chambers of Commerce and local County Judge Executives.
- **Engage Industry-representative Board Members** who will help spot emerging workforce issues and trends in real time and provide feedback and guidance on CWDB employer strategies.

CWDB will also support employers by increasing the capacity of the regional workforce system’s menu of tools and services, including:

- Updating a comprehensive electronic Employer Toolkit with curated service menus, local points of contact, and best practice links and resources
- Promoting the integration of soft skills and work ethic curriculum into occupational training
- Providing guidance on work-based learning models and employer-education partnerships
- Deploying, as needed and as available funding allows, incumbent worker training programs
- Contributing expertise and acquiring grant or other special financial resources towards the development of career pathway initiatives





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

The CWDB will actively collaborate with regional economic development organizations to:

- Support local and state business retention and expansion
- Attract new employers through aligned workforce strategies
- Identify shared priority industries and develop career pathways that meet employer needs

Strategic Coordination Will Include:

- Hosting and / or participating in sector-based employer panels
- Conducting targeted surveys to:
 - Forecast job demand (new & replacement roles)
 - Identify essential skills and credentials
 - Set realistic timelines to meet workforce needs
 - Uncover insights beyond traditional labor market data

To Drive Alignment Between Employers & Programs:

- Employer feedback will be used to:
 - Ensure training and education programs match real job demands
 - Prioritize critical skill gaps across sectors
 - Improve long-term outcomes for both businesses and job seekers

A recent example of coordination between local & state partners is the launch of Statewide Workforce and Talent Team (SWATT). It brought leaders together from the Kentucky Chamber of Commerce, Economic Development Cabinet, Education and Labor Cabinet, Department of Education, KCTCS, CPE, Workforce Boards and Business Service Teams to address workforce needs and foster economic growth.

4. Strengthen linkages between the One-Stop delivery system and Unemployment Insurance programs:

Strengthening One-Stop and Unemployment Insurance (UI) Connections

- Workforce boards strengthen the connection between the One-Stop Delivery System and UI programs to help recipients transition from unemployment to meaningful employment more efficiently.
- Since FY 2022-23, KCC has served a total of 22,615 individuals.
- Of those, 21.1% (4,775) were UI customers.
- Most of the UI-focused visitors come in with a primary goal of resolving benefit issues, not necessarily seeking immediate employment.
- A holistic range of services is offered, including:
 - Training and upskilling
 - Job search support and career services
 - Case management and employer connections
 - Access to social supports (housing, childcare, transportation, healthcare)

- Partners work collaboratively to connect UI claimants to full online and in-person services, ensuring an integrated, reemployment-focused service delivery.
- WIOA amendments to the Wagner-Peyser Act reinforce the connection between Employment Services (ES) and UI, requiring reemployment services as a condition for UI benefit receipt.
- Workforce boards support UI claimants by:
 - Matching them with job openings, especially in high-demand sectors.
 - Hosting job fairs and employer panels to connect job seekers directly with hiring employers.
- Following the reorganization of CDO personnel:
 - CWDB maintained on-site access to computers and phones at all service locations and the Hub office.
 - Wagner-Peyser and partner staff assist UI recipients with job search, career assessments, retraining, and employment support services.

Improving Support for UI Claimants

The CWDB, in partnership with the Career Development Office (CDO) and the Direct Service Provider, has redesigned how Unemployment Insurance (UI) claimants are served—making them more open to employment support. **A key driver has been the RESEA program, which connects select UI recipients to enhanced services, including:**

- **Public workshops with employers, Wagner-Peyser staff, and partners**
- **Regular on-site hiring events hosted by CDO staff**

The Direct Service Provider, the CDO staff, and the One-Stop Operator work closely to adapt and ensure all visitors are connected to the right services and opportunities within the One-Stop system.





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

In the Cumberland area, **nearly 65% of adults aged 20–64 who report a disability or health condition are not employed—that’s over 43,000 individuals**, according to American Community Survey data.

Individuals with Disabilities (Ages 20–64)

- LFPR for individuals reporting a health condition is 12.6% below the national average.
- 65% (43,376 people) with disabilities are not in the labor force.

Ages 45–59 Snapshot:

- 45–54: 15,862 report a disability; 70% (11,095) are not working
- 55–59: 11,461 report a disability; 77% (8,807) are not working
- Over 70% of individuals with disabilities in this age range are not working

OVR staff regularly participate in Business Services meetings with the CWDB, its WIOA Direct Services Provider and Career Development Office staff to learn about and hear updates pertaining to various business engagement strategies. In addition, candidates identified for OVR services are regularly referred to the local offices in Somerset and Campbellsville.

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]

Supporting Entrepreneurship and Small Business Development

The CWDB invests in and promotes training opportunities that empower individuals to pursue entrepreneurship and microenterprise ventures. We assist individuals in developing comprehensive business plans and connect them to certification programs that support small business ownership.



CWDB actively seeks and shares new training opportunities through meetings and email communications to foster local start-ups and support small business success.

We partner with organizations like:

- Southeastern Economic Development Corp. (SKED): Offers entrepreneur training, technical assistance, and loan capital to help businesses launch and grow.
- Kentucky Highlands Investment Group: Provides workshops and one-on-one guidance to strengthen and sustain small businesses.

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)]

CWDB Youth Committee and Services

The CWDB Youth Committee meets bi-monthly and serves as ambassadors for promoting youth programs and services. Key partners like the Office of Vocational Rehabilitation (OVR) help support youth with disabilities.

We assist in-school youth with non-financial services and enroll eligible graduates into out-of-school programs at age 18. Through partnerships with local businesses, we offer apprenticeship opportunities aligned with O*Net and Ready for Industry interests, leading to permanent employment or work experience tied to educational goals.

Individual Training Accounts (ITAs) are also budgeted to support out-of-school participants pursuing training in high-demand fields.

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

The CWDB works closely with **local school districts, community colleges, technical schools, and universities** to align workforce programs with employer needs, ensuring students are ready for in-demand careers. These partnerships support a smooth transition from education to employment through:

- **Coordination with high school CTE programs, Area Technology Centers (ATCs), and career counselors**
- **Collaboration with alternative and special education programs to provide transition services**
- **Engagement with students before and after graduation or stop-out**
- **Alignment and coordination of training assistance funding**
- **Delivery of career services and workforce program development**



Labor Market Alignment:

The CWDB regularly reviews labor market data to forecast skills needed in high-demand industries like healthcare, IT, manufacturing, and skilled trades. Educational partners adapt curricula accordingly, creating responsive, future-ready programs.

Sector Partnerships:

By working directly with employers in key sectors, local workforce boards develop targeted training strategies that are built into educational pathways, ensuring students and job seekers are equipped to meet industry standards.

Postsecondary Coordination:

Somerset Community College's Workforce Solutions and Career Exploration departments and University of the Cumberland's External and Student Affairs teams serve as liaisons to the CWDB's Postsecondary Division. Coordination with secondary CTE programs through ATCs also supports career pathway development based on regional employment trends.

Maximizing Impact:

By coordinating workforce investment activities across secondary and postsecondary education, the CWDB creates seamless pathways from school to work. Through collaboration, curriculum alignment, and resource sharing, they avoid duplication, enhance service delivery, and better meet the needs of both employers and future workers.

**Secondary Education:**

A key priority for the CWDB is **helping out-of-school youth re-engage in education** and earn a high school diploma or equivalency. By partnering with secondary and postsecondary institutions – including adult education programs – we create clear career pathways that link education directly to employment. **This coordination ensures that services align with labor market demands, meet the diverse needs of job seekers and employers, and maximize resources by avoiding redundancy.**

Alternative Education Coordination:

Through the Kentucky Career Center (KCC) and its affiliates, CWDB partners with WIOA Youth-contracted agencies and non-contracted groups operating **alternative high schools and GED programs**. Together, they work to re-connect out-of-school and unemployed youth to education and career opportunities, using data from the Kentucky Center for Statistics (KY STATS) to drive strategic outreach and services.

Ongoing School Connections:

Case managers actively coordinate with area secondary schools to **support students as they transition out of high school**. They engage with college and career counselors to encourage recent graduates or early leavers to visit KCC locations for career services. Their efforts also focus on boosting post-graduation placements into **jobs, higher education, apprenticeships, service programs, or the military**.

