

Request for Proposals

to

Deliver Workforce Services to Adults,
Dislocated Workers, and Youth, and
Provide Business Services to Employers

and

Serve as the One-Stop Operator
in Northern Kentucky's
Kentucky Career Center Network

Services to be Performed During
the 2020 – 21 Program Year
(July 1, 2020 through June 30, 2021)
with Possibility of Extension to June 30, 2023

Issued by

The Northern Kentucky Workforce Investment Board

January 21, 2020



I. Description of the Northern Kentucky Workforce Investment Board (NKWIB) and Northern Kentucky Local Workforce Development Area (NKWDA)

The Northern Kentucky Workforce Investment Board (NKWIB) is the workforce development strategy and policy board for the Northern Kentucky Workforce Development Area (NKWDA), formed and certified under the provisions of the federal Workforce Innovation and Opportunity Act (WIOA) of 2014. The NKWDA consists of these 8 counties in Northern Kentucky: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton.

The NKWIB does not provide Direct Workforce Services to job seekers or employers of the workforce system, preferring instead to contract for the delivery of those services. Direct Workforce Services are provided through a contractor. NKWIB partners may provide workshops, seminars, etc. (e.g., soft skills/ essential performance skills training, computer literacy) that are aimed at actively engaging private industry in ways that support the placement efforts and other Direct Workforce Services provided by its contractor. Once the contract has been awarded, the NKWIB interacts administratively with the contractor, providing leadership, guidance, professional development, technical assistance, monitoring, and other activities to ensure that the contractor faithfully executes the strategies and policies of the Northern Kentucky WIB.

Funding for the NWKIB comes from the U.S. Department of Labor, Employment, and Training Administration, through the Kentucky Cabinet for Education and Workforce Development, under the federal Workforce Innovation and Opportunity Act (WIOA).

II. Service Solicited by this Request for Proposals (RFP)

This Request for Proposals (RFP) seeks proposals for organizations to perform the following two elements of workforce service delivery through the Northern Kentucky Career Center (KCC) system with 3 locations serving all of the 8 counties listed above. These elements are defined below:

- Serve as the One-Stop Operator for Northern Kentucky's workforce services network in all eight counties served by the NKWIB, including coordinating the services of one-stop network partners at any full-service career center(s), affiliate career center(s), or other service outlet(s) in those counties.
- Deliver Direct Workforce Services to job seekers and employers through the full-service career center(s), affiliate career center(s), or other service outlet(s) associated with Northern Kentucky's workforce services network in all the 8 counties listed above.

These two elements are explained in detail in the subsequent pages (see Section II-A and Section II-B).

Because the functions of the One-Stop Operator are closely interconnected with the provision of Direct Workforce Services, the NKWIB has chosen to accept proposals only from agencies that are able and willing to perform both functions (One-Stop Operator AND WIOA Direct Services Provider). The NKWIB prefers to contract all of the combined services requested in this RFP to one provider who will operate in all 8 counties of the Workforce Development Area. Given that this would result in a single entity performing multiple functions, “firewalls” must be described in the application to address conflicts of interest or the appearance of conflicts of interest. Examples of firewalls include but are not limited to organizational arrangements that provide clear separation of duties and responsibilities, including confidentiality and disclosure agreements.

Please note: the NKWIB has determined that bidders may propose subcontracting to accomplish the delivery of certain direct workforce service components. In so doing, the bidder must fully describe the relationship(s) with the subcontractors and their detailed plans to deliver the services and meet the performance criteria outlined in this proposal. Bidder should provide documentation of agreement(s). One-Stop Operator services may not be subcontracted.

The Bidders are prohibited from interviewing or soliciting information from the existing One-Stop Operator, Direct Services Provider, or any Kentucky Career Center staff/partners. Questions from prospective bidders may be submitted at any time before February 25, 2020 Close of Business to operatordirectservicesrfp@nkadd.org

Upon initial selection of a successful proposal, the NKWIB retains the right to negotiate with the successful organization to modify the proposal and determine the terms of the contract before the award becomes final. If such negotiations fail to produce an agreement, the NKWIB reserves the right to retract their approval of that proposal and select another proposal.

The duration of the contract awarded based on this RFP will be one year (July 1, 2020 – June 30, 2021). However, based on successful performance and availability of funds, the NKWIB may renew the contract annually for up to two years. The contract providing services in the NKWDA will be implemented as of July 1, 2020

A. One-Stop Operator

WIOA establishes the position of One-Stop Operator (Section 121[D]) and allows local workforce areas a great deal of latitude in defining the specific functions of this position. **Overall, the primary role of the One-Stop Operator for the NKWDA is to provide onsite, tactical, day-to-day, and operational leadership to the Kentucky Career Centers in Northern KY, under the guidance, leadership, and strategic plan of the Northern KY Workforce Investment Board**

In the NKWDA, the functions of the One-Stop Operator are to perform the following key functions:

1. First Impressions and Customer Service
2. Service Coordination and Continuous Quality Improvement
3. Outreach, Marketing and Social Media
4. Safety, Security, and Wellness
5. Collaboration and Communication
6. Additional Functions
7. Firewalls
8. Performance

1. First Impressions and Customer Service

- Hire (if applicable), train, and supervise front desk reception staff members (First Impressions Specialists); this function also includes the oversight and supervision of “volunteer” or senior employment program participants and other support staff that provide assistance in the KCC reception, lobby, and/or resource areas.
- Oversee the daily staff schedule for all staff working in the Reception, Greeting, and Resource areas of the KCC.
- Coordinate work scheduling and coverage of front desk reception for all KCC locations in NKY.
- Promoting an overall customer-centered design, flow/ process, and culture in all KCC locations.
- Coordinate the KCC partner schedule of fielding incoming phone calls from job seeker and employer customers and responding to online/email messages from the local KCC website and social media outlets.
- Manage the customer flow of the front lobby, reception, and resource areas of the KCC.
- Ensure a professional appearance and high-quality aesthetics of the KCC facilities (interior and exterior); reporting and following-up on any needed maintenance, repairs, and/or improvements.
- Signage and materials- maintain a full stock of approved, up to date, KCC branded materials (and suitable partner/employer literature) in all locations; interior/exterior signage should always follow KCC branding guidelines and emphasize the KCC before any individual agency, program, or organization.
- Develop and maintain the KCC “virtual billboards” with up-to-date information being displayed, using approved KCC-branding and professional imagery.
- Improve customer check-in process by improving the customer experience, reducing any redundancy through modernization, and using digital interfaces (when possible).
- Chair/ Co-chair the KCC Customer Service Committee and facilitate the regular (minimum of semi-monthly) convening of this committee with actionable/ measurable results.
- Ensure an optimal experience for all customers utilizing the onsite and automated services through the local Kentucky Career Centers in Northern

Kentucky.

- Maintain ADA compliance as well as inclusivity of all KCC customers and staff during daily operations and during the development of new initiatives or operational changes.
- Resolve customer complaints and issues; notify the NKWIB Program Director of any unresolved or ongoing customer complaints or incidents.
- Complete incident report(s) for any safety or health situation that involves staff or customers and occurs onsite at the KCC.
- Contact janitorial/ cleaning company and communicate any deficiencies.
- Coordinate the scheduling of professional floor cleaning of facilities.
- Communicate all unresolved janitorial issues to the NKWIB Program Director
- Develop and implement training for KCC staff in the area of Customer Service (and related topics), specifically designed for KCC staff/partners/ support staff working in the “front of house” areas (lobby, reception, resource room, etc.).
- Coordinate customer (job seeker and employer) satisfaction survey process. Manage customer survey tracking mechanisms (digital and analog). Track and report customer satisfaction results; make necessary changes to address customer satisfaction deficiencies. Achieve a minimum of 98% customer satisfaction.
- KCC staff name tags- ensure that all partner staff are provided with KCC-branded name tags to support unified messaging to customers; these name tags are ordered via Custom Trophy in Florence, KY (vendor subject to change).

2. Service Coordination and Continuous Quality Improvement

- Coordinate the delivery of services of participating One-Stop (KCC) partners and service providers in all eight counties served by the NKWIB. In addition to the Direct Workforce Services for Adults, Dislocated Workers, and Youth funded under Title I-B of WIOA and awarded under the RFP for PY18, the One-Stop partners include, but are not limited to, Adult Education, Gateway Community and Technical College, Transit Authority of Northern Kentucky, Office of Vocational Rehabilitation, Career and Technical Education, Unemployment Insurance, Veterans Services, Goodwill Industries, and Employment Services under the Wagner-Peyser Act. This coordination of services may involve multiple career center locations with the service area.
- Work closely with KCC partners to ensure an inclusive and integrated service delivery approach for all current and new customer services/programs; emphasizing service functions over agency/organization.
- Lead the Kentucky Career Center/One-Stop certification process for local centers and co-lead action teams supporting that process.
- Develop, negotiate, maintain, and (when suitable) help reconcile the career center’s Infrastructure Funding Agreement (IFA) to support the local Memorandum of Understanding (MOU) and demonstrate the KCC partners’ proportionate resources and contributions provided to the career center(s).
- Provide ongoing resources and/or training of KCC customer service/ first impressions team members to maintain a high level of quality in customer

service.

- Provide leadership/ support/ partnership to the Talent Development, Business Services, and/or Youth services teams to help meet the needs of job seeker and employer customers, support the NKWIB's strategic plan, and/or assist with regional industry sector/workforce initiatives.
- Foster a culture of collaboration among One-Stop partners that promotes the delivery of the innovative, high quality workforce development services to all customers of the workforce development system, including adults, dislocated workers, youth (both in-school and out-of-school), and employers.
- Facilitate or co-facilitate regularly scheduled meetings (e.g., monthly, quarterly) of the One-Stop staff to build and maintain a collaborative culture, improve service delivery, and evaluate progress toward shared goals; actively participate in quarterly Partner for Success forums.
- Serve as a resource for staff of all partner agencies regarding the objectives, processes, requirements, and regulations of WIOA and the workforce services delivery system.
- Actively participate and, at times, co-facilitate KCC Leaders' Circle, Partner for Success, and other regional workforce collaborative initiatives.
- Review and assess customer satisfaction results; report any significant feedback or trends/patterns to the NKWIB Program Director.
- Provide reports on Career Center system activities, customer flow, and other relevant data.
- Facilitate the sharing and maintenance of data, with emphasis on the state system(s).
- Actively participate on the KCC Continuous Quality Improvement (CQI) team.
- Perform regular data entry of In-the-Door customer numbers and Key Performance indicators (KPI's), including but not limited to the following: numbers of visitors to the KCC, partner/service utilization, industry sector interests, employer hiring event (interviews/hires/companies), etc.
- Maintain accurate and timely data and submit all monthly reporting to the NKWIB on or before the established deadline.
- Coordinate the customer flow process for any new KCC programming to ensure optimal customer experience and an efficient experience for KCC staff/partners.
- Participate in other regional workforce initiatives and pursue KCC collaboration/ system alignment opportunities, such as (but not limited to): high-demand industry sector projects, employer-led projects, HR- affiliated organizations, Chamber/ economic development, etc.
- Chair/Co-Chair and/or actively participate in the KCC Staff Development Committee; hold meetings a minimum of every other month.
- Coordinate, lead, and/or facilitate special workforce development projects and initiatives as needed.

3. Outreach/Marketing/Social Media

- Manage the KCC social media pages, including the following: Facebook, Twitter, Instagram, and LinkedIn; provide, at a minimum, daily postings/updates, with

corresponding images, photos, live videos, articles, and other promotional activities to maintain and expand social media presence of the KCC. First Impressions Specialist (and/or other designated staff) should post KCC updates daily, including images/ photos/ videos whenever possible, to help generate more trending activity online.

