

**Workforce  
Innovation  
and  
Opportunity Act  
Regional  
and Local Plan  
Guidance**

**Developing Kentucky's  
World Class Talent Pipeline**

# Kentucky Career Center

## WIOA Regions

■ Central Region: Bluegrass, Kentuckiana Works, Lincoln Trail, Northern Kentucky

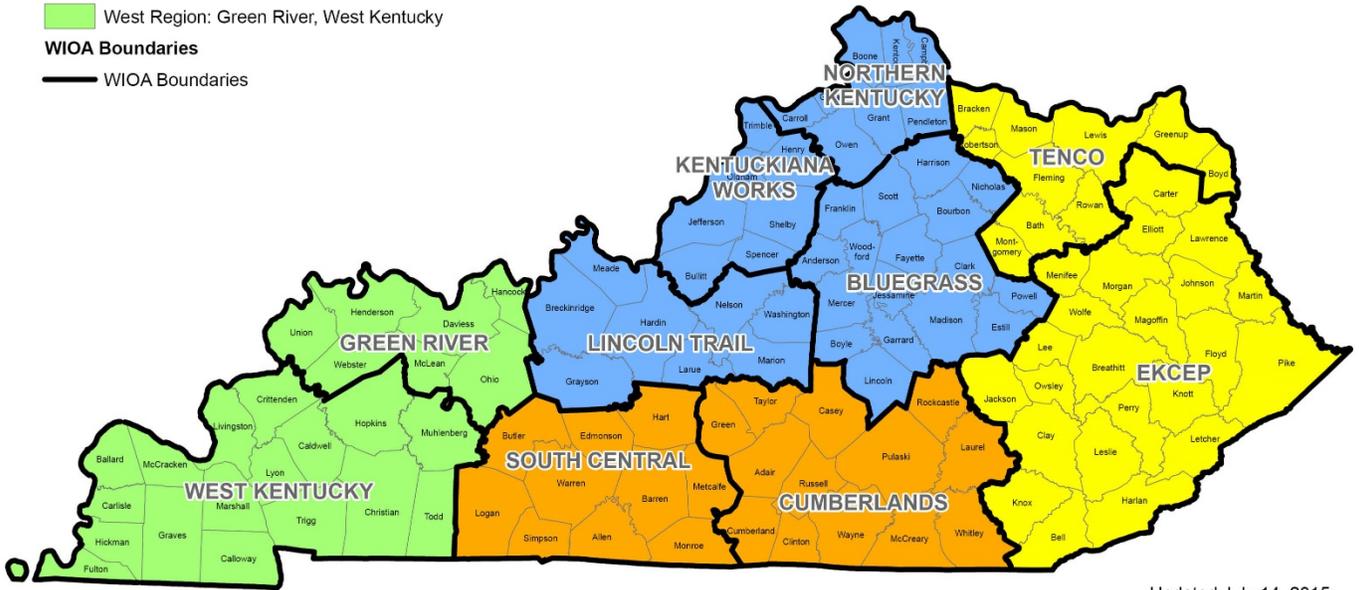
■ East Region: EKCEP, TENCO

■ South Region: Cumberlands, South Central

■ West Region: Green River, West Kentucky

## WIOA Boundaries

WIOA Boundaries



Updated July 14, 2015

[www.kentuckycareercenter.com](http://www.kentuckycareercenter.com)

**KCEWS** KENTUCKY CENTER FOR  
EDUCATION & WORKFORCE STATISTICS

**Kentucky Department of Workforce Investment**  
**WIOA Regional Innovation and Local Comprehensive Plan Guidance**

## 2017 - 2020

### **Purpose.**

The purpose of this Regional Innovation and Local Comprehensive Plan guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years (PY) 2017 through 2020 in compliance with the Workforce Innovation and Opportunity Act (WIOA) three-year planning requirements. This document provides guidance regarding comprehensive multi-year Regional and Local Plan requirements.

The Act amends the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation, in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes. The rule provides the framework for changes for statewide and local workforce development systems to increase the employment, retention, earnings, and occupational skill attainment of workers. Particularly those individuals with barriers to employments, so they can move into good jobs and careers, and provide businesses with the skilled workforce needed to make the United States more competitive in the 21st Century global economy.

### **A. Regional Innovation and Local Comprehensive Plans.**

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

The Local Comprehensive Plan sets forth the strategy to:

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

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

Local Plans, pursuant to WIOA, must align with the State's vision as set forth in the Combined State Plan. 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.

### **Commonwealth of Kentucky Workforce Vision and Goals**

Over the past six years, the Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet and numerous partner cabinets, agencies and outside organizations, has engaged in an aggressive effort to implement the strategic initiatives outlined in the WORKSmart Kentucky plan adopted in 2010 and updated in 2013. The plan has served as a blueprint for transforming Kentucky's workforce services focused on adapting to the changing needs of employers. The Bevin 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. Information will be provided in real time to the workforce system in order to help align resources effectively and efficiently.
- Make career development an integrated element of government services with a vision of increasing labor force participation and growing Kentucky's economy. Over the next four years, the administration will work with the KWIB on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians.

#### **The Department of Workforce Investment (DWI) Goals:**

1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors.

2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning and 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.

### **C. Regional Innovation Plan.**

Each LWDB and its respective Chief Local Elected Official(s) (CLEO's) must collaborate with the other LWDBs and CLEOs within a respective planning region to prepare and submit a Regional Innovation Plan that identifies opportunities for regional collaboration and innovation and incorporates priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans will be submitted to the Kentucky Department of Workforce Investment as early as Jan. 1, 2017 and no later than June 30, 2017.

### **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 Section 679.540(a).

### **E. Plan Completion, Submission and Approval.**

1. **Completion.** All local workforce innovation areas in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance.

Planning teams may include content beyond these questions.

2. **Submission.** The PY17-20 Regional and Local Plans must be submitted electronically to the following: [holly.neal@ky.gov](mailto:holly.neal@ky.gov) email account by close of business on June 30, 2017. Note: PY17 – 20 Regional Innovation and Local Comprehensive Plan must be emailed by a designated single point of contact. The subject line should read "(Area name) PY 2017-20 Regional and Local Plan" or the designated Drop Box account provided.

3. **Approval.** A Regional and Local plan submitted shall be considered to be approved upon written notice at the end of the 90-day review period.

Plans will be considered approved 90 days after receipt of the plan unless:

- 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

#### **F. Modification Process.**

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 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.

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

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

#### **G. Public Comment**

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

Plans should be:

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

## **H. Plan Organization**

The 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

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

**LWDB name: Northern Kentucky**

**Regional name: Central Region**

**Chapter 1: Economic and Workforce Analysis**

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

Please refer to the Central Kentucky Regional Plan, Chapter 1, Item A (R), available for review by 9-30-19.

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

Please refer to the Central Kentucky Regional Plan, Chapter 1, Item B (R), available for review by 9-30-19.

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

**Northern Kentucky LWDA Economic and Workforce Analysis**

	Northern Kentucky WDA
<b>Population</b>	458,426
<b>Labor Force Size (civilian population 16 years and over)</b>	234,676
<b>Prime-Age Labor Force Size (civilian population 25-54)</b>	152,696
<b>Identify as Disabled (Age 18-64)</b>	11.8%
<b>Labor Force Participation Rate (civilian population 16 years and over)</b>	66.3%
<b>Prime-Age Labor Force Participation Rate (civilian population 25-54)</b>	83.0%
<b>With a Disability Labor Force Participation Rate (Age 18-64)</b>	40.9%
<b>Unemployment Rate <sup>1</sup></b>	3.8%
<b>Poverty Level (of all people)</b>	12.6%
<b>No High School Diploma <sup>2</sup></b>	9.0%
<b>High School Graduate <sup>2</sup></b>	29.3%
<b>Some College, No Degree <sup>2</sup></b>	22.9%

<b>Associate Degree <sup>2</sup></b>	8.8%
<b>Bachelor's Degree <sup>2</sup></b>	19.6%
<b>Postgraduate Degree <sup>2</sup></b>	10.4%
<b>Disconnected Youth:16-19 year old's who are not in school, not high school graduates, and either unemployed or not in the labor force</b>	1.7%
<b>Opportunity Youth :16-24 year old's who are not in school, and either unemployed or not in the labor force. <sup>3</sup></b>	15.2%
<b>Incarceration Rate (percent of total population) <sup>4</sup></b>	1.01%
<b>Opioid Dependency Rate</b>	8.5%
<b>Homeless <sup>5</sup></b>	0.05%
<b>Households Receiving Food Stamps</b>	10.9%
<b>Individuals Receiving Medicaid <sup>6</sup></b>	22.4%

**Source(s) and Note(s)**

All data courtesy of the BLS and BJS  
(unless noted data extracted using JobsEQ and Data Ferret-March 2019)

- 1) KYStats LAUS - January 2019
- 2) All people age 25-64
- 3) 2019 Measure of America (Social Science Research Council)
- 4) BJS (extracted via Vera.org / Prisonpolicy.org for methodology)
- 5) NKADD / Estimated March 2019 (All people age 16+)
- 6) Kentucky Housing Council 2017 Count
- 7) Cabinet for Health and Family Services (Dept. of Medicaid Services)

The complete Northern Kentucky LWDA Economic and Workforce Analysis can be found in *Attachment 1*.

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

Please refer to the Central Kentucky Regional Plan, Chapter 1, Item D (R), available for review by 9-30-19.

*Note:* Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

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

In response to directives from Senate Bill 1, the NKWIB conducted an analysis of employer job postings that indicated industry recognized certifications, licensures, and credentials specific to the state and regional workforce area. Five specific industry sectors in our eight-county region with the highest demand were used to collect the data. Those are Advanced Manufacturing, Healthcare, IT/Business/Finance, Logistics/Distribution, and Construction/Trades. The data was then sorted to identify the greatest demand in 4 categories. They are Certifications, Post-Secondary Programs of Study, Specialized Skills, and Baseline (essential) Skills. All the information is employer driven

This analysis of job postings revealed the following in-demand data:

#### Certifications

- CDL Class A
- Registered Nurse
- Advanced Cardiac Life Support (ACLS)
- Critical Care Registered Nurse (CCRN)
- First Aid CPR AED
- Certified Nursing Assistance
- Forklift Operator Certification
- Nurse Practitioner
- Series 7 (also known as the General Securities Representative Exam (GSRE))
- Certified Public Accountant

#### Post-Secondary Programs

- Business Administration and Management, General
- Nursing Science
- Engineering, General
- Accounting
- Finance, General
- Computer Science
- Mechanical Engineering
- Logistics, Material, and Supply Chain Management
- Marketing/Marketing Management, General
- Human Resources Development

#### Specialized Skills

- Customer Service
- Scheduling

- Sales
- Repair
- Customer Contact
- Advanced Cardiac Life Support (ACLS)
- Patient Care
- Forklift Operation
- Budgeting
- Hospital Experience

Essential basic skills

- Communication Skills
- Problem Solving
- Detail-oriented
- Planning
- Organizational Skills
- English
- Building Effective Relationships
- Troubleshooting
- Writing

The full analysis by industry sector can be found in *Attachment 2*.

## Chapter 2: Strategic Vision and Goals

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

The NKWIB has the following Vision, Mission and Value Statements:

### **Vision Statement**

The Northern Kentucky Workforce Investment Board will drive innovative workforce development that meets the changing needs of employers and our labor force, resulting in the enhancement of economic development for our region.

### **Mission Statement**

The high impact Northern Kentucky Workforce Investment Board drives policy, direction, and funding oversight for the local workforce investment system.

The local workforce investment system promotes:

1. Supporting economic development
2. Connecting education and training to employment
3. Meeting current and future employment needs

### **Value Statements**

#### Northern Kentucky WIB Value Statements

- Customer Focus: We respond to employer and individual needs with exceptional customer service
- Self-sufficiency: We promote customer self-sufficiency as critical to achieving a vital and thriving community
- Innovation: We step beyond traditional thinking by using creativity to develop policy and direction
- Continuous Improvement: We foster a culture of continuous improvement through regular evaluations of programs and activities using measurable goals and targets
- Integrity: We act honestly, ethically, and fairly.
- Collaboration: We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.

The WIB and the standing committees have structured their agendas on the applicable parts of the Strategic Plan that are under their area of responsibility. In addition, each committee has a Strategic Planning Process Calendar that includes the status of areas of responsibility under that committee and timelines for completion. These are reviewed by each committee at each meeting. On an annual basis, the WIB Executive Committee reviews the process calendar of each standing committee in order to track process over the past year and plan for the coming year.

The NKWIB regularly reviews Key Performance Indicators (KPI) that reflects the outcomes of the efforts of the NKADD as fiscal agent and the one-stop system. Measurable statistics in the KPI reports include: Job orders posted, new available positions, job referrals/ candidate prescreening, job placements, employer contacts, and new business outreach, all calculated monthly. These reports also review the cumulative year-to-date totals of Job fairs, on-site hiring events, internships/OJT, Business tours, and clients in training. Labor Market information is also included including labor participation rate, unemployment rates as well as customer satisfaction rates of both the job seekers and the employers. The KPI also captures contact data for employers in the 5-identified sectors as determined by the Board. The NKWIB has determined this data is necessary to evaluate the return on investment concerning career center resources.

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

The foundation of the NKWIB’S strategic plan is that employers are the primary customer of the NK Career Center system. This directly aligns with the Work Ready- An Urgent Call to Action plan, updated in 2013 and serving as a blueprint for transforming Kentucky’s workforce services, which is focused on the need to adapt to the changing needs of employers thus putting them at “center stage” in terms of Career Center programming.

Our goals are intertwined with the Strategic Actions indicated in the Urgent Call to Action plan. The goals of the NKWIB have been modified to align with each of the KWIB goals as follows:

	<b>The NKWIB will:</b>	<b>Call to Action Plan Goal:</b>
1	contribute to the advancement of Regional <b>Economic Development</b>	by actively engaging employers to drive Northern Kentucky’s workforce development system
2	Improve and expand services by evaluating <b>Employer Needs</b>	and increasing Kentucky’s workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Northern Kentuckians
3	Preparing <b>Job Seekers</b> to enter the talent pipeline	by aligning and integrating with the educational systems thus providing lifelong opportunities for Northern Kentuckians to prepare them for the rapidly shifting realities of work and future
4	Remaining a high impact Workforce Development <b>Organization</b>	by focusing resources on the most effective initiatives and improving the return on our workforce investment, utilizing data to constantly improve workforce development in Northern Kentucky

(See *Attachment 3* for NKWIB Strategic Action Plan)

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

By design, key partners and stakeholders work closely with or have become members of the NKWIB. This representation enhances the NKWIB’s efforts to make sure its strategic plan aligns with those organizations’ goals and priorities. This ensures the NKWIB’s efforts align with and compliment the work of these important community partners. Key partners include the following:

- KY. Adult Education (NKWIB member),
- Northern Kentucky University (NKWIB member),
- Gateway Community and Technical College (NKWIB member),
- Tri County Economic Development (Tri-ED) (NKWIB member),

- N. Ky. Chamber of Commerce (NKWIB member),
- N. Ky. Education Council (NKWIB member),
- N. KY. Community Action Commission (NKWIB member),
- Life Learning Center (NKWIB member),
- Brighton Center,
- United Way of Greater Cincinnati,
- Kenton County Public Library (NKWIB member),
- Boone County Public Library,
- Campbell County Public Library,
- Grant County Public library,
- Pendleton County Public Library,
- Owen County Public Library,
- Carroll County Public Library,
- Thomas Moore University (NKWIB member),
- Transit Authority of Northern Kentucky (TANK) (NKWIB member)

These Stakeholders are joined by 17 employers who represent the NKWIB's 5 key industry sectors.

Initially, as part of the NKWIB's strategic plan review, partners/stakeholders were surveyed. This included both WIB members and those who were customers of our system. The survey provided direct responses regarding awareness and priority of service questions as well as clarifying our connection to their own priorities and goals. The data from this is important in guiding the implementation of the NKWIB strategic plan.

In completing the strategic plan, the NKWIB wanted to further incorporate local partners in the regional workforce development strategies. The WIB started compiling partners' missions and priorities to gather a better understanding of their visions and goals. By reviewing and analyzing the components, the NKWIB executive committee has started to construct a plan to maximize the WIB's resources while collaborating with our partners to have better alignment with their priorities.

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

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

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

The foundation of the **NKWIB's work strategy** is the required membership make-up. First and foremost, at least 51% must be from the private sector, Currently, 52% of the membership is from the private sector. Additionally, the business members are to represent the industry sectors the NKWIB determined were most important to the health of the local economy. The breakdown of that representation is as follows:

Advanced Manufacturing	4
Healthcare	1
Transportation/Logistics	3
IT/Business/Finance	6
Installation/Maintenance/Repair	2

Secondly, the other membership requirements support the foundation for making sure other key stakeholders are at the table. These other members represent Education and Training, Government and Economic Development, and Workforce Representatives. These members fill out the other players in the local workforce development efforts.

The NKWIB uses a **strong standing committee structure** through which its members bring recommendations to the full NKWIB for their consideration. Each standing committee membership includes 51% private sector board members and function are as follows:

a. **EXECUTIVE COMMITTEE:** The functions of the Executive Committee are to facilitate decision making processes of the Board. This includes:

- i. Setting direction accordance with the Strategic Plan,
- ii. Annual review of bylaws and memoranda of agreements, and
- iii. Development and implementation of policies and procedures.
- iv. Develop and implement marketing strategies for the purpose of promoting the work of the WIB and the Kentucky Career Center
- v. Develop additional resources for the board and the Kentucky Career Center

b. **PROGRAM AND YOUTH COMMITTEE:** The functions of the Program and Youth Committee are:

- i. To review and make funding recommendations to the Board for Adult, Dislocated Worker and Youth program activity. This committee reviews the work of the subcontractors to ensure compliance and performance are being met.

- ii. Oversee the Approved Vendor List (AVL) to ensure the use of quality programs that align with the WIB's identified industry cluster.
- iii. Provide information and assist with planning, operational, and other issues relating to the provision of services to youth.

c. BUSINESS SERVICES COMMITTEE: The functions of the Business Services Career Center Committee are:

- i. To oversee performance of the Kentucky Career Center system in terms of employer services and regional initiatives,
- ii. To build partnerships with community organizations, such as Tri-ED, and the Northern Kentucky Chamber,
- iii. Gather data and report back to the WIB and its relevant standing committees on Kentucky Career Center performance data.
- iv. Periodically, oversee and administer labor market survey processes to determine customer satisfaction.

d. MEMBERSHIP AND BOARD OPERATING COMMITTEE: The functions of the Membership and Board Operating Committee are to:

- i. Solicit, review, and nominate WIB members,
- ii. Annually develop slate of officers for WIB consideration,
- iii. Monitor participation of members on Board and standing committees per bylaw requirements,
- iv. Participate in Board orientations,
- v. Establish schedule of information items for each Board meeting agenda,
- vi. Coordinate participation of WIB members with other community initiatives.

The NKWIB has a very strong relationship with **Gateway Community and Technical College (GCTC)**. Through this relationship we are able to coordinate training programs with our in-demand sectors, provide specialized training to the job seeker customer of the Career Center system, coordinate outreach for programs by both entities, and jointly promote the training opportunities of both entities.

The CLEO and/or **LEOs Governing Board** approve new NKWIB member nominations and provide final approval of annual budgets submitted by the NKWIB.

The NKADD as the **fiscal agent/subgrant recipient** conducts proper fiscal procedures and accounting, monitoring of subgrant activity, and project/program management. They also provide staffing support to ensure the work of the NKWIB is carried out as directed.

Through an RFP process, the NKWIB, working with the Northern Kentucky Local Governance Board (the LEOs) selected Brighton Center to provide the **Direct Service functions** for Employers and for Job Seekers. The following are provided for Job seekers

(Adults, Dislocated Workers, Youth, Trade: Basic Career Services (access to job openings, career development services, hiring events, LMI data, program eligibility, initial skill assessments, program referrals, resume services, etc.), Individualized Career Services (specialized assessments, development of an Individual Employment Plan, career counseling, work experience, etc.), Training services (job training and educational opportunities related to careers in high-demand, OJT, apprenticeships, and other job-driven training), Follow-up services (for individuals receiving career and training services) as well as services for military veterans and their families and services for those with disabilities. The following are available for Employers: talent recruitment assistance, employee retention support, employee training, customized hiring events, onsite or virtual tours, workforce reduction assistance (Rapid Response), assistance with hiring incentives, customized training, and personalized assistance through an assigned Business Services Representative.

With firewalls in place, Brighton Center also manages the One-Stop **Operator** role. The Operator is responsible for supervising the First Impressions (front desk) staff and Customer Service flow and processes, coordinating continuous quality improvement efforts with partners, conducting marketing/social media efforts on behalf of the Career Center, providing support/assistance for Career Center safety and security, and fostering a culture of collaboration.

In addition to Brighton Center, other One-Stop partners include the following: N. Ky. Community Action Commission Career Development Office, Office of Vocational Rehabilitation, Job Corps (Insights Training LLC), Transit Authority of Northern Kentucky (TANK), the Northern Kentucky Area Development District (NKADD), Goodwill, Cabinet for Health and Family Services, Kenton County Public Library, Gateway Community & Technical College, Adult Education/ Skills U, and the American Indian Center, Inc.

Additionally, the NKWIB is integrally involved in a local initiative called GROW NKY (Growing Regional Outcomes through Workforce in Northern Kentucky). GROW NKY's mission is to leverage the community's full complement of assets to grow, attract, and retain a globally competitive workforce. Its vision is a robust and collaborative ecosystem that aligns the needs of current and future employers with the interests of a diverse, world class workforce. The NKWIB serves on the steering committee along with the NKY Chamber of Commerce, the N. Ky. Education Council, Tri-County Economic Development (Tri-ED) the N. Ky. Cooperative for Educational Services, and Partners for a Competitive Workforce. The steering committee is held up by 5 pillars of effort. They are 1) Kindergarten Readiness, 2) College and Career Readiness, 3) Adult Career Readiness and Life Long Learning, 4) Talent Retention and Attraction, and 5) Employer Policies and Practices. Many community employers, agencies and organizations participate on the Pillar groups that provides for a wide and deep effort within the community. This structure helps us all to better coordinate local workforce development programs with economic development partners and programs

- 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, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable). [WIOA Sec. 108(b)(3)]

Our core Career Center program staff, NKWIB Director and staff, and Career Center Operator belong to a myriad of organizations that help to expand access to services in our communities; especially for those individuals with barriers to employment. Staff belong to organizations reaching every area within our eight counties and thousands of individuals. In addition, our social media team, provides weekly (or more often) updates of events and notifications. One organization used to inform is the Safety Net Alliance, consisting of 133 organizations serving all 8 counties. The SNA communicates with partners as soon as new information is released so that the community has 'real time' information.

Career Pathways were developed in collaboration with Gateway Community and Technical College and is a well-established method of encouraging individuals into entry level jobs and then onto more advanced positions as the number of credentials increase.

Co-enrollment is encouraged as long as the individual is eligible for more than one program and services are not duplicated.

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

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

The NKWIB's Business Services Committee reviews key performance indicators of employer services, provides feedback of business services team performance, makes recommendations for employer service enhancements/programming, and promotes the career center's service offering to other employers as well as the community.

The local Business Services Team (BST), comprised of WIOA (Brighton Center), CDO, OVR, KCTCS, Chamber of Commerce, and economic development, work collaboratively to deliver employer services to local businesses. Through their regional work, the BST is immediately responsible for identifying and responding to local business needs. The BST Core Team members assemble twice a month to discuss employer services information, such as the following: upcoming job fairs/ events, new employer leads/contacts, On-the-Job Training (OJT) accounts, site visits/ company tours, business retention and expansion, Rapid Response, workforce training, and other relevant updates. Additionally, the BST Core Team functions align with the Kentucky Skills Network (KSN), the state's partnership of local and state workforce development organizations dedicated to help businesses succeed. WIOA staff members who are serving on the BST Core Team are

specialized by high-demand industry sector and thus target businesses that are aligned in those sectors, in addition to serving other businesses.

2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area; Refer to the local MOU for additional descriptions and information on the partners/programs/ services available through the local workforce development system. The following reflects a summary of those services:

The NKWIB initiated a targeted sector approach to workforce development many years ago. At that time, they established the workforce delivery system to mirror the currently identified in-demand targeted sectors. During 2015 they reviewed data and updated these in- demand targeted sectors. Per the NKWIB Strategic Plan, data is reviewed annually to determine if any changes are needed. Both Business Services Representatives and Career Coaches are structured along these targeted sector lines. In addition, Key Performance Indicators, which are reviewed by the Business Services Committee and WIB at every meeting, include data reported by in-demand targeted sectors.

The BST works collaboratively and actively to help meet the workforce needs of employers. Examples include active utilization of Focus Talent as well as Salesforce. Additionally, BST members regularly involve their local counterparts in company visits/ tours of local businesses, planning/ coordinating job fairs and hiring events, and coordination of overall communication between the career center and employer.

The NKWIB's Direct Services (contracted) Provider operates the WIOA Youth, Adult and Dislocated Worker, and Business services in the Kentucky Career Centers located in Covington, Florence, Williamstown and Carrollton. The sub-contracted WIOA services are available regardless of the client's residency. The KCC offices are located so that services are available to all the residents of our region. If transportation is a barrier for seeking out services, staff will schedule meetings convenient for the customer. These often take place at a library or the local DCBS office.

Kentucky Skills U (Adult Education and Literacy) are available to job seekers via referrals to the Adult Education provider of the customer's choosing (based on their convenience). Adult Education referral forms are readily available in all 4 Career Center sites.

Wagner-Peyser employment services are available in the KCC Covington office.

Vocational Rehabilitation Programs:

- Covington and Florence Offices: full-time presence

Trade Adjustment Assistance:

- Covington KCC Office: full-time on-site presence

- TAA services are available in the other offices/counties on as needed basis.

Unemployment Filing Assistance:

- Covington Office: full-time presence
- however, these services are largely available online through the state's automated resources for Unemployment Insurance.

Transit Authority of Northern KY (TANK):

- Covington Office: part-time on-site presence
- TANK is Northern Kentucky's public transit/ bus system. This system provides bus service in Northern KY's most populous counties of Boone, Kenton, and Campbell. TANK began a brand new operation onsite at the Kentucky Career Center in Covington and became a partner in the Northern Kentucky WIOA system in 2015. TANK provides travel assessment, bus training, and eligibility determination of special transportation services- all onsite at the KCC in Covington.

Transitional Assistance for Needy Families (TANF):

- Covington Office: full-time presence
- The Northern Kentucky Area Development District's Employment Connections Program (Kentucky Works) operates onsite at the Kentucky Career Center in Covington to provide Job Readiness Activities, Wage Subsidy and Case Management to individuals receiving public assistance (TANF) to prepare for and attain full-time, self-sufficient employment. Clients are referred directly from the Department of Community Based Services (DCBS) and are required to participate either in the JRA (Job Readiness Activity) class or work participation. Either option readies the client for permanent employment. Once the client demonstrates basic work ready skills, the client will either begin the job search process or will enter into a volunteer/Wage Subsidy contract. Wage subsidy assists the client to gain employment by compensating the employer part of the client's wages for up to six months. At the end of the wage subsidy contract, the employer offers the client a full-time job.

Goodwill:

- Covington Office
- Facilitates the national Homeless Veterans Reintegration Program (HVRP). This program serves homeless Veterans with employment services while providing supports and assistance needed for basic needs, crisis intervention, housing, and much more.

Job Corps (Insights Training LLC):

- Covington Office

- Federally-funded comprehensive program that provides essential academic and career skills training and prepares students for success in every aspect of their life.

All counties have access through the local workforce area's on-line systems, websites, job portals, social media, and live video conferencing services.

(See *Attachment 4* Memorandum of Understanding)

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

The local BST Core Team features representatives from the Northern KY Chamber of Commerce as well as Tri-County Economic Development Corporation. Chamber and economic development staff are invited to become involved in career center-sponsored hiring events/ job fairs, workforce recruitment for new or expanding businesses, as well as Rapid Response support for companies experiencing workforce reductions/layoffs/ closures.

Additionally, the NKWIB and its Career Center system are integrally involved in a new initiative - Growing Regional Outcomes through Workforce in Northern Kentucky (GROW NKY). GROW NKY's mission is to leverage the community's full complement of assets to grow, attract, and retain a globally competitive workforce. Its vision is a robust and collaborative ecosystem that aligns the needs of current and future employers with the interests of a diverse, world class workforce. The NKWIB serves on the steering committee along with the NKY Chamber of Commerce, the N. Ky. Education Council, Tri-County Economic Development (Tri-ED) the N. Ky. Cooperative for Educational Services, and Partners for a Competitive Workforce. The steering committee is held up by 5 pillars of effort. They are 1) Kindergarten Readiness, 2) College and Career Readiness, 3) Adult Career Readiness and Life Long Learning, 4) Talent Retention and Attraction, and 5) Employer Policies and Practices. Many community employers, agencies and organizations participate on the Pillar groups that provides for a wide and deep effort within the community. This structure helps us all to better coordinate local workforce development programs with economic development partners and programs.

The NKWIB/NKADD is partnering with Northern Kentucky Tri-County Economic Development Corporation's Entrepreneurship Council (NKYEC), Northern Kentucky University's Institute of Health Innovation and St. Elizabeth Healthcare to attract innovative companies and create jobs. The initiative is funded by the KY Innovation's RISE program and the US Economic Development Administration's Regional Innovation Strategies program with a focus on informatics, health innovation and logistics.

4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and

Local WIOA and Wagner-Peyser staff work collaboratively, and in many instances, alongside one another to leverage partner resources and deliver professional-quality services to customers. One example of this collaboration would include the WIOA and Wagner-Peyser staff leadership on the local Job Fair Planning Committee, which organizes an average of 10 job fairs/ year, ranging in attendance of 150-500 attendees. They are an integral member of this committee and contribute greatly to the successful job fairs and hiring events in the Northern Kentucky area.

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

The team members of OVR with OFB now included in the office, are prominently located in the Covington, Florence, and Carrollton centers. WIOA, Wagner-Peyser, and other career center partners regularly refer suitable individuals and employers to OVR for assistance. Collaboration and communication among the OVR and WIOA team is exceptional. Additionally, the career center Operator and management team place a strong emphasis on proper ADA accommodations at every career center as well as an overall inclusive approach to career center operations, programming, outreach, and customer service.

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board's strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

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

Please refer to the Central Kentucky Regional Plan, Chapter 3, Item D (R).

Below is the analysis for the Northern Kentucky Workforce Development Area.

The NKWIB/NKADD is partnering with Northern Kentucky Tri-County Economic Development Corporation's Entrepreneurship Council (NKYEC), Northern Kentucky University's Institute of Health Innovation and St. Elizabeth Healthcare to attract innovative companies and create jobs. The initiative is funded by the KY Innovation's Regional Innovation for Startups and Entrepreneurs (RISE) program and the US Economic Development Administration's Regional Innovation Strategies (i6 Challenge) program with a focus on informatics, health innovation and logistics. The EDA i6 Challenge grant looks to attract companies and talent while creating health innovation sector jobs in the eight-county region. The RISE program will establish informatics, health and logistics innovation centers of excellence or cluster in Boone, Campbell and Kenton counties. Once established the innovation clusters will serve as a resource for the entire state and the broader region.

- 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)]

To ensure that youth receive the most well-balanced services, youth staff are housed within the local Career Centers. Youth learn to navigate the services within the Career Centers, closely guided by youth staff, to ensure they can access those services throughout their working careers to achieve a high demand occupation that will result in a self-sufficient wage. Youth are introduced to partners, as needed, and learn the availability of various services they currently need, as well as, services they may need in the future. For some youth, this is their first introduction to Vocational Rehabilitation, Brighton Center, Goodwill, Job Corps, Office of Career Development and TANK. Youth are also served within their home counties in various public places, such as; libraries and other non-profit agencies for easier access to services and information.

Youth programming prepares youth for post-secondary education and training opportunities, including Registered Apprenticeship Programs that coincide with the 5 In Demand Industry Sectors approved for the NK area; Healthcare, Installation/Maintenance/Repair, Transportation/Logistics, Advanced Manufacturing, and IT/Business/Finance. Youth programming also defines a clear career pathway by focusing on strong linkages between academic instruction and occupational education preparing youth for unsubsidized employment opportunities along those career pathways. Program youth staff provide strong linkages to employers in all the in-demand industry sectors focusing on the fastest growing industries. Realizing each youth has individual needs, staff work to link activities to the well defined service strategy, designed by the youth and their case manager, to ensure goals are met.

#### **Program Design**

As law allows, program funds can be expended prior to eligibility determination on outreach, recruitment, and assessment. Multiple assessment tools are available as there is no standard approach to serving youth, including those with disabilities.

#### ***Community Partners/Referrals/Outreach/Recruitment***

Youth staff work with local high schools, area technology centers, post-secondary institutions, local libraries and other non-profits to provide events such as Career Exploration Days, workshops, and interactive events. Staff are also a continuous presence at high school resource and career fairs, as well as, Career Center career fairs and hiring events. Staff works closely with school counselors to identify specific students in need.

Staff work with community-based agencies, foster care agencies and other federally funded programs to ensure referrals are taking place. Staff partner with the NK Safety Net Alliance, a collaboration of 133 partner agencies established to increase the efficiency and effectiveness of safety net services provided to Northern Kentuckians in need to ensure the success of our outreach and recruitment efforts. Staff is also an integral part of the Youth Response Team, a subcommittee of the Program/Youth

Committee of the NKWIB, dedicated to closing the gaps in services for Opportunity Youth in the NK region by developing strategies to ensure no youth ‘falls between the cracks.’ The Youth Response Team is made up of 32 agencies, educational institutions, non-profits and businesses and is advised by a Youth Adult Advisory Board made up of 7 – 10 youth (some former youth participants) in the community who provide feedback and guidance in outreach strategies indirectly assisting in the design and implementation of WIOA youth programming. In addition to a programmatic advisory capacity, alumni are offered an opportunity to work with area Opportunity Youth. The Youth Response Team works toward “warm handoff” referrals so that youth are handed from one agency to another without breaking contact with the youth. This is done on a referral basis, non-WIOA agencies providing services to WIOA youth have an MOU in place with the youth service provider to outline services being provided. For additional referral information, see Workforce Navigator, under Intake/Eligibility Determination.

Staff ensures that all youth are provided with information about the full array of services available through WIOA or other providers and/or Career Center partners. Staff also ensure that training and/or educational programs have the capacity to serve youth either on a sequential or concurrent basis.

Career Center staff work with local jail programs, through Brighton Center, providing a direct link to the youth program. Also, the Children’s Law Center and Legal Aide of the Bluegrass are part of the Youth Response Team. The service provider specifically offers employability skills workshops within the Campbell County Detention Center. Staff work with Class D Work Release and Chemical Dependency offenders in a workshop entitled, “Job Search Success.” These classes focus on career exploration, personal branding, maximizing job search and interviewing skills. Once released the clients are encouraged to use Career Center services to attain self-sufficient employment if ineligible for youth or adult programming.

Both the NKADD and the youth service provider are involved in the Housing Authority of Covington’s Jobs Plus grant, enabling a direct link to housing clients. These clients are coached through basic skills training into more advanced job skills to attain self-sufficient employment. Through HUD, clients rent is frozen for up to 4 years to enable the client to move away from subsidies.

Campbell County Schools, Erlanger/Elsmere Schools, NKU, NKY Education Council, Gateway Community and Technical College and Owen County Schools are all part of the Youth Response Team. Youth case managers also work with dozens of other schools in the area to provide extensive outreach to as many youth as possible.

Brighton Center, Department for Community Based Services, Northern KY Community Action Commission (YouthBuild), NorthKey and Welcome House are part of the Youth Response Team. They all provide referrals and services for Opportunity Youth in the NK area. Brighton Center and Welcome House work directly with the homeless population.

Job Corps, Vocational Rehabilitation and Goodwill are represented in the Career Center and Adult Ed is represented on the WIB.

## **Best Practice**

### **Girl's/Guy's Day Out**

Girl's/Guy's Day Out (GDO) is an event that happens annually, at a minimum, usually in our lower counties. However, similar events also take place in our upper counties. Girl's Day Out won the NADO Innovation Award in 2014. GDO started as a grass-roots effort with the Carroll County Training Consortium, (a group of businesses along the I-71 corridor) asking the NKADD to provide more young people, especially females, with knowledge of local industry so that the industries could improve their talent pipeline.

Staff put together a ½ day event by partnering with the Carroll County Training Consortium, Jefferson Community and Technical College, local high schools from 5 counties and the Carroll County Area Technology Center. The event consisted of speakers from local industries giving brief, interactive talks to the youth about their functions, their place in the community, wages and education needed to attain positions. In addition, interactive STEM events were set up to entice the youth to learn more about the type of work being conducted in their community. Tours of the Area Technology Center were conducted using Area Technology staff, and learning games were available. Youth leave the event knowing more about their community, the path to self-sufficiency and the steps they can systematically take to achieve their goals but more importantly youth leave with the knowledge of the various partners to contact for guidance when deciding upon a career pathway.

Carroll County Training Consortium partners include, but are not limited to; Nucor Steel, North American Stainless, Kentucky Utilities, PMC Organometallics, and Dow Chemical.

### ***Assessment***

WIOA youth receive an objective assessment of academic levels, skill levels and service needs which includes;

- a review of basic skills,
- occupational skills,
- prior work experience,
- employability,
- interests,
- aptitudes,
- supportive service needs,
- developmental needs, and,
- strengths.

This measurement of needs and strengths is gained through traditional testing, as well as, observation and interviews. Previous basic skills assessment results may be used if the assessment has been conducted in the past six months.

All assessment tools are valid, reliable and appropriate for youth and are easily adaptable for those with disabilities, in addition to, fair, cost effective, well-matched to the test administrator's qualifications, and easy to administer. For youth who may have

conditions that prove to be barriers to the assessment process, the Department for Vocational Rehabilitation is available to assist. The following is a list of tests available for assessment (other tests are available through partners, as needed):

- ONET Interest Profiler- The customer answers 60 questions relating to work tasks. The results show the different scores for each career cluster (social, enterprising, conventional, investigative, artistic), and displays a list of the jobs that you have an aptitude for.
- TABE- Test for Adult Basic Education-tests on language, reading, mathematics.
- Work Readiness Pretest- Asks questions on work readiness, including; work experience, job search, applying for jobs, if you completed a resume.
- Self Sufficiency Matrix- This is a tool that assesses client needs on a holistic level. The domains are housing, income, employment, health care, adult education, life skills, and community life. They score themselves with the help of the career coach, which lets case managers know what resources to provide more intensively.

### ***Intake and Eligibility Determination***

The Eligibility Determination process continues with an additional assessment of the customer needs and strengths. If staff determine that youth need WIOA services, the collection of eligibility determination documentation begins, including (list is not all-inclusive); driver's license, social security card, passport or birth certificate, income proof (if necessary) and barrier documentation. Information is entered into KEE-Suite, documents are uploaded, and consent forms are signed. Labor Market Information is presented at this time to guide the youth to a self-sufficient career path. At this point in time, if youth are determined ineligible for WIOA youth services, they will be connected to an Adult WIOA staff person and offered referrals based on their individual needs. If youth are still determined in need of the intensive youth services, they are connected to the Opportunity Youth Workforce Navigator, who is responsible for working with Opportunity Youth with non WIOA funding. The Navigator work with youth to find scholarship opportunities and/or work, as well as, other available services within the community. In addition, we have several referral partners that have signed MOU's with the subcontracting youth service provider to provide specific services to opportunity youth (Sec. 681.470), including; Life Learning Center, NK Community Action Commission, and KY Skills U. Any youth determined ineligible, or youth who cannot be served by any WIOA staff must be referred for further assessment, as necessary, or to appropriate programming to meet their skills and/or training needs.

### ***Out of School Youth***

A youth meets the definition of Out-of-School Youth if he or she is:

- A. Not attending school (per Kentucky's definition of not attending school)
- B. Between 16 and 24 years old at the time of enrollment and one or more of the following:

1. A school dropout;
2. A low-income individual with a secondary school diploma or its recognized equivalent and:
  - i. Basic skills deficient; or
  - ii. An English language learner;
3. An offender;
4. Homeless, i.e. lacks a fixed, regular and adequate nighttime residence;
5. A runaway;
6. In foster care, has aged out of foster care, or has attained the age of 16 years old and left foster care for kinship, guardianship or adoption;
7. A youth who has been removed from his/her home and is in an out-of-home placement;
8. Pregnant or parenting;
9. An individual with a disability; or
10. A low-income individual who requires additional assistance to enter or complete an education program or to secure or hold employment, as defined by the LWDB.

Participants may continue to receive services beyond the age of 24 once they are enrolled in the program.

#### *In School Youth*

A youth meets the definition of In-School Youth if he or she is:

- A. Attending secondary school, including secondary and post-secondary school;
- B. Between 14 and 21 years old at the time of enrollment. The age requirement is extended for youth with disabilities because school districts must provide programs and services to eligible youth with disabilities attending secondary school until they turn 22 years old. Youth with a disability who turn 22 years old during the school year must continue to receive services from the school district until the end of the school year (ARS 15-764);
- C. A low-income individual and one of the following:
  1. Basic skills deficient;
  2. An English language learner;
  3. An offender;
  4. Homeless youth, i.e. lacks a fixed, regular and adequate nighttime residence;
  5. A runaway;
  6. In foster care, has aged out of foster care, or has attained 16 years old and left foster care for kinship guardianship or adoption;

7. A youth who has been removed from his/her home and is in an out-of-home placement;
8. Pregnant or parenting;
9. An individual with a disability; or
10. Requires additional assistance to complete an educational program or to secure and hold employment, as defined by the LWDB.

The state has defined, and the local area has adopted with no changes or additions, “requires additional assistance to complete an educational program, or to secure and hold employment” as:

- Has been fired from a job within the 12 months prior to application;
- no previous work experience/never held a job;
- has never held a full-time job (30+ hours per week) for more than 13 consecutive weeks; difficulty with social interaction or behavioral problems;
- history of family disruptions, such as divorce, legally separated parents, family violence, alcohol or drug abuse;
- one or more parents incarcerated;
- a student participating in an alternative program/setting;
- has chronic attendance or discipline problems;
- functioning at least one or more grade levels below his/her age group in the areas of reading and math (for youth 18-24 if they are functioning at grade 11 or under);
- a student who has failed two or more subjects during the prior two years of school attendance; or one or more parent lacks high school diploma/GED.

If a youth turns 21 years old during participation, he/ she may continue to receive services.

**Note:** Not more than 5% of In School Youth newly enrolled in a program year may be eligible based on the Needs Add'l Assistance barrier.

**Note:** Individuals who are 22 years and older attending postsecondary education do not meet the age requirement for ISY (14-21 years old) and do not meet the WIOA Title I-B Youth Program eligibility requirements. These individuals may be served by the WIOA Title I-B Adult Program.

**Note:** The NKWIB defines basic skills deficient as 7.9 or below based on TABE scores.

To participate in the WIOA youth program, the following must occur; eligibility determination, an objective assessment, and educational/career plan and participation in one of the 14 youth program elements. This is clearly documented in KEE-Suite case notes.

**Note:** An individual that is unable to “read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society” is defined by scoring below a

3<sup>rd</sup> grade equivalent on the TABE in language or reading, is unable to communicate without an interpreter, is attending ESL classes.

### **Low Income Criteria**

All In-School Youth must be low-income unless included in the five percent low-income exception.

Low-income eligibility requirements apply to Out-of-School Youth only if:

They are recipients of secondary school diplomas or its recognized equivalent and are at least one of the following:

- Basic skills deficient;
- An English language learner; or
- In need of additional assistance to enter an educational program or to secure employment.

### **Best Practice**

To ensure all requirements are met for youth program participation, a variation of the following note must be placed in KEE-Suite notes;

Client has undergone eligibility determination (2-part approval process by supervisor and NKADD staff), has had an objective assessment, has worked with a career counselor to develop a career/educational plan and has discussed LMI with a career counselor to reach a career goal.

### ***Individual Service Strategy***

Development of the Individual Service Strategy (ISS) begins immediately with a thorough objective assessment, consisting of a measurement of academic skills, skills level assessment, service needs, and strengths. NKY uses assessment instruments that are valid and appropriate for the target population and provides reasonable accommodation in the assessment process. The ISS must include identification of appropriate career pathways including; educational goals, employment goals (including non-traditional, taking into consideration career planning and the results of the objective assessment), appropriate achievement objectives and services.

