

## Meeting Agenda

November 8, 2022 | 8:30-10:00am

NKADD | 22 Spiral Drive | Florence | | **Zoom** | Meeting ID: 988 2414 5838

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1. **Call to Order and Welcome** – *Michelle Cestaric, Board Chair* 8:30am
2. **Roll Call of Members** (if necessary) – *Correy Eimer, NKWIB Director*
3. **Self-identification of members**- at this time, any member of the board having a potential conflict of interest regarding any issue on today's agenda should self-identify – *Michelle Cestaric*
4. **Approval of Minutes** – *September 13, 2022 meeting – Michelle Cestaric* *action requested* 8:35am
5. **Mission Moment** – *Douglas Beard, WIOA Direct Services Lead* 8:40am
6. **Committee Status Reports**
  - a. Program/Youth Committee – *Dean McKay will report* 8:50am
    - I. *Direct Services Provider RFP* *action requested*
  - b. Business Services Committee – *Brian Bozeman will report* 9:00am
  - c. Membership & Board Operating – *John Baines will report* 9:05am
    - I. New Board Member Nominations  
*Lisa Blank, St. Elizabeth Healthcare* *action requested*  
*Heather McClanahan, Fives Machining System, Inc.* *action requested*
    - II. Member Spotlight – *Connie Schnell*
  - d. Diversity Equity Inclusion Committee – *Catrena Bowman-Thomas will report* 9:20am  
*Diversity Presentation – Ashleigh DuBois, NKY Chamber of Commerce*
  - e. Executive Committee – *Michelle Cestaric will report* 9:35am
7. **Career Center Operator report** – *Lauren Allhands & Melissa Hall Sommer* 9:40am
8. **WIOA Direct Services report** – *Douglas Beard* 9:45am
9. **NKWIB Director's Update** – *Correy Eimer* 9:50am
  - a. Fiscal KPI – *Liberty Kordish, NKWIB Fiscal Specialist*
  - b. Program KPI – *David Klokner, NKWIB Data Analyst*
10. **New Business**
11. **Adjourn** – *Michelle Cestaric* 10:00am

**Next meeting: January 10, 2022 at 8:30AM | NKADD, 22 Spiral Drive, Florence**

### Vision Statement

Every Northern Kentucky community thrives as a result of sustained economic prosperity.

### Mission Statement

We drive innovative policy and direct funding for workforce investment through strong community partnerships to promote: engaged employers, skilled jobseekers and collective impact.

### **Diversity, Equity, Inclusion Statement**

The Northern Kentucky Workforce Investment Board embraces the need for diversity, equity and inclusion to be a component of everything we do. We strive to create a network that meets business needs while it also supports the dignity of our clients. We respond to regional employment needs through the perspectives of local employers' demand for talent and economic empowerment. We are a catalyst for equity, inclusion and life-changing results for all our clients. These priorities are supported through the values below and outlined in our diversity, equity and inclusion action plan.

### **NKWIB Strategic Plan Elements**

#### **1. Employer Services**

Engage employers in the design of services that support talent recruitment, incentivize workforce participation and remove employment barriers.

- Monitor and respond to employer feedback on Career Center business services.
- Serve as a trusted resource and collaborator for employer and workforce partners.
- Assess and deploy WIOA resources as available to support hiring and upskilling.

#### **2. Jobseeker Services**

Prepare individuals to enter and advance along the talent pipeline by aligning with P-12, adult and post-secondary education to provide lifelong opportunities for the rapidly shifting realities of work.

- Monitor and assess outcomes for individuals utilizing Career Center and WIOA services.
- Leverage partnerships and resources to effectively engage clients in work and training opportunities.
- Connect educational and training partners with employers to further align career pipeline preparation.

#### **3. Board Governance**

Maintain strong leadership and community connectivity by fostering board member recruitment, retention and education efforts with an emphasis on diversity, equity and inclusion.

- Create a Diversity, Equity and Inclusion Committee comprised of board and community members to report regularly to the board and oversee DEI Action Plan.
- Create and implement a Diversity, Equity and Inclusion Action Plan.
- Increase initiatives designed to engage current board members and attract new board members from all five in-demand industry sectors and all eight counties in our region.

#### **4. Data-Driven Decision Making**

Respond to changing employer and individual needs by effectively leveraging local, state and federal resources and benchmarking impact through data and metrics through an equity lens.

- Collaborate with regional workforce partners to assess and drive progress toward local and statewide goals.
- Update financial and programmatic key performance indicators and analyze regularly through the NKWIB and its committees.
- Establish innovative workforce policy and funding using regional labor market information and local Career Center performance data.

### **Vision Statement**

Every Northern Kentucky community thrives as a result of sustained economic prosperity.

### **Mission Statement**

We drive innovative policy and direct funding for workforce investment through strong community partnerships to promote: engaged employers, skilled jobseekers and collective impact.

**FY23 MINUTES**  
**MEETING | Tuesday, September 13, 2022 | 8:30 am**  
**NKADD and Via Zoom**

MEMBERS PRESENT		GUESTS
John Baines	Connie Schnell	Judge Steve Pendery, Campbell County Fiscal Court
Dr. Vicki Berling	Dave Schroeder	Kim Serra, Campbell County Fiscal Court
Nick Birkenhauer	Shannon Starkey-Taylor	Melissa Hall Sommer, Brighton Center
Catrena Bowman-Thomas	Jared Tiemeier	Natalie Ruppert, Kenton County Public Library
Brian Bozeman	Michelle Tyson	Douglas Beard, Brighton Center
Cara Brooks	Alecia Webb-Edgington	Kimberly Spreader, Brighton Center
Michelle Cestaric		Matthew Turner, Boone County Schools
Dana Dobbs		
Gina Douthat		
Dr. Fernando Figueroa	<b>MEMBERS ABSENT</b>	<b>STAFF</b>
Deborah Ramirez	Joe Buerkley	Correy Eimer
Mike Flannery	Brent Cooper	Katie Jo Kirkpatrick
Janet Harrah	Sherra Dunlap	Liberty Kordish
Ryan Henson	Colleen Kirkpatrick	David Klokner
Dean McKay	Summer Morgan	Tonia Slone
Dr. Randy Poe	Gina Stough	Simon Boxall
Deborah Ramirez	William Weier	Melinda Ford
Kimberly Rossetti	Kristie Henry Willoby	

**CALL TO ORDER**

Vice Chairperson Dean McKay called the meeting to order at 8:38 am with Business and Overall Attendance Quorums achieved.

**SELF-IDENTIFICATION OF MEMBERS**

No one self-identified as having a potential conflict of interest with agenda topics.

**MINUTES APPROVAL**

Alecia Webb- Edgington made a motion to approve the July 12, 2022 meeting minutes. Connie Schnell seconded the motion. All voted aye. The motion carried.

**MISSION MOMENT –Douglas Beard, WIOA Direct Services Lead, Brighton Center**

- This meeting's Mission Moment is about Ivy Deaton. She obtained a GED and enrolled at JCTC.

**ACCOUNTABILITY/TRANSPARENCY**

**Program/Youth Committee**

*Dean McKay – Follow-up on the committee meeting held on August 9, 2022:*

- The RFP sub-committee separated the one-stop operator and direct services RFP into two different RFPs. The one-stop operator RFP is ready for approval.
  - Cara Brooks motioned the RFP for approval, Michelle Cestaric Seconded the motion, All voted in favor. The motion passed.
- Supportive Services Policy has been updated to include a budget limit in addition to training funds for supportive services, at the discretion of the NKWIB director to extend this limit on a case by case basis.
  - Catrena Bowman-Thomas motioned for a reintroduction of the supportive services policy with the additional modification and David Schroeder second the motioned. All voted in favor. The motion passed.

### **Business Services Committee**

*Brian Bozeman – Follow-up on the committee meeting held August 17, 2022:*

- Two metrics were selected out of three that have been requested by the US Department of Labor. The formulas were created and recommended by the US DOL.
  - Employer Penetration Rate
  - Repeat Business Customer
- Dana Dobbs moved for the adoption of the two metrics recommended by the business. Kimberly Rossetti seconded the motion. All voted in favor. Motion passed.

### **Membership & Board Operating Committee**

*John Baines – Follow-up on the committee meeting held August 23, 2022:*

- Board Nomination
  - Matthew Turner, Superintendent of Boone County Schools, has been nominated to the board.
    - Michelle Cestaric motioned for the nomination of Matthew Turner to the board. Dr. Vicki Berling seconded the motion. All voted aye. The motion carried.
  - Natasha Bowsher, Vice President of Abrapower Inc, has been nominated to the board.
    - Deborah Ramirez motioned for the nomination of Natahsa Bowsher to the board. Shannon Starkey-Taylor seconded the motion. All voted ate. The motioned carried.
- Member Spotlight – Alecia Webb-Edgington
  - Connie Schnell has been nominated for the next member spotlight

### **Diversity, Equity, & Inclusion Committee**

*Catrena Bowman-Thomas – Follow-up on the committee held July 26, 2022.*

- The completed DEI survey concluded the board wants to look introspectively on composition and the terminology that comes with diversity, equity, and inclusion.
- To tackle these gaps in understanding, there will be 5 to 10 minute snippets at upcoming board meetings.

### **Executive Committee**

*Michelle Cestartic – Follow-up on the committee held August 24, 2022:*

- The NKWIB has applied with the Southwest Ohio Region Workforce Investment Board, Heath Collaborative, Brighton Center, Workforce Investment Center, and the Cincinnati Chamber of Commerce as a National Fund Site. This regional collaborative will be a greater opportunity to be more competitive at the national level.
- The Workforce Innovation Awards are coming up at the end of September 29<sup>th</sup> at 8am.

