



**Workforce Innovation
and Opportunity Act
Regional and Local Plan
FY 2022 – FY 2025**



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

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

WIOA Regional Innovation and Local Comprehensive Plan Guidance

July 1, 2021-June 30, 2025

Purpose.

The purpose of this Regional Innovation and Local Comprehensive Plan Guidance is to provide instructions to Local Workforce Development Boards (LWDB's) regarding the development and submission of Regional Innovation and Local Comprehensive plans for program years FY 2022 through FY 2025 in compliance with the Workforce Innovation and Opportunity Act (WIOA) four-year planning requirements.

A. Commonwealth of Kentucky Workforce Vision and Goals

The Kentucky Workforce Investment Board (KWIB), in partnership with the Education and Workforce Development Cabinet, and numerous partner cabinets, agencies and outside organizations, engaged in an aggressive effort to implement the strategic initiatives outlined in the KWIB Strategic Plan implemented 2018. This plan has served as a blueprint for transforming Kentucky's workforce services and focused on adapting to the changing needs of employers. The Beshear Administration welcomes the opportunity for continued alignment of Kentucky's education and workforce systems with the goal of establishing dynamic, employer-led workforce development in Kentucky.

The Administration's vision includes:

- Establishing employer collaborative efforts arranged by both region and industry. These groups will examine current and future needs for skills and training and identify effective talent development systems. The employers will provide information in real time to the workforce system in order to help align resources effectively and efficiently.
- Ensuring career development is an integrated element of government services. To build the foundation for increasing the labor force participation and growing Kentucky's economy. Over the next four years, the Administration will work with the KWIB on a new strategic plan and setting clearly defined goals. These goals will inform subsequent modifications of the State Plan and achieve the continuing transformation of Kentucky's workforce system through innovative practices. This will enhance sustainable economic and job growth to improve the lives of Kentuckians.

The Department of Workforce Investment (DWI) Goals:

1. Career Pathways and Sector Strategies – Collaborate with business and industry to define career pathways for critical state and regional sectors.
2. Work-Based Learning Infrastructure – Create a state-level framework to facilitate employer engagement in work-based learning, which can ensure consistency in definitions used across the education and training continuum partners regarding definition.
3. Workforce Services Infrastructure Realignment – Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level.

4. Data and Performance/Informed Decision Making – Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline.

B. Local Comprehensive Plans.

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

The Local Comprehensive Plan sets forth the strategy to:

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

Local Plans, pursuant to WIOA, must align with the State’s vision as set forth in the Combined State Plan FY 2022-2025. 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.

Given the limitations of the pandemic and the restrictions on meeting in large groups set by Governor Andy Beshear, any public meetings should follow CDC and state guidance. We strongly encourage virtual meeting and public notice.

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 Department of Workforce Investment **by April 30, 2021** for their review and feedback before the implementation date of July 1, 2021 (FY 2022).

KY's Regional and Local Workforce Areas:

North Region=Bluegrass LWDA and Northern KY LWDA

East Region=TENCO LWDA and EKCEP LWDA

South Region=Cumberlands LWDA and South Central LWDA

West Region=Green River LWDA and West KY LWDA

Central Region=KentuckianaWorks LWDA and Lincoln Trail LWDA

D. Relationship of Regional Innovation Plan and Local Comprehensive Plan

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

E. Plan Completion, Submission and Approval.

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 2022-2025 Regional and Local Plans must be submitted in PDF format either electronically to DarleneK.Bussell@ky.gov or on a flash drive mailed to Darlene K. Bussell, 500 Mero Street, 4 NC 13, Frankfort, KY 40601 by close of business on June 30, 2021.

Note: The FY 2022–2025 Regional Innovation and Local Comprehensive Plan must be sent by a designated single point of contact. If sending Plans by email the subject line should read “(Area name) FY 2022-2025 Regional and Local Plan”.

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.

G. Public Comment

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

Plans should be:

1. Made available to the public through electronic and other means such as public hearings and local news media. This should include an opportunity for public comment of 14 days by members of the public inclusive of representatives of business, labor organizations and education.

2. Any comments that express disagreement with the plan must be submitted to the Governor along with the plan.
3. Information about the plan should be available to the public on a regular basis through electronic means and open meetings.

H. Plan Organization

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

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

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

WDB name: Northern Kentucky

Regional name: North Region

NOTE: In this document, Regional responses start after a blue line

Chapter 1: Economic and Workforce Analysis

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

Three different Local Workforce Development Boards (LWDAs) came together to outline common goals, priorities and the planning approach for the Central Kentucky Regional Plan. Staff from the three areas agreed to work together through remote meetings, calls, and emails to develop a plan equally reflective of the region's unique needs and challenges. Staff from the three areas scheduled remote meetings among representatives, and each Board was given an opportunity to comment on and contribute to the final regional plan. Each Board votes separately on the final regional plan.

The local planning process was compact due to the swift turn around required for submittal of the comprehensive plan. The initial step in the planning process was to establish a timeline for the gathering of required information. Second, several one-on-one question and answer sessions were held with Board members and staff. To gain additional input staff referred to surveys and interviews conducted during recent planning sessions.

To foster an open dialogue and gather input, committees of the NKWIB discussed related questions, especially the eight additional elements.

Local participation in the planning process is vital to creating a comprehensive and inclusive plan that establishes buy-in with partners and the community. The request for participation was done primarily through electronic communication. The use of technology was essential in the sharing and gathering of information quickly over a large area. Partner and public input were requested in various ways including: an email to all contacts; a press release to local media; and marketing on social media sites controlled by the Bluegrass Workforce Innovation Board (BGWIB)/Kentucky Career Center - Bluegrass.

**NOTE: KentuckianaWorks is not referenced in this plan due to the waiver provided from Governor of Kentucky for the Kentuckiana area to develop a Regional plan with Indiana.*

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

Regional Analysis of Economic Condition

The largest sector in the Northern Kentucky Region is Health Care and Social Assistance, employing 93,031 workers. The next-largest sectors in the region are Manufacturing (89,192 workers) and Retail Trade (74,176). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment

compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 1.55), Manufacturing (1.52), and Transportation and Warehousing (1.31).

Sectors in the Northern Kentucky Region with the highest average wages per worker are Management of Companies and Enterprises (\$109,679), Finance and Insurance (\$76,944), and Utilities (\$73,737). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+11,774 jobs), Health Care and Social Assistance (+5,664), and Construction (+4,259).

Over the next year, employment in the Northern Kentucky Region is projected to expand by 2,633 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.2 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,089 jobs), Accommodation and Food Services (+422), and Transportation and Warehousing (+394).

These projections reflect the need of increased health care and service workers established during the pandemic of 2020 and reflect the sentiment of the qualitative information gathered from employer interviews.

Additional Lincoln Trail Response:

The Lincoln Trail Workforce Development Area (LTWDA) continues to see its demand sectors grow, especially in Advanced Manufacturing, Healthcare, and Construction. More efficient technologies and robotics continue to change the dynamics of manufacturing by eliminating some low-skill job functions but at the same time creating jobs requiring higher skills with more technical responsibilities. Due to the Covid-19 pandemic the latest available occupational projections may change based on future workforce demand.

Production Occupations from 2018 to 2028 are expected to grow in the LTWDA by less than 1percent, lower than the 1.1percent statewide. In 2019 and 2020 new and expanding manufacturing industries in the eight-county region announced a total of 692 new jobs of which 57percent were due to the announcement of a steel plate manufacturing mill by Nucor with an investment of over \$1billion. 23percent of the remaining new jobs were in Food/Beverage Production, namely in distillery operations with investments over \$133million. Manufacturing employment in the LTWDA totals 19percent and wages in that sector make up 23percent of total wages in the region. The Healthcare sector will continue to expand as it has in the past. There are no healthcare occupations that are currently in decline. In the LTWDA healthcare jobs are projected to grow 11percent, slightly more than the 10percent Statewide.

The year-long, and ongoing, pandemic that has created physical and mental stress on healthcare workers may have a significant impact on the number of healthcare job openings in the coming years due to retirements/resignations. Increasing demands by an aging population needing specialized care will also influence hiring trends for nursing, occupational and physical therapy as well as other specialties. A report by the National Society for Human Resources Management (SHRM) in 2018 states that 10,000 baby-boomers are retiring every day.

Skills shortages in the Construction sector sometimes cause delays in new commercial projects as well as new residential construction. Construction occupations in the region are anticipated to grow 2.4percent by 2028 which is more than the Statewide projection of 1.5percent. The tourism industry continued to increase in the region until the pandemic shutdowns and mandated reductions in tourism activity occurred. Travel expenditures increased by 6.7percent from 2018 to 2019. 2020 will be a different story but 2021 should see an increase in tourism traffic as the pandemic subsides.

Employment in tourism and travel industry increased 1.7 percent in 2019 in the eight counties. Due to the pandemic 2020 will certainly show a reduction in tourism employment but should start showing a rebound



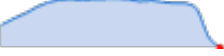
later in 2021. The entrepreneurial spirit and small business environment continue to thrive in the Lincoln Trail Area, specifically in the Elizabethtown-Fort Knox Metropolitan Statistical Area (MSA) which includes Hardin, Meade, and Larue Counties. The Covid pandemic has caused interruptions/closures in the small business community. Resources such as the federal CARES Act, Paycheck Protection Program (PPP), KY Small Business Development Centers, Revolving Loan Fund/Business Relief Program with the Lincoln Trail Area Development District, and local venture groups will provide opportunity and hope for small businesses to navigate through these uncertain times.