Employer Engagement:

The CWDB Business Services Team (BST) leads outreach to employers interested in hiring **graduating seniors**. Additionally, CWDB organizes on-site business tours for students, giving them a firsthand look at career opportunities and helping bridge the gap between school and the workforce.

Post-Secondary Education:

Somerset Community College, University of the Cumberland, Campbellsville University, and Lindsey Wilson University are key partners in the Cumberland workforce system. **Workforce case managers are co-located at each campus career center** to promote CWDB and KCC services, verify student enrollment, and track academic progress with student consent.

This collaboration **enhances service delivery, aligns support efforts, and helps document credential attainment for WIOA performance**. Regular communication ensures barriers are addressed quickly. CWDB continues to strengthen these partnerships to create a seamless, student-centered experience.

Coordination of training assistance funding sources:

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

Career Services and Program Development:



SCC and UC leadership provide strategic oversight to ensure their institutions stay responsive to industry and workforce needs. Through KWIB and regular meetings with workforce partners, they **continuously review gaps and pursue new opportunities**, developing programs through sector partnerships that strengthen the workforce system.

Students are referred to the KCC as needed, but also have direct access to CWDB services. Beyond traditional four-year degrees, the **CWDB actively promotes alternative education pathways, including trade, vocational, and certificate programs**.

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)]

CWDB, in partnership with LCADD and other local agencies, coordinates supportive services to maximize resources and remove barriers to employment. However, there is currently no unified, region-wide system for addressing critical needs like child care, transportation and other supports. **We pursue alternative funding, including grants, to supplement WIOA and address needs beyond its typical scope.** Partnerships with programs like Adult Ed and Putting Kentuckians First further expand resources available to participants. A wide network of partners has strengthened our referral system, and all are listed on our website for customer visibility.

Childcare remains a particularly pressing challenge, as Kentucky’s workforce boards currently lack the authority or infrastructure to directly provide childcare assistance. A more effective approach—similar to the model in Texas—would allow local boards to issue childcare vouchers, empowering more individuals to enter and remain in the workforce. In the meantime, each region adopts its own strategy to meet supportive service needs.

The CWDB’s WIOA Title I provider, LCADD, strengthens these efforts by: Partnering with local vendors to secure discounted goods and services Stretching WIOA funding to serve more participants Pursuing alternative funding sources and grants to cover needs beyond WIOA’s scope These efforts help ensure participants receive essential support on their path to employment and career success.

SUPPORTIVE SERVICES PROVIDED

Transportation & Auto Repairs:

Assistance with travel to and from work or training programs, as well as minor vehicle repairs necessary for reliable transportation. LCADD staff facilitate warm handoffs to trusted transportation providers and automotive repair vendors. Participants are also referred to community partners for additional transportation assistance, such as access to vehicles, bicycles, and fuel cards.

Childcare & Dependent Care Assistance:

Support for participants requiring childcare while engaging in workforce activities. LCADD staff connects parenting participants with trusted childcare providers offering discounted or subsidized services.

Housing, Food, & Utility Support:

Assistance to ensure stable living conditions for participants. LCADD staff coordinates warm handoffs to area shelters in emergency situations before enrollment, as well as landlords offering affordable housing options. Utility start-up or reconnection support is provided, and referrals are made to community partners for additional assistance with gas, electricity, and water services. A partnership with a worldwide vendor provides access to essential household items, such as beds and bedding, at no cost. While direct food assistance is not provided, LCADD staff refers participants to SNAP programs, shelters, and food pantries offering free or low-cost sustenance.

Medical & Prescription Aid:

While WIOA covers Department of Transportation (DoT) physicals and drug screenings, LCADD staff refers participants to community partners and state agencies for medical treatments and prescription assistance.

Work Attire, Hygiene, & Material Costs:

Professional clothing and personal care items are covered under WIOA. LCADD staff leverages vendor discounts and price matching to maximize purchasing power, ensuring the most efficient use of funds to support a greater number of participants.

Licensing & Certification Fees:

Financial assistance for industry-required certifications and memberships is available through WIOA. LCADD staff collaborates with community partners to share costs for participants who qualify for their services.

Translation Services:

While WIOA does not fund translation services, LCADD staff refers participants to community organizations for language support, including enrollment in ESL programs.

Support for Disabilities & Accommodations:

Accessibility items and workplace accommodations are typically covered by community partners and state agencies. WIOA funding may be used for specific items such as glasses and specialized footwear, with LCADD staff identifying the most cost-effective solutions.

Job Search & Relocation Assistance:

LCADD staff provides job search assistance at no additional cost, connecting participants with trusted employers that align with their skills and career goals.

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

CWDB aims to **co-locate** as many workforce partners as possible to create a fully functional One-Stop Center. Through Memorandums of Understanding (MOUs), partners establish **clear referral pathways, cross-train staff, and use a unified customer intake system** supported by shared technology and collaborative service planning. Regular program monitoring identifies areas for improvement, and Resource Sharing Agreements (RSAs) ensure operating costs are fairly divided among partners.

The One-Stop Operator manages daily operations at the One-Stop and affiliate sites, **coordinating staff efforts across agencies. Business Service and Job Seeker teams at each site** follow standardized procedures, ensuring consistent service delivery regardless of employer.

This **unified approach** ensures staff and partners are aligned, resources are maximized, and business needs are met efficiently without duplication.



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

The CWDB works closely with Title II Adult Education (KYAE) providers across the region to support shared workforce goals.

Employer Engagement

- KYAE regularly attends CWDB-supported career fairs and hiring events

Educating & Preparing Jobseekers

- KYAE College & Career Navigators partner with CWDB Navigators (justice-involved)
- The Direct Service Provider staff visit adult education classrooms to promote short-term credential training
- Job seekers are routinely referred to local KYAE programs
- KYAE participates in Rapid Response activities
- KYAE locations are Access Points for the regional One-Stop system and regularly attend Board meetings and hiring events

Removing Barriers

- KYAE programs helped launch "Putting Kentuckians First," now a statewide initiative supporting justice-involved individuals through coordinated referrals and wraparound workforce services
- This partnership has led to improved recruitment, retention, and employment outcomes
- The CWDB reviewed current Title II applications as required under WIOA
- Currently, one KYAE staff member serves as a CWDB Board Member and helped shape this Strategic Plan

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

Following **Policy #16-006, WIOA Preliminary Policy on Adult Priority of Service**, the CWDB has implemented procedures to prioritize eligible individuals. Completion of an Individual Employment Plan (IEP) identifies those receiving public assistance.

All individuals seeking training complete the **TABE test in partnership with Adult Ed**. Those identified as basic skills deficient may be required to remediate with Adult Ed before starting training. CWDB provides oversight to ensure the direct service provider follows these policies.

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

The Commonwealth of Kentucky supplies and requires the use of its case management information systems for the **WIOA and Wagner-Peyser programs**. The use of **KEE Suites**, the primary existing system provided by the Commonwealth, allows the state to track and tabulate participant performance information. Locally, we track customer interaction with all our partners within the One-Stop. We report these details to the CWDB bi-monthly.

CHAPTER 4:

PROGRAM DESIGN & EVALUATION

A. (L) Describe the one-stop delivery system in the local area, including:

1. The local board's efforts to collaborate with employers, to provide continuous improvement of business services, and to operate a "job-driven" delivery system.



The Cumberland Workforce Development Board (CWDB) is committed to improving the efficiency of its employment and training system, with a primary focus on meeting industry demand. **The Business Services Team (BST)** plays a key role in connecting employers with training providers to align workforce skills with industry needs. Facilitating employer engagement is critical, with the shared goal of matching businesses with trained workers – a top priority for the CWDB, BST, and Kentucky Career Center (KCC).

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

Under the **Workforce Innovation and Opportunity Act (WIOA)**, local boards must ensure the continuous improvement of eligible training providers, including contracted providers and those on the **Eligible Training Provider List (ETPL)**. Providers are held accountable for delivering training that matches the workforce needs identified by the CWDB.

The CWDB regularly engages with **training providers, employers, industry associations, and stakeholders** to gather feedback and ensure offerings stay current and aligned with labor market demands. Policies and procedures for provider eligibility and performance are reviewed and updated regularly to reflect best practices and regulatory changes.