### **PROGRAMMING**

#### **Career Center Operator Report**

*Melissa Hall Sommer, Brighton Center Vice President, reported:*

- The search for a new One-Stop Operator Staff is currently in progress and has received several applicants for the Brighton Center to consider.
- KCC Partners
  - Life Learning Center and EC Learn have become MOU partners recently with the KCC.
  - Also working to expand partnerships to more rural areas.
- Facilities
  - New carpeting has been installed at the Covington KCC and has created a new environment for clients and employees.
  - More partners are using the Innovation Center at the Covington KCC.
- Community
  - Northern Kentucky Partner Roundtable
    - Responding to the Demographic Drought  
<https://www.economicmodeling.com/demographic-drought/>
- Trends

### **WIOA Direct Services Report**

*Douglas Beard, WIOA Direct Services Lead, reported:*

#### **Talent Development Services**

*Significant outreach at:*

- Brighton Recovery Center
- Kenton County Detention Center
- Welome House of Northern KY
- City Heights

#### **Business Services**

- Implementation of metrics
- CVG Tenant List
- Additional Rural County Contacts
- Opportunities for Seasonal Employment

### **Director's Report**

*Correy Eimer Director's Report reviewed his Director's report and highlighted:*

- Correy praised the board and expressed gratitude to serve as the director of the NKWIB. He promises to continue the momentum of the previous Director and to determine how the strategic plan can be executed in a 5 year plan. To help with this effort, he intends to meet with each board member in the next 90 days.
- Katie Jo Kirkpatrick, NKWIB Workforce Development Specialist, discussed the Comprehensive Economic Development Strategy that must be created every 4 years and updated every year.
- Liberty Kordish, NKWIB Senior Financial Specialist, reviewed the Fiscal KPI of FY22.
- David Klokner, NKWIB Data Specialist, reviewed that data dashboard and new program KPI.

### **NEW BUSINESS**

- No new business.

**ADJOURNMENT** – Michelle Cestarcic adjourned the meeting at 10:09 am.





# Request for Proposals

to

Deliver Workforce Services to Adults,  
Dislocated Workers, and Youth  
and  
Provide Business Services to Employers  
in Northern Kentucky's  
Kentucky Career Center Network

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Services to be Performed During  
the 2023 – 24 Program Year  
(July 1, 2023, through June 30, 2024)  
with Possibility of Extension to June 30, 2026

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Issued by

**The Northern Kentucky Workforce Investment Board**

January 21, 2023

*NOTE: The REVISED Request for Proposal Budget Format will be finalized after a fiscal discussion with the financial specialist.*

## **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 eight (8) counties in Northern Kentucky: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton.

The NKWIB does not act as the Direct Service provider, instead contracting for the delivery of those services in alignment with guidance from the Kentucky Education and Labor Cabinet. NKWIB partners may provide workshops and seminars. (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 NKWIB.

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

## **II. General Procurement Terms and Information**

### **A. Procurement Term**

The initial period of contract performance will be July 1, 2023, through June 30, 2024. Funding will be provided on an annual basis. The NKWIB reserves the option to extend this contract for two additional years (until June 30, 2026) based on the availability of funds, contract performance, and the workforce needs of the NKWIB and the region as evaluated by the NKWIB.

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 (Northern Kentucky Area Development District) website at [www.nkadd.org](http://www.nkadd.org), beginning January 16, 2023. The timetable for this procurement process is:

- **January 16, 2023:** RFP Release Date (local, state, national)
- **January 24, 2023:** Bidders' Conference
- **February 13, 2023:** Last day for questions from potential Bidders
- **February 22, 2023:** proposal due date from Bidders
- **March 1, 2023-March 8, 2023:** Staff Compliance Review of Proposals
- **March 20, 2023:** 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 11, 2023:** NKWIB Program & Youth Committee Funding/Contract Award Recommendations
- **May 9, 2023:** NKWIB Approval of Contract Award/ Funding Recommendation
- **TBA:** Chief Local Elected Official (CLEO) Approval of Contract
- **July 1, 2023:** Contract Implementation Date

**C. Bidders Conference**

An optional Bidders Conference will be held in Florence, Kentucky at 10:00 AM – 12 Noon EST on January 24, 2023 (Staff reserves the right to reschedule this event in the event of an emergency). The conference will be held in the Northern Kentucky Area Development District conference room at 22 Spiral Drive, Florence, KY. This bidder's conference will address questions about roles sought by the RFP issued by the NKWIB for Direct Service Provider. Bidders are not required to attend the conference. 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 provides 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](http://www.nkadd.org) under RFPs/Applications. Questions from prospective bidders may be submitted at any time before February 13, 2023 @ 4:30 PM EST to [operatordirectservicesrfp@nkadd.org](mailto:operatordirectservicesrfp@nkadd.org)

**D. Workforce Investment Board Action**

After a technical review performed by the NKWIB staff, proposals meeting all RFP requirements will be presented to the NKWIB. The NKWIB will determine the award of the contract to the successful candidate. Once selected by the NKWIB, the Local Elected Officials (LEOs), as defined by WIOA, will vote on the FY (Fiscal Year) 2024 Budget and to approve the successful candidate.

**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. Any changes resulting from the WIOA 2022 reauthorization will be reflected in the guidance issued to carry out this contract. If necessary, the NKWIB staff will notify the subcontractor of changes and modify the contract.

This RFP does not commit the NKWIB to accept any proposal. 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. In addition, 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.

### **III. Proposal Submission Instructions and Content Requirements**

#### **A. Submission Instructions**

Proposals must be received by the NKADD no later than 3:30 PM EST on February 22, 2023. Bidders must submit one electronic copy of their proposal. The electronic copy should be emailed to: [operatordirectservicesrfp@nkadd.org](mailto:operatordirectservicesrfp@nkadd.org). An electronic receipt will be sent upon receiving the proposal.

***No hardcopy proposals will be accepted.***

#### **B. Content Requirements**

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

##### **1. Proposal Cover and Affirmations Form**

Completed Proposal Cover and Affirmations Form (see ***Appendix 1***)

##### **2. Executive Summary**

Provide a brief description of the bidding organization's mission and history and how it complements the NKWIB vision, mission, core values and strategic plan. In addition, include how the bidding organization addresses Diversity, Equity and Inclusion. To learn more about the NKWIB's vision, mission, core values and strategic plan, including the NKWIB Diversity, Equity and Inclusion statement, visit [NKCareerCenter.org/wib/](http://NKCareerCenter.org/wib/).

*The summary may not exceed 1 single-spaced, single-sided 8.5 x 11-inch page with Times New Roman 12-point font and 1-inch margins.*

##### **3. Narrative**

##### **4. Budget Narrative**

##### **5. Required and Supportive Documentation**

### **IV. Service Solicited by this Request for Proposals (RFP)**

This Request for Proposals (RFP) seeks proposals for organizations to perform workforce service delivery through the Kentucky Career Center – Northern Kentucky (KCC) system by:

Delivering 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 eight counties served by the NKWIB in collaboration with the NKWIB leadership team and the NKIWIB Business Services Specialist.

**Please note:** *The NKWIB has determined that in limited circumstances, bidders may propose*

*subcontracting to accomplish the delivery of specific 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 as well as a full explanation of why the bidder is unable to offer the services directly. Bidder should provide all Memorandums of Understanding/Agreement (MOU/MOA) with a complete outline of the responsibilities of each party.*

***Prospective bidders are prohibited from interviewing or soliciting information from the existing Direct Services Provider or any Kentucky Career Center staff/partners. Questions from prospective bidders may be submitted at any time before February 13, 2023 @ 4:30 PM EST to [operatordirectservicesrfp@nkadd.org](mailto: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 its approval of that proposal and select another proposal. Agreed upon negotiations will remain in effect throughout the term of the contract unless modified in writing and agreed upon by both parties including the budget and budget narrative.

## **V. Direct Workforce Services**

Direct Workforce Services are workforce development services that help eligible clients prepare for, obtain, and succeed in self-sufficient 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 the NKWIB. Per WIOA Section 194(1) and state guidance 16-006, Priority of Service requires that services be provided to those who can benefit from "and who are most in need of such opportunities." with 50.1% of all participants must be from a priority of service category:

- Recipients of Public Assistance
- Other low-income individual
- Individuals who are basic skills deficient
- Veterans remain a priority

These funding sources may include the federal Workforce Innovation and Opportunity Act (WIOA); a variety of National Dislocated Worker Grants (NDWGs) from the US Department of Labor; grants from other US federal departments; grant partnerships with the Commonwealth of Kentucky; private foundations and/or trust grants; and additional public or private funds. By submitting a proposal, the applicant assures the NKWIB that the applicant will provide appropriate Direct Workforce Services in the NKWDA under any of the NKWIB's current or future funding sources if requested, and the applicant will work cooperatively and effectively with any entities that partners with the NKWIB on grants that serve the NKWDA. The award of this contract does not guarantee that additional funds will be awarded to this contract.

### **A. Direct Workforce Services include:**

**Note:** Bidders should reference ***Appendix 2*** (organizational chart) for more details.

#### **1. Talent Development/ Career Planning & Development** --The NKWIB's suggested service

model for Northern Kentucky is anchored by the Talent Development/ Career Planning & Development Specialist (talent development specialists). The talent development specialists (TDSs) are employed by the contractor and, directly interact with clients, employers, educational institutions and other partners 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 or requested by the NKWIB through the NKWIB leadership team. 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, TDSs 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) and 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. 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, TDSs must communicate with their local employer services representatives in collaboration with the NKWIB's Business Services Specialist and maintain an awareness of local and regional employers and their workforce needs.

A full breakdown of services can be found in the Adult/Dislocated Worker Policy and Procedures manual at <http://www.nkcareercenter.org/>

2. **Youth/Young Adult Talent Development/Career Planning & Development Services--**  
While Youth/Young Adult Talent Development Specialist Services (Youth/Young Adult TDSs) 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/young adults 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). All youth/young adults services must be customer-focused based on the needs of the individuals.