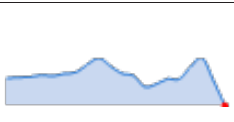
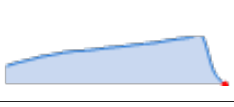

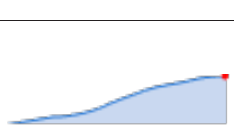
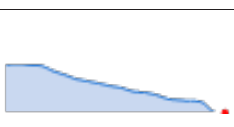
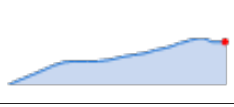
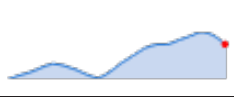

The Elizabethtown-Ft. Knox MSA was recognized as number five in the nation for annual growth in business services jobs in Newgeography’s 2016 report. The region continues to adapt to the fluctuation in personnel, both military and civilian, at Fort Knox. The post continues to bring in small to medium-sized military units that help alleviate reductions from the past due to downsizing. The most recent addition was in 2020 when the Fifth Corps (V Corps) was activated, sending 635 soldiers to Fort Knox as well as their dependents. Army Cadet training for future officers now takes place on post as well as a major portion of ROTC training in the summer months. These incremental military increases also have brought additional civilian personnel as well boosting other sectors such retail trade, accommodation and food services, and real estate. An added bonus is the increase in military spouses coming to the area giving business and industry another labor force with varied experience to recruit from.

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

Economic and Workforce Overview

The 34-county Central Kentucky Region is an economic engine of Kentucky. Stretching from Boone County in the north to Lincoln County in the south and Breckenridge in the west to Powell County in the east. This region has 28.3 percent of Kentucky’s counties and has 35.9 percent of its labor force –717,721 jobs in total, according to the most recent Kentucky Labor Market Information website (kylmi. ky.gov). The jobs are more concentrated than the workers are; among a 34-county labor force of 1.5 million, the largest counties represent only 58.5 percent of the total workers. Indicating that many people commute from surrounding counties into the job centers.

2-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Health Care and Social Assistance	93,031	\$53,901	0.89		9,878	1.2percent
Manufacturing	89,192	\$63,271	1.52		9,239	- 0.1percent
Retail Trade	74,176	\$30,647	1.02		9,719	- 0.2percent

Educational Services	63,176	\$47,661	1.08		5,927	0.1percent
Accommodation and Food Services	61,307	\$18,103	1.07		10,347	0.7percent
Administrative and Support and Waste Management and Remediation Services	45,733	\$34,274	1.02		5,576	0.6percent
Transportation and Warehousing	44,235	\$51,465	1.31		5,115	0.9percent
Public Administration	40,030	\$52,957	1.15		3,648	0.0percent
Construction	37,605	\$52,881	0.90		3,791	0.3percent
Professional, Scientific, and Technical Services	32,352	\$66,529	0.65		3,026	0.8percent
Remaining Component Industries	129,950	\$56,354	0.75		13,951	0.1percent
Total - All Industries	710,785	\$47,907	1.00		80,137	0.4 %

As of December 2020, the three counties with the lowest unemployment rates were Spencer and Woodford County at 4.2 percent, and Bourbon at 4.5 percent. However, several counties in the region are experiencing high unemployment due to the pandemic. Rural counties with the smallest labor forces have some of the highest unemployment rates; Lincoln County, with a labor force of 9,593 has an unemployment rate of 7.7 percent. Boyle County, with a labor force of 11,347 has an unemployment rate of 6.8 percent. Grayson County had an unemployment rate of 6.5 percent.

According to ACS data, the Central Kentucky Region has a healthy labor force participation rate of 63.9 percent, noticeably exceeding the Kentucky rate of 59.2 percent and even the national labor force participation rate of 61.5 percent. Still, the labor force participation rates also vary quite a bit, from 47.0 percent in Estill County to 70 percent in Boone County. In fact, in the Central Kentucky Region, of the 57.4 percent of the people who are not in the workforce are over the age of 55 (which is almost the same as the statewide rate of 57.5 percent of non-workforce participants being 55 and over).

An overwhelming majority of the population over the age of 25 in the Central Kentucky Region-- some 90.1 percent--have a high school diploma or higher. However, only 29.8 percent have a bachelor's degree or higher.

Again, there are wide disparities between counties with a spectrum that goes from 9.9 percent of the population with a bachelor's degree or higher in Estill County to 43.6 percent in Fayette County.

Unfortunately, many individuals in the Central Kentucky Region with barriers to employment are struggling. Roughly 13.5 percent of Northern Kentucky residents have a reported disability and only 40.0 percent are active in the labor force. Single parent families make up 33.3 percent of the population. While barriers like poverty make-up 15.4 percent, lack of transportation (6.3 percent), English as a second language (ESL) (4.3 percent), and disconnected youth (2.2 percent) make up much of the top challenges for employment for individuals in the Central Kentucky Region. These barriers have been made even more challenging by the pandemic. Children have been forced into remote education and leaving parents with no options but to be home for during normal business hours. Transportation services have been cut most of the few counties in the region that supplied public transportation. ESL classes have halted temporarily and with many public facilities closed, youth have been left without an outlet.

Leading Industries

The Central Kentucky Region is well diversified. According to quarter 3 data for 2020 from the Industry Snapshot for the Central Kentucky Region, Healthcare is the largest industry, comprising about 93,000 jobs in the Central Kentucky Region. Manufacturing is next with 89,000 jobs, followed by Retail at 74,000 jobs, Educational Services (63,000), and Food Service at 61,000. This shows a significant shift since 2016, with Retail falling from the top spot to third with more projected losses to the industry over the next five years. Industries showing the greatest potential growth over the next five years continues to be Healthcare with an annual growth forecast of 1.2 percent, Transportation and Logistics at 0.9 percent, and Professional, Scientific, and Technical Services at 0.8 percent.

The highest regional average wages are in Manufacturing (\$63,271) and Transportation and Warehousing (\$51,465). The lowest is in Accommodation and Food Service (\$18,103). (This analysis uses average wages because median wages are unavailable at the county level; however, in many cases, median wages would be a preferable measure of wages.)

Between 2000 and 2019, the biggest industry gains in the Central Kentucky Region were in Healthcare (19,006 new jobs), and Transportation and Warehousing (5,947). Manufacturing has actually lost a net 2,163 jobs in the last 19 years, though the sector is up 12,746 jobs since 2010. In some ways, that simply points to how badly manufacturing jobs suffered in the Great Recession; but that the long-term trends for manufacturing have been declining jobs. Construction is likewise up since 2010 (6,049 new jobs) but down since 2000 (-1,931 jobs). Retail jobs in 2019 were close to 2000 levels (73,360 jobs) after losing 9,669 jobs in the Great Recession.

Since 1990, the biggest growth has come in the Business Services sector. In fact, the growth of the Business Services sector is one of the underappreciated stories in Northern Kentucky's economic transformation over the last 25 years. In 1990, this sector was half the size of Manufacturing; now it is larger than Manufacturing. The Business Sector has grown nearly 100 percent in the last 25 years. If combined with Finance, this sector would now represent nearly 1 in 5 jobs in the Central Kentucky Region.

Top Jobs

According to data from JobsEQ, there were a total of 66,096 online job postings in the Central Kentucky Region in the fourth quarter of 2020. The top in-demand occupations in the Central Kentucky Region the fourth quarter of 2020 were Heavy and Tractor-Trailer Truck Drivers with 5,447 online job postings, followed by Retail Salespersons at 3,525, Stocker and Order Fillers at 2,590, and followed by Registered Nurses at 2,417. Some 24,000 of the top job postings or 41.4 percent advertised for High School Diploma or higher.

Site: (https://kystats.ky.gov/Reports/Tableau/Industry_Profiler_2018)

Additional Lincoln Trail Response:

Economic and workforce conditions continue to improve in the LTWDA and mirror the overall improvement in the State of Kentucky and United States. The civilian labor force at the end of 2019 was 125,918 an increase of 1,279 from 2018. The number employed increased by 1,140 and those unemployed increased by 139. The unemployment rate continued to be low for the Lincoln Trail Area. The annual rate for 2018 was 4.3percent and for 2019 it was 4.4percent. Covid-19 again resulted in a retreat in 2020 from the previous years' economic positive news. Preliminary data for December 2020 show the civilian labor force decline by 5,393 and those employed declining by 6,588. The unemployment rate for the region at the end of 2020 stood at 5.5percent. The labor participation rate has increased from the Great Recession of 2008 but only slightly. Rates for counties in the region range from a 51percent rate in Breckinridge County to a high of 66percent in Washington County. Contributing factors are similar to state and national trends such as lack of required skills needed for open jobs causing people to leave the labor force, Baby Boomer retirements (previously mentioned 10,000 per day), high number of applicants and current recipients of disability payments, etc. Covid-19 will continue to have an adverse effect on participation rates through 2021 due to school closures, childcare and family health issues that will keep some workers out of the labor force until all aspects of life return to some normalcy.

The LTWDA has a 93.0percent high school graduation rate for persons ages 25+ which is slightly higher than the state average of 92.0percent. GED completers who enroll in a postsecondary institution is 26.6percent compared to the State average of 29percent. The new GED Plus program (accelerating career pathways) with Kentucky Adult Education's Skills U should increase enrollments both regionally and statewide since it allows students to earn a tuition-free college credential through the Work Ready Kentucky Scholarship Program in the high- demand sectors. The percentage of 2018-2019 LTWDA high school graduates attending in-state college is 49.5percent, slightly lower than the state rate of 50.5percent.

