

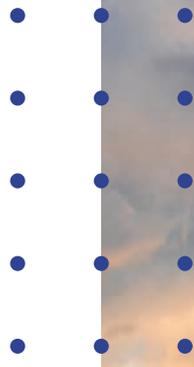
# Bluegrass LOCAL PLAN

UPDATED: 2025



cooperation.  
integrity.  
effectiveness.  
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results.  
service.  
innovation.

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The 17-county Bluegrass Area is made up of Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, and Woodford counties.

Questions & Comments: Tiffanie Reeves, Director of Workforce Services: [TReeves@bgadd.org](mailto:TReeves@bgadd.org)



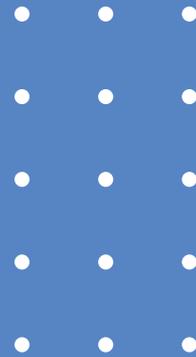


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## PURPOSE

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The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years FY 2026 through FY 2029 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

# COMMONWEALTH OF KENTUCKY WORKFORCE VISION AND GOALS

Kentucky's workforce development vision is rooted in Kentucky's Workforce Strategic Plan and boldly notes that the Commonwealth will –

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

The strategic goals covers four main pillars for the direction of workforce development: 1) employer engagement, 2) education attainment, 3) workforce participation, and 4) resource alignment. These overarching goals have strategic objectives that provide the roadmap for the continuous improvement process. Furthermore, the emphasis in the strategy is the fact that Kentucky workforce development has two primary customers: the individual consumer and the business. The individual consumer could be someone unemployed, underemployed, or even an employed individual who needs training, education, or upskilling. For the business customer, the vision is to serve the existing small, medium, and large corporations, in addition to providing the workforce environment for new business to locate in the commonwealth. For the commonwealth to thrive and workforce development to advance, businesses play a significant and necessary role by engaging and signaling the evolving demands, opportunities for public-private partnerships, and overall strategic direction. The core WIOA programs, Combined State Plan partners, and partners in workforce development help achieve this vision.

## THE DEPARTMENT OF WORKFORCE DEVELOPMENT (DWD) GOALS:

The strategic arm of workforce development is the Kentucky Workforce Innovation Board (KWIB), a governor-appointed board made up of diverse perspectives from the majority of business members, labor organizations, community-based non-profits, and government officials, including elected local and state leaders. KWIB has set four goals with accompanying strategic objectives that drives the system to meeting the vision.



## GOAL 1: EMPLOYER ENGAGEMENT

### Actively engage employers to drive Kentucky's workforce development system

#### Strategic Objectives

- 1a: Create a workforce development system that is valued by employers.
- 1b: Establish a clear channel for employer engagement in workforce development services.
- 1c: Increase the number of employers participating in work-based learning experiences and apprenticeships, while also establishing employer champions.
- 1d: Engage employers in education efforts from early childhood through Kindergarten, Grade 12, and postsecondary study.
- 1e: Leverage employer data on workforce projections and training needs, using the talent pipeline management system of the Kentucky Chamber of Commerce and a revamped business service team network.

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

#### Strategic Objectives

- 2a: Increase career exploration opportunities while students are in P-12, and provide all students an opportunity to earn a certificate or credential prior to graduation, with emphasis on those credentials where dual secondary /postsecondary academic credit is awarded.
- 2b: Review and adjust the structure (locations, pathways, and resources) of Pre-K through postsecondary delivery to align and integrate the Commonwealth's educational infrastructure based on employer needs.
- 2c: Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.
- 2d: Improve the sharing and use of data to inform the ongoing curriculum design for P-12 and postsecondary institutions.



## GOAL #2: EDUCATION ATTAINMENT

### Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians

#### Strategic Objectives

- 3a: Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.
- 3b: Mitigate disincentives to work and explore ways to incentivize workforce participation for individuals currently receiving social services benefits in order to support their transition to sustainable employment.
- 3c: Embed programs serving specific populations across cabinets to promote workforce participation. Examples of priority populations include veterans, individuals with disabilities, re-entrants from the corrections system, individuals in recovery from substance abuse, young adults transitioning out of foster care and others.
- 3d: Develop and promote strategies for employers to address employment barriers.
- 3e: Develop and Pursue strategies that increase the number of Kentuckians who are work-ready and free from the influence of substance abuse.



## GOAL #3: WORKFORCE PARTICIPATION

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

#### Strategic Objectives

- 4a: Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability.
- 4b: Develop a framework and supporting goals and metrics for Kentucky's workforce development programs.
- 4c: Identify gaps in the existing longitudinal data system and determine available sources to close those gaps.
- 4d: Define and create an effective communication approach for services to ensure a consistent, quality customer experience.
- 4e: Build a stronger, more coordinated relationship between state and local government, institutions, and workforce innovation areas



## GOAL #4: RESOURCE ALIGNMENT

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

The Local Comprehensive Plan sets forth the strategy to:

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

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

Local Plans, pursuant to WIOA, must align with the State’s vision as set forth in the Combined State Plan FY 2026-2029. The Local Plan must also address certain specific provisions as set forth in Section 108 of WIOA. The State provides this guidance to the LWDBs in the formulation of its Local Plans. At minimum, Local Plans must include the provisions in this guidance.

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

Each LWDB and its respective Chief Local Elected Official(s) (CLEOs) must collaborate with the other LWDBs and CLEOs within a respective planning region to also prepare and submit a 4-Year Regional Innovation Plan that is consistent with their Local Plan content and timeframe. The Regional plan should identify opportunities for regional collaboration and innovation, and incorporate priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan. Regional Innovation Plans must be submitted to the Kentucky Education and Labor Cabinet by April 30, 2025 for their review and feedback before the implementation date of July 1, 2025 (FY 2026).

<b>Kentucky’s Regional and Local Workforce Development Areas:</b>
<ul style="list-style-type: none"><li>• Central Region: Bluegrass, Lincoln Trail, and Northern Kentucky</li><li>• East Region=TENCO and EKCEP</li><li>• South Region=Cumberlands and South Central</li><li>• West Region=Green River and West Kentucky</li><li>• Bi-state Region=KentuckianaWorks</li></ul>

## **D. Relationship of Regional Innovation Plan and Local Comprehensive Plan**

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

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

1. Completion. All Local Workforce Development Areas (LWDAs) in Kentucky must submit a plan that includes both the regional and local planning components outlined in this guidance. The questions in the guidance must be addressed in the plans in the order in which they are outlined in the guidance. Planning teams may include content beyond these questions.
2. Submission. The FY 2026-2029 Regional and Local Plans must be submitted in a Word document file to [Compliance.Unit@ky.gov](mailto:Compliance.Unit@ky.gov) by close of business on April 30, 2025.
3. Approval. The 4-Year Regional and Local plan submitted will be approved by written correspondence from DWI within the initial 90-day review period. Plans not approved within the initial 90 days can be found deficient for the following reasons:
  - There are deficiencies identified through audits in Workforce Investment activities that the local area has not made acceptable progress.
  - The plan does not comply with WIOA regulations inclusive of the regulations, public comment provisions and nondiscrimination requirements of 29 CFR part 38.
  - The plan does not align with the Kentucky Combined State plan in keeping with the alignment of the core programs in support of the identified state plan strategies

This is not an exhaustive list of examples

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

## **F. Modification Process.**

Modifications to the Regional Innovation and Local Comprehensive Plan under Final Rules Section 20 C.F.R. §679.530 and 679.580, each LWDB, in partnership with the Chief Elected Officials, must review the Regional Innovation and Local Comprehensive Plan every two years and submit a modification as needed using the same methods listed above in G-2. The 2-Year modified plans should be considered by the local area automatically approved after 90 days of receipt if there is no correspondence from DWI within the 90-day review period.

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

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

# CHAPTER 1: WORKFORCE AND ECONOMIC ANALYSIS

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

The Bluegrass Local Workforce Development Area understands there is no one size fits all solution to identifying and addressing issues facing businesses and uses an on-going two-factor (qualitative and quantitative) approach to determining how to best meet employer needs in the Bluegrass.

1. Interview Board members, staff, and partners: Remaining in close communication with local employers, community members, and organizations is essential for identifying workforce and employer needs because it provides direct insights into job market demands, skill gaps, and hiring expectations. These conversations help uncover the specific qualifications, competencies, and employability skills employers seek in potential hires, ensuring that job seekers are well-prepared. Additionally, engaging with these stakeholders helps anticipate future workforce trends and training requirements, allowing educational institutions and workforce development programs to align their curricula and resources accordingly. This proactive approach ensures a skilled workforce that meets evolving industry needs, fostering economic growth and job readiness.
2. Review Labor Market Information: Reviewing labor market information from trusted sources like Kentucky Labor Market Information (KYLMI), Bureau of Labor Statistics (BLS), and JobsEQ is vital for understanding employer needs and predicting future workforce trends. These sources provide reliable data on job growth, industry demand, wage trends, and skill requirements, helping businesses, educators, and job seekers make informed decisions. By analyzing this data, workforce development programs can tailor training to align with employer expectations, ensuring a pipeline of qualified candidates. Additionally, labor market insights help identify emerging career fields and sectors experiencing shortages, allowing for proactive strategies in hiring and career planning to meet evolving economic demands.

Recently, current versus historical data reflected from JobEQ show the labor force participation rate in the Bluegrass Local Workforce Development Area (LWDA) has remained consistent at **63.2%** with no significant change even during the COVID-19 pandemic. Whereas, the 2022 workforce participation rate for the Kentucky was **59.5%**, slightly higher than the previous estimate of **59.2%** before COVID-19 but notably lower than the Bluegrass.

It is to be noted that the total rates are not uniform across all demographic groups in the Bluegrass. People in poverty continue to experience the highest unemployment rates, followed by teenagers, people with disabilities, individuals with less than a high school diploma, and African Americans. According to the most recent data from the Kentucky Center for Statistics (KYSTATS), the overall unemployment rate in the Bluegrass Local Workforce Development Area (LWDA) was 4.2% in 2023, a significant decline from the 16.3% reported in 2019. However, unemployment remains disproportionately high among marginalized groups. Additionally, there are still significantly more people with disabilities, teenagers, and individuals living in poverty who are not in the workforce compared to the general population. The 2022 labor force participation rate in the Bluegrass LWDA was 63.2%, reflecting a slight decline from pre-pandemic levels. The participation rates remain substantially lower for people with disabilities, teenagers, individuals in poverty, and African Americans.

The most recent employment data in the Bluegrass area of Kentucky indicates that as of the fourth quarter of 2023, there were notable shifts in the job market compared to previous years. The Bluegrass region's economy continues to be led by Trade, Transportation, and Utilities for the largest employment sector. Manufacturing, however, which was previously a dominant industry, has seen a decline in total jobs over the years.

The Kentucky labor market has experienced fluctuations since the COVID-19 pandemic, with significant job losses in 2020 followed by a gradual recovery. By 2023, Kentucky's GDP had grown to \$277.7 billion, marking a 7.2% increase from 2022. This growth was driven by increases in both goods-producing and service-providing industries. However, the labor force participation rate increased slightly over pre-pandemic levels, sitting at **59.5%** in 2023.

## **TABLEAU REPORT - WORKFORCE OVERVIEW REPORT FOR KENTUCKY REGIONS (WORKR) [\(LINK\)](#)**

The high-demand sectors in the Bluegrass Local Workforce Development Area (LWDA) are expected to align with Kentucky's statewide employment projections for 2022-2032. According to the Kentucky Center for Statistics (KYSTATS), the industries with the highest projected job openings in the Bluegrass area include:

- **Healthcare and Social Assistance:** This sector continues to experience strong demand for nurses, personal care aides, and medical assistants.
- **Transportation and Warehousing:** With the growth of e-commerce and logistics, truck drivers and warehouse workers are in high demand.
- **Manufacturing:** Although manufacturing saw job losses in previous years, specific roles, especially those requiring specialized skills, remain in demand.
- **Retail Trade:** – Retail positions continue to provide employment opportunities, though they often experience high turnover and lower overall wages.
- **Professional and Business Services:** This category includes roles in IT, administrative support, and management, which are expected to grow steadily.

The skilled trades sector, including construction and electricians, is also projected to have significant job openings with some areas already experiencing workforce shortages due to retirement and the qualifications necessary to perform these roles independently.

The most recent priority industry clusters for the Bluegrass Local Workforce Development Area (LWDA) include **Advanced Manufacturing, Construction (Skilled Trades), Healthcare, Information Technology (IT) and Transportation, Distribution & Logistics**. Additionally, the Bluegrass has added **Childcare and Education** as in-demand sectors in the workforce because they are essential to economic growth, workforce stability, and community development. A strong education system supports the preparation of future workers, while access to quality child care enables parents to participate in the labor market. The demand for skilled educators and child care providers continues to rise due to population growth, evolving educational standards, and workforce needs. Additionally, the Bluegrass has determined through its review of employer and jobseeker needs that these sectors help address workforce shortages, supports early childhood development, and ensures a well-educated, prepared workforce for the future.

Educational attainment within the Bluegrass LWA reflects both strengths and opportunities. While nearly all residents aged 25 and older hold at least a high school credential, only about 25–30% have earned an associate degree or higher, pointing to a gap in postsecondary attainment. This educational profile aligns with the workforce demands across key sectors—healthcare, advanced manufacturing, IT, professional services, and skilled trades—which require a diverse mix of credential levels from high school diplomas through bachelor's degrees and industry certifications.

In healthcare, entry-level roles like Certified Nurse Aides (CNAs) typically require a high school diploma plus state certification, while roles such as LPNs and Medical Assistants benefit from postsecondary certificates or associate degrees. Registered Nurses commonly need a Bachelor of Science in Nursing

(BSN). Similarly, advanced manufacturing roles from CNC machinists to maintenance technicians generally require technical certificates or associate degrees and certifications like MSSC or NIMS. In IT and cybersecurity, most positions demand at least an associate degree in computing and certifications like CompTIA, AWS, or Cisco, with many employers preferring a bachelor's degree.

Transportation and logistics roles primarily require a high school diploma and occupational licenses (e.g., CDL), while professional, scientific, and technical services—including accounting, engineering, and project management—often demand bachelor's or graduate degrees and credentials such as CPA, PE, or PMP. Across all industries, employers in the Bluegrass region emphasize foundational competencies: reliability, critical thinking, digital literacy (e.g., Microsoft Office), communication, and adaptability.

Given declining labor force participation, an aging population, and moderate levels of postsecondary attainment, strategic investment in postsecondary education—particularly technical and associate programs—paired with stackable credentials, dual-credit high school courses, and targeted workforce development, is essential. Such efforts will align regional human capital with employer needs and reinforce the Bluegrass area's strong employment performance while preparing for future demographic shifts.

In the Bluegrass Local Workforce Area, employers across industries are emphasizing a consistent set of essential skills that are increasingly critical for success in the current labor market. While technical abilities vary by occupation, a strong foundation in workplace readiness and interpersonal skills is universally valued. Employers frequently cite the need for workers who demonstrate reliability, showing up consistently and on time, as well as the ability to communicate effectively, both verbally and in writing. Strong team collaboration skills are vital, especially in environments that require coordination between departments or cross-functional roles. Additionally, problem-solving and critical thinking are essential in nearly every sector—from healthcare to manufacturing—as employers seek individuals who can adapt, think independently, and contribute to continuous improvement.

The region's growing use of technology has made digital literacy a fundamental skill across all levels of employment. Workers are expected to navigate scheduling systems, data entry software, and communication tools such as email or virtual meeting platforms with confidence. Employers also report that many roles require at least basic proficiency in applications like Microsoft Office and a willingness to learn new platforms as needed. Another key area is adaptability, especially as industries face shifting market conditions and emerging technologies. Workers who are open to training and can adjust quickly to new expectations or tools are more likely to be retained and promoted.

In addition to these foundational competencies, professionalism, a strong work ethic, and attention to detail are consistently highlighted by employers as make-or-break attributes for new hires. In skilled trades, manufacturing, and healthcare in particular, even entry-level employees must understand the importance of accuracy, safety protocols, and maintaining quality standards. Employers in the BGLWA also note the growing importance of customer service skills, even in non-retail roles, as businesses place greater emphasis on responsiveness and community reputation. As a result, soft skills—those related to attitude, character, and interpersonal behavior—are seen not as optional, but as central to building a capable and competitive workforce in the Bluegrass region.