Ongoing performance assessments help ensure training programs meet standards and effectively support the employment needs of local workers and businesses. CWDB works closely with providers to implement improvements and increase overall success.

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

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

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

The CWDB ensures all facilities are accessible and equipped to serve individuals with disabilities, committing both funding and effort to guarantee full access to resources. To date, the CWDB has certified one Comprehensive Center and ten Affiliate Sites, each monitored for ADA compliance. Centers must complete an ADA review before certification or re-certification, with any findings addressed through CWDB-provided funding.

One-stop staff receive ongoing training on:

- Disability awareness and etiquette.
- Use of assistive technology and adaptive equipment.
- How to identify and provide reasonable accommodations.

Additionally, CWDB integrates disability services into workforce programs to ensure individuals with disabilities receive the training and support needed to achieve employment success. All services and programs must be non-discriminatory and equally effective for individuals with disabilities.

The model for hybrid WIOA services blends in-person and virtual service delivery to ensure accessibility, flexibility, and quality for all participants—including those facing barriers to employment. The most effective model is one that is participant-centered, technology-enabled, and collaborative across partners.

In short, all one-stop delivery system entities are responsible for ensuring that individuals with disabilities can fully access and benefit from workforce services. Through accessible environments, inclusive programming, trained staff, and strong partnerships, they align their operations with WIOA and ADA requirements.





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

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

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

The CWDB aligns all training activities with the five state-designated sectors: **Healthcare, Manufacturing and Logistics, Construction, Education, and Professional, Scientific, and Technical Services.** Fund usage is regularly reviewed to ensure sector-specific compliance.

The CWDB stays closely connected to employer needs, supporting both industry-specific and soft skills training. It actively works with training providers to develop and implement short-term programs that strengthen soft skills across all levels of the workforce.

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



Rapid Response Services Overview

Rapid Response, funded through Rapid Response grants, supports employers and workers affected by layoffs or closures. Trade Adjustment Assistance (TAA) services are integrated to assist Trade-impacted workers. Layoff aversion activities and statewide closure information are managed by the Office of Employment and Apprenticeship Services.

The Local Area Rapid Response (LARR) Coordinator and State Rapid Response Coordinator work together to exchange information about pending or actual layoffs.

- Local Rapid Response teams coordinate immediate services after layoffs.
- Regional Employer Services Team members assist with support as needed.

Rapid Response services are fully integrated with the WIOA Dislocated Worker Program and the One-Stop system. During initial meetings with employers:

- The LARR Coordinator assesses whether the company meets TAA eligibility.
- Assistance is provided to submit TAA petitions if applicable.

Whether or not a TAA petition is involved, Kentucky delivers Rapid Response services consistently:

- If layoffs are known before a petition, Rapid Response services are already underway.
- If layoffs are discovered through TAA petitions, the team reaches out immediately to employers and unions.
- UI claimant information is used for outreach if worker lists are unavailable.

Outreach materials always include:

- Information about WIOA Dislocated Worker services.
- Basic TAA program details, promoting dual enrollment.

If a TAA petition is certified, the TAA program contacts eligible individuals to attend Trade Orientation Sessions, where TAA and WIOA program benefits are explained. WIOA representatives attend these sessions to guide dual enrollment for maximum support.

The Cumberland region requires all Kentucky Career Center (KCC) staff to immediately report pending or actual layoffs to the LARR Coordinator. The Coordinator must notify the state within 24 hours if 50 or more workers are affected. Kentucky continues to improve coordination between Rapid Response, TAA, and WIOA programs to ensure better service delivery and a more user-friendly experience for workers.



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

14 Elements of Youth Engagement-CWDB Implementation Summary

Under WIOA, CWDB and its Direct Services Provider work with schools, community partners, and employers to deliver the 14 mandated youth program elements, supporting young people –especially those facing barriers–with comprehensive, career-driven services.

1. Tutoring & Dropout Prevention – Resume-building workshops and WIN Learning courseware support in-school youth across the region.

2. Alternative Education – Lighthouse Academy, BAVEL, and KY Adult Ed offer GED and nontraditional school options.

3. Work Experience – Programs like WEX provide paid internships; apprenticeships are actively promoted.

4. Occupational Skills Training – Offered through partners such as SCC, UC, Campbellsville University, Lindsey Wilson University, CDL Schools, and EMS programs.

5. Integrated Education & Training – School co-ops and GED programs combine classroom learning with work experience.

6. Leadership Development – Youth gain experience through event support roles and peer training activities.

7. Supportive Services – Wraparound services through partners

8. Adult Mentoring – Delivered via WEX, OJT, and case manager relationships.

9. Follow-Up Services – Monthly check-ins for one year post-program to track progress and offer continued support.



10. Guidance & Counseling – Provided by case managers and partner agencies throughout each youth’s journey.

11. Financial Literacy – Local banking partners teach budgeting and money management.

12. Entrepreneurial Skills – Career days at local schools introduce youth to startup thinking.

13. Labor Market Information – Shared via school seminars, Job Corps, and career assessments.

14. Postsecondary Preparation – FAFSA help, scholarship navigation, and referrals to college advisors round out CWDB’s support.

Advancing Youth Employment Through Innovation and Outreach

The CWDB Executive Director has been a leading advocate for state-level investment in youth employment, securing funding beyond traditional WIOA allocations. This support has enabled bold, effective strategies to reach disconnected and opportunity youth (ages 16–24) across the Commonwealth. Key efforts include:

Job Corps Integration: Enrolling youth who complete ITA training aligned with Job Corps career tracks.

WKU LifeWorks Partnership: Supporting autistic young adults transitioning to independent living and employment through targeted enrollment and services.

CWDB has also made it a priority to **allocate 100% of WIOA youth funding to out-of-school youth, exceeding the federal minimum of 75%.**



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

Individual Training Accounts (ITA) Overview

The Cumberland Kentucky Career Center (KCC) provides eligible customers with scholarships for a full range of training services through Individual Training Accounts (ITAs). Services include:

- Occupational skills training
- Basic skills training
- Skills upgrading and retraining
- Entrepreneurial training
- Job readiness training

Eligible customers select a provider from the state-maintained Eligible Training Provider List (ETPL) after consulting with a career manager. KCC WIOA staff use the CWDB-approved referral process to connect customers to their chosen provider.

ITA Structure and Limits:

- Career managers can authorize ITAs up to \$4,000 per calendar year (for two years max) for tuition only, with a lifetime maximum of \$7,000.
- Any leftover balance at the end of two years may be used for licensure testing, fees, and textbooks (after tuition).
- Short-term training programs (completed in one year or less) such as lineman training or CDL are capped at \$4,000.
- An additional \$500 may be approved for certifications required prior to enrollment, with Workforce Director approval.
- Trade Adjustment Assistance (TAA) customers may have larger ITAs, as they must not incur any training costs. TAA approvals are handled by State Merit staff.
- If an ITA exceeds standard limits or extends beyond two years (e.g., combining basic and occupational skills training), career managers must seek CWDB approval.

Additional Notes:

- ITA funding and approval are subject to fund availability.
- Customers are informed that only providers on the ETPL are eligible for ITA funding.
- Customers have the right to choose among eligible providers when multiple options are available.
- CWDB has designated a staff contact for any questions regarding provider eligibility.

This structure balances flexibility with accountability, ensuring customers receive quality training while maintaining fiscal responsibility.



CHAPTER 5:

COMPLIANCE/PERFORMANCE/ ADMINISTRATIVE COST

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

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

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



Regional Collaboration & Innovation in Workforce Development

The South Region—comprising the SCWDB and CWDB—has a strong history of collaborative, innovative workforce programming. During the previous strategic plan period, the region jointly secured and managed funding from the Governor’s Statewide Reserve and a National Dislocated Worker Grant, launching four dedicated Navigator positions focused on:

- **High school and college students**
- **Justice-involved individuals (2 positions)**
- **Long-term unemployed and individuals affected by COVID-19**

The justice-involved Navigator program was particularly impactful, producing results that helped shape a statewide model now overseen by the KY Office of Adult Education. Both boards remain committed to piloting workforce solutions for hard-to-serve and hard-to-reach populations.