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 (WIOA required 14 program elements),
- Follow-Up for 12 months.

The fourteen required WIOA program elements are to 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/young adults have access to these services if they require them to meet their goals. These can be provided directly or through referral.

The fourteen required WIOA youth/young adult elements 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.

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,
- Funding Allocations - at least 75% of allocated funds must be spent on services for out-of-school youth.
- 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.
- Opportunity Youth – an emphasis should be placed on providing services to Opportunity Youth (youth 18 – 24 years old with no connection to education or the workforce).
- It is highly recommended that the applicant hire staff that focus solely on youth services since these services tend to be intensive and more comprehensive than the services offered to adults/dislocated workers.

Contractors should provide easily accessible locations for services and well as demonstrating 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.

A full breakdown of services can be found in the Youth Policy and Procedures manual at <http://www.nkcareercenter.org/>

- 3. Employer Services** –The NKWIB's suggested business service model in Northern Kentucky is anchored by Business Service Representative/Business Services Navigator. The business service representative is employed by the contractor and works to provide business services and strategies to meet the workforce investment needs of area employers, as determined by the local board. The subcontracted Business Service Representatives will work in collaboration with the NKWIB Business Services Specialist to develop the available services and strategies.

The business service model is a collaboration with the NKWIB (through the Business Services Specialist), the contractor, community partners and educational institutions and focuses on identifying the needs of local employers. 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 realign its Employer Services efforts to the newly identified sectors.

The service model includes developing and implementing strategies to reach employers in the NKWIB's high-demand sectors, developing and delivering innovative workforce investment services and strategies for area employers and promoting all available business services to appropriate area employers, including small and mid-sized and urban and rural employers in collaboration with the NKWIB's Business Services Specialist.

As described in WIOA sec. 116(b)(2)(A)(i)(VI), the Department of Labor and the Department of Education jointly establish a primary indicator of performance for effectiveness in serving employers. There are three approaches to measuring effectiveness in serving employers (ESE).

- Approach 1 - Retention with the same employer - addresses the programs' efforts to provide employers with skilled workers.
- Approach 2 - Repeat Business Customers - addresses the programs' efforts to provide quality engagement and services to employers and sectors and establish productive relationships with employers and sectors over extended periods of time; and
- Approach 3 - Employer Penetration Rate - addresses the programs' efforts to provide quality engagement and services to all employers and sectors within a State and local economy.

After conducting a pilot program to measure performance under WIOA's six core programs, the Departments required states to select two of the three approaches to report data that the Departments will use to establish a permanent indicator. Kentucky chose Employer Penetration Rate and Repeat Business Customer, the NKWIB concurs and will measure only those chosen by KY for local performance measurement, other measures may be added at the NKWIB's discretion. Contractors will use these approaches to establish successful employer engagement. If indicators to measure business service performance change based on state or federal decision, then the successful bidder will also be required to realign performance with these measures.

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's responsibility would be to serve the passenger service and cargo service employers based at the CVG airport.

- 4. 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 disasters that result in mass job dislocation 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 Commonwealth is notified of a current or projected permanent closure or mass layoff, or
    - immediately after the Commonwealth is made aware of mass job dislocation because of a 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 closure, layoff, or disaster.
  - The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance.

## **VI. Firewalls**

"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 a clear separation of duties and responsibilities, including confidentiality and disclosure agreements.

An entity that applies to be a Direct Service provider in the NKWIB service area must disclose in its application any potential conflicts of interest that could arise from its relationship(s) with organizations submitting applications for the NKWDA One-Stop Operator, training service providers or other service providers, including, but not limited to, other Direct Workforce Services providers.

Once the contract is awarded and in accordance with 20 CFR §679.430, the winning organization must develop a written agreement with the Local Workforce Development Board and Chief Elected Official(s) to clarify how the organization will carry out its responsibilities while demonstrating compliance with Workforce Innovation and Opportunity Act (WIOA) and corresponding regulations, relevant Office of Management and Budget (OMB) circulars, and the State's conflict of interest policy.

## **VII. 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. Kentucky Career Center locations may change at the NKWIB's discretion. Bidders may also include **Access Points**, which offer some flexibility to maximize customer services and resource utilization.

*The NKADD will hold the leases on all existing facilities beginning July 1, 2023.*

Current Comprehensive and Affiliate career centers and Access Point include:

- A. *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 NKWIB 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

Kentucky Career Center Covington, 1324 Madison Avenue, Covington, KY 41011

- B. *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.

- C. *Access Points*** – Access Points 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 include entities with higher customer volume, such as a local public library or an international airport. These access points may allow for 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.

Current Access Point career centers (physical sites) include the following locations:

1. Kentucky Career Center Carrollton at 1209 Highland Avenue, Suite S, Carrollton, KY 41008
2. Kentucky Career Center Williamstown at 1350 N Main St, Williamstown, KY 41097
3. Kentucky Career Center- CVG Career Center at the Cincinnati/ Northern Kentucky International Airport, located at 3087 Terminal Drive, Hebron, KY, 41048



4. Kenton County Public Library, Erlanger Branch, 401 Kenton Lands Road, Erlanger KY, 41018
5. Owen County Public Library, 1370 Hwy 22 East, Owenton, KY 40359
6. Pendleton County Public Library 801 Robbins Ave, Falmouth, KY 41040

Bidders are strongly encouraged to leverage/expand workforce partnerships, technology, and innovation to strategically develop/expand designated career center Access Points (with staffing/support provided by the bidder) 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.

**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 when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided."

## VIII. Narrative

Answer all of Narrative A and B questions. Full or partial points will be awarded for the response to each narrative question. The narrative should be double-spaced single-sided 8.5 x 11-inch page with Times New Roman 12-point font and 1-inch margins and not to exceed 20 pages.

### A. **Narrative A** – Questions Regarding Provision of Direct Workforce Services (100 total points possible)

1. Describe how the bidding organization's career planning and talent development services will provide a lasting impact on the needs of the job seekers in the entire NKWIB service area. (5 points)
2. Explain how you will recruit and serve clients in the rural counties with numbers equivalent to **approximately** 25% of your client caseload. Include strategies for outreach to the unemployed and underemployed. (10 points)
3. Describe the bidding organization's 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. **Include the bidding organization's ability to coordinate with the business community through the business service team in collaboration with the NKWIB business service specialist to create a strong Internship program.** (5 points)
4. Explain how you will meet the workforce needs of the employers in the NKWDA service area in collaboration with the NKWIB's Business Services Specialist. The explanation must include a demonstrated understanding of the economic and workforce needs of the community. Include plans for implementing innovative solutions to employers' concerns. (10 points)
5. Demonstrate the bidding organization's ability to provide the required components of Direct Workforce Services, 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. (5 points)

6. Providing training in high-demand sectors and emerging careers is a priority of the NKWIB. Describe how Direct Workforce Services staff will identify and recruit the best candidates for training, including those who are advancing within career pathways. Include the media and other specific message vehicles and activities you will use. (5 points)
7. Describe how Direct Workforce Services staff will work with high-demand sector employers to develop work-based learning opportunities throughout the NKWDA service area, specifically On-the-Job Training and Incumbent Worker Training. (5 points)

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

8. Describe the programming the bidding organization would bring to the Kentucky Career Center –Northern Kentucky to support client and employer engagement and success. What best practices or other information would be utilized in program design. Consider NKWIB collaboration through the NKWIB leadership staff and the NKWIB Business Services Specialist.(5 points)
9. Describe the programming the bidding organization would bring to the Kentucky Career Center –Northern Kentucky to support client and employer engagement and success including:
  - a. How best practices with clients and employers are utilized and incorporated in the program design and delivery of services - discuss the various offering that will be available
  - b. Proven innovative customer service experiences, including how the organization transitioned from providing traditional in-person services to a blended service model
  - c. Explain the potential use of leveraged/expanded workforce partnerships, technology, and innovation to strategically develop/expand designated career center Access Points to serve new, existing, and potential customers while maximizing resources and promoting higher key performance indicators/results of services.
  - d. What best practices or other information would be utilized in program design
  - e. Discuss any experience with handling complaints and/or concerns from customers (10 points)
10. Describe how the bidding organization will leverage connections to community resources and local organizations to serve job seekers and employers comprehensively. 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 as well as why you are unable to offer these services directly. The bidder should provide all Memorandums of Understanding/Agreement (MOU/MOA) documentation. (5 points)
11. Please provide a description of any non-WIOA funded staff who will be leveraged to provide support to workforce development activities. (5 points)
12. Describe the bidding organization's work toward diversity, equity, and inclusion. Please submit any administrative policies and training related to Diversity, Equity, and Inclusion the bidding organization has adopted, including vendor procurement practices that are tied to equity-focused hiring. (10 points)

**Example** - *The NKWIB embraces the need for diversity, equity, and inclusion to be a component of everything we do. The NKWIB strives to create a network that meets business needs while also supporting the dignity of our clients. We respond to regional employment needs through the perspectives of local employers' demand for talent and economic empowerment. We are a catalyst for equity, inclusion, and life-changing results for all our clients. These priorities are supported through the values below and outlined in our diversity, equity, and inclusion action plan.*

13. Describe the bidding organization's strategy to meet or exceed the NKWDA's performance measures for adult/dislocated workers, in-school and out-of-school youth and the effectiveness of serving employers. How will the bidding organizations manage measurements, achievements, and documentation of performance standards? (5 points)
14. Describe the bidding organization's experience in utilizing Labor Market Information, fiscal, and other workforce data sources to maximize the impact of the programming to achieve performance goals and measures. (5 points)
15. Please describe the bidding organization's past experience with the administration of federal and/or state programs across multiple agencies, especially those involving WIOA, workforce and/or human services programming. (5 points)
16. What is the bidding organization's experience working with Local Workforce Development Boards (LWDBs), partners, and/or service providers in developing strategic approaches to support regional economic development and employers with high staffing needs in high-demand occupations? (5 points)