- Maintain dedicated and (social media) proficient staff to manage all KCC social media accounts.
- Chairing/ Co-chairing the KCC Outreach Committee and facilitating the regular (minimum of semi-monthly) convening of this committee with actionable/ measurable results.
- Carry out marketing/outreach efforts as directed by NKWIB and in coordination with the staff Outreach committee.
- Respond to customer messages/ emails from the local KCC website and other social media pages.
- Monitor KCC social media and website to ensure accurate and professional content; report any issues to the NKWIB Program Director.
- Ensure marketing/outreach efforts align with State branding and local NKWIB guidelines.
- Comply and monitor compliance of KCC and NKWIB Branding Guidelines among the KCC system; make necessary corrections when needed and report any unresolved issues to the NKWIB Program Director.

4. Safety, Security and Wellness

- The One-Stop Operator will successfully perform the following functions to ensure a safe, secure, and healthy environment and work culture for customers and staff of the local Kentucky Career Center(s):
- Monitor safety and security of all KCC locations; work to resolve all related issues within 24 hours. Notify the NKWIB Program Director of any unresolved issues and all issues requiring the involvement of law enforcement or medical personnel
- Oversee/ coordinate the daily opening and securing of each career center, including unlocking/locking customer entry points, turning on/off lighting, completing safety inspections, reporting safety/security issues, communicating with partners on other issues related to hours of operations, building safety/security, etc. These tasks may require staff schedules to be adjusted accordingly daily, and/or for special events (e.g. arriving at 7:30AM versus 8:30AM; staying after 7:00PM, etc.).
- Resolve customer complaints and concerns and/or de-escalate irate customers; notify the NKWIB Program Director of any unresolved or ongoing customer complaints or incidents.
- Report any KCC facility/ property damage to the property management company immediately; notify the NKWIB Program Director of these incidents
- Provide support, assistance, and resolution to KCC facility needs, safety concerns, or other related problems.
- Report all facility maintenance issues to the property management company and

follow-up to ensure the resolutions of such issues.

- Develop, update, and maintain Emergency Action Plans for each physical location; provide (electronic and/or printed) copies of these updated plans for all KCC staff/ partners.
- Enforce the adherence to KCC certification standards, including Standard Operating Procedures (SOPs) and Emergency Action Plans.
- Schedule, coordinate, and facilitate semi-annual safety drills for fire and tornado/ severe weather scenarios; maintain documentation of these activities.
- Develop and maintain safety, security, and building maintenance protocols, including but not limited to submitting maintenance work orders, following up on outstanding work orders, responding to partner/ staff concerns, and communicating with onsite KCC partners/staff on any security updates or concerns.
- Report suspected or actual criminal activity to law enforcement ASAP; notify the NKWIB Program Director of these activities.
- Organize and facilitate the KCC staff breakroom monthly cleaning schedule and ensure that these staff areas are clean, safe, and sanitary.
- Chair / Co-chair the KCC Safety and Wellness Committee and facilitate the regular (minimum of semi-monthly) convening of this committee with actionable/ measurable results.
- Conduct regular walk-throughs of facilities and grounds to ensure a safe, healthy, and professional environment for customers and staff; report and resolve janitorial, maintenance, and/or security concerns that are identified during walk-throughs.
- Provide training for KCC staff/partners on safety, security, and wellness; provide ongoing support/training to KCC staff working in the reception, lobby, and resource areas. Examples of training/ development topics including the following: maintaining a safe and secure work environment, active shooter, responding to difficult customers, ethics and boundaries, stress management, customer-centered design, evacuation drills, etc.

5. Collaboration and Communication

- Foster a culture of collaboration and excellent customer service among one-stop partners that promotes delivery of the innovative, high quality workforce development services to all customers of the workforce development system, including adults, dislocated workers, youth (both in-school and out-of-school), and employers. The One-Stop Operator must convene and lead regularly scheduled meetings (e.g., monthly, quarterly) of the one-stop partners to build this collaborative culture, improve service delivery, and evaluate progress toward shared goals.
- Collaborate with local KCC partners on all customer service/ operational changes.
- Include local KCC partners in the decision-making process for customer flow/ service-related issues.
- Schedule and Co-facilitate regular staff meetings at full-service career centers

- and monthly visits to affiliate career centers.
- Provide regular communication (emails, etc.) to KCC center staff/partners regarding pertinent announcements, updates, and information.

6. Additional key functions & requirements of the One-Stop Operator include:

a. WIOA Eligibility Verification

- The Operator (or designated staff) are responsible for reviewing WIOA eligibility documents and supporting documentation for Dislocated Workers and Adults seeking Individualized Career or Training Services. The NKWIB Program Director provides WIOA eligibility training, guidance, and technical support to the Operator/ designated staff
- WIOA eligibility packets are completed by the Direct Services Provider staff and submitted to the Operator staff for approval.
- Upon successful review of WIOA eligibility packet, the Operator (or designated staff) will provide verification/approval and inform the designated Direct Services Provider staff; packets should be reviewed and a decision (verification or rejection) should be rendered within two business days.
- The Operator (or designated staff) will communicate any WIOA eligibility-related questions or concerns to the appropriate Direct Services Provider staff member
- The Operator (or designated staff) will contact the NKWIB Program Director with any issues, concerns, technical questions, or disputes related to WIOA eligibility.

b. Innovation and Technology

- The Operator will use digital resources to enhance the overall customer experience, maximize staff efficiencies, and capture necessary data/Key Performance Indicators (KPI) elements.
- Oversee the Innovation Center. The Center is a 2,000 sf multi-purpose training facility located in the Kentucky Career Center-Covington. The operator will also be responsible for maintaining the sub lease of the Innovation Center.

c. NKWIB Initiatives and Strategic Plan

- Operator must coordinate with the NKWDA Program Director to ensure alignment of NKWIB strategic goals and initiatives within the KCC.

d. Locally- Based Leadership

- The One-Stop Operator lead staff person must reside within the Northern Kentucky/ Greater Cincinnati area (Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, or Pendleton County in Kentucky; Butler, Clermont,

Hamilton, or Warren County in Ohio; or Dearborn County in Indiana).

e. Accountability, Monitoring, and Reporting

- The One-Stop Operator will receive ongoing guidance, technical assistance, and performance monitoring from the NKWDA Program Director;
- The Operator will communicate all operational challenges, successes, and/or pertinent information regarding One-Stop partners, customers, and services to the Program Director;
- The Operator will track and report the “In-the-Door”, customer flow, and other KCC data/metrics, and;
- The Operator will alert the NKWDA Program Director of any partner disputes or potential violations of a Memorandum of Understanding (MOU) or Infrastructure Funding Agreement (IFA)

7. Firewalls will be addressed later in this document.

8. Performance will be addressed later in this document.

In compliance with WIOA, the One-Stop Operator **may not** perform the following functions:

- Be responsible for oversight of itself;
- Convene system stakeholders to help develop the local plan or prepare and submit local workforce plans, or similar regional planning initiatives (WIOA sec. 107)
- Manage or significantly participate in the competitive selection/procurement/RFP process for One-Stop operators;
- Select or terminate One-Stop operators, career services, or youth providers;
- Verify or approve WIOA enrollment eligibility
- Negotiate local WIOA performance measures; or
- Develop and submit the budget for activities of the local workforce development area / Board. In coordinating local services, the One-Stop Operator must not establish practices that create disincentives to providing services to individuals with barriers to employment that may require longer-term services, such as intensive employment, training, and education services.

The NKWIB will prefer to contract with one entity that is knowledgeable about workforce development services, those provider objectives, and the regulations that govern them, including:

- Career services (described in WIOA Section 134(c)(2)).
- Training services (described in WIOA Section 134(c)(3)).
- Employment and training activities carried out under WIOA Section 134(d), if any.
- Programs and activities carried out by one-stop partners, including but not limited to Vocational Rehabilitation, Adult Education, postsecondary education, Unemployment Insurance, and Veterans Services.
- Data, labor market information, and analysis from Wagner-Peyser (described in

Section 15(a) of the Wagner-Peyser Act).

- Labor exchange services authorized under the Wagner-Peyser Act.
- Registered/DOL Apprenticeships.

Entities that apply should possess and have demonstrated the following characteristics:

- Competent management skills.
- Commitment to excellent customer service.
- Cooperative culture among management and staff.
- Commitment to the integrated service delivery model.
- Willingness to partner with others.
- Flexibility and ability to adapt to change.
- Fiscal Integrity.

An entity that applies to be a One-Stop Operator in the NKWDA service area must disclose in its application any potential conflicts of interest that could arise from its relationship(s) with particular training service providers or other service providers, including, but not limited to, other Direct Workforce Services providers. *As stated in Section II, “firewalls” must be described in the application to address conflicts of interest or the appearance of conflicts of interest. Examples of firewalls include but are not limited to organizational arrangements that provide clear separation of duties and responsibilities, including confidentiality and disclosure agreements.*

The Northern Kentucky Workforce Investment Board will oversee and evaluate the performance of the entity or entities selected as the one-stop operator(s) for the local area.

B. Direct Workforce Services

Direct Workforce Services are workforce development services that help eligible clients prepare for, obtain, and succeed in self-sustaining employment, and help area employers find, train, and hire needed workers. Eligible individual clients include Adults, Dislocated Workers, and Youth (both In-School Youth and Out- of-School Youth) who qualify for services under a variety of programs and funding streams administered by NKWIB. These funding sources may include: the federal Workforce Innovation and Opportunity Act (WIOA); a variety of National Dislocated Worker Grants (DWGs) from the U.S. Department of Labor; grants from other U.S. federal departments; grant partnerships with the Commonwealth of Kentucky; private foundation and/or trust grants; and other public or private funds. By submitting a proposal, the applicant assures the NKWIB that: the applicant will provide appropriate Direct Workforce Services in the NKWIB area under any of NKWIB’s current or future funding sources, as requested; and the applicant will work cooperatively and effectively with any entities that partner with NKWIB in grants that include the region the applicant proposes to serve.

1. Direct Workforce Services include:

Note: Bidders should reference **Appendix 5** for more details.

- **Talent Development/ Career Planning & Development** --The NKWIB's service model for Northern Kentucky is anchored by the Talent Development/ Career Planning & Development Specialist (talent development specialists) employed by the contractor and their direct interaction with clients via face-to-face meetings, video conferencing, phone conversation, or other technology assisted conversations. Career-advisor-based services are a client-centered approach, the goal of which is to facilitate the client's preparation and strategic planning for his/her career using whatever workforce development services and activities are needed. Talent development specialists provide case management, and job and career counseling throughout the client's active engagement of services, including after the client obtains a job.

In addition to working with clients already enrolled in Direct Workforce Services, talent development specialists are also responsible for conducting outreach, promoting workforce services, and recruiting new clients within their communities. Talent development specialists must work closely with workforce partner agencies, educational institutions, other community organizations, and local governments to ensure that all potential clients are aware of the workforce services available.

The successful bidder will be required to provide career advising/case management services to clients who are co-enrolled in Trade Adjustment Assistance (TAA), who are approved for training services. Clients who are eligible for services under the Trade Adjustment Act may be assessed as in need of training by KY Wagner-Peyser staff. If this occurs, they will be referred to staff performing contracted WIOA services in the Kentucky Career Center offices in Northern Kentucky. Contracted WIOA staff will then co-enroll WIOA services and provide case management and career guidance. Knowledge of relevant Trade Adjustment Act processes and procedures will be required to perform this specialized case management duty.

As a part of their involvement with career opportunities and alternatives for their clients, talent development specialists must communicate with their local employer services representatives and maintain an awareness of local and regional employers and their workforce needs.