2021 Northern Kentucky LWDA Economic and Workforce Analysis

Population ¹	464,223
Labor Force Size (civilian population 16 years and over) ²	239,424
Prime-Age Labor Force Size (civilian population 25-54) ¹	153,000
Identify as Disabled (Age 18-64) ¹	11.80%
Labor Force Participation Rate (civilian population 16 years and over) ³	67.10%
Prime-Age Labor Force Participation Rate (civilian population 25-54) ¹	88.30%
With a Disability Labor Force Participation Rate (Age 18-64) ¹	41.30%
Unemployment Rate ⁴	5.10%
Poverty Level (of all people) ⁵	12.20%
No High School Diploma ⁵	8.65%
High School Graduate ⁵	29.52%
Some College, No Degree ⁵	22.36%
Associate Degree ⁵	8.81%
Bachelor's Degree ⁵	20.14%
Postgraduate Degree ⁵	10.52%
Disconnected Youth: 16-19 year old's who are not in school, not high school graduates, and either unemployed or not in the labor force	1.50%
Opportunity Youth: 16-24 year old's who are not in school and either unemployed or not in the labor force. ⁶	10.25%*

Incarceration Rate (percent of the total population)	1.01%
Homeless	.05%
Households Receiving Food Stamps	9.80%
Individuals Receiving Medicaid	25.59%

Sources and Notes

American Community Survey 2014-2018, extracted via JobsEQ unless noted otherwise

1. *Census 2019, annual average growth rate since 2009*
 2. *KY Stats December 2020*
 3. *NKWIB 2020 estimate only*
 4. *KY Stats - December 2020 LAUS*
 5. *Educational Attainment, Age 25-64*
 6. *SSRC 2020 Annual Report*
- *Average of Boone Kenton Campbell and Grant counties only*

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

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

Each of the three Workforce Development Boards in the Central Kentucky Region have their own approach to workforce development activities. There are, however, many themes in common: Regional economic expansion in the Central Kentucky Region has caused a shortage of job candidates with the necessary skills both “hard” and “soft”. Most employers offering good paying jobs are requiring something beyond high school whether it is a short-term certification/credential or an Associate degree. Workforce, education, and economic development partners in the Central Kentucky Region include the Kentucky Career Center’s, secondary school systems, post-secondary institutions, economic development offices, training consortiums, chambers of commerce, SHRM groups, jails, public libraries, and innovation centers. They are all working together to develop and implement customized curriculums and certifications to meet the soft skills as well as the technical skills requirements that employers need. Examples of these include: soft skills classes at the KCC-Lincoln Trail Office in Elizabethtown and provided virtually in the Bluegrass area; WIN Career Readiness Courseware which includes the Kentucky Essential/Soft Skills Certificate; National Career Readiness Certificate (NCRC) through adult education centers; work ethic certifications in several school systems in the region; Workforce Solutions with Elizabethtown Community and Technical College (ECTC); Tech Ready Apprentices for Careers in Kentucky (TRACK) that has been established in several school systems in the Lincoln Trail area; Hardin County Schools Early College and Career Center (EC3) in Elizabethtown that allows juniors and seniors ready for college-level curriculums a pathway to learn in-demand sectors (if a student completes two years at EC3 they will have two years of college credit); Project Lead the Way (PLTW); Knox Coding Academy.

Two new initiatives at ECTC will help alleviate skills shortages in the region's workforce. One of those is a mobile training unit that can provide requested training for company employees on site, saving participating companies time and money. The unit has been in operation since 2019 and although the pandemic had interrupted its operation a few onsite classes with limited participants have recently been completed. It is hoped to be in full operation later in 2021. The second initiative is a university center that will bring in four-year institutions that will provide bachelor's degree programs but only if these programs are determined to be needed by input from employers in the Lincoln Trail Area. These two initiatives will provide much needed help in increasing the skill levels of current employee as well as future workers. In the Bluegrass efforts to reduce recidivism is a focus with providing employability/soft skills trainings to inmates who are close to release. These individuals complete soft skills training through a workshop coordinator, then are introduced to a Case Manager who assist them with a job search, resume assistance and possible work experience. The Kentucky Employs Youth (KEY) initiative is growing in the Bluegrass, as well, starting as an out-of-school youth only initiative the project has grown to include school systems in multiple counties. The KEY program allows youth aged individuals to do real-life career exploration through work experience in fields of interest for up to 480 hours.

- **STRENGTHS**

- **Employer Involvement:** Without employers, no one would get jobs. That is why workforce efforts in the Central Kentucky Region are developed with deep employer engagement and continuous feedback. Programs are designed and modified to meet employer needs.
- **Sector Focus:** Healthcare, Logistics, and Manufacturing are the core sectors identified as most important in each region based on the regional analysis. Some regions have also identified other sectors of focus, such as Business Services, Information Technology, Construction, and Installation, Maintenance, & Repair.
 - In an effort to address a long-term problem that has been worsened by the COVID19 pandemic, the Bluegrass LWDA has added **Childcare and Education** as a sector in an effort to address the shortfall of childcare workers, teachers, and businesses. With the addition of this sector, the Bluegrass can work to increase the number of licensed childcare facilities in the Bluegrass. The lack of childcare facilities and workers for those facilities was a repeated concern to both employers and job seekers during their strategic planning public forums.
 - The Northern Kentucky LWDA addressed the employment issues in the Childcare and Education sector by partnering with **EC Learn** to provide workforce services to childcare providers and dislocated employees. Through a NDWG, the Northern Kentucky LWDA provided Child Development Certification training for dislocated childcare employees.
 - The **Greater Knox Coding Academy** was initiated as a pilot program operated by Elizabethtown Community and Technical College (ECTC) in January 2020 through a Statewide Reserve Grant administered by the Lincoln Trail Workforce Development Board. The Coding Academy was designed to support the civilian workforce shortages in the IT field at Ft. Knox. The Coding Academy allowed students to enter the job market within months through short term certifications in Java and Security+ and CompTIA A+. Based on discussions with Fort Knox contractors many of these coding positions have starting annual salaries over \$65,000. In addition to the coding instruction, all students received assistance with career readiness, resume writing, job interviewing, networking, dressing for success, social media and emotional intelligence. Based on the positive results of the pilot, the program will continue to be offered and has been placed on the State ETPL. In addition, several companies have supported the program with sponsorships to assist with program operations and student fees.

- **Career Pathways and Education Alignment:** From career counseling to individual training accounts, to increasing collaboration with higher education and K-12 institutions, Northern Kentucky workforce boards are working to improve our education-workforce pipeline and ensure that it meets the needs of a 21st century workforce. A great deal of that coordination comes from an involved board who are a reflection of the employers seen throughout the Central Kentucky Region. These employers work closely with education representatives on the local workforce boards to guide board support staff through discussion of their needs and an understanding of the present and future labor market from a first-hand perspective.
- **Business Services Teams:** In multiple Central Kentucky Regions, Business Services Teams serve to establish relationships with area employers in order to provide valuable assistance in the form of career fairs, computer assessments, and various hiring incentives. With the pandemic, Business Service Teams have had to become creative in assisting employers with identifying potential candidates. The concept of a job fair, for example, has changed from a walk-up booth to a drive-thru and virtual job fairs. The Northern Kentucky LWDA Business Service Teams speaks with a different business each week during “Live with the KCC|”, a Facebook Live event. The Bluegrass Business Service Team provides customized Facebook videos for businesses hiring in the area.

- **CHALLENGES**

- **Post-secondary Education, Technological Disruption & Need for Quality Short-Term Training:** One of the greatest economic challenges of our time is the speed with which technology is changing the labor market landscape. As one example, the Central Kentucky Region employs approximately 22,000 Truck Drivers, according to data from JobsEQ, many or all of whom may be susceptible to automation in the next 10-15 years.

This is part of a larger trend: jobs that pay family-supporting wages now overwhelmingly require some form of post-secondary education. Workforce development activities that emphasize flexibility, short-term training options, and durable skill sets will be well positioned to guide the Central Kentucky Region through the coming years. Analysis of KYLMI data indicates that the short-term training (two-years or less) most likely to connect to jobs that pay above a family-supporting wage are: computer technician, automotive technicians, tractor trailer drivers, and engineers.

- **Career Centers:** In multiple areas, the Kentucky Career Centers were identified as a challenge. The creation of seamless service delivery will need to come from a cultural shift with the Commonwealth, as well as, through the placement of all partner staff in a single location. Inclusion, collective planning, and streamlining of authority will need to take place in order for the customer to be the focus. During strategic planning, the Northern Kentucky Area is working to incorporate how to expand the service footprint through local libraries and create and provide virtual service experiences, similar to other areas in the region.
- **Diversity, Equality and Inclusion (DEI):** Over the last couple of years, it has become evident for the Commonwealth to be successful in eliminating disparities that exist for racial and ethnic minority populations, change is necessary. The Kentucky Chamber of Commerce January 2021 report, “Achieving Equity to Build a Stronger Kentucky”, created goals and recommendations to reach diversity, equality, and inclusion. The local workforce development areas must also implement tactics to achieve equity as we pursue workforce development for our communities.
- **Outreach:** Public outreach efforts need to be increased through a planning process in order to create a clear vision; this has been seen as a need for some time and Bluegrass has written it into their strategic plan.