# CHAPTER 2: STRATEGIC VISION AND GOALS

A. (L) Describe the local board’s strategic vision and goals aimed at fostering regional economic growth and self-sufficiency. Explain plans to prepare an educated and skilled workforce, especially for youth and individuals facing barriers to employment. As applicable, include a description of any plans to generate a new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. To the extent possible, strengthen goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

## STRATEGIC VISION AND GOALS FOR REGIONAL ECONOMIC GROWTH AND SELF-SUFFICIENCY

The Bluegrass Workforce Innovation Board (BGWIB) is dedicated to fostering regional economic growth and self-sufficiency by addressing workforce challenges, supporting employers, and ensuring job seekers—especially youth and individuals facing barriers—have access to training and resources for sustainable careers. The board’s strategic vision aligns with evolving labor market needs, emphasizing accessibility, innovation, and collaboration to build a strong talent pipeline.

## STRATEGIC GOALS AND INITIATIVES

### WORKFORCE PREPARATION AND EMPLOYER ENGAGEMENT

- **Speaking Engagements and Outreach (Measure 3.3.a.):** BGWIB conducts quarterly presentations with economic development organizations, employers, and business groups to strengthen workforce partnerships and align services with employer needs.
- **Hybrid Service Delivery Model:** Recognizing post-pandemic workforce shifts, BGWIB has expanded virtual services through Kentucky Career Center – Bluegrass, ensuring job seekers—especially those facing childcare, transportation, or health barriers—can access remote workforce resources. In-person services remain available for hands-on training, workshops, and direct employer engagement.

### ADDRESSING EMPLOYMENT BARRIERS

- **Expanding Transportation and Childcare Accessibility (Objective IV.1 & IV.3):**
  - BGWIB is actively developing two new partnerships annually with businesses and organizations to support childcare and transportation solutions.
  - The board aims to expand childcare services into three additional counties each year and has integrated the Childcare Council of Kentucky into Kentucky Career Center services.
- **Supporting Hard-to-Serve Populations (Objective IV.2):**
  - BGWIB is strengthening its commitment to justice-involved individuals, foster youth, and other underserved job seekers by adding three new partners quarterly that specialize in services for these populations.

### FUNDING AND SUSTAINABILITY

- **Diversified Funding Strategies (Goal V):**
  - BGWIB secures at least five new funding streams annually, including recent funding from the QUEST NDWG grant (\$200,000).
  - A Grants Task Force meets quarterly to identify funding priorities that align with workforce goals.

- **Strategic Alliances for Maximizing Resources (Objective V.2):**
  - BGWIB participates in bi-weekly partner meetings and quarterly regional business service team meetings to enhance collaboration and resource sharing.

### **INNOVATION AND NATIONAL RECOGNITION**

- **Innovative Workforce Solutions (Goal VI):**
  - Quarterly focus groups at Kentucky Career Center – Bluegrass assess workforce services and refine initiatives based on job seeker and employer feedback.
  - An Annual Gap Analysis is in development to assess service needs, ensuring a minimum 20% response rate from employers and job seekers.
- **Promoting Innovation (Objective VI.2):**
  - BGWIB presents at a minimum of three workforce conferences annually, including SETA, to highlight regional workforce innovations and best practices.

### **FUTURE VISION AND PERFORMANCE ACCOUNTABILITY**

- BGWIB conducts a biannual review of its strategic plan to evaluate progress and align efforts with WIOA Section 116(b)(2)(A) performance accountability measures, which include:
  - Employment outcomes after program completion.
  - Credential attainment rates.
  - Measurable skill gains among participants.

By continuously adapting to regional workforce needs, enhancing service accessibility, expanding employer partnerships, and securing additional funding, BGWIB remains committed to strengthening workforce development initiatives and driving economic self-sufficiency in the Bluegrass region.

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

### **ALIGNMENT OF THE BLUEGRASS WORKFORCE INNOVATION BOARD (BGWIB) VISION AND GOALS WITH THE COMMONWEALTH’S WIOA STATE PLAN**

The Bluegrass Workforce Innovation Board (BGWIB) developed its strategic plan in alignment with the Kentucky Workforce Innovation Board (KWIB) and the state’s WIOA plan, ensuring that workforce development efforts at the local level support statewide priorities, initiatives, and objectives. The BGWIB incorporated the state’s workforce goals into its mission, vision, and core values, fostering a collaborative, data-driven, and innovative workforce system that promotes economic growth, employment opportunities, and skills development across the Bluegrass region.

## MISSION AND VISION ALIGNMENT

BGWIB	KWIB (State Plan)
<u>Mission</u> : To promote a workforce development system that provides data-driven, customer-engaged, and effective solutions for employers and residents through education, training, and community programs.	<u>Goal</u> : Actively engage employers to drive Kentucky’s workforce development system, ensuring that job seekers are prepared for in-demand careers. <u>Goal</u> : Actively engage employers to drive Kentucky’s workforce development system, ensuring that job seekers are prepared for in-demand careers.
<u>Vision</u> : Delivering success through innovation and transformational workforce development initiatives.	<u>Goal</u> : Align and integrate P-12, adult education, and postsecondary education to provide lifelong learning opportunities that prepare Kentuckians for the rapidly shifting realities of work.

## CORE VALUES INTEGRATION

BGWIB’s core values—Cooperation, Effectiveness, Integrity, Service, Meaningful Results, and Innovation—reflect KWIB’s focus on collaboration, efficiency, and data-driven improvements.

## COMPARATIVE BREAKDOWN OF STRATEGIC GOALS

BGWIB Strategic Plan Goals	KWIB (State Plan) Priorities
<u>Outreach &amp; Awareness</u> : Expanding public awareness of Kentucky Career Center – Bluegrass through direct communications, media engagement, and partnership development.	<u>Employer Engagement</u> : Actively engaging businesses and industry leaders to drive workforce development strategies.
<u>Education &amp; Workforce Development</u> : Expanding partnerships with educational institutions (BCTC, KSU, secondary schools, career fairs, Everybody Counts, JAG, and work-based learning programs).	<u>Education &amp; Training Alignment</u> : Ensuring P-12, adult education, and postsecondary institutions provide career pathways that align with labor market needs.
<u>Employer Engagement</u> : Increasing the number of employers utilizing business services, screening tools, and workforce programs.	<u>Work-Based Learning (Launch Initiative)</u> : Developing apprenticeships, internships, and on-the-job training opportunities for job seekers.
<u>Addressing Barriers to Employment</u> : Strengthening partnerships with social service organizations, employers, and non-profits to help individuals overcome transportation, childcare, and legal barriers to employment.	<u>Increasing Workforce Participation</u> : Removing employment barriers by expanding childcare access, supporting justice-involved individuals, and incentivizing workforce participation.
<u>Funding &amp; Sustainability</u> : Diversifying funding sources to support workforce initiatives and ensure operational stability.	<u>Resource Allocation &amp; Alignment</u> : Focusing on the most effective workforce initiatives and maximizing return on investment through data-driven decision-making.
<u>Innovation &amp; Recognition</u> : Implementing cutting-edge workforce solutions, expanding digital service access, and presenting innovative programs at national conferences.	<u>Improving Workforce Development Outcomes</u> : Utilizing data analytics and employer feedback to enhance program effectiveness and meet labor market demands.

## RESOURCE ALIGNMENT: A KEY FOCUS AREA

A specific point of alignment between BGWIB and KWIB is resource allocation and sustainability. BGWIB’s Goal V—Increase Funding—parallels KWIB’s state objective of optimizing investments in workforce development by ensuring funding aligns with core program values and prioritizes high-impact initiatives.

The BGWIB strategic plan closely aligns with the KWIB state plan, ensuring a cohesive workforce development strategy that addresses employer engagement, workforce participation, education alignment, funding sustainability, and innovation. Through collaborative efforts and shared initiatives, BGWIB contributes to the Commonwealth’s mission of building a skilled, adaptable, and engaged workforce for the future.

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

## ALIGNMENT OF BGWIB VISION AND GOALS WITH CORE PROGRAM STRATEGIES AND RESOURCE ALIGNMENT

The Bluegrass Workforce Innovation Board (BGWIB) has strategically developed its vision and goals to ensure seamless collaboration with required partners and optimize workforce resource alignment. Through proactive engagement, data-driven strategies, and structured performance measures, BGWIB effectively integrates WIOA core programs to provide comprehensive workforce solutions.

## STRATEGIC APPROACH TO PARTNER COLLABORATION

BGWIB’s vision emphasizes innovation and transformational workforce initiatives beyond merely connecting job seekers with employers. This approach fosters sustainable employment outcomes and economic growth by ensuring that workforce programs align with both job seeker needs and employer demands.

BGWIB’s strategic planning efforts have involved extensive collaboration, including:

- Surveys, interviews, and forums with employers, partners, and community stakeholders.
- Virtual and in-person engagement to ensure broad participation.
- Evaluation of workforce resource needs aligned with state and federal workforce initiatives.

This inclusive approach strengthens the efficiency and effectiveness of BGWIB’s partnerships with WIOA core programs and other required entities.

## CORE PROGRAM INTEGRATION AND WORKFORCE ALIGNMENT

WIOA Core Partner	Role in BGWIB Workforce Alignment
Title I – Adult, Dislocated Worker, and Youth Programs	Provides career guidance, training opportunities, and job placement services to help individuals secure sustainable employment.
Title II – Adult Education & Literacy	Supports GED preparation, literacy programs, and English language acquisition, ensuring job seekers develop essential workforce skills.
Title III – Wagner-Peyser (Career Development Office)	Delivers job matching, labor market information, and employment services to enhance job placement rates.
Title IV – Vocational Rehabilitation	Assists individuals with disabilities in accessing specialized training and employment support for competitive job opportunities.

Through these partnerships, BGWIB ensures a coordinated and seamless workforce service delivery system that aligns resources efficiently to meet the needs of job seekers, businesses, and communities.

### KEY BGWIB STRATEGIC GOALS SUPPORTING PARTNER ALIGNMENT

Key BGWIB Strategic Goal	How It Aligns Resources & Core Partner Strategies
Outreach & Awareness	Expands engagement with partners, media, and businesses to ensure greater awareness of career services, job placement programs, and training opportunities (Objective I.1 – I.4).
Education & Workforce	Strengthens partnerships with high schools, colleges (BCTC, KSU), and work-based learning programs (Everybody Counts, JAG) to align education with workforce needs (Objective II.1 – II.4).
Employer Engagement & Business Services	Strengthens partnerships with social service agencies, child care providers, and transportation services to remove barriers for job seekers (Objective IV.1 – IV.3).
Funding & Sustainability	Ensures financial stability by aligning funding opportunities with core program values and fostering strategic alliances (Objective V.1 – V.2).
Innovation & Continuous Improvement	Encourages the One-Stop Operator (OSO) to implement three best practices per quarter, ensuring that workforce services remain responsive and effective (Objective VI.1 – VI.2).

These strategies enhance workforce development outcomes by ensuring all WIOA core programs and required partners work collaboratively, leveraging resources to create sustainable employment pathways.

### PERFORMANCE ACCOUNTABILITY & RESOURCE ALLOCATION

To ensure efficient resource use and accountability, BGWIB implements structured performance metrics:

- Adult, Dislocated Worker, and Trade Programs
  - 92% or higher score on quarterly case reviews.
  - 75% credential attainment rate for program exiters.
  - 75% job placement rate within six weeks of referral.



- Youth Workforce Services
  - Quarterly case quality review maintaining a 92% or higher score.
  - 20% of youth funding dedicated to work-based learning programs.
  - 75% youth credential attainment and job placement rate upon completion.
- Employer Engagement & Business Services
  - Each Business Service Coordinator (BSC) must secure five new employer partnerships per year.
  - 75% employer retention rate to ensure ongoing business participation.
- Innovation & Best Practices (One-Stop Operator - OSO)
  - Identifies three best practices per quarter for service improvement.
  - Participates in 100% of Business Services Committee meetings.
  - Conducts partner expansion efforts to strengthen workforce alignment.

## **DRIVING WORKFORCE SYSTEM ALIGNMENT FOR REGIONAL SUCCESS**

Through these strategic efforts, BGWIB ensures:

- Integration of WIOA core programs into a coordinated workforce service delivery model.
- Strengthened employer engagement to align workforce programs with labor market demands.
- Expanded partnerships with education, social services, and business sectors to enhance workforce opportunities.
- Implementation of structured performance metrics for accountability and resource efficiency.
- Continuous innovation through best practice initiatives led by the One-Stop Operator.

By fostering collaboration and resource alignment, BGWIB ensures that workforce services remain responsive, effective, and impactful. These efforts support long-term economic growth, enhance employment outcomes, and sustain a dynamic workforce ecosystem in the Bluegrass region.



# CHAPTER 3: ALIGNMENT OF LOCAL AREA PARTNERSHIPS AND INVESTMENT STRATEGIES

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

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

## **BGWIB’S STRATEGY FOR WORKFORCE DEVELOPMENT SYSTEM ALIGNMENT**

The Bluegrass Workforce Innovation Board (BGWIB) has developed a comprehensive strategy to align core workforce development programs with local economic and community needs. This strategy integrates Workforce Innovation and Opportunity Act (WIOA) core programs, Carl D. Perkins Career and Technical Education Act programs, and other workforce initiatives to provide seamless service delivery for job seekers and businesses.

## **WORKFORCE SYSTEM OVERVIEW AND KEY STAKEHOLDERS**

The Bluegrass Local Workforce Development Area (BGLWDA) encompasses 17 counties and operates under the oversight of the Governing Board of Local Elected Officials (LEOs). The governing board consists of 16 County Judge Executives and the Mayor of Lexington, ensuring regional representation and strategic leadership. Key stakeholders in the Bluegrass workforce system include:

Entity	Role in Workforce Development System
LEOs	Ensures governance and fiscal responsibility for workforce funds.
BGWIB	Provides strategic oversight and policy guidance for workforce programs.
Direct Service Provider (DSP)	Equus Workforce Services delivers Adult, Dislocated Worker, and Youth program elements.
One-Stop Operator (OSO)	Manages operations at Certified One-Stop Center (Lexington) and affiliate sites.

WIOA Core Partners	Provide employment, education, and training services.
Employer Partners	Offer work-based learning, apprenticeships, and employment opportunities.
Educational Institutions	Support career pathway programs through Perkins-funded CTE programs and K-12 partnerships.
Community & Advocacy Groups	Address employment barriers for individuals with disabilities, justice-involved individuals, and other disadvantaged populations.

**ALIGNMENT WITH WIOA CORE PROGRAMS AND STATE WORKFORCE STRATEGY**

The BGWIB strategy aligns workforce services with the Kentucky State Plan through an integrated service delivery model at Certified One-Stop Centers, affiliate sites, and virtual access points. Core WIOA programs include:

1. WIOA Title I: Adult, Dislocated Worker, and Youth Programs
  - Equus Workforce Services provides career counseling, training, and employment placement.
  - Internship and Work-Based Learning (WBL) programs provide transitional employment for justice-involved individuals.
  - Ready for Industry program prepares youth for in-demand career pathways.
2. WIOA Title II: Adult Education & Literacy
  - Partnership with KY Adult Education (KYAED) to provide GED prep, ESL, and literacy services.
  - Integrated Education & Training (IET) programs align with career pathways in high-demand industries.
3. WIOA Title III: Wagner-Peyser Employment Services
  - Job matching, labor market information, and career assessments.
  - Virtual career services expansion in rural counties through enhanced online tools.
4. WIOA Title IV: Vocational Rehabilitation
  - Collaboration with Office of Vocational Rehabilitation (OVR) for employment services for individuals with disabilities.
  - Employer partnerships to promote inclusive hiring practices.

**PERKINS ACT CAREER & TECHNICAL EDUCATION (CTE) INTEGRATION**

The BGWIB collaborates with Perkins-funded CTE programs to provide industry-aligned training for youth and adults:

- High school Career & Technical Education (CTE) programs align with apprenticeships and work-based learning.
- Postsecondary partnerships with Bluegrass Community & Technical College (BCTC) and Kentucky State University (KSU) for career pathway development.
- Ready for Industry program enhances career exploration and industry-specific training for students.

**WORKFORCE SYSTEM COORDINATION & SERVICE DELIVERY  
CERTIFIED ONE-STOP CENTERS AND AFFILIATE SITES**

BGWIB operates one Certified One-Stop Center (Lexington), supported by two affiliate sites and multiple access points. These locations provide:

- Basic & individualized career services (resume workshops, job search assistance, training referrals).
- Supportive services (transportation, childcare, financial assistance for job seekers).
- Employer services (customized training, hiring events, Rapid Response for layoffs).