The Service Strategy will include the addition of basic needs also needed to determine the overall needs and strengths of the client, as well as, short and long-term goals. The ISS will specify which of the 14 program elements are needed to assist the participant in meeting his/her educational and career goals. The Service Strategy is fluid and should change as the youth develops and gains skills, education and work experience. The Service Strategy documents and updates achievements and accomplishments of the client's experience and should be linked to the performance goals of the youth. Developing the Service Strategy provides youth with short-term and long-term goals that will assist them in reaching their ultimate educational and employment goals. Staff assists each youth in identifying their specific barriers and strengths. For barriers, staff will assist the youth in solving the issues or refer them to a partner agency with the

resources to assist. The Service Strategy identifies goals and the pathways necessary to complete those goals incorporating the 14 youth program elements.

### ***14 Youth Program Elements***

The objective assessment (measurement of academic skills, skills level, service needs and strengths) and the development of the Educational/Career Plan determine which of the 14 required program elements will be provided. Youth can request additional elements or staff may adjust needs at any time during the program based on the changing needs of the youth.

Any element not provided with WIOA funding is provided by a partner agency and defined in an MOU.

- Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent- typically provided by referrals to Skills U or Brighton Center, online tutoring recommendations and case manager counseling.
- Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school – typically provided by referrals to Skills U, Brighton Center or YouthBuild.
- Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development – provided by Youth Case Management Team.
- Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field – typically provided by Gateway Community and Technical College, Jefferson Community and Technical College, Brighton Center or YouthBuild.
- Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills – Typically provided through Youth Case Management Team in collaboration with GCTC, JCTC, Brighton Center and/or YouthBuild.
- Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors – Could be offered by any of our partnering organizations; Brighton Center, NK Community Action, KCC, Youth Case Management Staff, etc., typically through community service activities.
- Supportive Services enable an individual to participate in WIOA activities – provided by Youth Case Management Staff, NKCAC, local churches, Dress For Success, Brighton Center and various other local entities.
- Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement – Can be set up by Youth Case Management Staff, through various churches, etc.
- Follow-up Services are provided following program exit to help ensure youth succeed in employment or education – Youth Case Management Staff

- Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling – provided by NorthKey or Transitions depending upon the type of counseling needed.
- Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability – provided by Youth Case Management Staff, Brighton Center or KCC.
- Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills – Workshops through Youth Case Management Staff or NKCAC.
- Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations – Currently, booklets designed specifically for youth with recent LMI. In production, an interactive site that will allow youth to explore careers/job titles.
- Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training – Youth Case Management Staff.

More comprehensive Youth Element Definitions are available upon request.

### **Best Practice**

The NKADD staff created LMI booklets to present labor market information in a creative and easily understandable format. These highlights local businesses, salaries, and job availability, as well as, other important career information. However, currently in production, this information will be available online in a creative and interactive page for each high demand industry sector, available to the public in late March. This will allow our youth, as well as, other Career Center customers to take advantage of current LMI data on site or in their homes.

### **Case Management**

Case management is intended to ensure access to workforce development activities and supportive services. Staff contact/meet with youth monthly, at a minimum, until goals developed as part of the ISS are met. Staff track caseloads on a spreadsheet which tracks communication, training, work experience placement, etc. This is recorded in KEE-Suite through notes, service program attachment, and outcome tracking. Staff reassesses periodically to monitor goal achievement. Staff uses various modes of communication to reach out to youth; phone, text, email, mail, collaboration with other agencies serving the youth. If youth do not respond in a timely manner, staff attempt to reach youth weekly and use follow up contacts to connect to youth and increase contacts to weekly until youth are back on track.

KEE-Suite, the state’s designated Customer Relationship Management (CRM) interface for WIOA, includes progress notes on KCC customers. Effective case management practices include comprehensive case notes. Case notes document details about: intake, evaluations, participation, outcomes, service decisions, one-on-one meetings, achievements, and follow-up services. The purpose of case notes is to provide a detailed description of an individual’s participation in services. Case notes for each youth should

ideally be entered on at least a monthly basis, more often is preferable, but in no instant can there be more than 90 days between case notes. An excess of 90 days between documented services is a gap in service and is not permitted.

Each enrolled youth will have case notes in KEE-Suite documenting relevant information beginning with intake and continuing through case management, training and/or internship, and follow-up services. Documenting Information listed below aligns with local policy.

Detailed case notes will include the following:

- history and details of the youth's situation, including both strengths and barriers;
- WIOA activities provided or planned;
- a description of how the youth will benefit from designated services;
- details of significant events;
- the need for modifications in the youth's training or services;
- information provided orally or electronically by service providers;
- information on contact with the youth to include:
  - date and manner of contact (face-to-face, phone call, text e-mail, Facebook, etc.);
  - purpose of the contact;
  - information provided by the youth;
  - outcomes of the contact; and
  - if quoting the youth, must use quotations and state exactly as it was stated.
- youth's progress toward goals;
- need for additional services;
- any new information pertaining to youth's employability; and
- verification of post-exit outcomes (must meet the requirements of data validation).

**Case notes should ONLY include staff opinion, comments, and personal details about the youth to the extent that the information relates to the likely employability and/or training success of that individual.**

Case notes will be written at the time of the event or contact and entered into KEE-Suite as soon as possible, not to exceed 10 business days. Case notes will provide a complete and relevant narrative of an individual's progress through all stages of participation.

With performance reporting being a top priority at both the state and federal level, the Office of Employment and Training issued this directive beginning January 1, 2014; data must be entered in the system within 10 days of its occurrence. The purpose of this timeframe is necessary to extract and review correct data. If data is entered after the 10-day deadline and issues/problems arise, the data will be considered questioned cost. In addition, the KCC support and Performance team will review records on a case by case basis that need to be corrected; however, we will no longer be correcting records that do not have any impact on the current program year's performance measures.

Should the client obtain self-sufficient employment as a result of provisions of **Individualized Service Strategy**, this information will be reported in the **Outcomes**

section of KEE-Suite. This will be done when the client is completed and terminated from WIOA services.

### **Training/Work Experience**

The objective assessment and the Individual Service Strategy begin the discussion about training/work experience. Using all the tools at our disposal, case managers can assist youth in determining their career path, as well as, the steps needed to accomplish their goals. Once a career path is laid out and aligns with the Individual Service Strategy and local sector strategies, and steps to success are outlined, training/work experience is considered.

20 CFR 681.600 defines work experience as “a planned, structured learning experience that takes place in a workplace for a limited period of time.”

Work experiences must include academic and occupational education. Of total expenditures, minus admin costs, 20% must be spent of work experience. The NKWIB monitors all spending bi-monthly at each meeting.

Allowable work experience expenditures include the following:

- Wages/stipends paid for participation in a work experience;
- Staff time working to identify and develop a work experience opportunity, including staff time spent working with employers to identify and develop the work experience;
- Staff time working with employers to ensure a successful work experience, including staff time spent managing the work experience;
- Staff time spent evaluating the work experience;
- Participant work experience orientation sessions;
- Employer work experience orientation sessions;
- Classroom training or the required academic education component directly related to the work experience;
- Incentive payments directly tied to the completion of work experience; and
- Employability skills/job readiness training to prepare youth for work experience.

Participants should score 9.0 or above in Math and Reading on the TABE to be considered for work experience unless an exception is made at the time of file approval. Exceptions must be entered into case notes and defensible.

When determining the number of hours for Work Experience, the following should be considered:

- Current Skills, Skills gaps, Needed Skills for In-Demand Occupations and Prior Work Experience
- Clients cannot begin a work experience until all parties have signed/approved the Worksite Agreement.

Work Experience can last up to six months, up to 25 hours per week, at \$13.24 per hour not to exceed 650 hours. (per NKWIB policy)

Worksite Agreements must contain the following:

1. Duration of WEX
2. Remuneration
3. Tasks and Duties
4. Supervision
5. Health & Safety Standards
6. Identification of the academic and educational component; including how it will be provided
7. Other conditions, such as consequences of not adhering to the agreement, and
8. Termination Clause

The latest versions of the I-9, W-4, and K-4 must be completed and turned in to your finance department.

-----  
Educational/Training policy is \$3500.00 per fiscal year for up to 2 years.

Excerpt from TEGl 21-16

ISY cannot use youth program-funded ITAs. However, ISY between the ages of 18 -21 may co-enroll in the WIOA Adult program if the young adult's individual needs, knowledge, skills, and interests align with the WIOA adult program and may receive training services through an ITA funded by the adult program.

School status at the time of enrollment may determine which options are appropriate for 18 – 24-year olds because young adults who are in school are only eligible for the Title I youth program if they are 21 or younger at the time of enrollment. TEGl 21-16

If a client is going to pursue training, the "Need to Train Criteria" is developed. The 6 'state-approved' questions are answered and reviewed by NKADD staff.

- Is suitable employment available? – Case managers will need to provide LMI data to support that employment will indeed be available once training is completed.
- Will customer benefit from appropriate training? – Case managers will need to explain why the client needs the training based on the client's current skill and education level.
- Is there a reasonable expectation for employment following training? – Additional LMI data can be added in this area, as well as, an explanation that the client will be able to successfully use their training to attain employment.
- Is training reasonably available? – A case manager will need to document the accessibility of the training and explain how the client will be able to access the training.
- Is the customer qualified to undertake and complete the training? – The case manager will use the information in the Objective Assessment/Individual Service Strategy to build a case that the client can succeed on their educational path, as well as, attaining employment after completion of training.

- Is training suitable and available of the Eligible Training Provider List (ETPL), if applicable? – The case manager will summarize the entire criteria and indicate the criteria has been met, the case manager must state the training is listed on the ETPL and that training is necessary for self-sufficient employment.
- Successful Employment is the goal of training.

### **Best Practice**

Example of “need to train” criteria eligible for approval

1. Computer and Information technology is a high-demand industry, with a current employment figure of more than 3,300 in the NKY region according to KYSTATS. However, the client currently lacks the training and certification necessary to retain employment in the field. In the past 12 months, he has been fired from two jobs because of his lack of education in the IT field meant he could not keep up with the increasing job demands. His work experience also has not provided him with any credential which would make him employable at self-sufficient wages. Meanwhile, a search for Information Technology jobs within only 10 miles of Jacob’s home returns a result of more than 500 available jobs. Client will need to complete training to reliably access and hold these positions.
2. Client currently holds only a high school diploma. As a result, he has worked a high number of jobs in a short period of time, unable to retain employment at self-sufficient wages. Upon completing this training in Computer and Information Technologies, client can expect to obtain employment at an average wage of \$38.44/hour according to KYSTATS. Client has already received resume assistance through case manager and will continue to receive assistance with job searching techniques. This ensures that client is job ready by the time he completes this training program.
3. Computer and Information Technologies is a high-demand and broad field with hundreds of opportunities available. According to KYSTATS, computer occupations are projected to grow by 18.94% in openings by 2024. The category of “computer occupations” represents 13 different job titles, showing a large variety of occupations available to those who have completed training. Among these, ‘computer systems analysts” and “network and system administrators” most closely match the training the client will be completing. These occupations hold average wages of \$38.44 and \$37.06, respectively – well into the range needed to achieve self-sufficiency. The large variety and density of jobs available in this field mean that there will be an increase of more than 600 job openings available in the NKY region by 2024. This does not include Cincinnati, only a few miles away, which, as a technological hub, will see an increase of another 690 openings by 2024 according to the Ohio Department of Jobs and Family Services. Using personal transportation, client will easily be available to work in any of the areas where computer occupations are in high-demand.
4. Gateway Community and Technical College is only a few miles from client’s home. Client has personal transportation but is also near bus line.

5. Client holds a skill set and interests that correlate strongly with success in this training. On the TABE assessment, client scored grade equivalencies of 12.9+ in Language and Applied Mathematics. This will allow him to fully grasp complicated problems and apply his knowledge effectively to solve them. Client also scored high grade equivalencies of 10.2 in Math Computation and 11.2 in Reading, ensuring the client will be successful in understanding and completing his training. In addition, on an interest profiler assessment, client scored most highly in Realistic and Investigative characteristics, showing that he enjoys working hands-on with complex problems. Furthermore, Gateway (client's choice) offers no-cost tutoring services for any student, and the nature of his online courses means that they are always accessible from his computer. These courses also allow the client to access instruction an unlimited number of times and make progress at his own pace. With regular support from case management, the client should successfully complete.
6. Training is currently available and listed on the ETPL. Client has been assessed using multiple objective measures and has scored highly in all areas necessary to be successful in this training. Client has researched the field and reached an educated conclusion that this training is the right choice to achieve self-sufficiency. Client has also been in frequent communication with his case manager, who is confident that he has the skills and interests necessary to successfully complete the training.

### **Co-Enrollment**

Youth eligible for more than one Career Center program can be co-enrolled if the youth will benefit from both programs and services are not duplicated. It is the responsibility of the service provider to track the funding streams for youth who are enrolled concurrently.

### **Follow Up**

Follow up for 1 year is required unless the youth has voluntarily opted out of follow-up. Each youth should have follow-up services customized directly to their needs. An attempt at two-way contact must be documented once a month, at a minimum, more often is encouraged.

### **Best Practice (Summarized from Federal Issuance #62, April 23, 2001)**

- Develop a close mentoring relationship before and after placement.
- Develop a systematic approach for maintaining contact and interaction with the youth during follow-up services.
- Provide engaging follow-up activities to help keep youth interested and connected.
- Meet physical and emotional, as well as, vocational needs.
- When youth is employed, maintain a non-intrusive contact with employers. Follow-up staff should visit the job site as soon after the youth starts a job, if possible, and meet the employer and/or supervisor.

### **Youth Committee Requirements**

The NKWIB, to remain flexible, has taken on the role of the standing youth committee. Using a subcommittee of the NKWIB, the Program/Youth Committee, with the Youth Response Team and the Young Adult Advisory Board acting in as consultants, provides information to assist with planning, oversight, and other issues related to the provision of the youth program. The NKWIB is responsible for:

- Recommending policy direction to the local board for the design, development, and implementation of programs that benefit all youth;
- Recommending the design of the comprehensive community youth workforce development system to ensure a full range of services and opportunities for youth, focusing on disconnected youth;
- Recommending ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth;
- Recommending ways to coordinate youth services and youth service providers;
- Providing on-going leadership and support for continuous quality improvement for local youth programs;
- Assisting with planning, operational and other matters related to youth;
- Overseeing eligible youth providers, as well as other youth program responsibilities; and
- Selecting youth grants or contracts.

#### **Out-Of-School Priority**

A minimum of 75% of youth funds will be dedicated to Out-of-School youth. Youth Out-Of-School status is determined at eligibility. The NKWIB monitors spending bi-monthly at every meeting.

#### **Procurement Requirements**

NKWIB procures all youth services on a competitive basis using local procurement policies.

#### **Incentive Payments**

The Incentive Policy only applies to the JAG contract subcontracted through the Brighton Center contract.

Subcontractors may use incentive payments for recognition and achievements directly related to training activities and work experiences.

- Incentive payments must be tied to specific goals outlined in the ISS
  - Incentive payments cannot be linked to entertainment activities
  - Incentive payments must be related to attaining or obtaining employment or a goal on the individual's career path as defined in the ISS
  - Program Incentive Policy's must be submitted to the NKADD prior to implementation
- 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)]

As described above, the local WIOA Youth program has strong relationships with high schools in the Northern Kentucky Workforce Area. We work shoulder-to-shoulder with them to ensure the students are getting relevant, useful and helpful information. Events to involve youth in learning about the various sectors are coordinated with the high schools, local community colleges, businesses and partner agencies. Other activities include presentations to youth that teach soft skills while educating youth about the local WIOA opportunities available. WIOA staff partner with local community colleges, local four- year colleges, Life Learning Center, high schools, Tri-County Economic Development, the Housing Authority, local city governments, YMCA, Navigo, Community Action, Partners for a Competitive Workforce, Libraries, ATC's, Extension Offices and the ILEAD Academy.

The NKWIB includes representatives from Thomas More University, Northern Kentucky University and Gateway Community and Technical College along with the Executive Director of the Northern Kentucky Education Council (NKEC). The NKWIB Directors serves on the Board of Directors of the NKEC along with leaders from business, community organizations, higher and secondary education. It is the backbone organization for the alignment of education initiatives in Northern Kentucky. The Council serves as a catalyst for collaboration, change, and progress toward regional educational goals.

The major goals of the Northern Kentucky Education Council are to:

- Reduce barriers to education for all students from birth to career.
- Have all students be college and career ready.
- Ensure that educators meet or exceed national standards of excellence.
- Make certain that lifelong learning opportunities are available, accessible and affordable to every community member.
- Confirm that meaningful business engagement and service learning opportunities exist in all schools.
- Certify that all education institutions have the necessary financial resources and program alignment to support the needs of the region.

In addition, WIOA staff work closely with many area schools to provide outreach and coordination to youth in search of Labor Market information. As mentioned elsewhere in this plan, Youth staff have strong linkages to academic/occupational education partners (JCTCS and Gateway, as well as, proprietary schools) and plan events/participate in events that benefit and encourage youth to further their education. All youth have the opportunity to participate in an internship program to increase their understanding of the workplace.

Another local initiative is the Youth Response Team (YRT)). As a sub-committee of the NKWIB'S Program/Youth Committee, the YRT is focused on serving "Opportunity Youth" who are 16-24 years old and are not connected to work or school or are at imminent

risk of being disconnected. In addition to local community - based organizations and Career Center partners, school districts are represented on this body. By improving outcomes for this population, businesses and communities have the potential to increase savings, improve the quality of talent available to employers, and interrupt a multigenerational cycle of poverty for youth and their families.

- 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)]

Please refer to the Central Kentucky Regional Plan, Chapter 3, Item G (R), available for review by 9-30-19.

Below is the analysis for the Northern Kentucky Workforce Development Area.

Northern Kentucky WIOA Youth staff provides transportation to youth to participate in post-secondary education and on a limited basis, to get to employment. Youth can receive transportation for post-secondary the entire time they are attending school. However, the Youth program will only fund the first month of transportation for employment. The Youth program works with each youth to budget their income so they may maintain employment.

For other supportive services such as childcare, housing, food, etc. referrals are made to community partners.

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

The Kentucky Career Center Operator, under the direction of the NKWIB, work closely with core partners to ensure the provision of innovative, high-quality, integrated, efficient, and user-friendly services to job seekers and businesses in Northern Kentucky. The Career Center Operator works closely with the CDO and OVR Regional Program Managers, WIOA Program Managers, and all core partners, to provide co-enrollment, pursue opportunities for streamlining services, leverage partner resources for optimum efficiency, and assure program compliances with DOL and other relevant funding streams.

The Career Center Operator communicates at least weekly via phone, in-person, and/or email regarding relevant day-to-day operational practices with the NKWIB Program Director. Monthly staff "Huddles" are held in the comprehensive and Affiliate centers (Covington and Florence) to convene all center staff for relevant updates/ announcements, special guests, and other pertinent information as well as to promote a collaborative and integrated workforce system within the career center. Career Center Management Team (comprised of managers/supervisors/team leads from all onsite local partners) assemble in-person at least quarterly to discuss issues relevant to Career

Center operations. Additional communication is provided via email and social media to further enhance the outreach and communication efforts of the career center.

Weekly Kentucky Career Center Orientations are provided for job seeker customers in the Covington and Florence locations. These orientations are coordinated and facilitated by the core partners of CDO, WIOA, and OVR, with additional support from other partners. These orientations communicate a unified-branding of the Kentucky Career Center, with a strong emphasis on functional services rather than partner-agency specific information.

Additional workshops, classes, tours, simulations, hiring events, job fairs, and other events are held regularly at the career centers, in collaboration with onsite center partners.

The WIOA staff coordinates with DWI Merit staff in the provision of the Trade (TAA) program. Additionally, the local staff now work with the recently-established Trade Review Committee to secure requests for Trade training.

- 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 carry out the review of local applications submitted under Title II consistent with WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232. Adult Education and Literacy grant review training and process oversight to be provided by Kentucky Adult Education.

Kentucky Skills U (Adult Education) services are available through referral to this partner. The NKWIB participated in the review of applications for the local service provider for these services.

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

The NKWIB mandates priority be given to recipients of public assistance and other low-income individuals, and individuals who are basic skills deficient.

- 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.

As required by the Workforce and Education Cabinet, effective 10-1-18, the NK Career Center is using KEE-Suite for case management purposes. We also use Qless, Zoom, Salesforce (KIBES) for Business Services and Focus Assist for staff.

#### **Chapter 4: Program Design and Evaluation**

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

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

The Northern Kentucky Workforce Board has a standing Business Services Committee that reviews data on a bi-monthly basis to monitor collaboration with employers and to ensure continuous improvement to business services as demonstrated in our Strategic Plan. The NKWIB implemented a sector strategy many years ago. Career Center WIOA staff have been structured along those lines since that time. After an extensive review in FY 2017 the currently approved sectors for our area are Healthcare, Advanced Manufacturing, Transportation/Logistics, IT/Business/Finance, and Construction/Trades. Members of the Business Services Team at the Career Center work to assist clients to prepare for available jobs in these industries. Team members specialize in their assigned industry sector and have formed relationships with major regional employers in these sectors. The Business Services Committee also reviews Key Performance Indicators prior to presentation of this data to the full WIB. (See *Attachment 5*.) The Board identified employers as the primary customer of the Kentucky Career Center System and continues to focus on this through adherence to their strategic plan.

A minimum of 20% of youth funds are dedicated to work experience. Clients are assessed for aptitude, academic level, skill level, barriers and strengths to determine the best placement. Workshops and training sessions may be required before placement based upon the needs of the client and the needs of the employer. Some type of educational course usually runs concurrently with the work experience. Clients can work up to 26 weeks part-time, again based on need, for a maximum of 650 hours. (The 26 weeks are designed to follow a college semester, if applicable). During the work experience, case managers consistently contact the client, as well as, the employer to determine the progress of the youth. Upon completion of the work experience, the youth may pursue employment or education, depending upon their long-term goals and skills.

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 jobseekers. [WIOA Sec. 108(b)(6)(A)]

The NKWIB is committed to continuous improvement of services to job seeking clients. The Operator leads a Continuous Quality Improvement (CQI) committee that includes members of the career center core partners. The goal is to integrate the system to meet or exceed each of the applicable performance standards. This committee focuses on program utilization, customer flow, performance outcomes/ data, customer service and cost effectiveness. It meets at least quarterly to review relevant data and provides a means for partner input into the continuous improvement process. The NKADD ensures that services will also be designed to meet any additional quality standards established by the KWIB or the Northern Kentucky WIB.

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

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

Currently Northern Kentucky has Kentucky Career Center offices in four of our eight counties: Boone, Kenton, Carroll, Grant. Two of those counties are primarily rural and the Boone County office is located in the southern end which is suburban and rural. Through the KEE-Suite system, clients can register for KCC services from any location where they have internet access. In addition, the KCC partners work with public libraries in the region who all have Zoom technology available. This partnership has been very valuable in disseminating information in rural areas and providing technology for those customers who may not have computer access in their homes. We also have a website that provides a great deal information about available services, industry information, labor market information and a calendar featuring available workshops and meetings information.

There are Business Services Representatives assigned to each of the eight counties.

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)]

Local career centers are proud to feature ADA access for all customers, including several universal design qualities. Entrances/ exits, reception/ front desk, parking, and common areas are outfitted with ADA access as well as additional available accommodations. As part of the One-Stop Certification process, the state's ADA Coordinator assessed each local career center and designated them as being ADA compliant. The Operator and NKWIB staff frequently pursue additional opportunities to further enhance the overall ADA/ universal design components into the local career centers.

With OVR on site in Covington and Florence, the accessibility of facilities, programs and services is continually and consistently addressed. This ensures that the offices are in compliance with physical and programmatic accessibility of facilities, programs and services. We also have the State ADA Coordinator on site at the Florence Career Center.

In addition, staff of Kentucky Career Center offices in our region has participated in ADA universal design training sessions offered by the staff of Office for Vocational Rehabilitation.

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

The NKWIB maintains a mailing list of the following interested parties who are notified when the local plan is prepared and available for comments. A legal notice in the newspaper of record is published as well. The required comment period is included in the notification memo and legal notice. The complete plan is available for review on the NKADD website and in hard copy form at the NKADD offices.

- County Judge Executives
- NKADD Board of Directors (including local mayors and elected officials)
- School Superintendents
- Representatives of public and community-based organizations
- Representatives of business
- Representatives of Labor

**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 NKWIB has a thorough assessment process based on contractual requirements, monitoring of activity against those requirements and outcome reviews. This process ensures the employment and training activities provided through the client flow process as described below are of high quality.

The Northern Kentucky WIB identified employers as the primary customer of the KCC system. In order to provide these services in an efficient and effective way, WIOA staff is structured as Business Services Representatives and Talent Development/Career Planning Specialists. Business Services Representatives specialize in employer services while Talent Development/Career Planning Specialists primarily focus on the job-seeking client. The goal of all these services is to identify available employment opportunities and to place qualified individuals into those positions.

In an effort to provide integrated services throughout each of our Kentucky Career Centers within the Northern Kentucky area, the WIOA staff under the direction of NKWIB Director coordinate efforts with Regional Manager and CDO staff to perform tasks in a system of co-enrollment. This plan will comply with requirements for Cross-Program Strategies, Partnerships, and Leveraging Resources as defined by DOL.

NKWIB funds the WIOA Direct Services Provider’s First Impression/Point Person staff (greeters/resource navigators) to staff the front desk of the career centers in Covington and Florence. OVR also provides a full-time receptionist in the Florence office. Other partners such as OVR and CDO, provide backup support when needed. Upon arrival, all job seekers are asked to complete the same survey sheet in order to assess client’s needs. Both CDO and WIOA staff are able to get job seekers registered on [www.focuscareer.ky.gov](http://www.focuscareer.ky.gov) as well as Citizen Connect, which will provide customers with access to workforce resources, Job search strategies, resume building, and LMI information.

As job seekers either are referred to, express interest in, or profiled for additional Career Center programs, they are invited to attend the KCCO Orientation. It is there that

multiple programs from multiple agencies will be introduced to client. The programs presented here will include Office of the Blind, Vocational Rehabilitation, Gateway Community and Technical College, Adult Ed, Career Connections as well as RESEA (Re-Employment Services and Eligibility Assessment) and other required activities for those clients receiving UI benefits. This will combine what was previously several orientations occurring at different times throughout the month.

An individual in need of WIOA Individualized Career Services must be determined eligible using the WIOA.1. Once eligibility has been verified, the client must have an electronic file in KEE Suite as well as a local Central Records Unit (CRU) case management file. Once initially WIOA Registered in KEE-Suite, the career counselor will continue to use this as a tool for collecting and updating information on the client. KEE-Suite includes a Customer Detail, Services, and Comprehensive Assessment section for each client. These combined sections are designed to provide in depth information about the client relative to their work history, education, aptitudes, interests and other factors that may affect their employment goals. It also provides a means to record the flow of services to the individual and outcomes.

If the client is not able to obtain self-sufficient employment through provision of Individualized Career Services, then Training Services may be required to help the client reach their employment goal. Training services will primarily be available through Individual Training Accounts or On-the-Job Training, although other types of training eligible under WIOA may be considered.

Once WIOA services are deemed no longer necessary, either because the client is employed at a self-sufficient level or because additional services would not be beneficial toward the goal, services will be closed out in KEE-Suite. Appropriate follow-up services will be made available to a participant placed in unsubsidized employment for a minimum of 12 months following the participant's first date of employment. Follow-up services can be useful for participants in order to maintain employment. Career Center staff may provide workplace information and tips for success in a workplace environment. Examples may include assistance with employer benefits, health insurance, and financial literacy and budgeting assistance.

- 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)]

Through the WIOA Direct Services Provider sub-contract, the NKWIB has Direct Workforce Service Business Service Representative staff serve as the Local Area Rapid Response Coordinator (LARRC). Staff are required to be certified by the State of Kentucky to provide Rapid Response services to employers and employees in the Northern Kentucky region. Direct Workforce Service Business Service Representative staff is located in Covington, Florence, Grant County and Carroll County. They offer coordinated Local Rapid Response services to employers throughout the eight county Northern Kentucky Workforce Investment Area.

The LARR Coordinator will collaborate with Kentucky Career Center and community representatives to ensure the provision of Rapid Response activities as well as information on a full range of employment and training-related services. The LARR Coordinator will ensure the team's Rapid Response delivery is prompt and meets the needs of the community, employers and workers.

Rapid Response services to employers and individuals include:

- The establishment of onsite contact with employers and employee representatives immediately (within two days of notification) after a current or projected permanent closure or layoff; or in the case of a disaster, immediately after the State is made aware of mass job dislocation as a result of such disaster
- Initial contact includes an assessment of and plans to address (1) layoff plans and schedule of the employer; (2) background and probable assistance needs of the affected workers; (3) reemployment prospects for workers; and (4) available resources to meet the short and long-term assistance needs of the affected workers
- The provisions of information and access to unemployment compensation benefits and programs, such as Kentucky Career Center services, including information on the Trade Adjustment Assistance (TAA) Program, Pell Grants, and other resources
- Coordination of Rapid Response meetings with employer and employees held onsite at the company
- The delivery of other necessary services and resources including workshops and classes, use of worker transition centers, and job fairs, to support reemployment efforts for the affected workers
- The provision of emergency assistance adapted to the particular closure, layoff, or disaster
- The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance. Such coordinated assistance may include working with the NKWIB in the development of an application for a national dislocated worker grant.
- As appropriate; developing systems and processes for (1) identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion; (2) analyzing and acting upon data and information on dislocations and other economic activity in the State, region, or local area; and (3) tracking outcome and performance data and information related to the activities of the Rapid Response program
- Coordinate the delivery of services with the local Trade Adjustment Assistance Coordinator to worker groups for which a petition has been filed
- Layoff/Plant closure support services to improve company morale
- Provision of job transition and employment resources to affected individuals

- Develop and maintain internal (i.e. Kentucky Career Center) and external (i.e. DOL, Health Dept) partnerships to deliver seamless and comprehensive services
- Provision of career counseling and employer guidance to help individuals and companies cope with economic shock
- Assist with layoff aversion resources when applicable

NKY Rapid Response Process:

Initial Notification and Preparation

Upon notification of layoff or company closure, the LARR Coordinator will assemble a team of representatives from partnering Kentucky Career Center agencies, and local and federal organizations (i.e. US Department of Labor, OVR, Northern KY Health Department, Community Based Services, etc.) to meet with the employer and affected employees. The nucleus of the team will be referred to as the Local Area Rapid Response (LARR) Team and will consist of WIOA and Office of Employment and Training staff. The LARR Coordinator will coordinate and provide oversight to the LARR Team and ensure appropriate staff training. The LARR Team will meet together on a quarterly basis (at a minimum) to discuss Rapid Response developments, training, labor-market statistics, formatting, organization, and overall team function.

Upon notification of potential permanent or indefinite layoff (impending or actual), the LARR Coordinator or Assistant LARR Coordinator will contact the company within three business days. For each company requesting Rapid Response services, a Record of Dislocation (RR-50) will be completed and forwarded to the NKADD, detailing the scope and impact of the layoff.

Event Coordination and Facilitation

During the Rapid Response employee meeting(s), the LARR Team and partner representatives will present information on available services within their agency or program to the affected employees. At the conclusion of the meeting, Representatives will be available to address individual employee questions and provide referral information for additional services. The Rapid Response team will work quickly and efficiently to identify and coordinate services to ultimately minimize disruptions associated with job loss.

Support Services and Follow-Up

In the event that an employer has not followed the state Worker Adjustment and Retraining Notification (WARN) process or is not interested in having the Rapid Response team for their affected employees, either on site or at one of the Kentucky Career Center locations, the Coordinator and LARR team will request the names and addresses of the affected employees in order to contact them individually by mail to provide information about available services for Dislocated Workers as well as information on how to access other Kentucky Career Center services. If an employer does not provide that information, LARR staff will ask that the appropriate information be made available to the affected employees. Depending on the interest level of the

employer, services such as workshops, assessment and job development may be offered on-site or at the nearest Kentucky Career Center office. LARR staff will also follow through with the employer and the affected employees until the layoff occurs.

#### Documentation and Record Keeping

Both the LARR Coordinator and Assistant LARR Coordinator will ensure accurate completion of the Record of Dislocation (RR-50) forms for each company, employer/employee surveys, KEE-Suite Rapid Response tab, email distribution lists of Rapid Response partners (i.e. DOL, etc.), and completion of all appropriate reporting to the NKADD and WIB.

- 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 for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9)]

A complete local youth program design is provided under 5. E. beginning on page 20, including our successful model and multiple best practices.

This fiscal year we are on target to reach a 90% Out of School expenditure rate, exceeding the 75% requirement. Based on the number of Opportunity Youth (residents aged 16 – 24 who are not attached to a workplace or education) who reside in our area (6,400 with 5,489 residing in our top three counties of Boone, Campbell and Kenton) we focus the majority of our resources on Out of School youth. The Youth Response Team (a subgroup of the NKWIB Program/Youth Committee) is aware of the cost of such a large number of Opportunity Youth residing in a small area and work consistently to decrease our numbers. According to Young Invincible, in this Together, The Hidden Cost of Young Adult Employment (2014), an 18-24 year old will cost his or her federal and state government over \$4,100 annually in foregone tax revenue aid and safety net benefits paid out, 93% from lost tax revenue and 7% from social safety net expenditures. As a result of the high cost of Opportunity Youth, the NKWIB is fully focused on this age group. The Youth Response Team, as well as, our local provider works closely with over 21 community-based organizations, foster care agencies, government programs and internal KCC programs. They also partner with the NK Safety Net Alliance, which is a collaboration of 133 partner agencies, who they share information with as an outreach/recruitment strategy. In addition, through the Youth Response Team, the local service provider is leading a Young Adult Advisory Board made up of 7 - 10 youth (ages 16-24) who provide feedback and guidance on outreach strategies.

Work based learning activities are based on the aptitude, academic level, skills level, barriers and strengths of the youth. Workshops and training sessions may be required before placement based upon the needs of the client and the needs of the employer. Some type of educational course usually runs concurrently with the work experience.

Clients can work up to 26 weeks part-time, again based on need, for a maximum of 650 hours. (The 26 weeks are designed to follow a college semester, if applicable). During the work experience, case managers consistently contact the client, as well as, the employer to determine the progress of the youth. Upon completion of the work experience, the youth may pursue employment or education, depending upon their long-term goals.

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

The Northern Kentucky Workforce Investment Board was the first board to be named a High Performing WIB in the state. We are maintaining all the strategies, efforts and documentation that is anticipated for recertification as a High Performing WIB. This includes its dynamic strategic plan, bylaws, committee minutes, confirmation of meetings via email, NKADD administrative regulations, NKADD organizational chart, NKWIB budget process, NK key metrics, nomination forms, board roster, board structure, Career Center MOU-RSA, RFP for direct services, NKWIB master schedule.

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

Training services are provided to equip individuals to enter the workforce and retain employment. Training services are available for individuals who, after interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to be in need of training services and to possess the skills and qualifications to successfully participate in the selected program. Some participants may need additional services to assist their vocational training, such as job readiness training, literacy activities including English language training, and customized training.

As required, individuals, for whom training has been deemed appropriate, select a training program linked to employment opportunities in the local area or in an area to which the individual is willing to commute or relocate to ensure customer choice. The selection of this training program should be fully informed by the performance of relevant training providers, and individuals must be provided with the performance reports for all training providers who provide a relevant program.

Under WIOA sec. 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who:

- a. A career counselor determines, after an interview, evaluation, or assessment, and career planning, are:

1. Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
  2. In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
  3. Have the skills and qualifications to participate successfully in training services;
- b. Have selected a program of training services from the Eligible Training Provider List (ETPL) that is directly linked to the employment opportunities in the Northern Kentucky Workforce Development Area or the planning region, or in another area to which the individuals are willing to commute or relocate. In the Northern Kentucky Workforce Development Area, only programs linked to employment opportunities in the following industry sectors may be considered, provided the program is on the ETPL. (NOTE: Please see **Policy for Vendors Training in Non-Approved Industry Sector Occupations** below if training program does not fall under one of the approved sectors.)
- Advanced Manufacturing
  - Healthcare
  - Transportation/Logistics
  - IT/Business/Finance
  - Construction/Trades
- c. Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under title IV of the Higher Education Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

After an interview, evaluation or assessment, and case management with the customer and they are determined to be unlikely or unable to obtain or retain employment that will lead to self-sufficiency or higher wages from previous employment through career services alone. The NKWIB requires job searches to document that determination. Please see below for the minimum requirements for job search. In addition, the customer may be placed into training with the following six criteria documented in comments in KEE-Suite: (Note: An example of “Best Practices in documenting need to train in KEE-Suite” is included in this manual)

1. **Is suitable employment available?** Is there suitable employment available in the local commuting area, or a reasonable prospect of such suitable employment becoming available in the foreseeable future?
2. **Will customer benefit from appropriate training?** There must be a documented customer need for skills upgrading and training. It must also be

documented that the customer will be job ready upon completion of the training program.

3. **Is there a reasonable expectation for employment following training?**  
Documentation must indicate that there is a reasonable expectation that the customer will find a job in the labor market after completion of training. There should be a fair and objective projection of job market conditions expected to exist at the time of completion of training. This can be documented in case notes.
4. **Is training reasonably available?** Documentation must indicate that training is reasonably accessible to the customer within the local community area. If not accessible within the local community area, but is available outside the local commuting area, the cost must be reasonable and documented. This can be documented in case notes.
5. **Is the customer qualified to undertake and complete the training?**  
Documentations must indicate the customer's personal qualifications to undertake and complete approved training. Evaluation of the customer's personal qualifications must include physical and mental capabilities, educational background, work experience and financial resources, as adequate to undertake and complete the specific training program.
6. **Is training suitable and available on the Eligible Training Provider List (ETPL), if applicable?** Suitable means the customer met criteria above. The training must be listed on the ETPL, if applicable, and be a viable option for the customer in obtaining employment.

**Interview** is defined as, at a minimum, a conversation with a customer to collect information regarding income, living situation, education level and reason for visiting the Kentucky Career Center. The interview must be documented in KEE-Suite case notes and the IEP. Activities such as Orientation and Career Planning must be, at a minimum, selected in KEE-Suite to record such process.

**Evaluation/Assessment** is defined as a way to identify a customer's interest, skill levels, abilities, barriers and service needs. Assessments may be formal or informal and may include special diagnostic testing with an analysis of the testing documented in KEE-Suite cases notes and the IEP. Activities such as Initial Assessment, Career Assessment, and Interest Inventory must be, at a minimum, selected in KEE-Suite to record such process.

**Case Management** includes the development of the IEP based on interview(s) and evaluation/assessment(s). The IEP should identify employment goals, appropriate achievement objectives and the place of action for the customer to achieve employment. Activities such as Received Case Management Services and IEP must be, at a minimum, selected in KEE-Suite to record such process.

### **Training Request Process**

WIOA Training services are provided to equip individuals to enter the workforce, advance to self-sufficient employment, and/or retain employment- all to help meet the ongoing needs of local employers while promoting regional economic development. Training services will be targeted towards high-demand industries/ occupations and may include the following examples: post-secondary degree/certification/credential attainment, occupational skills training, OJT, cohort, work-based, and registered apprenticeship, which incorporates both OJT and classroom training, pre-apprenticeship training, workplace training with related instruction, training programs operated by the private sector, skill upgrading and retraining, entrepreneurial training, and transitional jobs. Training services are available for individuals who, after interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to need training services and to possess the skills and qualifications to successfully participate in the selected program. Some participants may need additional services to assist their vocational training, such as job readiness training, literacy activities including English language training, and customized training.

Proposed § 680.210(b) requires that individuals, for whom training has been deemed appropriate, select a training program linked to employment opportunities in the local area or in an area to which the individual is willing to commute or relocate. The selection of this training program should be fully informed by the performance of relevant training providers, and individuals must be provided with the performance reports for all training providers who provide a relevant program.

Under WIOA sec. 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who:

1. A career counselor determines, after an interview, evaluation, or assessment, and career planning, are:
  - a. Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
  - b. In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
  - c. Have the skills and qualifications to participate successfully in training services;
2. Have selected a program of training services from Kentucky's Eligible Training Provider List (ETPL) that is directly linked to the employment opportunities in the Northern Kentucky Workforce Development Area or the planning region, or in another area to which the individuals are willing to commute or relocate. The ETPL site can be accessed via <https://etpl.ky.gov>.

**Targeted Industry Sectors-** In the Northern Kentucky Workforce Development Area, only training programs linked to employment opportunities in the following

targeted, high-demand industry sectors may be considered, provided the program is on the ETPL:

- Advanced Manufacturing
- Business/ IT/ Finance
- Construction and Trades
- Healthcare
- Transportation/ Distribution/ Logistics

(NOTE: Please see Policy for Vendors Training in Non-Approved Industry Sector Occupations, if training program does not fall under one of the approved sectors.)

3. Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under title IV of the Higher Education Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

After an interview, evaluation or assessment, and case management with the customer and they are determined to be unlikely or unable to obtain or retain employment that will lead to self-sufficiency or higher wages from previous employment through career services alone, The NKWIOA requires job searches to document that determination. Please see below for the minimum requirements for job search. In addition, the customer may be placed into training with the following six criteria documented in comments in KEE Suite: Is suitable employment available? Is there suitable employment available in the local commuting area, or a reasonable prospect of such suitable employment becoming available in the foreseeable future?

- 1. Will customer benefit from appropriate training?** There must be a documented customer need for skills upgrading and training. It must also be documented that the customer will be job ready upon completion of the training program.
- 2. Is there a reasonable expectation for employment following training?** Documentation must indicate that there is a reasonable expectation that the customer will find a job in the labor market after completion of training. There should be a fair and objective projection of job market conditions expected to exist at the time of completion of training. This can be documented in case notes.
- 3. Is training reasonably available?** Documentation must indicate that training is reasonably accessible to the customer within the local community area. If not accessible within the local community area, but is available outside the local commuting area, the cost must be reasonable and documented. This can be documented in case notes.
- 4. Is the customer qualified to undertake and complete the training?** Documentations must indicate the customer's personal qualifications to undertake and complete approved training. Evaluation of the customer's personal qualifications must include physical and mental capabilities,

educational background, work experience and financial resources, as adequate to undertake and complete the specific training program.

- 5. Is training suitable and available on the Eligible Training Provider List (ETPL), if applicable?** Suitable means the customer met criteria above. The training must be listed on the ETPL, if applicable, and be a viable option for the customer in obtaining employment.

#### **Training Request Submission Process (Adult/ DW/ Trade)**

1. Upon completion of your internal (WIOA Direct Service Provider) training request review process, please compose all participant WIOA Training Request emails to the following recipients: [jason.ashbrook@nkadd.org](mailto:jason.ashbrook@nkadd.org) and copy [barbara.stewart@nkadd.org](mailto:barbara.stewart@nkadd.org) and [david.klokner@nkadd.org](mailto:david.klokner@nkadd.org), along with your supervisor.
2. Use the following format for the subject line of Training Request submission email:

**TRAINING REQUEST (all caps) Customer first/last name, KEE #, A/DW/Trade (status), School name, Training program name, requested start date**

**Example:** *“TRAINING REQUEST: Jill Smith, KEE000322145, DW, Gateway, Welding, 02/11/19”*

Please restate these details in the body of the email as you declare your request and include that you have identified the program of study on the ETPL site and that you have documented, in KEE Suite, the six (6) points of the “Need to Train” policy.

3. If the participant is unemployed, attach the job search documentation **and save/ title the job search document in the following format: “last, first name job search”**. **Example:** “Smith, Jill - job search”. The job search documentation should be assembled in *one* document/ file. Please note: job search documentation should only include positions that the participant is qualified for *currently/prior to Training*, rather than positions they will qualify for *after* Training is completed. See additional job search criteria below.

Please allow up to a 10-business day turn around in obtaining a response for approval. Please remember to leave yourself time between the 10th business day following request and the first day of class to sign ITA.

**Job Search documentation** must include the following information (at a minimum):

- Specific date of job application/ resume submission, as well as the specific companies and positions applied for. These positions must be similar to the job from which the person was displaced (or previously employed in), or; reflect the participant’s current knowledge, skills, abilities, and/or qualifications. For those participants who are already in school, the Career Counselor will advise them of the WIOA regular process indicating job search

is still required. The job search documentation will be reviewed along with educational attainment, work history and assessment results.