- **Barriers to Employment**: As discussed, there are many individuals in the Central Kentucky Region who, for a variety of reasons, are having a harder time getting a job than the general population. The local Workforce Development Boards are working to address barriers to employment in various ways, such as:
 - **Transitions 2 Transformation** is a program that focuses on the individuals with highly challenging barriers to employment. Individuals in recovery, reentering the workforce after incarceration, disabled, homeless, ESL, etc. are all provided a special case manager who focuses on these unique barriers and works with employers to transition them into the workforce at a slower and more managed pace. Workforce staff also make referrals to partnering agencies who specialize in individuals with particular barriers to employment. WIOA staff attempt to work closely with programs like Jubilee Jobs, Child Care Council, Office of Vocational Rehabilitation, and others in providing additional support for individuals with significant barriers to employment.
 - With funding through the CARES Act, the Bluegrass hired a **Resource Navigator**. The purpose of this position is to assist visitors to the Kentucky Career Center – Bluegrass a single point of contact to receive referrals for various needs that could not be met by the career center or its internal partners (examples: clothing, housing, transportation assistance, medical or utility assistance). This position has proven so successful in its ability to provide immediate referral assistance to those in need, the position will remain a permanent resource after the CARES funding has ended.
 - The **Objective Assessment** is the first personal communication visitors to the Kentucky Career Center - Bluegrass have with the participant; it lays the framework for the services the Talent Development Specialist and participant agree upon for the participant to successfully complete their pathway to self-sufficient employment. All potential participants are given an objective assessment, which includes: a review of academic and occupational skill levels, career goals, and strengths of each participant. The purpose of the objective assessment is to identify the appropriate services and career pathways to develop an Individual Employment Plan/Individual Service Strategy along with the participant.
 - **CareerEdge** is an online system that trains and measures employability skills. Job seekers have been utilizing this service to improve their employability skills. Employers have taken advantage of this opportunity for staff who need to improve on this skill or for individuals who have been targeted for leadership positions.
 - The **'Lift Up' project** creates a one-stop delivery system for job training and transition to employment for individuals in treatment for SUD (Substance Use Disorder) living in the Northern Kentucky area. The project is funded by a federal SAMHSA grant and is a collaboration between St. Elizabeth Healthcare, Life Learning Center and the Northern Kentucky WIB. Lift Up' participants work on increasing independence and productivity by providing pre-vocational training, substance use treatment and transitional services to employment. The KCC-NKY work with local employers to encourage transformational employment hiring. The goal of the grant is to serve 350 participants per year for five years.
 - The **Northern Kentucky Career Link Program** was specifically designed to respond to employment challenges brought about by the COVID pandemic. The program offers temporary job opportunities and includes grant funding to help eligible dislocated workers pursue education or necessary certificates and credentials to find new work.
 - **City Futures** is a workforce development program designed to connect residents of Covington's City Heights neighborhood to quality employment services, including career coaching, job

readiness workshops, job training programs, resume services and funding for occupational training services in high-demand sectors. By connecting with the Kentucky Career Center, program participants can access multiple agencies' resources and support services to enhance their job search experience. Participants also receive financial coaching and family support services to assist them on their path to achieving their hope and dreams.

- The Lincoln Trail Workforce Development Board's Workforce Crisis Taskforce partnered with Hardin Memorial Health, now Baptist Health Hardin, to implement an **expungement pilot program** that can be replicated throughout the region. Through this program, employers are able to assist employees with the expungement process and associated costs to remove qualifying Class D felony convictions from their records which can be a barrier to successful employment. As the need for skilled, available workers continues to grow, this creates new paths for residents to enter the workforce. As a result of the successful pilot program, a how-to-guide was created for employers to use to create a similar program.

- **AREAS OF OPPORTUNITY**

- **Sharing Best Practices:** Some local Workforce Development Boards have begun using the Kentucky Center for Education and Workforce Statistics to measure the efficacy of workforce programs and interventions. When programs are identified as particularly effective, they should be shared with all Boards in the region, so that they can become best practices and standards for success.
- **Statewide Workforce Development Workshops:** The opportunities for local Workforce Development Boards staff to learn together, interact and share ideas with counterparts throughout the Commonwealth have been reduced. The creation and use of virtual workshops would allow for the staff development and exchange of ideas while reducing related travel expenses.
- **Virtual Career Center:** Since the onset of the pandemic, it has become clear an area of opportunity for the Bluegrass area is the creation of a virtual career center. The brick-and-mortar career centers have been closed to the public for nearly a year, yet the career centers continue to provide services virtually. Today there are more individuals with access to a cell phone or Wi-Fi service than there are individuals with reliable transportation. These individuals could benefit from an entirely online career center, where they can connect with a Talent Development Specialist and receive the same services, referrals, employability classes, and personal assistance they receive when they visit a physical location. A virtual career center could provide access to a new group of previously unserved or underserved residents, who could be transitioned into training and employment.
- **Videos:** The pandemic has also increased the use of social media platforms and the internet as a way to share information with clients and the general public. The Bluegrass area, since the onset of the pandemic, has started creating videos regularly for posting on social media and the career center website. Three unique categories of videos are produced each week with new content.
 1. **Workforce Wednesday:** This video series started as a live question and answer session about services in the career center at the beginning of the pandemic and has evolved into a series on all things workforce related. The video series is hosted by the career center's Workshop Coordinator and covers topics that range from: what is needed to be a successful employee, interviewing skills, budgeting, and how to overcome barriers to employment. Guests from employers to entrepreneurs are often scheduled to record tips from their perspective.
 2. **Community Resource Minute:** The Community Resource Minute is hosted by our Resource Navigator. This video series hosts short interviews with various community partners throughout the Bluegrass area. It allows the organization to explain firsthand, what they do and how individuals who may need their services can access them.

3. **Business Minute:** The last is the Business Minute, a short two to five-minute video highlighting a business in the Bluegrass who is hiring. It covers a brief history of the business and in-depth information on the position(s) they are hiring for. Videos for this are done in a variety of ways from animation, interviewing, or content provided by the business itself and is submitted by any of the four Business Services Representatives in the Bluegrass.
- **Statewide Workforce Development Workshops:** The opportunities for local Workforce Development Boards staff to learn together, interact and share ideas with counterparts in person throughout the Commonwealth have been reduced. The creation and use of virtual workshops would allow for the staff development and exchange of ideas while reducing related travel expenses.

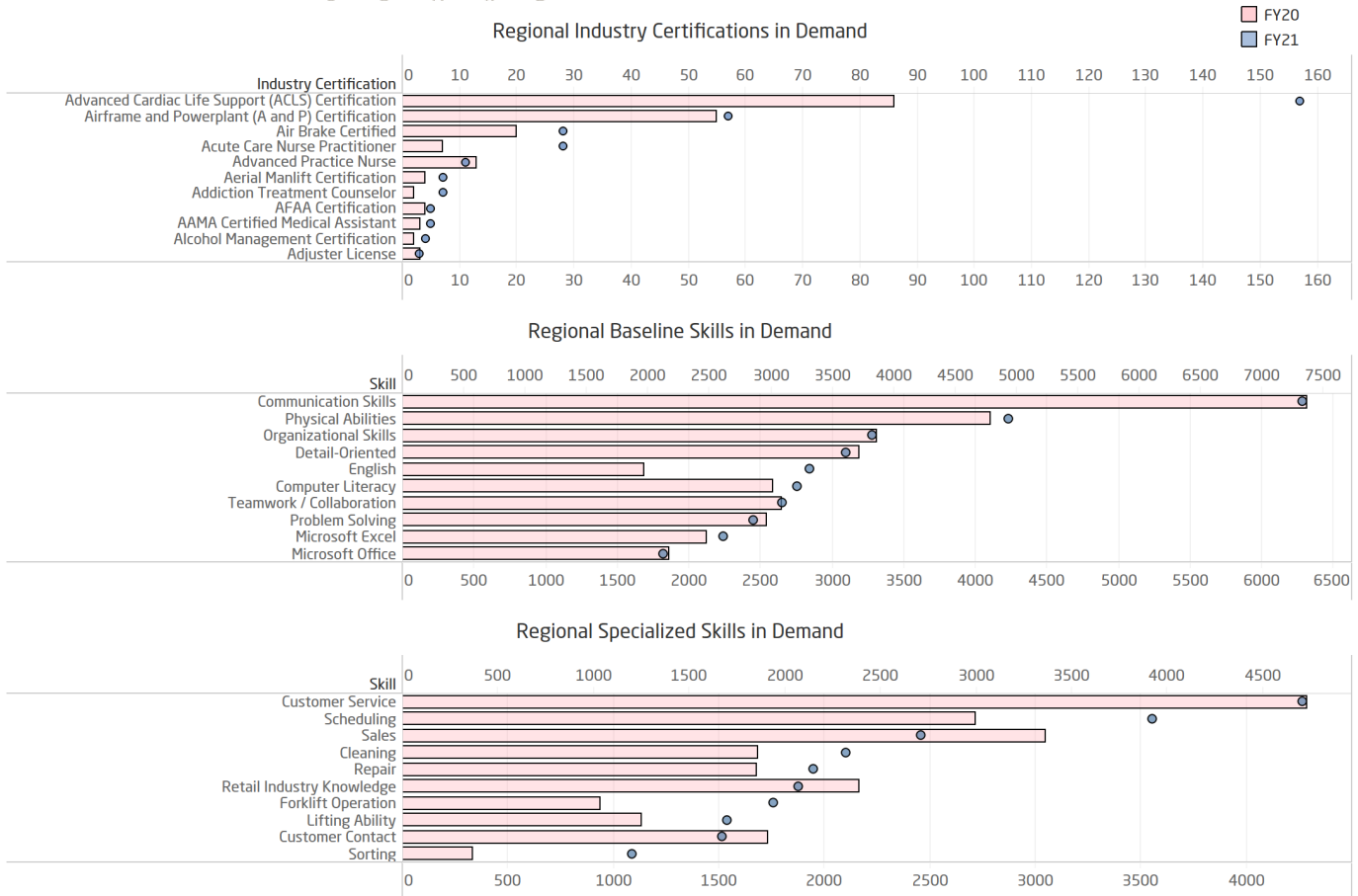
Additional Lincoln Trail Response:

The Lincoln Trail Workforce Development Board (LTWDB) implemented a three-year strategic plan that concluded June 30, 2020. Consultants from Strategy Matters, LLC worked to bring together citizens from all segments of the region who understood that for the region to grow we need to expand the numbers of people in the workforce and ensure their skill sets meet the job requirements of employers in the region. This resulted in the Lincoln Trail Workforce Crisis Task Force. Three subcommittees have been working to create initiatives which can support increased labor force participation in the eight counties. One of the subcommittees is Growing Business Investment. This group is chaired by economic development professionals who are engaging industry leaders to address solutions to the childcare issues many workers face, such as connecting employees to various childcare options in their community, creating flexible savings account options for employees to cover childcare expenses, and to get company buy-in to locate childcare centers within or near industrial parks. Although the pandemic has paused this initiative, we hope to revisit it later in 2021. A subcommittee of the LTWDB recently reviewed proposals for a two-year strategic plan that will build upon the plan that just ended. This was awarded again to Strategy Matters, LLC.