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

1. Please discuss the bidding organization's overall financial capabilities to provide the proposed services. Please include the experience in fiscal management and oversight by leadership and subsidiary/affiliate companies. Demonstrate the bidding organization's ability to provide the fiscal and administrative capacity to support NKWIB's service delivery model.
  - a. 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 reviews
    - tax records
    - another recognized review of accounting processes and procedures.
  - b. 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 the primary entity, *as well as subsidiary/affiliate companies and/or subcontractors*. 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
    - the status of any review process, dispute process and/or corrective action plan that is in place related to the disputed disallowed costs. (40 points)
2. 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. (20 points)
3. Cost reasonableness – budget narrative must demonstrate the reasonableness and necessity for requested funding. Please note that the lowest cost/best value will be a consideration in awarding the contract. However, it may not be the determining factor. (20 points)
  4. NKWIB is funded through the federal Workforce Innovation Opportunity Act (WIOA). Funds move from the US Department of Labor to the Cabinet for Education and Labor and then to local areas. Historically, the timing and availability of funding have varied significantly. Please describe the bidding organization's capacity to avoid disruption of service should funding be delayed. (20 points)

## **IX. Funding for Contractors' Activities**

The NKWIB offers the bidder the opportunity to develop a functional staffing plan to meet the specifications of this request. A complete plan should be included in the form of an organizational chart. All staffing suggestions will be negotiated at the time of contract negotiations and will remain in effect for the duration of the contract unless both parties agree to written modifications.

The NKWIB will fund contractors' activities under the following categories:

### **A. Required Staff**

The NKWIB offers the bidder the opportunity to develop a functional staffing plan to meet the specifications of this request. A complete plan should be included in the form of an organizational chart (**Appendix 2**). All staffing suggestions will be negotiated at the time of contract negotiations and will remain in effect for the duration of the contract unless both parties agree to written modifications.

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 and Labor 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):

Direct Workforce Services	
Adult	\$XXX,XXX
Dislocated Worker	\$XXX,XXX
Youth/Young Adult	\$XXX,XXX
Grand Total	\$X,XXX,XXX

**Space and Utility costs will be paid from the local allocation by the NKADD as the fiscal agent. Bidders need to budget for telephone, internet, and other operational costs.**

**Note:** If the contract is extended for Year 2 and Year 3, the estimated/planning figure will remain the same as the estimated/planning figure for Year 1.

**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.*

*20% Youth Work Experience Funds are added to the contract after negotiations using the formula provided by the Department of Labor. The intended purpose of these funds is wages, as well as a proportionate amount for staffing costs for the development and management of work experience.*

## **B. 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 overarching objectives of the NKWIB's programs are to prepare and place the region's workers in jobs that provide a self-sufficient wage and to build the region's economy by ensuring that the region's employers — whether existing or new — can hire qualified workers that help their businesses succeed. It is the intent of the NKWIB to train and encourage employment across all the high demand sectors. Key Performance Indicators (KPI) are collected system-wide (see **Appendix 3** for more details). The successful bidder will demonstrate an ability to meet set performance matrix.

1. The NKWIB may require additional or revised performance measurements based on their strategic plan or specific guidance. Bidders will be expected to adapt to these changes accordingly.
2. 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 deemed successful will be discussed and identified during the contract negotiations that precede the final contract awards.
3. 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.
4. The performance measures for Effectiveness in Serving Employers (ESE) are found in section 116(b)(2)(A)(i)(VI) of WIOA. The Commonwealth of Kentucky uses Employer Penetration Rate and Repeat Business Customer to measure ESE. The full text of the Workforce Innovation and Opportunity Act is available online, with additional information available in TEGL 10-16 Change 1.

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

## **X. Budget**

Provide a budget for the delivery of Direct Workforce Services for one year (July 1, 2023 through June 30, 2024) by answering all questions below.

- A. The [Request for Proposal Budget Format](#) must be used in the submission of the proposal. It is found on the NKWIB RFP webpage.
- B. A detailed budget narrative must be provided to support the TOTAL REQUESTED BUDGET.
- C. The narrative MUST include a detailed breakdown of expected expenditures for each line item

in the budget.

1. If using the line item Other, please provide additional details and supporting documentation, if applicable.
- D. The projected personnel costs budget narrative should be reflected in the organizational chart. The budget narrative should include the position title and salary breakdown.
- E. The budget narrative should include an explanation of the bidding organization's Indirect/Administrative Allocation Method.
- F. The budget narrative is not included in the narrative page limit.

All costs listed should be the full representation of the line item. For example, if a staff person is only PT, the percentage of their salary that is paid by WIOA should be listed along with the percentage.

All donations for activities, events, programming and sponsorships will be made to the NKADD with oversight provided by the NKADD financial team and the NKWIB Director, as the fiscal agent for WIOA services in order to track, monitor and provide accountability.

## **XI. Documentation**

### **A. Required Documents**

1. An organizational chart by staff and function.
2. All private, for-profit, or not-for-profit organizations should be able to provide documentation of their registration under either Kentucky or their respective state's Secretary of State's office.
3. A copy of the bidding organization's Diversity, Equity and Inclusion Policy and related DEI training, including vendor procurement practices that are tied to equity-focused hiring
4. Provide two (2) years of audited financial history
5. If subcontracting for the delivery of direct services, all Memorandums of Understanding/Agreement (MOU/MOA) documentation.
6. Personnel policies related to Equal Employment Opportunity
7. A copy of the bidding organization's current federally approved Indirect Cost Rate or Cost Allocation Plan approval letter (if applicable).

### **B. Supportive Documents**

1. Letter of Support from Community Partners (limit 3)

NKWIB Staff will provide technical assistance and training for any staff positions and activities for the successful bidder and their staff prior to contract execution and on an ongoing basis throughout the contract. The staff of the successful bidder will be required to participate in training 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.

## **XII. Appendices**

### Appendix 1

Proposal Cover and Affirmation Form – Please complete the Proposal Cover Sheet and Affirmation Form. The completed form will be the first page of the organization's proposal.

### Appendix 2

Functional Organizational Chart Example

### Appendix 3

FY2022 Enrollment Data and Key Performance Indicators (KPI)

### Appendix 4

References

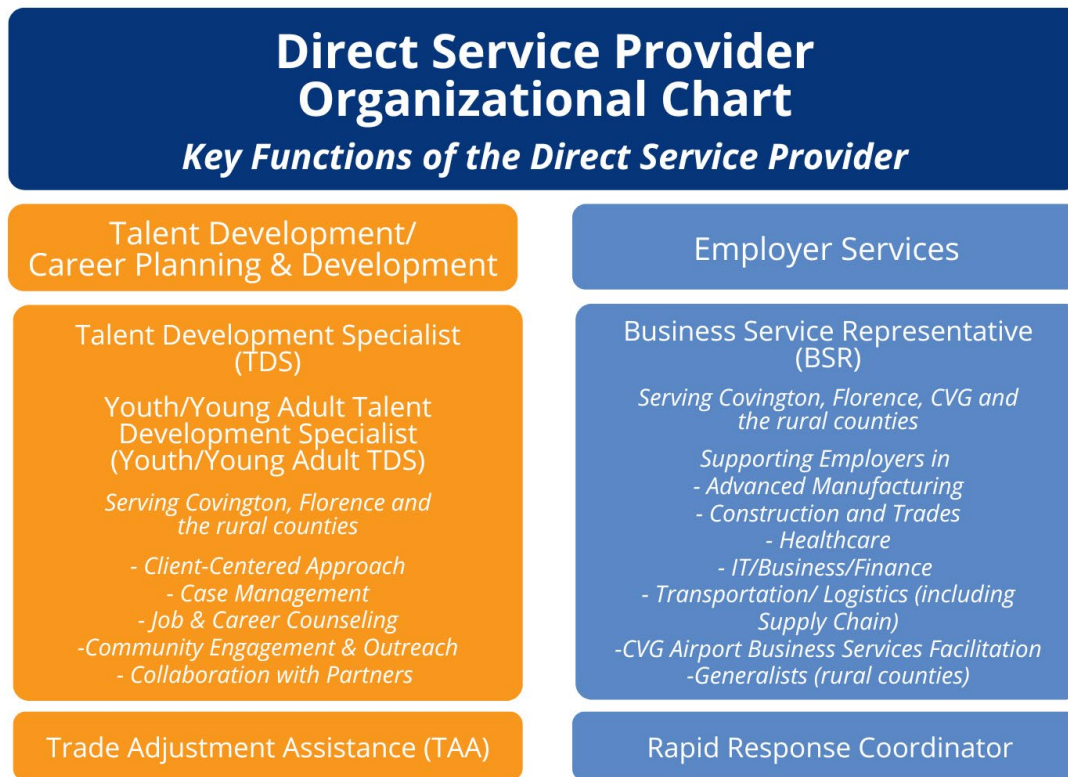
**Proposal to Deliver Workforce Services to  
Adults, Dislocated Workers & Youth/Young Adult  
and Provide Business Services to Employers  
in the Northern Kentucky Local Workforce Area  
and  
Affirmations Form**

During Program Year 2023 (July 1, 2023 – June 30, 2024)

Name of Proposing Organization:		
Mailing Address (Street, City, State, ZIP):		
Phone Numbers:	DUNS # (required):	
Type of Organization (non-profit, for-profit, LLC, etc.):	Year Established:	
Contact Persons		
Name:	Title:	Email
<p><b>AFFIRMATIONS:</b> 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 the 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 – Functional Organizational Chart Example