## **EMPLOYER & BUSINESS ENGAGEMENT**

- Business Service Coordinators (BSCs) facilitate employer partnerships, hiring initiatives, and customized training.
- Employer Advisory Committee ensures workforce training aligns with industry needs.
- Transitions 2 Transformation program connects justice-involved individuals with employers offering work-based learning.

## **UNEMPLOYMENT INSURANCE (UI) & REEMPLOYMENT SERVICES**

- Partnership with the Education and Labor Cabinet ensures proactive outreach to UI claimants.
- Reemployment Services and Eligibility Assessment (RESEA) meetings connect UI recipients with WIOA-funded employment services.

## **REFERRAL & COLLABORATION SYSTEM**

- Digital referral system via Google Forms streamlines inter-agency coordination.
- QR codes on marketing materials enhance accessibility for job seekers.
- Quarterly workforce partner meetings to review initiatives and improve service coordination.

## **COMMITMENT TO WORKFORCE EXCELLENCE**

The BGWIB's integrated workforce development system ensures:

- Seamless alignment with WIOA core programs and Perkins CTE initiatives.
- Robust employer engagement and strategic workforce training investments.
- Comprehensive workforce services for individuals with barriers to employment.
- Continuous program evaluation and performance improvement.

Through innovative partnerships, strategic alignment, and performance-driven service delivery, the BGWIB ensures job seekers, businesses, and communities benefit from a responsive and sustainable workforce system.

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

## **EXPANDING ACCESS TO EMPLOYMENT, TRAINING, EDUCATION, AND SUPPORTIVE SERVICES**

The Bluegrass Local Workforce Development Board (LWDB) is dedicated to ensuring all individuals, especially those facing barriers to employment, have access to high-quality workforce development services. Through strategic partnerships, innovative programming, and targeted funding initiatives, we are expanding employment opportunities and facilitating pathways to sustainable careers.

## **TRANSITIONS 2 TRANSFORMATIONS (T2T) PROGRAM**

The Transitions 2 Transformations (T2T) Program plays a pivotal role in supporting individuals with disabilities, criminal records, those in recovery, English Language Learners, older workers, and veterans. By working with over 70 employers in our Work-Based Learning (WBL) Program, T2T has achieved an 86% employment rate for participants upon completion of their training.

To enhance service delivery and funding, the Bluegrass LWDB is committed to securing at least three new financial partnerships per year, expanding opportunities for job seekers and ensuring program sustainability.

## TRAINING AND EDUCATION PATHWAYS

The Bluegrass LWDB prioritizes short-term occupational skills training and higher education pathways funded through WIOA Adult, Dislocated Worker, Trade, and Youth allocations. Collaborations with community colleges and training providers ensure individuals attain industry-recognized credentials aligned with employer demand.

### KEY TRAINING INITIATIVES:

- Emergency Medical Technician (EMT) Training: Partnering with Garrard County EMT, we are developing a talent pipeline for EMTs in the Bluegrass region.
- Cybersecurity Training for Women: In collaboration with South Central, Lincoln Trail, and Kable Academy, we are expanding cybersecurity training opportunities for female participants.
- CDL Training in Rural Areas: By partnering with Bluegrass Community and Technical College (BCTC), we have addressed a major transportation barrier in Estill County, resulting in a 100% completion rate (3 of 3 participants) for CDL training.
- Nurse Aide Certification: WIOA-eligible individuals in Lincoln and Garrard counties receive transportation to BCTC Danville Campus to complete their Certified Nurse Aide (CNA) training, eliminating a significant barrier to participation.

## WORK-BASED LEARNING (WBL) OPPORTUNITIES

Work-based training provides flexible, hands-on learning experiences that equip job seekers with the skills needed for sustainable employment. The Bluegrass LWDB offers various WBL programs funded through WIOA allocations:

1. On-the-Job Training (OJT): Practical, employer-led training opportunities.
2. Internships: Paid skill development programs for up to 480 hours.
3. Work Experience (WEX): Career exploration opportunities with structured learning.
4. Registered Apprenticeships: Combining employment with structured training in skilled trades.
5. Customized Training: Employer-specific training with a job placement commitment.
6. Incumbent Worker Training (IWT): Skill upgrades for current employees.
7. Transitional Jobs: Targeting individuals with chronic unemployment or inconsistent work history, providing skills development without employer hiring obligations.

## CAREER PATHWAYS AND CO-ENROLLMENT

To streamline workforce services, the Bluegrass LWDB actively promotes career pathways and co-enrollment in core workforce programs. Through the Individual Employment Plan (IEP), job seekers receive tailored services that align with multiple programs, maximizing available resources.

- Target Industry Sectors:
  - Construction
  - Information Technology & Business
  - Transportation, Distribution, & Logistics
- Advanced Manufacturing
- Healthcare
- Early Childhood Education

Seamless co-enrollment within Kentucky Career Centers integrates WIOA Adult, Dislocated Worker, Youth, Wagner-Peyser, Vocational Rehabilitation, TANF, and SNAP Employment & Training programs. This holistic service model improves job placement rates, earnings potential, and workforce retention while reducing employment barriers through supportive services such as childcare, transportation assistance, and work-related tools.

## LEVERAGING VIRTUAL SERVICES FOR ACCESSIBILITY

The Bluegrass LWDB is developing a Virtual Career Center to expand access to employment services, ensuring individuals in remote or underserved areas can engage with workforce programs. Key benefits include:

- Remote Career Counseling
- Online Training and Certification Access
- Virtual Job Matching and Employer Engagement

To address technology barriers, the LWDB has established a supportive services policy that provides participants with the necessary equipment and internet access for online learning.

## **COMMITMENT TO AN INCLUSIVE WORKFORCE SYSTEM**

By strengthening employer partnerships, increasing training accessibility, and enhancing work-based learning opportunities, the Bluegrass LWDB is fostering a more inclusive and responsive workforce system that supports job seekers and businesses alike. Our data-driven strategies and targeted outreach efforts ensure all individuals, especially those facing employment barriers, receive the training and support they need to achieve long-term success in the workforce.

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

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

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

## **MEETING EMPLOYER NEEDS AND FACILITATING ENGAGEMENT**

The Bluegrass Local Workforce Development Board (BGWIB) employs a comprehensive employer engagement strategy to address workforce needs, particularly for small businesses and employers in in-demand industries. By leveraging strategic partnerships, customized services, and targeted training programs, BGWIB ensures that businesses have access to a skilled workforce that meets current and future labor market demands.

### **EMPLOYER ENGAGEMENT STRATEGIES AND SERVICES**

#### **1. Industry-Led Collaborations**

- Employer Roundtables & Industry Councils: BGWIB regularly hosts sector-specific councils and employer roundtables to identify hiring challenges, workforce gaps, and emerging skill demands in industries such as Advanced Manufacturing, Healthcare, IT, Construction, and Transportation & Logistics.
- Targeted Sector Strategies: Partnering with local economic development organizations to align training programs with employer needs.

#### **2. Business Services and Customized Employer Support**

- Dedicated Business Service Teams (BSTs): Workforce specialists work directly with businesses to tailor recruitment, retention, and training strategies.
- Small Business Outreach Programs: Collaborating with chambers of commerce and economic development agencies to develop workforce solutions tailored to small businesses.
- Employer-Focused Networking Events: BGWIB organizes hiring events, job fairs, and career expos to directly connect employers with qualified job seekers.
- Micro-Internships & Gig Work Support: Providing flexible, short-term, project-based work experiences to support small business workforce needs.

#### **3. Recruitment, Training, and Upskilling Solutions**

- Customized Recruitment Assistance: Supporting employers with job postings, candidate screenings, interview facilitation, and hiring process streamlining.

- Labor Market Information (LMI) Services: Providing real-time industry data, wage trends, and workforce projections to guide hiring and training decisions.
  - Retention & Upskilling Support: Offering incumbent worker training (IWT) and on-the-job training (OJT) programs to reduce turnover and enhance employee productivity.
4. Work-Based Learning & Apprenticeships
- Apprenticeship & Work-Based Learning (WBL) Models: BGWIB collaborates with employers to develop Registered Apprenticeships, Internships, and Transitional Jobs programs that provide hands-on experience while addressing workforce gaps.
  - Customized Training Programs: BGWIB partners with employers to design job-specific training initiatives with a commitment to hire participants upon completion.
  - Incumbent Worker Training (IWT): Helping businesses retain and advance their workforce by supporting existing employees in acquiring new skills.
5. Employer Incentives & Compliance Support
- Work Opportunity Tax Credit (WOTC) Assistance: Helping businesses access federal tax incentives for hiring individuals from targeted groups (e.g., veterans, individuals with disabilities, justice-involved individuals).
  - HR & Compliance Support: Providing guidance on labor laws, diversity hiring, and workforce regulations to ensure businesses remain competitive.

## COMMITMENT TO EMPLOYER-DRIVEN WORKFORCE SOLUTIONS

BGWIB remains committed to enhancing employer engagement, closing skill gaps, and driving economic growth through innovative training programs, strong industry partnerships, and targeted workforce solutions. By continuously evolving its approach, BGWIB ensures that employers—particularly small businesses—can access a skilled, job-ready workforce, ultimately fostering long-term employment opportunities and regional economic success.

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

## SUPPORTING A LOCAL WORKFORCE DEVELOPMENT SYSTEM THAT MEETS BUSINESS NEEDS

The Bluegrass Local Workforce Development Board (BGWIB) is committed to aligning workforce strategies with business needs to ensure a skilled, job-ready workforce across key industries such as healthcare, advanced manufacturing, IT, construction, and logistics. Through strategic partnerships, innovative training solutions, and targeted recruitment efforts, BGWIB strengthens the local workforce development system to support business growth and economic sustainability.

### EMPLOYER-DRIVEN WORKFORCE SOLUTIONS

1. Industry Collaboration & Business Engagement
- Business Services Team (BST): Acts as a bridge between employers and educators, facilitating industry-informed training programs.
  - Employer Partnerships with Schools & Colleges: Employers engage directly in career readiness programs, mentorship initiatives, and employability skills training for students and job seekers.
  - Workforce Roundtables & Industry Councils: Gathering industry leaders to assess skill gaps, workforce needs, and hiring challenges.
2. Training Programs to Enhance Workforce Skills
- Incumbent Worker Training (IWT): Prevents layoffs by upskilling existing employees, with 50% of training costs covered for businesses.
  - Customized Training: Tailored training plans developed in partnership with employers to equip job seekers with industry-specific skills.

- On-the-Job Training (OJT): Provides up to 50% wage reimbursement for businesses that hire and train job seekers in high-demand fields.
  - Work-Based Learning (WBL): Employers receive no-cost job placements for up to 480 hours, with wages and workers' compensation covered by WIOA.
  - Apprenticeship Programs: Designed in collaboration with schools, industry partners, and economic development organizations to establish structured career pathways.
3. Innovative Recruitment & Outreach Strategies
    - Virtual Job Fairs & Take-Home Job Fairs: Developed in response to post-pandemic hiring challenges, providing accessible recruitment solutions for employers and job seekers.
    - Business Minute: A digital employer marketing tool using video-based job postings to showcase company culture and job opportunities.
    - Hiring Events & Job Fairs: Ranging from traditional in-person events to virtual hiring platforms that connect businesses with qualified candidates.
  4. Career Pathway Initiatives for Future Workforce Development
    - Work Ethic Seal Program: A credential that equips students with essential soft skills, ensuring they meet employer expectations. Graduates earn a guaranteed interview with participating businesses.
    - Kentucky Employs Youth (KEY) Program: A paid work experience initiative connecting high school students with businesses, allowing them to explore career pathways before graduation.

## COMMITMENT TO WORKFORCE INNOVATION & BUSINESS GROWTH

BGWIB remains dedicated to enhancing workforce development by continuously adapting to employer needs, labor market trends, and evolving economic conditions. Through customized training, employer engagement, and technology-driven recruitment strategies, BGWIB ensures a sustainable talent pipeline that supports business success and regional economic growth.

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

## COORDINATING WORKFORCE DEVELOPMENT WITH ECONOMIC DEVELOPMENT PARTNERS

The Bluegrass Local Workforce Development Area (BGLWDA) prioritizes collaboration with economic development partners to align workforce programs with business expansion efforts, ensuring a skilled workforce that meets employer demands. By working closely with economic development agencies, industry leaders, and educational institutions, BGLWDA supports business growth, job creation, and long-term economic sustainability.

### STRATEGIC ECONOMIC DEVELOPMENT PARTNERSHIPS

1. Active Engagement in Regional Economic Development Initiatives
  - Participation in SWATT, KWIB, and County Economic Development Meetings: These collaborations unite workforce development, economic development, and education partners to create customized workforce solutions for businesses.
  - Employer-Centric Workforce Strategies: Employers gain access to training resources, recruitment support, and workforce services that facilitate business expansion.
  - Alignment with High-Demand Sectors: Workforce initiatives are tailored to support industries with growing labor needs, including healthcare, advanced manufacturing, IT, logistics, and construction.
2. Customized Workforce Development Services
  - Industry-Driven Training Programs: Through incumbent worker training, on-the-job training, and customized training, businesses receive workforce solutions that enhance productivity and reduce turnover.

- Apprenticeship & Career Pathway Initiatives: Strengthening education-to-employment pipelines by connecting businesses with skilled talent from local high schools and colleges.
  - Small Business & Entrepreneurial Support: Partnering with chambers of commerce and economic development organizations to provide resources for workforce planning and talent acquisition.
3. Leveraging Workforce & Economic Development Resources
- Joint Funding Opportunities: Collaborating to secure grants and investments for training programs that drive economic growth.
  - Labor Market Analysis & Business Intelligence: Providing real-time labor market data to support informed business expansion and workforce planning.
  - Employer-Focused Recruitment & Retention Strategies: Implementing virtual job fairs, hiring events, and digital marketing solutions (e.g., Business Minute) to help businesses attract and retain talent.

## COMMITMENT TO SUSTAINABLE ECONOMIC GROWTH

Through strategic partnerships, data-driven decision-making, and employer-focused workforce services, BGLWDA ensures that economic and workforce development efforts are aligned. This integrated approach strengthens the local economy, supports business success, and enhances career opportunities for job seekers in the Bluegrass region.

**4. Strengthen linkages between the One-Stop Delivery System and Unemployment Insurance programs; and Increase competitive, integrated employment opportunities for individuals with disabilities.**

## STRENGTHENING ONE-STOP SYSTEM LINKAGES & EXPANDING EMPLOYMENT FOR INDIVIDUALS WITH DISABILITIES

The Bluegrass Workforce Innovation Board (BGWIB) is dedicated to enhancing coordination between the One-Stop Delivery System and Unemployment Insurance (UI) programs, while also expanding competitive, integrated employment opportunities for individuals with disabilities.

### STRENGTHENING ONE-STOP AND UI LINKAGES

- Collaboration Between WIOA & Wagner-Peyser Staff:
  - WIOA and Wagner-Peyser staff work side-by-side, ensuring seamless service delivery by leveraging resources.
  - Joint participation in Job Fair Planning Committees ensures high-quality, well-coordinated hiring events that connect UI recipients with employment opportunities.
- Support for UI Claimants:
  - Career center staff provide resume assistance, interview preparation, and job matching services to UI claimants.
  - UI program staff maintain high levels of customer service and professionalism, despite challenges.

### EXPANDING INTEGRATED EMPLOYMENT FOR INDIVIDUALS WITH DISABILITIES

- Partnership with the Office of Vocational Rehabilitation (OVR):
  - OVR staff are co-located in certified career centers, ensuring direct access to disability-related services.
  - Regular referrals between OVR and WIOA teams connect individuals and employers to needed resources.
- ADA Compliance & Inclusive Career Services:
  - The career center management team ensures ADA accommodations and promotes an inclusive service approach.
  - Job seekers with disabilities receive access to tailored services, including career counseling, assistive technology, and workplace accommodations.

- Workforce Training & Apprenticeship Opportunities:
  - BGWIB supports individuals with disabilities through incumbent worker training, On-the-Job Training (OJT), and apprenticeship initiatives.
  - Collaboration with BCTCS and other institutions ensures that training aligns with industry needs and career pathways.

## **ENHANCED COMMUNICATION & COLLABORATION**

- Internal Shared Email System:
  - All core partners, including OVR, UI staff, and workforce development teams, use a shared communication channel.
  - This system facilitates real-time updates on hiring events, employer needs, workforce resources, and training opportunities.
  - It also ensures that individuals with disabilities receive timely information on career fairs, job readiness workshops, and supportive services.