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)]

At the beginning of 2021, the NKWIB worked on updating the state career and technical education industry certification list (“KDE list”). To gain additional insight into employers' needs, the NKWIB conducted an analysis of employer job postings to determine local in-demand credentials using Burning Glass employment data. Data was collected for NKY’s five recognized high-demand sectors (Advanced Manufacturing, Healthcare, IT/Business/Finance, Logistics/Distribution, and Construction/Trades) - 332 certifications/credentials were reviewed in the list from these target industries. Burning Glass data was presented to an ad hoc subcommittee of the Business Services Committee formed to review the industry certification/credential list. NKWIB staff engaged 25 workforce partners to first review the list based on their experience. Through collaboration with partners and key stakeholders, local employers were contacted directly to identify obsolete certifications and certification deficiencies. Five workforce partners volunteered to lead employer engagement efforts in each of the five target industry sectors. More than 100 companies and four industry coalitions were contacted by email, phone, and meetings. The input received resulted in recommendations for 17 additions to the list, four deletions and one update.

Conclusions from this industry certification exercise were that continued work is needed to build understanding between the education and business sectors and continue to build technical and essential skills for our local workforce. There is a role for the NKWIB and all its partners to convene these groups and facilitate understanding between them about both the possibilities and the limits of career and technical



education programming for local secondary schools – public, private and parochial. The NKWIB also should facilitate sharing of best practices across our diverse region. Likewise, there is a role for the NKWIB and Kentucky Career Center staff to help local employers revisit job descriptions and analyze what competencies, educational attainment and experience is needed to perform required job duties.

For a more in-depth understanding of the local in-demand credentials by sectors, a full report for FY2020/2021 is in the attachment section (Attachment 1).

Chapter 2: Strategic Vision and Goals

- A. (L) Describe the local board’s strategic vision and goals to support regional economic growth and self-efficiency. Include goals in preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Also, include as applicable a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. Strengthen to the extent possible 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)] TEGL 7-20**

The NKWIB has used the current Vision, Mission, and Value Statements and Goals for the last five years. During that time, some editorial revisions were made. In 2021, NKWIB is undertaking a new strategic plan, concurrent with the Local and Regional Plan process. This new strategic plan includes modifications to the vision mission, values statements, and a new diversity, equity, and inclusion statement. The full strategic plan is set to be finalized by May 2021. The updated versions of the vision, mission, values are as follows:

Vision Statement

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

Mission Statement

We drive innovative policy and direct funding for workforce investment through strong community partnerships to promote:

- Engaged employers
- Skilled jobseekers
- Collective impact

Value Statements

Northern Kentucky WIB Core Values:

- **Customer Focus** - We respond to employer and individuals needs with exceptional and culturally competent customer service.
- **Self-Sufficiency** - We promote customer self-sufficiency as critical to achieving a vital and thriving community.
- **Innovation** - We step beyond traditional thinking by using creativity to develop policy and direction.
- **Continuous Improvement** - We foster a culture of continuous improvement through regular evaluations of programs and activities using measurable goals and targets.
- **Equity** - We are a force for equity, inclusion and life-changing results for all of our clients.
- **Collaboration** - We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.

The NKWIB goals are:

- Contribute to the advancement of regional economic development by actively engaging employers to drive Kentucky’s workforce development system.
- Prepare job seekers to enter the talent pipeline by aligning with P-12, adult education, and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.

- Improve and expand employer services by increasing Kentucky’s workforce participation by creating opportunities, incentivizing workforce participation, and removing employment barriers for Kentuckians.
- Remain a High Impact Workforce Development Organization by focusing resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

The WIB and the standing committees discuss during their meetings committee-related Strategic Plan elements. The bi-monthly review ensures the work of the WIB, its staff and partners work towards completing the plan’s objectives and meeting the goals.

To measure performance accountability, the NKWIB regularly reviews Key Performance Indicators (KPI) to determine the effectiveness of the fiscal agent/subgrant recipient (NKADD) and the one-stop system via the subcontractor for Operator and for Direct Services (Attachment 2). The NKWIB has determined this data is necessary to evaluate the return on investment concerning career center resources. Measurable statistics in the KPI reports include job openings, new available positions, job referrals/ candidate prescreening, job placements, employer contacts, and new business outreach. These monthly reports also review the cumulative year-to-date totals of performance accountability, job fairs, on-site hiring events, internships/OJT, business tours, and clients in training. Labor market information is also reported, including labor participation rates and unemployment rates.

In the fall of 2020, the NKWIB started preliminary planning to evaluate and refresh the current strategic plan to meet changing workforce development trends. The timeline for the strategic planning process began in January 2021 and is projected to be completed by May 2021. Over those five months, local workforce development stakeholders have met to craft a new strategic plan. In the preliminary strategic planning committee meetings, topics related to the priority of service and diversity, equality, and inclusion (DEI) have emerged as priorities to incorporate into the future visions, mission, and value statements and goals. Recently, the NKU Center for Economic Analysis & Development examined inequality in Metro NKY (Attachment 3). The report’s highlights included:

- Metro NKY is less racially diverse than the United States overall.
- Despite being less racially diverse, the inequities across sub-groups are very similar to the rest of the country.
- The White, non-Hispanic population is growing more slowly than the minority population in Metro NKY. This is true nationwide as well. Consequently, the region is likely to become more racially diverse going forward.

The regional financial disparities and educational inequality detailed in the NKU report will create the foundation for the NKWDA DEI goals. The updated strategic vision and goals will incorporate elements of TEG 7-20 and Kentucky’s Policy on Adult Priority of Service to address priority service categories and how to serve them.

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

Similar to the Commonwealth’s plan, Northern Kentucky's vision aligns education with employers' changing needs, prepares our labor force, and enhances regional economic development. The NKWIB strategic actions have been modified to mirror the KWIB’s strategic actions as detailed in the 2020 Work Ready- An Urgent Call to Action plan.

Strategic Plan Goals	
NKWIB	KWIB
1. Engage employers in the design of Employer Services that support talent recruitment, incent workforce participation and remove employment barriers.	1. Actively engage employers to drive Kentucky's workforce development system.
2. Prepare individuals to enter and advance along the talent pipeline by aligning with P-12, adult education and postsecondary education to provide lifelong opportunities for the rapidly shifting realities of work in the future.	2. Align and integrate P-12, adult education , and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
1. Engage employers in the design of Employer Services that support talent recruitment, incent workforce participation and remove employment barriers.	3. Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation , and removing employment barriers for Kentuckians.
3. Respond to changing employer and individual needs by effectively leveraging local, state and federal resources and benchmarking impact through data and metrics.	4. Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky. (Organization and Resource Alignment)
4. Maintain strong leadership and community connectivity by fostering board member recruitment, retention and education efforts with a focus on diversity, equity and inclusion.	

(See Attachment 4 for 2019 NKWIB Strategic Action Plan)

C. (L) Describe how the local board's vision and goals take into account an analysis of the strategies in working partnership with the other entities that carry out the core programs, and the required partners in the alignment of resources.

As part of the previous and current planning process, the NKWIB surveyed partners and stakeholders, including WIB members and career center system customers. The surveys provided feedback on awareness and priority of services while clarifying the connection between our priorities and goals. Also, NKWIB is a partner of GROW NKY, a collective impact approach to workforce development in the Northern Kentucky Region. As a part of this work, the NKWIB board chair, NKWIB Director and a number of KCC staff, are engaged in a number of efforts to ensure alignment and collaboration. With this understanding, the NKWIB collaboration with our key partners and stakeholders leads to a greater alignment of goals and priorities. Key community partners include:

Core Programs

- Brighton Center
- Kentucky Education and Workforce Development Cabinet

- Kentucky Labor Cabinet (NKWIB member)
- Kentucky Adult Education (NKWIB member)
- Kentucky Office of Vocational Rehabilitation (NKWIB member)

MOU Partners

- Council of Three Rivers
- Gateway Community and Technical College (NKWIB member)
- Kenton County Public Library (NKWIB member)
- Kentucky Cabinet for Health and Family Services
- Northern Kentucky Area Development District
- Northern Kentucky Community Action Commission (NKWIB member)
- Ohio Valley Goodwill Industries
- Transit Authority of Northern Kentucky (TANK) (NKWIB member)
- Whitney M Young, Jr. Job Corps Center

Additional Community Partners

- Boone County Public Library
- Campbell County Public Library
- Carroll County Chamber of Commerce
- Carroll County Economic Development Corporation
- Carroll County Public Library
- Gallatin County Chamber of Commerce
- Grant County Chamber of Commerce and Economic Development
- Grant County Public Library
- Ironworkers Local 44 (NKWIB member)
- Jefferson Community and Technical College
- Kenton County Airport Board (CVG) (NKWIB member)
- Kentucky I-71 Economic Development Alliance (KIEDA)
- Learning Grove (NKWIB member)
- Life Learning Center (NKWIB member)
- Local Union 212 IBEW (NKWIB member)
- Northern Kentucky Chamber of Commerce (NKWIB member)
- Northern Kentucky Education Council (NKWIB member)
- Northern Kentucky Tri-County Economic Development (Tri-ED) (NKWIB member)
- Northern Kentucky University (NKWIB member)
- Owen County Industrial Board
- Owen County Chamber of Commerce
- Owen County Public Library
- Pendleton County Industrial Board
- Pendleton County Chamber of Commerce
- Pendleton County Public Library
- St. Elizabeth Healthcare (NKWIB member)
- United Way of Greater Cincinnati

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

A. (L) Describe the local board’s strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services. Include 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 should also include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another.