- A minimum of 30 job searches during the 90 days prior to the date of the training request. At least 10 of these job searches must be at least 30 days prior to the date of the training request.
- Documented job search results. This documentation is required, even if the job search activity primarily occurred over the Internet. It is the participant's responsibility to document the results of their job search activities.

Special Note: Any training requests submitted that do not adhere to the guidelines listed above/previously, will be solely approved or rejected, based on the NKWDA's/ NKWIB's discretion with a full explanation of approval or rejection listed in the training request decision/ response email.

### **Individual Training Accounts (ITA's)**

Individual Training Accounts (ITA's) are key tools used in the delivery of many training services. Under the ITA, eligible individuals will the training will typically be provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with a training provider. The ITA is a means by which an individual can access training from an entity on the Eligible Training Providers List (ETPL). It is the responsibility of the NKWDA to coordinate funding for ITAs with funding from other Federal, State, local or private job training programs or sources to assist individuals in obtaining training.

### **WIOA ITA Document and Trade Participant Agreement Revisions**

- The revised ITA and Trade Participant Documents are posted on the [www.nkcareercenter.org/WIOA](http://www.nkcareercenter.org/WIOA) page. Please utilize these revised documents.

Currently the limits imposed under the NKWIB for ITA training (A/DW) are:

- Up to \$3,500 per fiscal year
- Up to \$7,000 for two fiscal years, not to exceed 104 weeks without prior approval by the NKWIB Director.

### **Policy for Vendors Training in Non-Approved Industry Sector Occupations**

The NKWIOA will only make referrals to programs training for occupations within the approved Northern Kentucky Industry Sector. The list of approved high demand sectors is below. Schools training in occupations that do not obviously fall under one of the approved industry sectors must demonstrate there is a hiring demand for the occupation. In order to do this, the training vendor must provide at least 5 of the surveys included in the Training section of this manual. These surveys must be completed by employers in the Greater Cincinnati Metropolitan Area.

Northern Kentucky High Demand Sectors:

- Advanced Manufacturing
- Business/ IT/ Finance
- Construction and Trades
- Healthcare
- Transportation/ Distribution/ Logistics

Completed surveys must be submitted by the training vendor. They can be mailed to Doug Beard at the address below or signed PDF copies can be scanned to his email address at [David.klokner@nkadd.org](mailto:David.klokner@nkadd.org). David Klokner, NKADD, 22 Spiral Drive, Florence, KY 41042

Surveys must be submitted each year at the point the training vendor submits an application to the Commonwealth of Kentucky Eligible Training Providers List (ETPL).

### **Work-Based Training**

Work-based training is employer-driven with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they have completed the program.

Registered apprenticeship training is a type of work-based training that can be funded in the WIOA Adult and Dislocated Worker programs; additionally, pre-apprenticeships may be used to provide work experiences that can help participants obtain the skills needed to be placed into a registered apprenticeship. Work-based training can be an effective training strategy that can provide additional opportunities for participants and employers in both finding high quality work and in developing a high-quality workforce. Each of these work-based models can be effectively used to target different job seeker and employer needs.

OJT is primarily designed to provide a participant with the knowledge and skills necessary for the full performance of the job. OJT Policies are detailed in their own section of this manual.

### **Participation in Training**

Ongoing Case management will be provided to participants in training services to ensure attendance and acceptable progress towards employment goals established in KEE Suite. Effective case management practices include comprehensive case notes. Case notes document details about: intake, evaluations, participation, outcomes, service decisions, one-on-one meetings, achievements, and follow-up services. The purpose of case notes is to provide a detailed description of an individual's participation in services.

Each customer will have case notes in KEE Suite documenting relevant information beginning with intake and continuing through case management, training, and follow-up services. Local workforce areas should develop policies and procedures that comply with this policy.

Detailed case notes will include the following:

- history and details of the customer's situation, including both strengths and barriers;
- WIOA activities provided or planned (if applicable)
- a description of how the customer will benefit from designated services;
- details of significant events;
- the need for modifications in the customer's training or services;
- information provided orally or electronically by service providers;
- information on contact with the customer to include:
  - date and manner of contact (face-to-face, phone call, e-mail, etc.);
  - purpose of the contact;
  - information provided by the customer;
  - outcomes of the contact; and
  - if quoting the customer, must use quotations and state exactly as customer stated.
- customer's progress toward goals;
- need for additional services;
- any new information pertaining to customer's employability; and
- verification of post-exit outcomes (must meet the requirements of data validation).

Case notes should ONLY include staff information, comments, and personal details about the customer to the extent that the information relates to the likely employability and/or training success of that customer.

Case notes will be written at the time of the event or contact and entered in to KEE Suite as soon as possible, not to exceed 10 business days.

Case notes will provide a complete and relevant narrative of a customer's progress through all stages of participation.

Time sheets must be submitted by participants in a timely manner and maintained in the case management file. A sample time sheet is included in this section of the manual.

With performance reporting being a top priority at both the state and federal level, the KY Office of Career Development (formerly Office of Employment and Training) issued a directive that beginning January 1, 2014, data must be entered in the system within 10 days of its occurrence. The purpose of this timeframe is necessary to extract and review correct data. If data is entered after a 10-day deadline and issues/problems arise, the data will be considered questioned cost.

If the participant is participating in a distance or on-line class or program, they must comply with their agreement to personally participate in all required learning activities associated with the class or program and to devote the time required to the class or program to ensure appropriate progress and successful completion of

the class or program. These hours must also be tracked using the above method in KEE Suite.

### **ITA Payment System**

Payments for training costs will be made through a vouchered system. A sample invoice and detailed instructions are included in this section. Vendors may use this invoice but are not required to do so. If they choose to use their standard format, it must include the WIOA participant's name, period of training for which reimbursement is being requested and the amount of the payment request. Participants must use the Participant Reimbursement Request included in this manual. They must have the invoice signed by someone from the training provider organization or provide some similar proof of attendance or requirement of the supplies purchased. A copy of these invoices must be given to your participant and the training vendor at the point training is approved and the ITA is finalized.

The School will submit by mail or electronic files to the NKWIB invoices in a timely manner, detailing actual and allowable costs WIOA is expected to cover for tuition, fees and/or books and required supplies on behalf of an individual referred by the NKWDA.

## **Chapter 5: Compliance/Performance/Administrative Cost**

Responses should be focused on the local area's compliance with federal or state requirements.

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

Please refer to the Central Kentucky Regional Plan, Chapter 5, Item A (R), available for review by 9-30-19.

The Northern Kentucky Workforce Development Area response is as follows:

The Memorandum of Understanding between partners delineates the efforts and services provided by the Office of Vocational Rehabilitation. Guidance will be requested for cooperative agreements. WIOA 107(d)(11) states: The local board shall coordinate activities with education and training providers in the local area, including providers of adult education and literacy activities under Title II, providers of career and technical education and local agencies administering plans under Title I of the Rehab Act of 1973. The NKWIB and OVR/OFB collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment and individuals living in poverty. Services are co-located in the Kentucky Career Center to provide access to a wide variety of services.

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

Please refer to the Central Kentucky Regional Plan, Chapter 5, Item B (R), available for review by 9-30-19.

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

Please refer to the Central Kentucky Regional Plan, Chapter 5, Item C (R), available for review by 9-30-19.

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

The Northern Kentucky Area Development District has been named the subgrant recipient and fiscal agent for the Northern Kentucky Workforce Development Area. As such, it is responsible for the disbursement of grant funds.

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

The NKADD follows the model procurement practices for purchasing goods and services within the local area. The processes are described in the NKADD Administrative Regulations, Section 3: Purchasing. (See *Attachment 6*)

Regarding procuring services of the one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker and youth services, the NKWIB is currently following the process required under the Workforce Innovation and Opportunity Act (WIOA) State Guidelines issued March 20, 2017. This includes adherence to CDO Policies 15-001, 15-002 (as amended), 17-001 and 17-002.

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

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

The implementation of KEE-Suite on October 1, 2018, created challenges for data collection. A learning curve was expected, and we are still experiencing that with regular updates and changes in the system. The conversion of EKOS data also came with challenges; data missing being the primary concern. Staff is in the process of entering

outcomes for converted clients. Currently, we are not confident with the reports that we pull locally, or reports issued from the state but are working to find the inconsistencies in the data for indicators and performance measures. The NKWIB will continue to use the local KPI report (see *Attachment 5*). The NKWIB welcomes the continued attempts by the state and will continue to monitor the reliability of performance data that will be used in a continuous improvement process.

In the meantime, the NKWIB will continue to regularly review Key Performance Indicators (KPI) that reflect the outcomes of the efforts of the NKADD as fiscal agent and the one-stop system. Measurable statistics in the KPI reports include: Job orders posted, new available positions, job referrals/ candidate prescreening, job placements, employer contacts, and new business outreach, all calculated monthly. These reports also review the cumulative year-to-date totals of Job fairs, on-site hiring events, internships/OJT, Business tours, and clients in training. Labor Market information is also included including labor participation rate, unemployment rates as well as customer satisfaction rates of both the job seekers and the employers. The KPI also captures contact data for employers in the 5-identified sectors as determined by the Board. The NKWIB has determined this data is necessary to evaluate the return on investment concerning career center resources.

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.

<b>Local Workforce Development Board Chief Local Elected Official</b>	<b>BOARD CHAIR</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

See additional page if more than one Chief Local Elected Official or Local Elected Official signature is required.

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

<b>Local Elected Official</b>	<b>Local Elected Official</b>
<b>Name:</b>	<b>Name:</b>
<b>Title:</b>	<b>Title:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>



## **WIOA Regional Innovation and Local Comprehensive Plan Guidance**

### **List of Attachments**

1. Northern Kentucky LWDA Economic and Workforce Analysis
2. Established Local Credentials and CCTEC FY18
3. NKWIB Strategic Action Plan
4. Northern Kentucky WDA 2018-2021 MOU
5. KPI June 2018
6. NKADD Administrative Regulations Section 3 Purchasing

### Northern Kentucky LWDA Economic and Workforce Analysis

	USA	Kentucky	Cincinnati, OH-KY-IN MSA	Northern Kentucky, KY WDA	Boone County, Kentucky	Campbell County, Kentucky	Carroll County, Kentucky	Gallatin County, Kentucky	Grant County, Kentucky	Kenton County, Kentucky	Owen County, Kentucky	Pendleton County, Kentucky
<b>Population</b>	325,719,178	4,454,189	2,179,082	458,426	130,728	92,488	10,713	8,776	24,984	165,399	10,765	14,573
<b>Labor Force Size (civilian population 16 years and over)</b>	161,159,470	2,078,867	1,116,995	234,676	67,873	48,795	4,972	3,967	10,960	87,172	4,199	6,738
<b>Prime-Age Labor Force Size(civilian population 25-54)</b>	103,761,701	1,325,141	709,860	152,696	44,559	30,448	3,158	2,629	6,840	57,801	2,761	4,500
<b>Identify as Disabled (Age 18-64)</b>	10.3%	15.9%	10.8%	11.8%	9.4%	9.6%	14.4%	14.1%	16.5%	13.1%	18.2%	17.6%
<b>Labor Force Participation Rate (civilian population 16 years and over)</b>	63.3%	59.2%	65.8%	66.3%	70.0%	65.4%	60.7%	58.9%	58.5%	67.9%	49.6%	58.0%
<b>Prime-Age Labor Force Participation Rate(civilian population 25-54)</b>	81.6%	77.0%	83.6%	83.0%	85.4%	82.7%	75.5%	76.0%	70.5%	85.0%	71.1%	78.2%
<b>With a Disability Labor Force Participation Rate (Age 18-64)</b>	41.4%	33.7%	42.1%	40.9%	49.0%	40.8%	25.8%	20.0%	28.7%	43.2%	21.4%	35.4%
<b>Unemployment Rate <sup>1</sup></b>	4.0%	4.2%	4.5%	3.8%	3.6%	3.8%	4.2%	4.5%	4.8%	3.8%	5.5%	4.4%
<b>Poverty Level (of all people)</b>	14.6%	18.3%	13.2%	12.6%	7.6%	14.2%	27.7%	13.4%	21.5%	12.9%	16.7%	15.1%
<b>No High School Diploma <sup>2</sup></b>	11.4%	12.1%	7.9%	9.0%	5.7%	7.8%	21.6%	16.6%	15.4%	9.2%	14.2%	15.0%
<b>High School Graduate <sup>2</sup></b>	26.0%	32.2%	28.3%	29.3%	24.8%	28.8%	42.9%	44.4%	44.4%	27.0%	48.3%	42.9%
<b>Some College, No Degree <sup>2</sup></b>	21.2%	21.9%	20.0%	22.9%	26.1%	19.7%	19.8%	21.5%	19.6%	23.4%	17.1%	22.2%
<b>Associate's Degree <sup>2</sup></b>	9.0%	9.1%	9.3%	8.8%	9.4%	8.6%	6.7%	4.4%	8.6%	8.9%	8.7%	6.5%
<b>Bachelor's Degree <sup>2</sup></b>	20.5%	15.0%	22.1%	19.6%	22.4%	23.0%	5.9%	9.2%	7.5%	20.5%	8.4%	8.0%
<b>Postgraduate Degree <sup>2</sup></b>	11.8%	9.7%	12.3%	10.4%	11.6%	12.1%	3.1%	4.0%	4.5%	11.0%	3.4%	5.4%
<b>Disconnected Youth:16-19 year old's who are not in school, not high school graduates, and either unemployed or not in the labor force</b>	2.7%	2.9%	1.8%	1.7%	1.6%	2.3%	0.0%	0.0%	2.6%	1.4%	1.6%	0.0%
<b>Opportunity Youth :16-24 year old's who are not in school, and either unemployed or not in the labor force. <sup>3</sup></b>	11.7%	14.3%	11.5%	15.2%	10.6%	10.9%	23.0%	x	18.7%	12.9%	x	x
<b>Incarceration Rate (percent of total population) <sup>4</sup></b>	0.70%	0.87%	x	1.01%	0.7%	1.3%	1.6%	0.8%	1.9%	0.9%	0.6%	1.0%
<b>Opioid Dependency Rate <sup>5</sup></b>	x	x	x	8.5%	x	x	x	x	x	x	x	x
<b>Homeless <sup>6</sup></b>	1.7%	0.06%	0.06%	0.05%	0.03%	0.06%	x	x	x	0.10%	x	x
<b>Households Receiving Food Stamps</b>	12.6%	16.1%	11.5%	10.9%	7.2%	9.2%	20.6%	12.1%	19.0%	12.0%	16.9%	15.9%
<b>Individuals Receiving Medicaid <sup>7</sup></b>	23%	22%	x	22.4%	18.1%	19.0%	36.2%	28.0%	33.2%	23.2%	35.0%	30.3%

**Source(s) and Note(s)**

All data courtesy of the BLS and BJS

(unless noted data is Not Seasonally adjusted and extracted using JobsEQ and Data Ferret.March 2019)

- 1) KYStats LAUS - January 2019
  - 2) All people age 25-64
  - 3) 2019 Measure of America (Social Science Research Council)
  - 4) BJS (extracted via Vera.org / Prisonpolicy.org for methodology)
  - 5) NKADD / Estimated March 2019 (All people age 16+)
  - 6) Kentucky Housing Council 2017 Count
  - 7) Cabinet for Health and Family Services (Dept. of Medicaid Services)
- x = not calculated / data not available



**Established Local Credentials**  
**FY18 (July 1, 2017 - June 30, 2018)**  
**FY17 (July 1, 2016 - June 30, 2017)**

Northern Kentucky Workforce Investment Board

Industry Certification Rankings

FY18

As required by KRS 158.6455 (1) (c), the Northern Kentucky Workforce Investment Board (NKWIB) used the following data analysis model to arrive at the in-demand certifications:

1. **Established Local Credentials and Job Posting** data was collected through Burning Glass Technologies' Labor Insight Jobs
  - a. All data was collected using the NKWIB-identified five specific industry sectors with the highest demand. They are Advanced Manufacturing, Healthcare, IT/Business/Finance Transportation/Logistics, and Construction/Trades. An additional non-NKWIB Sector or "Other" category was listed to capture significant in-demand certifications not included in the five sectors.
    - i. Total Regional Demand is the aggregation of recognized NKWIB in-demand sectors and non-NKWIB sectors (all business in the Northern Kentucky 8 county region)
    - ii. All NKWIB Identified Sectors is the aggregation all of the 5 in-demand local sectors
  - b. All data is from Fiscal Year 2017 (July 1, 2016 – June 30, 2017) and Fiscal Year 2018 (July 1, 2017 – June 30, 2018) for comparative purposes
  - c. All data is from Northern Kentucky Workforce Developmental Area (*Counties of Boone, Kenton Campbell, Carroll Grant Gallatin, Pendleton, and Owen.*)
  - d. 368 unique certifications were identified.
2. **2018-2019 Recommended Certifications for Career Technical Education Certificate (CCTEC)** data was collected via an online surveying process administered by the Kentucky Education and Workforce Cabinet and the Northern Kentucky Workforce Investment Board.
  - a. 41 business establishments completed the survey indicating their needs for industry recognized certifications
  - b. The survey indicated 160 recognized certifications from across the region
  - c. Recommendations for the certifications were ranked as follows:
    - i. Low
    - ii. Medium
    - iii. High
    - iv. Not Recognized
  - d. Required / recognized certifications not in the provided list were recorded manually by the survey respondent and listed separately.

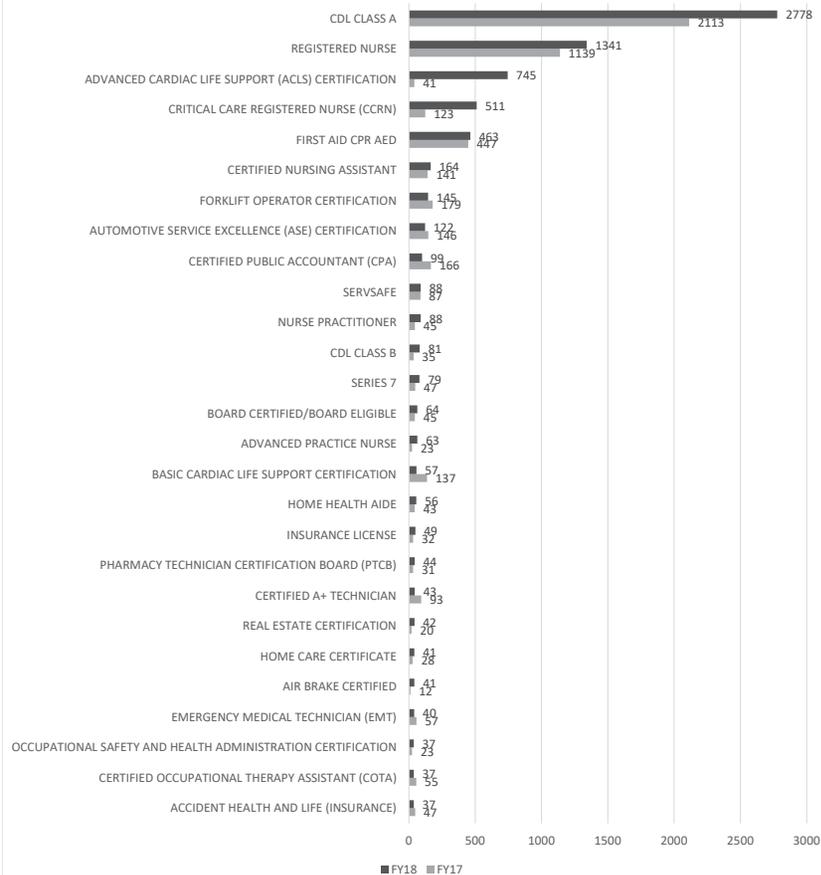
**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



**Total Regionwide Demand**

**Certifications in Greatest Demand**

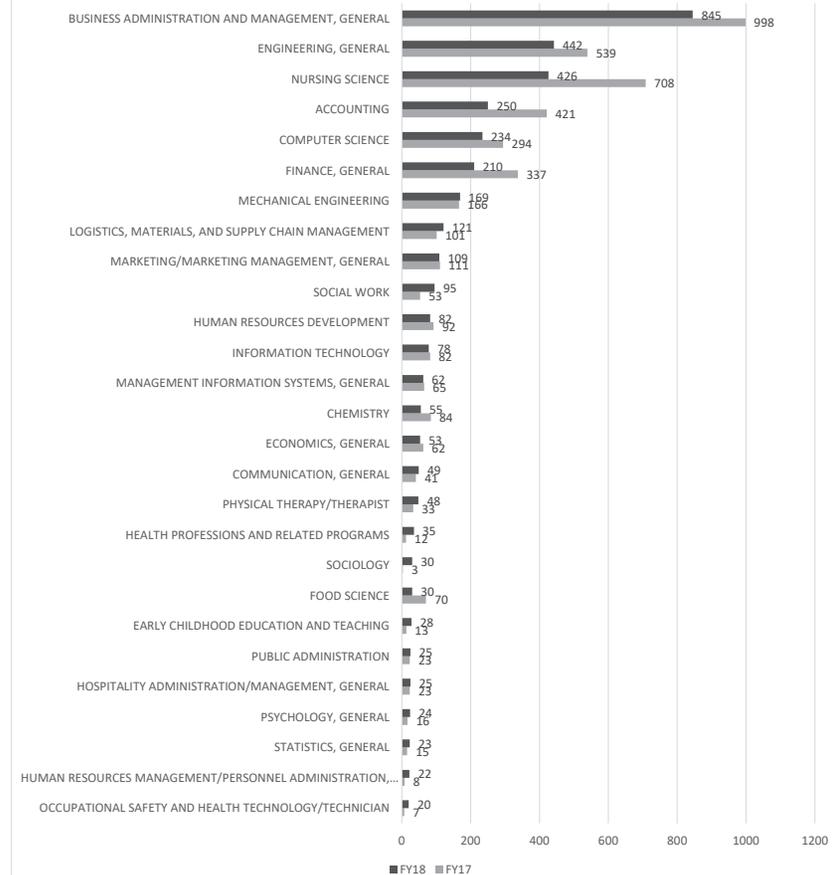
33,204 Job Postings from 500+ Businesses (FY18)  
(34,366 Job Postings from 2001+ Businesses (FY17))



**Total Regionwide Demand**

**Post-Secondary Programs of Study in Greatest Demand**

33,204 Job Postings from 500+ Businesses (FY18)  
(34,366 Job Postings from 2001+ Businesses (FY17))

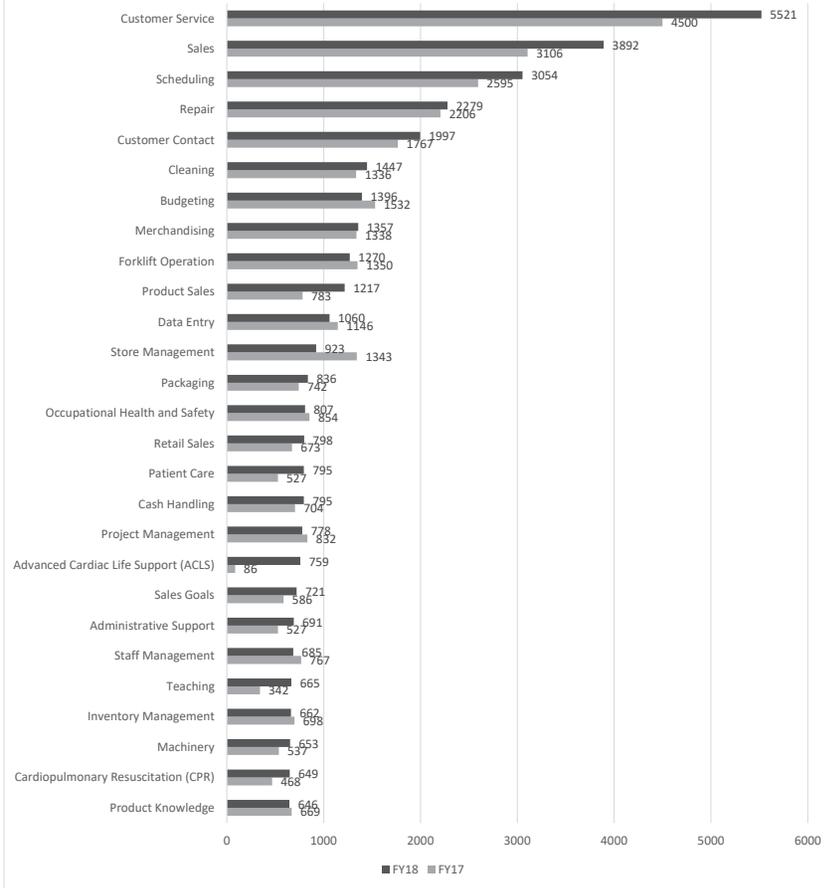


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



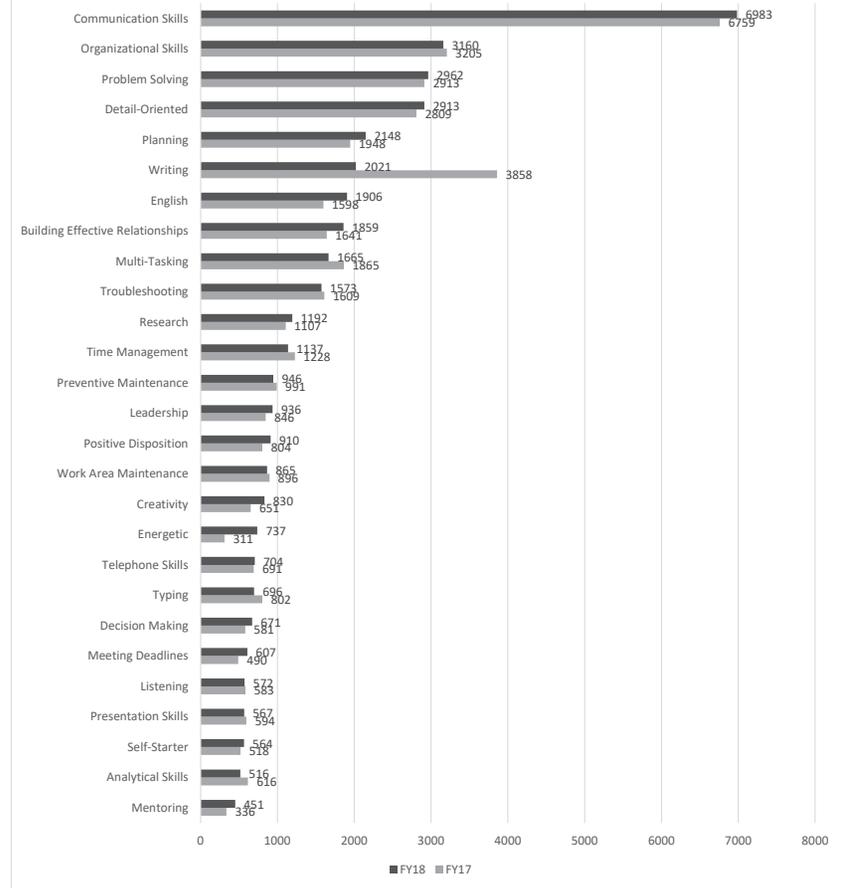
**Total Regionwide Demand**

**Specialized Skills in Greatest Demand**  
33,204 Job Postings from 500+ Businesses (FY18)  
(34,366 Job Postings from 2001+ Businesses (FY17))



**Total Regionwide Demand**

**Baseline Skills in Greatest Demand**  
33,204 Job Postings from 500+ Businesses (FY18)  
(34,366 Job Postings from 2001+ Businesses (FY17))

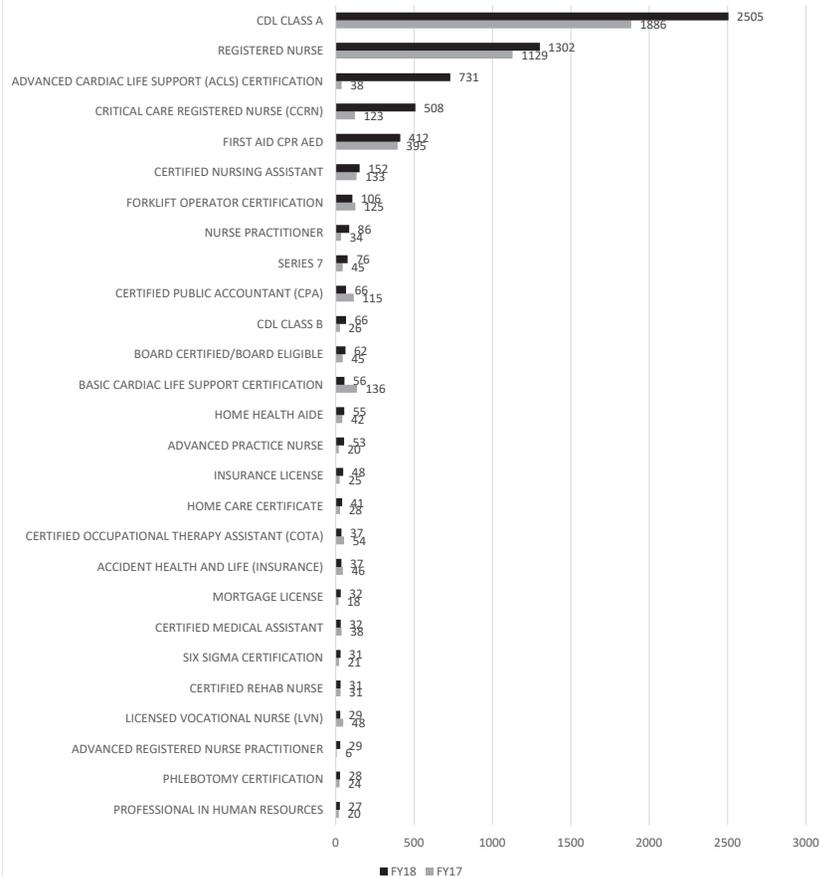


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



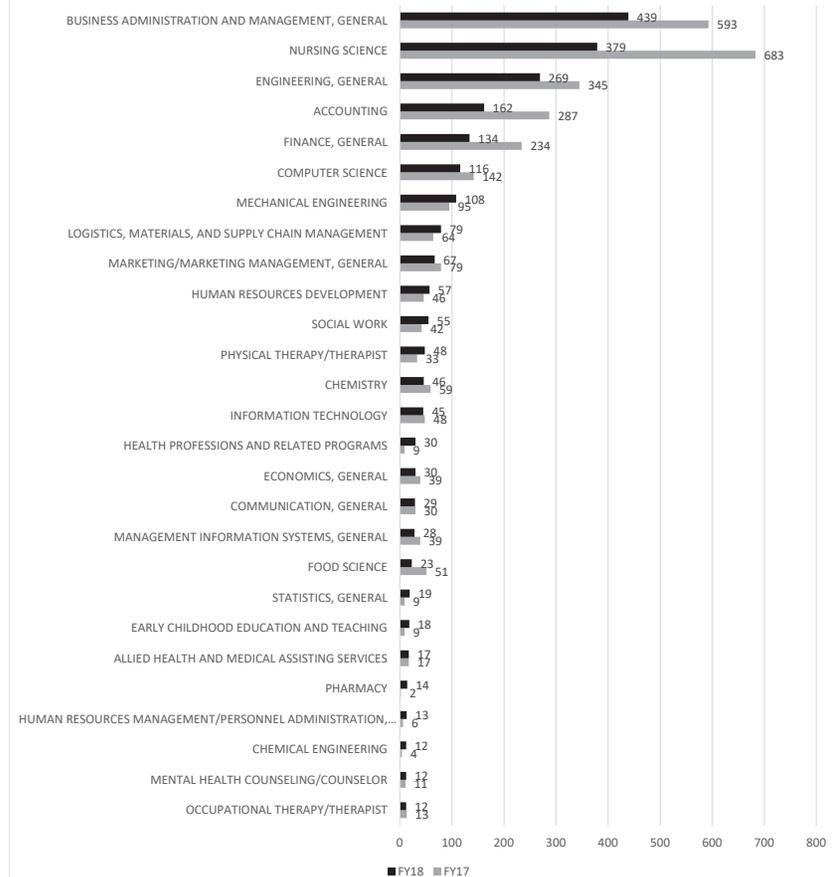
**All NKWIB Identified Sectors**

**Certifications in Greatest Demand**  
15,279 Job Postings from 500+ Businesses (FY18)  
(16,456 Job Postings from 1,488 Businesses (FY17))



**All NKWIB Identified Sectors**

**Secondary Programs of Study in Greatest Demand**  
15,279 Job Postings from 500+ Businesses (FY18)  
(16,456 Job Postings from 1,488 Businesses (FY17))

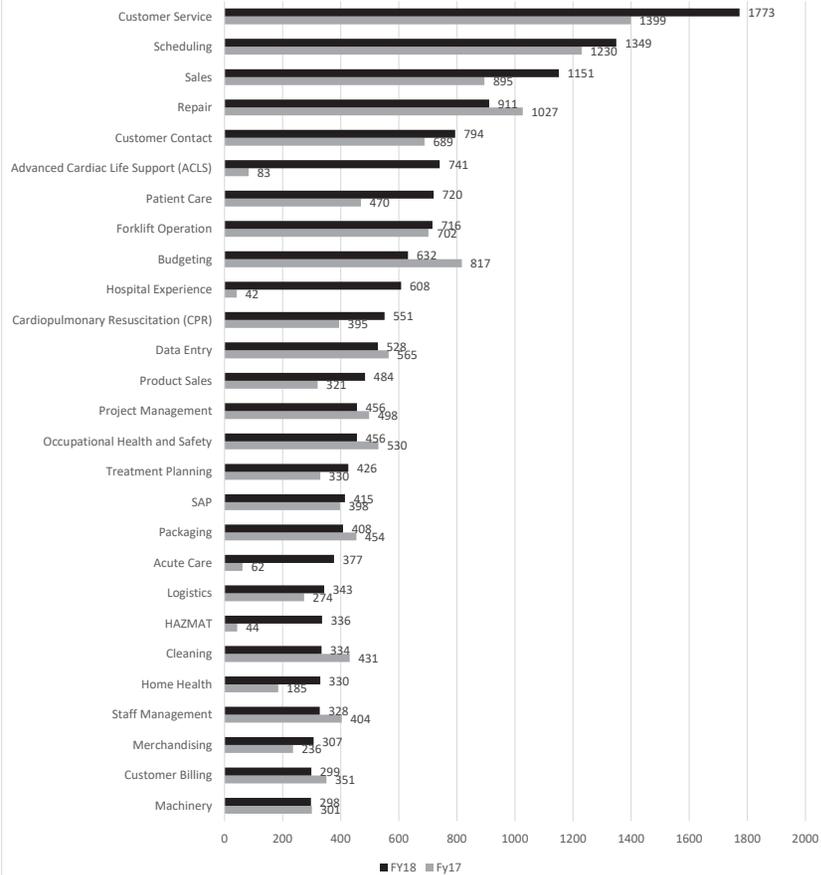


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



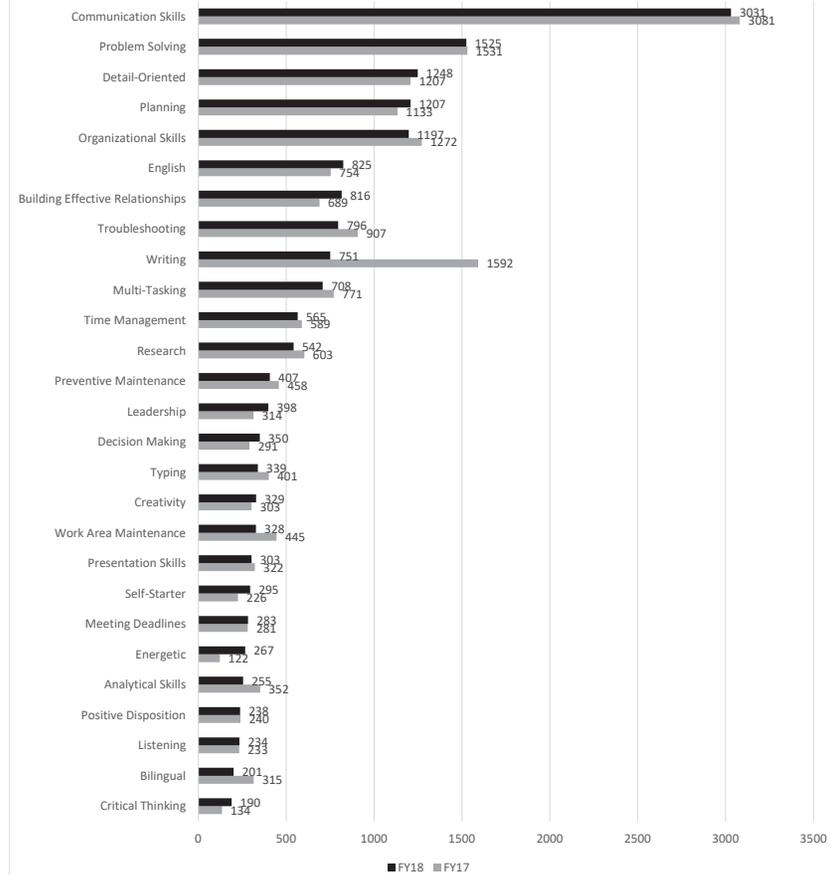
**All NKWIB Identified Sectors**

**Specialized Skills in Greatest Demand**  
15,279 Job Postings from 500+ Businesses (FY18)  
(16,456 Job Postings from 1,488 Businesses (FY17))



**All NKWIB Identified Sectors**

**Baseline Skills in Greatest Demand**  
15,279 Job Postings from 500+ Businesses (FY18)  
(16,456 Job Postings from 1,488 Businesses (FY17))

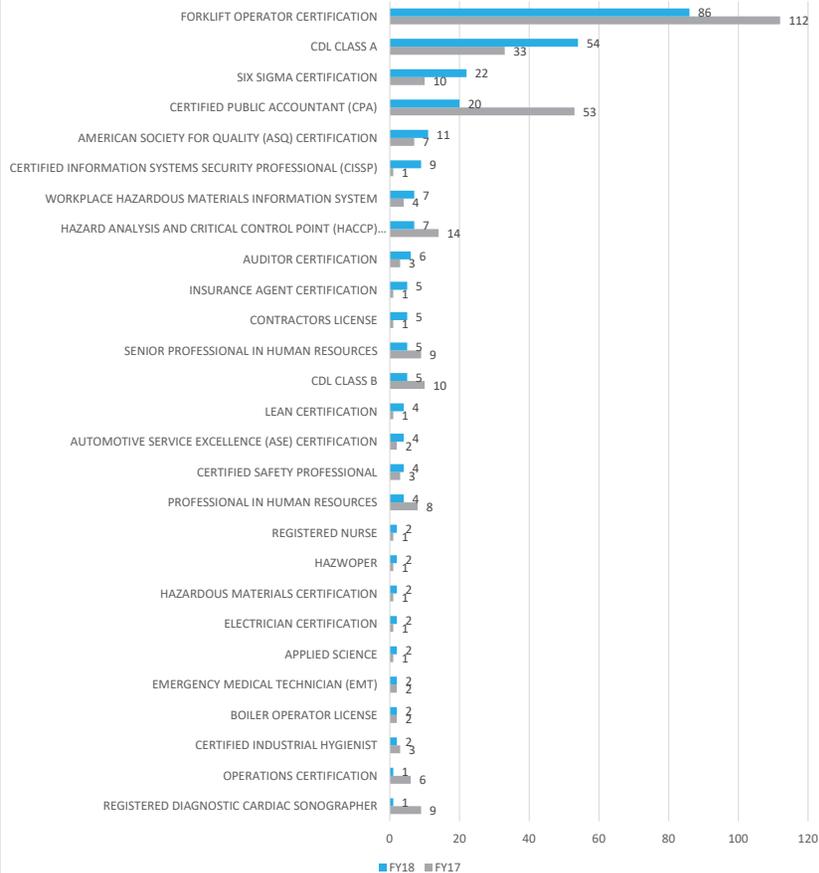


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



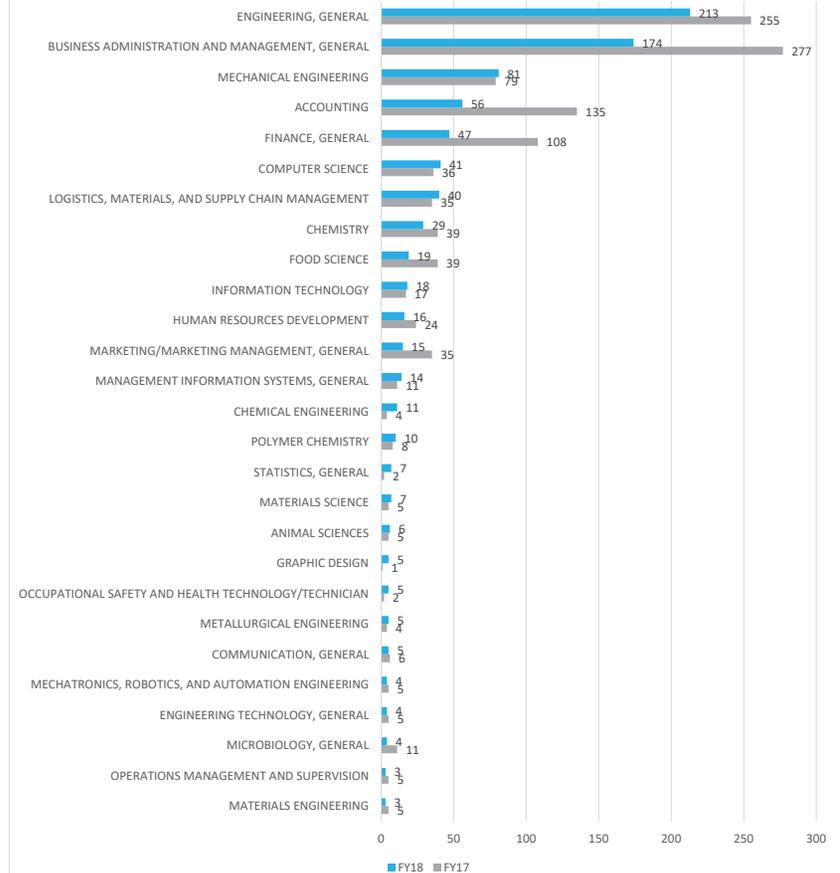
**Advanced Manufacturing**

**Certifications in Greatest Demand**  
2,993 Job Postings from 331 Businesses (FY18)  
(3,574 Job Postings from 263 Businesses (FY17))



**Advanced Manufacturing**

**Post-Secondary Programs of Study in Greatest Demand**  
2,993 Job Postings from 331 Businesses (FY18)  
(3,574 Job Postings from 263 Businesses (FY17))