Current & Ongoing Collaboration

- **A shared Quality Control Coordinator is now being utilized to support compliance across both regions. This full-time role, currently led by the SCWDB, ensures legal and programmatic compliance with WIOA Title I and monitors participant outcomes and case management quality.**
- **The SCWDB and CWDB also jointly fund a labor market research platform, demonstrating shared investment in data-driven planning and responsible resource stewardship.**

These partnerships reinforce the South Region's unified approach to improving outcomes, ensuring consistency, and expanding access across county lines.

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

Each year, a comprehensive review will assess the success and impact of the One-Stop System in building strong employer relationships and meeting key performance benchmarks set by each Local Workforce Area (LWA). This ensures that services remain effective, high-quality, and responsive to workforce needs. Performance measures will be strategically negotiated between the Governor and Local Workforce Boards to track local progress accurately.

These metrics must be clear, measurable, and fully aligned with the overarching goals of each region, while also meeting state performance standards. The success of the local workforce system directly reflects its ability to serve businesses effectively. When local operations meet employer needs, job seekers are seamlessly guided through the workforce development system, creating a thriving, results-driven ecosystem for businesses and workers alike.

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

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

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





Competitive Bidding and Procurement Process

All CWDB competitive bidding is conducted through the Request for Proposal (RFP) process.

Key steps include:

- Once a proposal is written and approved by the state, a notification letter is sent to all entities on the CWDB Potential Sub-Contractor list
- Public notice of RFP availability is posted in local newspapers and on the CWDB website

A review committee, appointed by the CWDB Chair, evaluates proposals based on:

- Organizational experience, capabilities, and qualifications
- Program design and delivery
- Management plan, deliverables, and coordination
- Cost and reasonableness of the proposed budget

Following review, the committee submits recommendations to the CWDB for final action.

Sole Source Providers:

Any potential sole source bidder must submit documentation justifying the request. The CWDB reviews and verifies all sole source claims to ensure compliance.

F. (L) Describe the indicators currently used or intended by the local board to measure the performance and effectiveness of the regional fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17)] Note: This description may include when, how, and by whom the indicators are being employed and if the measured performance and effectiveness are used in a continuous improvement process.

The Lake Cumberland Area Development District (LCADD) has been designated as the Fiscal Agent for the Cumberland Workforce Development Board by the CLEO. The LCADD will provide total staff support for the Cumberland Local Elected Officials Governing Board and the CWDB. In general, the LCADD, being fiscal agent, will be responsible and measured against the following functions:

1. **Receive funds**
2. **Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with OMB circulars, WIOA, corresponding Federal Regulations and State policies and requirements of funding sources, as appropriate**
3. **Respond to audit financial findings**
4. **Maintain proper accounting records and adequate documentation**
5. **Prepare financial reports**
6. **Procure contracts or obtain written agreements**
7. **Conduct financial monitoring of service providers**
8. **Ensure independent audit of all employment and training programs**
9. **Perform budget and fiscal management functions**
10. **Process, negotiate, and administer all contracts and/or agreements for services, programs and linkages**
11. **Process all payment documents in accordance with OMB circulars, WIOA, corresponding Federal Regulations and State policies and requirements of funding sources, as appropriate**
12. **Approve all payments authorized in the Plan and Budget subject to financial management procedures**
13. **Provide technical assistance to contractors and vendors regarding fiscal issues**



PROVIDERS

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

ONE-STOP DELIVERY SYSTEM

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



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

Cumberlands Workforce Development Board

BOARD CHAIR
Name: Jeff VanHook Title:
Owner, Furniture Owlet
Signature: 
Date: 04/28/2025

CHIEF LOCAL ELECTED OFFICIAL
Name: Pat White, Jr.
Title: Whitley County Judge Executive
Signature: 
Date: 04/29/2025

C U M B E R L A N D S
WORKFORCE
D E V E L O P M E N T B O A R D



APPENDICES

APPENDIX A

Top Ten In demand Industries 2025 – Source: JobsEQ, active postings from 2/25/24 through 2/25/25

SOC	Occupation	Active Job Ads	
29-0000	Healthcare Practitioners and Technical Occupations	13,041	
41-0000	Sales and Related Occupations	6,832	
53-0000	Transportation and Material Moving Occupations	4,881	
35-0000	Food Preparation and Serving Related Occupations	3,651	
43-0000	Office and Administrative Support Occupations	3,510	
11-0000	Management Occupations	3,411	
31-0000	Healthcare Support Occupations	2,387	
49-0000	Installation, Maintenance, and Repair Occupations	2,260	
21-0000	Community and Social Service Occupations	2,048	
51-0000	Production Occupations	1,894	

Top Ten In demand Jobs by Job Opening 2025 – Source: JobsEQ, active postings from 2/25/24 through 2/25/25

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

2025 Industry Snapshot – Source: JobsEQ as of January 2025

INDUSTRY SNAPSHOT (SCWDB+CWDB, 2024Q2¹)

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	42,937	\$61,526	2.05	-347	-0.2%	4,355	1,592	2,732	31	0.1%
62	Health Care and Social Assistance	40,390	\$53,494	1.03	2,795	1.4%	4,487	1,798	2,148	540	1.3%
44	Retail Trade	30,680	\$34,781	1.18	624	0.4%	4,239	1,759	2,431	49	0.2%
61	Educational Services	22,501	\$40,905	1.06	344	0.3%	2,274	955	1,155	164	0.7%
72	Accommodation and Food Services	22,133	\$21,024	0.96	182	0.2%	4,137	1,678	2,261	198	0.9%
23	Construction	14,709	\$55,012	0.94	2,013	3.0%	1,400	465	794	141	1.0%
56	Administrative and Support and Waste Management and Remediation Services	13,550	\$37,195	0.84	-2,557	-3.4%	1,631	615	925	92	0.7%
48	Transportation and Warehousing	12,856	\$54,144	0.98	2,079	3.6%	1,516	566	830	120	0.9%
92	Public Administration	9,981	\$47,908	0.81	740	1.6%	973	367	548	58	0.6%
81	Other Services (except Public Administration)	9,114	\$32,212	0.82	-231	-0.5%	1,120	424	613	83	0.9%
11	Agriculture, Forestry, Fishing and Hunting	8,545	\$23,055	2.65	-615	-1.4%	1,046	495	551	0	0.0%
42	Wholesale Trade	8,101	\$65,380	0.82	591	1.5%	859	302	507	50	0.6%

INDUSTRY SNAPSHOT (SCWDB+CWDB, 2024Q2¹)

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
54	Professional, Scientific, and Technical Services	7,115	\$57,938	0.37	943	2.9%	666	213	361	92	1.3%
52	Finance and Insurance	5,988	\$66,552	0.57	52	0.2%	533	190	305	39	0.6%
71	Arts, Entertainment, and Recreation	3,790	\$27,018	0.70	398	2.2%	605	223	336	46	1.2%
51	Information	3,339	\$53,638	0.65	275	1.7%	322	106	184	32	1.0%
53	Real Estate and Rental and Leasing	2,752	\$52,578	0.59	183	1.4%	285	116	147	21	0.8%
22	Utilities	2,336	\$72,669	1.71	214	1.9%	223	76	129	19	0.8%
55	Management of Companies and Enterprises	2,305	\$96,688	0.56	-137	-1.1%	230	73	122	36	1.6%
21	Mining, Quarrying, and Oil and Gas Extraction	655	\$66,193	0.68	-98	-2.7%	62	21	40	1	0.2%
99	Unclassified	108	\$81,742	0.21	67	21.1%	13	5	7	1	0.6%
	Total - All Industries	263,885	\$47,355	1.00	7,517	0.6%	30,513	11,802	16,874	1,837	0.7%

Source: [JobsEQ®](#)