- **Youth Career Planning and Talent Development Services**--While Youth Talent Development Specialist Services are similar in some ways to Career Planning & Development /Talent Development, they also need skills specific to the younger target group specified under WIOA. Services to youth include working with both in-school and out-of-school youth with an emphasis on Opportunity Youth (youth 18 – 24 years old with no connection to education or the workforce). At least 75% of funds allocated to youth services must be spent on out-of-school youth. Twenty percent of the allocated youth funds must be spent on work experience

opportunities. All youth services must be customer focused based on the needs of the individuals. WIOA requires that 14 program elements be made available to all youth who are served by the WIOA youth system. "Made available" does not mean that every youth participant must receive services from all program elements; it means that youth have access to these services if they require them to meet their goals. These can be provided directly or through referral.

The fourteen youth elements as outlined in WIOA are:

- Tutoring, study skills training, instruction, and dropout prevention services,
- Alternative secondary school services or dropout recovery services,
- Paid and unpaid work experience,
- Occupational Skills Training
- Education offered concurrently with workforce preparation and training for a specific occupation,
- Leadership development opportunities,
- Supportive Services,
- Adult Mentoring,
- Follow – Up Services,
- Comprehensive Guidance and Counseling,
- Financial Literacy Education,
- Entrepreneurial Skills Training,
- Services that Provide Labor Market Information,
- Postsecondary Preparation and Transition Activities.

Currently NKWDA program requirements include the following and must continue to include:

- Outreach, Recruitment and Orientation,
- Intake, Eligibility Determination and Registration,
- Objective Assessment and Referral,
- Individual Service Strategy,
- Case Management,
- Access to a Range of Services (required 14 elements),
- Follow-Up for 12 months.

In addition, contracts must ensure the following program design components:

- Educational Services – including educational options that connect to career pathways,
- Career Pathways – a combination of rigorous and high-quality education, training, and other services,
- Work Readiness Training – including soft and hard skills,
- Work Experience Opportunities – 20% of youth funds must be spent on work experience, paid and unpaid work experience must include academic and

- occupational education,
- Youth Development – opportunities that give youth a chance to grow and lead in their communities.

Contractors should provide easily accessible locations for services and well as demonstrate local partnerships, such as; local secondary schools, higher education institutions, law enforcement, juvenile and adult justice systems, local housing programs, community-based agencies, Health and Human Services agencies, vocational rehabilitation, businesses/employers, mental health services and other organizations that serve youth.

Employer Services — The successful bidder will be required to have staff designated to reach out to employers within their service counties, in order to determine employers' workforce needs, communicate those needs to the talent development specialists (and their job-seeking clients), and work collaboratively with talent development specialists, community leaders, educational institutions, local partners, and the NKWIB's staff to identify and develop action plans to meet local employers' needs. Employer Services are to be provided in line with the NKWIB'S wishes to focus on those industries that are key to the economic health of the NKWDA. Those industries or high-demand sectors currently are Advanced Manufacturing, Healthcare, Information Technology/Business/Finance, Logistics/Transportation, and Construction and Trades. It is important to note that the NKWIB will conduct future labor market analyses that may result in different industry sectors being identified. The successful bidder will then be required to re-align its Employer Services efforts to the newly identified sectors.

In addition, with the Cincinnati/Northern Kentucky International Airport (CVG) being a significant regional economic engine as well as an integral part of the workforce system in the area the NKWIB requires a dedicated CVG Airport Business Services Representative (BSR). The BSR responsibility would be to serve the passenger service and cargo service employers based at the CVG airport.

Rapid Response--The successful bidder will also be required to provide Rapid Response Activity services to employers as defined under WIOA. The term "rapid response activity" means an activity provided in the case of a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster, that results in mass job dislocation, in order to assist dislocated workers in obtaining reemployment as soon as possible, with services including:

- The establishment of onsite contact with employers and employee representatives-
- Immediately after the State is notified of a current or projected permanent closure or mass 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;
- The provision of information on and access to available employment and training activities;
- Assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs;
- The provision of emergency assistance adapted to the particular closure, layoff, or disaster; and
- The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance.

Required Components--To provide these One Stop Operator and Direct Workforce Services, successful bidders will need to provide the following components:

- 1. Required Staff** — Bidders should refer to **Appendix 3** for more details. The staff required to deliver Direct Workforce Services includes:

1) Talent Development Specialist / Career Planning and Development Specialist (TDS/ CPDS)— These staff will be the primary contact for job-seeking clients and will provide the career advising and case management services described in this request for proposals. Talent Development Specialists talent development specialists are the central and most important component of the workforce development network. Talent development specialists work with job-seeking clients to understand their circumstances, aptitudes, skills, interests, barriers, and career objectives, and then use all of this information to place or refer those clients into the services that will carry them to their career objective: an appropriate and self-sustaining job. Talent development specialists will connect clients with many of these services through knowledgeable referrals to partner agencies within the workforce development network. Even after referring clients to other service providers, talent development specialists are expected to stay in close touch with their clients and consistently be a part of each client’s decision-making and problem solving.

A successful talent development specialist will build effective, trust-based relationships with clients that result in quality job placements, while both maintaining current knowledge of the labor market and demand occupations in their service area and nurturing ongoing, communicative partnerships with other entities within workforce development, training, and education.

These attributes will become the talent development specialist’s “product” that he/she uses in personal outreach efforts to recruit new clients.

The NKWIB’s job description for the position of talent development specialist is

included in Appendix 3. This description is required to be adopted by all successful bidders and applied to any talent development specialist that provides services under contract with the NKWIB/Northern Kentucky Area Development District (NKADD).

2) Youth Talent Development Specialist / Career Planning and Development Specialist— These staff members will be responsible for caseload of WIOA eligible youth. Responsibilities include eligibility, basic skills assessment, and career assessment of all youth. Development of an Individual Service Plan for each client is required. Assistance with educational and career exploration and assistance in selecting post-secondary education and/or employment or work preparation activities. Monitoring of participants on a monthly basis to include required follow up for one year after program exit. They will be required to manage central records unit files and perform some data entry. Community and employer relationships and interaction will be an integral part of this position as well.

The NKWIB's job description for the position of talent development specialist is included in Appendix 3. This description is required to be adopted by all successful bidders and applied to any talent development specialist that provides services under contract with the NKWIB/NKADD.

3) Job Seeker Workshop Facilitators — The successful bidder will need to designate one or more staff members as Job Seeker Workshop facilitators who will be responsible for the execution of Job Seeker Workshops within their service area. Job Seeker Workshop facilitators may also be talent development specialists with caseloads. (Other talent development specialists must be available to assist the Job Seeker Workshop facilitator and Job Seeker Workshop participants.) The Job Seeker Workshop facilitator will be responsible for publicizing the local Job Seeker Workshop, recruiting attendees, arranging for employer engagement and participation, and facilitating the actual Job Seeker Workshop meetings. Job Seeker Workshops may be adapted to local needs with the involvement of employers and other community partners.

4) Business Services Representatives (BSR) — The successful bidder will need to designate staff, including the designated CVG Airport BSR, to specialize in reaching out to employers within their service counties, in order to determine employers' workforce needs and communicate them to the talent development specialists and their job-seeking clients. The contractor's BSR or employer services representatives will collaborate with talent development specialists, community leaders, educational institutions, local partners, and NKWIB staff to identify and develop action plans to meet local employers' needs. As a part of their collaboration with workforce system partners, the contractors' employer services representatives will be required to be a member of the NKWIB Employer Services Team and to participate in team activities.

In counties where the population and economy do not justify assigning a staff person to perform full time as an employer services representative, a contractor may designate a staff person to serve as both a talent development specialist and employer services representative for that county. However, this designation must be made thoughtfully and with an understanding of the NKWIB's commitment to employer services as a crucial element of its service model.

The NKWIB's job description for the position of Employer Services Representative is included in Appendix 3. This description is required to be adopted by all successful bidders and applied to any talent development specialist that provides services under contract with the NKWIB/NKADD.

- 5) Workforce Management/Supervision** — the successful bidder will need to employ and designate sufficient and qualified staff to manage, supervise, and oversee the activities and functions of the Talent Development Specialists, Business Services Representatives, Job Seeker Workshop facilitators, and other staff who provide the Direct Workforce Services contracted for under this request for proposals. Management and supervision of these staff and services will include: providing strategic guidance and planning for staff; ensuring that performance and productivity goals are met; overseeing the quality of services provided; ensuring that proper records are kept; ensuring that the NKWIB's policies, federal regulations, and other relevant rules are adhered to; managing contract budgets; initiating and overseeing successful community outreach and education; and communicating and collaborating with NKWIB staff to ensure that the best possible results are achieved for their service area. Workforce Management/Supervision staff must reside within the Northern Kentucky/ Greater Cincinnati area (Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, or Pendleton County in Kentucky; Butler, Clermont, Hamilton, or Warren County in Ohio; or Dearborn County in Indiana).
- 6) Other Required Staff** — The successful bidder will need to provide "First Impressions" or Point Person staff to perform any program support services that are not provided by Talent Development Specialists, Business Services Representatives, Job Seeker Workshop facilitators, or workforce management, but are necessary to effectively deliver Direct Workforce Services and meet NKWIB policy requirements. These services may include client intake, eligibility, enrollment, tracking, management of client information, etc.

The NKWIB's job description for the position of **First Impressions/Point Person** staff is included in Appendix 3. This description is required to be adopted by all successful bidders and applied to any talent development specialist that provides services under contract with the NKWIB/NKADD

In discussing the ability to provide required staffing under this proposal bidders must:

- Describe their plan to ensure that staff members are well-trained and ready to implement an integrated service delivery system.

- Be able to describe their customer service experience and discuss any experience with handling complaints and/or concerns from customers. Other required experiences should include oversight of staff teams and knowledge of team-based case management.

NKWIB Staff will provide technical assistance and training for any or all these staff positions and activities to the successful bidders and their staff prior to contract execution (if needed) and on an ongoing basis throughout the contract, as needed. The staff of the successful bidder will be required to participate in these trainings and technical assistance activities. In some cases, bidder staff may be required to achieve specific levels of competencies prior to performing some aspects of these jobs.

2. Physical Facilities — Organizations submitting proposals are required to locate their services in the existing **Comprehensive** and **Affiliate** sites of the Kentucky Career Centers in the Northern Kentucky Workforce Development Area.

Bidders may also include **Access Points**, which offer some flexibility to maximize customer services and resource utilization.

A breakdown of Comprehensive, Affiliate, and Access Point career centers include the following:

Comprehensive Career Center — A comprehensive Career Center is a workforce center that has been so designated by the Northern Kentucky Workforce Investment Board (NKWIB) after meeting criteria established by the Commonwealth of Kentucky and the Northern Kentucky WIB and completing the application and certification process. As of the date of this RFP, the following location is the Comprehensive Career Center in the NKWIB local area: Kentucky Career Center Covington, 1324 Madison Avenue, Covington, KY 41011; Currently, leasing and utility costs for this comprehensive center is approximately \$16.67 s/f with an annual leasing cost of \$100,000 for the Operator and Direct Services Provider.

Affiliate Career Centers — An Affiliate Career Center can be any location where two or more of the WIOA core partner agencies (WIOA Title I, WIOA Title II- Adult Ed, WIOA Title III- Wagner-Peyser, WIOA Title IV- Vocational Rehabilitation, etc.), in the Kentucky Career Center (KCC) network to provide services and maintain a regular schedule during operating hours. Currently, the following location serves as the local Affiliate Career Center in the NKWIB area: Kentucky Career Center Florence, 8020 Veterans Memorial Drive, Florence, KY 41042. Currently, the leasing cost for this affiliate Career Center is \$13.83 s/f with annual costs of space and utility costs of \$16,000 for the Operator and Direct Services Provider.