By integrating workforce development programs with UI services and disability employment initiatives, BGWIB is expanding job opportunities, strengthening career center accessibility, and ensuring inclusive workforce participation across the Bluegrass region.

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

## **INCREASING COMPETITIVE, INTEGRATED EMPLOYMENT OPPORTUNITIES FOR INDIVIDUALS WITH DISABILITIES**

The Bluegrass Workforce Innovation Board (BGWIB) is committed to expanding employment opportunities for individuals with disabilities by implementing targeted workforce strategies, fostering employer partnerships, and ensuring career center accessibility. Through collaborative initiatives with the Kentucky Career Centers/American Job Centers (KCC/AJCs) and the Office of Vocational Rehabilitation (OVR), BGWIB aligns its efforts with the Workforce Innovation and Opportunity Act (WIOA) to support inclusive workforce development.

### **KEY STRATEGIES & SERVICES**

1. Targeted Workforce Programs & Career Pathways
  - Formation of a Board Subcommittee:
    - A dedicated subcommittee evaluates best practices from other regions, particularly in Northern Kentucky, to adapt successful models for the Bluegrass area.
    - This subcommittee explores innovative programs such as Transitions 2 Transformation, focused on career advancement for individuals with disabilities.
  - Integrated Workforce Training & Career Services:
    - Co-enrollment in WIOA Title I, III, and IV programs allows job seekers to access personalized career counseling, skills training, and job placement assistance.
    - Industry-recognized apprenticeships and On-the-Job Training (OJT) help individuals gain practical experience and transition into competitive employment.
2. Ensuring Accessibility & Supportive Services
  - ADA-Compliant Career Centers:
    - All career centers are fully accessible and equipped with assistive technology, adaptive equipment, and individualized accommodations.
  - Comprehensive Support Services:
    - KCC/AJCs provide transportation assistance, job coaching, and benefits counseling, ensuring that employment barriers are minimized.

### 3. Employer Engagement & Inclusive Hiring Initiatives

- Workplace Inclusion Strategies:
  - Employer outreach programs promote inclusive hiring practices through disability awareness training and guidance on workplace accommodations.
- Incentives & Financial Supports:
  - Employers are encouraged to hire individuals with disabilities through financial incentives such as:
    - Work Opportunity Tax Credit (WOTC)
    - Federal Bonding Program

By integrating effective workforce strategies, strengthening employer partnerships, and ensuring accessibility, BGWIB remains committed to expanding employment opportunities for individuals with disabilities, supporting career advancement, economic self-sufficiency, and long-term workforce inclusion.

**D.(L) Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5) and 20 C.F.R. § § 679.550-580]**

## **LOCAL AND REGIONAL EFFORTS TO SUPPORT ENTREPRENEURIAL SKILLS TRAINING AND MICROENTERPRISE SERVICES**

The Bluegrass Workforce Innovation Board (BGWIB) is actively supporting entrepreneurial skills training and microenterprise services through strategic partnerships, workforce development programs, and industry-specific initiatives. Efforts focus on Childcare/Education and Information Technology (IT)/Coding, aligning with regional economic development goals and addressing workforce shortages in high-demand industries.

### **1. CHILDCARE/EDUCATION: EXPANDING ENTREPRENEURSHIP IN EARLY CHILDHOOD SERVICES**

Recognizing childcare accessibility as a critical workforce barrier, the BGWIB has prioritized efforts to increase the number of licensed childcare providers while fostering small business development in the sector.

- Key Initiatives & Partnerships:
  - Childcare Declared a High-Demand Occupation:
    - Based on an occupational report review, childcare and education were officially designated as a high-demand sector in February 2021.
    - The BGWIB is actively developing partnerships with childcare facilities, trainers, and workforce programs to expand opportunities for childcare workers and business owners.
- Partnership with the Child Care Council of Kentucky:
  - Supports individuals interested in opening in-home daycare businesses.
    - Provides financial assistance for required training and connections with Family Child Care Specialists to guide entrepreneurs through the licensing and startup process.
    - Expands childcare availability in underserved areas, commonly referred to as childcare deserts, ensuring working families have greater access to childcare services.

These efforts support economic growth, increase workforce participation, and enhance entrepreneurial opportunities in the childcare sector.

## 2. INFORMATION TECHNOLOGY (IT) & CODING: STRENGTHENING THE TECH TALENT PIPELINE

To address regional workforce shortages in IT and cybersecurity, BGWIB is collaborating with other workforce development boards, training institutions, and industry partners to provide coding and cybersecurity training programs.

- Key Initiatives & Partnerships:
  - Code U (KentuckianaWorks Partnership):
    - Delivers software development and IT training through hands-on instruction and industry-recognized certifications.
    - Ensures training aligns with employer needs, creating direct pathways to sustainable tech careers.
  - Kable Academy Cybersecurity Training (Collaboration with South Central, Lincoln Trail, and BGWIB):
    - Offers flexible full-time and part-time training options to meet the growing demand for cybersecurity professionals.
    - Equips participants with technical expertise and industry-recognized certifications to secure employment.

By integrating entrepreneurial training with workforce development efforts, the BGWIB enhances career pathways, fosters innovation, and supports small business growth in the childcare and IT industries, ensuring alignment with regional economic development priorities.

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

## YOUTH WORKFORCE ACTIVITIES AND BEST PRACTICES IN THE BLUEGRASS REGION

The Bluegrass Workforce Innovation Board (BGWIB) provides comprehensive youth workforce activities, ensuring education, employment, and supportive services to help youth, including those with disabilities, achieve career success. These efforts align with WIOA Sec. 108(b)(9) by integrating career exploration, work-based learning, and essential life skills development into the region's workforce strategy.

### 1. OVERVIEW OF YOUTH WORKFORCE ACTIVITIES

Kentucky Employs Youth (KEY) Program Youth participants work with a Talent Development Specialist (TDS) to conduct an Objective Assessment, leading to an individualized service plan connected to 14 program elements. This plan provides access to:

- Education Services: GED preparation, college and occupational training fairs, financial assistance for post-secondary education, and short-term training programs.
- Employment Services: Resume building, interview preparation, National Career Readiness Certification (NCRC), job fairs, and work-based learning experiences (e.g., internships and apprenticeships).
- Youth Development Activities:
  - Virtual workshops on financial literacy, healthy relationships, and leadership development.
  - Career personality assessments (Traitify).
  - Transfr VR simulations for hands-on career exploration.
  - Ready for Industry online courses for high-demand industries: Construction, Healthcare, IT, Logistics, and Manufacturing.

- Supportive Services: Assistance with housing, transportation, childcare, food, and mental health resources.
- Disability-Inclusive Workforce Education: Workshops on workplace readiness (resume writing, professional behavior, work culture). KYCC provides accessible computer labs and virtual resources.

## 2. BEST PRACTICES & SUCCESSFUL MODELS

- Youth Referral & Community Collaboration
  - Youth workforce services are accessible across 17 counties through partnerships with:
  - Secondary schools, area technology centers, post-secondary institutions, and nonprofits.
  - Family Resource and Youth Services Coordinators (FRYSC) staff and OVR counselors to identify students in need.
  - Workforce Education Initiatives offering soft skills training and labor market insights.
- Work-Based Learning Opportunities
  - Paid & Unpaid Work Experiences: Summer employment, internships, job shadowing, pre-apprenticeships, and apprenticeships.
  - Occupational & Work-Readiness Training: Aligned with high-growth industries.
  - Integrated Education & Training Model:
    - A youth interested in healthcare may receive contextual learning at a healthcare facility, gaining experience in phlebotomy, radiology, and physical therapy while supplementing learning with academic instruction.
    - KY Adult Education and WIOA Title I Youth funds support English as a Second Language (ESL) instruction, work experience, and occupational skills training.
    - Leveraging Pell Grants and WIOA funds to expand education and training options.
- Increasing Out-of-School Youth (OSY) Participation
  - BGWIB prioritizes OSY services and consistently meets the 75% expenditure rate.
  - OSY participants engage in work-based learning, career exploration, and workforce preparation.
- Employer Partnerships & Expansion
  - 70+ business partners provide work-based learning opportunities.
  - The BGWIB Strategic Plan prioritizes outreach to expand employer services and increase youth employment pathways.
- Youth Customer Flowchart
  - Approximately two years ago, the Bluegrass developed Youth Customer Flowchart (See *attachment 1*), which has been a proven model for guiding youth participants effectively through services, from assessment to career placement. The flowchart ensures structured support and clear pathways to employment and education.

The BGWIB's youth workforce activities provide a holistic approach to education, employment, and career development, ensuring youth, including those with disabilities, receive the necessary tools to succeed. Through personalized career planning, employer partnerships, and industry-specific training, these initiatives strengthen the regional workforce and support long-term economic mobility.

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

## COORDINATION OF EDUCATION AND WORKFORCE INVESTMENT ACTIVITIES

### COORDINATING STRATEGIES

The Bluegrass Local Workforce Development Board (LWDB) ensures strong coordination between education and workforce investment activities by connecting individuals with a Talent Development

Specialist (TDS), who assists them in identifying their needs and qualifications for assistance. Participants work closely with Workforce Specialists to develop training plans aligned with high-demand career fields, offering customized guidance on career pathways and educational resources.

A key strategic approach involves collaborating with local employers and industry clusters to communicate workforce needs to educational partners. The “Urgently Hiring” list highlights in-demand jobs, ensuring that training and educational programs align with labor market demands. Partnerships with KY Adult Education, secondary schools, and post-secondary institutions help create talent pipelines and facilitate access to industry-recognized credentials.

### ENHANCING SERVICES

- The LWDB enhances services by:
  - Providing exposure to local colleges through career fairs, training programs, and industry-recognized credential opportunities.
  - Supporting individuals in obtaining post-secondary credentials in high-demand fields through Individualized Employment Plans (IEPs) developed with a Talent Development Specialist.
  - Offering guidance on scholarship opportunities such as the Work Ready Scholarship, BGCAP Scholarship, and FAFSA to expand educational access.

### AVOIDING DUPLICATION OF SERVICES

- To maximize efficiency and eliminate service duplication, the LWDB:
  - Tracks client information using Kee Suite, ensuring a structured approach to workforce education and youth programming.
  - Provides one-on-one career planning through Talent Development Specialists, ensuring that each participant follows a tailored pathway rather than overlapping services.
  - Fosters strong communication among partner organizations to align efforts and prevent redundant service delivery. This collaborative approach ensures that clients receive customized, non-duplicative services while effectively leveraging workforce and education resources.

By integrating these strategies, the Bluegrass LWDB ensures that education and workforce investment activities are well-coordinated, efficient, and directly responsive to labor market needs, strengthening the talent pipeline for the region.

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

### STRATEGIES TO IMPLEMENT OPERATIONAL GOALS OF THE ONE-STOP DELIVERY SYSTEM

The Bluegrass Local Workforce Development Board (LWDB) prioritizes coordination and collaboration within the Kentucky Career Center - Bluegrass/American Job Center (KCC-B/AJC) to enhance service delivery and minimize duplication. This is especially important as the system shifts from standalone service entities to an integrated model emphasizing co-enrollment and cross-training.



## MAXIMIZING COORDINATION OF SERVICES

The One-Stop Operator (OSO) plays a key role in fostering integration by acting as a coach rather than a manager, ensuring that all partners—including Department of Workforce Development merit staff and contracted service providers—work collaboratively to provide seamless services. The OSO’s responsibilities include:

- Facilitating communication and training among all workforce partners housed within the KCC-B/AJC.
- Encouraging co-enrollment and service integration to ensure clients receive comprehensive support.
- Providing cross-training to staff across programs, ensuring a shared understanding of available services and how to connect individuals with the right resources.

## AVOIDING DUPLICATION THROUGH COLLABORATION AND PARTNERSHIP

- The LWDB and OSO work together to ensure that services are coordinated rather than duplicated by:
- Establishing clear referral pathways between programs, ensuring that individuals receive services efficiently without unnecessary overlap.
- Utilizing shared data systems, such as Kee Suite, to track client progress and prevent redundancy.
- Leveraging partnerships between workforce providers, educational institutions, and community organizations to align resources effectively.

By emphasizing communication, collaboration, integration, and strategic coordination, the Bluegrass LWDB strives to strengthen the One-Stop Delivery System, ensuring efficient, non-duplicative, and high-quality workforce services for the region.

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

## COMMITMENT TO COLLABORATION WITH KENTUCKY ADULT EDUCATION AND REVIEW OF TITLE II APPLICATIONS

The Bluegrass Workforce Innovation Board (BGWIB) is committed to actively collaborating with Kentucky Adult Education (KYAE) to ensure adult learners have access to education, training, and career pathways that align with local workforce needs. This partnership strengthens the integration of adult education into the workforce system within the Kentucky Career Center – Bluegrass/American Job Center (KCC-B/AJC) and across the broader Bluegrass region.

### COLLABORATION WITH KENTUCKY ADULT EDUCATION

The BGWIB fosters a strong partnership with KYAE through:

- Adult Education Representation on the BGWIB – Ensuring that adult education perspectives are integrated into policy discussions, strategic planning, and workforce initiatives. This representation enhances collaboration and alignment between adult education and workforce development efforts.
- Strategic Coordination of Services – Working closely with KYAE and training providers to develop talent pipelines that support in-demand career pathways and employer needs.
- Information Sharing and Referral Processes – Strengthening referral networks to connect adult learners with workforce training, employment services, and career pathway programs.
- Integration with the KCC-B/AJC System – Embedding adult education resources and services into KCC-B/AJC to provide seamless support for individuals seeking education and employment opportunities.

## REVIEW OF TITLE II APPLICATIONS

The Bluegrass Local Workforce Development Board (BLWDB) has supported and continues to support the Office of Adult Education (OAE) with Title II application reviews. Assistance includes:

- Selection of Proposals for the Bluegrass Area – Reviewing applications to ensure that providers align with regional workforce and economic development goals, providing a scored matrix, and submission of approved proposals to the KYAE.
- Review and Approval of Proposals – Participating in the review of preselcted applications to ensure the BGWIB agrees with the selected providers ability to offer high-quality adult education and literacy programs that support workforce readiness in the Bluegrass area.

The Kentucky Office of Adult Education currently oversees this process. Moving forward, the BGWIB remains prepared to assist in the review process while continuing to integrate adult education into the regional workforce strategy through active collaboration and board representation.

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

## DIRECTION TO THE ONE-STOP OPERATOR ON PRIORITY OF SERVICES

The Bluegrass Local Workforce Development Board (BGWIB) ensures that recipients of public assistance, low-income individuals, and individuals who are basic skills deficient receive priority access to adult career and training services in alignment with WIOA Sec. 134(c)(3)(E) and state workforce policies. To uphold this priority, BGWIB has established a structured, compliance-driven approach that integrates oversight, outreach, and continuous evaluation within the Kentucky Career Center – Bluegrass/American Job Center (KCC-B/AJC) system. In addition, BGWIB ensures that veterans and eligible spouses receive priority of service for all U.S. Department of Labor-funded employment and training programs. This priority guarantees veterans are identified at the point of entry and provided timely, equitable access to individualized career services and training opportunities in coordination with the one-stop operator and partner agencies.

## INTEGRATION OF WIOA LAW AND STATE POLICY INTO BGWIB PRACTICES

BGWIB enforces Priority of Service for Adults Policy (BGWIOA-R20-001) to ensure service providers consistently apply federal WIOA mandates and state workforce priorities. This policy is integrated into the KCC-B/AJC service delivery framework, ensuring that workforce partners:

- Identify and prioritize eligible individuals during enrollment.
- Provide targeted outreach to underserved and priority populations.
- Monitor and evaluate service delivery to uphold compliance.

## ONE-STOP OPERATOR RESPONSIBILITIES & IMPLEMENTATION STRATEGIES

The One-Stop Operator (OSO) plays a critical role in ensuring priority of service compliance through strategic leadership oversight, outreach initiatives, and quality control measures.

### 1. MONTHLY LEADERSHIP MEETINGS – STRATEGIC OVERSIGHT & OUTREACH

A multi-tiered leadership team meets monthly to review priority enrollments, outreach strategies, and service delivery effectiveness. These meetings ensure real-time monitoring and alignment with WIOA requirements.

**Leadership Team Participants:**

- **Bluegrass Board Support Staff**
  - Director of Workforce
  - Manager of Workforce
  - Business Services Manager
- **Kentucky Career Center - Bluegrass/American Job Center Representatives**
  - Direct Service Provider Program Manager
  - One-Stop Operator

**Key Agenda Items:**

- Review of Priority of Service Enrollments: Ensuring that priority individuals are identified, enrolled, and served effectively.
- Discussion of Outreach Efforts: Identifying new community partnerships (e.g., nonprofits, faith-based groups, social service agencies) to enhance engagement with priority populations.