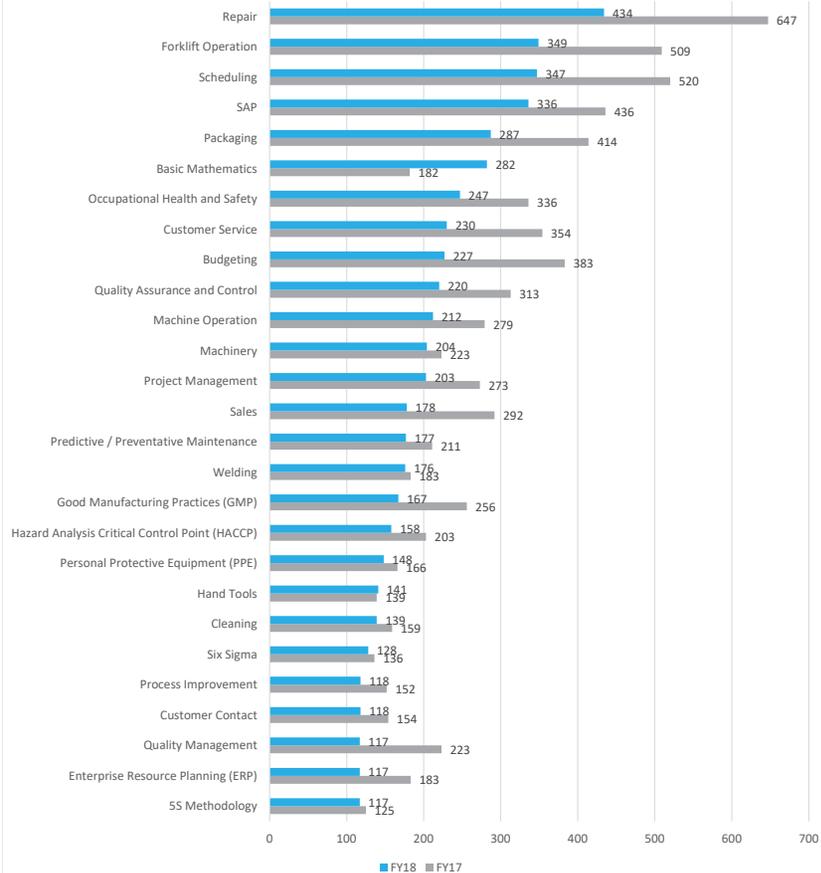


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



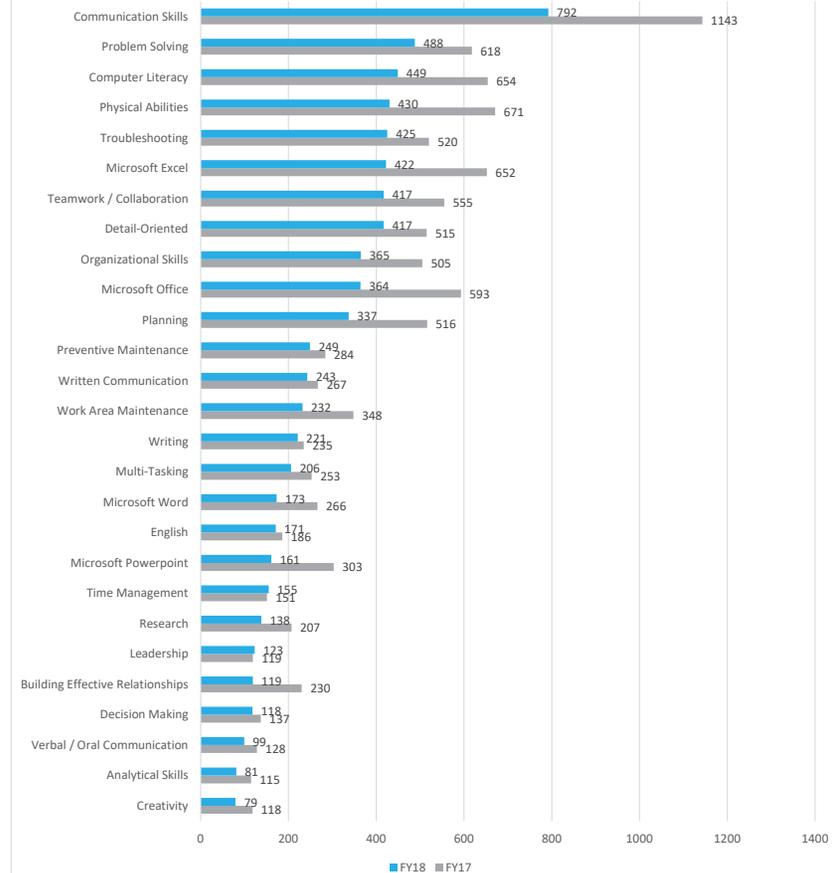
**Advanced Manufacturing**

**Specialized Skills in Greatest Demand**  
2,993 Job Postings from 331 Businesses (FY18)  
(3,574 Job Postings from 263 Businesses (FY17))



**Advanced Manufacturing**

**Baseline Skills in Greatest Demand**  
2,993 Job Postings from 331 Businesses (FY18)  
(3,574 Job Postings from 263 Businesses (FY17))

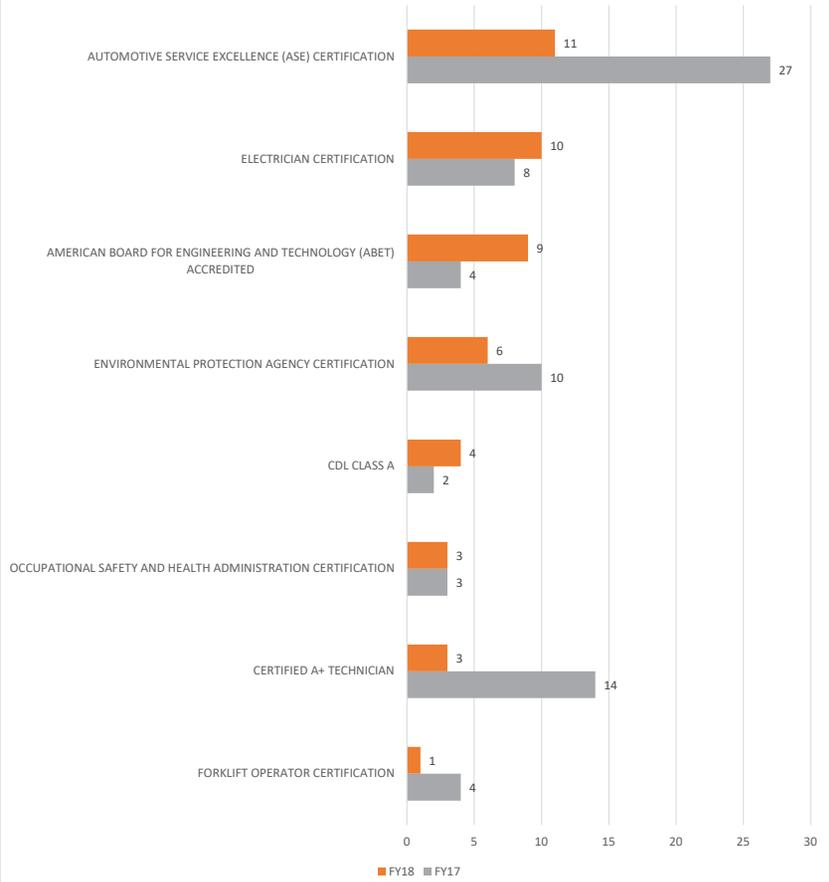


**Established Local Credentials**  
**FY18 (July 1, 2017 - June 30, 2018)**  
**FY17 (July 1, 2016 - June 30, 2017)**



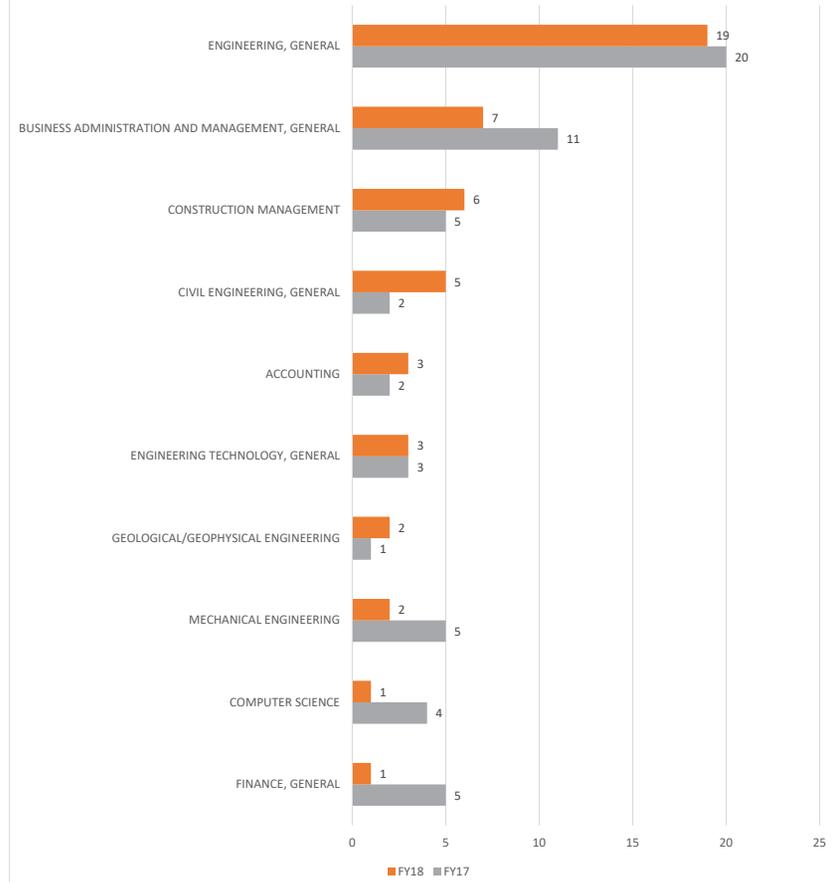
**Construction and Trade**

**Certifications in Greatest Demand**  
 430 Job Postings from 118 Businesses (FY18)  
 (546 Job Postings from 118 Businesses (FY17))



**Construction and Trade**

**Post-Secondary Programs of Study in Greatest Demand**  
 430 Job Postings from 118 Businesses (FY18)  
 (546 Job Postings from 118 Businesses (FY17))

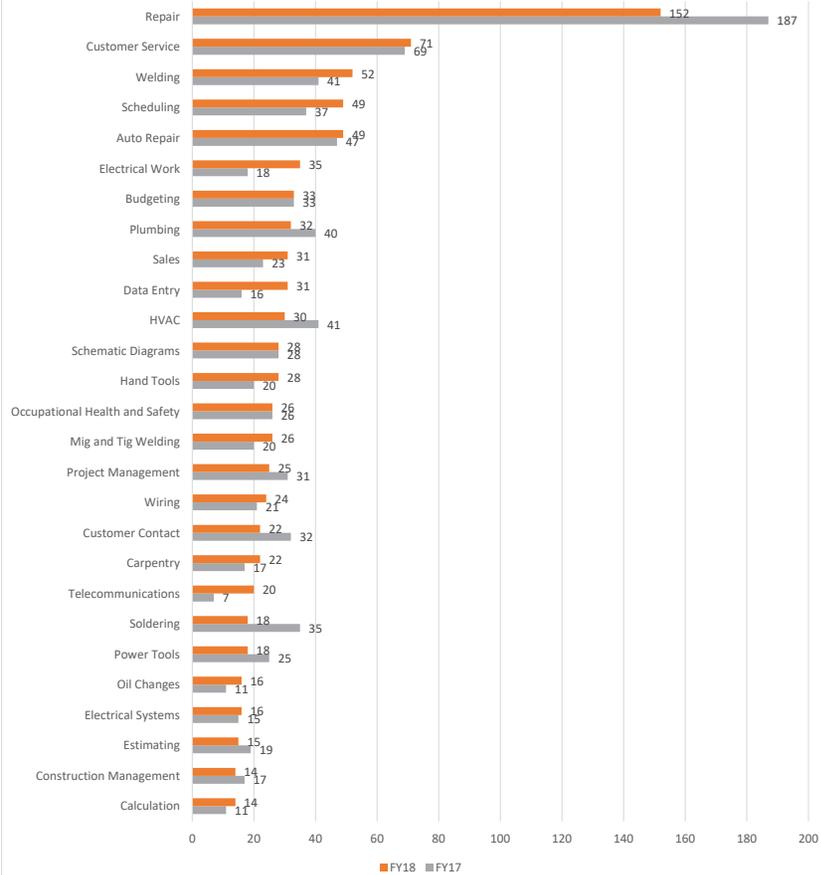


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



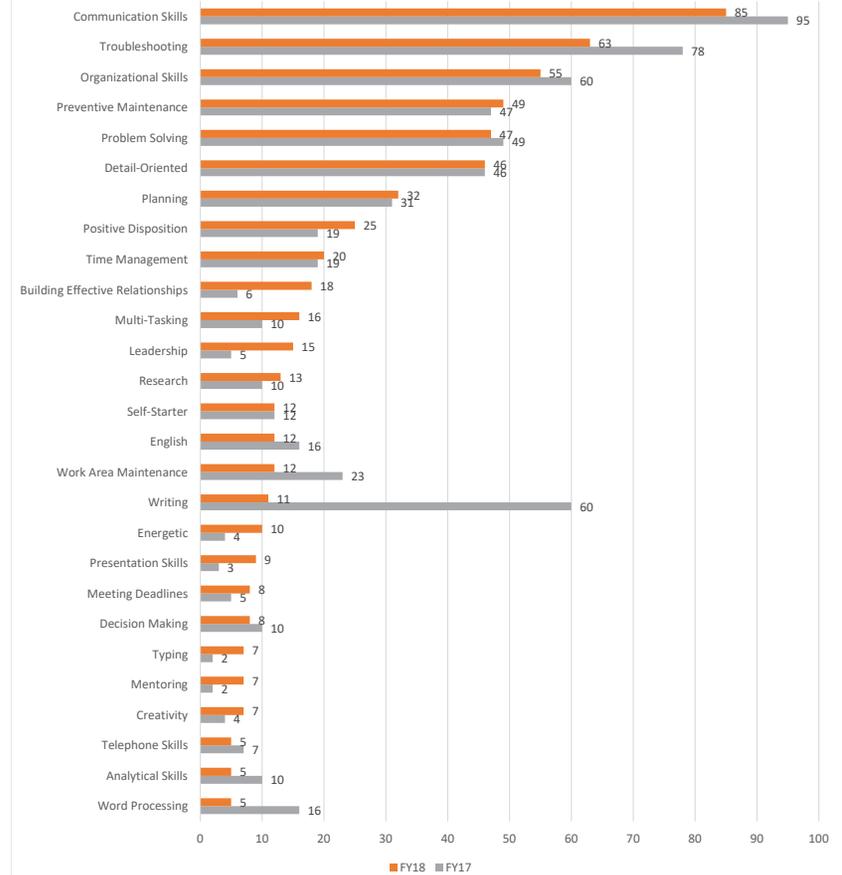
**Construction and Trade**

**Specialized Skills in Greatest Demand**  
430 Job Postings from 118 Businesses (FY18)  
(546 Job Postings from 118 Businesses (FY17))



**Construction and Trade**

**Baseline Skills in Greatest Demand**  
430 Job Postings from 118 Businesses (FY18)  
(546 Job Postings from 118 Businesses (FY17))

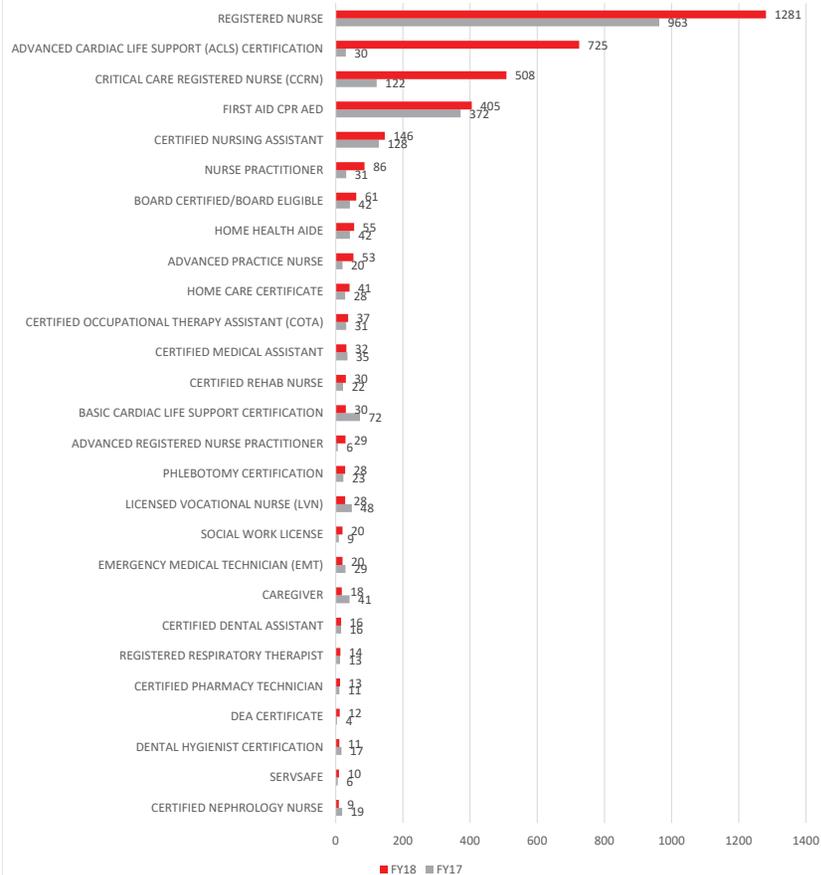


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



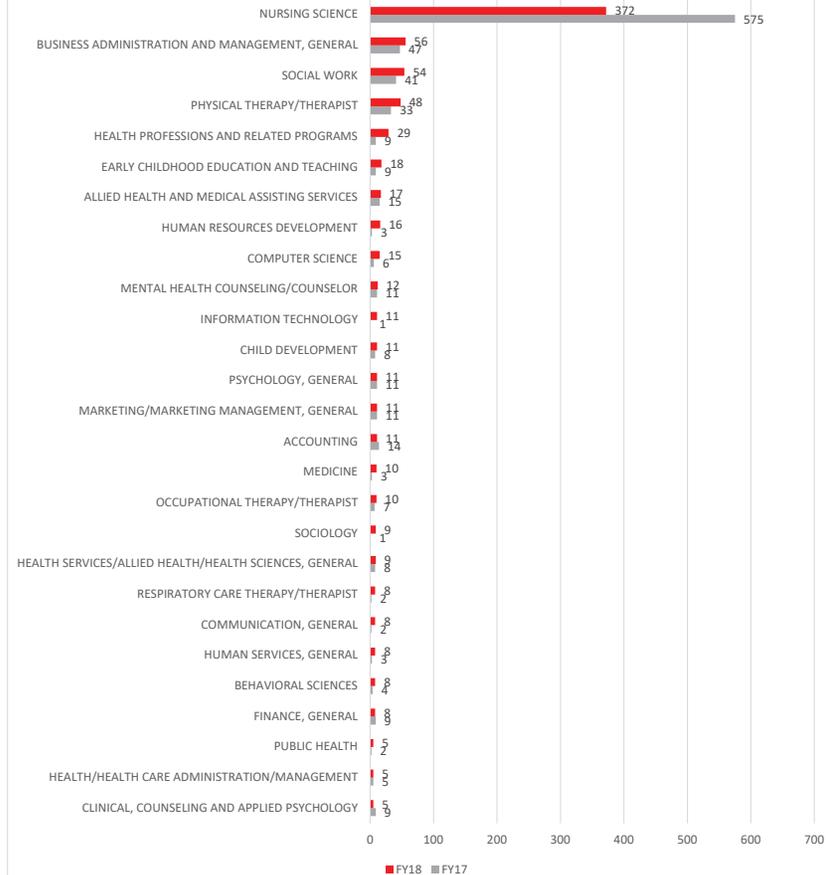
**Healthcare**

**Certifications in Greatest Demand**  
3,951 Job Postings from 304 Businesses (FY18)  
(4,199 Job Postings from 256 Businesses (FY17))



**Healthcare**

**Post-Secondary Programs of Study in Greatest Demand**  
3,951 Job Postings from 304 Businesses (FY18)  
(4,199 Job Postings from 256 Businesses (FY17))

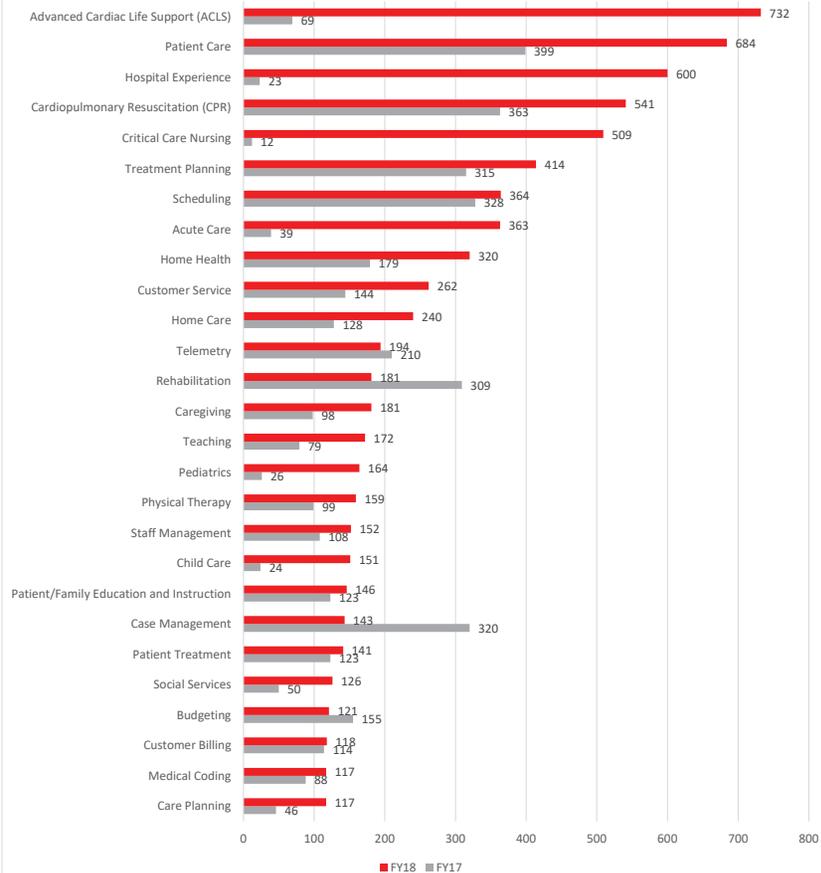


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



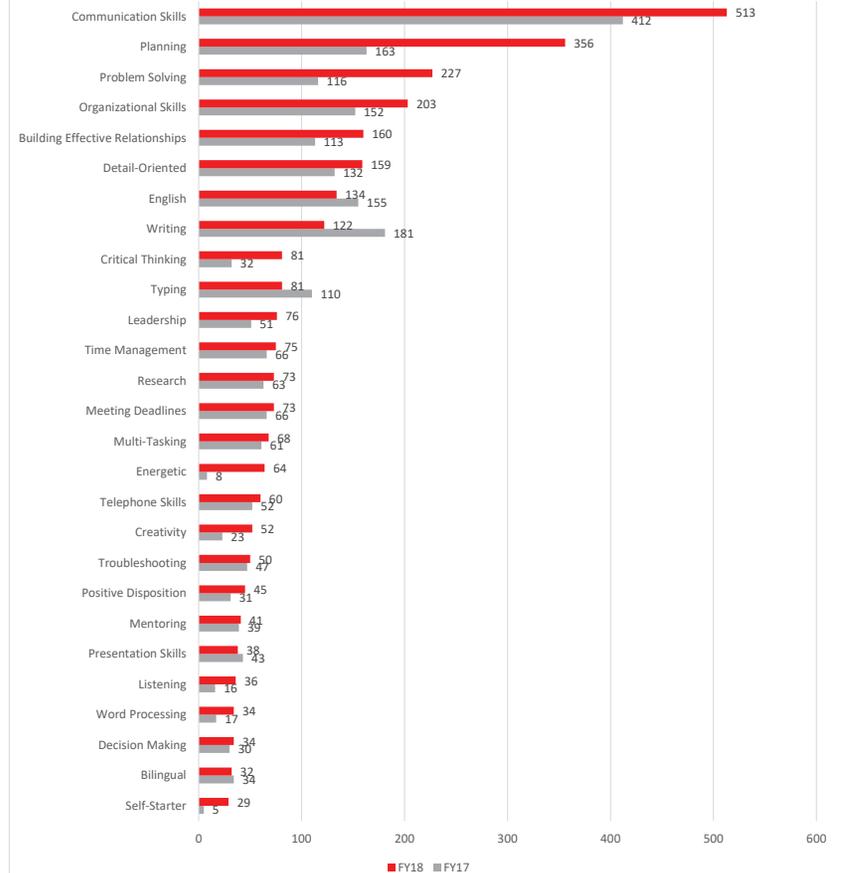
**Healthcare**

**Specialized Skills in Greatest Demand**  
3,951 Job Postings from 304 Businesses (FY18)  
(4,199 Job Postings from 256 Businesses (FY17))



**Healthcare**

**Baseline Skills in Greatest Demand**  
3,951 Job Postings from 304 Businesses (FY18)  
(4,199 Job Postings from 256 Businesses (FY17))

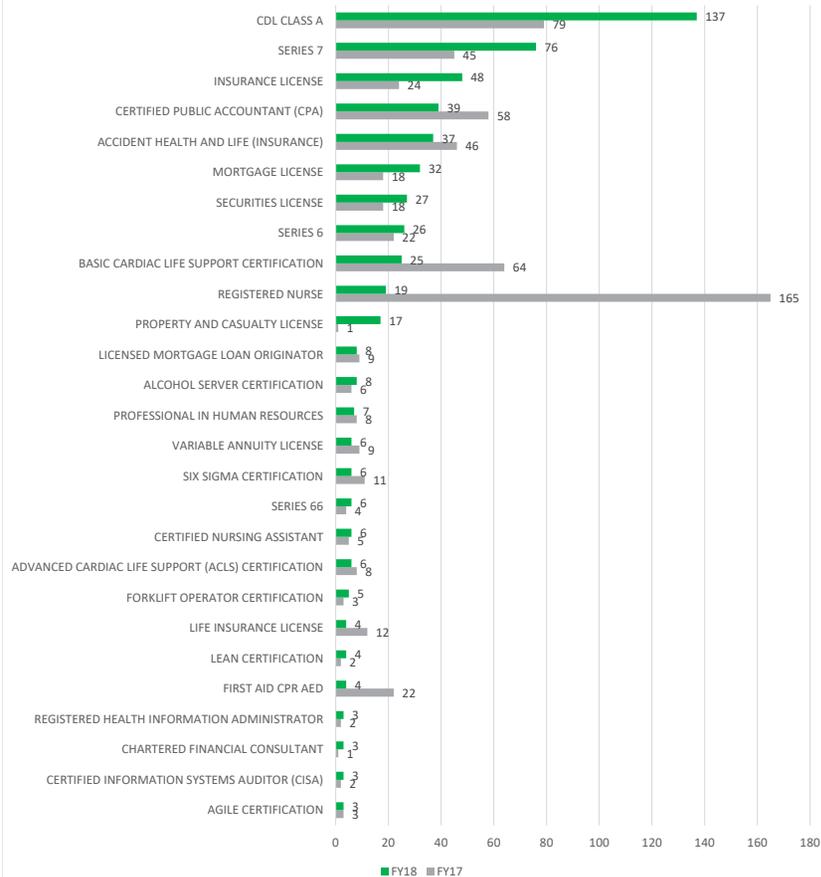


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



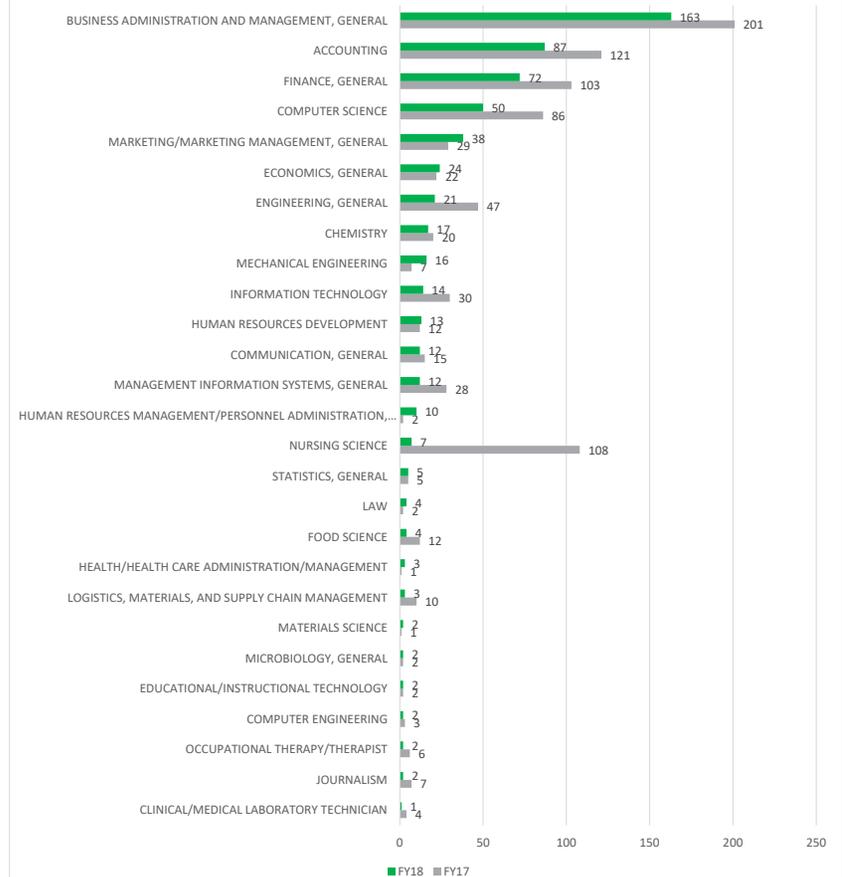
**IT, Business and Finance**

**Certifications in Greatest Demand**  
3,928 Job Postings from 396 Businesses (FY18)  
(3,980 Job Postings from 439 Businesses (FY17))



**IT, Business and Finance**

**Post-Secondary Programs of Study in Greatest Demand**  
3,928 Job Postings from 396 Businesses (FY18)  
(3,980 Job Postings from 439 Businesses (FY17))

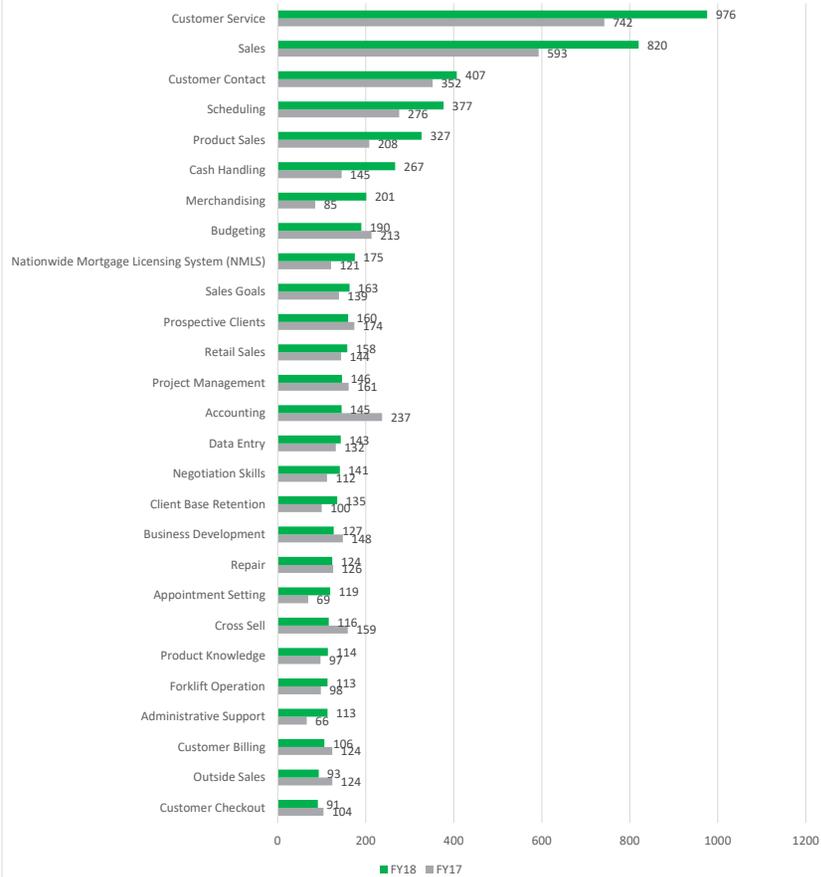


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



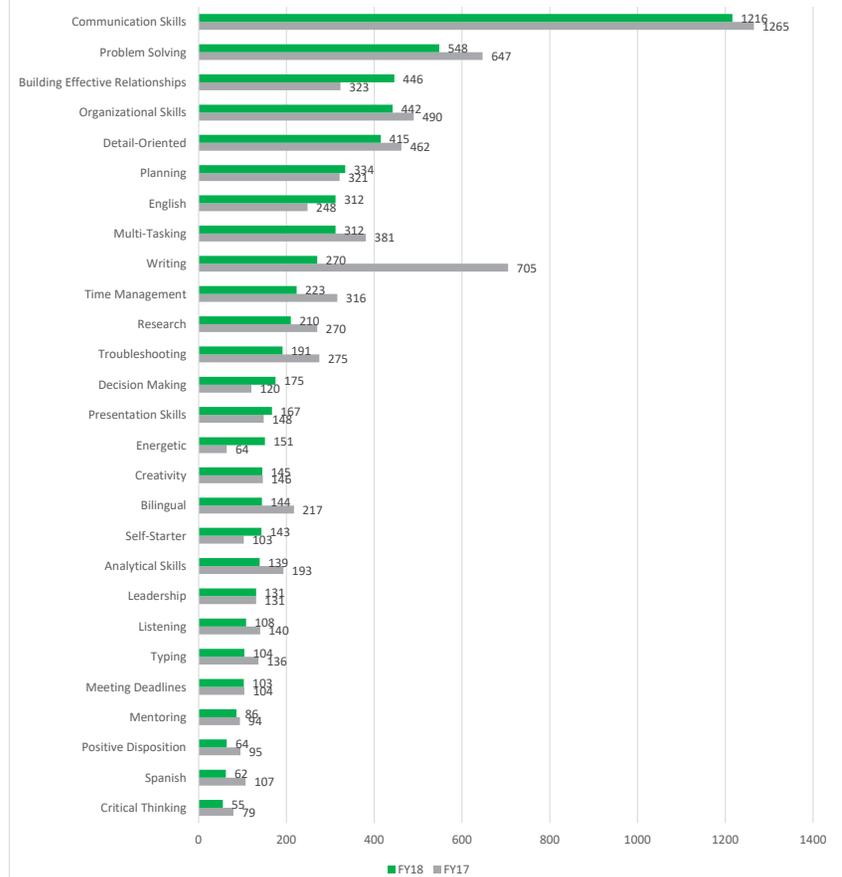
**IT, Business and Finance**

**Specialized Skills in Greatest Demand**  
3,928 Job Postings from 396 Businesses (FY18)  
(3,980 Job Postings from 439 Businesses (FY17))



**IT, Business and Finance**

**Baseline Skills in Greatest Demand**  
3,928 Job Postings from 396 Businesses (FY18)  
(3,980 Job Postings from 439 Businesses (FY17))

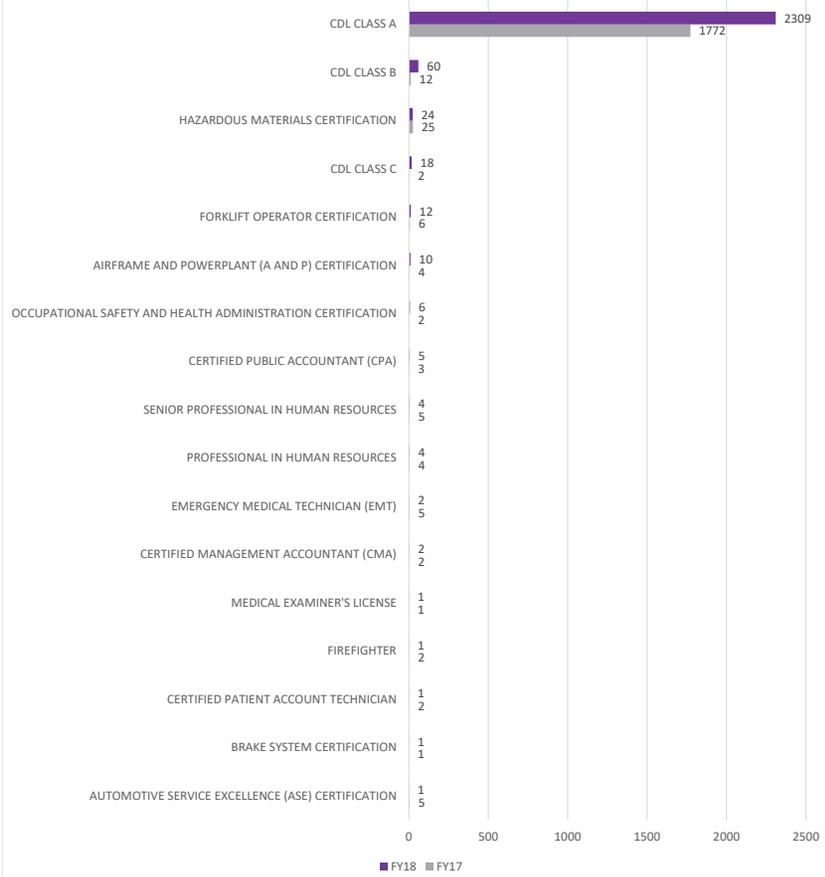


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



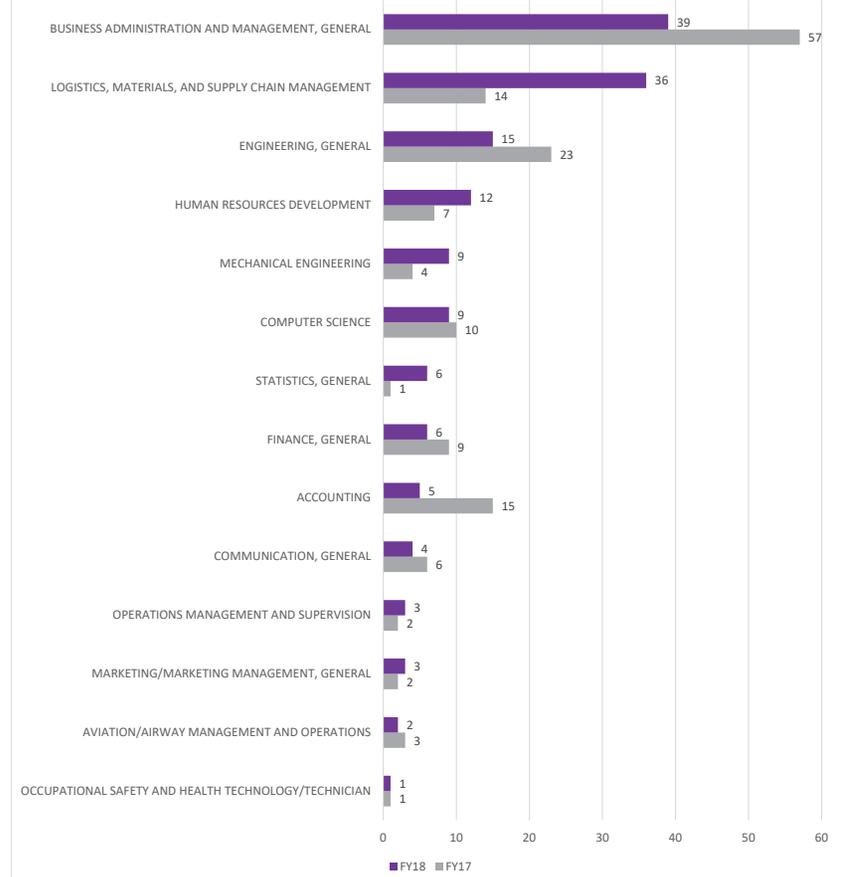
**Transportation and Logistics**

**Certifications in Greatest Demand**  
4,607 Job Postings from 438 Businesses (FY18)  
(5,212 Job Postings from 412 Businesses (FY17))



**Transportation and Logistics**

**Post-Secondary Programs of Study in Greatest Demand**  
4,607 Job Postings from 438 Businesses (FY18)  
(5,212 Job Postings from 412 Businesses (FY17))

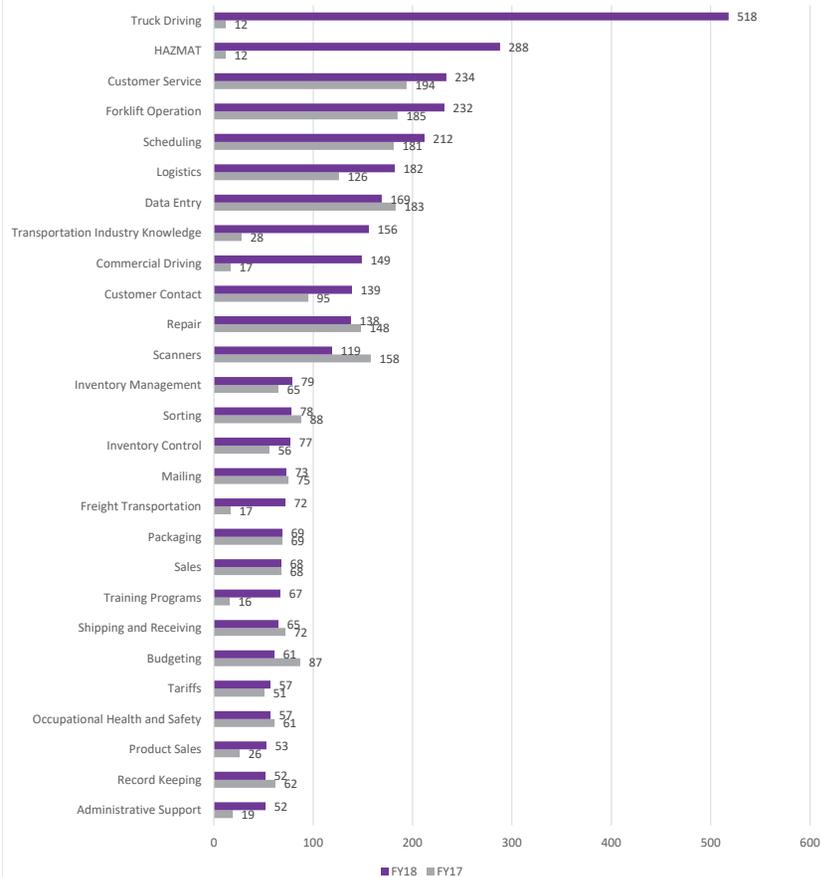


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



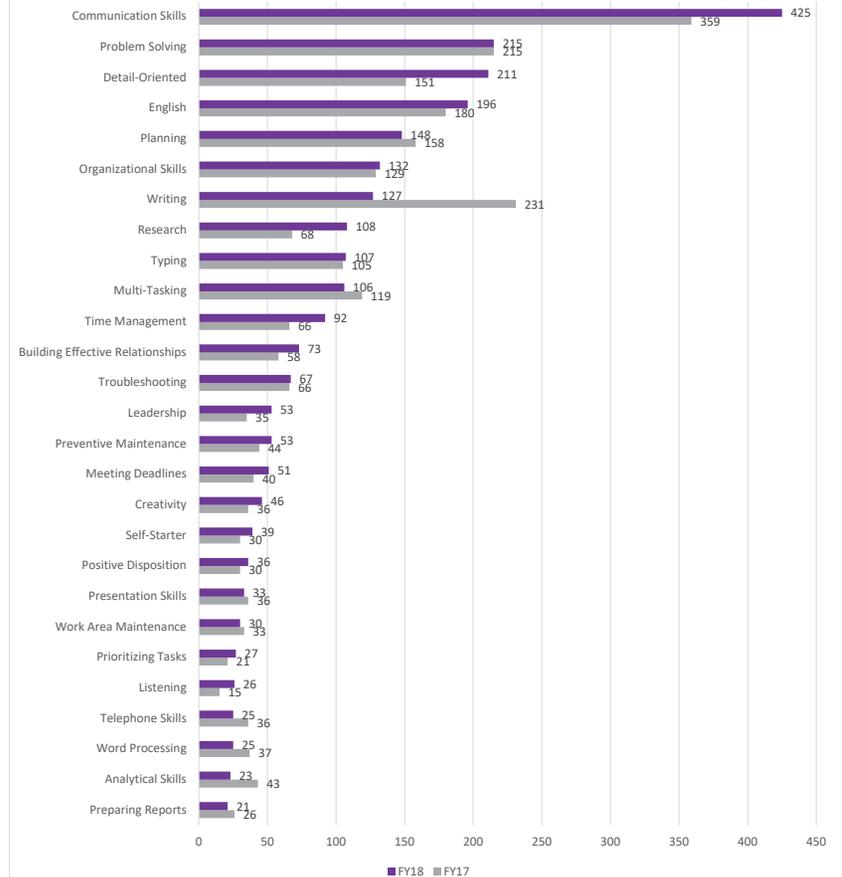
**Transportation and Logistics**

**Specialized Skills in Greatest Demand**  
4,607 Job Postings from 438 Businesses (FY18)  
(5,212 Job Postings from 412 Businesses (FY17))



**Transportation and Logistics**

**Baseline Skills in Greatest Demand**  
4,607 Job Postings from 438 Businesses (FY18)  
(5,212 Job Postings from 412 Businesses (FY17))