Access Points- An Access Point can be a location where career center services are available to the public, with at least one KCC partner providing onsite support services. These access points may also include entities with higher customer

volume, such as a local public library or an international airport. These access points may allow for a greater exposure to customers while reducing the costs of office space and/or lease agreements. Bidders are required to outline their staff representation throughout the workforce area to ensure accessible, efficient, and high-quality services to the citizens/job seekers and employers of Northern KY. Bidders are encouraged to utilize partnerships, technology, and innovation to strategically develop/ expand career center Access Points in locations that will provide optimal exposure to new, existing, and potential customers, while maximizing resources and promoting higher key performance indicators/ results of services; traditional/standalone career center locations may not always be ideal. Bidders are also strongly encouraged to leverage/expand workforce partnerships, including but not limited to, designating Access Points (with staffing/support provided by the bidder), at Northern Kentucky’s public library network(s), specifically those library systems providing the most extensive workforce development services with access to the highest volume of customers/potential customers.

Current Access Point career centers (physical sites) include the following locations: Kentucky Career Center Carrollton at 1720 Highland Avenue, Carrollton, KY 41008 (current annual leasing and utility costs \$15,000), Kentucky Career Center Williamstown at 1212 D N. Main St, Williamstown, KY 41097 (current annual leasing and utility costs- \$4,800) , and Kentucky Career Center- CVG Career Center at the Cincinnati/ Northern Kentucky International Airport (current annual leasing and utility costs- \$10,000), located at 3087 Terminal Drive, Hebron, KY, 41048.

Note: although bidders may propose additional/alternative/ new locations of access points beyond or in place of the current access point locations, the *Kentucky Career Center- CVG Career Center* location was approved by the NKWIB as a strategic workforce partnership/ career center and *must* be included in the bidder’s proposal.

Bidders must be able to organize and meet the requirement of the provision at 20 CRF 678.630 stating: “Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the one-stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided.”

3. Funding for Contractors’ Activities — The NKWIB will fund contractors’ activities under the following general categories:

- a. **Infrastructure** — This category includes the costs of providing the physical facilities described above in “Physical Facilities”. These may be generally characterized as “overhead” costs, including the kinds of costs that comprise an indirect rate. Proposals must include a detailed budget statement itemizing these costs for the full year. Successful bidders must be willing to enter into a lease or sub-lease agreement and allocate appropriate dollars towards the leasing costs of staff

workspace(s) at each career center location where staff will be housed. These leasing costs should be included in the infrastructure budget line item.

- b. **Staff Providing Direct Services to Job Seekers or Employers**--This category includes the costs of providing the Talent Development/ Career Planning and Development Specialist, employer services representatives, Job Seeker Workshop facilitators, and First Impressions/ Point People, and workforce management described above in Section II-B-2.1 “Required Staff.” Proposals must include a detailed budget statement itemizing these staff costs for the full year. In evaluating staff budgets proposed, the NKWIB will consider the population of the service area in determining the number of staff to be funded.

Pending availability of federal funding granted to the Northern Kentucky Workforce Investment Board through the Workforce Innovation and Opportunity Act by the U. S. Department of Labor (USDOL) through the Kentucky Education Cabinet, Department of Workforce Investment, , the following will be estimated as needed to provide the associated categories of service. The following numbers are provided as estimates/planning figures only and do not in any way guarantee funding; successful bidders must be responsive and adaptable to any changes in the funding allocations (as well as other/ additional resources):

One Stop Operator -	\$111,131
Direct Workforce Services	
Adult	\$332,678
Dislocated Worker	\$327,457
Youth	\$236,711
Grand Total	\$1,007,977

Note: the above figures do not include Trade/TAA funding as these resources are based on Trade certifications by the US Department of Labor.

Note: due to WIOA funding categories, proposed services to employers/ businesses may be delivered utilizing the above resources. However, bidders are encouraged to show how they will leverage non-WIOA resources in their service delivery plans.

- c. **Outcomes and Performance Requirements** — The NKWIB’s performance is measured against the goals, objectives, and standards attached to each funding stream that it administers. The NKWIB service model is designed to provide activities and services that will achieve these goals and objectives and meet these standards. The overarching objectives of all of the NKWIB’s programs are to prepare and place the region’s workers in jobs that provide a wage that makes them self-sufficient, and to build the region’s economy by ensuring that the region’s employers — whether existing or new — are able to hire qualified workers that help their businesses succeed. Key Performance Indicators (KPI) are collected system-wide (see Appendix 7 for more details). The successful bidder will play a significant role with these indicators in both contribution and accountability. As of

the issuance of this RFP, KPI data elements include the following categories and indicators:

- Need
 - Regional job postings (including but not limited to state-run job boards)
 - NKY Employers posted (unduplicated)
 - NKWIB Targeted Sector Job Postings
 - Labor participant rate / Workforce Participation rate
- Action
 - Employer Outreach, Contacts, and Programs/Services provided by Targeted Sector
 - Employer Hiring Events and Job Fairs provided
 - Participating Employers (Job Fairs)
 - Participating Job Seekers (Job Fairs)
 - Employer Tours provided
 - Rapid Response assistance/ services provided
 - WIOA Basic Career Services provided
 - WIOA Individualized Career Services (individuals served)
 - WIOA Training Services (individuals served)
 - WIOA Youth Work Experience and Internships (individuals served)
 - Targeted and/or opportunity population strategic initiatives/ projects
- Results
 - Applicant interviews
 - Job Placements
 - WIOA Performance (Adult, Dislocated Worker, Youth, Business Services)
 - Entered Employment
 - Retained Employment
 - Credential Attainment
 - Literacy / skills gain
 - Market penetration (Business Services)
 - Repeat customer (Business Services)
 - Other certificates/ credentials earned (KY Essential Skills, NRF, etc.)
 - Customer Satisfaction (Job Seeker, Employer)

The NKWIB may also require additional or revised performance measurements based on their strategic plan or specific guidance. Bidders will be expected to adapt to these changes accordingly.

Similarly, the performance of successful responders to this RFP will be measured against the goals, objectives, and performance standards attached to each funding stream that supports client services and activities that they will deliver under the contract. The specific levels of performance that will be deemed as successful will be discussed and identified during the contract negotiations that precede the final contract awards.

The performance measures for the Adult and Dislocated Worker programs supported by Workforce Innovation and Opportunity Act (WIOA) funds can be

found in Sections 116(2)(A)(i) and (iii) of the WIOA. The performance measures for the Youth programs supported by WIOA can be found in Sections 116(2)(A)(ii) and (iii) of the WIOA. The full text of the Workforce Innovation and Opportunity Act is available online.

As mandated by WIOA, the NKWIB annually negotiates its acceptable levels of performance against these measures. Contractors will be expected to meet or exceed these negotiated levels of performance.

III. General Procurement Terms and Information

A. Procurement Term

The initial period of contract performance will be July 1, 2020 through June 30, 2021. Funding will be provided on an annual basis. The NKWIB reserves the option to extend this contract for two additional years, based on the availability of funds, contract performance, and the workforce needs of the NKWIB and the region.

The NKWIB reserves the option to use this procurement to add or increase workforce services within the region if additional funding for related workforce services becomes available and it is in the best interest of the region and the NKWIB to do so.

B. Procurement Timeline

This RFP will be available from the NKADD website at www.nkadd.org, beginning January 21, 2020. The timetable for this procurement process is:

- **January 21, 2020:** RFP Release Date (local, state, national)
- **January 28, 2020:** Bidders' Conference
- **February 25, 2020:** Last day for questions from potential Bidders
- **February 26, 2020:** proposal due date from Bidders
- **February 27-March 6, 2020:** Staff Compliance Review of Proposals
- **March 31, 2020:** Proposals and Results of Staff Compliance Review will be provided to the NKWIB Program & Youth Committee for their information prior to the funding meeting.
- **April 14, 2020:** NKWIB Program & Youth Committee Funding/Contract Award Recommendations
- **May 12, 2020:** NKWIB Approval of Contract Award/ Funding Recommendation
- Chief Local Elected Official (CLEO) Approval of Contract: TBA
- **July 1, 2020:** Contract Implementation Date

C. Bidders Conference

An optional Bidders Conference will be held in Florence, Kentucky at 10:00 AM – 12 Noon on January 28, 2020. The conference will be held in the Northern Kentucky Area Development District conference room located at 22 Spiral Drive, Florence, KY. This bidder's conference will address questions about roles sought by the RFP issued by the NKWIB for One-Stop Operator and Direct Workforce Services Provider. Bidders are not required to attend the conference and failure to attend will not affect the score of a bidder's proposal.

Questions and answers from the bidder's conference or any questions submitted

before the questions deadline that provide significant clarification of the intent of the RFP, the services requested by the RFP, or other factors affecting proposals will be posted on the NKADD website at www.nkadd.org under RFP's/Applications. Questions from prospective bidders may be submitted at any time before February 25, 2020 Close of Business to operatordirectservicesrfp@nkadd.org

D. Workforce Investment Board Action

Through a technical review, NKWIB staff will inform the NKWIB about which proposals adequately addressed each requirement in the RFP. Ultimately, the NKWIB will determine the award of the contract to the successful candidate. The Northern Kentucky Local Elected Official (LEO) Governing Board will take final action on the FY 2021 Budget.

E. Right to Cancel and Negotiate

The NKWIB reserves the right to delay, amend, reissue, or cancel all or any part of this RFP at any time without prior notice.

This RFP does not commit the NKWIB to accept any proposal and the NKWIB will not be responsible for any costs incurred by a bidder in the preparation of responses to this RFP.

The NKWIB reserves the right to reject any or all proposals, to accept or reject any or all items in any proposal, and to award contracts in whole or in part as is deemed to be in the best interest of the NKWIB. The NKWIB reserves the right to negotiate with any bidder after proposals are reviewed.

The NKWIB reserves the right to negotiate the final terms of the contract with successful bidders.

IV. Proposal Submission Instructions and Content Requirements

A. Submission Instructions

Proposals must be received by the NKADD no later than February 26, 2020. Bidders must submit three hard copies and one electronic copy of their proposal. The hard copies should be sent to the following address:

NKADD
Attn: Workforce Development Division
22 Spiral Drive
Florence, Kentucky 41042

The electronic copy should be emailed to: operatordirectservicesrfp@nkadd.org

B. Content Requirements

The proposal should consist of the following information in this prescribed order. (Number and letter each section of your answer appropriately.):

1. Proposal Cover and Affirmations Form

Complete the Proposal Cover and Affirmations Form (see Appendix 1)

2. Executive Summary

Give a brief description of the bidding organization's mission and history. Include how the NKWIB service model and goals for the workforce system in Northern Kentucky fit with the organization's mission. (This summary may not exceed 1 page, single spaced.)

3. Narrative & Evaluation Criteria

Answer all the questions (a through d) in Sections 3 below. Full or partial points will be awarded for the response to each narrative question.

a. Narrative A – Administrative Requirements

To be responsive, a bidder must provide the following three requirements.

- i. An organizational chart by staff and function.
- ii. All organizations that are private, for-profit, or not-for-profit should be able to provide documentation of their registration under either Kentucky or their respective state's Secretary of State's office.
- iii. All bidders are required to provide their DUNS number. The application review will verify that the bidders are not on the federal debarred/suspended list.

b. Narrative B— Questions Regarding Provision of One-Stop Operator Services (50 total points possible)

Please keep your answers under 500 words per question.