**2. QUALITY CONTROL MANAGER – ENROLLMENT & DOCUMENTATION COMPLIANCE**

To maintain data integrity and compliance, the Quality Control Manager conducts independent enrollment reviews to:

- Verify documentation for individuals qualifying under priority of service criteria.
- Ensure service delivery targets for priority individuals are met or exceeded.
- Identify service gaps and provide data-driven recommendations for process improvements.

**ENSURING EQUITABLE SERVICE DELIVERY & WORKFORCE INTEGRATION**

Through proactive leadership oversight, outreach expansion, and rigorous quality control, BGWIB ensures that:

- Priority populations receive equitable access to workforce services.
- Resources are allocated efficiently to support demand-driven workforce development.
- WIOA and state policies are fully implemented and consistently upheld.

Additionally, the One-Stop Operator (OSO) collaborates with service providers to deliver ongoing staff training, reinforcing best practices in:

- Identifying and documenting priority individuals.
- Expanding outreach efforts to underserved communities.
- Enhancing service coordination across workforce programs.

By maintaining this structured, compliance-driven approach, BGWIB ensures that the Bluegrass workforce system remains inclusive, effective, and responsive to the needs of priority job seekers, strengthening overall workforce integration in the region.

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

**IMPLEMENTATION OF AN INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT SYSTEM**

The Kentucky Career Center – Bluegrass/American Job Center (KCC-B/AJC) is committed to enhancing accessibility, efficiency, and coordination through integrated technology, community partnerships, and innovative outreach strategies. By leveraging virtual tools, community kiosks, and online engagement, KCC-B/AJC ensures that job seekers and workforce participants can seamlessly access WIOA services, regardless of physical location or personal barriers.

**INTEGRATED TECHNOLOGY FOR INTAKE & CASE MANAGEMENT**

1. Virtual Career Center – A Long-Term Strategic Goal

As outlined in the Bluegrass LWDA Strategic Plan, the BGWIB has established a long-term goal of developing a “Virtual Kentucky Career Center – Bluegrass/American Job Center” (KCC-B/AJC). This initiative will provide full-service online career support, allowing individuals to:

- Complete intake forms and case management processes remotely
- Upload required identifying documentation securely
- Submit electronic signatures for necessary forms
- Receive virtual one-on-one career counseling

This technology-driven approach eliminates barriers related to transportation, health, and convenience, ensuring equitable access to workforce services.

2. Community Kiosks – Expanding Local Access

To further enhance accessibility, BGWIB has implemented a kiosk system in strategic locations to provide direct connection to career services for individuals who may not have immediate access to a comprehensive KCC-B/AJC location.

- Library Kiosks – Installed in all counties without a brick-and-mortar career center, these kiosks allow individuals to request career services assistance. Once submitted, KCC-B/AJC staff follow up within 48 hours and schedule an appointment at the local library.
- Courthouse Kiosks (Pilot Program) – Tablets/iPads will be placed in high-traffic courthouses across 17 counties, targeting individuals who may need employment support while receiving public services. These kiosks allow:
  - Individuals to complete an intake request form, which is routed directly to Career Center Staff for follow-up.
  - Immediate access to local resource guides for housing, rehabilitation services, and food assistance.
- Future Community Kiosks – With the proven success of courthouse kiosks in other areas, local businesses such as grocery stores have expressed interest in hosting kiosks, potentially expanding the reach of workforce services.

3. Website Communication & Live Chat Integration

The Bluegrass LWDA website (ckycareers.com) offers real-time online engagement through a live chat function, allowing job seekers to:

- Speak with career advisors instantly
- Leave messages for follow-up
- Receive guidance on career pathways and workforce services

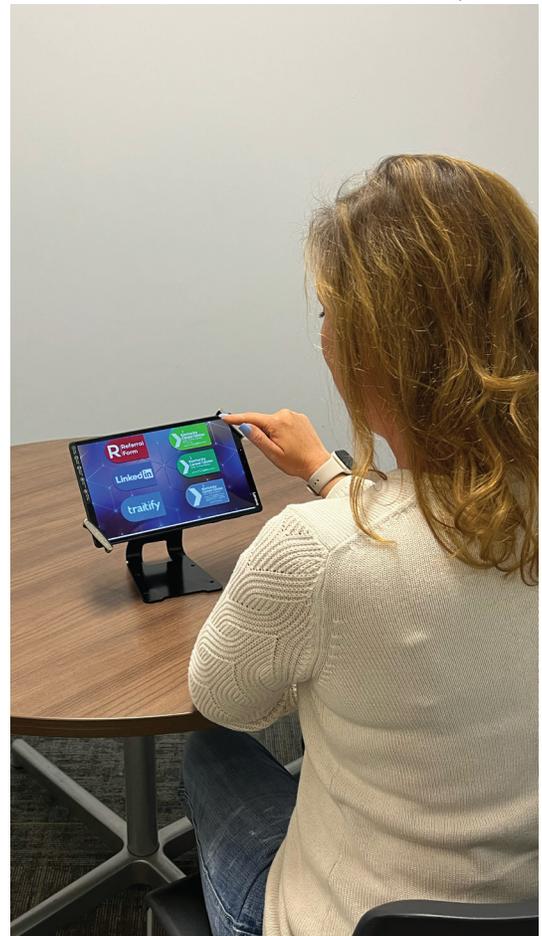
This seamless communication integration ensures that job seekers can receive support without needing to visit a physical location.

4. Live Virtual Employability Workshops

To further assist job seekers, staff conduct virtual workshops twice weekly, covering:

- Basic employability skills
- Community partner resources
- Workforce-related topics and Q&A sessions

These workshops are accessible through ckycareers.com, allowing individuals to develop job readiness skills from anywhere.



## COMMUNITY PARTNER COLLABORATION FOR WORKFORCE INTEGRATION

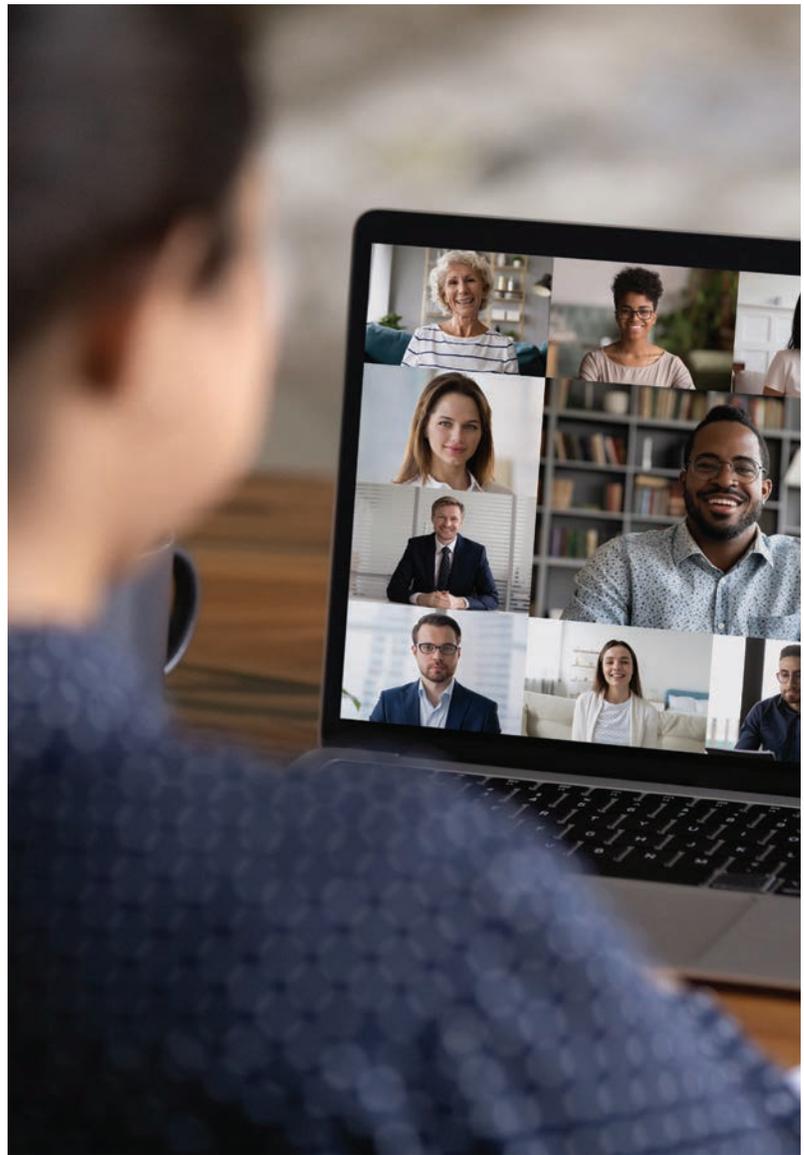
BGWIB recognizes that collaboration with community organizations is critical to expanding workforce access and avoiding duplication of services. As referenced in previous sections, the Bluegrass One-Stop Operator (OSO) plays a key role in:

- Ensuring technology-enabled services align with the workforce needs of priority populations (e.g., individuals receiving public assistance, low-income job seekers, and those with barriers to employment).
- Partnering with organizations such as libraries, courthouses, businesses, and nonprofits to deploy kiosks, workshops, and outreach strategies.
- Coordinating service providers to maximize effectiveness and reduce overlap in workforce programs.

## FULLY INTEGRATED, TECHNOLOGY-ENABLED WORKFORCE SYSTEM

Through a combination of virtual career center development, remote intake processing, kiosk-based outreach, and live digital services, the KCC-B/AJC system ensures that all job seekers—regardless of location, background, or access to transportation—receive the support they need to connect with employment opportunities.

By leveraging community partnerships, integrated technology, and strategic oversight, the BGWIB is working to be at the forefront of a modern, accessible, and technology-driven workforce system that aligns with WIOA and state workforce policies.



# CHAPTER 4: PROGRAM DESIGN AND EVALUATION

**A. (L) Describe the One-Stop Delivery System in the local area including:**

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

## **THE ONE-STOP DELIVERY SYSTEM IN THE BLUEGRASS LOCAL WORKFORCE DEVELOPMENT AREA**

### **COLLABORATION WITH EMPLOYERS & JOB-DRIVEN SERVICE DELIVERY**

The Bluegrass Workforce Innovation Board (BGWIB) is committed to meeting employer needs through a comprehensive, job-driven workforce development system. By leveraging data-driven strategies, industry partnerships, and targeted training initiatives, BGWIB ensures businesses have access to a skilled workforce that meets current and future labor market demands. This commitment is embedded in the 2021 Bluegrass LWDA Strategic Plan, continued through the 2023 Strategic Plan realignment and is reflected in our proactive employer engagement efforts.

### **EMPLOYER ENGAGEMENT STRATEGIES AND SERVICES**

- Industry-Led Collaborations: BGWIB hosts employer roundtables and sector-specific industry councils in advanced manufacturing, healthcare, IT, construction, and logistics to assess hiring needs and workforce gaps.
- Targeted Sector Strategies: In collaboration with economic development organizations, BGWIB aligns training programs with employer demand.
- Customized Business Services: Dedicated Business Service Teams (BSTs) provide tailored recruitment, retention, and workforce solutions, including job fairs, career expos, and small business outreach programs.
- Recruitment & Training Solutions: BGWIB offers on-the-job training (OJT), incumbent worker training (IWT), work-based learning (WBL), and registered apprenticeships to develop a pipeline of skilled talent.
- Employer Incentives & Compliance Support: Businesses receive assistance with Work Opportunity Tax Credit (WOTC), labor law compliance, and HR best practices to enhance workforce retention.

### **SUPPORTING A LOCAL WORKFORCE SYSTEM THAT MEETS BUSINESS NEEDS**

The BGWIB aligns workforce strategies with business priorities to build a robust talent pipeline for key industries. Through strategic partnerships and innovative training programs, the BGWIB enhances local workforce development by:

- Bridging Industry & Education: BSTs facilitate employer partnerships with schools, colleges, and training providers to ensure career readiness and employability skill development.
- Customized Workforce Training: Employers collaborate with BGWIB to develop tailored training solutions, including industry-specific training, OJT programs, and apprenticeship models.
- Innovative Hiring & Outreach Strategies: The BGWIB organizes virtual job fairs, employer networking events, and digital job postings to connect businesses with qualified candidates.
- Career Pathways for Future Workforce: Programs like the Work Ethic Seal and Kentucky Employs Youth (KEY) initiative help students gain work experience and prepare for employment.

## COORDINATION WITH ECONOMIC DEVELOPMENT PARTNERS

BGWIB prioritizes close collaboration with economic development agencies to ensure workforce programs support business expansion and regional growth. Key initiatives include:

- Strategic Economic Partnerships: Active participation in regional economic development meetings, SWATT, and KWIB to align workforce solutions with employer needs.
- Employer-Centric Training Solutions: Businesses benefit from customized training programs, incumbent worker training, and work-based learning opportunities to upskill employees.
- Small Business & Entrepreneurial Support: Collaboration with chambers of commerce and local economic organizations to develop workforce solutions tailored to small businesses.
- Joint Funding & Resource Alignment: BGWIB works with economic development partners to secure grants, analyze labor market data, and implement employer-driven hiring strategies.

## STRENGTHENING ONE-STOP & UNEMPLOYMENT INSURANCE (UI) LINKAGES

To enhance workforce accessibility and improve service coordination, the BGWIB integrates UI programs within the One-Stop Delivery System:

- Collaboration Between WIOA & Wagner-Peyser Staff: Joint planning for job fairs, employer events, and workforce services to seamlessly connect UI claimants with employment opportunities.
- Comprehensive UI Support: Career center staff provide resume assistance, interview preparation, job-matching services, and work-based learning for UI claimants.

## EXPANDING COMPETITIVE, INTEGRATED EMPLOYMENT FOR INDIVIDUALS WITH DISABILITIES

BGWIB is dedicated to fostering inclusive workforce participation by:

- Partnering with the Office of Vocational Rehabilitation (OVR): Co-located OVR staff ensure job seekers with disabilities receive career counseling, assistive technology, and ADA accommodations.
- Promoting Inclusive Career Services: Workforce centers provide tailored employment support, apprenticeships, and disability-friendly job placements.
- Enhancing Communication & Accessibility: A shared communication system between workforce partners ensures real-time updates on job fairs, hiring events, and training opportunities for individuals with disabilities.

## COMMITMENT TO WORKFORCE INNOVATION & REGIONAL GROWTH

Through strategic partnerships, industry collaboration, and employer-driven workforce solutions, BGWIB remains committed to advancing economic prosperity and ensuring businesses have access to a job-ready workforce. By continuously evolving its approach, the BGWIB supports business success, fosters long-term employment opportunities, and drives economic sustainability in the Bluegrass region.

**A. (L) Describe the One-Stop Delivery System in the local area including:**

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

## ENSURING CONTINUOUS IMPROVEMENT IN WORKFORCE SERVICES

The Bluegrass Workforce Innovation Board (BGWIB) is dedicated to enhancing the quality and effectiveness of workforce services by aligning with WIOA core programs and the Kentucky State Workforce Strategy. Through an integrated service delivery model, BGWIB operates Certified One-Stop Centers, affiliate sites, and virtual access points to provide job seekers and employers with high-quality training, career services, and employment solutions.

## EVALUATION AND ENHANCEMENT OF ELIGIBLE TRAINING PROVIDERS

While the Commonwealth oversees the Eligible Training Provider List (ETPL), BGWIB's Program Committee conducts an annual performance review of training providers, assessing completion rates and job placement outcomes to maintain high standards. Additionally, BGWIB collaborates with employers and community partners to assess training needs and expand access to high-quality, in-demand programs. When training for key industries is not locally available, BGWIB works to identify and engage new training providers to bridge the gap.