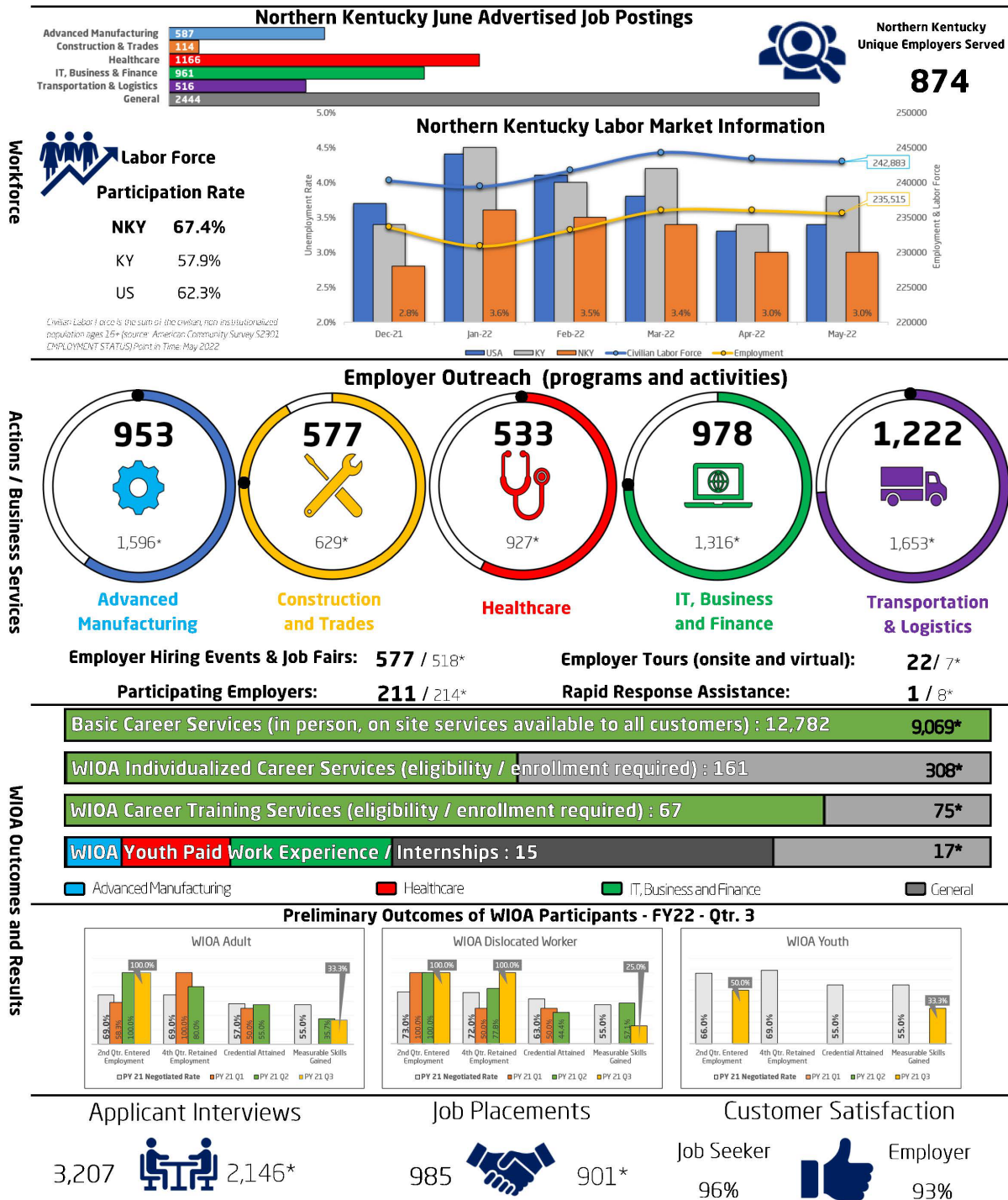


## Appendix 3 - FY2022 Enrollment Data and Key Performance Indicators (KPI)



### Key Performance Indicators (KPI) FY22

July 1, 2021 – June 30, 2022



Sources: KY Stats, U.S. BLS, KIBES/KEE Suite, NKY KCC Team, Labor Insight, FOCUS (Not Seasonally adjusted) \*Previous Year Point in Time \*Previous Year Total

## Appendix 4 - References

NKADD: [www.nkadd.org](http://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://kcc.ky.gov/KCC%20Policies/KCC%20Certification%20Instructions.pdf)

[https://kwib.ky.gov/Local-Boards/Documents/KCC Certification 2.pdf](https://kwib.ky.gov/Local-Boards/Documents/KCC%20Certification%202.pdf)

Kentucky Workforce Innovation Board –Strategic Plan:

[https://kwib.ky.gov/About/Documents/KWIB Strategic Plan 2020.pdf](https://kwib.ky.gov/About/Documents/KWIB%20Strategic%20Plan%202020.pdf)

Kentucky Skills Network – (Business Services):

<http://www.thinkkentucky.com/workforce/>

NKWIB Adult/Dislocated Worker Policy & Procedures Manual (2022) -

<https://nkcareercenter.org/wp-content/uploads/2022/07/2022-A.DW-PP.docx>

NKWIB WIOA Youth Policy & Procedures Manual 2022 - <https://nkcareercenter.org/wp-content/uploads/2022/02/YOUTH-PP-Manual-2022.pdf>

## MEMBERSHIP NOMINATION FORM LOCAL WORKFORCE DEVELOPMENT BOARD

NEW NOMINATION ☒ x  
or  
TERM RENEWAL ☐  
or  
REPLACEMENT ☐

By: Name: Brent Cooper  
Agency: NKY Chamber  
Position: President & CEO  
Address: 300 Buttermilk Pike, Suite 330, Ft. Thomas, KY 41017  
Phone: 859.578.6380

x Initial Term: 11/8/2022 ☐ 2<sup>nd</sup> Term: \_\_\_\_\_ ☐ 3<sup>rd</sup> Term: \_\_\_\_\_  
(Beginning & Ending Dates Required for All Terms When Applicable)

\* If a **New Nominee** to represent (check one): ☒ Business CBO ☐ Education ☐ Economic Development ☐ Organized Labor ☐ One-Stop Partner  
Workforce Sector (if representing Business): \_\_\_\_\_  
\*If a **Replacement** – Name of Former Member: \_\_\_\_\_  
- Group Represented: \_\_\_\_\_  
\*If a **Term Renewal** - CLEO signature is required with all term renewals as well as new nominees & replacements.

Representing: (Check all that apply)  
☐ Labor/Representative of Labor ☐ Employee Representative (Labor) ☐ Adult Education ☐ Vocational Rehabilitation  
☒ Community Based Organization ☐ Youth Serving Organization ☐ Higher Education ☐ Local Education Agencies  
☐ Joint Labor-Management Apprenticeship Program ☐ Other (Specify): \_\_\_\_\_  
Category member represents:  
☐ Business ☐ Workforce ☐ Education and Training  
☐ Government and Economic Development ☒ Other (Specify): Healthcare  
\*Entity represented is primary employer of nominee.  
Nominee is an individual with optimum policy and decision making authority for the organization.

Name of Nominee: ☐ Mr. or x Ms. Lisa Blank, MS BSN RN PHR SHRM CP Title: System Director  
Organizational Development  
& The Office of Workforce  
Development  
Business Address: Street: 1 Medical Village drive  
City: Edgewood State: KY Zip: 41017 County: Kenton  
Employer: St. Elizabeth Business Phone: 859-817-1746  
Home Phone: 859-466-8825 Email Address: Gblank1@fioptics.com  
Explain Basic Responsibilities: Direct the Office of Workforce Development at St. E  
\_\_\_\_\_  
\_\_\_\_\_  
Organization Affiliations (Civic & Professional): National Society of HR Management, American College of Healthcare Execs,  
Kentucky Education Television Board Member & vice chair, and Honorable Order of KY Colonels  
Qualifying Experience: Over 20 years of experience in Human Resources  
*Background information that reflects experience in human resource activities or Workforce Development related programs*

**For use by Chief Local Elected Official**-This box must be completed entirely to meet WIOA requirements.  
**Appointed By:**  
Cleo Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Printed Name: \_\_\_\_\_, ☐ Judge Executive or ☐ Mayor County: \_\_\_\_\_



## MEMBERSHIP NOMINATION FORM LOCAL WORKFORCE DEVELOPMENT BOARD

NEW NOMINATION ☒  
or  
TERM RENEWAL ☐  
or  
REPLACEMENT ☐

By: Name: Brent Cooper  
Agency: NKY Chamber  
Position: President & CEO  
Address: 300 Buttermilk Pike, Suite 330  
Phone: 859.578.6380

☒ Initial Term: 11/8/2022 ☐ 2<sup>nd</sup> Term: \_\_\_\_\_ ☐ 3<sup>rd</sup> Term: \_\_\_\_\_  
(Beginning & Ending Dates Required for All Terms When Applicable)

\* If a **New Nominee** to represent (check one): ☒ Business ☐ Education ☐ Organized Labor  
☐ CBO ☐ Economic Development ☐ One-Stop Partner  
Workforce Sector (if representing Business): Manufacturing  
\*If a **Replacement** – Name of Former Member: \_\_\_\_\_  
- Group Represented: \_\_\_\_\_  
\*If a **Term Renewal** - CLEO signature is required with all term renewals as well as new nominees & replacements.

Representing: (Check all that apply)  
☒ Labor/Representative of Labor ☐ Employee Representative (Labor) ☐ Adult Education ☐ Vocational Rehabilitation  
☐ Community Based Organization ☐ Youth Serving Organization ☐ Higher Education ☐ Local Education Agencies  
☒ Joint Labor-Management Apprenticeship Program ☐ Other (Specify): \_\_\_\_\_  
Category member represents:  
☒ Business ☐ Workforce ☐ Education and Training  
☐ Government and Economic Development ☐ Other (Specify): \_\_\_\_\_  
\*Entity represented is primary employer of nominee.  
Nominee is an individual with optimum policy and decision making authority for the organization.