- i. Identify all eight counties in which you propose to serve as One-Stop Operator, and the specific service location(s) (Full-Service Career Center[s], Affiliate Career Center[s], and/or Access Points/Office[s]) where you would serve. (5 points)
- ii. Are you going to provide services at the sites listed under Physical Facilities which may require formal lease agreements? Explain. (Include each of the facilities identified in question i above.) (5 points)

- iii. Explain the depth of your organization's knowledge and experience with the Workforce Innovation and Opportunity Act (WIOA) and/or its predecessor, the Workforce Investment Act (WIA). (10 points)
 - iv. Describe your organization's experience managing multi- agency workforce centers or other multi-agency collaborative ventures including communication, accountability, and reporting. (15 points)
 - v. Describe your experience in providing first impression/customer service, service coordination/continuous quality improvement, marketing/use of social media, and safety/security. (15 points)
- c. **Narrative C**– Questions Regarding Provision of Direct Workforce Services (200 total points possible)

Please keep your answers under 500 words per question.

- i. List all eight counties where you propose to provide Direct Workforce Services and describe the needs of job seekers in that area. (5 points)
- ii. Describe how the career planning and talent development services your organization will provide a lasting impact on the needs of the job seekers in your service area. (20 points)
- iii. Describe the workforce needs of the employers in your service area. This must include demonstrated understanding of the economic and workforce needs of the community. (15 points)
- iv. Describe how the employer services your organization will provide will produce a lasting impact on the needs of the employers in your service area. (15 points)
- v. Demonstrate your organization's ability to provide the required components of Direct Workforce Services (see Section II-B-2) including Rapid Response and Trade/ TAA through this contract that highlights collaboration with education and economic development to support the economic development goals of the community. (15 points)
- vi. Describe the ways in which your organization will leverage its connections to community resources and local organizations to comprehensively serve job seekers and employers. If subcontracting of certain direct workforce services is proposed, fully describe the relationship(s) with the subcontractor(s) along with their detailed plans to deliver the services and meet the performance criteria outlined in this proposal. Bidder should provide documentation of

agreement(s). (15 points)

- vii. Describe the strategies your organization has used that will result in a greater level of outreach to the unemployed and underemployed. (15 points)
- viii. Describe the strategies your organization will implement that will provide innovative solutions to employers' workforce concerns. (15 points)
- ix. Describe your plans to recruit and serve In School and Out-of-School Youth (Opportunity Youth), including collaborating with schools and other community organizations to identify potential Youth clients. (20 points)
- x. Providing training in high-demand sectors and emerging careers is a priority of the Northern Kentucky WIB, which will target its training funds to support training in these priority sectors and support the development of career pathways in these sectors. Describe how your Direct Workforce Services will identify and recruit the best candidates for these trainings, including those who are advancing within career pathways. (15 points)

NOTE: Demand sectors in Northern Kentucky include: Healthcare; Advanced Manufacturing; Transportation/Logistics (including Supply Chain); Construction and Trades; and IT/Business/Finance

- xi. Explain your organization's plans for reaching out to and recruiting new clients for Direct Workforce Services in all 8 counties served by the NKWIB. Discuss the media and other specific message vehicles and activities you will use, as well as the expertise of the specific staff members who will be responsible for initiating and following through on these activities. Please include any specific and innovative outreach opportunities that exist in your community. (15 points)
- xii. Provide a description of each service location where your organization will house staff (e.g. Talent Development Specialists, Business Services Reps, First Impressions Staff, and Workforce Management staff) and provide services to clients. Include a list of all other services provided from this location. (15 points)
- xiii. Identify the number of Talent Development Specialists to be stationed at each location and list their qualifications and credentials. Include all credentials that specifically address the skills and competencies needed to perform the work of a talent development specialist. (10 points)

- xiv. Please provide a description of any non-NKWIB-funded staff in each of your locations who will be leveraged to provide support to workforce development activities. (10 points)

d. **Narrative D** – Questions Regarding Financial Capabilities (100 total points possible)

- i. Please discuss your organization’s overall financial capabilities to provide the proposed services. Please include experience of fiscal management and oversight by corporate as well as subsidiary/affiliate companies. Demonstrated ability to provide the fiscal and administrative capacity to support NKWIB’s service delivery model. A bidder must provide two (2) years of audited financial history. Adequate documentation could include recent audit reports, the entity's Comprehensive Annual Financial Report (CAFR), an independent CPA review, tax records or another recognized review of accounting process and procedures. Bidders must provide the status of any costs that have been questioned related to fraudulent activity and/or disallowed costs by any state and/or federal agency within the past five (5) years, *by corporate as well as subsidiary/affiliate companies*. Bidder must provide the name of the agency, the amount of disallowed costs that are in dispute, the bidder’s position as to the disputed disallowed costs, and the current status of any review process, dispute process and/or corrective action plan that is in place related to the disputed disallowed costs. (50 points).
- ii. Please provide a past record of federal and/or state grants management that includes required information of any disallowed costs for the past five years. (25 points).
- iii. Cost reasonableness – budget narrative must demonstrate the reasonableness and necessity for requested funding. Please note that lowest cost/best value will be a consideration in the awarding of the contact, however it may not be the determining factor. (25 points).

4. Budget

Please answer the questions below:

- Provide a budget for the delivery of One-Stop Operator Services and Direct Workforce Services for one year (July 1, 2020 through June 30, 2021).
 - The budget format included in **Appendix 2** must be used in submission of the proposal.
 - A detailed budget narrative must be provided to support the TOTAL REQUESTED BUDGET and describing the totals costs for the required

services.

- The total budget request must then be spread across the funding streams shown on the budget format according to staff time to be dedicated to these client groups.
- The budget format by funding stream MUST add up to the TOTAL REQUESTED BUDGET.

C. Supporting Documentation

Bidders recommended for a contract will be required to submit supporting documentation for each budget line item during contract negotiation. Applicable support documentation may include:

- Current lease agreements
- Personnel policies
- A copy of your current federally approved Indirect Cost Rate approval letter.

NOTE: Please do not submit these items with your initial proposal. This documentation will be examined only for bidders whose proposal is recommended for a contract.

V. Appendices

Appendix 1

Proposal Cover and Affirmation Form

Appendix 2

Required Budget Format

Appendix 3

- Talent Development Specialist / Career Planning and Development Specialist (TDS/ CPDS)
- Business Services Representative
- First Impressions Specialist/Point Person
- Youth Talent Development Specialist / Career Planning and Development Specialist
- CVG Business Services Facilitator
- Workforce Management and Supervision (e.g. Operations Coordinator/ Workforce Manager/ Youth Supervisor/ Talent Development and/or Business Services Manager, Director, etc.)

Appendix 4

References

Appendix 5

Excerpt from NKWDA Client Policies Manual

Appendix 6

One-Stop Operator/ Direct Service Provider- Functional Organizational Chart Example

Appendix 7

FY2016 Enrollment Data and Key Performance Indicators (KPI)

APPENDIX 1

Proposal Cover and Affirmations Form

Please copy, complete, and sign the cover and affirmations form that appears on the following page.

Use the completed form as the first page of your proposal.

Proposal to Deliver Workforce Services to Adults, Dislocated Workers, and Youth, and Provide Business Services to Employers
and
Serve as a One-Stop Operator in the Kentucky Career Center Network in the Northern Kentucky Local Workforce Area

During Program Year 2020 (July 1, 2020 – June 30, 2021)

Full Name of Proposing Organization:		
Full Mailing Address (Street, City, State, ZIP):		
Type of Organization (non-profit, for-profit, LLC, etc.):	Year Established:	Phone Numbers (include area code):
Contact Persons		
Name:	Title:	
<p>AFFIRMATIONS: The person signing below affirms that he/she is authorized to submit this proposal on behalf of the proposing entity. The person signing below further affirms that the proposing entity can perform the services as described in the attached proposal and agrees to Northern Kentucky Workforce Investment Board's terms of service as described in the Request for Proposals to which this proposal responds.</p>		
Signature:		Date:
Printed Name:	Title:	

Appendix 2--Request for Proposals Budget Format

One Stop Operator and Direct Workforce Services

Budget

Funding Stream (Note: since WIOA does not provide a separate funding stream for Employer Services, bidders will utilize the existing streams for the delivery of these services)	Adult	Dislocated Worker	Rapid Response		Youth	
			Local	Trade/TAA	In School	Out of School
Total Request						
Equipment						
Indirect/Administrative* (see below)						
Insurance						
Personnel Cost:						
Salary						
Fringe						
Travel						
Employment Related Costs						
Printing/Postage						
Professional Fees						
Space						
Staff Development						
Supplies						
Telephone						
Utilities						
Other (please specify)						
Total						

Indirect/Administrative Worksheet

Funding Stream	Adult	Dislocated Worker	Rapid Response		Youth	
			Local	Trade/TAA	In School	Out of School
Total Request						
Auditing/Accounting						
Equipment Maintenance						
Equipment						
Insurance						
Internet Services						
Legal						
Personnel (Finance & Admin)						
Printing/Copies						
Postage						
Space & Utilities						
Supplies						
Telephone						
Utilities						
Other (please specify)						
Total						

Indirect/Administrative Allocation Method

APPENDIX 3

Required Staff

a. Talent Development Specialist /Career Planning & Development Specialist Job Description

General Job Description:

The Talent Development Specialist (or Career Planning and Development Specialist) is the central and most important position to the success of workforce development services. Talent development specialists work with job-seeking clients individually to understand their circumstances, aptitudes, skills, interests, barriers, and career objectives, and then use this information to place or refer those clients into the services that will carry them to their career objective: an appropriate and self-sustaining job.

Talent Development Specialists connect clients with many workforce and training services through knowledgeable referrals to partner agencies within the workforce development network. After referring clients to these other service providers, talent development specialists stay in close touch with their clients, encouraging them, keeping them on their chosen career path, and contributing to the client's decision making and problem solving.

A successful Talent Development Specialist will build effective, trust-based relationships with clients that result in quality job placements. To do this, the talent development specialist must maintain a current knowledge of the labor market and in-demand occupations in their service area and nurture ongoing partnerships with other entities within workforce development, training, and education. Trustworthiness, knowledge, and collaborative networking skills are the attributes that become the talent development specialist's "product" and "brand," that he/she can use to reach out to recruit new clients, which is an important part of a talent development specialist's duties.

Talent Development Specialists must also actively utilize KEE SUITE (OR DESIGNATED SYSTEM), Focus, and/or other web-based customer relationship management systems and maintain data and case management compliance protocols.

Talent Development Specialist Roles--To accomplish the functions identified above, the talent development specialist must fill several different roles, including:

- Career coach/ advisor.
- Mentor and trainer.
- Strategist and planner
- Client advocate
- Problem solver
- Student of labor market trends and needs
- Student of training and education alternatives
- Liaison to community resources.

- Networker.
- Recruiter.
- Advocate and promoter for the workforce system.
- Creative thinker.

Personal Characteristics--A successful Talent development specialist must have the following characteristics:

- Positive attitude.
- Results oriented.
- Sincere personal interest in the success of clients.
- Ethical, fair, and honest conduct.
- Focus on customer service.
- Belief in the value of workforce services.

Tasks and Duties--The tasks and duties required of a Talent Development Specialist will include, but are not limited to, the following:

- Interview clients to gather information (e.g., previous work history, educational, skills, etc.) to identify skills, interests, and training needs, and to help set career goals.
- Administer or arrange for assessments to identify each client's educational level, skill levels, and training needs.
- Administer or arrange for assessments to help each client identify work preferences and interests.
- Provide career exploration activities for clients, based on each client's assessment results and work preferences.
- Share labor market information with clients.
- Use all the information and assessment results to help each client develop a career action plan that includes specific, chronological action steps that lead to his/her selected career.
- Ensure each client is ready for job search activities and employment by referring him/her to appropriate workshops (e.g., resume writing, interviewing tips, portfolio development, how to research an employer).
- Link qualified clients to job opportunities in their local area and follow up with clients about their results.
- Assist with and participate in Job Club, including referring appropriate clients to Job Club and monitoring their progress in Job Club.
- Guide each client through options and alternatives for each action step in the career action plan leading to the client's career goal. This includes exploring all alternatives for financing and support services.
- Provide ongoing case management to ensure that the client is following the steps in his/her career action plan.
- Serve as a coach, mentor, consultant, and motivator to help clients through challenges that arise while pursuing the career action plan.
- Meet regularly with Employer Services Representatives to stay abreast of local and

regional job opportunities, employer needs, and hiring trends.