Data as of 2024Q2

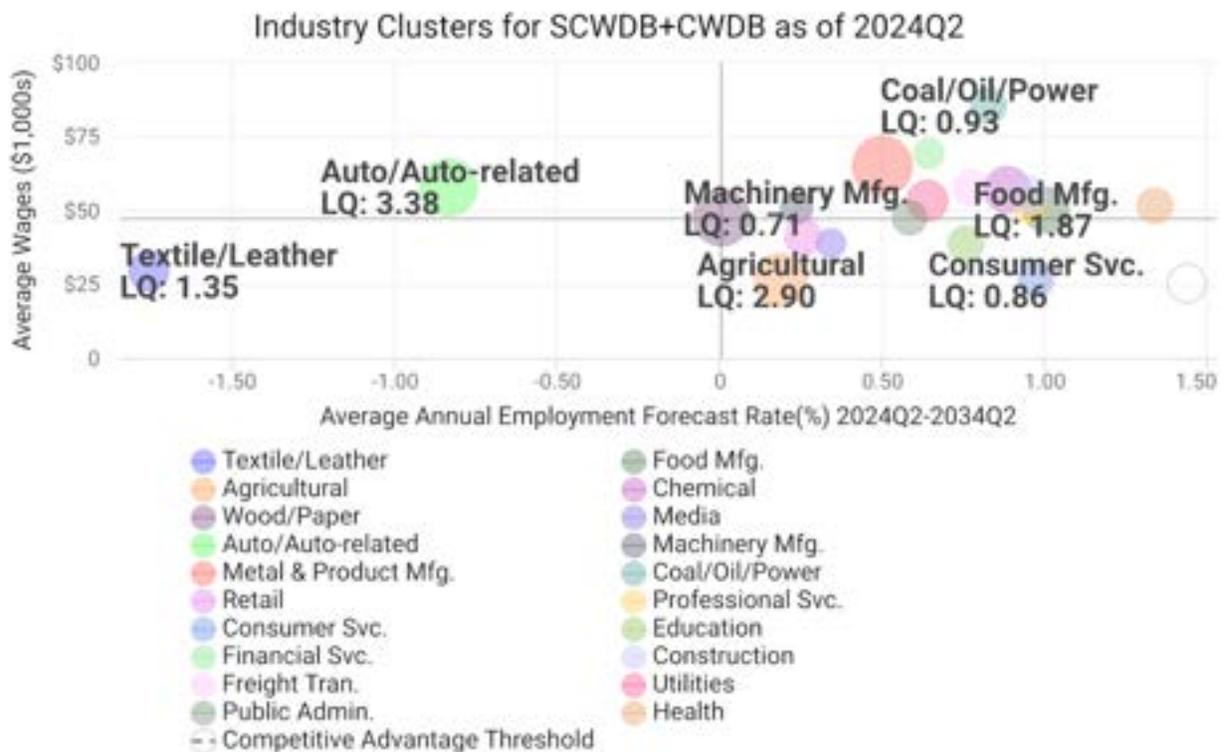
2025 Occupation Snapshot – Source: JobsEQ as of January 2025

OCCUPATIONAL SNAPSHOT (SCWDB+CWDB, 2024Q2¹⁾)

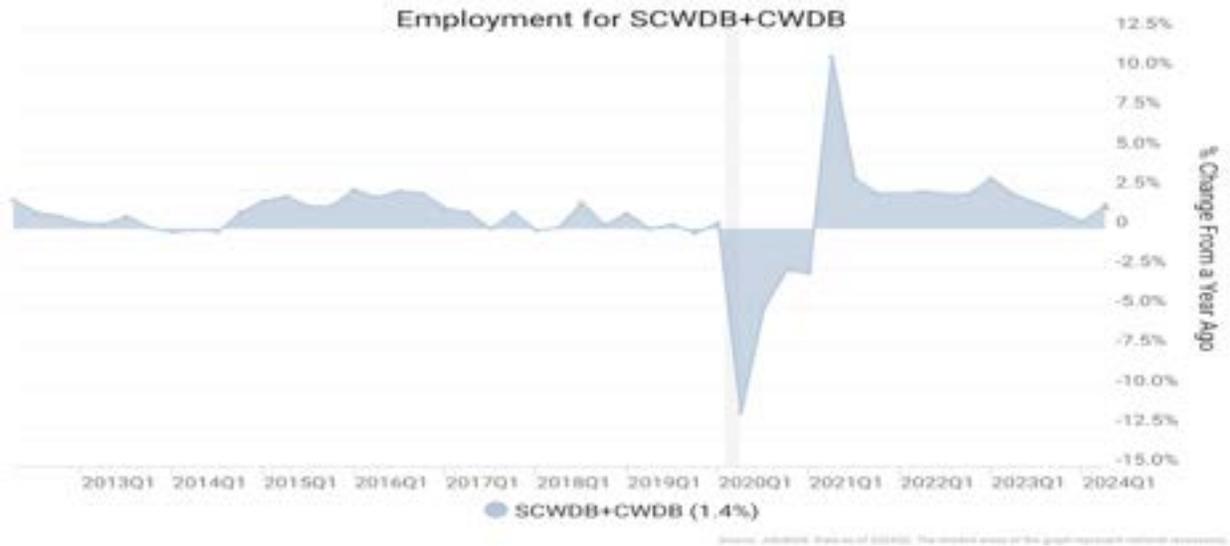
SOC	Occupation	Current					5-Year History			1-Year Forecast				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support Occupations	29,511	\$40,500	0.96	1,199	3.8%	1,007	-1,446	-1.0%	3,295	1,419	1,858	17	0.1%
51-0000	Production Occupations	28,753	\$44,900	2.00	1,616	5.0%	422	-847	-0.6%	3,105	1,132	1,996	-23	-0.1%
53-0000	Transportation and Material Moving Occupations	26,304	\$42,300	1.15	2,337	7.4%	1,134	1,972	1.6%	3,662	1,348	2,095	219	0.8%
41-0000	Sales and Related Occupations	22,524	\$41,000	0.97	1,448	5.9%	2,103	-338	-0.3%	3,085	1,326	1,736	23	0.1%
35-0000	Food Preparation and Serving Related Occupations	21,991	\$27,900	1.01	1,793	7.1%	1,206	13	0.0%	4,431	1,836	2,414	181	0.8%
11-0000	Management Occupations	21,878	\$91,000	1.07	428	2.0%	979	1,224	1.2%	2,049	809	1,073	167	0.8%
29-0000	Healthcare Practitioners and Technical Occupations	16,937	\$88,400	1.08	319	1.9%	3,382	773	0.9%	1,203	505	491	207	1.2%
25-0000	Educational Instruction and Library Occupations	13,958	\$54,700	0.98	423	3.0%	520	339	0.5%	1,317	561	645	111	0.8%
49-0000	Installation, Maintenance, and Repair Occupations	11,789	\$52,500	1.15	394	3.0%	618	887	1.6%	1,153	429	609	114	1.0%
31-0000	Healthcare Support Occupations	11,594	\$36,600	0.96	532	4.3%	572	1,057	1.9%	1,844	739	912	193	1.7%
47-0000	Construction and Extraction Occupations	11,426	\$50,600	0.97	949	6.8%	166	944	1.7%	1,089	358	618	114	1.0%
13-0000	Business and Financial Operations Occupations	9,395	\$68,700	0.55	294	3.1%	504	1,103	2.5%	875	268	511	96	1.0%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	7,958	\$32,900	0.92	619	6.4%	329	-476	-1.2%	1,146	474	613	59	0.7%
39-0000	Personal Care and Service Occupations	6,298	\$32,200	0.93	328	5.1%	146	207	0.7%	1,181	426	688	67	1.1%
21-0000	Community and Social Service Occupations	5,241	\$49,500	1.08	157	3.0%	480	644	2.7%	560	202	275	83	1.6%
33-0000	Protective Service Occupations	4,688	\$40,600	0.83	193	4.1%	118	645	3.0%	545	213	305	27	0.6%

15-0000	Computer and Mathematical Occupations	3,578	\$76,500	0.42	92	2.6%	257	282	1.7%	267	82	134	50	1.4%
17-0000	Architecture and Engineering Occupations	3,098	\$81,200	0.74	77	2.7%	150	231	1.6%	237	79	132	26	0.8%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,893	\$47,300	0.60	119	4.6%	247	-32	-0.2%	312	119	169	24	0.8%
19-0000	Life, Physical, and Social Science Occupations	1,520	\$73,900	0.63	44	3.1%	120	184	2.6%	156	27	110	19	1.3%
45-0000	Farming, Fishing, and Forestry Occupations	1,391	\$38,700	0.90	106	6.8%	7	171	2.7%	209	84	124	1	0.0%
23-0000	Legal Occupations	1,162	\$89,900	0.53	12	1.0%	30	-19	-0.3%	77	28	38	10	0.9%
00-0000	Total - All Occupations	263,885	\$51,200	1.00	13,479	4.7%	14,498	7,517	0.6%	31,832	12,467	17,547	1,818	0.7%