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

In Northern Kentucky, the collaboration between stakeholders and partners leads to the alignment of programs and warm handoffs of Kentucky Career Center customers.

Key stakeholders and entities include:

The CLEO and **LEOs Governing Board** provides final approval of annual budgets and subcontractor contracts submitted by the NKWIB and approves new NKWIB member nominations.

The Northern Kentucky Area Development District (NKADD) is the **fiscal agent/subgrant recipient**, conducts proper fiscal procedures and accounting, monitoring of subgrant activity, and project/program management. NKADD also provides staffing and technical support to ensure the work of the NKWIB is carried out as directed.

The **NKWIB membership** is comprised of local in demand sector business decision-makers and key community stakeholders. Stakeholders represent education and training, government and economic development, and workforce representatives.

By using a strong standing committee structure, initiatives and programs are being developed and formulated before reaching the full board for consideration. The NKWIB four standing committees are:

- Executive Committee - facilitate the decision-making processes of the board
- Business Services Committee - oversee the Kentucky Career Center – NKY performance while building community support and addressing employer needs
- Membership and Board Operating Committee-cultivates a diverse and inclusive board within the existing parameters
- Program and Youth Committee-recommends funding allocations while reviewing related programming compliance and performance

One-Stop Partners-WIOA Core Programs

Through an RFP process, the NKWIB, working with the Northern Kentucky Local Governance Board (the LEOs) selected Brighton Center to provide the **Direct Service functions** for employers and for job seekers. The following are provided for job seekers (Adults, Dislocated Workers, Youth, Trade: Basic Career Services (access

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

Operated through the Kentucky Career Center by state agencies, Adult Education and Literacy (Skills U), Wagner-Peyser Programs and Vocational Rehabilitation provide services to qualifying customers.

One-Stop Partners-WIOA Elected Partner Plan Programs

Similar to the WIOA Core Programs, the Trade Adjustment Assistance for Workers Program, the Jobs for Veterans State Grant Program and Unemployment Insurance are administered at the KCC by different cabinets at the state level. The local board and KCC staff work together with the state agencies to ensure customers at the KCC receive warm handoffs between agencies to help customers become successful.

Other One-Stop partners include the following: NKY Community Action Commission Career Development Office, Job Corps (Horizon Youth Services), Transit Authority of Northern Kentucky (TANK), the Northern Kentucky Area Development District (NKADD), Goodwill, Kenton County Public Library, Gateway Community & Technical College and the Council of Three Rivers American Indian Center, Inc.

With firewalls in place, Brighton Center also is contracted as the **One-Stop Operator**. The Operator's role is one of both operations lead and facilitator to ensure the Career Center partnerships are strong and best aligned to serve local business and job seekers. The Operator is responsible for supervising the First Impressions (front desk) staff and Customer Service flow and processes, coordinating continuous quality improvement efforts with partners, conducting marketing/social media efforts on behalf of the Career Center, providing support/assistance for Career Center safety and security, and fostering a culture of collaboration.

Workforce Development Community Stakeholders

The NKWIB is integrally involved in a local initiative called GROW NKY (Growing Regional Outcomes through Workforce in Northern Kentucky). Growing Regional Outcomes Through Workforce (GROW NKY) is a strategic workforce collective comprised of leaders across key industries, educational institutions and community organizations working collaboratively to leverage the region's assets to grow, attract and retain a globally competitive workforce. The Northern Kentucky Chamber serves as the backbone organization leading the strategic workforce collective. GROW NKY focuses on five key areas of workforce development, following a cradle-to-career model.

The NKWIB serves on the steering committee along with representatives from community partner organizations including the NKY Chamber of Commerce, NKY Education Council, NKY Tri-County Economic Development (Tri-ED), NKY Cooperative for Educational Services (NKCES), Gateway Community & Technical College, OneNKY Alliance, Learning Grove, Brighton Center and employers representing in-demand industry sectors including PNC Bank, Citi, Cincinnati/NKY International Airport (CVG), Armor USA, St. Elizabeth Healthcare, and Duke Energy.

The steering committee is held up by 5 focus areas across the workforce ecosystem. They are 1) Kindergarten Readiness, 2) College and Career Readiness, 3) Adult Career Readiness and Life Long Learning, 4) Talent

Retention and Attraction, and 5) Employer Policies and Practices. Many community employers, agencies and organizations participate on the Pillar groups that provides for a wide and deep effort within the community. This structure helps our region align, eliminate duplication, and better coordinate local workforce development programs with economic development partners and programs.

B. (L) Describe how the LWDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. 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)]

The NKWIB works with our core career center staff and KCC partners to create opportunities to expand access to programs and services through social media platforms, community marketing and staff involvement with an extensive network of community stakeholders. By bringing awareness to the KCC service and resources, staff and partners have reached further into the community to engage potential job seekers with many different employment barriers. New virtual weekly programming connects job seekers and employers while reaching a larger audience than some in-person events. The NKWIB and KCC staff also watch for new initiatives and partnerships with which to engage, for the benefit of better connecting employers and jobseekers.

Career Pathways were developed in collaboration with Gateway Community and Technical College. It is a well-established method of encouraging individuals into entry-level jobs and then onto more advanced positions as the number of credentials increases. Co-enrollment is encouraged as long as the individual is eligible for more than one program and services are not duplicated. If clients lack the skills and/or required to obtain a sustaining wage job, WIOA direct services staff work with that client and partners to provide access for them to earn a recognized postsecondary credential.

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

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

The local Business Services Team (BST) comprised of WIOA (Brighton Center), CDO, OVR, KCTCS, chambers of commerce, economic development agencies, and workforce-focused nonprofit partners work collaboratively to deliver employer services to local businesses. Through their regional work, the BST is immediately responsible for identifying and responding to local business needs. The BST Core Team members assemble twice a month to discuss employer services information, such as the following: upcoming job fairs/ events, new employer leads/contacts, On-the-Job Training (OJT) accounts, site visits/ company tours, business retention and expansion, Rapid Response, workforce training, and other relevant updates. WIOA staff members who are serving on the BST Core Team are specialized by high-demand industry sectors and thus target businesses aligned in those sectors and serve other businesses.

Many BST members participate in SWAT meetings with local employers. A SWAT meeting brings together different stakeholders to meet with one employer. The meetings allow the stakeholders to create a comprehensive approach to address the employers' needs and reduced duplication and confusion.

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

The NKWIB follows a sector strategy for business service delivery. The workforce delivery system mirrors the identified in-demand targeted sectors. Since 2015, the five high-demand sectors have been Advanced Manufacturing; Construction and Trades; Healthcare; IT, Business and Finance; and Transportation and Logistics. The WIOA Business Services Representatives (BSR) and Talent Development Specialists are structured along these targeted sector lines. Also, Key Performance Indicators include data reported by in-demand targeted sectors and are reviewed by the Business Services Committee and WIB at every meeting.

The BST works collaboratively and actively to help meet the workforce needs of employers. Examples include active utilization of Focus Talent as well as Salesforce. The business service team collaborates with partners to plan company visits/ tours of local businesses, coordinate job fairs and hiring events, and overall communication throughout the community.

The NKWIB's contracted Direct Services Provider operates the WIOA Youth, Adult and Dislocated Worker, and Business Services programs throughout the NKY region at accredited sites and access points. Our locations are in Covington, Carrollton, CVG, Florence, Williamstown, Kenton County Public Library (Erlanger branch), Owen County Public Library (Owenton) and Pendleton County Public Library (Falmouth). The sub-contracted WIOA services are available regardless of the client's residency. The KCC offices are geographically dispersed so that services are available to all the residents of our region. If transportation is a barrier for seeking out services, staff will schedule meetings convenient for the customer. These often take place at a library or the local DCBS office.

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

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

Vocational Rehabilitation Programs:

- Covington and Florence Offices: full-time presence

Trade Adjustment Assistance:

- Covington KCC Office: full-time on-site presence
- TAA services are available in the other offices/counties on as needed basis.

Unemployment Filing Assistance:

- Currently, unemployment assistance is available online through the state's automated resources for Unemployment Insurance.

Transit Authority of Northern KY (TANK):

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

Transitional Assistance for Needy Families (TANF):

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

Goodwill:

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

Job Corps (Horizon Youth Services):

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

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

(See Attachment 5 Memorandum of Understanding)

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

The NKWIB staff and Career Center leadership collaborate with all of Northern Kentucky's chambers of commerce and Economic Development agencies to enhance economic development by strengthening the workforce. We work closely with the LEOs and their staff to ensure that a collaboration exists between local economic development and workforce development.

Additionally, the NKWIB and its Career Center system are integrally involved in Growing Regional Outcomes through Workforce in Northern Kentucky (GROW NKY). GROW NKY is a strategic workforce collective comprised of leaders across key industries, educational institutions and community organizations working collaboratively to leverage the region's assets to grow, attract and retain a globally competitive workforce. The Northern Kentucky Chamber serves as the backbone organization leading the strategic workforce collective. GROW NKY focuses on five key areas of workforce development, following a cradle-to-career model.

The NKWIB serves on the GROW NKY steering committee along with representatives from community partner

organizations including the NKY Chamber of Commerce, NKY Education Council, NKY Tri-County Economic Development (Tri-ED), NKY Cooperative for Educational Services (NKCES), Gateway Community & Technical College, OneNKY Alliance, Learning Grove, Brighton Center and employers representing in-demand industry sectors including PNC Bank, Citi, Cincinnati/NKY International Airport (CVG), Armor USA, St. Elizabeth Healthcare, and Duke Energy.