- Discuss opportunities, challenging situations, creative solutions, and best practices with colleagues—both fellow WIOA Talent development specialists and employees of workforce partner agencies—including participating in the State’s Team- Based Case Management initiative.
- Brief employees of workforce partner agencies on WIOA services and initiatives.
- Attend briefings by workforce partner agencies on their services and initiatives.
- Initiate collaborative solutions with workforce partner agencies for clients of WIOA and clients of their agencies.
- Stay current on and understand the requirements contained in the WIOA law, the federal WIOA regulations, and NKWIB policies.
- Attend special trainings and technical assistance sessions provided by NKWIB.
- Maintain accurate client records in a timely fashion.
- Publicize the career advising and workforce services provided.
- Use innovative and effective methods to recruit new clients.

b. Business Services Representative (BSR) Description

General Job Description:

The Business Services Representative (BSR) or employer service representative assists employers by providing solutions to help meet their workforce demands. This will include; posting job orders, applicant screening, hiring events, job fairs, company tours, labor market information, outreach/engagement, training needs and Rapid Response services.

Assist job seekers by partnering with case management staff, providing Workforce Investment and Opportunities Act (WIOA) Core services, primarily employment resources, resume services, cover letter development, job matching/referrals, employer leads and career readiness assessments.

Services provided will help individuals achieve self-sufficiency and meet the workforce needs of local employers.

BSR Roles:

- Engage employers through targeted outreach
- Provide and interpret work-skill assessments and career interest inventories
- WIOA Core services provision focused on providing job readiness workshops and employer leads
- Communication with Talent development specialist staff, employers, and job seekers
- Assist employers with meeting their workforce demands
- Maintain thorough, accurate, and timely documentation of all customer's services, employer services and Rapid Response activities as directed by NKWIB Data Specialist
- Assist with meeting NKWIB performance standards for individuals and employers

Personal Characteristics--A successful Talent development specialist must have the following characteristics:

- Positive attitude.
- Results oriented.
- Sincere personal interest in the success of clients.
- Ethical, fair, and honest conduct.
- Focus on customer service.
- Belief in the value of workforce services.

Tasks and Duties--The tasks and duties required of a Business Services Representative will include, but are not limited to, the following:

- Employer outreach including, but not limited to employer visits, phone contact, attendance at job fairs, etc.
- Provide supported Employer services, including but not limited to job postings, applicant screening, hiring events, on-site interviewing, employer tours, resource sharing, Labor Market Information, identifying training needs, and Rapid Response

Services.

- Promote On-the-Job Training program and apprenticeship training.
- BSR's must also actively utilize KEE SUITE, Focus, Salesforce and/or other web-based customer relationship management systems and maintain data and case management compliance protocols.
- Provide timely and accurate data including Key Performance Indicators and other data as required by the NKWIB Data Specialist. w clients

c. First Impressions Specialist/Point Person Job Description

Position Purpose

This specialized and technical function is designed to ensure an optimal customer service experience at the Kentucky Career Center (Covington and Florence locations), as well as assist with referrals and support to the Workforce Innovation and Opportunity Act (WIOA) funded programs. This “first impressions” position is critical to the success and overall infrastructure of the center. The employee is responsible for maintaining a broad knowledge base of Kentucky Career Center (KCC) services to enhance customer service and have more specific technical knowledge of WIOA funded services.

Responsibilities/ Duties:

- *Essential:*
 - a. Provide customers with a professional and friendly greeting upon visiting the Kentucky Career Center
 - b. Communicate with employers holding onsite events and assist them with any questions/concerns/ needs
 - c. Manage the appearance/ aesthetics and customer flow of the lobby and reception areas of the KCC
 - d. Develop and maintain a strong knowledge of KCC services for job seekers, youth, and businesses
 - e. Provide orientation to information and services available through the One-Stop delivery system.
 - f. Operate multi-functioning phone lines/ switchboards, while managing incoming and outgoing customer phone calls
 - g. Proficient in Social Media, including Facebook, Twitter, and Instagram; provide frequent posts of KCC events, updates, and special announcements; increase “likes” and followers to expand the KCC’s overall social media presence
 - h. Briefly pre-screen customers and accurately guide them to the appropriate KCC partner/ service
 - i. Provide customers with job search tools, resources, and instructions/ guidance on Focus Career registration
 - j. Actively utilize KEE SUITE, Focus Career, and other local, state, or federally required databases/interfaces.
 - k. Provide accurate and thorough information to customers on the availability of workforce/ employment resources, supportive services, and basic information regarding filing claims for unemployment compensation.
 - l. Begin initial assessment process relative to the Kentucky Career Center Services using prescribed format/method.
 - m. Collect and maintain critical data, including the following: In-the-Door numbers, partner/ service breakdown, employer hiring events, industry sector metrics, special events attendance, workshop/orientation sign-in/attendance information, and other customer/ guest data.
 - n. Support WIOA Talent Development Specialists with preparing meeting rooms for orientations/workshops, customer files for eligibility or enrollment, and

- other administrative/clerical support.
- o. Assist in maintenance of files for WIOA central records unit.
 - p. Perform data entry utilizing Excel spreadsheets, PowerPoint, and MS Word or other prescribed software.
 - q. Maintain monthly calendar of events to keep Kentucky Career Center staff informed of upcoming activities and meetings.
 - r. Develop and maintain an email distribution list of all KCC staff/partners; send out daily "KCC Today" emails providing highlights of meetings, staff schedules, employer/hiring events, and/or other special events.
 - s. Participate in all KCC partner/staff meetings (or Huddles)
 - t. Participate in regular basic communications with customers and staff of the Kentucky Career Center Career System.
 - u. Respond to safety and security concerns at the KCC; responding swiftly to any issues that risk the safety, security, or overall well-being of customers or staff, including notifying local law enforcement, along with the direct supervisor, team leader, and other staff as specified.
 - v. Represent the Kentucky Career Center in a professional manner in all settings, while maintaining strong advocacy for job seeker and employer customers.
 - w. Other duties and/or projects as assigned.

Desired Minimum Qualifications:

- At least five years of customer service experience, ideally in a busy, diverse work environment.
- High school graduate or equivalent; some college preferred but will consider a combination of work experience and education.
- Professional communication skills, including verbal and written/typed
- Proficient in Microsoft Word, Adobe, PDF.

Knowledge, Skills, and Abilities:

- Knowledge of NKY's Kentucky Career Center system
- Ability to maintain effective relationships with co-workers and individuals from a variety of economic backgrounds.
- Knowledge of the job seeker and business services programs through the Workforce Innovation and Opportunity Act
- Ability to learn and retain information regarding multiple programs and partner organizations.
- Ability to accurately perform data entry and data extraction from the computer.
- Skill in organizing and maintain accurate files and records.
- Ability to exercise judgment in the performance of duties.
- Ability to understand and follow written and oral instructions quickly and accurately.
- Ability to meet and deal tactfully and courteously with the public.
- Ability to make sound judgments.
- Good knowledge of safe work practices and ability to apply them in workday situations.

- Possess general physical stamina to undertake routine professional and support office functions, assignment, meetings, and responsibilities for maintenance of a work environment.
- Appear for work and complete assigned tasks within the requested deadline
- Frequent interpersonal communication by telephone and personal contact.

Special Position Requirements:

- This position may require some travel and offsite work; valid driver's license and insurance required. Position requires occasional irregular hours.
- This position requires general physical stamina to undertake routine professional and support office functions, assignment, meetings, and responsibilities for maintenance of a work environment.
- Position requires work hours as determined by Kentucky Career Center Office Hours.

Work Requirements:

- Work is performed typically indoors in an office setting. It requires intermittent standing, sitting, or stooping. Work requires consistent use of computer and phone system, other office equipment as well as mental capabilities.

d. Youth Talent Development Specialist / Career Planning and Development Specialist Job Description

Position Purpose

This is specialized work within the workforce development program. This position will be responsible for caseload of WIOA eligible youth. Responsibilities include eligibility, basic skills assessment, and career assessment of all youth. Development of an Individual Service Plan for each client is required. Assistance with educational and career exploration and assistance in selecting post-secondary education and/or employment or work preparation activities. Monitoring of participants on a monthly basis to include required follow up for one year after program exit. Required files management and data entry. Community and employer relationships and interaction will be an integral part of this position as well.

Responsibilities/ Duties:

- *Essential:*
 - a. Providing overall assessment to determine eligibility and career pathways.
 - b. Liaison with employers and post-secondary institutions to develop links for client referral.
 - c. Client orientations, assessments, and meetings.
 - d. Regular and timely data entry into KEE SUITE.
 - e. Responsible for maintaining accurate files and documentation.
 - f. Knowledgeable of community nonprofits and other agencies that provide services to youth.
 - g. Monitor client's post-secondary attendance.
 - h. Assist clients with job searches.
 - i. Continuous job retention services.
 - j. Manage one year of required follow up after program completion.
 - k. Responsible to meet required timelines of the program.
 - l. Meet yearly performance measures.
 - m. Liaison with high schools, ATC's and post-secondary institutions.
 - n. Liaison with business community.
 - o. Gather industry trend information.

- *Secondary:*
 - a. Assist supervisor in all reporting.
 - b. Attend Professional Development.
 - c. Other duties and/or projects as assigned.

Desired Minimum Qualifications:

- Graduation from a four-year college or university with a bachelor's degree with related training and experience considered.

Knowledge, Skills, and Abilities:

- Ability to maintain effective relationships with co-workers and individuals from a

variety of economic backgrounds. Be able to establish and maintain effective communications with all levels of professionals and clients with whom they interact.

- Knowledge of the laws and regulations governing the Workforce Innovation and Opportunity Act.
- Ability to learn and retain information regarding multiple programs.
- Ability to accurately enter data into the computer and general computer knowledge.
- Skill in organizing and maintain accurate files and records.
- Ability to exercise judgment in the performance of duties.
- Ability to understand and follow written and oral instructions quickly and accurately.
- Ability to meet and deal tactfully and courteously with the public.
- Ability to make sound judgments.
- Good knowledge of safe work practices and ability to apply them in workday situations.
- Knowledgeable of community, state, and federal resources and how to access or utilize them.
- Be able to cope with complex and stressful client situations and variations.
- Be able to maintain and develop concepts and professional changes in assessment and case management systems or teachings.
- Appear for work and complete assigned tasks within a reasonable period of time.
- Strong documentation and computer skills.

Special Position Requirements:

- Possess valid driver's license and ability to operate a motor vehicle in a safe manner.
- Position may require occasional irregular hours and district travel
- Work is performed typically indoors in office setting. It requires intermittent standing, sitting, or stooping. Work requires consistent use of computer and phone system as well as other office equipment as well as mental capabilities. Requires some travel.

e. CVG Business Services Facilitator Description (this role may be provided by a dedicated/ full-time BSR)

General Description:

The CVG Business Services Facilitator (BSF) role was essentially established over 16 years ago, through an innovative partnership with the Northern Kentucky Workforce Investment Board (NKWIB) and the Kenton County Airport Board (KCAB), the entity that oversees the Cincinnati/ Northern Kentucky International Airport located in Hebron, KY, with adjacent CVG businesses also located in Erlanger, KY. The NKWIB considers this position to be an essential part of the Kentucky Career Center's Business Services Team (BST).