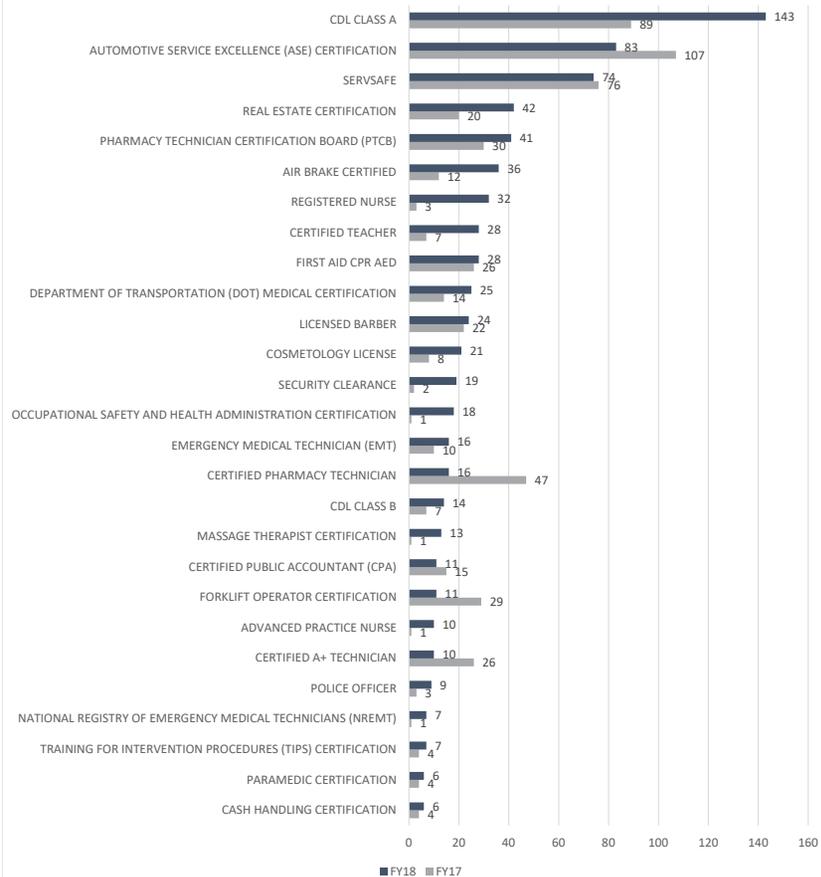


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



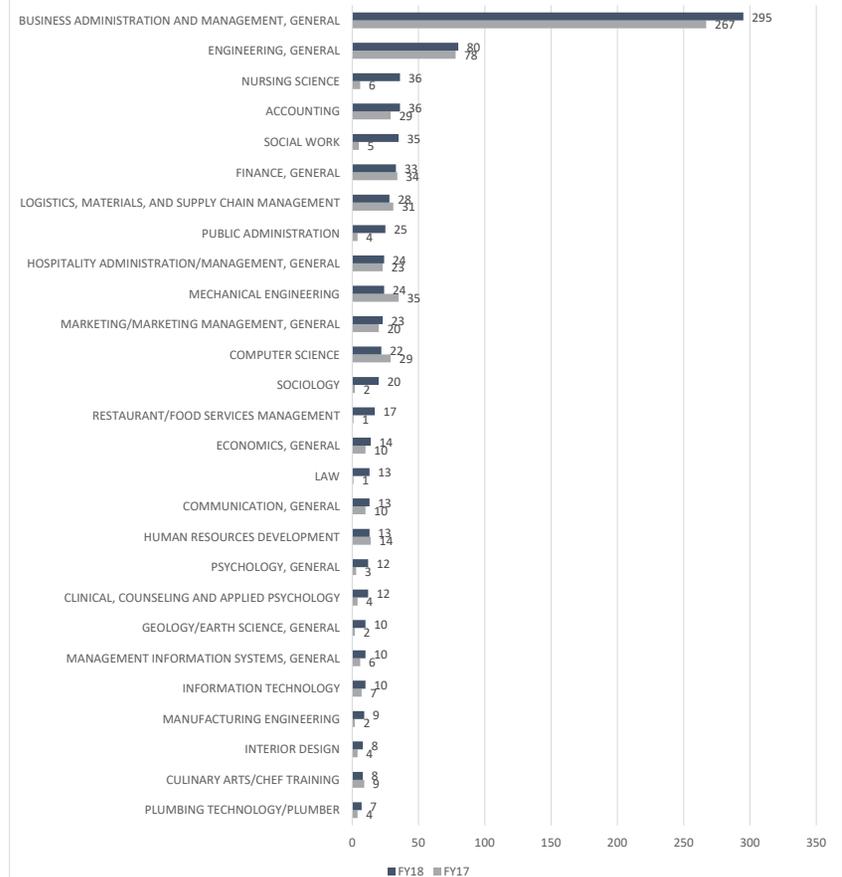
**Non-NKWIB Sectors (Other)**

**Certifications in Greatest Demand**  
11,862 Job Postings from 500+ Businesses (FY18)  
(11,074 Job Postings from 500+ Businesses (FY17))



**Non-NKWIB Sectors (Other)**

**Post-Secondary Programs of Study in Greatest Demand**  
11,862 Job Postings from 500+ Businesses (FY18)  
(11,074 Job Postings from 500+ Businesses (FY17))

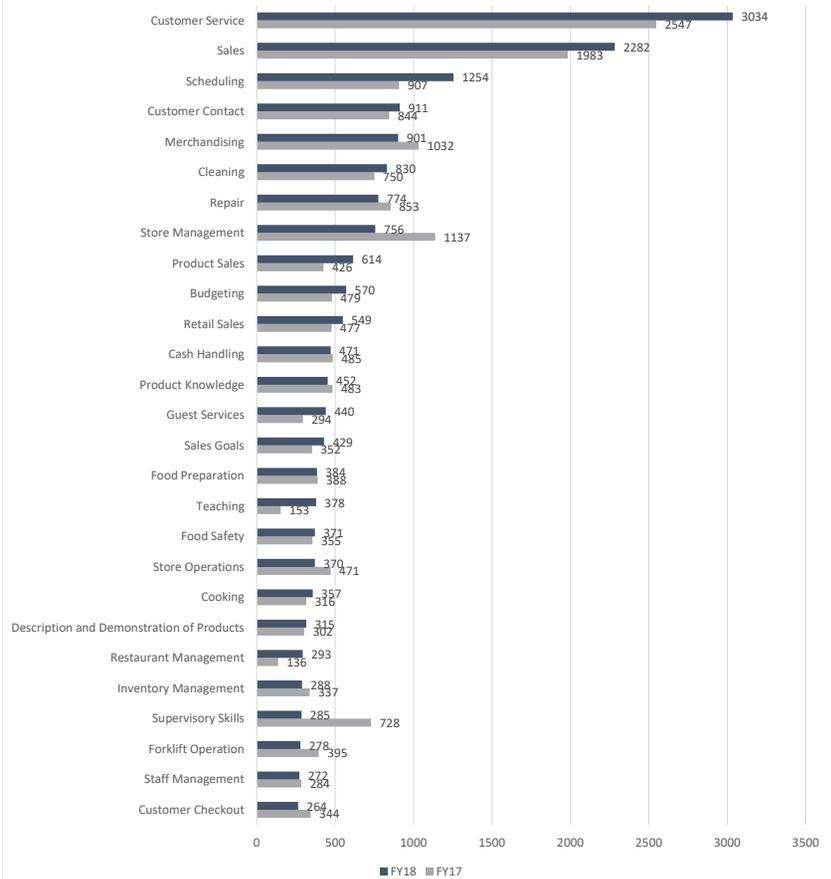


**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**



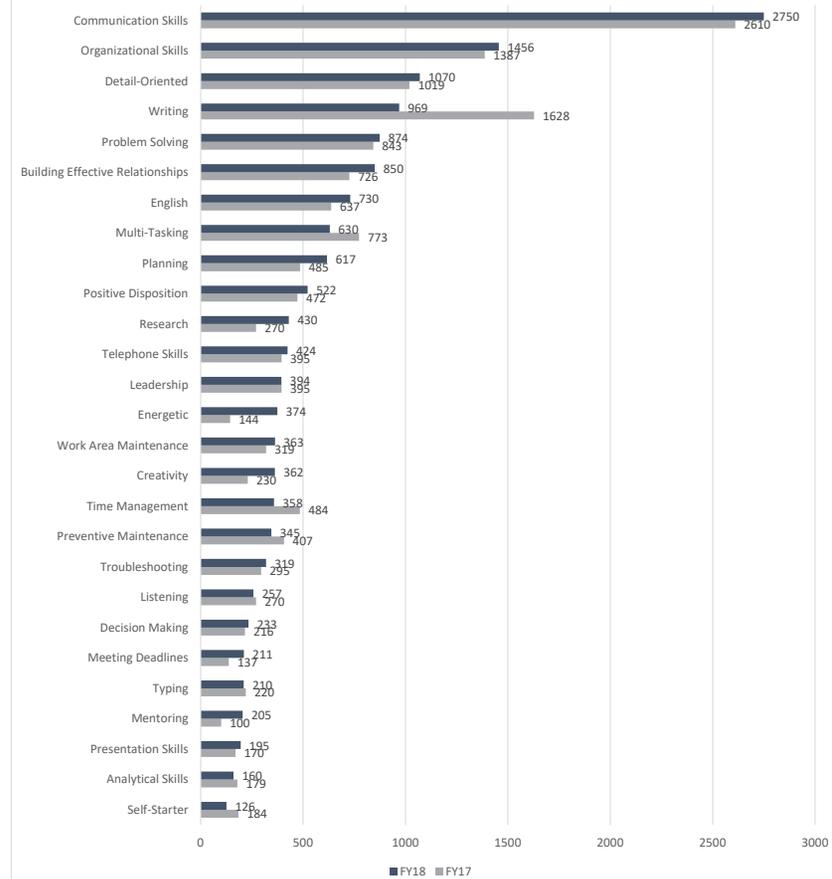
**Non-NKWIB Sectors (Other)**

**Specialized Skills in Greatest Demand**  
11,862 Job Postings from 500+ Businesses (FY18)  
(11,074 Job Postings from 500+ Businesses (FY17))



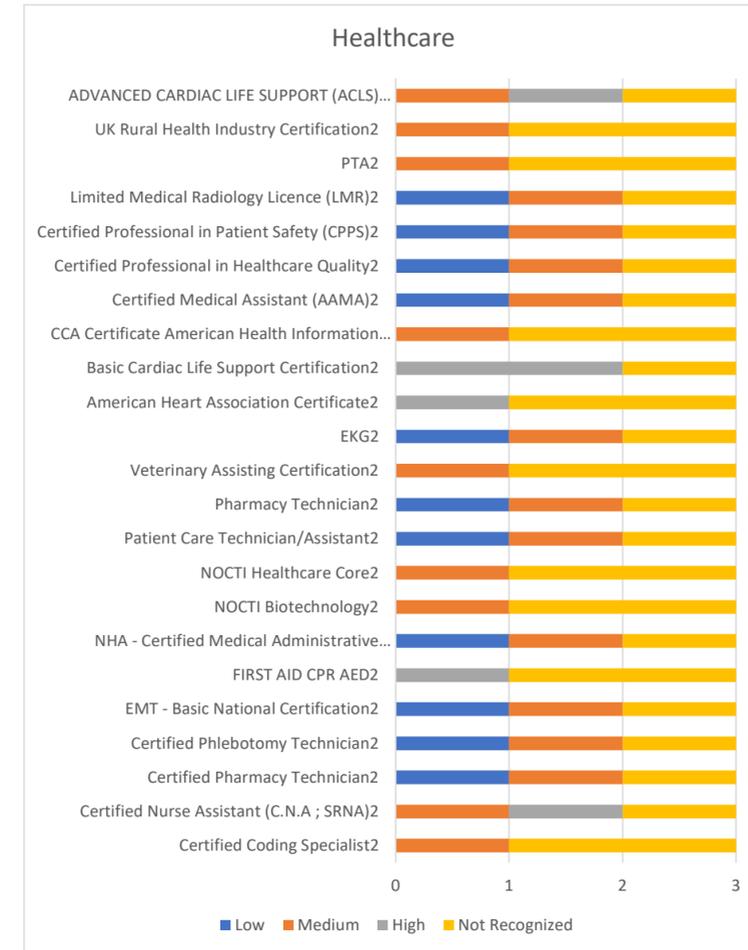
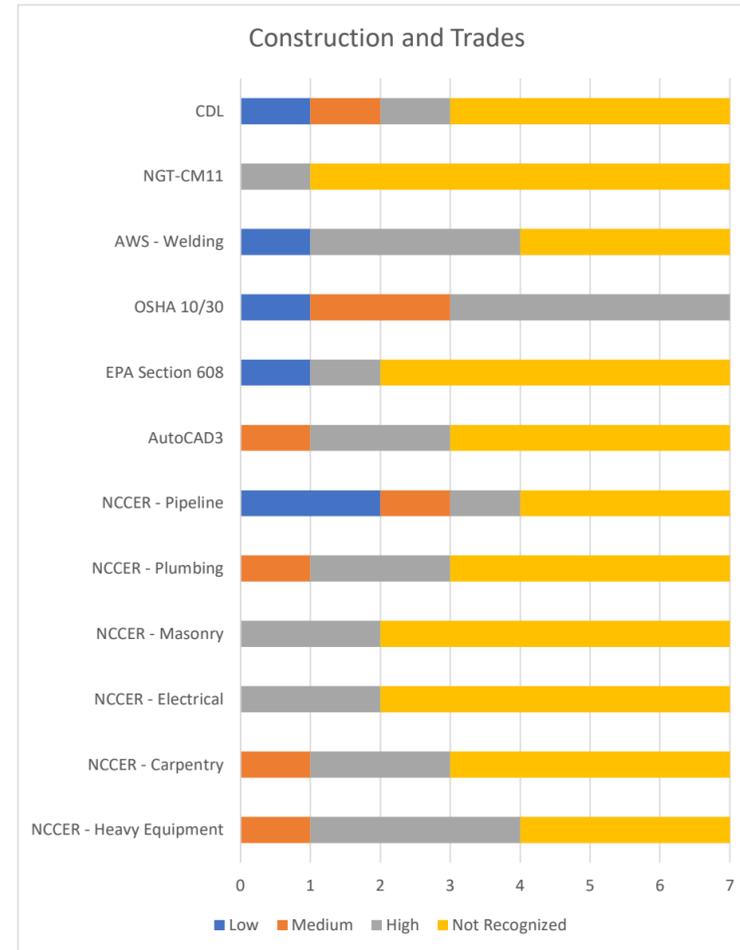
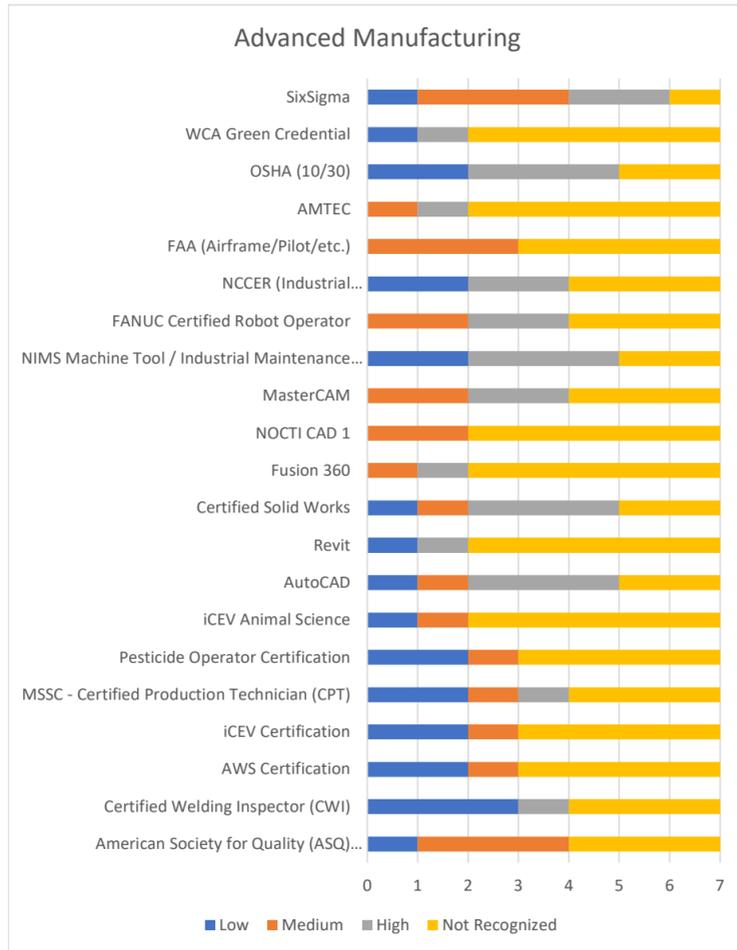
**Non-NKWIB Sectors (Other)**

**Baseline Skills in Greatest Demand**  
11,862 Job Postings from 500+ Businesses (FY18)  
(11,074 Job Postings from 500+ Businesses (FY17))



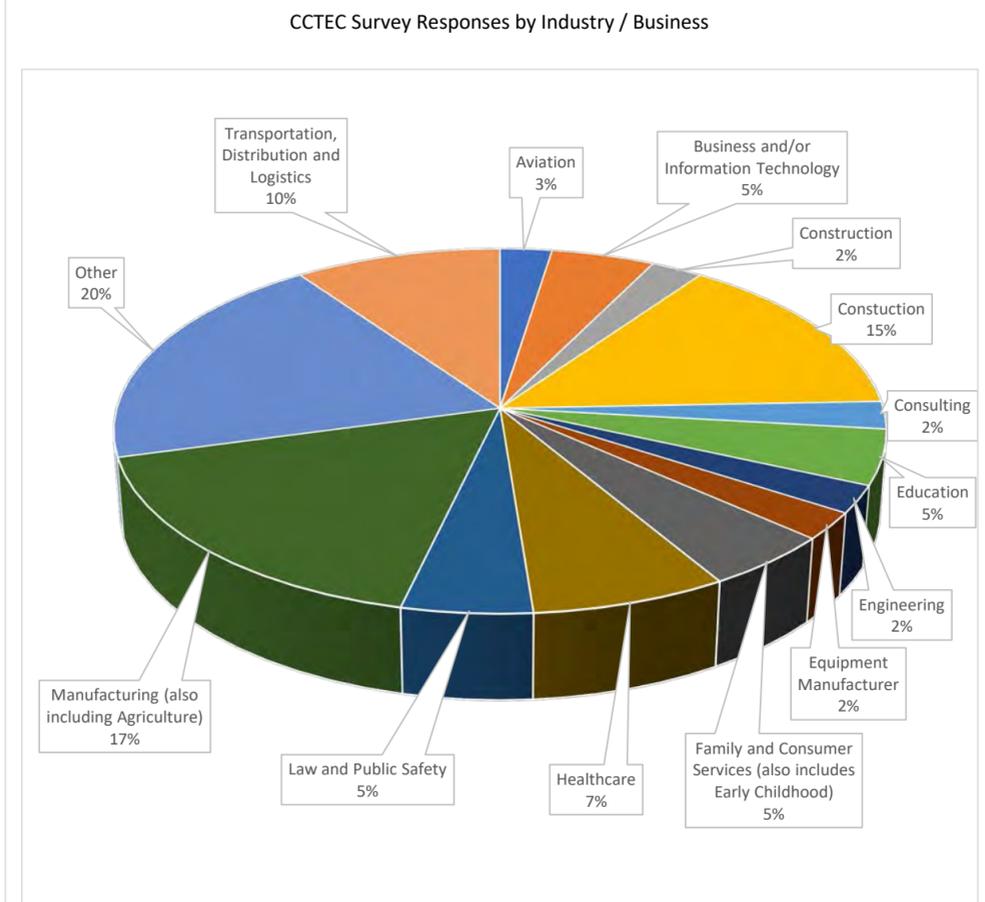
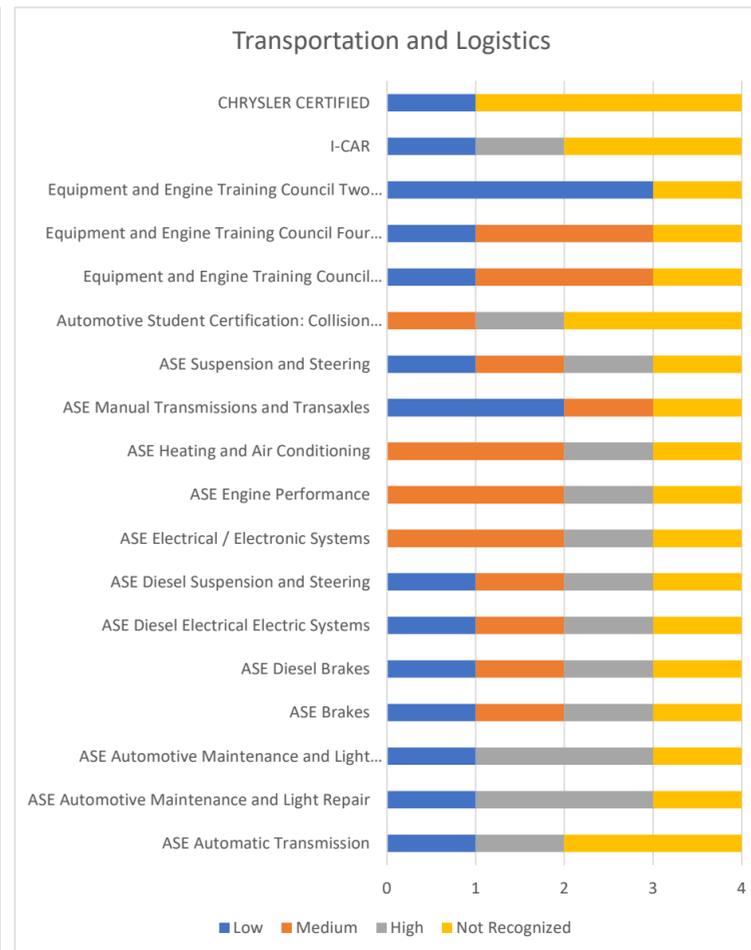
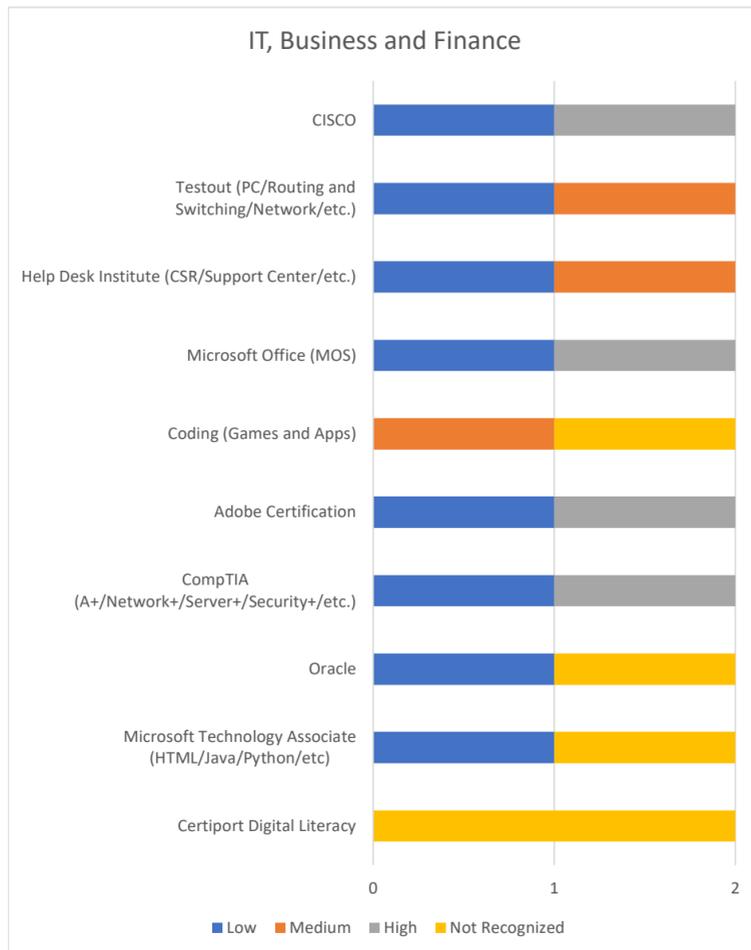


2018-2019 Recommended Certifications for Career Technical Education Certificates





2018-2019 Recommended Certifications for Career Technical Education Certificates



**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**

**2018 - 2019 CTEC Regionwide Recommendations**

Certification	Low	Medium	High	Not Recognized
AutoCAD	0	0	1	0
AWS - Welding	0	0	1	0
CDL	0	1	0	0
AAFCS Pre-PAC Culinary Arts	0	0	0	2
AAFCS Pre-PAC Early Childhood Ed	0	0	0	2
AAFCS Pre-PAC Education Fundamentals	0	0	0	2
AAFCS Pre-PAC Family and Community Services	0	0	0	2
AAFCS Pre-PAC Fashion, Textiles, Apparel	0	0	0	2
AAFCS Pre-PAC Food Science Fundamentals	0	0	0	2
AAFCS Pre-PAC Interior Design Fundamentals	0	0	0	2
AAFCS Pre-PAC Nutrition, Food and Wellness	0	0	0	2
AAFCS Pre-PAC Personal and Family Finance	0	0	0	2
Adobe Certification	1	0	1	0
ADVANCED CARDIAC LIFE SUPPORT (ACLS) CERTIFICATION2	0	1	1	1
American Heart Association Certificate2	0	0	1	2
American Society for Quality (ASQ) Certification	1	3	0	3
AMTEC	0	1	1	5
ASE Automatic Transmission	1	0	1	2
ASE Automotive Maintenance and Light Repair	1	0	2	1
ASE Automotive Maintenance and Light Repair9	1	0	2	1
ASE Brakes	1	1	1	1
ASE Diesel Brakes	1	1	1	1
ASE Diesel Electrical Electric Systems	1	1	1	1
ASE Diesel Suspension and Steering	1	1	1	1
ASE Electrical / Electronic Systems	0	2	1	1
ASE Engine Performance	0	2	1	1
ASE Heating and Air Conditioning	0	2	1	1
ASE Manual Transmissions and Transaxles	2	1	0	1
ASE Suspension and Steering	1	1	1	1
AutoCAD	1	1	3	2
AutoCAD3	0	1	1	4
Automotive Student Certification: Collision Repair	0	1	1	2
AWS - Welding	1	0	2	3
AWS Certification	2	1	0	4
Basic Cardiac Life Support Certification	0	0	2	1
CCA Certificate American Health Information Management Association (AHIMA)	0	1	0	2
CDL	1	0	1	4
Certified Coding Specialist	0	1	0	2
Certified Medical Assistant (AAMA)	1	1	0	1
Certified Nurse Assistant (C.N.A ; SRNA)	0	1	1	1
Certified Pharmacy Technician	1	1	0	1
Certified Phlebotomy Technician	1	1	0	1
Certified Professional in Healthcare Quality	1	1	0	1
Certified Professional in Patient Safety (CPPS)	1	1	0	1
Certified Solid Works	1	1	3	2
Certified Welding Inspector (CWI)	3	0	1	3
Certiport Digital Literacy	0	0	0	2
Child Development Associate (CDA)	0	0	0	2
CHRYSLER CERTIFIED	1	0	0	3
CISCO	1	0	1	0
Coding (Games and Apps)	0	1	0	1
Commonwealth Child Care Credential - Certificate of Eligibility	0	0	0	2
CompTIA (A+/Network+/Server+/Security+/etc.)	1	0	1	0
EKG2	1	1	0	1
Emergency Medical Treatment (EMT)	1	0	0	1
EMT - Basic National Certification	1	1	0	1
EPA Section 608	1	0	1	4

**Established Local Credentials  
FY18 (July 1, 2017 - June 30, 2018)  
FY17 (July 1, 2016 - June 30, 2017)**

**2018 - 2019 CTEC Regionwide Recommendations**

Certification	Low	Medium	High	Not Recognized
Equipment and Engine Training Council Electrical	1	2	0	1
Equipment and Engine Training Council Four Stroke	1	2	0	1
Equipment and Engine Training Council Two Stroke	3	0	0	1
FAA (Airframe/Pilot/etc.)	0	3	0	4
FANUC Certified Robot Operator	0	2	2	3
FEMA Certification (IS-100b, 200b / ICS-300)	1	0	0	1
Fire and Rescue Certification	1	0	0	1
FIRST AID CPR AED	0	0	1	2
First Responder State Certification	2	0	0	0
FOOD SERVICE CERTIFICATION (E.G. FMP)	0	0	0	2
Fusion 360	0	1	1	5
Help Desk Institute (CSR/Support Center/etc.)	1	1	0	0
I-CAR	1	0	1	2
iCEV Animal Science	1	1	0	5
iCEV Certification	2	1	0	4
Kentucky Certified Firefighter	0	0	0	2
KY Early Care and Education Orientation	0	0	0	2
Limited Medical Radiology Licence (LMR)	1	1	0	1
MasterCAM	0	2	2	3
Microsoft Office (MOS)	1	0	1	0
Microsoft Technology Associate (HTML/Java/Python/etc)	1	0	0	1
MSSC - Certified Production Technician (CPT)	2	1	1	3
NAED (Dispatch)	1	0	0	1
NCCER - Carpentry	0	1	2	4
NCCER - Electrical	0	0	2	5
NCCER - Heavy Equipment	0	1	3	3
NCCER - Masonry	0	0	2	5
NCCER - Pipeline	2	1	1	3
NCCER - Plumbing	0	1	2	4
NCCER (Industrial Maintenance/HVAC/Electrical/etc.)	2	0	2	3
NGT-CM11	0	0	1	5
NHA - Certified Medical Administrative Assistant	1	1	0	1
NIMS Machine Tool / Industrial Maintenance Certification	2	0	3	2
NOCTI - Criminal Justice	1	1	0	0
NOCTI Biotechnology	0	1	0	2
NOCTI CAD 1	0	2	0	5
NOCTI Healthcare Core	0	1	0	2
Oracle	1	0	0	1
OSHA (10/30)	3	2	7	2
Patient Care Technician/Assistant	1	1	0	1
Pediatric Abusive Head Trauma	0	0	0	2
Pesticide Operator Certification	2	1	0	4
Pharmacy Technician	1	1	0	1
ProStart Certificate of Achievement	0	0	0	2
PTA	0	1	0	2
Revit	1	0	1	5
ServSafe Food Handler Certification	0	0	0	2
SERVS SAFE Food Manager's Credential	0	0	0	2
SixSigma	1	3	2	1
Testout (PC/Routing and Switching/Network/etc.)	1	1	0	0
UK Rural Health Industry Certification	0	1	0	2
Veterinary Assisting Certification	0	1	0	2
WCA Green Credential	1	0	1	5

### Additional Recommended Certifications and Programs

<u>Industry / Sector</u>	<u>Recommended Certification / Program</u>
Aviation	Federal Aviation Administration
Business and/or Information Technology	App Development with Swift
Business and/or Information Technology	Microsoft MCSE, MOS, MCSA, MTA, Cisco CCNA, CCIE, CCENT, Citrix & Various Anti-Virus and Firewall security certifications
Construction	First Aid/CPR, Scaffold User, Erector & Dismantler, Aerial Work Platform, Industrial & Rough Terrain Forklift, Rigging, Signalman
Construction	NICET
Construction	Other Electrical OJT and classroom from other certified Electrical Apprenticeships
Consulting	Professional Engineer, LEED, AIA
Education	academic degrees BS, MA, PhD
Education	Health Allied Associates, Bachelors, Masters, Doctorates, CHES
Engineering	unknown
Equipment Manufacturer	Master, Bachelor, and Associate degrees, welding certifications
Family and Consumer Services (also includes Early Childhood)	Project Management Professional, Six Sigma, SHRM/ HR certifications
Manufacturing (also including Agriculture)	Auto desk Inventor
Manufacturing (also including Agriculture)	CCA
Manufacturing (also including Agriculture)	too many to list
Other	CSP, PHR, SPHR, SHRM CP, SHRM SCP
Other	Depends on the position    Entry level is High School degree
Other	Each of the employers have different certifications they prefer. Mostly hard skills certifications (like NIMS, or SRNA/CNA, etc.) A soft skill certification that is recognized across the state would be smart. Journeyman Certifications; Microsoft Office Certifications
Transportation, Distribution and Logistics	Associate and Bachelor Degrees



## Appendix A:

Demand data was aggregated from the 8 counties that comprise the Northern Kentucky Workforce Investment Board.

Sector level demands were sourced using Labor Insight Jobs (Burning Glass Technologies) with the following selections and filters applied:

Jul. 1, 2017 - Jun. 30, 2018 AND ( County : Boone, KY OR County : Kenton, KY OR County : Campbell, KY OR County : Carroll, KY OR County : Grant, KY OR County : Gallatin, KY OR County : Pendleton, KY OR County : Owen, KY ) AND ( ( Industry Sector : Health Care and Social Assistance OR Industry Sector : Utilities OR Industry Sector : Construction OR Industry Sector : Transportation and Warehousing OR Industry Sector : Manufacturing OR Industry Sector : Finance and Insurance OR Industry Sector : Information OR Industry Sector : Professional, Scientific, and Technical Services OR Industry Sector : Wholesale Trade ) OR ( Industry : Support Activities for Mining (213) OR Industry : Repair and Maintenance (811) ) )

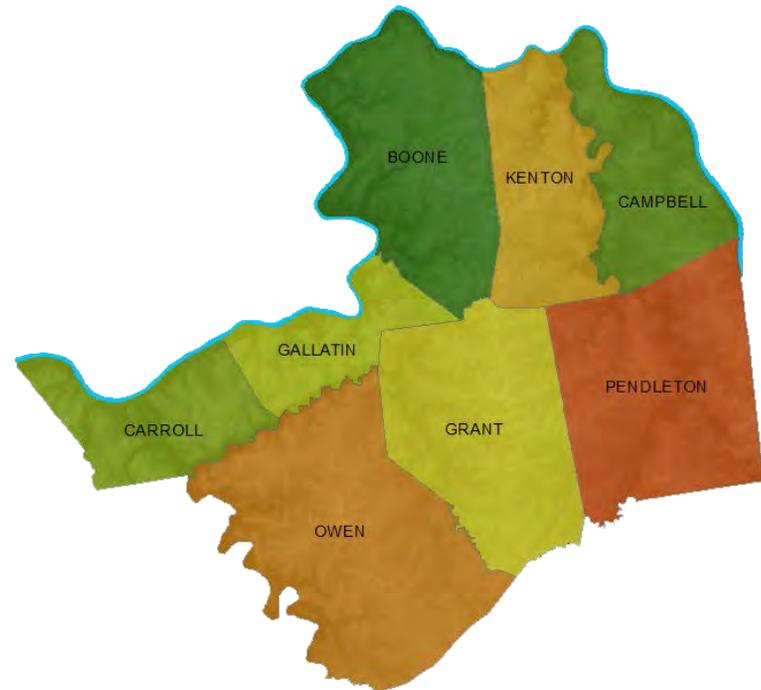
## Northern Kentucky Workforce Investment Board Contacts

Barbara Stewart, Director  
[Barbara.Stewart@nkadd.org](mailto:Barbara.Stewart@nkadd.org)

David Klokner, Workforce Data Specialist  
[David.Klokner@nkadd.org](mailto:David.Klokner@nkadd.org)

Katie Jo Kirkpatrick, Workforce Development Specialist  
[KatieJo.Kirkpatrick@nkadd.org](mailto:KatieJo.Kirkpatrick@nkadd.org)

[Nkcareercenter.org](http://Nkcareercenter.org)





### **Northern Kentucky WIB Vision Statement**

*The Northern Kentucky Workforce Investment Board will drive innovative workforce development that meets the changing needs of employers and our labor force, resulting in the enhancement of economic development for our region.*

### **Northern Kentucky WIB Mission Statement**

*The high-impact Northern Kentucky Workforce Investment Board drives policy, direction, and funding oversight for the local workforce investment system.*

The local workforce investment system promotes:

1. Supporting economic development
2. Connecting education and training to employment
3. Meeting current and future employment needs

### **Northern Kentucky WIB Value Statements**

- **Customer Focus:** We respond to employer and individual needs with exceptional customer service
- **Self-sufficiency:** We promote customer self-sufficiency as critical to achieving a vital and thriving community
- **Innovation:** We step beyond traditional thinking by using creativity to develop policy and direction
- **Continuous Improvement:** We foster a culture of continuous improvement through regular evaluations of programs and activities using measurable goals and targets
- **Integrity:** We act honestly, ethically, and fairly.
- **Collaboration:** We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.

### **Northern Kentucky WIB Elevator Speech**

The Northern Kentucky Workforce Investment Board drives the work of the local career center system to prepare and connect qualified job seekers to the hiring needs of regional employers.

Local Plan and Strategic Action Plan Timeline		
Date	Action	Date of Completion
Wednesday, March 20, 2019	Staff completes the updated local plan and strategic action plan	3/19/2019
Tuesday, March 26, 2019	Sent for review by Executive Committee	3/25/2019
Tuesday, April 2, 2019	Executive Committee Special Called meeting for review	4/2/2019
Thursday, April 4, 2019	No more than 14-day public review and comment period	4/4/2019
Wednesday, April 17, 2019	Completion of 14-day public review and comment period	
Friday, April 19, 2019	Updated local plan and strategic action plan sent to Executive Committee for Review	
Friday, April 19, 2019	Sent to Judge Gary Moore, Chief Local Elected Official	
Wednesday, April 24, 2019	NKWIB Executive Committee Meeting ( <i>Action is Requested</i> )	
Friday, May 3, 2019	Staff incorporates Executive Committee revisions to local plan and strategic action plan	
Tuesday, May 14, 2019	NKWIB Full Board Meeting ( <i>Action is Requested</i> )	
After May 14, 2019 meeting	Staff incorporates Full Board revisions to local plan and strategic action plan	
Friday, June 28, 2019	Local Plan Updates completed and submitted to the Department of Workforce Investment (DWI)	

Strategic Actions	
NKWIB	KWIB
1. Contribute to the advancement of Regional <b>Economic Development</b> by actively engaging employers to drive Kentucky's workforce development system.	1. Actively engage <b>employers</b> to drive Kentucky's workforce development system.
2. Prepare <b>Job Seekers</b> to enter the talent pipeline by aligning with P-12, adult <b>education</b> , and postsecondary <b>education</b> to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.	2. Align and integrate P-12, adult <b>education</b> and postsecondary <b>education</b> to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
3. Improve and expand <b>Employer</b> services by increasing Kentucky's <b>workforce participation</b> by creating opportunities, incenting <b>workforce participation</b> , and removing employment barriers for Kentuckians.	3. Increase Kentucky's <b>workforce participation</b> by creating opportunities, incenting <b>workforce participation</b> , and removing employment barriers for Kentuckians.
4. Remain a High Impact <b>Workforce Development Organization</b> by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.	4. Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky. ( <b>Organization and Resource Alignment</b> )

Contribute to the advancement of Regional <i>Economic Development</i> by actively engaging <i>employers</i> to drive Kentucky's workforce development system.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
<b>Goal 1: Increase awareness of demand industry sectors to increase access to career pathways.</b>							
A. Coordinate with Economic Development entities (Tri-ED, NKY Chamber of Commerce, city economic development divisions, and counties' chamber of commerce and economic development groups) and workforce development entities regarding consistent branding of industry sectors across the spectrum of regional workforce partners to create value for the employers (GrowNKY 3.2.c)	EXC P/Y BSC		Full representation of Economic Development entities on the WIB	Detailed yearly review in December	Completed in 2019	Representatives of local Economic Development entities are on the BSC and engaged during the BSC meetings	1a
					Next Review in 2020		
			Representation at regional workforce development boards and committees' monthly meetings	Detailed yearly review in December	Completed in 2019	In conjunction with local Economic Development entities, the NKWIB is actively engaged with the GROW NKY initiatives and the work of its pillars.	
Next Review in 2020							

Contribute to the advancement of Regional <i>Economic Development</i> by actively engaging <i>employers</i> to drive Kentucky's workforce development system.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
B. Collect information about industry sectors, skill gaps, and hiring trends to inform community stakeholders, job seekers, employers, educators, and parents.	EXC BSC	BST	Analyzed yearly to create an updated report	Yearly review in March	Completed in 2019	KCC Operator and Direct Services Provider shares relevant updates about sectors, skill needs/ gaps, and other relevant updates at each BSC and P/Y Committee meeting	2c
						Updates reviewed by Educators and Community Partners in 2018	
						NKWIB published information at the end of 2018	
						In 2/2019, NKWIB Executive Committee reviewed updated 2018 data.	
				Next Review in 2020			
<b>Goal 2: Partner on Northern Kentucky and Greater Cincinnati regional initiatives that bring additional resources and capacity that support our local workforce needs.</b>							
A. Align with major regional initiatives to improve opportunities for employers, job seekers, and future job seekers. (GrowNKY 3.1-3.3)	EXE	WIB DIR NKADD	Staff maintains leadership roles on at least three (3) major regional initiatives	Yearly review in June	Completed in 2019	Staff serves in leadership roles on: GROW NKY PCW NKY Ed Council	1a 3a 1d

Contribute to the advancement of Regional <i>Economic Development</i> by actively engaging <i>employers</i> to drive Kentucky's workforce development system.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
					Next Review in 2020		
B. Involve Workforce Partners and employers in WIB initiatives such as On-the-Job training, work-based learning experiences, and apprenticeships. (GrowNKY3.1-3.3)	BSC P/Y		Involvement with at least five (5) major regional initiatives	Yearly review in June	Completed in 2019	Involvement with Partners include: Job Corps/ Insights Training Brighton Center Skills U NKY Ed Council Tri-ED Chamber of Commerce YouthBuild	4e 1b 1c
					Next Review in 2020		

Prepare <i>Job Seekers</i> to enter the talent pipeline by aligning with P-12, adult <i>education</i> , and postsecondary <i>education</i> to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future. (By definition, Job Seekers include youth)							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
<b>Goal 1: Provide a strong foundation that prepares Job Seekers for continuing education and employment.</b>							<b>3e</b>
A. Prepare Job Seekers by offering employment skills workshops.	P/Y	WIB DIR	12 per year/ minimum 1 per month	Yearly review in June	Completed in 2019	KCC workshops overseen by the One Stop Operator/ Direct Services Provider, with support from KCC partners	2e
					Next Review in 2020		
B. Collaborate with regional workforce development stakeholders on job seeker initiatives and innovative programs. (GrowNKY 3.1, 3.3.c)	P/Y	BST	Measure the number of initiatives and programs offered each year	Yearly review in June	Completed in 2019	NKWIB Staff participates with JobsPlus SkillsU CVG Career Development	2e 2f 3c

**Prepare *Job Seekers* to enter the talent pipeline by aligning with P-12, adult *education*, and postsecondary *education* to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future. (By definition, Job Seekers include youth)**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						Examples of current programming: Opioid Response, Opportunity Youth, Veterans Job Fair, Campbell Co Detention Center Job Readiness Workshops, KY SITE program, NKY Office of Drug Control Policy	
					Next Review in 2020		
B.1. During initiatives and innovative program development, design elements to focus on specific populations including veterans, individuals with disabilities, second chances individuals, opportunity youth, those recovering from substance abuse, and adult learners.	P/Y		Measure each year the number of job seekers participating in each initiative/ program	Yearly review in June	Completed in 2019		2e 2f 3c 3e
					Next Review in 2020		
<b>Goal 2: Meet or Exceed Youth Program Requirements</b>							
A. Ensure the 14 Required Youth Elements are available to all participants.	P/Y		Identify and confirm all elements are either available	Yearly review in April	Completed in 2019	Provided service update reviewed monthly	
					Next Review in 2020		

**Prepare *Job Seekers* to enter the talent pipeline by aligning with P-12, adult *education*, and postsecondary *education* to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future. (By definition, Job Seekers include youth)**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
			onsite or through local referrals				
B. Ensure that the 20% Work Experience Expenditure Requirement is met.	P/Y		Target a 20% Work Experience Expenditure Requirement rate	Yearly review in April	Completed in 2019 Next Review in 2020		
C. Ensure 75% of youth funding is spent on Out of School Youth.	P/Y		Target 75% of youth funding is spent on Out of School Youth	Yearly review in April	Completed in 2019 Next Review in 2020		
<b>Goal 3: Survey Job Seekers to determine their customer satisfaction.</b>							
A. Survey all job seekers including during major events to determine their customer satisfaction.	P/Y	BST	Target 100% of customers receiving the survey	Yearly review in September	Completed in 2019 Next Review in 2020		
B. Track Job Seekers Customer Satisfaction Rate through surveys.	P/Y	BST DATA SPEC	Target a 99% individual customer satisfaction rate		Completed in 2019 Next Review in 2020		

Improve and expand <i>Employer</i> services by increasing Kentucky's <i>workforce participation</i> by creating opportunities, incenting <i>workforce participation</i> , and removing employment barriers for Northern Kentuckians.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
<b>Goal 1: Determine needed demand industry sectors and career pathways adjustments.</b>							
A. Collect survey information, evaluate qualitative 3 <sup>rd</sup> party data sources, and review results to determine growth/decline of certification needs.	BSC	DATA SPEC PROG DIR		December 2019	Completed in 2019	August/ September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources)	2d
						BSC reviewed data with regional educators, businesses, economic development, KYSTATS, etc.	
						February/ March 2018- BSC reviewed current targeted industry sectors and regional LMI data, and recommended keeping these targeted sectors,	
						March 2018- WIB approved, maintaining existing targeted high demand sectors	

Improve and expand <i>Employer</i> services by increasing Kentucky's <i>workforce participation</i> by creating opportunities, incenting <i>workforce participation</i> , and removing employment barriers for Northern Kentuckians.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						("Installation, Maintenance, Repair" sector changed to "Construction and Trades" Next Review in 2020	
<b>Goal 2: Collect job candidates preparedness data from employers.</b>							
A. Survey employers to determine satisfaction with the quality of candidates referred to the employer by the Kentucky Career Center.	BSC	DATA SPEC PROG DIR BST	Target 100% Employer access to the survey	Yearly review in June	Completed in 2019	August/ September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources);	2b
						BSC reviewed data with regional educators, businesses, economic development, KYSTATS, etc.	
						January 2019- Employers surveyed at the NYNC Job Fair	
					Next Review in 2020		
B. Increase the number of <i>known</i> candidates hired through the KY Career Center by employers.	BSC	DATA SPEC		Yearly review in June	Completed in 2019	Updated Data on candidate hires is incomplete pending	4c

Improve and expand <i>Employer</i> services by increasing Kentucky's <i>workforce participation</i> by creating opportunities, incenting <i>workforce participation</i> , and removing employment barriers for Northern Kentuckians.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
(NOTE: It is difficult to secure reliable data related to job postings, hires/placement, wages, and other elements because of limited access to state reporting systems and data.)		PROG DIR BST				reversion of federal data collection process	
						Types of data used to try and understand current hiring trends: KPI data, Labor Insight, State data systems, KEE Suite, other data resources and KCC partners' data systems	
Next Review in 2020							
Goal 3: Collect employer satisfaction data with Career Center services.							
A. Administer employer surveys after the service is provided.	BSC WIB	DATA SPEC PROG DIR BST	Target 100% of Employers receiving a survey	Yearly review in June	Completed in 2019	Employer surveys to capture satisfaction data, along with projected workforce needs.	
						A primary collection point for the Employer Satisfaction Rate data is during specific workforce events.	