The steering committee is held up by 5 focus areas across the workforce ecosystem. They are 1) Kindergarten Readiness, 2) College and Career Readiness, 3) Adult Career Readiness and Life Long Learning, 4) Talent Retention and Attraction, and 5) Employer Policies and Practices. Many community employers, agencies and organizations participate on the Pillar groups that provides for a wide and deep effort within the community. This structure helps our region align, eliminate duplication, and better coordinate local workforce development programs with economic development partners and programs.

4. Strengthen linkages between the One-Stop Delivery System and Unemployment Insurance programs; and

Local WIOA and Wagner-Peyser staff work collaboratively, and in many instances, alongside one another to leverage partner resources and deliver professional-quality services to customers. One example of this collaboration would include the WIOA and Wagner-Peyser staff leadership on the local Job Fair Planning Committee. They are an integral member of this committee and contribute greatly to the successful job fairs and hiring events in the Northern Kentucky area. During the last year and faced with many hurdles, the UI program staff has continued to provide excellent customer service and professionalism in our region.

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

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives, 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), and 20 C.F.R. §§ 679.550-580]

The Office of Vocational Rehabilitation staff are located in our located accredited career centers, and a representative serve on the NKWIB. Collaboration and communication among the OVR and WIOA team are exceptional with regular referrals of individuals and employers requiring assistance. Additionally, the career center Operator and management team place a strong emphasis on proper ADA accommodations at every career center as well as an overall inclusive approach to career center operations, programming, outreach, and customer service. In addition, NKWIB staff are pursuing enhanced services for clients. Those optional WIOA programs include incumbent worker training, On-the-Job training and support of local apprenticeship initiatives through KCTCS and others. Increasing these offerings will both support local business needs for talent while also supporting local individuals who need to upgrade their skills.

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

Currently, the NKWIB's involvement with entrepreneurial skills training and microenterprise services is limited. In the past, the NKWIB has held Ignition, a six-week summer entrepreneurship program for youth and collaborated with NKY Tri-ED and Blue North on federal and state funding healthcare-focused initiatives. Partner organization and career center access point, the Kenton County Public Library, has entrepreneurship programming and consulting. During the current strategic plan discussions, incorporating entrepreneurship training and collaboration has been discussed. Potential community partners the NKWIB can align services with include Aviatra, NKU, Blue North, GROW NKY – Workforce Partner Roundtable, and the Governor's School for Entrepreneurship (GSE).

As the economy continues to recover, Career Center staff respond to WARN notices by conducting a variety of Rapid Response events. Incorporating entrepreneurship resources into these events, such as offerings by MOU partner Kenton County Public Library, could benefit dislocated workers with an interest in business start-up.

Entrepreneurial efforts, Information Technology, specifically Coding, and Childcare/Education are cross themed throughout the Central Kentucky Region.

Entrepreneurial:

- In the Northern Kentucky LWDA, there are a number of programs and networks designed to promote and support entrepreneurship skills and business success, to which the Career Center network should be more strongly tied. A partial list includes: Minority Business Accelerator; Blue North; accelerator programs including SoCap, Mortar, SquareOne and Aviatra; and a host of resources through Northern Kentucky University, including the Small Business Development Center, Collaborative for Economic Engagement and Center for Innovation and Entrepreneurship (CIE).
- In November 2020, the Bluegrass was contacted by the founders of the Julietta Market in Lexington. The market is a site in the downtown area of Lexington that new entrepreneurs/business owner can rent a stall within the market at a lower rate until they build up their business to rent/buy their own store front. The Julietta Market can hold up to 70 business owners and they charge a very low utility rate as well. Included in the rent, the business owners are provided an 18-24-month business course through a partnership with the University of Kentucky and the Small Business Development Center. Due to limited funding of the Julietta Market, the LWDB applied for the Governor's Statewide Reserve Grant to assist with books and supplies for the business owners. The LWDB was awarded the Grant and has since purchased the business textbooks, business journals, and additional supplies needed to complete the course.
- To assist with the success of the new business owners, The Bluegrass LWDB is also providing WBL opportunities to the business owners. Of the current 60 business owners at the Julietta Market, 10 have signed agreements with WIOA to participate in our program. The business owners not only want to teach WIOA Interns, OJT, and WEX participants about how to operate a business, but also to learn their trade of their business. For example, the business owners do everything from making leather products and sewing, to making hygiene and make-up products. The business owners are excited to be teaching our participants with the hopes that they will eventually become entrepreneurs as well. The Bluegrass plans to continue to provide support to the Julietta Market.

Childcare/Education

- The Northern Kentucky LWDA addressed the employment issues in the Childcare and Education sector by partnering with EC Learn to provide workforce services to childcare providers and dislocated employees. Through a NDWG, the Northern Kentucky LWDA provided Child Development Certification training for dislocated childcare employees.

- During the development of the Bluegrass LWDA's strategic plan, employers reported an issue with employee hiring and retention due to lack of affordable and available childcare. Though there are community organization and WIOA supportive services available to offset the cost, there was no way to immediately address the lack of safe available childcare. Upon review of this need the Bluegrass Workforce Innovation Board reviewed an occupational report on Childcare and Education in the Bluegrass area and determined it to be an area of high demand. As of February 2021, Childcare and Education became a high-demand occupation in the area and the Kentucky Career Center – Bluegrass, along with board support staff, will begin developing partnerships with childcare facilities and trainers to increase the number of childcare workers and entrepreneurs who are interested in opening childcare businesses. This sector was added in addition to the other high-demand sectors that reviewed via occupational report at least biannually by the BGWIB.

Information Technology/Coding

- The Greater Knox Coding Academy was initiated as a pilot program operated by Elizabethtown Community and Technical College (ECTC) in January 2020 through a Statewide Reserve Grant administered by the Lincoln Trail Workforce Development Board. The Coding Academy was designed to support the civilian workforce shortages in the Information Technology field at Fort Knox. The Coding Academy allowed students to enter the job market within months through short term certifications in Java and Security+ and CompTIA A+. Based on discussions with Fort Knox contractors many of these coding positions have starting annual salaries over \$65,000. In addition to the coding instruction, all students received assistance with career readiness, resume writing, job interviewing, networking, dressing for success, social media, and emotional intelligence. Based on the positive results of the pilot, the program will continue to be offered and has been placed on the State ETPL. In addition, several companies have supported the program with sponsorships to assist with program operations and student fees.
- The Bluegrass LWDA is currently planning to provide IT coding training to individuals across the 17-county. Through LMI data and discussions with employers in the Bluegrass, there is a desperate need for IT Coders in the Bluegrass. Other Local Boards across the state have provided Coding training which have proven to be very successful to provide the needed supply of coders to employers. The Bluegrass has met with Code Louisville, Bluegrass Community and Technical, and BC Skills to begin working towards this initiative. Our goal is to offer two coding classes per year with 25 participants in each class. There is discussion to partner with the Northern Kentucky LWDA on this initiative.

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) and 20 C.F.R. §§ 679.550-580]

Youth Talent Development Specialists (TDS) are present within the local career centers. Youth TDS guide youth as they learn about career center services and can access needed services to gain self-sufficient employment. Youth TDS collaborate with KCC partners and community stakeholders to provide additional services to the youth customer. For some youth, this is their first introduction to services from Vocational Rehabilitation, Brighton Center, Goodwill, Job Corps, Office of Career Development and TANK. In our rural counties, youth can receive services and gather information at our public library access points and via partnerships with other nonprofit agencies.

Youth programming prepares youth for post-secondary education and training opportunities, including Registered Apprenticeship Programs that coincide with the five in-demand Industry Sectors. Youth programming also defines a clear career pathway by focusing on strong linkages between academic instruction

and occupational education, preparing youth for unsubsidized employment opportunities along those career pathways. Program youth staff provide vital connections to employers in all the in-demand industry sectors focusing on the fastest growing industries.

The NKWIB Program and Youth Committee has a subcommittee focused on Opportunity Youth (18-24 year-olds) called the Youth Response Team. Consulting with the Youth Response Team, the Program and Youth Committee assists in the youth program planning and oversight and addresses other youth-related issues. The NKWIB is responsible for:

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

The Youth Response Team, a subcommittee of the Program/Youth Committee of the NKWIB, is dedicated to closing the gaps in Opportunity Youth services in the NKY region by developing strategies to ensure no youth 'falls between the cracks.' The Youth Response Team is made up of 32 agencies, educational institutions, non-profits, and businesses. They all provide referrals and services for Opportunity Youth in the NKY area.

Youth Workforce Activities

Community Partners/Referrals/Outreach/Recruitment

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

Youth staff work with community-based agencies, foster care agencies and other federally funded programs to ensure referrals are taking place. Youth staff are members of the NKY Safety Net Alliance, a collaboration of 133 partner agencies established to increase the efficiency and effectiveness of safety net services provided to Northern Kentuckians in need to ensure the success of our outreach and recruitment efforts.

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

Career Center staff work with local jail programs, through Brighton Center, providing a direct link to the youth program. Also, the Children's Law Center and Legal Aid of the Bluegrass are part of the Youth Response Team. The service provider specifically offers employability skills workshops within the Campbell County Detention Center. Staff work with Class D Work Release and Chemical Dependency offenders in a workshop entitled, "Job Search Success." These classes focus on career exploration, personal branding, maximizing job search and

interviewing skills. Once released the clients are encouraged to use Career Center services to attain self-sufficient employment if ineligible for youth or adult programming.