Name of Nominee: ☐ Mr. or ☒ Ms. Heather McClanahan Title: Director of HR  
Business Address: Street: 2200 Litton Lane  
City: Hebron State: KY Zip: 41048 County: Boone  
Employer: Fives Machining Systems, Inc. Business Phone: 859-818-4039  
Home Phone: 859-818-4039 Email Address: Heather.mcclanahan@fivesgroup.com  
Explain Basic Responsibilities: Oversee HR functions for multiple N. American and Canada locations and offices for strategic Workforce planning, training & development initiatives, employee attraction, retention and development  
Organization Affiliations (Civic & Professional): NKyFAME, NaviGo Scholars, SHRM, Kentucky Chamber of Commerce Talent Pipeline Management (2020 cohort), GROW Pillar 4 (previously Pillars 2 & 3)  
Qualifying Experience: HR professional with focused experience in work-based learning programs, workforce development, employee attraction and retention strategies, leveraging economic development resources for training and apprenticeship at both the higher education and employer sectors  
*Background information that reflects experience in human resource activities or Workforce Development related programs*

**For use by Chief Local Elected Official:** This box must be completed entirely to meet WIOA requirements.  
**Appointed By:**  
Cleo Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Printed Name: \_\_\_\_\_, ☐ Judge Executive or ☐ Mayor County: \_\_\_\_\_







Northern Kentucky  
**Workforce  
Investment**  
B O A R D

## FY 2022 Workforce Impacts

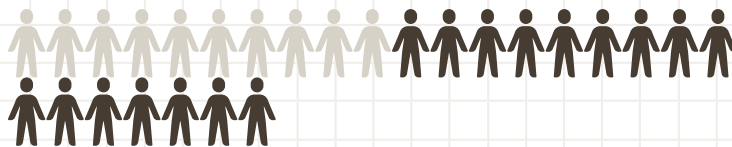
### Lift Up

The **Lift Up Grant** is a substance use disorder recovery grant to meet clients' needs holistically, physically, mentally, and emotionally all the way through self-sufficient employment. **St. Elizabeth Healthcare** and **St. Elizabeth Physicians Journey Recovery Center**, NKY's largest health care employer, is the lead and recipient of this nearly \$2.4 million grant funded by the Substance Abuse and Mental Health Services Administration (SAMHSA). One of the goals of the grant is to connect people with substance use disorders to career-building resources in Northern Kentucky. The **Northern Kentucky Workforce Investment Board (NKWIB)**, as the funder and oversight for the local **Kentucky Career Center** network, convenes partners and employers, leveraging resources and technical assistance to meet business needs while supporting the dignity of the clients. The NKWIB staff offered 275 transformational employment services to local NK businesses, while the Lift Up Grant served 268 clients. The development of businesses willing to hire clients in recovery benefits the community, the employer, and the recovery clients.

**Offered local employers 275 Transformational Employment Services**

**268 individuals received career-building and job search services**

### National Dislocated Worker Grant



**26 individuals found temporary employment**

**Of that, 10 found long-term employment**

The **National Dislocated Worker Grant (NDWG)** is a specialized grant awarded to KY through the Dept of Labor and subsequently awarded to individual Workforce Investment Boards. The purpose was to assist dislocated workers who were displaced due to COVID-19 by subsidizing their employment through non-profits in an effort to help the community recover also. We assisted 26 individuals through this program.

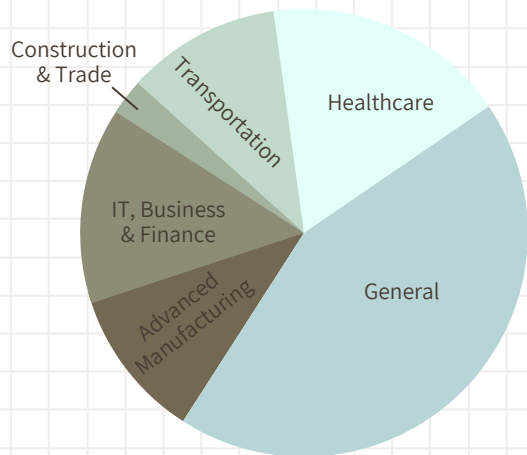
### Employment Connections

**Assisted 38 individuals to increase their work readiness skills**

Employment Connections serves two target groups, Transitional Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients. The TANF program has experienced reduced numbers in the past year due to the state lifting the mandated work/volunteer requirements due to COVID. The program goal is to assist those receiving public cash benefits in gaining the skills and experience to attain self-sufficient employment. Even with the reduced numbers, we assisted 38 individuals in increasing their work readiness skills. SNAP has the same goal, to assist individuals in achieving self-sufficiency. SNAP is a voluntary program where clients receiving nutritional assistance can take advantage of the many services offered through our Kentucky Career Center and unique SNAP Employment and Training (E&T) program to increase their work-ready skills. For both programs, we offer job search assistance and follow-up services to assist in attaining and maintaining employment. Through our SNAP program, we have served 146 people.

TANF and SNAP E&T services are funded by the Cabinet for Health and Family Services.

### Northern Kentucky Advertised Job Postings



### Strategic Initiative for Transformational Employment (SITE)

**Served 60 individuals through collaboration**

The **Strategic Initiative for Transformational Employment (SITE)**, based in EKCEP, helps bridge the gap between recovery and productive participation in the workforce for individuals in recovery by providing them with valuable career and supportive services, by cultivating and supporting second-chance employment opportunities. The SITE program served 60 individuals in the Northern Kentucky area last year by collaborating with our Kentucky Career Center partners.

### Kentucky Career Center Access Points

**Regional Access Points** have allowed the Kentucky Career Center to expand its services and reach job seekers and employers throughout the region. Northern Kentucky's access points are the **Kenton County Public Library (Erlanger branch)**, **Owen County Public Library** and **Pendleton County Public Library**. The **Kenton County Public Library** has a dedicated workforce development staff that facilitates several programs, hosts workshops and assists visitors along the career-building pathway.

At the Erlanger Branch of KCPL,

**Held 427 Workforce Development Programs with 4,967 attendees**

**Facilitated 3 Employer Assistance Services sessions with 44 participants**

## WIOA Participants Demographics

Adult & Dislocated Worker



Youth



### City Futures/ Jobs Plus

**Provided 111 participants with Post-Assessment Services**

**25 participants received transportation assistance**

City Futures is a workforce development program designed to connect the residents of City Heights in Covington with quality employment services, including career coaching, job readiness workshops, job training programs, resume services and funding for occupational training services in high-demand sectors. The program is funded through a \$2.2 million Department of Housing and Urban Development (HUD) Jobs Plus Grant. At the conclusion of the 48 months program, the Housing Authority of Covington celebrated its numerous successes. The NKADD Workforce Division provides technical support to program staff.

Since 2019, City Futures have

- **Enrolled 295 participants**
- **Provided services to 170 participants**
- **By fixing rent amounts, participants saved an average of \$5,000 totally \$900,000+ over the 4 year grant period**

### Employment Outreach (Programs and Activities)

Healthcare - 533



Construction & Trade - 577



Advanced Manufacturing - 953



IT, Business & Finance - 978



Transportation - 1,222



### Spreading the Word



In FY 2022, the NKWIB placed an emphasis on increasing our communications. The NKWIB Facebook and Twitter accounts saw

**Total impressions rose to 18,600**  
**Posts engagement increased by 16%**  
**and Overall, followers rose by 19%**



In February 2022, the NKWIB started releasing a monthly newsletter. Since then,

**more than 200 recipients with 1/3 of them viewing the information**

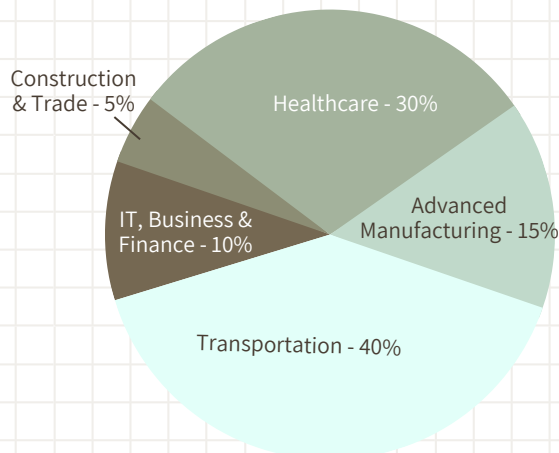
## GROW NKY

In February 2022, the NKWIB became the backbone organization to lead Growing Regional Outcomes Through Workforce (GROW NKY), a comprehensive workforce initiative. As the backbone organization, the NKWIB has hired a consultant to administrate and coordinate the initiatives' members and priorities, hosted a data release for the YouScience, and is leading the convening of stakeholders to examine continued effectiveness and long-term feasibility and the initiative's next steps.