Improve and expand <i>Employer</i> services by increasing Kentucky's <i>workforce participation</i> by creating opportunities, incenting <i>workforce participation</i> , and removing employment barriers for Northern Kentuckians.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						Fall 2018- 94% Satisfaction Rate Administering surveys to all employers participating in KCC-sponsored job fairs;  January 2019- 94% rate as a result of the NYNC Job Fair	
					Next Review in 2020		
B. Track Employer Customer Satisfaction Rate through surveys.	BSC	BST DATA SPEC	Target a 95% Employer Satisfaction Rate		Completed in 2019		
					Next Review in 2020		
<b>Goal 4: Foster innovative programs that meet current industry demands that pave the way for future needs.</b>							
A. Collaborate with KY Career Center partners, workforce development stakeholders and employers to identify programming to meet future demand. (GrowNKY 3.3.b)	BSC P/Y	NKADD	Measure the number of initiatives and programs offered each year	Yearly review in Sept	Completed in 2019	August/ September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources)  BSC reviewed data with regional educators, businesses, economic development, KYSTATS, etc.	1e 3d

Improve and expand <i>Employer</i> services by increasing Kentucky's <i>workforce participation</i> by creating opportunities, incenting <i>workforce participation</i> , and removing employment barriers for Northern Kentuckians.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						September- October 2018, New High-Demand Certification survey process in development (at the state level) with a survey to be administered/ reviewed in partnership with the WIB	
						In March 2019, submitted to the KWIB locally collected data.	
					Next Review in 2020		
A.1. During program development, design elements to focus on specific populations including veterans, individuals with disabilities, second chances individuals, opportunity young, those recovering from substance abuse, and adult learners.	P/Y		Measure each year the number of employers participating in each initiative/ program	Yearly review in October	Completed in 2019	Examples of programs include: Bridge Program City Futures (JobsPlus)	2e 2f 3c 3e
					Next Review in 2020		

Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
<b>Goal 1: Continue to use developed process to hold the board accountable through the review and evaluation of our governing documents.</b>							
A. Manage agreements, bylaws and other needed documents for annual review.	EXE		Review governing documents	With yearly review in June	Completed in 2019		
					Next Review in 2020		
B. Conduct RFP process thru state guidelines and procurement policies including for WIOA Direct Services, One Stop Operator, Workforce Investment Board Support, and Workforce Investment Board Fiscal Agent	EXE		Renew every three (3) years	With yearly review in June	Completed in 2019		
					Next Review in 2020		
<b>Goal 2: Review financial and performance data.</b>							
A. Assess financial obligations and expenditures on the Financial Key Performance Indicators	EXE		appropriate level of monthly expenditures	With a yearly review in April	Completed in 2019	Monthly at all WIB meetings and Program/ Youth meetings	
					Next Review in 2020	Additionally, Program/ Youth Committee holds an annual contract performance and budget review meeting in April	
B. Analyze the Programmatic Key Performance Indicators to gauge the	EXE BSC			Yearly review in October	Completed in 2019		

**Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
Kentucky Career Center programming performance success.					Next Review in 2020		
C. Supply performance data including placement and education/job training data and WIOA performance data.	P/Y	PROG DIR	Meet predetermined state performance rate	Yearly review in April	Completed in 2019	Provided at Program/ youth and WIB meetings.	
					Next Review in 2020		
<b>Goal 3: Proactively pursue technology advancements.</b>							
A. Align and prioritize technology advancement needs.	BSC P/Y	PROG DIR		Yearly review in January	Completed in 2019	KCC Leadership Teams working on technology needs includes Customer Service and Continuous Quality Improvement.  Technical upgrades include Qless, Zoom at KCCs and NKADD (NKWIB Office), Social Media/outreach and the NK KCC Website.	
					Next Review in 2020		
<b>Goal 4: Strengthen membership and retention of WIB members to create a stable, effective, and fully engaged Board.</b>							
A. Ensure NKWIB membership has proper representation. Regular review of WIOA	MBO EXE			Detail review each quarter	Completed in 2019	WIOA requirement met	

**Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
requirements, county representation, industry representation, cultural diversity, and skill sets.	WIB				Next Review in 2020		
B. Conduct membership competency analysis to arrive at balanced expertise and thus balanced leadership	MBO			Conducted before new member orientation with a yearly review in Sept	Completed in 2019		
					Next Review in 2020		
C. Enhance members engagement with members spotlights, expanded online board members information, and annual one-on-one meetings to evaluate the benefit of membership.	MBO		One (1) member spotlight per meeting	Yearly reviewed in June	Completed in 2019	Members spotlighted: Dave Fleischer, Andy Aiello, Chris Fridel, Jeff Greelish, Fernando Figueroa, Janet Harrah, and Nick Birkenhauer	
					Next Review in 2020		
D. Develop “contribution/hands-on” opportunities to enhance engagement of members.	MBO		Bi-monthly engagement opportunities presented	Yearly review in June	Completed in 2019	Volunteer opportunities are ongoing Volunteer Signup sheets available during each board meeting	
					Next Review in 2020		
E. Invite more guests to the meeting to learn more about what the Board does.	MBO			Yearly review in June	Completed in 2019		

Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
					Next Review in 2020		
<b>Goal 5: Review and drive the development of mission, vision, values, and strategic plan.</b>							<b>4a</b>
A. Focus committees work on assigned goals and completing measurable objectives.	EXE MBO P/Y BSC		Bi-monthly goal/objective status updates	Yearly with detail review in June	Completed in 2019	MBO reviews and brings updates to Executive Committee	4b
					Next Review in 2020		
B. Present critical community issues related to long term planning	EXE		5 Information sessions a year	Yearly with detail review in June	Completed in 2019	Information Sessions added to Regular WIB meetings	
					Next Review in 2020		
C. Conduct review to determine the relevance of Vision, Mission, Values, and Strategic Plan.	EXE		Complete every three (3) years	Yearly with detail review in July	Completed in 2019		
					Next Review in 2020		
<b>Goal 6: Educate State and Federal entities (KWIB, Workforce Development Cabinet, Economic Development Cabinet, state legislators, federal delegation) of needs, opportunities, and challenges of the local workforce development system.</b>							<b>4e</b>
A. Leverage relationships with Local, State and Federal Partners to inform them of pressing regional workforce needs.	EXE MBO P/Y BSC	WIB DIR	reviewed Six (6) times a year	Yearly with detail in review December	Completed in 2019	Provided input for the NKY Chamber Legislative Priority Agenda by providing a draft white paper to the Chamber Workforce Committee	

**Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						By aligning with the GROW NKY's advocacy efforts, the NKWIB works to communicate its areas of concern	
					Next Review in 2020		
B. Work with Local and State Partners to increase the quantity and improve the quality of data available to measure regional workforce development trends.	EXE P/Y BSC	DATA SPEC					
<b>Goal 7. Enhance the awareness and marketing of the WIB, KY Career Center services, and any future initiatives.</b>							
A. Implement an innovative outreach marketing plan that includes the Operator Marketing Plan to showcase the WIB and KY Career Center services. (GrowNKY 3.1.a)	EXE	DEV SPEC KCC OPER		Yearly with review in October	Completed in 2019	A website re-design was conducted to include items listed/more strategic use of social media	1b
					Next Review in 2020		
B. Highlight stories that illuminate the services we offer and the clients we serve.	P/Y BSC MBO	NKADD	6 per year	Yearly with review in April	Completed in 2019	Mission Moment added to WIB agenda	
					Next Review in 2020		
C. Publish monthly schedule of professional workshops in schools, Career Centers, and outside agencies.	P/Y	BST	12 per year/1 per month	Yearly with review in Sept	Completed in 2019	Ongoing work includes utilizing KCC website, team calendars, and	

**Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						social media platforms	
					Next Review in 2020		
<b>Goal 8: Diversify and expand funding resources</b>							
A. Maintain strategic funding priorities plan to identify program-specific funding needs beyond provided WIOA funding	EXE	NKADD DEV SPEC	Submit at least five (5) funding requests Generate \$100,000 per year	Yearly review in June	Completed in 2019	Maintain a list of program funding needs	
						Seven (7) proposals submitted US Bank, Duke, GCF, PNC, St. Elizabeth's Republic Bank, Citi	
						Awarded funds: \$50,000-GCG \$15,000-Duke \$30,000-St. Elizabeth Healthcare \$1,000-C-Forward \$285,132-Rapid Response Additional Assistance \$16,881-KY Innovation and Impact Fund	
					Next Review in 2020		

**Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.**

Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
B. Manage funding sources list including business partnerships, grants and revenue generating opportunities.	EXE	NKADD DEV SPEC		Yearly review in June	Completed in 2019	Maintain a list of regional, state, and federal funding opportunities	
					Next Review in 2020		

# GROW NKY

*NOTE: Growing Regional Outcomes through Workforce for Northern Kentucky (GROW NKY) mission is to leverage the community's full complement of assets to grow, attract, and retain a globally competitive workforce. Its vision is a robust and collaborative ecosystem that aligns the needs of current and future employers with the interests of a diverse, world-class workforce. As such, the work of Pillar 3 regarding Adult Career Readiness and Life- long Learning has been considered for alignment.*

## Working DRAFT

Strategic Pillar 3: Adult Career Readiness and Life Long Learning Owner: Brighton Center / Barb Stewart		Lead	Deadline	Baseline	Metric
3.1	Increase supply of qualified workers; increase enrollment in post-secondary	Objective Owner: Talia Frye, Correy Eimer			
	a. Increase number of adults coming into Kentucky Career Center	Correy Eimer		TBD	baseline +10%
	i. # of services each customer is receiving (goal is to increase incidents of service bundling)	Correy Eimer		TBD	baseline +20%
	Enrich customer experience/improve access to resources/services (fully optimize KCC partnerships to leverage impact)	Correy Eimer			Customer satisfaction rates /# obtained employment
	iii. # of individuals in training	Correy Eimer			
	iv. # of training related placements	Correy Eimer			
	b. Identify additional sources of funding for training, college, etc. [take an inventory of all existing funding sources, identify most under-utilized sources and work to promote increased utilization, e.g. work with all workforce stakeholders to promote KHEAA on their respective websites]	TBD, Pillar 5 Tuition Upfront; Pillar 2 FAFSA		% Increase above WIOA ITA funds	
	i. # of job seekers connected with financial assistance	TBD		TBD	baseline +10%
	c. Address and engage the barrier populations	Correy Eimer		TBD	baseline +20%
	d. Improve coordination of our work support resources	Talia Frye		TBD	TBD
3.2	Improve coordination and alignment with employers to better support employers to attract, retain, and promote workers	Objective Owner: Talia Frye, Correy Eimer			
	a. Improve partner alignment and coordination to better understand which partner is working with what employer resulting in improved service coordination/continuity	Correy Eimer / Talia Frye		N/A	Regular partner touchpoints?
	b. Work with employers to support the training needs of their incumbent workers	Gateway			
	c. Create a common message or script for all partners to use in their work with employers to promote important key messages including non-engaged populations, Kentucky Employment Skills Certificate, transferrable skills, common pathways to job preparation/career exposure, etc. Use employer testimonials to drive messaging.	Barb Stewart / Jason Ashbrook (Partner with Pillar 5 Employer Drug Policies)		TBD	
3.3	Match supply to demand through work based learning (on-the-job training, apprenticeships, internships, etc.)	Objective Owner: Educational Partners			
	a. Establish advising group comprised of educators/trainers, employers, KCC partner organizations (NKU, Gateway, Brighton Center, etc.)	Robin Norton / Thomas More		TBD	# of OJT experiences?
	b. Increase number of employers engaged in OJT and apprenticeships	Correy Eimer		TBD	# of employers
	c. Increase number of job seekers enrolled in OJT and apprenticeships	Talia Frye		TBD	# of job seekes
	d. Increase the number of work-based learning experiences offered by post-secondary institutions	Post-secondary partners (Gateway, NKU, Thomas More)			

**VISION AND DESIRED IMPACT**

“Create a workforce development system that is value driven for employers, aligns education with industry demands, prepares Kentuckians for the future of work and drives economic development.”



**#1 Employers**

Goal #1: Actively engage employers to drive Kentucky's workforce development system.



**#2 Education**

Goal #2: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.



**#3 Workforce Participation**

Goal #3: Increase Kentucky's workforce participation by creating opportunities, incentivizing workforce participation, and removing employment barriers for Kentuckians.



**#4 Organization and Resource Alignment**

Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

**STRATEGIC GOALS**

<p>1a: Create a workforce development system that is valued by employers.</p> <p>1b: Establish a clear channel for employer engagement in workforce development services.</p> <p>1c: Increase the number of employers participating in work-based learning experiences and apprenticeships while also establishing employer champions.</p> <p>1d: Engage employers in education efforts from early childhood through Kindergarten, Grade 12, and post-secondary.</p> <p>1e: Leverage employer data on workforce projections and training needs using the talent pipeline management system of the Kentucky Chamber of Commerce and a revamped business service team network.</p>	<p>2a: Increase career exploration opportunities while students are in P-12 and provide all P-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded.</p> <p>2b: Review and adjust the structure (locations, pathways, and resources) of pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs.</p> <p>2c: Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.</p> <p>2d: Improve the sharing and use of data to inform the ongoing curriculum design for P-12 and postsecondary institutions.</p> <p>2e: Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work.</p> <p>2f: Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.</p>	<p>3a: Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.</p> <p>3b: Mitigate disincentives to work and explore ways to incentivize workforce participation for individuals currently receiving social services benefits in order to support their transition to sustainable employment.</p> <p>3c: Embed programs serving specific populations across cabinets to promote workforce participation. Examples of priority populations include veterans, individuals with disabilities, re-entrants from the corrections system, individuals in recovery from substance abuse, young adults transitioning out of foster care and others.</p> <p>3d: Develop and promote strategies for employers to address employment barriers.</p> <p>3e: Develop and pursue strategies that increase the number of Kentuckians, work-ready and free from the influence of substance abuse.</p>	<p>4a: Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability.</p> <p>4b: Develop a framework and supporting goals and metrics for Kentucky's workforce development programs.</p> <p>4c: Identify gaps in the existing longitudinal data system and determine available sources to close those gaps.</p> <p>4d: Define and create an effective communication approach for services to ensure a consistent, quality customer experience.</p> <p>4e: Build a stronger, more coordinated relationship between state government and local governments, institutions and workforce innovation areas.</p>
--	---	---	--

**STRATEGIC OBJECTIVES**

<p>2a: Increase career exploration opportunities while students are in P-12 and provide all P-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded.</p> <p>2b: Review and adjust the structure (locations, pathways, and resources) of pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs.</p> <p>2c: Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.</p> <p>2d: Improve the sharing and use of data to inform the ongoing curriculum design for P-12 and postsecondary institutions.</p> <p>2e: Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work.</p> <p>2f: Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.</p>	<p>3a: Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.</p> <p>3b: Mitigate disincentives to work and explore ways to incentivize workforce participation for individuals currently receiving social services benefits in order to support their transition to sustainable employment.</p> <p>3c: Embed programs serving specific populations across cabinets to promote workforce participation. Examples of priority populations include veterans, individuals with disabilities, re-entrants from the corrections system, individuals in recovery from substance abuse, young adults transitioning out of foster care and others.</p> <p>3d: Develop and promote strategies for employers to address employment barriers.</p> <p>3e: Develop and pursue strategies that increase the number of Kentuckians, work-ready and free from the influence of substance abuse.</p>	<p>4a: Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability.</p> <p>4b: Develop a framework and supporting goals and metrics for Kentucky's workforce development programs.</p> <p>4c: Identify gaps in the existing longitudinal data system and determine available sources to close those gaps.</p> <p>4d: Define and create an effective communication approach for services to ensure a consistent, quality customer experience.</p> <p>4e: Build a stronger, more coordinated relationship between state government and local governments, institutions and workforce innovation areas.</p>
---	---	--

Based on stakeholder involvement and best practices from within Kentucky and across the United States, KWB has created a bold strategy that addresses both structural and tactical root cause issues impacting the current workforce system. This plan represents a collaboration of education, workforce and economic development at all geographic levels, and the strategies outlined herein will leverage state, local, and private partnerships to improve workforce outcomes for Kentucky's current and future employers and job seekers.

# Memorandum of Understanding for Workforce Innovation and Opportunity Act (WIOA)

*Kentucky Career Center (One-Stop) Operations*  
Northern Kentucky Workforce Investment Board

2018-2021

## One-Stop Partners Northern Kentucky Workforce Development Area



**WB** Northern Kentucky  
Workforce Investment  
BOARD

A proud partner of the **americanjobcenter** network

# Memorandum of Understanding for Workforce Innovation and Opportunity Act (WIOA)

<b>Local Workforce Development Area:</b>	<b>Northern Kentucky</b>
--	--------------------------

## Kentucky Career Center (a.k.a. American Job Center/ One-Stop) Operations

**Vision:** The Northern KY Workforce Development Area and Kentucky Career Center will empower local employers, job seekers, and communities to prosper and grow the region’s economy through an innovative workforce development system that is inherently customer-centered, seamless, and effective.

**Mission:** To provide data-driven talent solutions to job seekers and employers through the collaboration of education, workforce, community-based, and economic development partners.

**Purpose of this MOU:** The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of the Kentucky Career Center (KCC) service delivery system in WIOA Local Workforce Area: **Northern Kentucky** (Area) as required under the Workforce Innovation and Opportunity Act (WIOA). The following items in this section highlight several of the WIOA references/ requirements related to the MOU.

- A. WIOA Section 121(c) requires that each Local Workforce Development Board (LWDB), with the agreement of the Area’s Chief Elected Official (CEO), develop and enter into a memorandum of understanding (between the local board and the one-stop partners), with all the entities that serve as partners in the KCC delivery system that operates in each LWDB’s local area. Appropriate funding and delivery of services provided pursuant to this MOU will be reviewed not less than once every 3-year period starting from the effective date of this MOU
- B. WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into a memorandum of understanding with the LWDB in the respective area pursuant to WIOA Section 121(c).
- C. WIOA Section 121(b)(1) identifies the federal programs and requires that the services and activities under each of those programs must be made available through each local area’s KCC delivery system. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the Area are required partners under WIOA Section 121(b)(1).
- D. WIOA Section 121(b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121(b)(1)(B) may participate in a local area’s KCC delivery system as “additional partners” and provide the services available under their programs through the KCC delivery system.
- E. Per WIOA Section 121(b)(2)(A) both required and additional partners are included as parties to the MOU. Therefore, all entities that participate in an Area’s KCC delivery system as KCC partners (Partners), whether required or additional, must be parties to this MOU and must abide by the terms prescribed herein and by all applicable federal, state, and local rules, plans, and policies as applicable and authorized under the Partner’s program and in keeping with federal guidelines.
- F. WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner’s authorizing legislation continue to apply under the KCC system and that participation in the KCC delivery system is in addition to other requirements applicable to each partner’s program under each authorizing law.
- G. The Department of Labor (DOL) is the federal agency responsible for the administration of the workforce development programs—including WIOA.

- H. The DOL recognizes the Kentucky Education and Workforce Development Cabinet as the agency responsible for the administration and oversight of workforce development and employment-related programs in the Commonwealth of Kentucky—including WIOA. The Career Development Office (CDO)(CDO) fulfills this role on behalf of the Cabinet.

Parties to the Agreement include: (Attachment A)

## Definitions

- A. **Administrative Entity:** Entity(ies) designated by the CEO to coordinate and administer WIOA activities and services within a local area on the LWDB's behalf and in accordance with all applicable federal, state, and local laws, regulations, rules, policies, plans, and the terms of this MOU.
- B. **Chief Elected Official:** Identified in WIOA Section 3 Definitions(9) as the chief elected officer of a unit of general local government in a local area or the individual(s) designated under a local agreement pursuant to WIOA Section 107(c)(1)(B).
- C. **Career Services:** The services which shall be available, at a minimum, to individuals who are adults or dislocated workers through the KCC delivery system in each local area. The career services that must be provided as part of the KCC delivery system are listed in WIOA Section 134(c)(2).
- D. **Cost Allocation:** Per 66 Fed. Reg. 29639, cost allocation is the measurement of actual costs in relation to the benefit received in order to determine each partner's fair share of KCC operating costs.
- E. **Employer Services:** As mentioned in WIOA Section 116(b)(2)(i)(VI), local areas shall provide services to employers through the KCC delivery system to assist businesses and organizations with meeting their workforce talent needs (both current and future).
- F. **Fair Share:** The portion of KCC operating costs allocated to each partner in proportion to the benefits the partner receives from participation in the KCC system.
- G. **Fiscal Agent:** An entity appointed by a local area's CEO in accordance with WIOA Section 107 (d)(12)(B)(i)(II) & (III)) to be responsible for the administration and disbursement of WIOA and other funds allocated for workforce development activities in the local area. WIA Section 107(d)(12)(B)(i)(II) provides that designation of a fiscal agent does not relieve the CEO from his/her liability for any misuse of grant funds
- H. **Governor's Kentucky Workforce Innovation Board (KWIB):** Established by the Kentucky Governor under Executive Order 2009 438 dated May 12, 2009 to assist the Governor in creating an integrated statewide strategic plan for workforce development which will link workforce policies, education and training programs, and funding streams with the economic needs of Kentucky and its regions and in complying with the provisions and requirements of WIOA Section 101.
- I. **In-Kind Contributions:** 66 Fed. Reg. 29639-29640 defines these types of contributions as donations from third parties that are not to be confused with contributions to the KCC by partner programs of such things as space, equipment, staff, or other goods and services for which the partner program incurs a cost. In-kind contributions may include funding from philanthropic organizations or other private entities or through other alternative financing options, to provide a stable and equitable funding stream for on-going KCC delivery system operations. WIOA 121(c)(2)(A)(ii)(I)
- J. **Local Area:** A local workforce investment area designated by the Governor, under WIOA section 106, subject to sections 106(c)(3)(A), 107(c)(4)(B)(i), and 189(i)

- K. **Local Workforce Development Board (LWDB):** The board created by the CEO pursuant to WIOA Section 107 with responsibility for the development of the local plan and for oversight of the workforce development activities in the local area. This local Board is the Northern Kentucky Workforce Investment Board (NKWIB).
- L. **Additional Partner:** Per WIOA 121 (b)(2) , an entity that carries out a program not identified as required under WIOA, that is approved by the LWDB and the CEO, may be included as a KCC partner in a local area.
- M. **Memorandum of Understanding (MOU) Agreement Period:** The MOU must not be for a period to exceed three years. Additionally, per WIOA 121(c)(2)(v), the duration of the MOU and the procedures for amending the MOU during the duration of the MOU, and assurances that such memorandum shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services.
- N. **Kentucky Career Center / One-Stop Delivery System:** The KCC delivery system is essentially a collaborative effort among public service agencies, non-profit organizations and private entities that administer workforce investment, educational, and other human resource programs to make the variety of services available under those programs more accessible to eligible job seekers and employers. The Kentucky Career Center is a proud member of the national American Job Center network.
- O. **Kentucky Career Center One-Stop Operator:** An entity or consortium of entities designated in accordance with WIOA Section 121(d) to operate a KCC site and to perform KCC service delivery activities in accordance with all applicable federal, state, and local laws, regulations, rules, policies, plans, and the terms of this MOU.
- P. **Required Partner:** An entity that carries out one or more of the programs or activities identified under WIOA Section 121 (b)(1) and is required under that Section to participate in the KCC delivery system and to make the career services under its program or activity available through the KCC system.
- Q. **Resource Sharing:** Per 66 Fed. Reg. 29639, Resource Sharing is the cash and/or resources each partner will contribute to fund its fair share of costs for operation of the KCC system. This can include “in-kind” contributions from third parties to partner programs. The LWDB, CEO and KCC partners may fund the costs of infrastructure off KCCs through methods agreed on by the LWDB, CEO and KCC partners through an Infrastructure Funding Agreement (IFA), which will require participation from *onsite* KCC partners. See Attachment R for more details.
- R. **Training Services:** Services to adults and dislocated workers as described in WIOA Section 134(c)(3). Per WIOA 134(c)(3)(D) these may include occupational skills training, including training for nontraditional employment, on-the-job training, incumbent worker training, programs that combine workplace training with related instructions, which may include cooperative education programs, private-sector training programs, skill upgrading and retraining, apprenticeships, entrepreneurial training, transitional jobs, job-readiness training, adult education and literacy activities in combination with a training program, or customized training.
- S. **WIOA:** The Workforce Innovation and Opportunity (WIOA) Act amends the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes.
- T. **WIOA Local Plan:** Per WIOA Section 108, the local plan is a comprehensive 4-year plan developed by each LWDB, in partnership with the chief elected official and submitted to the Governor. The plan shall support the strategy described in the State plan. At the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan, and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan. Plans identify the respective local area’s current and projected workforce investment needs, the KCC delivery system, performance standards, and strategies to address the workforce investment needs in consideration of performance standards per WIOA Section 116.

U. **WIOA State Plan:** The term “State plan”, used without further description, means a unified State plan under section 102 or a combined State plan under section 103.

## **Article I: Kentucky Career Center System Description**

### **A. Overview & General Description**

1. All LWDBs are required to establish and operate local KCC service delivery systems in accordance with WIOA Section 121, with the WIOA State Plan, and with the WIOA Local Plan for their respective local areas.
2. WIOA Section 134(c) lists the services and activities that must be provided through the KCC delivery system. WIOA Section 107(d) gives the LWDBs the responsibility for oversight of the KCC delivery system in each local area and requires the LWDBs to describe the activities and functions of the KCC service delivery system and to prescribe the guidelines for carrying out these responsibilities in the Local WIOA Plan.
3. **Area’s KCC system - Attachment C**

### **B. Administrative Structure – Attachment D**

Administrative Structure is defined in Attachment C to this MOU.

### **C. Workflow – Attachment E**

A diagram that depicts the KCC customer workflow is included as Attachment D to this MOU.

## **Article II: Agreement Period**

- A. This MOU will be in effect from **October 1, 2018** through **September 30, 2021**. This MOU will be reviewed during this term to ensure appropriate funding and optimal customer services are maintained. If additional negotiations, discussions, and/or signature obtainments are being pursued, partners will continue to operate under the umbrella of this agreement. The MOU and accompanying IFA may be updated as needed, in response to program, funding, staffing changes as well as adjustments made in response to customer (job seeker/ employer) needs.

## **Article III: Partner Responsibilities**

- A. WIOA Section 121(b)(1)(A) lists the minimum responsibilities of all required partners under WIOA. For consistency, all Partners will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partner program or as otherwise specified in this Article.
1. Make career services provided under the Partner’s program available to individuals through the Area’s KCC delivery system in accordance with Article IV of this MOU.
  2. Participate in infrastructure cost-sharing activities as described in Article VI of this MOU and use a portion of funds made available to each partner’s program—to the extent not inconsistent with the federal law that authorizes each partner program—to:
    - a. Create and maintain the KCC delivery system; and
    - b. Provide career services per WIOA Section 134(c)(2).

3. Participate in the operation of the KCC system in accordance with the terms of this MOU and with the requirements of authorizing laws per WIOA Section 121(b)(1)(B).
  4. Required Partners must provide representation on the Area's LWDB per WIOA Section 121(b)(1)(v). Additional partners may participate on the Area's LWDB with the agreement of the Area's LWDB members and CEO. However, when a program is administered by more than one entity in the Area, it is not necessary that every entity provide representation on the LWDB. One entity may provide representation on the LWDB for the program.
- B. In addition to the minimum responsibilities required under WIOA as identified in Section A of this Article, Partner responsibilities include:
1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
  2. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. LWDB will communicate the changes to the KCC operators and any other affected partners.
  3. Each partner must ensure compliance by its staff members who work in the KCC with KCC policies and procedures. Should a conflict exist between the KCC's personnel policies and a partner's personnel policies, the partner's policies will prevail.
  4. Use of common practices and procedures; forms and documents; software systems, applications, and/ or web-based interfaces as designated by state, federal, or local administrative entities; and other forms of media as agreed to by all parties in the performance of KCC services and activities and functions that support the KCC service delivery system.

#### **Article IV: Programs, Services, & Activities**

- A. WIOA Section 121(b)(1)(B) identifies the programs, services and related activities that must be provided through the KCC delivery system in each local area. WIOA Section 121(c)(2) requires this MOU to include a description of the services that will be provided through the Area's KCC service delivery system and to identify the service delivery method(s) each partner will use to deliver the services. This MOU will also identify the career services, training, and employer services that each partner will provide to ensure that all parties' responsibilities are clearly identified herein.
- B. The Kentucky Career Center Services document, which is Attachment N to this MOU, and hereby incorporated, lists and describes the career, training, and employer services and the array of service delivery methods.
- C. **Required Partner Services: Attachment F.**
- D. **Additional Partner Services: Attachment G.**

#### **Article V: Method of Referral**

Pursuant to WIOA Section 121(c)(2)(A)(iii), the parties agree that the referral of individuals between the KCC Operator(s) and the partners' for the services and activities described in Article IV will be performed using the following methods:

**Article VI: Resource Sharing/Infrastructure Funding**

**A. Kentucky Career Center Infrastructure Funding Agreement (IFA, formerly the Resource Sharing Agreement/RSA):**

1. WIOA 121(c)(2)(A)(ii) requires that the funding arrangements for services and operating costs of the KCC service delivery system based on benefit received and must be described in this MOU.
2. The methodologies described herein must be allowable under each partner's respective program and under all applicable federal and state rules applicable to each partner's type of organization. Note: the Infrastructure Funding Agreement (IFA) / Resource Sharing Document helps ensure the proportionate resource-sharing for all partners **onsite** at a local Kentucky Career Center. The IFA must identify:
  - a. The shared KCC costs.
  - b. The methodologies that will be used to determine each party's proportionate "fair" share of those costs.
  - c. The methodologies that will be used to allocate each party's fair share of costs across the cost categories.
  - d. The method(s) each party will use to fund its fair share of costs, which may include cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party.

**B. Kentucky Career Center Operating Costs:**

1. The shared KCC operating costs, the projected cost amounts, and each party's method of funding its fair share of those costs are identified in the Kentucky Career Center Infrastructure Funding Agreement (IFA), which is included as **Attachment L** to this MOU and hereby incorporated. The methodologies that will be used to determine each party's fair share of KCC operating costs and to allocate each party's fair share are as follows:
  - a. Onsite space utilization at the KCC
  - b. Identification of Shared Costs; shared cost budget/ expenses
  - c. Proportionate Share and Cost Allocation;
  - d. Resource Sharing (may include cash contributions, contributions of staff time, equipment, in-kind, and other resources; and

**C. Program Costs/Services:**

1. Costs allowable under and allocable to more than one partner program may be considered shared costs that are allocated among the eligible partner programs provided that such action is not prohibited by the partner programs' governing statutes. The manner(s) in which the parties agree to address costs chargeable to more than one partner program must be described in this MOU.

2. All IFA parties expressly agree to use the following methodologies to determine if a particular cost is chargeable to more than one partner program and to address costs found to be chargeable to more than one partner in accordance with the following:
  - a. **Methodology to Determine Shared Service Costs: [Described in Attachment J]**
  - b. **Treatment of Costs Chargeable to More than One Partner Program: [Described in Attachment K]**

**D. Budget Tracking:**

1. All parties expressly understand and agree that the initial costs listed in the KCC Infrastructure Funding Agreement (IFA) included as Attachment L will be subject to change as actual costs are incurred and paid throughout the effective period of this MOU. 29 CFR 97.20(b)(4) requires a comparison of actual costs to budgeted costs. Local workforce development areas will determine actual costs in accordance with local procedures and will submit the actual expenditures to all partners on a quarterly basis.
2. Updates to the IFA will not require an amendment to this MOU unless such updates reflect an increase in the total budget amount. An amendment for this purpose will be signed by authorized representatives of LWDB and all affected partners. LWDB will ensure that all partners receive a copy of the amendment and revised budget once the amendment is fully executed.
3. Any time the IFA is modified, the LWDB must provide all parties with notice of the modification and a copy of the modified IFA. The notice shall include a description of the modification, the effective date of the modification, and the reason(s) for the modification.

**Article VII: Termination/Separation**

- A. **MOU Termination:** This MOU will remain in effect until the end date specified in Article II, Section A, unless:
  1. All parties mutually agree to terminate this MOU.
  2. Funding cuts by one or more federal programs are so substantial that KCC operations cannot continue as specified herein and a new MOU must be negotiated.
  3. WIOA regulations or statute is repealed.
  4. Local area designations are changed.
- B. **Partner Separation:** WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the LWDB. In such an event, the LWDB will provide written notice to all remaining partners and will amend this MOU per Article VIII. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial that it necessitates the negotiation of a new MOU.
- C. **Effect of Termination:** Any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the local KCC system. In addition, the terminated partner may also be ineligible to serve on the LWDB as a partner representative.
- D. **Partner Disqualification:** An entity identified as a required partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the Area and therefore no longer qualifies as a required partner under WIOA Section 121(b)(1) must send written notice of the change in status to the LWDB as soon as possible. In such an event, a formal amendment to this MOU per Article VIII will be

required. The entity may continue as an additional partner if mutually agreed by the LWDB, CEO, and the remaining partners.

### **Article VIII: Amendment**

- A. This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies or for one or more of the following reasons:
1. The addition or removal of a partner from this MOU.
  2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
  3. An extension of the effective ending date per Article II.
  4. A change in the KCC Operator or Fiscal Agent or a change in the physical location of a KCC.
  5. A change in the services, service delivery methods currently utilized, referral methods, methods to determine fair share, or methods to allocate costs.
  6. Other
- B. All parties agree that amendments for the reasons listed in Paragraphs 1 and 2 of Section A need only be signed by authorized representatives of the LWDB, the CEO, and the affected partner(s). Amendments for the reasons listed in all other Paragraphs of this Article or for any changes that will affect the responsibilities of all parties, require the signatures of all parties. All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the LWDB that includes:
    - a. The requesting party's name.
    - b. The reason(s) for the amendment request.
    - c. Each Article and Section of this MOU that will require revision.
    - d. The desired date for the amendment to be effective.
    - e. The signature of the requesting party's authorized representative.
  2. If the request is approved, the LWDB will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to LWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.
  3. In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to LWDB within the specified timeframe.
  4. LWDB will review the listed questions/concerns and will issue a response within fifteen (15) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.

5. The final, approved amendment draft will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
  6. LWDB will distribute copies of the fully executed amendment to all parties and to CDO as the MOU oversight agency upon execution.
- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the Area's KCC service delivery system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
- E. Amendments that will require the signatures of all parties must be executed no later than ninety (90) days prior to the end of the MOU period and amendments that require only the signatures of the LWDB, the CEO, and the affected parties must be executed no later than 45 days from the end of the current State Fiscal Year.

#### **Article IX: Confidentiality**

- A. All parties expressly agree to abide by all applicable federal, state, and local laws regarding confidential information and to adhere to the same standards of confidentiality as State employees—including, but not limited to:
1. 29 USC 2935(a)(4)-as amended by WIOA - Reports, Recordkeeping, Investigation.
  2. 29 U.S.C. 2871(f)(3)-as amended by WIOA – regarding complying with confidentiality.
  3. 20 CFR Part 603 – Safeguards and security requirements regarding disclosed information under Unemployment Compensation.
  4. 42 USC 503(d)– regarding state laws governing UI operations.
  5. 20 CFR 617.57(b) – regarding disclosure of information under the Trade Act.
  6. 29 U.S.C.A. 491-2(a)(2)-as amended under WIOA – regarding information to be confidential under the Wagner Peyser Act.
  7. The Privacy Act (5 USC 552a).
  8. The Family Educational and Privacy Rights Act (20 USC 1232g)
  9. 34 CFR 361.38 Protection, use and release of personal information of Vocational Rehabilitation Services participants.
  10. HIPAA: 45 CFR 164.500 – 164.534.
  11. KRS 194A.060 and KRS 205.175 Information regarding a public assistance applicant or recipient must be kept confidential and may not be released, except as authorized by law.
  12. KRS 341.190(3) regarding use and disclosure of Unemployment Compensation records.

13. 787 KAR 2:020 and KRS 151B.280(3) regarding CDO-operated programs' confidentiality of employment and service records which directly or indirectly identify a client or former client.
  14. KY Education Cabinet Policy EDU-05 regarding disclosure of security breach of computerized personal information data.
  15. KRS 61.870 - 61.884 regarding release of and access to confidential personal information.
  16. 2 CFR 200.303 regarding reasonable measures to safeguard protected personally identifiable information.
- B. Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information (e.g. address, social security numbers, date of birth, wages, employer information, barriers to employment, etc.) will be limited to purposes that support the programs and activities described in this MOU as part of the KCC service delivery system.
  - C. Each party will ensure that access to software systems and files under its control that contain personally identifiable information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the KCC service delivery system and who must access the information to perform those responsibilities. Each party expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals.
  - D. Each party will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of the local area.

### **Article X: Impasse—Dispute Resolution**

- A. For purposes of this MOU and for KCC-related issues, each party expressly agrees to participate in good faith negotiations to reach a consensus. However, should a dispute arise among any parties to this MOU in negotiations to amend or renew this MOU or in matters pertinent to local KCC operations or activities not addressed in this MOU, all parties agree to utilize the process cited in Attachment J. The Executive Directors of applicable state agencies will designate an individual to negotiate and resolve any impasses involving state-level partners.

#### **Impasse-Dispute Resolution – Attachment L**

- B. In the event that all reasonable attempts to resolve the impasse at the local level are unsuccessful, the LWDB will report the impasse to the Department for Workforce Investment as the MOU oversight agency, which will intervene with the parties to resolve the disputed issue(s).
- C. This MOU is legally binding. Therefore, if all reasonable attempts to resolve any impasse are unsuccessful, the document may be enforced in court.

### **Article XI: Limitation of Liability**

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party.

### **Article XII: General Provisions**

The laws and regulations listed in this Article XII are generally applicable to most publicly-funded programs administered by the Department of Workforce Investment. The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the

federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

- A. **Jobs for Veterans Act.** As stated in Article III B 1, each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 4215.
- B. **Americans with Disabilities Act.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to the Americans with Disabilities Act, 42 USC 12101 et seq., and Section 504 of the Rehabilitation Act of 1973, as amended, 29 USC 794.
- C. **Pro-Children Act.** If any KCC activities call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (20 USC 7183) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).
- D. **Drug-Free Workplace.** Each party, its officers, employees, members, sub-recipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with Drug-Free Workplace Act, 41 USC 8101 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and sub-recipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- E. **Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed, knows and understands the Commonwealth of Kentucky's ethics and conflict of interest laws, which includes the Governor's Executive Order 2008-454 and its amendment pertaining to ethics. Each party further agrees that it will not engage in any action(s) inconsistent with Kentucky ethics laws or the aforementioned Executive Order.

### **Article XIII: Partial Invalidity**

All questions as to the execution, validity, interpretation, and performance of this MOU shall be governed by the laws of the Commonwealth of Kentucky. Furthermore, the parties hereto agree that any legal action which is brought on the basis of this MOU and in which a state agency is a party shall be filed in the Franklin Circuit Court of the Commonwealth of Kentucky. Should any portion of this MOU be found unenforceable by operation of statute or by administrative or judicial decision, it is the intention of the parties that the remaining portions of this MOU will not be affected as long as performance remains feasible with the absence of the illegal or unenforceable provision(s).

### **Article XIV: Counterpart**

This agreement may be executed in one or more than one counterpart and each executed counterpart will be considered an original, provided that the counterpart is delivered by facsimile, mail courier or electronic mail, all of which together will constitute one and the same agreement.