## ADDRESSING WORKFORCE BARRIERS & EXPANDING TRAINING ACCESS

- Transportation Solutions for Workforce Accessibility  
Limited access to transportation remains a barrier for many job seekers. BGWIB is actively working to enhance transportation access through supportive services and long-term solutions, particularly for rural residents.
  - **CDL Training in Estill County:** Partnering with Bluegrass Community and Technical College (BCTC), BGWIB successfully eliminated a location barrier for CDL training, leading to a 100% completion rate for the first cohort.
  - **Nurse Aide Training in Lincoln & Garrard Counties:** To increase access, BCTC provides transportation for WIOA-eligible individuals to attend Certified Nurse Aide (CNA) training at the Danville campus, ensuring participation without travel concerns.
- Expanding Entrepreneurship in Early Childhood Services  
Recognizing childcare accessibility as a workforce barrier, BGWIB prioritizes increasing licensed childcare providers while fostering small business development.
  - **Childcare Declared a High-Demand Occupation (2021):** BGWIB actively develops partnerships with childcare facilities, trainers, and workforce programs to expand employment and business opportunities.
  - **Partnership with the Child Care Council of Kentucky:**
    - Supports individuals in launching in-home daycare businesses.
    - Provides financial assistance for training and licensing.
    - Expands childcare availability in underserved areas, ensuring greater access for working families.
- Strengthening the IT & Cybersecurity Talent Pipeline  
To address regional workforce shortages in IT and cybersecurity, BGWIB collaborates with workforce boards, training institutions, and industry partners to expand career pathways.
  - **Code U (KentuckianaWorks Partnership):** Provides software development and IT training aligned with employer needs.
  - **Kable Academy Cybersecurity Training (Collaboration with South Central, Lincoln Trail, and BGWIB):**
    - Offers flexible full-time and part-time programs.
    - Prepares participants with industry-recognized certifications for high-demand cybersecurity careers.
- Expanding Skilled Labor Apprenticeships & Training  
BGWIB fosters partnerships with apprenticeship programs to enhance career pathways in skilled trades and meet growing employer demand.
  - **Amteck Electrical Apprenticeship Program:** Provides hands-on electrical training and paid apprenticeships. Develops a skilled workforce pipeline for the electrical industry.
  - **Indiana, Kentucky, Ohio Regional Council of Carpenters and Millwrights (IKORCC):** Offers carpentry and welding apprenticeship programs. Trains workers in high-demand skilled labor fields, supporting regional construction and manufacturing industries.
  - **IEC of the Bluegrass:** Provides electrical training, job matching, and certification testing for those interested in becoming an electrician. Develops a skilled workforce pipeline for the electrical industry.

By expanding these registered apprenticeships and workforce training initiatives, the BGWIB ensures sustainable employment pathways in construction, electrical work, and skilled trades.

### **WORK-BASED LEARNING & CO-ENROLLMENT**

BGWIB strengthens workforce pathways through work-based learning (WBL) opportunities such as:

- On-the-Job Training (OJT), Internships, Apprenticeships, and Transitional Jobs.
- Seamless co-enrollment across WIOA programs to maximize resources for job seekers.

### **LEVERAGING TECHNOLOGY FOR ACCESSIBILITY**

To enhance workforce accessibility, BGWIB is developing a Virtual Career Center to provide:

- Remote career counseling and job matching.
- Online training and certification access.
- Supportive services (technology assistance, transportation, childcare support).

### **COMMITMENT TO WORKFORCE EXCELLENCE**

Through strategic partnerships, continuous performance evaluation, and innovative training solutions, BGWIB ensures that training providers and workforce programs meet the evolving needs of employers, job seekers, and workers. By fostering entrepreneurship, technology training, and inclusive workforce strategies, the BGWIB drives economic growth and workforce success across the Bluegrass region.

**A. (L) Describe the One-Stop Delivery System in the local area including:**  
**3. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas with technology and other means.**  
**[WIOA Sec. 108(b)(6)(B)]**

### **FACILITATING ACCESS TO SERVICES IN REMOTE AREAS**

The Bluegrass Workforce Innovation Board (BGWIB) is committed to expanding workforce access across the 17-county Bluegrass area by leveraging technology, mobile service delivery, and strategic partnerships to support individuals in counties without a brick-and-mortar Kentucky Career Center-Bluegrass/American Job Center.

#### **MOBILE & REMOTE SERVICE DELIVERY**

To ensure equitable access, the BGWIB deploys dedicated staff for case management and outreach in each county without a physical center. These staff provide individualized career services, training referrals, and employment support, ensuring job seekers in rural and underserved areas receive comprehensive assistance.

#### **TECHNOLOGY-DRIVEN ACCESS**

BGWIB is increasing the use of technology to enhance service delivery, including:

- Virtual Career Services: Staff conduct one-on-one meetings with clients via TEAMS, Zoom, and Skype, offering career counseling, job search assistance, and training guidance remotely.
- Public Access Points: BGWIB is partnering with Adult Education Centers and public libraries to install webcams and virtual meeting stations in counties without a physical center, allowing job seekers to connect with workforce professionals.
- Online Workforce Resources: Job seekers in remote areas can access job listings, workforce updates, and contact information via the Kentucky Career Center – Bluegrass website and social media pages.

## DEVELOPMENT OF A VIRTUAL KENTUCKY CAREER CENTER

As part of the Bluegrass LWDA Strategic Plan, BGWIB is working toward the creation of a fully virtual Kentucky Career Center – Bluegrass to provide:

- Remote access to career counseling and job placement services.
  - Online training programs and employer networking opportunities.
  - Support for individuals facing transportation or health barriers.
- BGWIB will actively pursue funding and technology partnerships to develop this comprehensive online career center, ensuring seamless access to services regardless of location.

## ONE-STOP OPERATOR COORDINATION

To further streamline service access, the One-Stop Operator plays a critical role in coordinating partner services, enhancing information sharing, and ensuring alignment across workforce programs. This integration allows individuals in remote areas to navigate services efficiently and receive personalized support.

Through mobile workforce initiatives, virtual career services, and technology-driven solutions (kiosks, virtual workshops, online messaging programs), the BGWIB is committed to eliminating barriers to employment and ensuring all job seekers, regardless of location, have full access to workforce resources and opportunities.

### **A. (L) Describe the One-Stop Delivery System in the local area including:**

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

## COMPLIANCE WITH WIOA SECTION 188 AND THE AMERICANS WITH DISABILITIES ACT (ADA)

The Bluegrass Workforce Innovation Board (BGWIB) is committed to ensuring that the One-Stop Delivery System provides accessible, inclusive services for individuals with disabilities, in compliance with WIOA Section 188 and the Americans with Disabilities Act (ADA). To support this commitment, the BGWIB will employ the following strategies:

### ADA COMPLIANCE AND ACCESSIBILITY

As part of the Career Center Certification process, all One-Stop Centers and access points will be reviewed to ensure they meet ADA standards, ensuring physical and programmatic accessibility for individuals with disabilities. This includes evaluating the facilities, programs, services, technology, and materials offered at each center.

### NON-DISCRIMINATION AND EQUAL OPPORTUNITY

To comply with WIOA Section 188, BGWIB will:

- Include a non-discrimination clause in subrecipient contracts, referencing applicable federal, state, and local laws. These subrecipients will be regularly monitored for compliance.
- Continue collaboration with the Education and Labor cabinet to monitor compliance and address any issues related to non-discrimination and equal access to services.
- Continue collaboration with the Office of Equal Opportunity and Training (OET) to monitor compliance and address any issues related to non-discrimination and equal access to services.

## STAFF TRAINING AND SUPPORT

BGWIB is committed to providing ongoing training for staff to ensure they have the knowledge and tools to address the needs of individuals with disabilities. This training will focus on:

- Understanding the requirements of WIOA Section 188 and the ADA.
- Providing person-first, inclusive service delivery to individuals with disabilities.
- Ensuring access to services, technology, and materials in a manner that meets the needs of all individuals.

Through these actions, BGWIB ensures that the One-Stop Delivery System is fully compliant with WIOA Section 188 and the ADA, providing accessible, equal opportunity services for individuals with disabilities while promoting ongoing staff development and partner cooperation.

### **A. (L) Describe the One-Stop Delivery System in the local area including:**

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

## PUBLIC COMMENT PROCESS FOR THE DEVELOPMENT OF THE LOCAL PLAN

In accordance with KWIB Policy 21-007 “Local and Regional Plan”, the Bluegrass Workforce Innovation Board (BGWIB) follows a structured process to ensure meaningful public input, including from business representatives and labor organizations, in the development of the Local and Regional Plan. The BGWIB ensures that the public comment period is accessible and inclusive for all individuals, including those with disabilities, through accessible meetings and technology.

The timeline for public comment on the Local and Regional Plan is as follows:

- March 5, 2025: Initial review by BGWIB
- March 6, 2025: Posting of the plan for public comment
- March 9, 2025: Advertisement in local Sunday newspapers announcing the comment period
- March 10, 2025: Email to Bluegrass Employers requesting review and comment.
- April 2, 2025: Public comment period through TEAMS/Zoom (virtual meetings)
- April 7, 2025: Closing of public comment period
- April 30, 2025: Submission of the plan to the state

Throughout this process, the BGWIB ensures that meetings are accessible for individuals with disabilities, offering options for participation through virtual platforms and physical accommodations, as needed. This process provides ample opportunity for input from all stakeholders to inform the development of the plan before it is finalized and submitted to the state.

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

## LOCAL BOARD’S ASSESSMENT OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

The Bluegrass Workforce Innovation Board (BGWIB) has conducted a thorough assessment of the available employment and training activities for adult and dislocated workers in the region, ensuring alignment with WIOA provisions and local labor market needs.

Each participant is provided with an Individual Employment Plan (IEP) to ensure achievement of their basic, milestone, and end goals. This tailored approach supports individuals in overcoming barriers and developing skills necessary to secure employment in high-demand industries. Individualized services are delivered either face-to-face, through community partners, or in a virtual setting, ensuring flexibility and accessibility for all participants.

For those with skills gaps or lacking credentials in in-demand occupations, BGWIB ensures that occupational skills and work-based training opportunities are available to improve their marketability. Participants are provided the opportunity to select from a range of eligible training providers that support their IEP goals. BGWIB staff facilitate discussions, review assessment results, and help ensure timely enrollment in training programs.

The employment and training activities available are aligned with the individual's IEP and dependent on available funding. The key services provided include the following:

### 1. BASIC CAREER SERVICES:

- Eligibility determination for adult, dislocated worker, or youth programs.
- Outreach, intake, and orientation to services available through the one-stop delivery system.
- Initial skill level assessments, including literacy, numeracy, and other aptitudes.
- Labor exchange services, including job search assistance, career counseling, and information on in-demand occupations.
- Referrals to other workforce development programs and services.
- Labor market information to guide job seekers.
- Performance and cost information for eligible training providers.
- Assistance with unemployment compensation claims and financial aid programs.

### 2. INDIVIDUALIZED CAREER SERVICES:

- Comprehensive assessments of skills and service needs.
- Development of a tailored Individual Employment Plan.
- Career planning, individual counseling, and group counseling.
- Short-term prevocational services, including interview skills, communication, and workplace professionalism.
- Work-based learning opportunities such as internships and on-the-job training.
- Financial literacy services, workforce preparation activities, and relocation assistance.
- English language acquisition and integrated education and training programs.

### 3. FOLLOW-UP SERVICES:

- Post-placement workplace counseling for up to 12 months after employment to ensure continued success and retention.

Through the careful assessment of the available services, BGWIB ensures that participants receive the necessary support to overcome barriers, enhance their skills, and successfully enter or re-enter the workforce, ultimately contributing to the region's economic growth.

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

## **COORDINATION OF LOCAL WORKFORCE INVESTMENT ACTIVITIES WITH STATEWIDE RAPID RESPONSE**

The Bluegrass Workforce Innovation Board (BGWIB) ensures seamless coordination between local workforce investment activities and statewide Rapid Response efforts to support employers and workers affected by layoffs and business closures.

Rapid Response is a statewide strategy designed to provide immediate workforce development services to businesses and displaced workers experiencing layoffs. It is typically initiated when a company submits a Worker Adjustment and Retraining Notification (WARN) Act notice for layoffs affecting 50 or more employees. However, Rapid Response services are available to any employer experiencing downsizing, regardless of the WARN Act threshold.

To ensure a coordinated and efficient response, the Local Area Rapid Response Coordinator (LARRC)—employed by the Adult/Dislocated Worker career services provider, currently Equus Works—works directly with the statewide Rapid Response Coordinator to schedule events. These events, preferably held onsite, provide affected employees with critical information regarding:

- Workforce Innovation and Opportunity Act (WIOA) programs
- Unemployment Insurance (UI) filing procedures
- Career services and training opportunities

Additionally, the Bluegrass Business Services Team (BST) collaborates with other agencies, including:

- Office of Vocational Rehabilitation (OVR)
- U.S. Department of Labor (DOL)
- Local employers in need of similar skill sets

This coordination allows for customized workforce solutions, including:

- Job fairs connecting affected workers to local hiring employers
- Resume and interview workshops
- Career counseling and job search assistance
- Reskilling and occupational training programs

The Rapid Response process in the Bluegrass area prioritizes onsite services tailored to the needs of impacted businesses and their employees. Local and state workforce development teams work together to maximize available public and private resources, aiming to minimize disruptions and facilitate smooth employment transitions for affected individuals.

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

## **YOUTH WORKFORCE ACTIVITIES IN THE BLUEGRASS AREA**

The Bluegrass Workforce Innovation Board (BGWIB) is committed to providing comprehensive and inclusive youth workforce activities, ensuring opportunities for both in-school youth (ISY) and out-of-school youth (OSY), including youth with disabilities. Through strategic partnerships and individualized service strategies, the local area enhances access to education, career readiness, and work-based learning opportunities to prepare youth for sustainable careers.

### **YOUTH WORKFORCE ACTIVITIES AND SERVICES**

BGWIB collaborates with community organizations, secondary schools, postsecondary institutions, and employers to deliver high-quality youth services that include:

- Academic and skill assessments to determine career readiness
- Individual Service Strategy (ISS) development to align services with career goals
- Tutoring, study skills training, and dropout prevention services
- Occupational skills training in alignment with in-demand industries
- Workforce preparation activities combined with education

- Leadership development, mentoring, and financial literacy education
- Comprehensive guidance and counseling, including substance abuse support
- Supportive services such as transportation, child care, and housing assistance
- Paid and unpaid work experiences, including pre-apprenticeships, Internships, job shadowing, and on-the-job training

BGWIB also ensures that youth with disabilities receive reasonable accommodations and targeted career services through collaborations with the Office of Vocational Rehabilitation (OVR) and other agencies.

## **BEST PRACTICES AND SUCCESSFUL MODELS**

BGWIB utilizes an individualized approach to youth career development, ensuring services are customized to each participant's needs. Key best practices include:

- The Youth Customer Flow Chart (See Attachment 1 of this document): This model has streamlined service delivery and improved outcomes by aligning youth participants with education, training, and employment pathways.
- Integrated Education and Training (IET) Model – This model combines basic education, occupational training, and work experience to accelerate career readiness. An example includes a youth simultaneously receiving Adult Education tutoring, manufacturing work experience, and industrial maintenance training at Bluegrass Community and Technical College (BCTC).
- Employer Engagement Strategy – BGWIB continuously expands work-based learning (WBL) partnerships with approximately 70 business partners and growing. Outreach efforts increase employer participation, ensuring diverse industry exposure and career pathways for youth.

## **INCREASING OUT-OF-SCHOOL YOUTH (OSY) EXPENDITURES TO 75%**

BGWIB has prioritized out-of-school youth services for the past four years and continues to meet the WIOA-mandated 75% OSY expenditure rate by:

- Strengthening partnerships with youth-serving organizations to increase OSY referrals
- Expanding outreach to alternative schools, community programs, and social service agencies
- Promoting high-demand, short-term credentialing programs tailored to OSY needs
- Providing targeted supportive services to remove barriers to participation
- Enhancing access to paid work experiences to improve OSY engagement and retention

## **WORK-BASED LEARNING ACTIVITIES FOR YOUTH**

Work-based learning (WBL) is a core component of youth services in the Bluegrass area, offering hands-on career exposure and skill development. Planned WBL activities include:

1. Summer and Year-Round Employment – Paid work experiences aligned with career interests
2. Pre-Apprenticeship and Registered Apprenticeship Programs – Hands-on training with industry-recognized credentials
3. Internships – Short-term structured experiences with local businesses
4. Job Shadowing – Exposure to various careers through observational learning
5. On-the-Job Training (OJT) – Employer-provided training opportunities with potential permanent placement
6. Industry-Specific Rotational Training – Sector-based exploration, such as rotating through healthcare departments
7. Entrepreneurial Training – Business development training for aspiring youth entrepreneurs
8. STEM-Based Career Exploration – Hands-on projects and mentorship in science, technology, engineering, and math fields
9. Integrated Education and Training (IET) – Concurrent academic instruction and occupational training
10. Community Service and Leadership Development – Civic engagement activities to build essential workplace skills
11. Employer-Sponsored Training Programs – Direct partnerships with businesses for specialized skill-building

Through individualized career planning, strong employer partnerships, and diverse work-based learning opportunities, BGWIB ensures that youth in the Bluegrass area have access to high-quality workforce development services that prepare them for meaningful careers and long-term success.