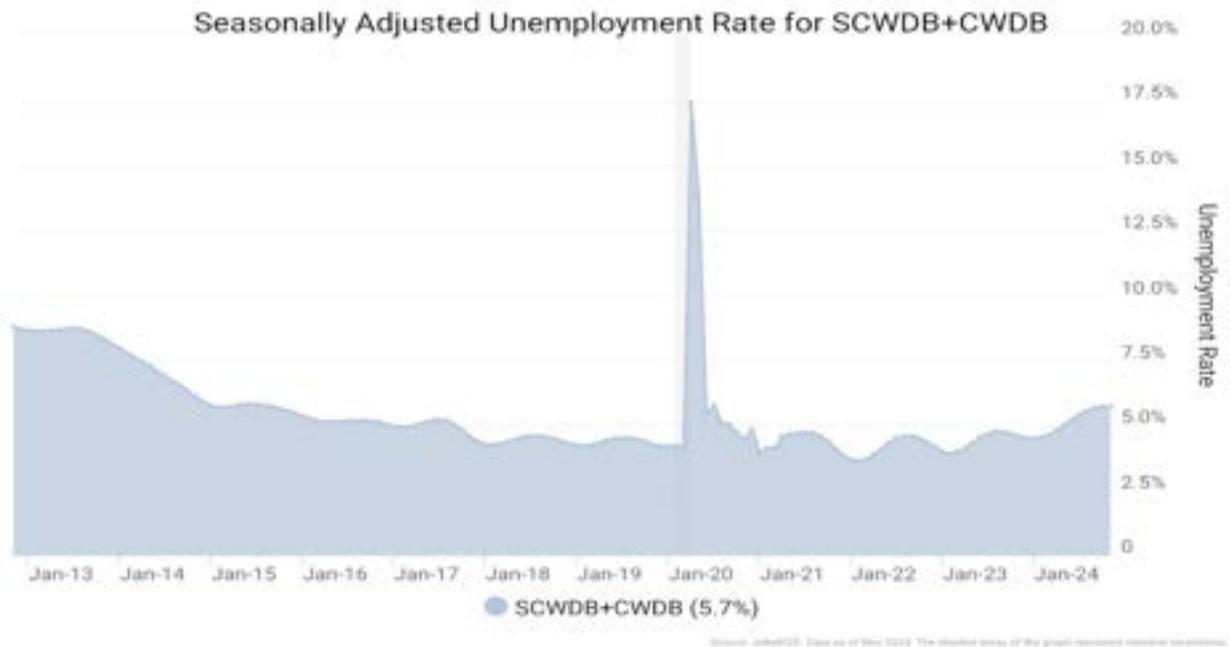
Industry Clusters – JobsEQ Report January 2025



Employment – JobsEQ Report run January 2025



Unemployment – JobsEQ Report run January 2025



Wages – JobsEQ Report run January 2025



Cost of Living – JobsEQ Report run January 2025

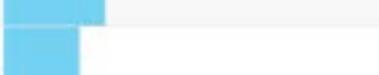
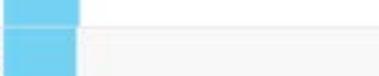
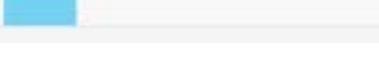
Cost of Living

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power	Cost of Living Index (Base SCWDB+CWDB)	SCWDB+CWDB Purchasing Power
SCWDB+CWDB	\$47,355	85.9	\$55,151	100.0	\$47,355
SCWDB	\$51,144	87.8	\$58,247	102.3	\$50,014
CWDB	\$43,239	84.1	\$51,400	98.0	\$44,134
USA	\$72,405	100.0	\$72,405	116.5	\$62,170

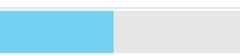
Source: JobsEQ®
 Cost of Living per COLI, data as of 2024Q3, imputed by Chmura where necessary.
 Total - All Industries, Total Employment, SCWDB+CWDB

APPENDIX B

Top Ten In demand Industries 2025 – Source: JobsEQ, active postings from 2/25/24 through 2/25/25

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

Top Ten In demand Jobs by Job Opening 2025 – Source: JobsEQ, active postings from 2/25/24 through 2/25/25

SOC	Occupation	Active Job Ads	
29-1141.00	Registered Nurses	1,182	
41-1011.00	First-Line Supervisors of Retail Sales Workers	1,019	
41-2031.00	Retail Salespersons	919	
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	783	
21-1093.00	Social and Human Service Assistants	704	
27-1026.00	Merchandise Displayers and Window Trimmers	595	
11-9111.00	Medical and Health Services Managers	551	
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	511	
35-3023.00	Fast Food and Counter Workers	453	
29-2061.00	Licensed Practical and Licensed Vocational Nurses	388	

2025 Industry Snapshot – Source: JobsEQ as of January 2025

CWDB, 2024Q2¹

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	22,536	\$52,933	1.20	1,359	1.3%	2,447	1,002	1,198	247	1.1%
31	Manufacturing	16,547	\$49,567	1.65	-326	-0.4%	1,621	613	1,052	-44	-0.3%
44	Retail Trade	15,044	\$33,957	1.21	271	0.4%	2,028	862	1,191	-24	-0.2%
61	Educational Services	11,490	\$39,727	1.13	231	0.4%	1,126	487	589	49	0.4%
72	Accommodation and Food Services	9,712	\$19,505	0.88	110	0.2%	1,778	735	991	52	0.5%
56	Administrative and Support and Waste Management and Remediation Services	7,459	\$36,054	0.96	-1,701	-4.0%	868	338	508	21	0.3%
48	Transportation and Warehousing	7,142	\$53,315	1.13	493	1.4%	823	314	461	48	0.7%
23	Construction	6,198	\$47,585	0.82	728	2.5%	568	196	334	38	0.6%
92	Public Administration	5,527	\$47,847	0.94	426	1.6%	524	203	303	18	0.3%
11	Agriculture, Forestry, Fishing and Hunting	4,250	\$16,582	2.75	-310	-1.4%	509	246	274	-10	-0.2%
81	Other Services (except Public Administration)	4,024	\$30,275	0.75	73	0.4%	477	187	270	20	0.5%
42	Wholesale Trade	3,701	\$57,722	0.78	462	2.7%	378	138	232	9	0.2%
54	Professional, Scientific, and Technical Services	3,137	\$50,508	0.34	355	2.4%	284	94	159	31	1.0%
52	Finance and Insurance	2,812	\$59,053	0.56	-142	-1.0%	240	89	143	8	0.3%
51	Information	2,172	\$52,923	0.88	339	3.5%	210	69	120	22	1.0%
71	Arts, Entertainment, and Recreation	1,416	\$24,122	0.55	122	1.8%	218	83	125	9	0.7%
53	Real Estate and Rental and Leasing	1,316	\$51,309	0.58	121	1.9%	131	56	70	6	0.4%
22	Utilities	1,213	\$71,384	1.86	40	0.7%	112	39	67	5	0.4%
21	Mining, Quarrying, and Oil and Gas Extraction	557	\$60,091	1.21	-50	-1.7%	52	18	34	0	0.1%
55	Management of Companies and Enterprises	171	\$83,473	0.09	-42	-4.3%	16	5	9	1	0.8%
99	Unclassified	57	\$83,277	0.23	36	21.9%	7	3	4	0	0.4%
Total - All Industries		126,481	\$43,239	1.00	2,595	0.4%	14,250	5,651	8,079	521	0.4%