The BSF serves as the Liaison between the Kentucky Career Center and the KCAB to help meet the needs of the businesses operating at or adjacent to CVG. This airport is one of the most important drivers of the regional economy in Northern Kentucky. CVG has experienced significant growth in passenger traffic over the past five years. Also, CVG is home to a DHL cargo hub, employing over 2,000 individuals. In addition, other companies (e.g. Amazon, etc.) are located adjacently to CVG and are slated to experience significant expansion over the next three years, resulting in a larger onsite operation and an increased amount of workforce needs. The CVG business services role will be critical to working with onsite and adjacent companies in connecting employers to workforce solutions.

BSF Roles and functions:

- Facilitate job postings and recruitment efforts on behalf of CVG employers
- Provide technical assistance to employers utilizing Focus Talent and other web interfaces
- Coordinate job fairs and hiring events onsite at CVG, CVG Center, KCC, or another community venue
- Communicate and interface with KCAB staff regularly to provide updates on employer activities, hires, events, and other related information
- Provide overall HR and workforce support to the KCAB and CVG employers
- Co-chair the KCC Job Fair Committee
- Engage employers through targeted outreach
- Collaborate with other KCC staff and partners
- Assist employers with meeting their workforce demands
- Maintain thorough, accurate, and timely documentation employer services and Rapid Response activities as directed by NKWIB Data Specialist
- Actively utilize and enter accurate/thorough information into Salesforce, KEE SUITE, Focus, and/or other interfaces as assigned; data must be entered on or before the assigned deadline.
- Assist with meeting NKWIB performance standards for employers

Requirements--A successful BSF must have the following characteristics:

- Positive attitude.
- Results-oriented.
- Motivated.

- Reliable and dependable.
- Passionate about the CVG Airport and having significant knowledge about the onsite and adjacent employers
- Sincere personal interest in the success of employers and job seekers.
- Ethical, fair, and honest conduct.
- Focus on customer service.
- Belief in the value of workforce services.
- **IMPORTANT:** this position provides security clearance and special access to the CVG property. Therefore, any individual working in this role **MUST** pass a comprehensive screening and an extensive background check clearance from the United States Transportation and Security Administration (TSA).
- Flexible schedule and willing to travel
- Willing to carry and actively utilize the CVG employer mobile hotline
- Provide support to KCC Operations when needed

Other Tasks and Duties--The tasks and duties required of the BSF will include, but are not limited to, the following:

- Employer outreach including, but not limited to employer visits, phone contact, attendance at job fairs, etc.
- Provide supported Employer services, including but not limited to job postings, applicant screening, hiring events, on-site interviewing, employer tours, resource sharing, Labor Market Information, identifying training needs, and Rapid Response Services.
- Promote On-the-Job Training program and apprenticeship training.
- BSR's must also actively utilize KEE SUITE, Focus, Salesforce and/or other web-based customer relationship management systems and maintain data and case management compliance protocols.
- Provide timely and accurate data including Key Performance Indicators and other data as required by the NKWIB Data Specialist. w clients
- Other duties as assigned

f. *Workforce Management and Supervision (e.g. Operations Coordinator/ Workforce Manager/ Youth Supervisor/ Talent Development and/or Business Services Manager, Director, etc.) Description*

General Description:

These workforce leaders will oversee the Operator roles/functions as well as supervise the direct services of the Talent Development (job seeker), Business Services, and Youth/Young Adult Services through the Kentucky Career Center (KCC).

A workforce leader's essential roles and functions at the KCC:

- Manage Operator and/or Direct Service staff members
- Develop and strengthen KCC partnerships
- Convene onsite KCC partners and functional teams, at least monthly
- Oversee day-to-day program operations to ensure quality services
- Coordinate multi-partner functional services at the KCC
- Ensure that WIOA and NKWIB performance measures are met or exceeded
- Maintain contractual compliance with the NKWIB
- Oversee and maintain program budgets
- Assure that KCC community relations and proper outreach is completed while exhibiting a positive image of the KCC
- Measure and report on customer, program, and KCC outcomes
- Help resolve KCC partner/staff conflicts
- Demonstrate leadership that promotes innovation, efficiency, and customer-centered service delivery
- Report issues, concerns, challenges, and all other pertinent information to the NKWIB Program Director; Program Director will provide technical assistance, guidance, support, and monitoring
- Coordinate the KCC's Regional Business Services Team (BST) of multiple KCC and community partners; holding regular meetings/ conference/ video conferencing, etc.
- Coordinate the KCC's regional Talent Development Team of multiple KCC partners;
- Coordinate the KCC's regional Youth and Young Adult Services
- Actively participate and co-lead the Continuous Quality Improvement initiatives within the KCC
- Chair or Co-Chair the KCC Customer Service Committee
- Chair or Co-Chair the KCC Staff Development Committee

Locally- based workforce management

The One-Stop Operator *and* Direct Service provider's workforce management, and/or supervisory staff must reside within the Northern Kentucky/ Greater Cincinnati Metropolitan area (Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, or Pendleton County in KY; Butler, Clermont, Hamilton, or Warren County in Ohio; or Dearborn County in Indiana).

A successful KCC workforce leader will also possess the following characteristics:

- Positive attitude.
- Results-oriented.
- Motivated.
- Reliable and dependable.
- Professional and effective communicator (including verbal, written, and digital communication)
- Passionate about workforce development and the KCC
- Sincere personal interest in the success of employers, job seekers, and staff
- Ethical, fair, and honest conduct.
- Focus on customer service.
- Belief in the value of workforce services.
- Flexible schedule and willing to travel
- Values being a strong leader versus just managing people
- Willing to work alongside staff, when needed

Desired qualifications:

- Four-year degree from a regionally accredited college or university, with consideration of extensive, relevant experience and training
- Supervisory experience
- Substantial knowledge of WIOA/ WIA and the One-Stop career center concept
- Strong connections, ties, and/or partnerships within the Northern Kentucky community

APPENDIX 4

References

NKADD: www.nkadd.org

Local KCC and WIB website: <http://www.nkcareercenter.org/>

WIOA Overview: <https://www.doleta.gov/wioa/about/overview/>

Workforce Innovation and Opportunity Act (WIOA):
<https://www.doleta.gov/wioa/>

WIOA Rules - <https://www.doleta.gov/wioa/about/final-rules/>

This site also includes links to many other resources regarding WIOA operation and implementation, including reference guides, overview documents, and frequently asked questions.

WIOA Fact Sheet: One-Stop Career Centers:
<https://www.doleta.gov/WIOA/Docs/Top-Line-Fact-Sheet.pdf>

Training and Employment Guidance Letters: <https://wdr.doleta.gov/directives/>

Kentucky Career Center (KCC) state website: <http://kcc.ky.gov/>

KCC / Career Center Certification

https://kcc.ky.gov/KCC%20Policies/KCC_Certification_Instructions.pdf https://kwib.ky.gov/Local-Boards/Documents/KCC_Certification_2.pdf

Kentucky Workforce Innovation Board –Strategic Plan:
https://kwib.ky.gov/About/Documents/StrategicPlan_021518.pdf

Kentucky Skills Network – (Business Services):
<http://www.thinkkentucky.com/workforce/>

APPENDIX 5

Excerpt from NKWDA Client Policies Manual/Youth Policy and Procedures Manual

The excerpt below provides an overview of the NKWDA service delivery model.

Introduction

WIOA will help job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy. The purposes of WIOA described in the Act include:

- Increasing access to and opportunities for the employment, education, training, and support services that individuals need, particularly those with barriers to employment.
- Supporting the alignment of workforce investment, education, and economic development systems, in support of a comprehensive, accessible, and high-quality workforce development system.
- Improving the quality and labor market relevance of workforce investment, education, and economic development efforts.
- Promoting improvement in the structure and delivery of services.
- Increasing the prosperity of workers and employers.
- Providing workforce development activities that increase employment, retention, and earnings of participants and that increase post-secondary credential attainment and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skill requirements of employers, and enhance productivity, and competitiveness of the nation.

WIOA Adult and Dislocated Worker Services

The WIOA Adult and Dislocated Worker formula programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are pivotal pieces of the career center delivery system, which is the foundation of the workforce system. The system provides universal access to career services to meet the diverse needs of adults and dislocated workers. The adult and dislocated worker programs are required partners in the career center delivery system. Under WIOA adults and dislocated workers may access career services and training services. WIOA also provides enhanced access and flexibility for work-based training options, such as Registered Apprenticeship (RA), on-the-job training, customized training, and incumbent worker training.

Career Services

WIOA authorizes "career services" for adults and dislocated workers, rather than "core" and "intensive" services, as authorized by WIA. There are three types of "career services": basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to

target services to the needs of the customer.

The three categories of career services are defined as follows: Basic Career Services, Individual Career Services, Follow-up Services, and Training Services.

Basic Career Services

Basic career services must be made available to all individuals seeking services served in the career center delivery system. When a job seeker seeks a service, they are required to verify date of birth/veteran's status.

Basic Career Services include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the career center delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
 - Labor exchange services, including-
 - Job search and placement assistance, and, when needed by an individual, career counseling, including-
 - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and,
 - Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the career center delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including-
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain the vacant jobs listed; and
 - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's career center delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the

State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD) 1 ; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim-
 - Meaningful assistance means providing assistance:
 - On-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or
 - By phone or via other technology, if the assistance is provided by trained and available staff and within a reasonable time;
 - The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof these funding sources.

Individualized Career Services

If career center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all career center centers. Career center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include-
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some situations pre-apprenticeship programs may be considered as short-term pre- vocational services;
- Internships and work experiences that are linked to careers;

- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the workplace is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

All career services described above must be made available in career center centers beginning on July 1, 2015. There is no operational requirement that services must happen in a specific sequence.

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and
- Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, per State and/or local policy.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis. Individuals who meet the definition of an individual with a barrier to employment (see WIOA sec. 3(24)) who are underemployed may also be served in the Adult program. Individuals who were determined eligible for the Dislocated Worker program who are determined by State and/or local policies to be underemployed, may still be considered eligible for career and training services under this program.

Training Services

Training services can be critical to the employment success of many adults and dislocated workers. There is no sequence of service requirement for "career services" and training. This means that career center staff may determine training is appropriate regardless of whether the individual has received basic or individualized career services first. Under

WIOA, training services may be provided if the career center staff determine, after an interview, evaluation or assessment, and career planning, that the individual:

- Is 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 alone;
- Is in need of training services 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 alone; and
- Has the skills and qualifications to successfully participate in the selected program of training services.

Training services, when determined appropriate, must be provided either through an Individual Training Account (ITA) or through Work-based Training. Training services must be linked to in-demand employment opportunities in the Northern Kentucky Workforce Development Area.

Co-Enrollment Business Model and Customer Flow Chart

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 WIB Director will coordinate efforts with OET Regional Manager and OET 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.

Individualized Career Services

Under WIOA, career services are classified into two categories: Basic and individualized career services. Basic career services must be made available to all job seekers and include services such as labor exchange services, labor market information, job listings, and information on partner programs.

Individualized career services described in WIOA sec 134(c)(2)(A)(xii) and proposed 678.430(b) must be made available, if determined appropriate for an individual to obtain or retain employment. These services include the following, as consistent with program requirements and Federal cost principles:

- (1) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—
 - (i) Diagnostic testing and use of other assessment tools; and
 - (ii) In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- (2) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers (as described in proposed § 680.180);
- (3) Group counseling;
- (4) Individual counseling;
- (5) Career planning;
- (6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- (7) Internships and work experiences that are linked to careers (as described in proposed § 680.170);
- (8) Workforce preparation activities;
- (9) Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and proposed § 681.500;
- (10) Out-of-area job search assistance and relocation assistance; and
- (11) English language acquisition and integrated education and training programs.
- (12) Registered Apprenticeships

In order to receive Individualized career services, individuals must be determined eligible. Please refer to the Eligibility section of this manual.