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

## **PROVISION OF TRAINING SERVICES AND INDIVIDUAL TRAINING ACCOUNTS (ITAS)**

The Bluegrass Local Workforce Development Board (LWDB) ensures that training services align with Workforce Innovation and Opportunity Act (WIOA) Section 134(c)(3)(G) by utilizing Individual Training Accounts (ITAs) and contract-based training to develop a skilled workforce in high-demand sectors.



## TRAINING SERVICES AND ELIGIBILITY

Training services are offered through a variety of programs, including:

- Individual Training Accounts (ITAs)
- Incumbent Worker Training (IWT)
- Short-Term Trainings
- Customized Trainings
- On-the-Job Training (OJT)
- Internships
- Transitional Employment (T2T)

Except for Transitional Employment, all training programs are aligned with high-demand industries in the Bluegrass region, including Construction, Healthcare, Information Technology, Manufacturing, Transportation and Logistics, Childcare, and Education.

To qualify for an ITA, individuals must meet WIOA eligibility requirements as an adult, dislocated worker, or out-of-school youth and demonstrate a need for training through an assessment of skills, employment history, and labor market demand.

### PROCESS FOR ISSUING ITAS

1. Individual Employment Plan (IEP) – Eligible individuals work with a Talent Development Specialist to create an IEP, outlining career goals and necessary training.
2. Selection of Training Providers – Participants choose programs from Kentucky's Eligible Training Provider List (ETPL), ensuring that training meets state and federal performance standards.
3. Program Alignment and Funding – ITAs are issued based on funding availability, alignment with local labor market needs, and the individual's ability to complete the training successfully.
4. Completion Timeline – ITA programs must typically be completed within two years, with extensions approved on a case-by-case basis.
5. Priority of Service – A minimum of 50% of adult enrollments must be identified as Priority of Service as defined by WIOA, state, and local policy.

### COORDINATION OF ITAS WITH CONTRACT-BASED TRAINING

While ITAs are the primary method for delivering training, contract-based training is used for specialized workforce needs, including:

- Cohort training for high-demand industries.
- Programs serving individuals with barriers to employment.
- Employer-driven training programs, such as On-the-Job Training (OJT) and Customized Training.

All training providers participating in IWT, OJT, Internships, and Transitional Employment must sign a Master Agreement outlining the terms and conditions of the partnership.

### ENSURING INFORMED CUSTOMER CHOICE

To empower individuals with the information necessary to make informed training decisions, the Bluegrass LWDB provides:

- Detailed training provider information, including program costs, completion rates, employment outcomes, and industry relevance.
- One-on-one guidance from Talent Development Specialists, ensuring participants receive expert advice while maintaining the ability to make independent choices.

Through ITAs and strategic contract-based training, the Bluegrass LWDB ensures that individuals are equipped with the skills needed to secure sustainable employment in high-demand industries, supporting both job seekers and regional economic growth.

# CHAPTER 5: COMPLIANCE/ PERFORMANCE/ADMINISTRATIVE COST

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

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

## **TITLE I LOCAL GRANT RECIPIENT: BLUEGRASS AREA DEVELOPMENT DISTRICT**

After bidding in 2015 to be the fiscal agent for the Bluegrass Local Workforce Development Area, the **Bluegrass Area Development District (BGADD)** was selected as the entity responsible for the disbursement of grant funds. This entity was selected through a competitive process outlined by the State in policy 15-002. The agreement for the BGADD to remain the fiscal agent was renewed in 2017 for an additional two years and an extension was granted through 2021 due to the pandemic. The Executive Committee of the Bluegrass Governing Board of Local Elected Officials is currently in the process of discussing next steps for selection.

The selection process for the fiscal agent/administrative entity for workforce will be issued in 2025 by competitive process. Selection of an entity for the disbursement of grant funds will be chosen by a taskforce of Local Elected Officials selected by the Governing Board of Local Elected Officials responsible for the funds.

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

## **PROCUREMENT PROCESS: BLUEGRASS AREA DEVELOPMENT DISTRICT**

The Bluegrass Workforce Innovation Board (BGWIB) follows, the Bluegrass Area Development District (BGADD) purchasing policy. This policy describes the competitive bid process, evaluation, selection and sole-sourcing requirements.

### **PURCHASING POLICY, APPROVED AND SIGNED ON MAY 23, 2018 BY THE BLUEGRASS AREA DEVELOPMENT DISTRICT BOARD:**

The Bluegrass Area Development District (BGADD) has adopted the Commonwealth of Kentucky Model Procurement Code as set forth in KRS 45A.343 through 45A.460. The purpose of this policy is to establish a set of policies relative to the procurement of supplies, equipment and services by the BGADD in accordance with the Model Procurement Code. The authority and responsibility for maintaining a certified purchasing system resides with the Executive Director as Purchasing Agent or with the person designated as Purchasing Agent (P.A.) by the Executive Director through the approval of job description or other official action. The Executive Director as Purchasing Agent may delegate to his/her designee general and specific authorities and responsibilities herein detailed, while recognizing that the ultimate responsibility for compliance with policies contained herein rests with the Executive Director. Herein, Purchasing Agent (P.A.) shall refer to the Executive Director or his/her designee or some person designated as Purchasing Agent by the BGADD Board of Directors by some official action.

As with other BGADD policies, this Procurement Policy incorporates all conflict of interest policies and requires the disclosure of all real or apparent conflicts of interest of a personal or organizational nature and requires respondents to disclose whether there are potential organizational conflicts of interest that should be assessed prior to any transaction. BGADD Board of Directors will ensure through monitoring and reports the completeness of all procurement files prior to filing, storage or disposal.

This policy is a guide for internal operations and shall not be construed in any way to create a contractual obligation of the BGADD. Any deviation from the approved budget shall be brought before the BGADD Board of Directors for their approval. Should any policy contained herein be contrary to KRS, KRS shall prevail.

#### **Definitions:**

1. Award of Bid-Based Contracts: Bid-based contracts will be awarded on the recommendation of the Executive Director. The award will be to the lowest and/or best responsible bidder.
2. Centralized Purchasing: It shall be the P.A.'s responsibility to: administer purchasing policies; institute reports necessary to permit analysis of purchasing performance; negotiate and recommend approval of all contracts; consolidate purchases of like or common items; analyze prices paid for materials and equipment; and generally, define how to obtain savings and coordinate purchasing procedures.
3. Bidder's List: With the aid of other departments, the P.A. may compile and maintain a bidder's list. Vendors desiring to be listed should advise the P.A. in writing of the following: type of business, names of officers, owners, or partners, persons authorized to sign bids, offers and contracts, type of equipment, supplies, and materials sold and/or services provided, how long in present business, list at least 3 businesses that have used their services, etc. within last 6 months, completed W-9 form.
4. Commitments: The P.A. shall conduct and conclude all negotiations affecting vendor selection, price, terms, delivery, etc. Commitments and orders to be valid shall be stated by contract, or purchase order signed by the Executive Director or a person duly authorized to sign in his/her place. Negotiations leading to or likely to conclude in, contract arrangements shall not be conducted without the knowledge and authorization of the P.A. Only the P.A. or designee may commit the BGADD to any purchase, vendor, or product.
5. Documentation: All source documents supporting any given transaction (receipts, purchase orders, invoices, RFP/PFQ data and bid specifications) will be filed in an appropriate manner (chronologically, by vendor, by type procurement, etc.). The purpose is to insure a clear and consistent audit trail.
6. Expediting: Expediting the delivery of material on order is the responsibility of the P.A. Any information departments may acquire concerning the delivery status of ordered material should be passed on to the P.A.
7. Grants: All purchases made with either Federal or State grant monies must follow the purchasing procedures set forth.
8. Performance Bonds: The BGADD may require a performance bond before entering a bid-based contract, and in such amount as shall be found necessary to protect the best interests of the BGADD. When a contract is awarded in excess of fifty thousand dollars (\$50,000), the contractor must provide to the BGADD a performance bond and a payment bond, or an irrevocable letter of credit made to the BGADD. The performance bond and payment bond, or letter of credit must be for at least one hundred percent (100%) of the contract price. The performance bond and payment bond must be either a bond executed by a surety company authorized to do business in Kentucky or the equivalent in cash, in a form satisfactory to the BGADD. The letter of credit must be issued by creditable banking establishment FDIC insured.
9. Specifications: The P.A. shall review all product specifications to insure that the specifications promote maximum competition consistent with the level of quality required by the BGADD.
10. Sources of Supply: As a general policy, purchases shall be awarded, with local vendor preference, on the basis of availability, best price, delivery and quality taking into consideration the reputation and capability of suppliers.
11. Tax Exemption: The BGADD is exempt from all state and federal taxes.

12. Vendor Relations:

- The P.A. will handle all correspondence with suppliers except when technical or other details make it necessary or appropriate to assign such correspondence to another department.
- Prices and other specific information received from vendors will be considered confidential. During negotiations, quotations received from one supplier will not be divulged to another.
- The P.A. will advise unsuccessful bidders as to the disposition of their quotations or bids.

**Methods of Procurement:**

Procurements shall be made by one of the following methods:

- Small purchase procedures
- Competitive sealed bids
- Competitive negotiations
- Non-competitive negotiations

**Procedures:**

A. Purchase Requisition: The purchase requisition (PR) initiates the procurement cycle. The PR is the document used to inform the P.A. that goods and services are desired by a department. The receipt of a PR with the necessary information and required signatures gives the authority for each specific purchase. It is the basis for the preparation of a Purchase Order (PO). A purchase order number (PO#) must be requested at the time of purchase. A purchase order will not be issued unless preceded by a proper requisition.

The purchase requisition shall be used for the following purchases and/or purposes:

1. To request the purchase of supplies, equipment or services.
2. To change or cancel an existing PR or purchase order.
3. To request price and delivery information from the P.A. on possible future requirements.

The PR can be a two-part form or a computer generated form. The original is to be forwarded to the P.A. while the duplicate or copy is to be retained by the requisitioning department. The P.A. will review the PR to insure that: (1) all required information is provided; (2) price indicated is the best price and budget compliance is known; and, (3) when applicable, contract compliance. Before a purchase requisition is approved, the purchase order log or financial statement will be consulted to determine the availability of funds for the purchase. Questions over price or contract compliance will be discussed directly with the requisitioner prior to approval or disapproval of a PR. If a PR is disapproved by the P.A., it will be returned to the requisitioner along with a statement noting the reason for disapproval.

A PR should include all of the following information:

1. Date PR is prepared.
2. Date required: Give a definite date. Terms such as "Emergency" and "Rush" may be used, but also include a firm date. It shall be the using department's discretion to complete this field.
3. Department requesting item.
4. Deliver to: Address where purchase is to be delivered.
5. Quantity: The quantity in measurable units such as pieces, sheets, pounds, gallons, feet, etc.
6. Description: Descriptions should be complete and detailed. Specifications should be written so that no guesswork is required. If a specification, such as color, is not important, it should be noted on the PR. If known, the manufacturer and part number should be shown.
7. Account: Account to be charged with expenditure prefixed by department number.
8. Unit price: List the unit price or an estimated unit price (if known).
9. Total amount of purchase.
10. Suggested vendor: If one or more suppliers should not be used, it should be so stated along with the PR with a brief explanation.
11. Person making request.
12. Approval signature of the department head.

B. Vendor Selection: Vendors will be selected on a competitive basis. Bids, quotations, and proposals will be solicited by newspaper advertisement, direct mail request to prospective suppliers, internet and/

or by telephone. All Purchase orders or contracts will be awarded to the lowest and best responsible vendor. All bids can be rejected. In determining "lowest and best responsible vendor", the following will be considered.

1. Price.
2. The character, reputation, judgment, experience, and efficiency of the vendor.
3. The ability, capacity, and skill of the vendor to perform the contract, fill the order or provide the service within the time specified;
4. The quality of performance by the vendor on previous contracts, orders, or services.
5. The ability of the vendor to provide future maintenance and service for all equipment purchased from the vendor.
6. The BGADD shall not engage in procurement practices that may be considered restrictive in trade.
7. Compatibility with other equipment and cost effectiveness in having identical items in service in all departments may be considered.
8. All new vendors must submit a completed W-9 form.

C. Small Purchases:

1. Purchases of less than five hundred dollars (\$500) will be made in the open market without the necessity of procuring IFB's or RFQ's. Every effort will be made, however, to get the lowest and best price and to share the business among responsible vendors. A minimum of two telephone solicitations should be made.
2. Purchases of supplies, equipment, and services of less than five thousand dollars (\$5,000) but of five hundred dollars (\$500) or more will require formal or informal Request for Quotations (RFQ'S). RFQ's are similar to IFB's except that legal advertising is not required and detailed specifications may not be appropriate. The department will furnish the PA with number needed and specifications adequate to secure the desired services, equipment or materials. At least two (2) written responses from RFQ's or a statement of why two are not available must accompany a PR.

The following procedure will be followed in obtaining an informal Request for Quotation:

1. Employee seeking to purchase supplies or equipment may telephone potential vendors to seek price quotes for items to be purchased. Vendors may give quotes over the phone backed up by faxed or mailed copies or electronic mail. Internet searches may be conducted to locate needed supplies or equipment and to determine pricing.
2. Copies of quotes should be attached to purchase requisitions and forwarded to the Purchasing Agent.

The following procedure will be followed in obtaining a formal Request for Quotation: All formal RFQ's must be done by the P.A. or designee for any item greater than \$5,000, but less than \$20,000.

1. Complete a Request for Quotation, filling in the following information: Request for Quotation number, date, date quote desired by, vendor, quantity, description of items desired. Distribute copies to vendors.
2. File unopened sealed quotations received together with a machine copy of the original Request for Quotation.
3. On the designated date, remove the quotes received from the file.
4. If all vendors have not responded, a call to non-responding vendors may be made and telephone quotes obtained to the Request for Quotation.
5. Open the quotes and determine which vendor offers the lowest price. Enter the reason the winning vendor was selected on the original copy of the Request for Quotation.
6. Issue a purchase order to the successful bidder (see Item H for purchase order preparation).

D. Competitive Sealed Bids:

The preparation of an Invitation for Bid (IFB) must be authorized by the Board of Directors. Approval of the budget is considered to be authorization to purchase. When the cost of a contract, lease, or other agreement for materials, supplies, equipment or contractual services other than professional

exceeds twenty thousand dollars (\$20,000) an Invitation for Bid (IFB) notice shall be prepared. This notice shall be published at least once in at least one official newspaper of general circulation within Fayette County. This newspaper notice must appear not less than seven (7) days and not more than twenty-one (21) days before the due date for bid proposals. The day after the publication of the advertisement shall be counted as the first day of advertising time. The IFB shall include a general description of the items to be purchased, the bid bond and performance bond required, shall state where bid blanks and specifications may be secured, the time and place for opening bids and shall state the basis of the bid award, that is, to the lowest responsible bidder or to the lowest evaluated bidder. The P.A. may also solicit sealed bids from responsible prospective suppliers by sending them a copy of such notice. Any addendum to the IFB must be in writing and must be mailed, faxed, or delivered to all holders of the IFB and must be acknowledged on the formal proposal by each bidder who submits a bid.

Sealed bids shall be opened by the Executive Director or his/her designee at the time and place stated in the IFS. The bids shall be recorded by the P.A. as they are opened and read. The results of the tabulation and the bid material shall be examined by the Executive Director and staff to determine the best bid. The Executive Director shall make recommendations to the Board of Directors as to the awarding of the bid. After the bid award has been made, a purchase order and/or contract shall be prepared for execution by the appropriate parties. After the purchase order is issued and/or the contract signed, all bid deposits shall be returned to all unsuccessful bidders. After the contract has been executed the P.A. shall issue the Notice to Proceed, where applicable. A copy of the signed Notice to Proceed shall then be distributed to any appropriate department for informational purposes. Any bidder who submits a bid in response to an IFS shall be deemed to have agreed to comply with all terms, conditions and specifications of the IFB.

BGADD may cancel an Invitation for Bid or reject all bids at any time or waive any irregularity if it is determined to be in the best interest of the BGADD. The BGADD may allow a vendor to withdraw a bid if requested 24 hours prior to bid opening or where there is a patent error on the face of the bid document or where the bidder presents sufficient evidence, substantiated by bid worksheets, that the bid was based upon an error in the formulation of the bid price. Otherwise, unit prices will govern.