2025 Occupation Snapshot – Source: JobsEQ as of January 2025

CWDB, 2024Q2¹

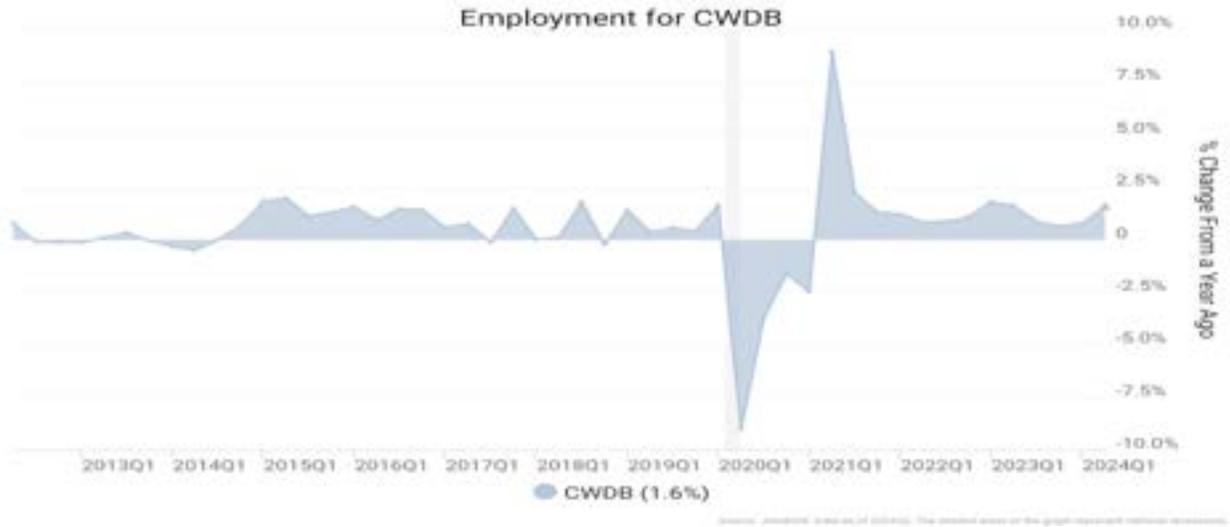
SOC	Occupation	Current					5-Year History			1-Year Forecast				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support Occupations	14,824	\$39,100	1.00	634	4.1%	453	-1,064	-1.4%	1,599	705	928	-34	-0.2%
53-0000	Transportation and Material Moving Occupations	13,052	\$42,100	1.19	1,207	7.8%	445	547	0.9%	1,766	661	1,037	69	0.5%
51-0000	Production Occupations	11,115	\$41,900	1.61	724	5.4%	96	-540	-0.9%	1,155	439	763	-47	-0.4%
41-0000	Sales and Related Occupations	10,818	\$39,200	0.98	741	6.3%	810	-300	-0.5%	1,432	631	827	-26	-0.2%
11-0000	Management Occupations	10,422	\$86,800	1.07	207	2.0%	329	502	1.0%	941	389	501	51	0.5%
35-0000	Food Preparation and Serving Related Occupations	9,961	\$26,500	0.96	891	7.5%	521	-47	-0.1%	1,948	823	1,078	47	0.5%
29-0000	Healthcare Practitioners and Technical Occupations	8,909	\$88,500	1.19	171	2.0%	1,387	289	0.7%	600	261	254	84	0.9%
25-0000	Educational Instruction and Library Occupations	7,202	\$54,100	1.05	228	3.2%	130	155	0.4%	651	285	328	38	0.5%
31-0000	Healthcare Support Occupations	6,686	\$35,800	1.15	323	4.6%	283	576	1.8%	1,039	427	515	96	1.4%
49-0000	Installation, Maintenance, and Repair Occupations	5,391	\$50,500	1.10	197	3.2%	157	313	1.2%	503	193	277	33	0.6%
47-0000	Construction and Extraction Occupations	5,067	\$49,100	0.90	471	7.3%	48	285	1.2%	459	157	270	32	0.6%
13-0000	Business and Financial Operations Occupations	4,252	\$65,600	0.52	125	3.2%	138	446	2.2%	377	120	228	30	0.7%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	4,120	\$31,400	0.99	337	6.8%	135	79	0.4%	577	245	313	18	0.4%
39-0000	Personal Care and Service Occupations	2,959	\$30,800	0.91	163	5.4%	59	187	1.3%	533	198	316	20	0.7%
21-0000	Community and Social Service Occupations	2,869	\$48,900	1.24	86	3.0%	247	369	2.8%	298	109	149	40	1.4%
33-0000	Protective Service Occupations	2,556	\$39,300	0.94	101	4.1%	33	465	4.1%	280	111	162	7	0.3%
15-0000	Computer and Mathematical Occupations	1,852	\$72,900	0.46	42	2.7%	38	100	1.1%	135	42	69	24	1.3%

27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,324	\$44,700	0.58	43	4.9%	105	8	0.1%	136	54	76	6	0.5%
17-0000	Architecture and Engineering Occupations	1,201	\$77,400	0.60	29	3.1%	33	56	1.0%	88	30	51	6	0.5%
45-0000	Farming, Fishing, and Forestry Occupations	690	\$38,400	0.94	57	7.1%	3	76	2.4%	101	41	61	-2	-0.2%
19-0000	Life, Physical, and Social Science Occupations	689	\$78,000	0.60	15	2.9%	26	101	3.2%	66	12	47	6	0.9%
23-0000	Legal Occupations	523	\$75,900	0.50	5	1.0%	10	-8	-0.3%	32	12	17	3	0.5%
00-0000	Total - All Occupations	126,481	\$49,600	1.00	6,799	5.0%	5,484	2,595	0.4%	14,732	5,947	8,268	518	0.4%

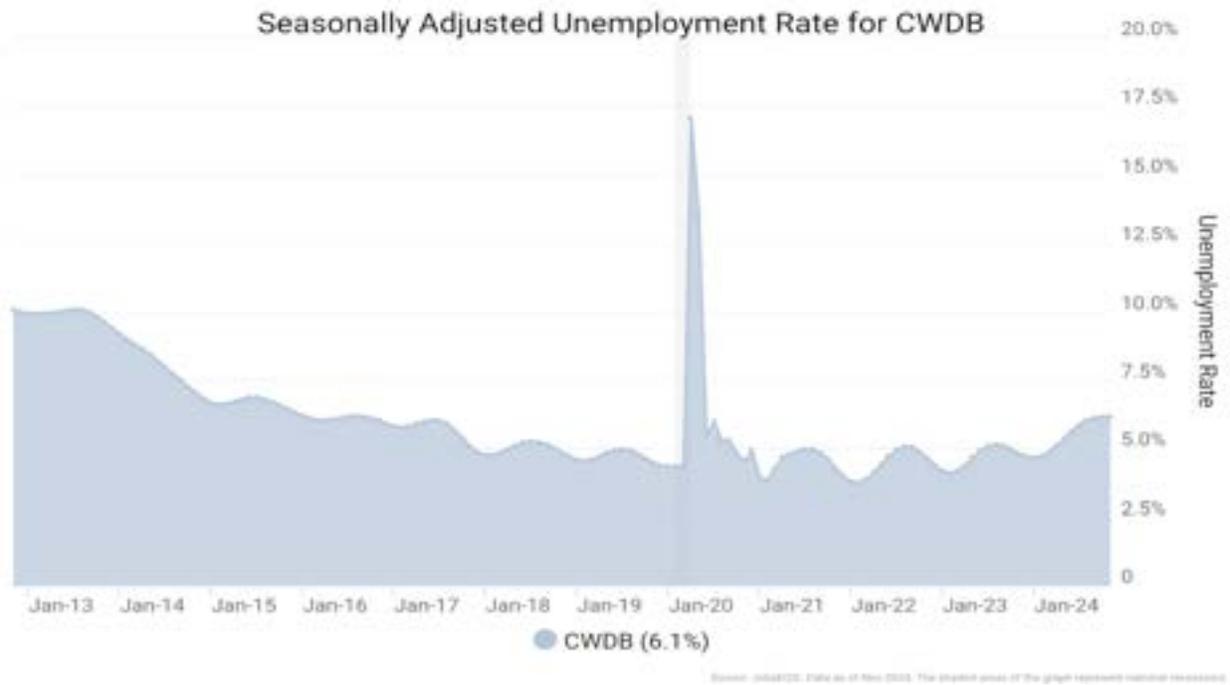
Industry Clusters – JobsEQ Report January 2025