WIOA Career Counseling Services

An individual in need of WIOA Individualized Career Services must be determined eligible using KEE-Suite. Once eligibility has been verified, the client must have a **Central Records Unit (CRU)** case management file.

Case Notes

KEE SUITE must include ongoing case notes in the Comments/Notes tab of each of these sections. 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 must be clear, relevant, and useful. 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 ten business days. Staff will be expected to utilize and properly perform data entry into Focus Career/Talent/Assist, Labor Insight, Salesforce, and/or other statewide or local, web-based interfaces.

Contact of each client should ideally occur on at least a monthly basis, but in no case, can there be more than 90 days between contacts as documented by case notes. An excess of 90 days between documented services is a gap in service and is not permitted.

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.

Detailed case notes will include the following:

- The needs of the customer
- history and details of the customer's situation, including both strengths and barriers;
- 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;
- customer's progress toward goals;
- need for additional services;
- any new information pertaining to customer's employability
- 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 customer to the extent that the information relates to the likely employability and/or training success of that customer. Case notes pertaining to medical issues are not entered into KEE-Suite unless directly relating to eligibility.

With performance reporting being a top priority at both the state and federal level, Wagner-Peyser is issuing the 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 in order 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.

Should the client obtain self-sufficient employment as a result of provision of **Individualized Career Services**, 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. Please see below for details about Supplemental Employment Data.

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 Process

Training services are provided to equip individuals to enter the workforce and retain employment. Training services may include, for example, occupational skills training, OJT, 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:

- (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.

- Advanced Manufacturing
- Healthcare
- Transportation/Logistics
- IT/Business/Finance
- Construction and 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 (TAA), 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 NKWIA 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 the appropriate tab in KEE SUITE:

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 must be documented in KEE-Suite.
4. Is training reasonably available? Documentation must indicate that training is reasonably accessible to the customer within the local community. If not accessible

with in the local community, but is available outside the local community, the cost must be reasonable and documented. This can be documented in case notes.

5. Is the customer is 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 section of KEE-Suite. Activities such as Orientation and Career Planning must be, at a minimum, selected in KEE SUITE to record such process.

Evaluation/Assessment is defined 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.

Client 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.

Youth Services

The WIOA Title I-B Youth Program provides “high quality services for youth and young adults beginning with career exploration and guidance; continuing support for educational attainment, opportunities for skills training for in-demand industries and occupations; and culminating with a good job along a career pathway or enrollment in post-secondary education.” (WIOA Regs) Northern Kentucky has a focus on preparing youth, both In-School and Out-of-School, to fill the pipeline in our 5 in-demand industry sectors; Advanced Manufacturing, Healthcare, Transportation/Logistics, IT/Business/Finance, and Construction and Trades by “promoting evidence-based strategies that also meet the highest levels of performance, accountability, and quality in preparing young people for the workforce.” (Regs)

The Northern Kentucky Workforce Investment Board (NKWIB) has a history of focusing on Out- of-School youth, or Opportunity Youth (youth 16-24 who are not connected to education or the workforce). WIOA’s shift in policy to increase focus on OSY meets the needs of Northern Kentucky businesses trying to improve and increase the number of applicants in the pipeline.

The NKWIB focuses on youth strategies which must incorporate **strong framework services** which must include intake (eligibility), objective assessments (TABE, Transitional Work Inventory [TWI] and Work Readiness evaluations) and the development of an individual service strategy, case management, supportive services and follow up services.

The NKWIB has implemented a comprehensive youth program. 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.

Eligibility Determination and Intake

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 in 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 and the continued development of the IEP. 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. In addition, we have several referral partners that have signed MOU’s to provide specific services to opportunity youth (Sec. 681.470). 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 Priority

A minimum of 75% of youth funds are dedicated to Out-of-School youth. Youth Out-Of-School status is determined at eligibility. A youth who is determined as an Out-of-School youth at eligibility remains an OSY for the purpose of the 75% expenditure requirement. The NKWIB monitors spending bi-monthly at every meeting through our official KPI (Key Performance Indicators).

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 is 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 (see definition below).

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.

Co-Enrollment

Individuals who meet the respective program eligibility requirements may participate in programs concurrently. Co-enrollment means enrollment of a customer in more than one program during the same time frame. Co-enrollment allows for additional resources for training and financial support, enhanced service delivery and increased customer support resulting in greater outcomes.

Objective Assessment

The objective assessment must be addressed in every WIOA youth file through various tools as defined below outlined in TEGL No. 21-16.

Academic Skills
Skills Level
Service Needs

Individual Employment Plan

Development of the Individual Employment Plan (IEP) 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 IEP 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.

14 Youth Program Elements

The objective assessment (measurement of academic skills, skills level, service needs and strengths) and the development of the IEP 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
- Alternative Secondary School and Dropout Recovery Services
- Paid and Unpaid Work Experience
- Occupational Skills Training
- Education Offered Concurrently with Workforce Preparation
- Leadership Development Opportunities
- Supportive Services
- Adult Mentoring
- Follow-up Services
- Comprehensive Guidance and Counseling
- Financial Literacy Education
- Entrepreneurial Skills Training
- Services that Provide Labor Market Information
- Postsecondary Preparation and Transition Activities

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 IEP are met. Staff track communication, training, work experience placement, etc. as part of procedure. 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, and 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.

Work Experience/ Training /Apprenticeship

The objective assessment and the Individual Employment Plan 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 Employment Plan and local sector strategies, the steps to success are outlined, training/work experience/apprenticeship is considered.

Work Experience - 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% of the local youth allocation must be spent of work experience. The NKWIB monitors all spending bi-monthly at each meeting through our official KPI report (Key Performance Indicators).

Training - The NKWIB Educational/Training funding policy is \$3500.00 per fiscal year for up to two years. Staff must assess youth and answer 6 questions to prove a “need to train”.

- Is suitable employment available?
- Will customer benefit from appropriate training?
- Is there a reasonable expectation for employment following training?
- Is training reasonably available?
- Is the customer qualified to undertake and complete the training?
- Is training suitable and available on the Eligible Training Provider List (ETPL), is applicable?

Apprenticeship

Registered Apprenticeship is a proven model of job preparation that combines paid on-the-job training (OJT) with related instruction to progressively increase workers' skill levels and wages. Registered Apprenticeship is also a business-driven model that provides an effective way for employers to recruit, train, and retain highly skilled workers. It allows employers to develop and apply industry standards to training programs, thereby increasing productivity and the quality of the workforce. As an "earn and learn" strategy, Registered Apprenticeship offers job seekers immediate employment opportunities that pay sustainable wages and offer advancement along a career path. Graduates of Registered Apprenticeship programs receive nationally recognized, portable credentials, and their training may be applied toward further post-secondary education. (TEGL 13-16)

Follow-Up Services

20 CFR 681.580 describes follow-up services as "critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. Follow-up services may include regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise." Follow-up services may begin immediately following the last expected date of service in the Youth program when no future services are scheduled. Follow-up services do not cause the exit date to change and do not trigger re-enrollment in the program. (TEGL 21-16)

Equal Opportunity

All applicants will be required to sign assurances which comply with 'Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity'.

Appendix 6 Functional Organizational Chart Example

ONE STOP OPERATOR AND DIRECT SERVICE PROVIDER

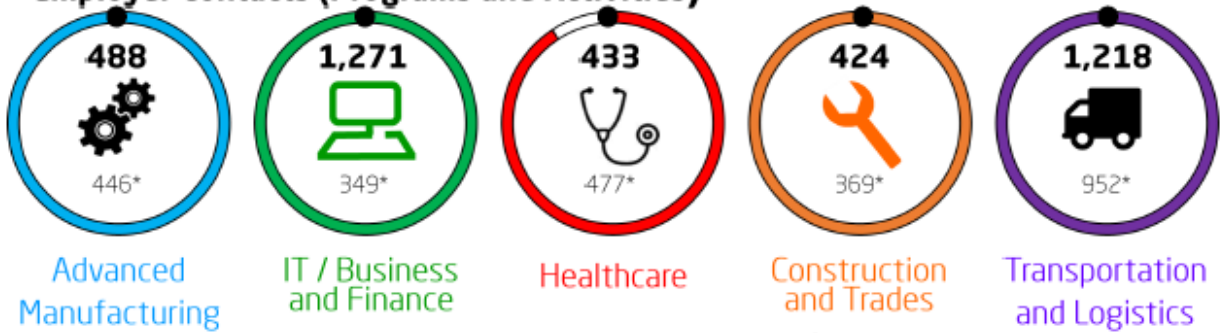


Appendix 7 – WIOA Customer Flow, Enrollment Data, and KPI - FY 2019

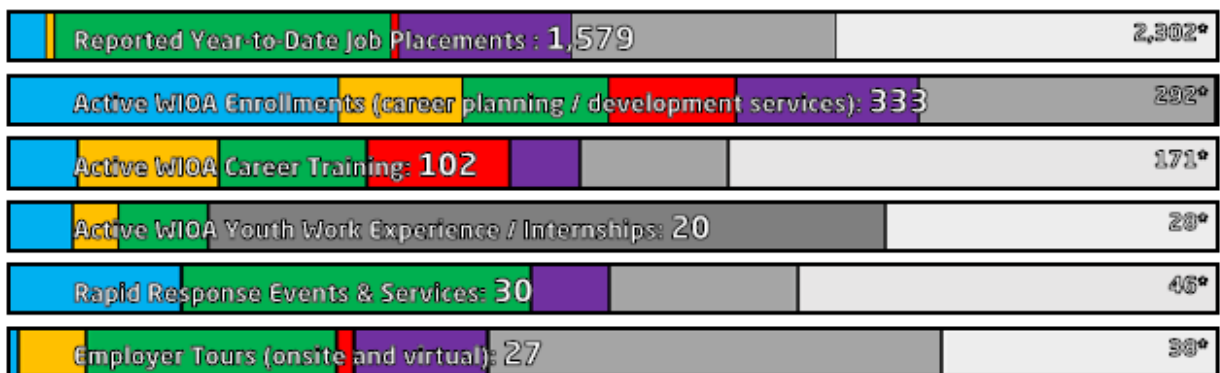
FY19	Adult	Dislocated Worker	In School Youth	Out of School Youth	Trade/TAA	Totals
Basic Career Services*	3,266	4,329 (including Trade/TAA)	1,924 (includes in school and out of school)			9,519
Individualized Career Services	70	83	4	104	12	273
ITA Training	38	48	0	30	8	124

Key Performance Indicators FY19 (KPI) July 1, 2018–June 30, 2019

Employer Contacts (Programs and Activities)



KCC Hiring Events	322	351*	351*	FOCUS Job Orders	7,091	7,675*	7,675*	Job Fairs	4	8*	8*
Hiring Event Employers	167	181*	181*	Job Postings	14,777	18,586*	18,586*	Job Fair Employers	199	334*	334*
Applicant Interviews	1,785	4,690*	4,690*	NKY Unique Employers	739	568*	568*	Job Fair Attendees	526	1,265*	1,265*



Customer Satisfaction



Job Seeker: **99%**
Employer: **87%**

Labor Market Index (LMI) Data*

NKY Labor Participation Rate: 66.3% KY: 59.7% US: 63.4%
NKY Unemployment Rate: 4.0% KY: 4.9% US: 3.8%

Sources: KY Stats, U.S. BLS, KCC Business Services Team, FOCUS, Burning Glass Labor Insight/jobs

(*June 2019–Not Seasonally adjusted)