*Signature Page Follows*

*Remainder of Page Intentionally Left Blank*

**MEMORANDUM OF UNDERSTANDING**

**FOR**

**Local Workforce Investment Area:** **Northern Kentucky**

**Kentucky Career Center (One-Stop) Operations**

**Signature Pages**

*By signing this document, all parties enter into this agreement with the Northern Kentucky Workforce Investment Board and mutually agree to the terms prescribed herein. Note: state/federal agencies/workforce partners may require additional time to provide final signatures, due to specific processes at the regional/state/ federal levels; notwithstanding, local partners (listed in this document and indicated in the following signatures) will continue to operate under this agreement*

**Chief Elected Official**

**Northern KY WIB Chairperson**

\_\_\_\_\_  
**Signature** **Date**

\_\_\_\_\_  
**Signature** **Date**

Gary Moore, Boone County Judge Executive  
**Printed Name & Title**

Andrew Aiello, Chairperson  
**Printed Name & Title**

**Brighton Center, Inc.**  
(WIOA- Title 1 Lead Provider / One-Stop Operator)

**Council of Three Rivers**  
(WIOA Title 1- Native American Programs)

\_\_\_\_\_  
**Signature** **Date**

\_\_\_\_\_  
**Signature** **Date**

Tammy Weidinger, President & CEO  
**Printed Name & Title**

Kerry Jevesevar, Director  
**Printed Name & Title**

**Insights Training, LLC**  
(Contractor for WIOA- Title 1 Job Corps)

**Gateway Community and Technical College**  
(Post-secondary education and KCTCS)

\_\_\_\_\_  
**Signature** **Date**

\_\_\_\_\_  
**Signature** **Date**

Chris Turley, Project Director  
**Printed Name & Title**

Dr. Fernando Figueroa, President & CEO  
**Printed Name & Title**

**Kenton County Public Library**  
(Local public library system- LEAF partnership)

\_\_\_\_\_  
**Signature** **Date**

Dave Schroeder, Executive Director  
**Printed Name & Title**

**KY Educ./ Workforce Development Cabinet:**  
**KY Adult Education / Skills U** (WIOA Title II)  
**KY Career Development Office (CDO)**  
(WIOA Title III- Wagner-Peyser, Trade Act, Unemployment, and Vets programs)  
**Office of Vocational Rehabilitation (OVR)** (WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

\_\_\_\_\_  
**Signature** **Date**

Ray Leathers, Commissioner  
**Printed Name and Title**

**NKY Community Action Commission**  
(Older Americans Act- Title V, YouthBuild, CSBG)

\_\_\_\_\_  
**Signature** **Date**

Catrena Bowman-Thomas, Executive Director  
**Printed Name & Title**

**Transit Authority of Northern KY**  
(Public transit/ bus system)

\_\_\_\_\_  
**Signature** **Date**

Kail Clifton, Manager of Special Services  
**Printed Name & Title**

**KY Cabinet for Health and Family Services**  
(TANF, SNAP, and Medicaid Eligibility services)

\_\_\_\_\_  
**Signature** **Date**

Eric Clark, DCBS Commissioner  
**Printed Name & Title**

**Ohio Valley Goodwill Industries**  
(Homeless Veterans Reintegration Program)

\_\_\_\_\_  
**Signature** **Date**

Doug Ostholthoff, Vice President  
**Printed Name & Title**

**Northern KY Area Development District**  
(NKWIB Support/ Admin. Entity/ Fiscal Agent, TANF)

\_\_\_\_\_  
**Signature** **Date**

Lisa Cooper, Executive Director  
**Printed Name & Title**

# Kentucky Career Center Memorandum of Understanding

## Attachments

Attachment A:	Parties to the Agreement
Attachment B:	MOU Development / Steps to Reach Consensus
Attachment C:	Kentucky Career Centers (listing)
Attachment D:	Administrative Structure
Attachment E:	Workflow
Attachment F:	Required Partner Services
Attachment G:	Additional Partner Services
Attachment H:	Partner On-Site Representation Schedule
Attachment I:	Method of Referral
Attachment J:	Methodology to Determine Shared Service Costs
Attachment K:	Treatment of Costs Chargeable to more than One Partner Program
Attachment L:	Impasse – Dispute Resolution
Attachment M:	Non-Discrimination and Equal Opportunity
Attachment N:	Kentucky Career Center Services
Attachment O:	Monitoring and Continuous Quality Improvement
Attachment P:	Kentucky HEALTH/ Medicaid
Attachment Q:	Local Workforce Development Board (NKWIB) Strategic Plan
Attachment R:	KCC Career Center Budget Planning and Reconciliation (Infrastructure Funding)/ Infrastructure Funding Agreements (IFA's)
Attachment S:	One-Stop Operating Budget

<b>LWDB</b>	Northern Kentucky Workforce Investment Board
<b>CEO Name(s)</b>	Gary Moore, County Judge Executive – Boone County

### Required Partners

Partner Name	Program	Program Authority
<b>Adult Education / Skills U</b>	WIOA Title II	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II
<b>Brighton Center, Inc.</b>	WIOA Title I – Adult, Dislocated Worker and Youth Programs, One-Stop Operator, HUD- approved / certified programs, Kentucky Health	WIOA Title I – Adult, Dislocated Worker, and Youth Programs, Department of Housing and Urban Development (HUD) – Employment and Training Programs (WIOA 121 (b)(1)(B)(xi))
<b>Council of Three Rivers</b>	Native American Program	WIOA Title I – Native American Programs (29 USC 2911, 29 USC 2919)
<b>Gateway Community &amp; Technical College</b>	Post-Secondary Vocational Education	Career & Technical Education Programs - Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)
<b>KY Cabinet for Health and Family Services, Dept. for Community Based Services</b>	SNAP, Medicaid, TANF eligibility services, Kentucky Health	Programs authorized under the Social Security Act title IV, part A (TANF)
<b>KY Career Development Office (CDO)</b> (formerly Office of Employment and Training)	WIOA Title III- Wagner-Peyser, Trade-TAA/TRA, Unemployment Insurance, Veterans' Workforce Programs, Kentucky Health	WIOA Title III – Wagner-Peyser Act Programs (29 USC 49), Trade Act Title II, Chapter 2 – Trade Adjustment Assistance (TAA) (19 USC 2271), Unemployment Insurance (UI) – (5 USC 85) (ORC Chapter 4141), – Veteran's Workforce Programs – Chapter 41 of title 38, United States Code; WIOA 121(b)(1)(B)(viii)
<b>KY Office of Vocational Rehabilitation and Office for the Blind</b>	WIOA Title IV- Rehabilitation	Rehabilitation Act, Title I, Parts A & B – Rehabilitation Services Commission (29 USC 720)
<b>NKY Community Action Commission</b>	Community Services Block Grant, Senior Community Service Employment, YouthBuild	Community Services Block Grant Employment & Training Programs (42 USC 9901 <i>et seq.</i> ), WIOA Title 1 – Youthbuild – WIOA Section 171, Older Americans Act Title V – Senior Community Service Employment Program (SCSEP) (42 USC 3056)
<b>Northern KY Area Development District</b>	Employment Connections/ KY Works, Kentucky Health	Social Security Act – Part A, Title IV (TANF) (42 U.S.C. 601 <i>et seq.</i> ), subject to subparagraph (C)
<b>Migrant worker programs</b>	n/a- not stationed in Northern KY	WIOA Title I – Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 USC 2919)
<b>Second Chance</b>	n/a- not stationed in Northern KY	Second Chance Act of 2007 programs, authorized under section 212 (42 U.S.C. 17532)

### Additional Partners

Partner Name	Program	Program Authority
Goodwill Industries	Homeless Veterans Reintegration Program – Northern KY	DOL – grant funded
Insights Training, LLC (Job Corps contractor)	Outreach, admissions, and career transitions services for Job Corps	WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)
Kenton County Public Library	Workforce Development Services for job seekers	Local library system- funded locally
Transit Authority of Northern KY	Transportation assessment, travel training, and transit support	Public Transit/ bus system

The following is the timeline and process utilized for the development of this MOU:

- **January 16, 2018-** Northern KY Workforce Investment Board (NKWIB) holds MOU Kick-Off Meeting with all KCC Partners
- **January – February 2018-** Individual KCC Partner – NKWIB staff conversations and negotiations with current and potential KCC partners
- **February 22, 2018-** MOU Partner Meeting with all KCC Partners (review UPDATED draft of MOU/ to be providing at this meeting)
- **February 26, 2018** (close of business)- deadline for KCC Partners (existing and new) to provide final feedback on the MOU
- **February 28, 2018-** Executive Committee of the NKWIB approved the revised MOU template and KCC Partners; sending to full WIB for final approval
- **February 28-March 28, 2018-** KCC Partners (designated organizational representative/ decision maker) provide signatures on the revised MOU
- **March 13, 2018-** NKWIB provides final approval of the revised MOU; MOU takes effect on this date (noting that some state partners/agencies may need additional time to obtain final signatures from their respective organizations; however, as a reminder, minor updates may be made to the MOU and IFA during its effective tenure of 2018-2021).
- **March 28- April 15, 2018-** all local partners, along with three state partners (e.g. Kentucky Adult Education/ Skills U, Cabinet for Health and Family Services, KCTCS/ Gateway, Brighton Center, TANK, Goodwill, Three Rivers, Kenton County Library, NKADD, NKCAC) signed/approved the MOU; no response received from the KY Education and Workforce Development Cabinet agencies (CDO/ OVR/OFB)
- **August 9, 2018-** KY Education and Workforce Development Cabinet responds to LWDA and provides additional feedback/ recommended changes regarding the local MOU
- **September – October 2018-** NKWIB and One-Stop Operator make updates to the MOU
- **October 23, 2018-** MOU partners re-convene to discuss MOU changes/ updates and next steps
- **October 23, 2018 – November 5, 2018-** partners submit individual feedback, questions, IFA information, and/or requested changes to the revised MOU
- **November 6, 2018- February 14, 2019** The NKWIB receives updates on revised MOU
- **February 18-22, 2019-** revised MOU is re-submitted to the KY Education and Workforce Development Cabinet for approval; upon approval, MOU is re-submitted to partners for final signatures. Effective date becomes retroactive to October 1, 2018
- **March 19, 2019-** IFA is resubmitted to the KY Education and Workforce Development Cabinet
- **March 20, 2019-** MOU is resubmitted (with revised IFA) to the KY Education and Workforce Development Cabinet
- **April 1- April 15, 2019-** MOU is signed by the KY Education and Workforce Development Cabinet, followed by signatures from local/ additional partners

Number of physical KCC locations: 4, with additional access points listed below

<b>Location Code</b>	<b>KY Career Center Name or service area</b>	<b>Address</b>	<b>Center Category</b>	<b>KCC Manager or Lead Site Representative* (if applicable)</b>
1	<b>Carrollton</b> (Carroll and Gallatin counties)	1209 Highland Avenue Carrollton, KY 41008	Access Point	Mindy Puckett
2	<b>Covington</b> (Kenton and Campbell Counties)	1324 Madison Ave. Covington, KY 41011	Hub/ Full-service/ Comprehensive	Correy Eimer
3	<b>Florence</b> (Boone and Kenton Counties)	8020 Veterans Memorial Dr. Florence, KY, 41042	Affiliate	Correy Eimer
4	<b>Williamstown</b> (Grant, Owen, and Pendleton Counties)	1212 North Main Street Williamstown, KY 41097	Access Point	Ellen Bates
5	Offsite, by-appointment, and/or KCC referring/ supporting partner			
6	Other, offsite KCC Access Point (e.g. local libraries, etc.)			
<p><b>Note:</b> KCC locations and access points may be added/ adjusted in response to customer (job seeker/ employer) and community needs. *Overseen by the local One-Stop Operator or Lead Direct Service Provider</p>				

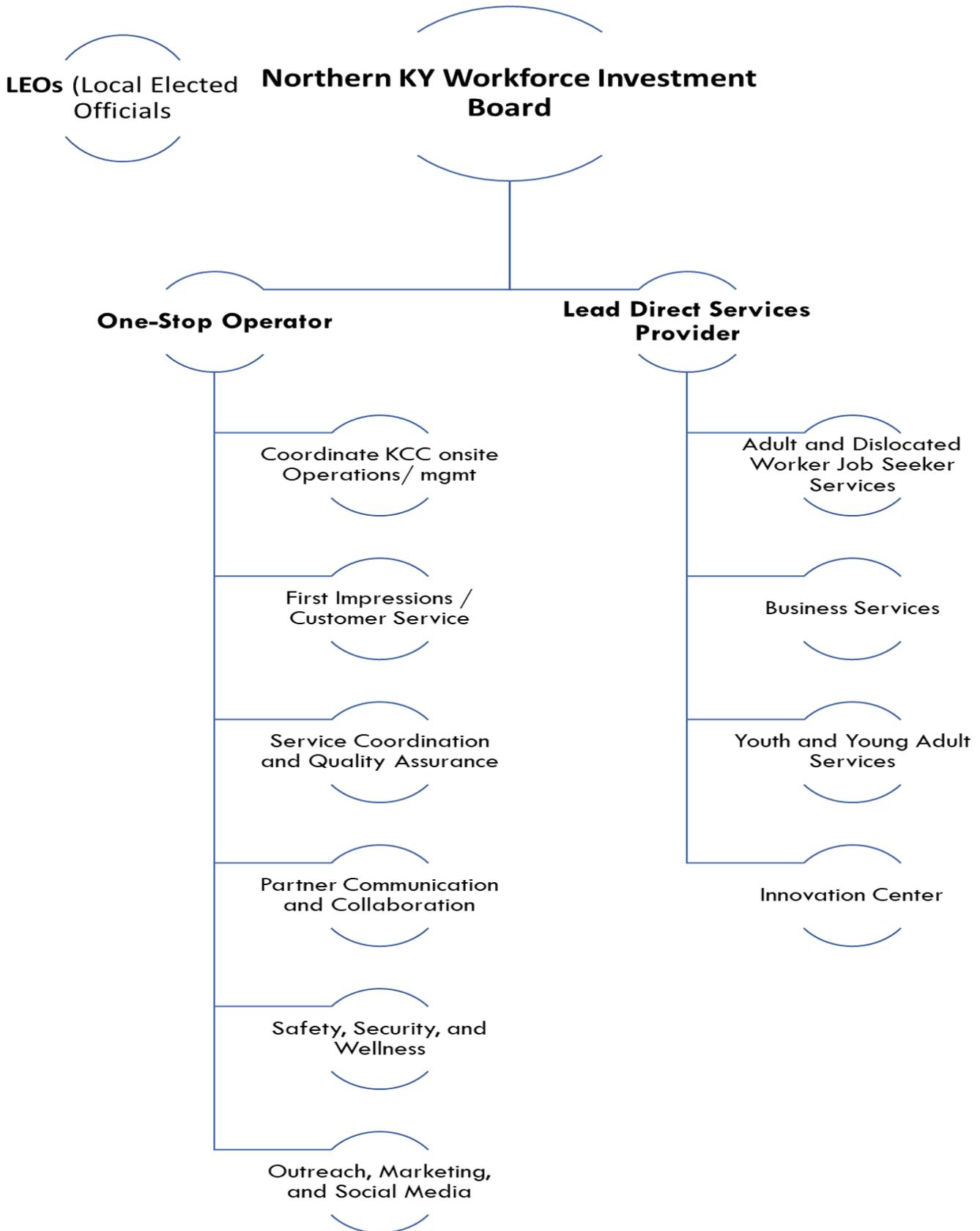
**Local Administrative Entities**

	<b>Function/ Role(s)</b>	<b>Entity Name &amp; Contact</b>	<b>Address</b>	<b>Email</b>
1.	<b>Chief Elected Official</b>	<b>Gary Moore, Judge Executive, Boone County</b>	<b>2950 Washington St. Burlington, KY 41005</b>	JudgeMoore@BooneCountyky.org
2.	<b>LWDB Director and Board Support</b>	<b>Northern Kentucky Area Development District Barbara Stewart, LWDB Director</b>	<b>22 Spiral Drive, Florence, KY, 41042 (859) 283-1885</b>	barbara.stewart@nkadd.org
3.	<b>Fiscal Agent</b>	<b>Northern Kentucky Area Development District Lisa Cooper, Executive Director</b>	<b>22 Spiral Drive, Florence, KY, 41042 (859) 283-1885</b>	Lisa.cooper@nkadd.org
4.	<b>KCC/ One-Stop Operator</b>	<b>Brighton Center, Inc. Wonda Winkler Executive Vice President</b>	<b>741 Central Avenue Newport, KY 41071 Phone: (859) 491-8303</b>	wwinkler@brightoncenter.com
5.	<b>KCC/ One-Stop Lead Direct Services Provider</b>	<b>Brighton Center, Inc. Tammy Weidinger, President &amp; CEO</b>	<b>741 Central Avenue Newport, KY 41071 Phone: (859) 491-8303</b>	TWeidinger@brightoncenter.com

**State Administrative Entity**

1.	<b>State Workforce Agency</b>	<b>Department of Workforce Investment, Office of Career Development Executive Director, TBD</b>	<b>275 East Main Street, 2 W-A Frankfort, KY 40621</b>	Ray.leathers@ky.gov
----	-------------------------------	---	--	---------------------

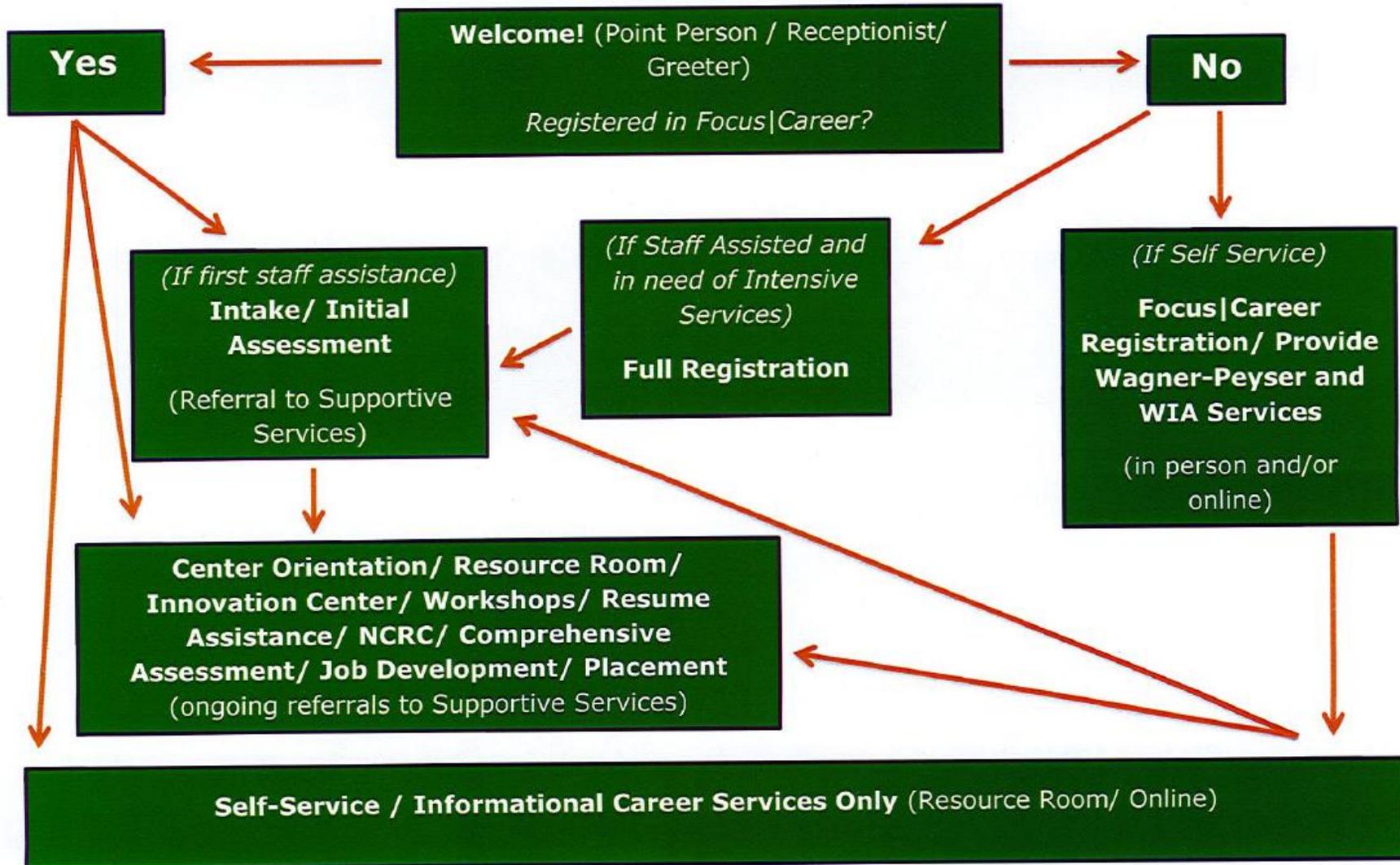
# Kentucky Career Center (Northern KY) Functional Org Chart



The following documents are included in this attachment:

- **Integrated Customer flow**
- **Customer Flow and Menu of Services - Job Seekers**
- **Customer Flow and Menu of Services - Employers/ Businesses**

**Integrated Customer Flow Chart**

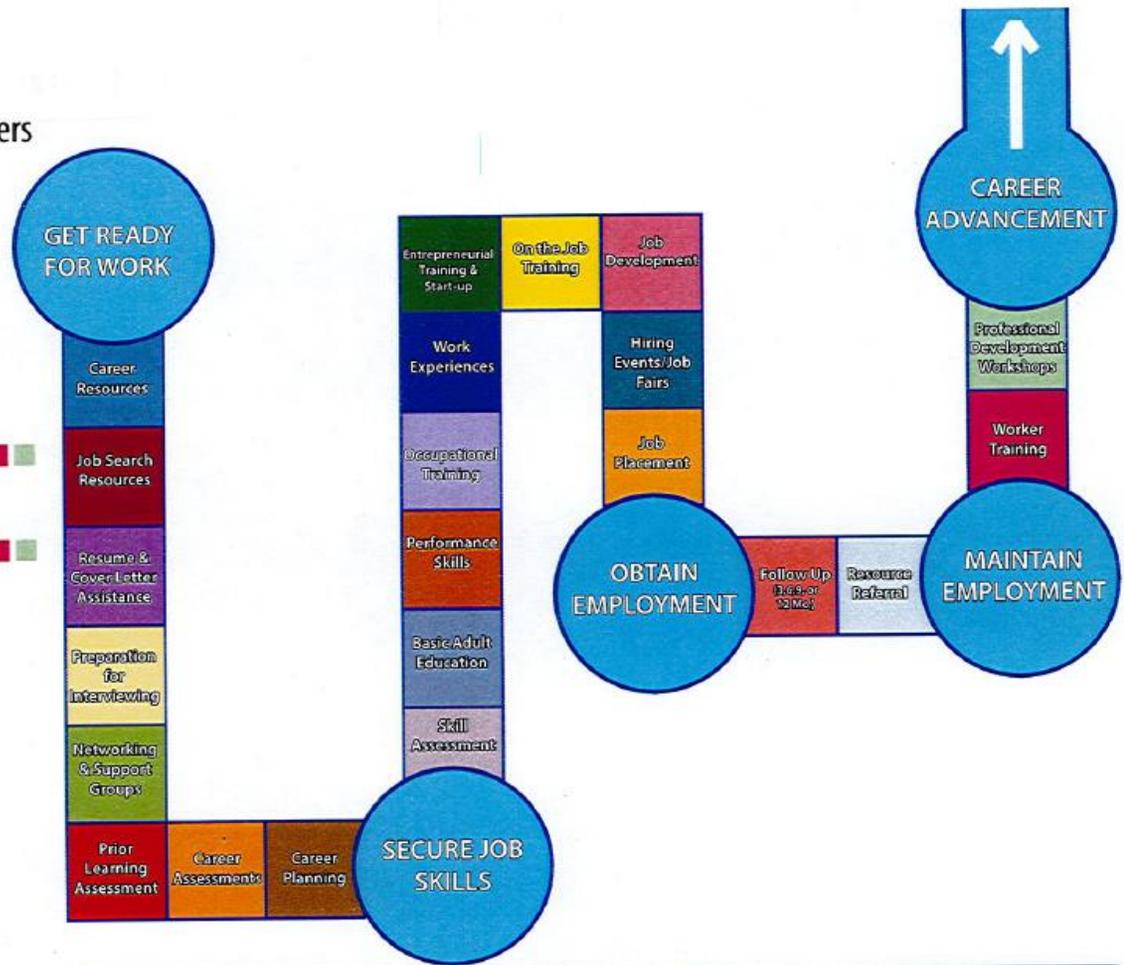


# KENTUCKY CAREER CENTER

## Customer Flow | Job Seekers

KENTUCKY CAREER CENTER, NORTHERN KENTUCKY

- Brighton Center, Career Connections (Workforce Investment Act or WIA)
- Northern Kentucky Area Development District, Health Connections (WIA)
- KY Works, Employment Connections
- Office of Employment and Training
- Office of Vocational Rehabilitation
- Kentucky Office for the Blind
- Gateway Community & Technical College
- Goodwill
- Tank



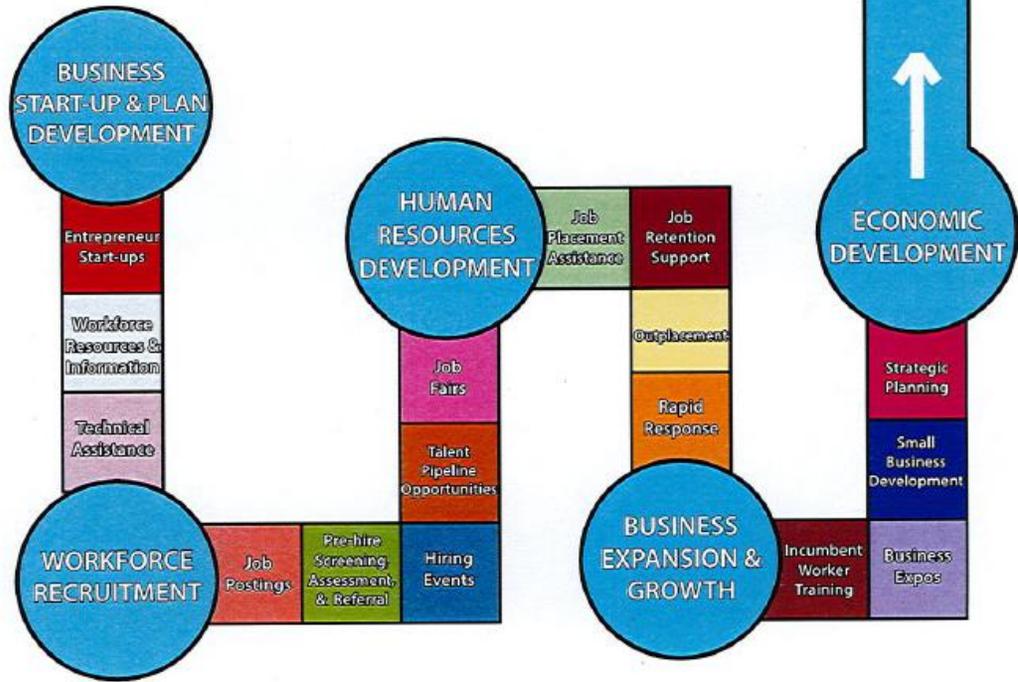
**Foundational Services for Job Seekers**

Career Counseling | Case Management | Work Supports | Financial Coaching | Safety Net Services

Permission granted by Brighton Center, Inc. to align with the Northern Kentucky's Workforce Development System which is © 2014 Brighton Center, Inc. in partnership in partnership with the Northern Kentucky Area Development District & Gateway Community and Technical College.

# KENTUCKY CAREER CENTER

## Customer Flow | Employer Services



**Foundational Services for Employer Services**

Specialized Consultant Services | Marketing/ Networking Opportunities

Permission granted by Brighton Center, Inc. to align with the Northern Kentucky's Workforce Development System which is © 2014 Brighton Center, Inc. in partnership in partnership with the Northern Kentucky Area Development District & Gateway Community and Technical College.

**Required Partner Services**

**ATTACHMENT F**

The following table identifies the services each required partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in **Attachment N**. The service delivery methods are identified by the codes listed in the KCC Services Document.

Partner Name	Program Name (from Attachment A)	KCC/ One-Stop Services (Enter Number from Attachment N)			Service Delivery Method (Attachment N)	Location Code (Attachment C)
		Career	Training	Employer		
Adult Education/ Skills U	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II	3, 12	8	3, 5	T, A, B, P	5
Brighton Center, Inc.	WIOA Title 1 – Adult Dislocated Worker and Youth; KCC/ One-Stop Operator, Kentucky Health/ Medicaid/ SNAP	1- 8, 10 -17	1 – 9	1 - 8	FT, T, A, B, P	1, 2,3,4,5, 6
Council of Three Rivers	WIOA Title I – Native American Programs (29 USC 2911, 29 USC 2919)	1-8, 10-17	1-9			5
Gateway Community & Technical College	Career and Technical Education Programs-Post-Secondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act		1, 5, 9	1, 9, 5, 7	T,A, B, P,	5, 6
KY Cabinet for Health and Family Services, Dept. for Community Based Services	Programs authorized under the Social Security Act title IV, part A (TANF), Kentucky Health/ SNAP E&T, Medicaid	1, 3, 4, 8			T, A, B, P	5
KY Office of Career Development	Trade Act, Title II, TAA Unemployment Insurance WIOA Title III Wagner-Peyser Veterans Workforce Program, Kentucky Health/ Medicaid/SNAP, Business Services Team	1 – 10 & 13	7	1-4, 6- 8	FT, T, A, B, P	2, 5, 6
KY Office of Vocational Rehabilitation/ Office for the Blind	Vocational Rehabilitation – All services provided are for eligible persons with disabilities.	1-17 excluding 9	1 – 9	1 - 8	FT, T, B	2, 5, 6
NKY Community Action Commission	Community Services Block Grant, Senior Community Employment Program, and YouthBuild	1, 2, 3, 4,	1, 5,		C, T, B	
NKY Area Development District	Employment Connections/ KY Works (TANF)	1- 8, 10 -17	1 – 9	1-8	FT, T, A, B, P	1

**Additional Partner Services**

**ATTACHMENT G**

**Additional Partner Services:** WIOA Section 121(b)(2)(B) describes the types of programs that may be included as “additional” programs in the KCC delivery system. The table above identifies the services each additional partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in the KCC Services document. The service delivery methods are identified by the codes listed in the KCC Services Document.

Partner Name	Program Name (from Attachment A)	Services (Enter Number from Attachment N)			Service Delivery Method (Attachment N)	Location Code (Attachment B)
		Career	Training	Employer		
Goodwill Industries	Homeless Veterans Reintegration Program	1, 2, 3, 4, 11, 13, 16			FT, T	2
Insights Training, LLC	Contractor for WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)	1-8, 10-17	1-9		FT	2
Kenton County Public Library	Workforce Development Library Resources	4, 14, 15, 17	7	4	T, A, B, P	6
Transit Authority of NKY	Transportation Assessment and Travel Training	1, 3, 8			FT, T, B	5

Covington (comprehensive/ hub)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc. (WIOA)	14	560	14	33.7%
Commonwealth Office of Technology	1	40	1	2.4%
Goodwill Industries	1	24	0.6	1.4%
Insights Training, LLC (Job Corps contractor)	2	80	2	4.8%
Northern KY Area Development District	4	160	4	9.6%
Office of Career Development	7	256	6.4	15.4%
Office of Vocational Rehabilitation	14	512	12.8	30.8%
Transit Authority of Northern KY	2	32	0.8	1.9%
<b>TOTALS</b>	<b>45</b>	<b>1664</b>	<b>41.6</b>	<b>100.0%</b>
Florence (affiliate)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Office of Vocational Rehabilitation	16	604	15.1	74.8%
Brighton Center, Inc (WIOA)	5	200	5	24.8%
Northern KY Area Development District	1	4	0.1	0.4%
<b>TOTALS</b>	<b>22</b>	<b>808</b>	<b>20.2</b>	<b>100.0%</b>
Carrollton (affiliate)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc (WIOA)	2	48	1.2	100%
<b>TOTALS</b>	<b>2</b>	<b>48</b>	<b>1.2</b>	<b>100%</b>
Williamstown (affiliate)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc (WIOA)	2	72	1.8	100%
<b>TOTALS</b>	<b>2</b>	<b>72</b>	<b>1.8</b>	<b>100%</b>

Note: above information is subject to change based on partner staffing and funding updates



## Standard Operating Procedures (SOP) *Delivery, Customer Flow, and Referral*

### 1. PURPOSE

*To promote a smooth, seamless services for all clients of the Kentucky Career Center, Covington by providing accurate and timely assistance to them through the development of a service delivery strategy that results in quality service and positive outcomes in the development of a skilled workforce. All mandatory partners/functional teams are on-site and fully staffed and will collaborate together to ensure the best possible seamless service.*

### 2. PROCEDURE

- Upon arrival to the local office, the First Impression Specialist (FIS) / front desk staff will greet the customer in a professional manner.
- The FIS will quickly assess the reason for the customer's visit and then refer them as appropriate; i.e. if they have an appointment, connect them with the appropriate staff; if it's the customer's first-time visit to the KCC, connect them with the "greeter" for a brief, informal, assessment.
- The greeter will conduct an informal (5-7 min.) assessment to determine the customer's holistic workforce goals/interests/needs/barriers through structured conversational questions. The greeter will also provide the customer a packet of information which will cover the variety of programs/services offered at the KCC.
- After determining the customer's individual goals/interests/needs/barriers, they will be referred to the appropriate service/partner; referrals to multiple partners/programs are encouraged; staff/team members taking steps to *actively* connect the customer to partners/programs is also preferred, whenever possible, as opposed to putting the responsibility on the customer.
- Staff recognize the Kentucky Career Center Orientation (KCCO) – comprehensive overview of services – as a best practice; thus, when in doubt, in many cases, staff will encourage customers to register for KCCO.
- If customer's needs cannot be effectively addressed through the myriad of programs/services onsite at the KCC, staff will assist customer with identifying services/resources through community partners.
- Upon exiting the KCC, staff/greeter will encourage customers to complete a satisfaction survey.

For submission purposes, the proportionate share for all KCC onsite partners is currently calculated using square footage/ space utilization. As the Infrastructure Funding Agreement (IFA) will illustrate, appropriate allocation methodology adjustments will be made according to updates on partner/staffing levels, lease agreements/updates, new or discontinued programs, etc. UPDATE: per guidance from the Kentucky Education and Workforce Development Cabinet, the comprehensive IFA will be completed/ stored/ updated via the Commonwealth SharePoint site.

For submission purposes, the proportionate share for all partners is currently calculated based on space utilization as outlined in Infrastructure Funding Agreement (IFA) referenced in Attachment R and completed/ submitted via the state's SharePoint site. As the IFA serves as a working/ living, appropriate allocation methodology adjustments will be made according to updates on partner/staffing levels, lease agreements/updates, new or discontinued programs, etc.

## Impasse- Dispute Resolution

The parties to this MOU agree to communicate openly and directly, and that every effort will be made to resolve any problems or disputes in a cooperative manner. The following guidance is provided to support a unified, collaborative approach to dispute resolution:

### **1. Consensus Decision-Making**

The KCC Operators, Leadership Team, and Partners agree to utilize a consensus-oriented, decision-making process whenever possible for all major decisions regarding center operations.

### **2. Center-level Dispute Resolution Procedures**

For disputes that cannot be resolved through communication between the parties, the following procedure will be initiated:

- a. Disputes at the center will be resolved through partner-communication and, if needed, with support of the KCC Operator
- b. If a partner is not satisfied by the outcome, that partner can provide additional information and request re-examination of the issue to the KCC Operator; the Operator will provide a response to the partner within fourteen (14) business days.
- c. If the partner continues to be dissatisfied with the response/outcome, the issue will be referred to the local Workforce Investment Board Director and, if needed, the Chairperson to assist with dispute resolution

The following reflects the KCC and NKWIB statement on EEO:



### Statement on Equal Employment Opportunity

The employment practices of businesses and organizations working with the *Kentucky Career Center* may not reflect the employment practices or views of the *Kentucky Career Center* or *Northern Kentucky Workforce Investment Board*. These practices may include, but are not limited to the following: employment application, testing, pre-screening, interviewing, hiring, training, post-screening, disciplinary action, promotion, or termination.

The *Kentucky Career Center* supports Equal Employment Opportunity, including the protection under federal law on the following basis: race, color, religion, sex, national origin, disability, and age.

For more information on Equal Employment Opportunity laws, visit [www.eeoc.gov](http://www.eeoc.gov)



Staff, customers, or partners who feel they have experienced discrimination, should report this information to the One-Stop Operator at [ceimer@brightoncenter.com](mailto:ceimer@brightoncenter.com) or the NKWIB Program Director at [jason.ashbrook@ky.gov](mailto:jason.ashbrook@ky.gov)

**Career Services: Career Services offered through the KCC include:**

Career services include those services requiring minimal staff assistance and services requiring more staff involvement, generally provided to individuals unable to find employment through basic career services and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. **Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the Kentucky Career Center (KCC), affiliate, or self-service location.
3. **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
4. **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment that matches their aptitude, qualifications, experiences, and interests. Career Counseling is a facilitated exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.

5. **Employment Statistics-Labor Market Information:** Collect and report data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers; see Kentucky LMI, <https://kystats.ky.gov/> . The local WIB Data Specialist will also be a resource in this area.
6. **Eligible Provider Performance and Program Cost Information:** Collect and provide information on:
  - A. Eligible training service providers (described in WIOA Section 122).
  - B. Eligible youth activity providers (described in WIOA Section 123).
  - C. Eligible adult education providers (described in WIOA Title II).
  - D. Eligible postsecondary vocational educational activities and vocational educational activities available to school dropouts under the Carl Perkins Act (20 USC 2301).
  - E. Eligible vocational rehabilitation program activities (described in Title I of the Rehabilitation Act of 1973).
7. **Local Performance Information:** Collect and provide information on the local area's recent performance measure outcomes.
8. **Supportive Services' Information:** Collect and provide information on services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.
9. **Unemployment Compensation/ Insurance Support Services:** General information on filing an Unemployment Insurance (UI) claim; access to telephone, online, and/or email resources for technical UI support and troubleshooting.
10. **Eligibility Assistance:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.
11. **Follow-Up Services:** Services provided to participants who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment. These services assist those individuals to maintain employment or qualify for promotions with that employment.

12. **Comprehensive and Specialized Assessments:** A closer look at the skills levels and service needs that may include:
  - A. Diagnostic Testing and use of other assessment tools; and
  - B. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
13. **Individual Employment Plan Development:** Working with individuals to identify their employment goals, the appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
14. **Group Counseling**
15. **Individual Counseling and Career Planning**
16. **Case Management:** For participants who receive training services under WIOA Section 134(d)(4).
17. **Short-Term Prevocational Services:** Can include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

**Training Services: Training Services offered through the KCC include:**

Services offered through a training provider to help individuals upgrade their skills, earn degrees and certifications, or otherwise enhance their employability through learning and education. Types of training services include:

1. **Occupational Skills Training:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels.
2. **On-the-Job Training (OJT):** Training by an employer that is provided to a paid participant while engaged in productive work that is limited in duration, provides knowledge or skills essential to the full and adequate performance of the job, and reimburses the employer for the costs associated with training the OJT trainee often calculated based on a percentage of the trainee's wages.

3. **Workplace and cooperative education:** Programs that combine workplace training with related instruction which may include cooperative education programs.
4. **Training programs operated by the private sector**
5. **Skills upgrading and retraining:** Courses that prepare persons for entrance into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational/occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
6. **Entrepreneurial training**
7. **Job-readiness training**
8. **Adult Education and Literacy (ABLE) programs:** Services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individuals to function effectively in society and on a job. Services include, but are not limited to, one-on-one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job.
9. **Customized training:** Training that is designed to meet the special requirements of an employer or group of employers and that is conducted with a commitment by the employer to employ an individual upon successful completion of the training and for which the employer pays for a portion of the cost of training.

**Employer Services: KCC services offered to employers include:**

1. **Employer needs assessment:** Evaluation of employer needs, particularly future hiring and talent needs.
2. **Job posting:** Receiving and filling of job openings; searching resumes; providing access to a diverse labor pool.
3. **Applicant pre-screening:** Assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.

4. **Recruitment assistance:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitments.
5. **Training assistance:** Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.
6. **Labor Market Information:** Access to information on labor market trends, statistics, and other data related to the economy, wages, industries, etc.
7. **Employer information and referral:** Provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, apprenticeship programs, human resource practices, alien labor certification, incentive programs such as WOTC or the federal bonding program, etc.
8. **Rapid Response and Layoff Aversion:** Provision of services to prevent downsizing or closure, or to assist during layoff events. Strategies may include incumbent worker training to avert lay-offs, financing options, employee ownership options, placement assistance, worker assessments, establishment of transition centers, labor-management committees, peer counseling, etc.

**Service Delivery Codes:**

Code	Method Description
<b>FT</b>	On-Site Staff Full Time
<b>PT</b>	On-Site Staff Part Time
<b>C</b>	Contracted Service On-Site Full Time
<b>C/PT</b>	Contracted Service On-Site Part Time
<b>C/Off</b>	Contracted Service Off-Site
<b>T</b>	Access Via Telephone
<b>A</b>	Access Via Automated System or web-based interface
<b>B</b>	Brochure/Handout
<b>P</b>	Materials/ posting at KCC
<b>O</b>	Other
<b>NA</b>	Not Applicable

Agency/ Organization Monitoring

The NKWIB acknowledges and appreciates the existing internal and external monitoring practices of each partnering organization/agency under this MOU. This MOU is not intended to alter, replace, or directly impact those existing practices, but rather, support the respective monitoring and Continuous Quality Improvement (CQI) efforts of each organization for the overall benefit of the local Kentucky Career Center system.

Local NKWIB, State, and Federal Monitoring of WIOA Programs

For certain WIOA- Title I programs (e.g. Adult, Dislocated Worker, Youth, Employment Service, etc.), the NKWIB staff, officials from the State and Local administrative entities, and/or the U.S. Departments of Labor, Education, and Health and Human Services may conduct fiscal and/or programmatic monitoring to ensure the following:

- Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
- Those laws, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
- All MOU terms and conditions are fulfilled.

All Parties to this MOU may be invited and/or requested to participate in programmatic and/or fiscal monitoring conducted by the above entities, when appropriate.

Continuous Quality Improvement (CQI)

The NKWIB and KCC practice ongoing CQI efforts to ensure that the local workforce development system is effective, innovative, collaborative, efficient, customer-centered, and data-driven. This effort is led by the NKWIB and supported by the KCC Continuous Quality Improvement Committee, overseen by the One-Stop Operator, and made up of all KCC core partners. This Committee tracks KCC customer flow/ volume/ outcomes, recommends strategies to improve system-wide effectiveness, and pursues relevant opportunities for leveraging and maximizing workforce resources/ partnerships, while reducing duplication/ redundancy.

In 2016, the Commonwealth of Kentucky proposed a comprehensive approach to transforming Medicaid through the creation of the Kentucky HEALTH (Helping to Engage and Achieve Long Term Health) Community Engagement program. This program was originally scheduled to be implemented on July 1, 2018. Based on a legal decision, changes to Medicaid under Kentucky HEALTH did not begin as planned. If/when Kentucky HEALTH resumes, this program, along with its designated direct service provider(s), will operate through the local Kentucky Career Center and will support the terms and conditions in this MOU. Also, upon the Kentucky HEALTH implementation, additional program documentation may also be reflected in the One-Stop Operating Budget and IFA portion of this MOU.

As frame of reference for the partners in this MOU, the following pages outline the Strategic Plan of the Northern KY Workforce Investment Board (NKWIB). This Plan is specific to the NKWIB and its vision, mission, values, goals, and Key Performance Indicators. The NKWIB acknowledges and values each MOU partner and their respective Strategic Plan and encourages partners to help support this MOU by aligning their organization’s strategic workforce development efforts, whenever possible.