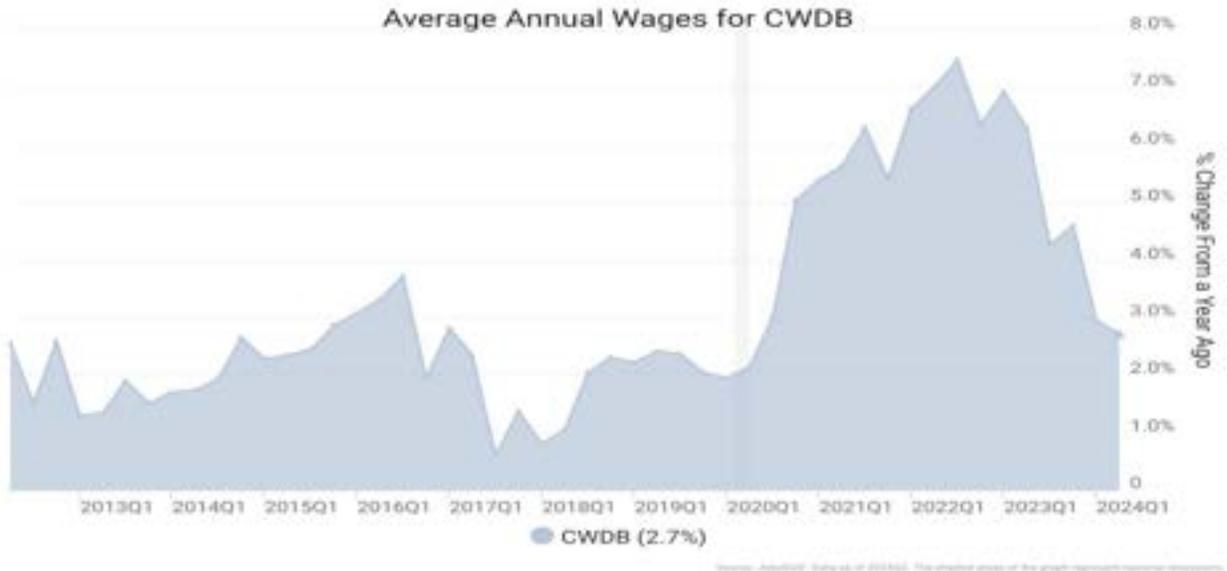
Employment – JobsEQ Report run January 2025



Unemployment – JobsEQ Report run January 2025



Wages – JobsEQ Report run January 2025



Cost of Living – JobsEQ Report run January 2025

Cost of Living

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power	Cost of Living Index (Base SCWDB+CWDB)	SCWDB+CWDB Purchasing Power
SCWDB+CWDB	\$47,355	85.9	\$55,151	100.0	\$47,355
SCWDB	\$51,144	87.8	\$58,247	102.3	\$50,014
CWDB	\$43,239	84.1	\$51,400	98.0	\$44,134
USA	\$72,405	100.0	\$72,405	116.5	\$62,170

Source: JobsEQ®
 Cost of Living per COLI data as of 2024Q3, imputed by Chmura where necessary.
 Total - All Industries, Total Employment, SCWDB+CWDB

Label	The Cumberland						
	Total	NOT in Labor Force	LFPR	# to Equal KY LFPR	# to Equal US LFPR	LFPR Diff From KY	LFPR Diff From US
Population 16 years and over	258,688	123,772	52.2%	19,262	29,351	-7.4%	-11.3%
AGE							
16 to 19 years	16,615	9,067	45.4%	NA	NA	1.2%	6.1%
20 to 24 years	18,918	5,686	69.9%	1,316	1,013	-7.0%	-5.4%
25 to 29 years	19,257	4,516	76.5%	1,011	1,416	-5.3%	-7.4%
30 to 34 years	20,444	5,597	72.6%	1,528	2,285	-7.5%	-11.2%
35 to 44 years	38,706	10,902	71.8%	3,006	4,515	-7.8%	-11.7%
45 to 54 years	40,493	12,903	68.1%	3,266	5,574	-8.1%	-13.8%
55 to 59 years	22,733	11,105	51.2%	3,012	5,149	-13.2%	-22.6%
60 to 64 years	21,568	12,424	42.4%	1,510	3,538	-7.0%	-16.4%
65 to 74 years	36,028	29,194	19.0%	1,488	2,893	-4.1%	-8.0%
75 years and over	23,926	22,395	6.4%	49	168	-0.2%	-0.7%
RACE AND HISPANIC OR LATINO ORIGIN							
White alone	244,695	116,894	52.2%	15,590	24,644	-6.4%	-10.1%
Black or African American alone	4,304	2,722	36.8%	1,177	1,151	-27.3%	-26.7%
American Indian and Alaska Native alone	499	279	44.1%	81	85	-16.2%	-17.1%
Asian alone	1,039	410	60.5%	79	62	-7.6%	-6.0%
Native Hawaiian and Other Pacific Islander alone	228	70	69.3%	NA	NA	2.4%	3.6%
Some other race alone	1,865	489	73.8%	4	NA	-0.2%	6.0%
Two or more races	6,058	2,865	52.7%	775	908	-12.8%	-15.0%
Hispanic or Latino origin (of any race)	5,466	1,886	65.5%	355	148	-6.5%	-2.7%
White alone, not Hispanic or Latino	242,489	115,847	52.2%	14,971	23,216	-6.2%	-9.6%
Population 20 to 64 years	182,119	63,089	65.4%	15,191	23,933	-8.3%	-13.1%
SEX							
Male	90,910	28,120	69.1%	7,756	12,575	-8.5%	-13.8%
Female	91,209	35,008	61.6%	7,372	11,476	-8.1%	-12.6%
With own children under 18 years	32,077	8,967	72.0%	851	1,012	-2.7%	-3.2%
With own children under 6 years only	6,593	2,098	68.2%	351	345	-5.3%	-5.2%
With own children under 6 years and 6 to 17 years	7,119	1,983	72.1%	NA	NA	5.0%	5.0%
With own children 6 to 17 years only	18,365	4,884	73.4%	825	972	-4.5%	-5.3%

POVERTY STATUS IN THE PAST 12 MONTHS							
Below poverty level	37,729	25,515	32.4%	3,368	5,519	-8.9%	-14.6%
At or above the poverty level	139,121	32,943	76.3%	6,510	10,266	-4.7%	-7.4%
DISABILITY STATUS							
With any disability	36,563	25,211	31.0%	2,944	5,942	-8.1%	-16.3%
EDUCATIONAL ATTAINMENT							
Population 25 to 64 years	163,201	57,431	64.8%	13,856	22,996	-8.5%	-14.1%
Less than high school graduate	23,408	15,080	35.6%	2,206	6,091	-9.4%	-26.0%
High school graduate (includes equivalency)	63,823	24,895	61.0%	3,195	7,279	-5.0%	-11.4%
Some college or associate's degree	47,699	12,539	73.7%	1,616	2,904	-3.4%	-6.1%
Bachelor's degree or higher	28,271	4,924	82.6%	1,305	1,390	-4.6%	-4.9%

APPENDIX C: REFERENCES (Research, Data & Additional Information)

<p><u>Hidden Workers: Untapped Talent</u></p>
<p>Kentucky’s Top Five In-Demand Sectors https://kwib.ky.gov/About/Pages/Kentuckys-Top-Five-In-Demand-Sectors.aspx</p>
<p><u>KY Cabinet for Economic Development Compendium of key analysis for KY</u></p>
<p>Southern Regional Education Board. (n.d.). Success skills research. Retrieved February 27, 2025, from https://www.sreb.org/sites/main/files/file-attachments/success_skills_research.pdf</p>
<p>2024 - 2027 KY WIOA State Plan https://kwib.ky.gov/Documents/WIOA_Published-2024-08-20_2-22-45_pm-Kentucky_PYs_2024-2027.pdf</p>
<p><u>The Speed of Skill Change Lightcast</u></p>
<p>Pritchard Committee 2024 Employer Survey https://cdn.prod.website-files.com/663e3da9ae57a06592917bc7/675b3a05123270f6e555d379_FIN_AL%20Meaningful%20Diploma%20Employer%20Survey.pdf</p>