**GROW NKY**

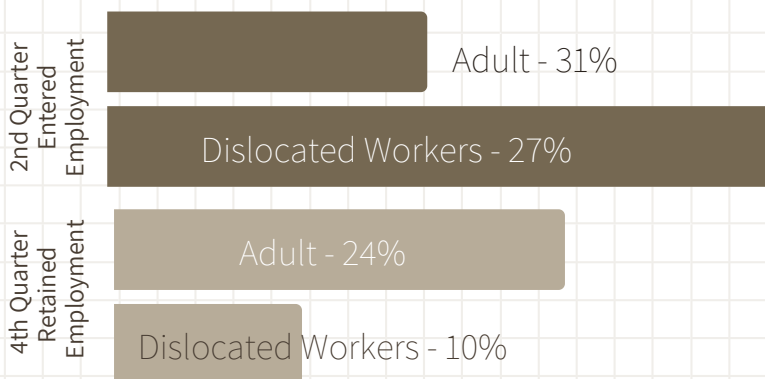
Growing Regional Outcomes through Workforce

### Earned Credentials of WIOA Participants



### WIOA Participants Successes

Each Year the NKWIB negotiates a WIOA performance rate for different workforce success measures. In the first 3 quarters of Program Year 2021, participants have exceeded the goal by



### Teleworks, USA

**Connected 77 NKY residents to remote-work job opportunities**

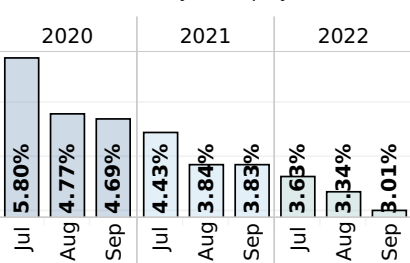
Teleworks, USA, a division of the Eastern Kentucky Concentrated Employment Program (EKCEP), in collaboration with the Northern Kentucky Workforce Investment Board and the Northern Kentucky Area Development District, identifies and develops legitimate remote-work job opportunities with multiple national and global companies. In the past year, this collaboration has served 77 people in the Northern Kentucky area, connecting those in rural and urban areas without access to transportation or other barriers to work from home.

FY23 as of September 30, 2022 (25% of Fiscal Year)	WIOA Formula Funds Totals	National Dislocated Worker Grant (NDWG)	Grand Total	YTD Expended	% Expended
<b>Projected Carryover From FY 2022</b>					
Grant 27122 (Dislocated Worker Program)	\$ 393,365.21		\$ 393,365.21		
Grant 27222 (Dislocated Worker Program)	\$ 72,115.30		\$ 72,115.30		
Grant 27022 (Adult Program)	\$ 37,730.54		\$ 37,730.54		
Grant 27322 (Adult Program)	\$ 165,395.20		\$ 165,395.20		
Grant 27422 (Youth Program)	\$ 207,908.47		\$ 207,908.47		
Grant 27421 (Youth Program)	\$ 41,568.20		\$ 41,568.20		
272DW21 (Dislocated Worker Program)	\$ 763.53		\$ 763.53		
271DW21 (Dislocated Worker Program)	\$ 4,901.31		\$ 4,901.31		
273AD20 (Adult Program)	\$ -		\$ -		
258CV20 NDWG		\$ 126,604.02	\$ 126,604.02		
\$ -	\$ -		\$ -		
\$ -	\$ -		\$ -		
<b>Actual Carryover</b>	<b>\$ 923,747.76</b>	<b>\$ 126,604.02</b>	<b>\$ 1,050,351.78</b>		
<b>Actual Allocation</b>					
Adult	\$ 421,580.13		\$ 421,580.13		
Dislocated Worker	\$ 851,312.81		\$ 851,312.81		
Youth	\$ 420,271.70		\$ 420,271.70		
*Rapid Response Funding (Requested from State as Pass Thru)	\$ 128,000.00		\$ 128,000.00		
Trade Training Funds	\$ -		\$ -		
<b>Actual Allocation</b>	<b>\$ 1,821,164.64</b>	<b>\$ -</b>	<b>\$ 1,821,164.64</b>		
<b>Total Available</b>	<b>\$ 2,744,912.40</b>	<b>\$ 126,604.02</b>	<b>\$ 2,871,516.42</b>		
<b>Obligations</b>					
*NKWIB Subgrant Recipient/Fiscal Agent	\$ 805,643.38	\$ 1,801.95	\$ 807,445.33	\$ 165,179.63	20%
*OS Operator Contracted Provider (Brighton Center)	\$ 208,453.00		\$ 208,453.00	\$ 36,999.95	18%
*OS Direct Workforce Services Contracted Provider (Brighton Center)	\$ 1,056,194.00	\$ 5,575.42	\$ 1,061,769.42	\$ 229,802.04	22%
<b>Set-aside Obligations</b>					
JOBS EQ Data Base Agreement	\$ 4,400.00		\$ 4,400.00	\$ 1,108.47	25%
Outreach	\$ 15,000.00		\$ 15,000.00	\$ 50.51	0%
GROW	\$ 27,880.00		\$ 27,880.00	\$ 16,968.00	61%
<b>Training</b>					
Youth Work Experience	\$ 167,311.75		\$ 167,311.75	\$ 35,418.25	21%
Incumbent Worker	\$ 70,000.00		\$ 70,000.00	\$ -	0%
OJT	\$ 35,000.00		\$ 35,000.00	\$ -	0%
Youth Education/Career Funds	\$ 50,000.00		\$ 50,000.00	\$ -	0%
*Individual Training Accounts (ITA's)	\$ 175,000.00		\$ 175,000.00	\$ 42,500.00	24%
Supportive Services	\$ 10,000.00		\$ 10,000.00	\$ -	0%
<b>Total Obligations</b>	<b>\$ 2,624,882.13</b>	<b>\$ 7,377.37</b>	<b>\$ 2,632,259.50</b>	<b>\$ 528,026.85</b>	<b>20%</b>
<b>Remaining Balance</b>	<b>\$ 120,030.27</b>	<b>\$ 119,226.65</b>	<b>\$ 239,256.92</b>		



### Local Workforce Development Area Labor and Unemployment Statistics

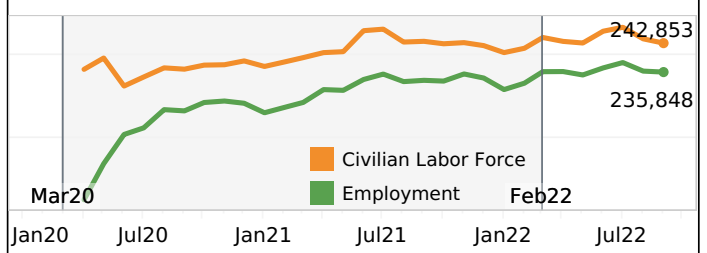
Northern Kentucky Unemployment Rate\*



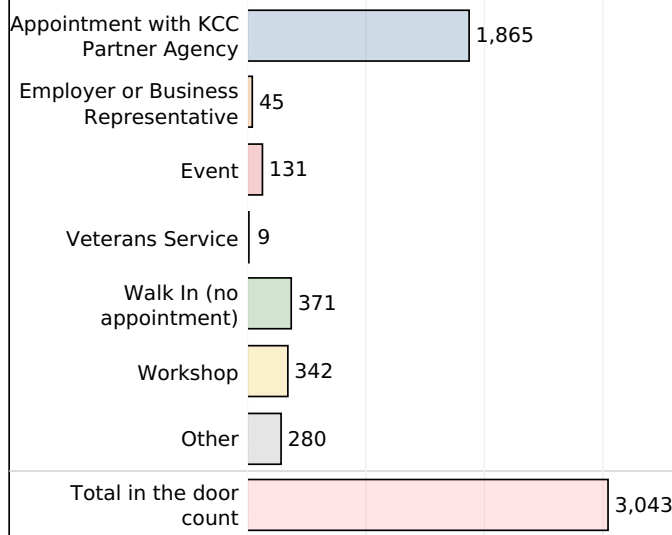
Current Labor Force Participation Rate\*

Kentucky	57.8%
United States	62.2%
Northern Kentucky	66.8%

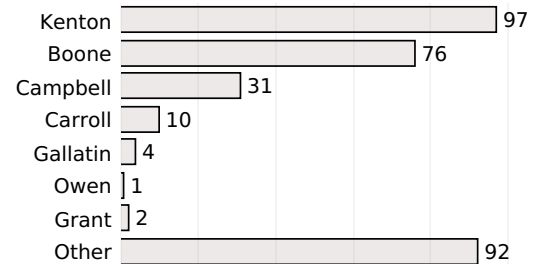
Northern Kentucky Labor Force & Employment\*



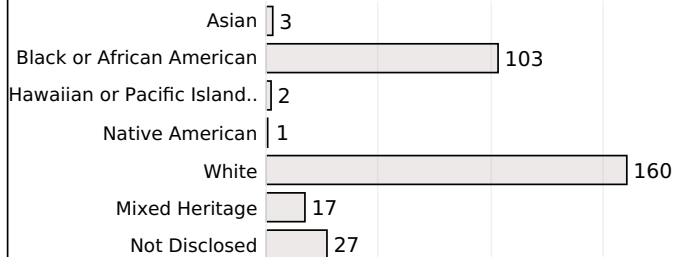
Northern Kentucky Career Center Customer Traffic



County of Residence as reported by job seeker\*\*

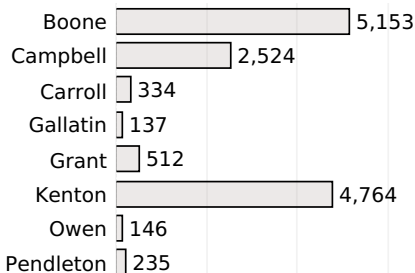


Race as reported by job seeker\*\*



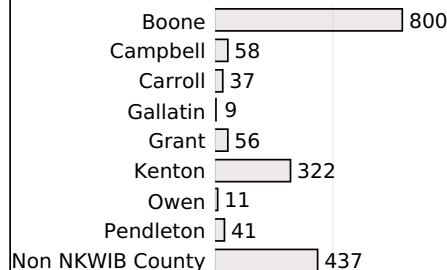
### Employer Engagement (Programs and Activities / Effectiveness in Serving Employers)

Northern Kentucky Establishment Counts  
(U.S. Bureau of Labor Statistics | Qtr. 3, 2021)