EXECUTIVE COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
<b>ACCOUNTABILITY/ TRANSPARENCY</b>							
1. Executive Committee will develop a process to hold ourselves accountable annually through the review and evaluation of our governing documents.	A. Develop an inventory of agreements, bylaws and other needed documents for review and updating as listed in item B.:	EXE				June	
	B. Review each document per schedule below:	EXE	WIB DIR				Submitted to state they have required additional items
	<ul style="list-style-type: none"> <li>Memorandum of Understanding (MOU)</li> </ul>					Renew every 3 years <i>June 2020</i>	
	<ul style="list-style-type: none"> <li>Infrastructure Funding Agreement (IFA) – connected to MOU</li> </ul>					Update annually <i>April 2018</i>	
	<ul style="list-style-type: none"> <li>WIB/LEOs Partnership Agreement</li> </ul>					Review annually <i>June 2018</i>	
<ul style="list-style-type: none"> <li>ADD/WIB Subgrant Recipient Agreement</li> </ul>	Review annually <i>June 2018</i>	Staff reviewed in Oct. no amendments have been needed					

**EXECUTIVE COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
	<ul style="list-style-type: none"> <li>By-Laws</li> <li>RFP process</li> </ul>					Review as needed  Renew every 3 years June 2020	Staff reviewed no changes needed end date 9/30/19  In process
	C. Confirm repeatability and improvement of the process used above in A and B.	EXE	WIB DIR				Staff reviewed no recommendations needed
2. Diversify and increase funding and resources beyond WIOA to ensure growth and development.	A. Establish strategic funding priorities plan inclusive of:	EXE	NKADD Dev Spec			June	
	-input from standing committees to identify what funds are needed for specific program activity.	EXE	NKADD Dev Spec			April	
	-scan of national horizon to identify potential sources of funding including business partnerships, grants and revenue generating opportunities and list of candidates for funding resources potential, and provide list of potential funders,	EXE	NKADD Dev Spec			March/April	Grant schedule – staff submitted proposals to US Bank, Duke, Citi, GCF, PMC, St. Elizabeth’s Republic Bank - Staff will be working on FY19

**EXECUTIVE COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
	-Identify number of applications to be submitted and dollar target per year	EXE	NKADD Dev Spec			April/June	7 proposals submitted - generated \$50,000 from GCF, and \$15,000 from Duke
	-Prepare findings; develop options and a schedule of planned events or requests and report to the exec Comm.	EXE	NKADD Dev Spec			April/June	Ongoing
	-measure plan against actual	EXE	NKADD Dev Spec			June	Ongoing
3. Executive Committee will develop a process to review and drive development of mission, vision, values, and strategic plan.	A. Conduct input process to determine relevance of Vision, Mission, and Values every 3 years. To include:	EXE			NKADD	July 2019	
	B. Audit committee strategic plans/action items to ensure tasks are accomplished in alignment with each committee's goals	EXE			NKADD	August	MBO reviews and brings updates to Executive Committee
	C. Determine ways to have more discussion of members pertaining to critical community issues related to long term planning	EXE			NKADD	August	Information Sessions added to Regular WIB meetings
	D. Review strategic plan annually for accomplishment of goals or adjustments needed to address critical community issues	EXE			NKADD	August	Completed in October

EXECUTIVE COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
4. The Staff Outreach committee will support the process developed by the Executive Committee to hold themselves accountable through the strategic plan	A. Per the process calendar, developed to ensure objectives are on track, the Outreach Committee will conduct an audit of their goals and objectives and bring any resulting recommendations to the full WIB for review and approval.	OUTR				EVERY MEETING	ongoing
<b>PARTNERSHIP</b>							
1. Partner on Northern Kentucky and Greater Cincinnati regional initiatives that bring additional resources and capacity that support our local workforce needs.	A. Identify the connections and fill or close any gaps between these entities and the NKWIB (staff connections, KWIB representation on the NKWIB, legislative, etc.)	EXE	WIB DIR		NKADD	Oct/Dec	NKWIB Key Partner GROW NKY Initiative
	B. Review listing of key partners missions and priorities, to stay informed on the missions and priorities of the Workforce key partners; PCW, Coalition, NKEC, UW through identified relationship.	EXE	WIB DIR		NKADD	Oct/Dec	Ongoing
2. Ensure that State and Federal entities (KWIB, Workforce Cabinet, federal delegation) are aware of the needs, opportunities, and challenges of the local workforce development system.	A. Create an agenda/issues list to share the most pressing needs with these partners.	EXE	WIB DIR			Jan/Feb 2018	Thru GROW NKY's advocacy efforts the NKWIB communicates its areas of concern Drafted white paper & provided to
	B. Share this list through our connections.					Mar/Apr 2018	

EXECUTIVE COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							Chamber Workforce Committee
	Update and redistribute the list annually.					Mar/Apr Annually	Ongoing
<b>INCREASE AWARENESS</b>							
<i>1. Increase awareness of demand industry sectors to increase access to career pathways.</i>	<i>A. Ensure that the WIB is coordinating with organizations such as Tri Ed and other economic development offices, the Chambers of Commerce, and other workforce development entities regarding common branding of industry sectors so the information is consistent across the spectrum of regional workforce partners.</i>	<i>OUTR</i>				<i>OCTOBER</i>	Being accomplished thru GROW NKY
<i>2. Enhance the awareness and marketing of the WIB, KY Career Center services and any future initiatives.</i>	<i>B. The Staff Outreach Committee will collect information about industry sectors from the BSC to share with key audiences such as parents, educators, job seekers and employers regarding hiring trends.</i>	<i>BSC OUTR</i>		<i>BST</i>		<i>APRIL</i>	Ongoing
	<i>A. Create an innovative outreach marketing plan to showcase the WIB, industry sectors, KY Career Center services, and career resource maps to increase public awareness.</i>	<i>OUTR P/Y</i>			<i>STAFF, OUTR COMM</i>	<i>OCTOBER</i>	Website re-design conducted to include items listed/more strategic use of social media

**EXECUTIVE COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
	<i>B. Highlight stories that illuminate the services we offer and people we serve.</i>	<i>OUTR P/Y</i>			<i>STAFF, OUTR COMM</i>	<i>APRIL</i>	Ongoing – Mission Moment added to WIB
	<i>C. Study the feasibility of branding “certified” job ready candidates available upon employer request.</i>	<i>OUTR P/Y</i>			<i>STAFF, OUTR COMM</i>	<i>APRIL-JUNE</i>	
<i>3. Prepare branded WIB materials describing user services and required criteria to receive services.</i>	<i>A. Create branded materials, include in marketing plan (2-A), and distribute to stakeholders.</i>	<i>OUTR</i>				<i>APRIL</i>	<i>Ongoing- including materials to support the Covington Career Center Investment Campaign</i>

MEMBERSHIP COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
<b>PARTNERSHIP</b>							
1. Partner on Northern Kentucky and Greater Cincinnati regional initiatives that bring additional resources and capacity that support our local workforce needs.	A. Ensure representation of the WIB from all Workforce Partners	MBO				Every Meeting	Ongoing
<b>MEMBERSHIP</b>							
1. Strengthen membership of WIB	A. Invite more guests to the meeting to learn more about what the Board does.	MBO				Oct - how to operationalize	Ongoing
	B. Conduct membership competency analysis to arrive at balanced expertise and thus balanced leadership	MBO				Oct - review skills sheet	Ongoing
	C. Ensure NKWIB membership has proper representation. Regular review of WIOA requirements, county representation, industry representation, cultural diversity, and skill sets.	MBO				Every Meeting	10/24/2017
2. The MBO will support the Executive Committee in developing a process to hold ourselves accountable annually through the review and evaluation of goals and objectives, charters, and bylaws based on structure, policy and agreements that are clearly defined and openly communicated.	A. Ensure objectives are on track, the MBO will conduct an audit of their goals and objectives and bring any resulting recommendations to the full WIB for review and approval.	EXE MBO				End of Year June	Last reviewed 8/21/2018

**MEMBERSHIP COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
3. Improve retention of WIB members to create stable, effective, and fully engaged board.	A. Create bios to include with new members' pictures on the website.	MBO	NKADD Admin Asst.			February	Photos have started to be collected
	B. Highlight a member at each meeting to learn more about each person and/or the organization they represent.	MBO				June	Dave Fleischer, Andy Aiello, Chris Fridel, Jeff Greelish, Fernando Figueroa, and Janet Harrah
	C. Develop "contribution/hands-on" opportunities to enhance engagement of members. Work with all committee chairs to develop list of projects that members could safely take on.	MBO				Every Meeting	Volunteer opportunities ongoing May pass out sign up sheet in several months
	D. Check in annually with each member to see how membership is going.	MBO				February	
<b>INCREASE AWARENESS</b>							
1. Enhance the awareness and marketing of the WIB, KY Career Center services and any future initiatives.	A. Create a business card for members to use while members are out in the community.	MBO OUTR				Feb - discuss process Dec-report back from committee chairs	1/9/2018

**PROGRAM AND YOUTH COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
<b>DATA ANALYSIS</b>							
1. To ensure customer focus, job seekers and youth will be surveyed to determine their level of customer satisfaction, as well as seek their input to determine improvement.	A. Target a 100% individual customer satisfaction rate – ongoing.	P/Y		BST	ALL	October (begin discussion)	12/2017 94% Satisfaction Rate
	B. Survey youth at major events to determine their customer satisfaction. First year data are used to set benchmarks.	P/Y		BST	ALL	October (begin discussion)	4 major youth events starting in March
	C. Review survey tools annually and make adjustments, as necessary, including gap analysis as a driver.	P/Y		BST	ALL	October (begin discussion)	Reviewed 2/13/2018
2. Distribute a data collection survey to existing KY Career Center staff and partners and analyze the results in a report. Based on the results, make recommendations to the WIB for continuous improvement that supports the WIB KPI's.	A. Establish a measurable target for staff/partner customer satisfaction rates – ongoing.	P/Y		BST	ALL	October (begin discussion)	
	B. Provide trend summary and analysis report to WIB every other month to ensure continuous improvement.	P/Y		BST	ALL	October (begin discussion)	
	C. Review survey tools annually and make adjustments, as necessary, including gap analysis as a driver.	P/Y		BST	ALL	October (begin discussion)	
<b>PROGRAMING</b>							
1. Foster and target innovative programs that meet current industry demands.	A. Meet or exceed federal WIOA performance goals.		WIB DIR			June	Received first data from state 2/6/2018, Requested clarification

PROGRAM AND YOUTH COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
2. Expand or diversify programming by utilizing unrestricted and/or private funding.	A. Conduct a gap analysis of existing programs and make recommendations for improvement.	P/Y	WIB DIR			October (begin discussion) - Complete by June	Youth Response Team will be working on this
	B. Evaluate the unrestricted and/or private funding activity bi-annually to provide strategic direction and improvement.	P/Y	WIB DIR			October (begin discussion) - Complete by June	Youth Response Team- Brighton received funds from Haile/US Bank Foundation
<b>PARTNERSHIP</b>							
1. Provide a strong foundation that prepares Youth and Job Seekers for continuing education and employment.	A. Develop and present to WIB Board a monthly schedule of professional workshops in schools, Career Centers, and outside agencies.	P/Y		BST	ALL	February	Event Calendar
	B. Align, expand, and collaborate with regional workforce development youth and job seeker community initiatives.	P/Y		BST	ALL	March	Youth Response Team- Regional Workforce Discussions
<b>ACCOUNTABILITY/ TRANSPARENCY</b>							

**PROGRAM AND YOUTH COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
1. The P/Y committee will support the process developed by the Executive Committee to hold themselves accountable through the strategic plan.	A. Per the process calendar, developed to ensure objectives are on track, the P/Y Committee will conduct an audit of their goals and objectives and bring any resulting recommendations to the full WIB for review and approval.	P/Y				Every Meeting	Strategic Plan Review
2. At each WIB meeting, board will review financial and performance data. WIOA performance will be provided quarterly.	A. Supply performance data including placement and education/job training data and WIOA performance data including success and challenge points.	P/Y	WIB KCC DIR		ALL	Quarterly starting in December	Ongoing
3. Proactively pursue technology advancements based on WIOA and customer requirements.	A. Align and prioritize systems to meet commitments by end of each fiscal year.	P/Y	WIB KCC DIR		ALL	October - connected to Development Plan	Video Conferencing was added to the Situation Room
4. Conduct RFP Process to result in Funding Recommendations		P/Y	WIB		ALL	December - April	N/A

**BUSINESS SERVICES COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
<b>DATA ANALYSIS</b>							
1. Use labor market data (including NKIP Advanced Manufacturing Study, Tri-Ed, Partners for a Competitive Workforce, Kentucky Career Center trends and CDO data) to determine if adjustments are needed to the demand industry sectors or career pathways to meet the needs of our customers including employers, job seekers and youth.	A. Annually, the BSC will review the current industry sectors for growth or decline and make recommendations to the Executive Committee of the WIB concerning any needed changes.	BSC	NKADD DATA SPEC			October	<p>August/ September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources), then compiled and reviewed with regional educators, businesses, economic development, KYSTATS, etc..</p> <p>February/ March 2018- committee reviewed current targeted industry sectors and regional LMI data, and recommended keeping these targeted sectors, with a name change in the "Installation, Maintenance,</p>

BUSINESS SERVICES COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							Repair” sector to “Construction and Trades” (Approved by the WIB in March 2018)
2. Collect data regarding services provided to employers to help ensure that job candidates are better prepared for the workforce including information pertaining to needed skill sets in the areas of performance skills, technical skills, and credentialed skills.	A. Obtain employer feedback through surveys to determine performance, technical and credentialed skills needed to be a job ready candidate for the workforce.	BSC	KCC DIR	BST		ANNUALLY	August/September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources), then compiled and reviewed with regional educators, businesses, economic development, KYSTATS, etc.
	B. Obtain employer feedback and data concerning the number of employers who are hiring candidates from the KY Career Centers and their satisfaction with the services Survey employers to gain information regarding specific job skills needed to be proficient in industry sectors.	BSC	KCC DIR	BST		Every Meeting	March 2018- Revised Job Fair / Hiring Event Employer surveys to capture satisfaction data, along with projected workforce needs.

**BUSINESS SERVICES COMMITTEE**

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
	C. Use employer retention data to determine their satisfaction with employee work performance.	BSC	KCC DIR	BST		ANNUALLY	In development-process to capture top five employee retention and/or work performance challenges
3. Gain data to understand employer satisfaction with services and seek their input concerning needed improvements.	A. Target a 100% employer satisfaction rate – ongoing.	BSC	KCC DIR	BST		Every Meeting	June 2018 94% Satisfaction Rate; this rate primarily includes episodic surveys connected to a specific event
	B. Administer employer surveys and review survey tools annually, making adjustments as necessary.	BSC	KCC DIR	BST		ANNUALLY	July/ August 2018- Met with Janet Harrah, Director of NKU’s CEAD, to receive some recommendations on revising Employer Survey template and process to provide employers with easier access to surveys and standardized questionnaire (versus event-

BUSINESS SERVICES COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							specific questions)
	C. Administer employer surveys after each service.	BSC	KCC DIR	BST		ANNUALLY	Ongoing  Administering surveys to all employers participating in KCC-sponsored job fairs
	D. Compile and analyze results of surveys and submit to KY Career Center Management Team for continuous improvements monthly.	BSC	KCC DIR	BST		ANNUALLY	Ongoing
	E. At each WIB meeting, Board will review Career Center employer data regarding their	BSC	KCC DIR	BST		Every Meeting	Included on KPI's Ongoing
4. Distribute a data collection survey to existing KY Career Center staff and partners and analyze the results in a report. Based on the results, make recommendations to the WIB for continuous improvement that supports the WIB KPI's.	A. Provide trend summary and analysis report to WIB every other month to ensure continuous improvement.	BSC P/Y	KCC DIR	BST	ALL	ANNUALLY	[Shared goal with the P/Y Committee] In Progress March/ April 2018- surveyed KCC partners/ lead staff; survey results indicated 100% satisfaction rate with 63% partners participating; Partner for Success Forum

BUSINESS SERVICES COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							Surveys in 2017-2018
<b>INCREASE AWARENESS</b>							
1. Increase awareness of demand industry sectors to increase access to career pathways. Objective	A. The BSC will share information about industry sectors, skills needed/gaps with the WIB and its committees for use by their stakeholders and community.	BSC	KCC DIR			ANNUALLY	KCC Operator and Direct Services Provider presents sector, skill needs/ gaps, and other relevant updates at each BSC and P/Y Committee meeting; WIB Updates Ongoing
<b>PROGRAMMING</b>							
1. Foster innovative programs that meet current industry demands that pave the way for future needs.	A. Conduct a gap analysis with KCC partners to determine training and educational course requirements in order to prepare the workforce to meet industry cluster demands using the Career Pathway model.	BSC P/Y			NKADD	ANNUALLY	August/ September 2018- In-demand Certification Data was collected from current employers (job postings from multiple sources), then compiled and reviewed with regional educators, businesses, economic development, KYSTATS, etc.

BUSINESS SERVICES COMMITTEE							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							New High-Demand Certification survey process In development (at the state level); this survey to be administered/ reviewed in partnership with the WIB September-October 2018
<b>ACCOUNTABILITY/ TRANSPARENCY</b>							
1. The BSC will support the process developed by the Executive Committee to hold themselves accountable through the strategic plan.	A. The BSC will support the process developed by the Executive Committee to hold themselves accountable through the strategic plan.	BSC				ANNUALLY	Review Plan each Meeting Ongoing

**Infrastructure Funding Agreements** (IFAs) are tools to determine, document, and (when possible) help reconcile all proportionate KCC cost-sharing through inter-agency collaboration and negotiation. IFAs are living/working documents to serve as a companion to the MOU and intentionally designed to allow for ongoing updates and modifications. Required partners in the IFA include those entities that have an **onsite** presence/operation/ staff member(s) at a local Kentucky Career Center. These agreements will be subject to ongoing updates and/or negotiations to allow adaptability to change, modifications, and/or adjustments to partners, staffing, funding sources, customer needs, and capacity.

NOTE: The complete IFA documentation is entered, stored, and updated via the Commonwealth of Kentucky's IFA SharePoint site, administered by the KY Career Development Office (CDO)(<https://edupublic.ky.gov/sites/WFITrade/default.aspx>).

The following KCC partners have indicated that they will have an onsite operation/presence, including staff members, at one or more Kentucky Career Center locations in the local area (and thus will be required participants in the IFA for each appropriate location) during the timeframe of this MOU:

- Brighton Center, Inc. (WIOA Title I)
- Goodwill Industries (HVRP)
- Insights Training, LLC (Title I - Job Corps)
- KY Career Development Office (CDO)(WIOA Title III)
- KY Office of Vocational Rehabilitation (WIOA Title IV)
- Northern KY Area Development District (KY Works/ KTAP/ NKWIB Board Support)
- Transit Authority of Northern KY (Local transit authority)

Note: additional partners may be added/ removed to/from the IFA due to programmatic, funding, staffing, or other changes at any time during this agreement.

**One-Stop Budgets and Partner Contributions** are listed on the subsequent pages and include *estimated* operational costs and contributions and support the infrastructure costs associated with the local Kentucky Career Center system. Information is provided by the listed onsite partners and may be subject to change based on staffing, funding, local, state, federal, and/or programmatic updates.

One-Stop Operating Budget & Partner Contributions								
Kentucky Career Center: Covington (comprehensive)								
Cost Category	Cost Pool	Cost Item	Allocation Base	* Projected Cost	Partner Name	Contribution Type	* Partner Contributions	Shared Costs
<b>Infrastructure</b>	<b>Rent/Janitorial/Utilities</b>	<b>Lease</b>		<b>\$ 537,080.00</b>				
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 118,786.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Career Development Office	Cash	\$ 176,200.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Office of Vocational Rehabilitation (inc	Cash	\$ 147,300.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		NKY Area Development District	Cash	\$ 73,874.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Transit Authority of NKY (TANK)	Cash	\$ 10,680.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Job Corps	Cash	\$ 8,000.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Goodwill Industries	Cash	\$ 2,240.00	\$0.00
<b>Infrastructure</b>	<b>Resource Room Phones/Internet</b>	<b>Phone/Internet</b>		<b>\$ 86,002.00</b>				
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 20,602.00	\$0.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			NKY Area Development District	Cash	\$ 6,600.00	\$0.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Career Development Office	Cash	\$ 57,800.00	\$0.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Office of Vocational Rehabilitation (inc	Cash	\$ 1,000.00	\$0.00
<b>Infrastructure</b>	<b>Equipment</b>	<b>Equipment</b>		<b>\$ 38,314.00</b>				
Infrastructure	Equipment	Equipment			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 17,614.00	\$0.00
Infrastructure	Equipment	Equipment			Career Development Office	Cash	\$ 8,500.00	\$0.00
Infrastructure	Equipment	Equipment			Office of Vocational Rehabilitation (inc	Cash	\$ 2,700.00	\$0.00
Infrastructure	Equipment	Equipment			NKY Area Development District	Cash	\$ 8,500.00	\$0.00
Infrastructure	Equipment	Equipment			Transit Authority of NKY (TANK)	Cash	\$ 1,000.00	\$0.00
<b>Infrastructure</b>	<b>General Supplies</b>	<b>Copy Paper, etc.</b>		<b>\$ 20,100.00</b>				
Infrastructure	General Supplies	Copy Paper, etc.			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 11,000.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			Career Development Office	Cash	\$ 1,800.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			Office of Vocational Rehabilitation (inc	Cash	\$ 3,900.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			NKY Area Development District	Cash	\$ 3,000.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			Transit Authority of NKY (TANK)	Cash	\$ 100.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			Goodwill Industries	Cash	\$ 300.00	\$0.00
<b>Delivery System</b>	<b>Receptionist</b>			<b>\$ 72,800.00</b>				
Delivery System	Receptionist	Front Desk Staff Salaries			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 58,240.00	\$0.00
Delivery System	Receptionist	Front Desk Staff Salaries			Office of Vocational Rehabilitation	Cash	\$ 14,560.00	\$0.00
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Transit Authority of NKY (TANK)	In-kind	\$ -	\$3,276.00
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Career Development Office	In-kind	\$ -	\$16,016.00
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		NKY Area Development District	In-kind	\$ -	\$14,778.40
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Job Corps	In-kind	\$ -	\$1,820.00
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Goodwill Industries	In-kind	\$ -	\$509.60

\*All budgetary information contained in the above spreadsheet is based on good faith approximations, ongoing negotiations, and availability of resources. All information is subject to change/update.

<b>Delivery System</b>	<b>Office Manager</b>	<b>OSO Salary + Benefits</b>		<b>\$ 58,822.40</b>	Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 58,822.40	\$0.00
<b>Delivery System</b>	<b>IT Services</b>	<b>IT Services / Technology</b>		<b>\$ 104,117.94</b>				
Delivery System	IT Services	IT Services / Technology			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 7,917.94	\$0.00
Delivery System	IT Services	IT Services / Technology			Career Development Office	Cash	\$ 82,600.00	\$0.00
Delivery System	IT Services	IT Services / Technology			Office of Vocational Rehabilitation (inc)	Cash	\$ 13,600.00	\$0.00
<b>Delivery System</b>	<b>Other</b>	<b>Staff Salaries &amp; Fringe Benefits</b>		<b>\$ 2,325,962.00</b>				
Delivery System	Other	Staff Salaries & Fringe Benefits			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 471,422.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Career Development Office	Cash	\$ 668,100.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Office of Vocational Rehabilitation (inc)	Cash	\$ 810,040.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			NKY Area Development District	Cash	\$ 178,123.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Transit Authority of NKY (TANK)	Cash	\$ 52,223.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Job Corps	Cash	\$ 90,000.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Goodwill Industries	Cash	\$ 56,054.00	\$0.00
<b>Delivery System</b>	<b>Outreach</b>			<b>\$ 6,850.00</b>				
Delivery System	Outreach	Marketing, Communication			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 6,600.00	\$0.00
Delivery System	Outreach	Marketing, Communication			Transit Authority of NKY (TANK)	Cash	\$ 250.00	\$0.00
Delivery System	Outreach	Marketing, Communication	Square Footage		Career Development Office	In-kind	\$ -	\$1,507.00
Delivery System	Outreach	Marketing, Communication	Square Footage		Office of Vocational Rehabilitation (inc)	In-kind	\$ -	\$1,267.25
Delivery System	Outreach	Marketing, Communication	Square Footage		NKY Area Development District	In-kind	\$ -	\$1,390.55
Delivery System	Outreach	Marketing, Communication	Square Footage		Job Corps	In-kind	\$ -	\$171.25
Delivery System	Outreach	Marketing, Communication	Square Footage		Goodwill Industries	In-kind	\$ -	\$47.95
<b>Delivery System</b>	<b>Business Services</b>	<b>Business Services Staff</b>		<b>\$ 84,652.00</b>				
Delivery System	Business Services	Business Services Staff			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 84,652.00	\$0.00
Delivery System	Business Services	Business Services In-Kind			Career Development Office	In-kind	\$ -	\$18,623.44
Delivery System	Business Services	Business Services In-Kind			Office of Vocational Rehabilitation (inc)	In-kind	\$ -	\$15,660.62
<b>Delivery System</b>	<b>Strategic Data Gathering</b>	<b>QLESS - Customer Database</b>		<b>\$ 6,000.00</b>				
Delivery System	Strategic Data Gathering	QLESS - Customer Database			Adult, Dislocated Worker, Youth (WIOA)	Cash (actual)	\$ 6,000.00	\$0.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Adult, Dislocated Worker, Youth (WIOA)	Cash (proposed)	\$ -	\$1,890.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Transit Authority of NKY (TANK)	Cash (proposed)	\$ -	\$270.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Career Development Office	Cash (proposed)	\$ -	\$1,320.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Office of Vocational Rehabilitation (inc)	Cash (proposed)	\$ -	\$1,110.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		NKY Area Development District	Cash (proposed)	\$ -	\$1,218.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Job Corps	Cash (proposed)	\$ -	\$150.00
Delivery System	Strategic Data Gathering	QLESS - Customer Database	Square Footage		Goodwill Industries	Cash (proposed)	\$ -	\$42.00
		<b>Total Costs</b>		<b>\$ 3,340,700.34</b>		<b>Total Contributions</b>	<b>\$ 3,340,700.34</b>	<b>\$81,068.06</b>

\*All budgetary information contained in the above spreadsheet is based on good faith approximations, ongoing negotiations, and availability of resources. All information is subject to change/update.

One-Stop Operating Budget & Partner Contributions								
Kentucky Career Center: Florence (affiliate)								
Cost Category	Cost Pool	Cost Item	Allocation Base	* Projected Cost	Partner Name	Contribution Type	* Partner Contributions	Shared Costs
<b>Infrastructure</b>	<b>Rent/Janitorial/Utilities</b>	<b>Lease</b>		<b>\$ 82,474.00</b>				
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 10,760.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Office of Vocational Rehabilitation	Cash	\$ 69,100.00	\$0.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		NKY Area Development District	Cash	\$ 2,614.00	\$0.00
<b>Infrastructure</b>	<b>Resource Room Phones/Internet</b>	<b>Phone/Internet</b>		<b>\$ 8,988.00</b>				
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 7,988.00	\$0.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Office of Vocational Rehabilitation	Cash	\$ 1,000.00	\$0.00
<b>Infrastructure</b>	<b>Equipment</b>	<b>Equipment</b>		<b>\$ 15,771.00</b>				
Infrastructure	Equipment	Equipment			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 7,571.00	\$0.00
Infrastructure	Equipment	Equipment			Office of Vocational Rehabilitation	Cash	\$ 8,200.00	\$0.00
<b>Infrastructure</b>	<b>General Supplies</b>	<b>Copy Paper, etc.</b>		<b>\$ 14,600.00</b>				
Infrastructure	General Supplies	Copy Paper, etc.			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 7,000.00	\$0.00
Infrastructure	General Supplies	Copy Paper, etc.			Office of Vocational Rehabilitation	Cash	\$ 7,600.00	\$0.00
<b>Delivery System</b>	<b>Receptionist</b>			<b>\$ 43,680.00</b>				
Delivery System	Receptionist	Front Desk Staff Sal + Benefits			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 29,120.00	\$0.00
Delivery System	Receptionist	Front Desk Staff Sal + Benefits			Office of Vocational Rehabilitation	Cash	\$ 14,560.00	\$0.00
<b>Delivery System</b>	<b>Office Manager</b>	<b>OSO Salary + Benefits</b>		<b>\$ 16,806.40</b>	Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 16,806.40	\$0.00
<b>Delivery System</b>	<b>IT Services</b>	<b>IT Services / Technology</b>		<b>\$ 20,384.00</b>				
Delivery System	IT Services	IT Services / Technology			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 1,584.00	\$0.00
Delivery System	IT Services	IT Services / Technology			Office of Vocational Rehabilitation	Cash	\$ 18,800.00	\$0.00
<b>Delivery System</b>	<b>Other</b>	<b>Staff Salaries &amp; Fringe Benefits</b>		<b>\$ 882,580.00</b>				
Delivery System	Other	Staff Salaries & Fringe Benefits			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 157,140.00	\$0.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Office of Vocational Rehabilitation	Cash	\$ 725,440.00	\$0.00
<b>Delivery System</b>	<b>Outreach</b>			<b>\$ 2,200.00</b>				
Delivery System	Outreach	Marketing, Communications			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 2,200.00	\$0.00
Delivery System	Outreach	Marketing, Communications	Square Footage		Office of Vocational Rehabilitation	In-kind	\$ -	\$1,502.60
<b>Delivery System</b>	<b>Business Services</b>	<b>Business Services</b>		<b>\$ 28,218.00</b>				
Delivery System	Business Services	Business Services Staff			Adult, Dislocated Worker, Youth (WIOA)	Cash	\$ 28,218.00	\$0.00
Delivery System	Business Services	Business Services In-kind	Square Footage		Office of Vocational Rehabilitation	In-kind	\$ -	\$19,272.89
			<b>Total Costs</b>	<b>\$ 1,115,701.40</b>		<b>Total Contributions</b>	<b>\$ 1,115,701.40</b>	<b>\$20,775.49</b>

\*All budgetary information contained in the above spreadsheet is based on good faith approximations, ongoing negotiations, and availability of resources. All information is subject to change/update.

**Key Performance Indicators FY18 (KPI) July 1, 2017– June 30, 2018**

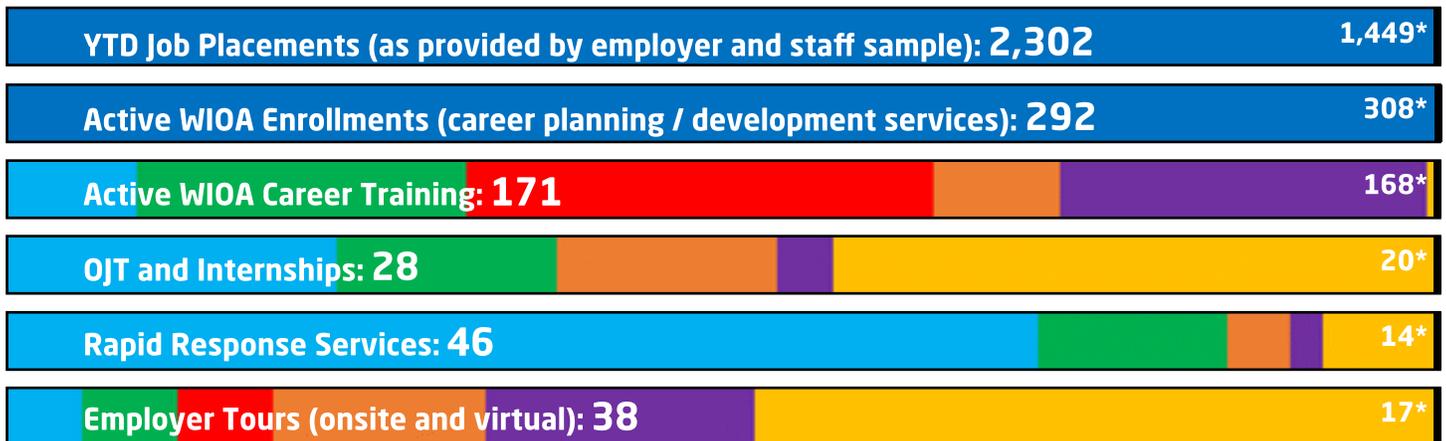
**Employer Contacts**



•Previous Year Point-in-Time \*Previous Year Total

KCC Hiring Events	342♦	Employer Job Orders	3015♦	Job Fairs	7♦
<b>351</b>	342*	<b>7,675</b>	3015*	<b>8</b>	7*
Hiring Event Employers	208♦	Available Jobs	8820♦	Job Fair Employers	314♦
<b>181</b>	208*	<b>18,586</b>	8820*	<b>334</b>	314*
Applicant Interviews	4045♦	Unique Employers	785♦	Job Fair Attendees	989♦
<b>4,690</b>	4045*	<b>568</b>	785*	<b>1,256</b>	989*

♦Previous Year Point-in-Time \*Previous Year Total



Advanced Manufacturing IT/Business and Finance Healthcare Construction and Trades Transportation & Logistics General

▬ Previous Year Point-in-Time \*Previous Year Total

**Customer Satisfaction**



Job Seeker: **98%**

Employer: **94%**

**Labor Market Index (LMI) Data\*\***

NKY Labor Participation Rate: 67.1%

KY: 60.1%

US: 63.4%

NKY Unemployment Rate: 4.0%

KY: 5.0%

US: 4.2%



**Northern Kentucky Area Development District**  
(NKADD)

# **ADMINISTRATIVE REGULATIONS**

Revised 12/05/2014

## **Section 3**



## **Purchasing**

## **SECTION 3 - PURCHASING**

### **A. Definitions**

1. Associate Director or Department Head - The individual staff member responsible for directing the activities of the individual NKADD departments.
2. Executive Director -The individual responsible for the overall administrative, supervisory, and technical work of the NKADD and each of its departments. The Executive Director, or his/her designee, is the chief executive officer of the Northern Kentucky Area Development District.
3. Finance Director -The Finance Director of the Northern Kentucky Area Development District implements and maintains the accounting and fiscal procedures and records of the agency.
4. Large Purchase - Any product, service, or equipment with a total cost of \$5,000 or more.
5. Office Manager - The individual staff member in the Finance and Administration Department responsible for assisting the Executive Director in the performance of various activities related to the internal affairs of the agency.
6. Professional Services - Any service purchased by the NKADD except materials, supplies, or equipment.
7. Purchase Order - The form issued to the vendor authorizing the vendor to sell the prescribed goods and/or service to the NKADD. The purchase order is also the internal document giving final authorization from the Executive Director or his/her designee to the Purchasing Agent to purchase the goods and/or service at the price quoted.
8. Purchasing Agent - The individual responsible for implementing and enforcing the purchasing procedures of the NKADD administrative regulations.
9. Small Purchase - Any product, service, or equipment with a total cost of less than \$5,000.
10. Staff Member - Any employee of the Northern Kentucky Area Development District.
11. Vendor - Any person or company providing supplies, materials or services.

### **B. Purchase Order**

Purchase orders are issued for all purchases, regardless of the method utilized to secure price quotes. The procedures for purchase orders are as follows:

1. A Purchase Order (PO) must be prepared by the employee and signed by an Associate Director prior to any purchases being made. Any purchase above \$2,000 must have prior approval of the Executive Director.
2. Upon receipt of purchase order, the Associate Director will either approve or disapprove the request. The Executive Director will then approve or disapprove. If written bids are required, they must be submitted with the purchase order.
3. The purchase order and documentation will be given to the finance office for processing of payments.
4. The Finance Director, will attach the purchase order and all documentation to the check and/or payables list.
5. All original purchase orders are kept on file by the Finance office in accordance with the NKADD records retention schedule. Electronic copies of the purchase orders are also to be kept in accordance with the schedule.

**C. Small Purchasing Procedures**

1. If a small purchase is estimated to be a total cost of \$2,000 or less, NKADD employees need only obtain the best price available through any means.
2. If a small purchase is estimated to be a total cost of more than \$2,000, but less than \$5,000, NKADD employees will obtain at least three documented bids of any type, including but not limited to, advertised, published, written, or verbal. Verbal bids must be recorded in writing, and all bids will be maintained on file.

**D. Large Purchasing Procedures**

1. If a large purchase is estimated to be at least \$5,000, but less than \$20,000, NKADD Employees will obtain at least three bids which must be in writing by the bidder. Any form of Invitation for Bidders (IFB) may be used, but a reasonable time must be allowed for submission of bids. A deadline for submission will be established. Any set of criteria, including but not limited to price, may be used to evaluate the bids. The Board of Directors must approve the award of any bid above \$5,000.
2. If a large purchase is estimated to be \$20,000 or more, then a bid process will be used in

compliance with applicable state law, which includes provisions for public advertisement. Any set of criteria, including but not limited to price, may be used to evaluate the bids. The Board of Directors must approve the award of any bid above \$5,000.

3. The employee responsible may send the IFB specification sheet to any responsible prospective vendor.
4. A question and answer period for all bids will be established and noted in bid information. All applicable questions by prospective bidders will be answered in public format for all prospective bidders to review.
5. Submitted bids not clearly marked as such on the envelope may be opened for identification purposes and resealed until the time for the bid opening.
6. Sealed bids will be opened in public by the designated employee at the time and place stated in the IFB's.
7. The bids will be tabulated by the designated employee and the results examined by the Executive Director or his/her designee who will determine the lowest and/or best evaluated bid price. In determining the lowest and/or best evaluated bid price, the Purchasing Agent may consider the following:
  - a. The character, integrity, reputation, judgment, experience, and efficiency of the vendor.
  - b. The ability of the vendor to provide the material or service promptly or within the time specified, without delay or interference.
  - c. The quality of performance by the vendor on previous contracts or orders.
  - d. The ability of the vendor to provide future maintenance and service for all equipment purchased from the vendor.
  - e. Any other criteria identified in the IFB.
8. Recommendations for bid award will be submitted by the executive director or his/her designee to the Board of Directors which will approve or disapprove the Executive Director's recommendation.
9. The Executive Director, Purchasing Agent, or the Board of Directors may reject any and all bids; however, the reasons for rejection should be noted.
10. A file will be kept by the responsible NKADD employee on all purchases executed during the fiscal year under these large purchase procedures. These files will be maintained in accordance with the NKADD Records Retention Schedule.

**E. Exceptions to Bidding and Purchasing Procedures**

Noncompetitive, negotiated procedures may be used for large purchases when competition is not practicable and it is further determined by the Purchasing Agent that:

1. An emergency exists which may result in public harm from a delay due to utilization of competitive procedures; and/or
2. There is a sole source of the product or service; and/or
3. The service is provided by a licensed professional.

Other Various Exceptions Include:

1. Operating supplies may be ordered by the Purchasing Agent, upon approval of the Purchasing Agent, as needed, without repeating the process of SECTION 3 of these administrative regulations each time. Operating supplies are defined as consumables.
2. Purchase orders are not required for utility services (telephone, electric, and gas) rental payments, or other similar on-going purchases.
3. Invoices, the result of signed professional contracts, do not need to follow SECTION 3 of these administrative regulations.

**F. Professional Services**

All professional service contracts below \$5,000 may be executed by the Executive Director. Contracts of \$5,000 or more shall be approved by the Board of Directors upon recommendation of the Executive Director. The Associate Director/Department head shall determine the best means available for seeking the lowest and/or best price for professional service contracts.

**G. Conflict of Interest**

The NKADD shall not contract with any NKADD employee, or immediate family thereof, for the purchase of any product or professional service.

**H. Rejection of Bids**

The right to reject any or all bids will be reserved by the NKADD.

**I. Other Provisions**

Applicable provisions of state and/or federal laws and regulations will be followed.

**J. Vendor Solicitations**

In addition to any public advertisement, requests for bids may be sent to any responsible vendor.

**K. Fixed Asset Policy**

A fixed asset is defined as a financial resource meeting all of the following criteria:

1. It is tangible in nature.
2. It has an extended useful life, which NKADD may identify as one year, two years or longer.
3. It has a value greater than the capitalization threshold established by the Board, considered to be an asset for which control (accountability) is desirable.

Capital assets and infrastructure are capitalized and depreciated as outlined in the capitalization table for NKADD. Fixed assets will be capitalized when the useful life is greater than one year and the acquisition cost meets the capitalization threshold. Assets will be depreciated on the straight-line basis over their useful lives.

FIXED ASSET	CAPITALIZATION THRESHOLD	DEPRECIATION SCHEDULE	TRACKING/INVENTORY THRESHOLD
Land	\$1	Capitalize Only	\$1
Land Improvements	\$12,500	25 Years	\$1
Buildings	\$25,000	40 Years	\$1
Building Improvements	\$25,000	25 Years	\$1
Furniture & Fixtures	\$2,500	7 Years	\$500
Computers, Equipment	\$1,500	3 Year	\$250
Software	\$10,000	5 Years	\$1,000
Vehicles	\$20,000	5 Years	\$500

Purchased or constructed capital assets and infrastructure are reported at acquisition or construction cost or estimated historical cost. Cost is defined as the cash price, or its equivalent, plus all other costs necessary place the asset in its intended location and condition for use. Donated capital assets are recorded at their estimated fair value at the date of the donation.

*Land*

Land acquired by purchase is valued at the price of the land, costs incurred in its acquisition including legal and other fees, and costs necessary to prepare the land for its intended use, including demolition of existing buildings and utility relocation.

Land acquired by gift is valued at the fair market value at the time of acquisition. Other costs incurred necessary to prepare the land for its intended use are treated the same as for purchased land.

Land is considered to have an unlimited life and is not depreciated.

#### *Land Improvements*

Land improvements are costs to prepare land for its intended use. These include roads, sidewalks, paving, fences, curbs, driveways, landscaping, and parking lots. The valuation method for land improvements is the same as that for building construction.

#### *Buildings*

When buildings are constructed, valuation includes all direct costs such as labor, material, and professional services to construct the building, together with insurance, interest, and other costs incurred during the period of construction to ready the building for its intended use. Generally, this is the completion of all contracts to have the building constructed. All costs incurred, from excavation to completion of the building, are considered part of the building cost.

Buildings acquired by purchase or gift are valued at the amount paid in the case of purchase, or, in the case of gifts, by appraisals performed by outside experts or by values established by courts for assets received from the estate of a donor.

#### *Building Improvements*

The valuation method for building improvements is the same as that for building construction. Building improvements are significant alterations or structural changes that a) meet the capitalization threshold and b) meet one or more of the following conditions:

1. Extends the useful life of the building beyond what was originally scheduled.
2. Increases the value of the building.
3. Expands the total square footage of the building

Replacement or restoration to the original utility level does not constitute an improvement.

#### *Furniture and Fixtures*

Furniture and fixtures includes equipment, furniture, fixtures, and shelving. The valuation of furniture and fixtures is based on individual unit cost. Cost includes the purchase price, freight and handling charges, insurances while in transit, and assembling and installation costs.

Items which a) are part of a larger whole and not individually identifiable; b) may or may not have a unit cost meeting the threshold level for capitalized assets but the practice is to purchase in groups and capitalize the total group cost; and, c) will be maintained together or in the same general area, may be reported, capitalized, and depreciated as a group.

Items which do not fall into either capital category above are considered an expenses. However, if it meets the unit cost threshold for Tracking/Inventory, it is recorded and tracked in the Equipment Inventory.

#### *Vehicles*

The valuation method of vehicles is the same as that of Furniture and Fixtures.

#### *Computers and Software*

The valuation of computers and software is based on unit cost. When initially purchasing a computer system, the following items will be considered as one unit: Central processing unit (CPU), cables, keyboard, monitor, operating system software, and other peripheral devices purchased as an integral part of the system.

Printers, text scanners, and other similar devices for office systems are typically not considered an integral part of the system. Software acquired separately from a computer system costing \$10,000 or more per unit and having a useful life of more than one year will be capitalized.

### **L. Disposal of Fixed Assets**

The Board may sell or otherwise dispose of any personal property which has been deemed excess or has become unsuitable for public use.

Surplus or excess personal property as described in this section may be transferred, with or without compensation, to another governmental agency; or it may be sold at public auction or by sealed bids. In the event that no bids are received for the property it may be disposed of, consistent with the public interest, in any manner deemed appropriate by the Board. Monies from the sale of surplus property should be placed in the general fund unless otherwise restricted. Items that are determined damaged, unusable, outdated can be placed in the garbage for disposal with Board approval upon advice from Executive Director or Designee

### **M. Credit Card Policy**

An NKADD credit card may be available for use on agency business. Individuals will not be assigned credit cards. All credit cards will be maintained by the Office Manager and issued on an as needed basis, upon proper approval.

Employees are generally encouraged to use regular accounts payable procedures through the purchase order system wherever possible, rather than the NKADD credit card. For charges deemed necessary for credit card usage, the following procedures must be followed:

1. A Purchase Order (PO) must be prepared by the employee and signed by an Associate Director prior to any purchases being made on an NKADD credit card. Any purchase above \$2,000 must have prior approval of the Executive Director.
2. For purchases associated with travel, a PO must be prepared and approved for all airline, lodging and pre-arranged/pre-paid expenses. For costs associated with meals and/or other anticipated authorized travel expenditures, a PO must be completed and signed with estimated costs for such expenditures.
3. The signed PO must be given to the Office Manager in order to obtain a credit card.
4. All receipts for items purchased with the credit card must be given to the Office Manager within three (3) business days of the purchase and/or return from travel.
5. POs with proper receipts/documentation are then signed by the Executive Director.
6. The Office Manager will be provided with credit card billing statements by the Finance Department. The Office Manager will then reconcile POs and receipts with the credit card billing statements.
7. Fully executed POs are then to be provided to the Finance Department with credit card billing statements for payment processing by the Finance Department.

#### Employee Responsibilities

1. Employees must ensure the credit card is being used in compliance with the NKADD Purchasing Policies.
2. An NKADD credit card may be used only for the purchase of goods and services for official NKADD business.
3. The employee using the credit card must submit POs and receipts (as noted above). Receipts must detail the goods and services purchased, cost, and date of purchase. When used to pay for a business meal, the employee shall make a notation on the receipt indicating who was in attendance and the business purpose of the meal or meeting. All meal reimbursement will be in accordance with IRS regulations, as outlined in Section nine.
4. An employee using an NKADD credit card is responsible for its protection and custody, and shall immediately notify the Office Manager if the card is lost or stolen.
5. Employees must notify, where applicable, vendors or merchants that the credit card transaction should be exempt from Kentucky Sales and Use Tax for goods or services in the State of Kentucky.
6. NKADD credit cards should not be used for cash advances, personal use or any other type of purchase not permitted by the NKADD Purchasing Procedures.

7. The Executive Director may withdraw credit card usage privileges, and will take appropriate disciplinary action should an employee misuse an NKADD credit card. Employees will also be responsible for repayment of any charges in the case of misuse.