Bids received after the time set for opening shall be retained unopened in the bid file. Electronic bids other than reverse auctions will not be accepted.

#### Competitive Negotiations:

BGADD may choose to utilize competitive or noncompetitive negotiations in certain specific situations. Competitive negotiations are permitted upon written findings that:

1. Specifications cannot be specific enough to permit the award or a bid on the basis of either the lowest bid price or the lowest evaluated bid price. This situation may occur when the BGADD is purchasing highly complex equipment that requires technical discussions or other non-standard supplies.
2. Sealed bids cannot be obtained because sources of supply are limited, time and place of performance cannot be determined, price is regulated by law, or a fixed price contract is applicable.
3. Bid prices are unresponsive or unreasonable as to all or part of the requirements or are identical or appear to have been the result of collusion. In this situation, each responsible bid must be negotiated, and each bidder must be lower than the lowest rejected bid.

To utilize competitive negotiations in paragraphs 2 and 3 above, BGADD would have to proceed as follows:

1. Proposals must be solicited through newspaper advertisement or a request for proposals may be prepared and mailed to qualified vendors. If the newspaper is used, the advertisement must be published at least seven (7) days and not more than twenty-one (21) days before the date for receipt of the proposals. The request for proposals or advertisement should indicate

the factors to be considered in the evaluation of proposals and the relative importance of each factor.

2. Written or oral discussions must be held with all responsible vendors who submit proposals. Discussions need not be conducted when prices are fixed by law, time of delivery or performance does not permit discussions, or when prior cost experience indicates that a supplier offers fair and reasonable prices. A written summary of all discussions must be made by the P.A. and be made a part of the file.
3. Award must be made to the offeror whose proposal is determined in writing to be the most advantageous to the BGADD. Evaluations should be based on the factors set forth in the request for proposals. If after discussions with all responsible vendors, it is determined that no acceptable proposal has been submitted, any/or all proposals may be rejected. New proposals may be solicited on the same or revised terms or the procurement may be abandoned.

- E. Negotiations After Sealed Bids: Competitive negotiations may be undertaken when sealed bids are determined to exceed the money available for a purchase and it has been determined in writing that (1) no additional money is available from any source, or (2) time restraints will not permit the BGADD to re-advertise.

The BGADD should negotiate with all bidders determined in writing to be responsive and responsible bidders. If there is only one bidder, a noncompetitive negotiated award may be made with that bidder. Before the award can be made, a written determination of the sole bidder must be completed by the P.A. F. Noncompetitive Negotiations: Noncompetitive negotiations may be used only after a written determination by the P.A. that:

1. An emergency exists which will cause public harm as a result of the delay, or
2. That the product is available from only one source, {franchise or public utility) or,
3. The contract is for the service of a licensed professional excluding the provision of construction management services by an architect or an engineer.
4. The contract is for the purchase of perishable items purchased on a weekly or more frequent basis, or,
5. The purchase is for services, goods, or equipment from the Commonwealth of Kentucky, its political subdivisions, or the government of the United States.

In an emergency situation, the Chairman of the Board of Directors shall certify that an emergency exists and a copy of the certification shall be filed with the Secretary of the Board. For purchases under 2, 3, and 4 above, the P.A. shall proceed to negotiate with one or more suppliers in order to obtain the more advantageous terms for the BGADD. If the purchase exceeds twenty thousand dollars (\$20,000), the Executive Director shall submit a recommendation for contract award to the Board of Directors. Page 40Bluegrass Local Plan

- G. State Price Contracts: Before a purchase order is issued for an item, the P.A. should determine if the item can be purchased more economically through the State Price Contract System. If purchasing through the State Price Contract System, backup documentation must be attached to the PO and must include the State Price Contract number and the expiration date of the contract. The purchase order shall include the following information:

- |                                      |                            |                              |
|--------------------------------------|----------------------------|------------------------------|
| 1. Vendor (correct mailing address). | 4. Date of delivery.       | 7. Account to be charged.    |
| 2. Date.                             | 5. Quantity.               | 8. Unit price.               |
| 3. Shipping destination.             | 6. Description of item(s). | 9. Total amount of purchase. |

The purchase order shall be a numbered form. After the purchase order is signed by the Executive Director or P.A it will be forwarded to the Finance Department.

- H. Purchase Order Log: The P.A. will maintain a P.O. Log that will show the following information: P.O. number, Date P.O. was issued, Vendor, Total dollar amount of P.O., Account purchase charged to.

All Purchase Order reports should be constantly monitored to spot purchase orders that are outstanding beyond the requested delivery dates. Vendors should be contacted by the P.A. to determine the status of delinquent purchase orders. The P.A. should maintain a vendor correspondence file that includes reports on phone calls and action taken on late deliveries.

- I. Receipt and Inspection: The ordering department is responsible for the receipt, inspection, and acceptance of incoming supplies and equipment. Receiving procedures are as follows:
  1. When all items on the P.O. have been received, inspected and accepted, the receiving copy of the purchase order, delivery receipt and/or packing slips should be forwarded to the P.A. The employee receiving the items shall notify the department when an item is received. The department will notify the P.A. and the Accounts Payable Clerk in writing by either memo or email, the date and condition the item was received and if it is ready for payment. When items are not acceptable, the receiving department shall forward to the P.A. a receiving report containing the reasons for rejection, date shipment rejected, and signature of person rejecting shipment. The P.A. or designee will then arrange for the replacement of the defective items or take other action as required.
  2. When items that have already been accepted are subsequently found to be defective, the using department shall notify the P.A. in writing. The following information, when known, is required: Name of supplier, P.O. number item purchased on, Date defective item(s) received, Nature of defect, Action requested (return for credit, for replacement, etc.)
  3. If a delivery is made that does not complete an order, the receiving copy of the purchase order should be forwarded to the P.A. along with a report containing the following information:
    - a. Any pertinent information on the partial shipment including any reasons for which payment of invoice should be withheld.
    - b. Date shipment received.
    - c. Signature of person accepting shipment.
  4. When items are to be received by or delivered to someone or someplace other than the using department, the above procedures shall be modified only to the extent that:
    - a. Someone other than a using department employee may sign the delivery receipt, but must notify the using department of receipt of the order.
    - b. That someone should satisfy himself regarding, the condition of the merchandise, and check the items delivered against the receiving copy of the purchase order.

- J. Repetitive or Blanket Purchases: This method of buying is meant only to expedite the procurement of frequently needed supplies. Items will be solicited from qualified local suppliers.

Purchases over \$100 under repetitive purchases should be made only after approval of the P.A. (examples of repetitive purchases are uniforms, garage supplies, miscellaneous supplies, office supplies, etc.).

When charging supplies, the vendor's invoice must be signed by the authorized BGADD employee receiving the material. A copy of the vendor's packing slip or invoice must be obtained by the employee. The employee will submit the vendor's invoice and PR the department head for approval. The employee will promptly forward the PR and signed invoices to the P.A... At the end of the billing cycle the P.A. will reconcile the invoices to the billing statement, issue PO # and submit to accounts payable for payment.

- K. Payments: All invoices, packing slips, and receiving reports should be forwarded to the P.A. within one working day after receipt by using departments. Upon receipt of the receiving report and the delivery receipt from the receiving department, the P.A. will send to the Finance Department for verification and payment.
- L. To Change Purchase Orders: Using departments wishing to change or cancel an existing purchase requisition or purchase order shall notify the P.A.. The notification may be from the PC or the Department Head. Always refer to the original P.R. number and clearly state the action requested.

Upon receipt of a properly signed change request, the P.A. will issue a change order or change the original P.O., as required. When a change or cancellation is decided upon, the P.A. should be notified immediately. A few hours advance notice to the P.A. could save BGADD costly restocking or cancellation charges.

Change order copies should be attached to the original P.O. copies.

- M. Surplus Materials: Department heads shall advise the P.A., in writing, of any equipment or supplies not needed and which might be transferred to another department for their use. The P.A. will have the authority to transfer surplus supplies, materials, and equipment to other using departments.
- N. Vendor's Catalog File: The P.A. will maintain a vendor's catalog file.
- O. Sale of Surplus Property: Any surplus property may be disposed of upon authorization by a majority vote of the BGADD Executive Board. All surplus supplies and property will be sold on a competitive basis to the highest bidder through sealed bid process, public auction, trade-in, or inter-agency transfer.
- P. Maintenance Contracts: The P.A. will maintain all records and information concerning BGADD maintenance agreements. Before renewing any such agreement, the P.A. will check with the concerned department head to determine if the agreement should be renewed. Agreements found to be unnecessary will be terminated. Department heads will advise the P.A. of any change in the status of items covered by maintenance agreements.
- Q. Credit Card Purchases: This type of purchase is established to expedite the purchasing process. The BGADD authorizes revolving credit cards to be issued to the Executive Director and the Executive Assistant under the following conditions:
  - 1. Only legitimate expenses of the BGADD may be charged to the cards. Legitimate expenses will include airfare for business travel, hotel accommodations while on business, business car, rentals, business meals, conference registrations and other business expenses paid by credit card for convenience. These examples are not meant to limit the credit card use for other legitimate business expenses.
  - 2. The BGADD credit cards will not be used for personal expenses of any kind. In the event that an expense is determined to be personal in nature the expense will be reimbursed within a time frame to be determined by the Chair.
  - 3. All monthly credit card statements will be reviewed by the Finance Officer and the person named on the card. The reviewers will then sign each page of the statement as evidence expenses. A signed copy will then be submitted to the Administrative Review & Finance Committee for their review and approval.
  - 4. The Executive Director or his/her designee may use personal credit cards for BGADD business and seek approval of expenditures and reimbursement from the BGADD. Expenditures not approved for reimbursement will be considered personal expensed borne by the individual.
  - 5. GIS Vehicles: The BGADD authorizes a fuel-only card to be issued and used exclusively for fuel for the BGADD owned GIS vehicles.
- R. Emergency Purchases: In case of an emergency, department heads may purchase directly any supplies or services whose immediate procurement is essential to prevent delays in work which may vitally affect the life, health, or convenience of clients. For a recorded explanation, the purchaser shall send to the P.A. a purchase requisition and a copy of the delivery record or the vendor's invoice together with a full written report of the circumstances of the emergency. The P.A. will then issue a confirming P.O. to cover the emergency purchase. Emergency purchases will be kept to a minimum and scrutinized by the Executive Director to ensure that an emergency did, indeed, exist.
- S. Upon receipt of a request, the Executive shall provide the legislative body full information covering any purchasing activity.

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

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

## **INDICATORS FOR MEASURING THE PERFORMANCE AND EFFECTIVENESS OF THE REGIONAL FISCAL AGENT, ELIGIBLE PROVIDERS, AND ONE-STOP DELIVERY SYSTEM**

The Bluegrass Area Development District (BGADD), serving as the regional fiscal agent, is evaluated through multiple oversight mechanisms to ensure fiscal responsibility and compliance with local, state, and federal requirements. Performance indicators include annual independent audits, state expenditure monitoring, and cost-effectiveness assessments. Additionally, the Bluegrass Workforce Innovation Board (BGWIB) Finance Committee, Executive Committee, and Full Board provide quarterly budget oversight. Budget reviews and approvals by both the BGWIB and the Executive Committee of the Governing Board of Local Elected Officials further reinforce fiscal accountability.

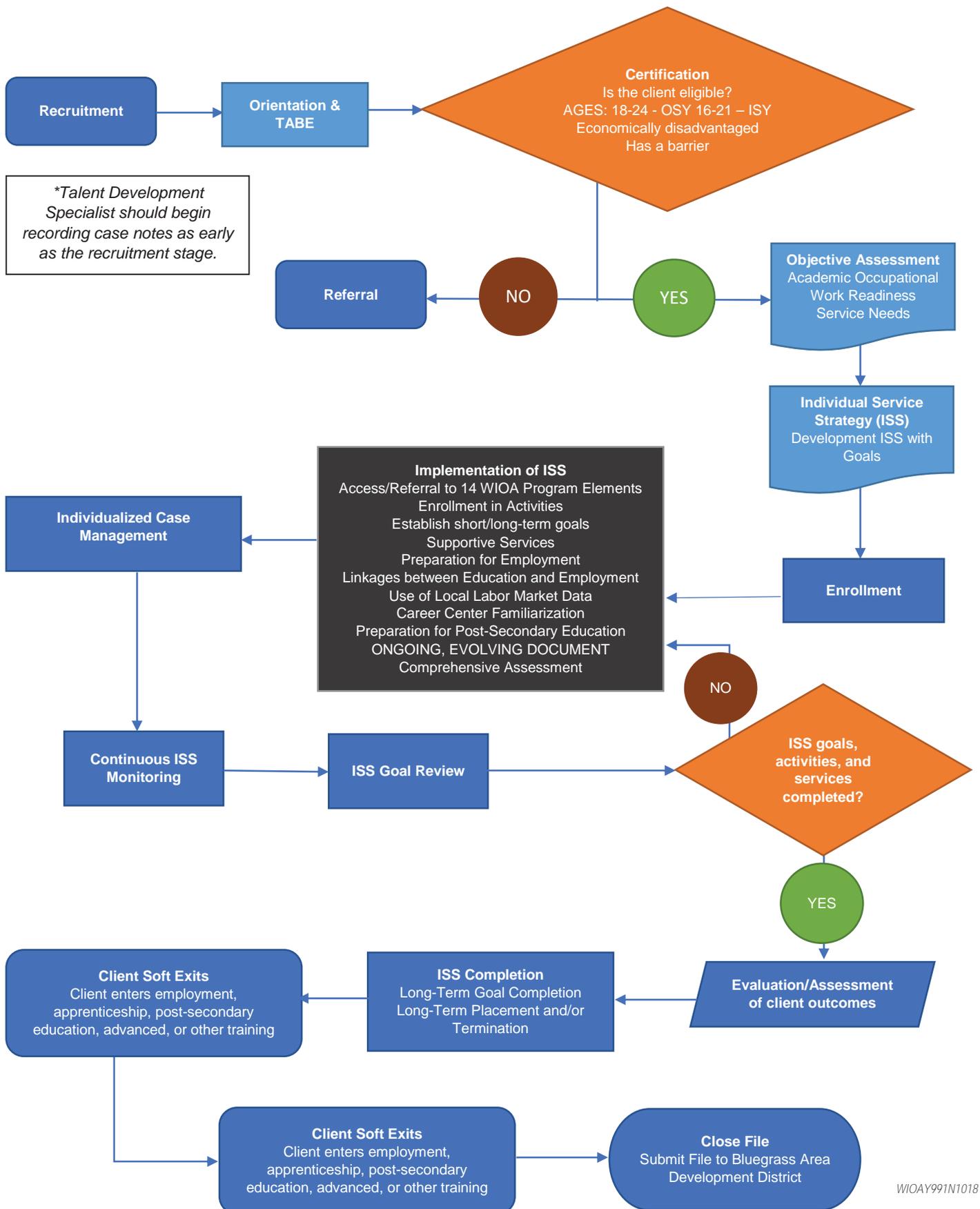
### **PERFORMANCE OF ELIGIBLE PROVIDERS (ADULT, DISLOCATED WORKER, AND YOUTH) UNDER WIOA SUBTITLE B:**

For eligible service providers under WIOA Subtitle B, the BGWIB's Program Committee conducts quarterly and annual performance reviews of adult, youth, and dislocated worker service providers, along with the One-Stop Operator (OSO). Key performance indicators include contractual service delivery goals, program enrollment figures, employment outcomes, and training completion rates, with a continued focus on strengthening partnerships and ensuring Kentucky Career Center certifications. The BGWIB also supports efforts to enhance performance tracking through a statewide data system.

### **ONE-STOP DELIVERY SYSTEM PERFORMANCE:**

The One-Stop Delivery System is expected to experience continued growth in WIOA program registrations in Program Year 2025, with increased training enrollments and internships in priority sectors. Performance will be measured by tracking participant engagement, employment placement rates, and program completion metrics. Despite static federal workforce funding, the BGWIB aims to strengthen public-private collaboration while maintaining a data-driven approach to continuous improvement. Meeting or exceeding all state and federal performance benchmarks remains a priority.

# ATTACHMENT 1: YOUTH CUSTOMER FLOWCHART





DELIVERING  
SUCCESS

**BGWIB**

BLUEGRASS WORKFORCE INNOVATION BOARD

# Bluegrass LOCAL PLAN

UPDATE: 2025

cooperation.  
integrity.  
effectiveness.  
meaningful  
results.  
service.  
innovation.

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