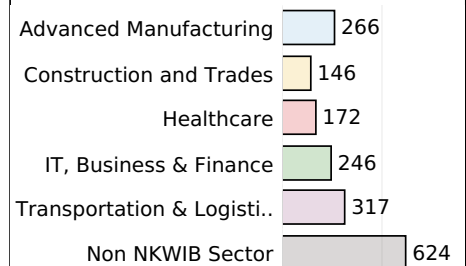
Employer Engagement Programs

County of Business



Employer Engagement Programs

Local In-demand Sector



Unique Employers

560

Market Penetration Rate

4.44%

Repeat Customer Rate  
(1st Qtr. FY23)

20.06%

Reported Job Placements

380

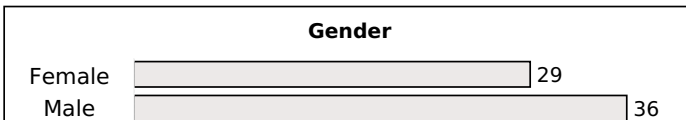
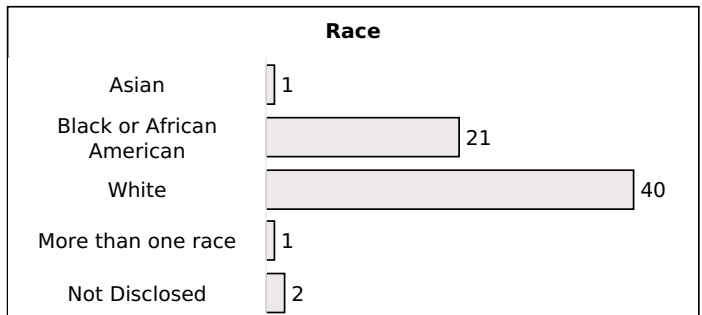
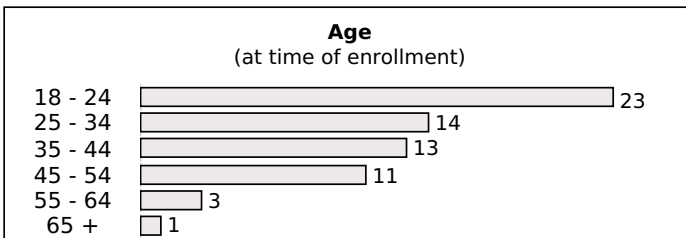
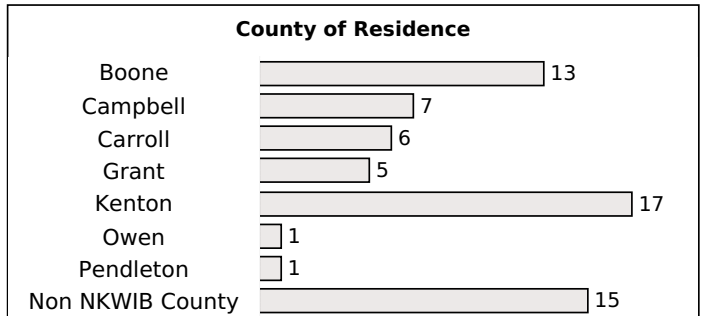
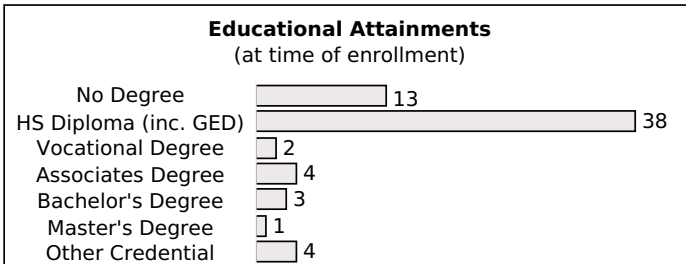
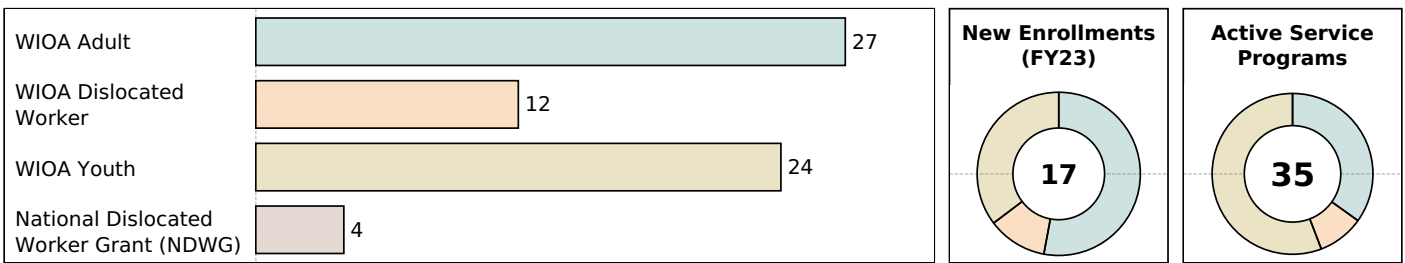
\*not seasonally adjusted

\*\*Self-reported during customer satisfaction survey

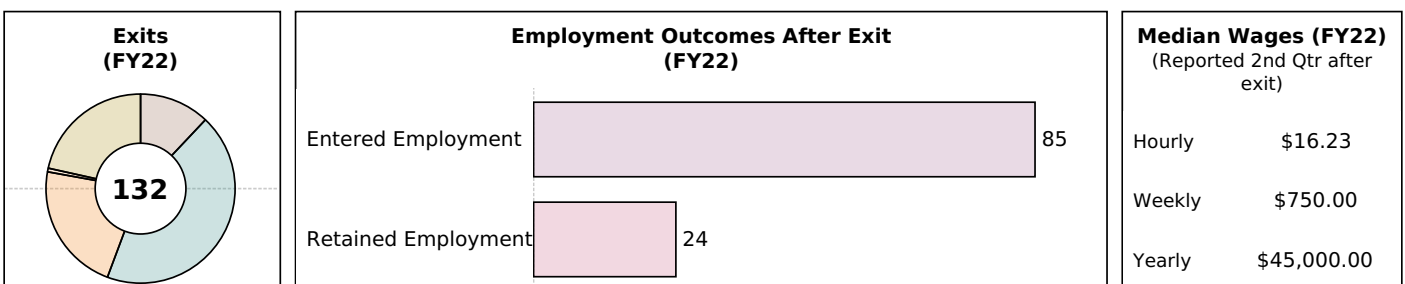
Updated November 2, 2022

Sources: BLS, KY Stats, KIBES, KCC Staff Reports and Job Seeker Survey Data

## Active Workforce Cases



## Exited Workforce Cases: Outcomes & Attainments



Credentials Attained			Measurable Skills Gain (MSG)		
	FY 2022	FY 2023		FY 2022	FY 2023
Associates Degree	2	0	Assessment Tool Test	2	1
Bachelor's Degree	1	0	Better Progress Report	6	1
Occupational Certificatio..	24	6	Diploma	3	0
Other	3	0	Educational Achievement	20	17
			Skills Progression	91	25
			Training Milestone	5	1

Northern Kentucky   State Performance						
	PY 21 Negotiated Rate	PY 21 Q1	PY 21 Q2	PY 21 Q3	PY 21 Q4	PY 21 Annual Report
<b>WIOA - Adult</b>						
2nd Qtr. Emp. Rt.	<b>69.0%</b>	58.3%	100.0%	100.0%	71.4%	<b>77.8%</b>
4th Qtr. Emp. Rt.	<b>69.0%</b>	100.0%	80.0%	*	100.0%	<b>80.0%</b>
Med. Erngs.	<b>\$5,700</b>	\$5,365	\$11,428	\$16,633	\$12,586	<b>\$12,586</b>
Credential	<b>57.0%</b>	50.0%	55.0%	*	*	<b>50.0%</b>
MSG	<b>55.0%</b>	*	35.7%	33.3%	33.3%	<b>100.0%</b>
<b>WIOA - Dislocated Worker</b>						
2nd Qtr. Emp. Rt.	<b>73.0%</b>	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
4th Qtr. Emp. Rt.	<b>72.0%</b>	50.0%	77.8%	100.0%	100.0%	<b>81.3%</b>
Med. Erngs.	<b>\$7,200</b>	\$12,137	\$12,522	\$16,633	\$9,939	<b>\$12,137</b>
Credential	<b>63.0%</b>	50.0%	44.4%	*	100.0%	<b>46.7%</b>
MSG	<b>55.0%</b>	*	57.1%	25.0%	40.0%	<b>93.8%</b>
<b>WIOA - Youth</b>						
2nd Qtr. Emp. Rt. <sup>2</sup>	<b>66.0%</b>	*	*	50.0%	66.7%	<b>42.9%</b>
4th Qtr. Emp. Rt. <sup>2</sup>	<b>69.0%</b>	*	*	*	100.0%	<b>50.0%</b>
Med. Erngs.	<b>\$3,700</b>	*	*	\$3,978	\$4,837	<b>\$2,838</b>
Credential	<b>55.0%</b>	*	*	*	*	<b>*</b>
MSG	<b>55.0%</b>	*	*	*	*	<b>100.0%</b>
<b>Wagner-Peyser<sup>1</sup></b>						
2nd Qtr. Emp. Rt.	<b>58.0%</b>	87.0%	86.4%	*	84.6%	<b>*</b>
4th Qtr. Emp. Rt.	<b>63.0%</b>	52.0%	76.0%	*	89.5%	<b>*</b>
Med. Erngs.	<b>\$5,500</b>	\$6,544	\$6,635	*	\$9,382	<b>*</b>

\* no data available

1. Credential Rate and Measurable Skill Gains (MSG) do not apply to the Wagner-Peyser program.

2. This indicator also includes those who entered into a training or education program for the Youth program.