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

Best Practices

Assessment

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

- Review of basic skills
- Prior work experience
- Interests
- Supportive service needs
- Strengths
- Occupational skills
- Employability
- Aptitudes
- Developmental needs

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

All assessment tools are valid, reliable, and appropriate for youth and are easily adaptable for those with disabilities, in addition to, fair, cost-effective, well-matched to the test administrator's qualification's, and easy to administer. For youth who may have conditions that prove to be barriers to the assessment process, the Department for Vocational Rehabilitation is available to assist. The following is a list of tests available for assessment (other tests are available through partners, as needed):

- ONET Interest Profiler- The customer answers 60 questions relating to work tasks. The results show the different scores for each career cluster (social, enterprising, conventional, investigative, artistic), and displays a list of the jobs that you have an aptitude for.
- TABE- Test for Adult Basic Education-tests on language, reading, mathematics.

Intake and Eligibility Determination

After the assessment, the Eligibility Determination process continues with an additional assessment of the customer needs and strengths. If staff determine that youth need WIOA services, the collection of federally mandated eligibility determination documentation begins. The list includes but not limited to a driver's license, social security card, passport or birth certificate, income proof (if necessary) and barrier documentation. Information is entered into KEE-Suite, documents are uploaded, and consent forms are signed. Labor Market Information is presented at this time to guide the youth to a self-sufficient career path. At this point in time, if youth are determined ineligible for WIOA youth services, they will be connected to an Adult WIOA staff person and offered referrals based on their individual needs.

If youth are still determined in need of intensive youth services, they are connected to the Opportunity Youth Workforce Navigator, through Brighton Center, who is responsible for working with Opportunity Youth with non-WIOA funding. The Navigator work with youth to find scholarship opportunities and/or work, as well as other available services within the community. In addition, we have several referral partners that have signed MOUs with the subcontracting youth service provider to provide specific services to opportunity youth (Sec. 681.470), including Life Learning Center, NKY Community Action Commission, and KY Skills U. Any youth

determined ineligible, or youth who cannot be served by any WIOA staff must be referred for further assessment, as necessary, or to appropriate programming to meet their skills and/or training needs.

Individual Service Strategy

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

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

14 Youth Program Elements

As mentioned above, the ISS uses the 14 youth program elements in the objective assessment (a measurement of academic skills, skills level, service needs and strengths) and the development of the Educational/Career Plan determine. The 14 federally required program elements are provided with youth having the ability to request additional elements, or staff may adjust needs at any time during the program based on the changing needs of the youth. Any element not provided with WIOA funding is provided by a partner agency, defined in an MOU, and detailed below.

- Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent- typically provided by referrals to Skills U or Brighton Center, online tutoring recommendations and case manager counseling.
- Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school – typically provided by referrals to Skills U, Brighton Center or YouthBuild.
- Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development – provided by Youth Case Management Team.
- Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field – typically provided by Gateway Community and Technical College, Jefferson Community and Technical College, Brighton Center or YouthBuild.
- Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills – Typically provided through Youth Case Management Team in collaboration with GCTC, JCTC, Brighton Center and/or YouthBuild.

- Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors – Could be offered by any of our partnering organizations; Brighton Center, NK Community Action, KCC, Youth Case Management Staff, etc., typically through community service activities.
- Supportive Services enable an individual to participate in WIOA activities – provided by Youth Case Management Staff, NKCAC, local churches, Dress For Success, Brighton Center, and various other local entities.
- Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement – Can be set up by Youth Case Management Staff, through various churches, etc.
- Follow-up Services are provided following program exit to help ensure youth succeed in employment or education – Youth Case Management Staff
- Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling – provided by NorthKey or Transitions depending upon the type of counseling needed.
- Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability – provided by Youth Case Management Staff, Brighton Center or KCC.
- Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills – Workshops through Youth Case Management Staff or NKCAC.
- Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations – Currently, booklets designed specifically for youth with recent LMI. In production, an interactive site that will allow youth to explore careers/job titles.
- Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training – Youth Case Management Staff.

More comprehensive Youth Element Definitions are available upon request.

KEE-Suite Notes

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

- Youth Customers has undergone eligibility determination (2-part approval process by supervisor and NKADD staff)
- An objective assessment
- Develop a career/education plan with a Youth TDS
- Discussed reaching a career goal by using Labor Market Indicators with a Youth TDS

Case Management

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

KEE-Suite, the state's designated Customer Relationship Management (CRM) interface for WIOA, includes progress notes on KCC customers. Effective case management practices include comprehensive case notes. Case notes document details about: intake, evaluations, participation, outcomes, service decisions, one-on-one meetings, achievements, and follow-up services. The purpose of case notes is to provide a detailed description of an individual's participation in services. Case notes for each youth should ideally be entered on at least a monthly basis, more often is preferable, but in no instant can there be more than 90 days between case notes. An excess of 90 days between documented services is a gap in service and is not permitted.

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

Training/Work Experience

The objective assessment and the Individual Service Strategy begin the discussion about training/work experience. Using all the tools at our disposal, Youth TDS can assist youth in determining their career path, as well as the steps needed to accomplish their goals. Once a career path is laid out and aligns with the Individual Service Strategy and local sector strategies and steps to success are outlined, training/work experience is considered. Work experiences must include academic and occupational education. Work experience testing requirements, wages, hours worked, worksite agreements and expenditures are all detailed in the NKWIB policy and procedures manual. Of total expenditures, minus admin costs, 20% must be spent of work experience. For a youth customer to pursue training, the Youth TDS staff must review the youth's answers to the state-approved questions. Training requirements and guidelines are explained further in the NKWIB policy and procedures manual.

Co-Enrollment

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

Follow Up

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

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) and 20 C.F.R. §§ 679.550-580]

The local WIOA Youth program has strong relationships with high schools in the Northern Kentucky Workforce Area. Events to involve youth in learning about the various sectors are coordinated with the high schools, local community university, businesses, and partner agencies. Other activities include presentations to youth that teach soft skills while educating youth about the local WIOA opportunities available. WIOA staff partner with local community colleges and university, Life Learning Center, high schools, economic development offices, housing authorities, local governments, YMCA, Navigo, NKY Community Action Council, public libraries, area technology centers, extension offices and the ILEAD Academy.

The NKWIB includes representatives from University of Cincinnati, Northern Kentucky University and Gateway Community and Technical College along with the Executive Director of the Northern Kentucky Education

Council (NKYEC). The NKWIB Executive Director serves on the Board of Directors of the NKYEC along with leaders from business, community organizations, higher and secondary education.

The NKWIB also works with the Northern Kentucky Cooperative for Educational Services (Co-Op), a consortium led by the local school system superintendents. The NKWIB collaborates with the Co-Op every two years on the Essential Workplace Programs Policy that was implemented by many of the school districts in the region. Also, the NKWIB Director serves on the advisory board for a Co-Op initiative, Kentucky Youth Apprenticeship.

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

Another local initiative is the Youth Response Team (YRT)). As a sub-committee of the NKWIB'S Program and Youth Committee, the YRT is focused on serving "Opportunity Youth" who are 16-24 years old and are not connected to work or school or are at imminent risk of being disconnected. In addition to local community - based organizations and Career Center partners, school districts are represented on this body. By improving outcomes for this population, businesses and communities have the potential to increase savings, improve the quality of talent available to employers, and interrupt a multigenerational cycle of poverty for youth and their families.

G. (R) Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare, transportation, and other appropriate supportive services for customers. [WIOA Sec. 108(b)(11) and 20 C.F.R. §§ 679.550-580]

There is currently no region-wide approach to coordinating services for childcare, transportation, and supportive services. As the following paragraphs make clear, childcare, particularly, is a large area of supportive services for which Kentucky's Workforce Development Boards currently do not have much capacity. The easiest way for Workforce Boards to support childcare services-- which are often a critical element of enabling workforce participation--would be to give local Workforce Boards control of childcare vouchers, as currently done in Texas. That said, up until now, each region has taken its own approach.

Bluegrass Response: The Bluegrass Local Workforce Area has policies that outline numerous supportive services for clients of WIOA. Some policies established by the BGWIB include out-of-area job search assistance, relocation assistance, purchase of required supplies, assistance with fees, childcare, lodging, travel, transportation, and tutoring. Current efforts in the Bluegrass Local Workforce Area to coordinate supportive services include referral to childcare service, assistance with travel, and assistance with expenses associated with training or interviewing.

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

not receive supportive services. In circumstances where such a need arises, clients are referred to the appropriate community partner.

Lincoln Trail Response: The Lincoln Trail Workforce Development Board currently leverages community programs/ services and partners to provide supportive services. Appropriate referrals are made to other agencies to provide such supportive services such as childcare, transportation, and etc. The WCTC's Removing Obstacles Subcommittee is identifying and addressing the policies and problems that prevent people from entering or staying in the workforce and expanding programs and policies that support people in re-entering and staying in the workforce (i.e., Supporting Ride to Independence replication through the region or industries offering childcare onsite or in the industrial parks.)

H. (L) Describe strategies to implement the operational goals of the local One-Stop Delivery System, maximizing coordination of services provided by DWI merit staff and the LWDBs contracted service providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12) and 20 C.F.R. §§ 679.550-580]

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

The Career Center Operator communicates at least weekly via phone, in-person, and/or email regarding relevant day-to-day operational practices with the NKWIB Director. Key NKWIB staff have weekly meetings with the Operator and the subcontractor lead for Direct Services. Monthly staff “Huddles” are held in the comprehensive and Affiliate centers (Covington and Florence) to convene all center staff for relevant updates/ announcements, special guests, and other pertinent information as well as to promote a collaborative and integrated workforce system within the career center. Career Center Management Team (comprised of managers/supervisors/team leads from all onsite local partners) assemble at least quarterly to discuss issues relevant to Career Center operations. Additional communication is provided via email and social media to further enhance the outreach and communication efforts of the career center.

Kentucky Career Center Orientations are provided for job seeker customers in the Covington and Florence locations. Since March 2020, the weekly onsite orientation has been conducted virtually to continue serving our customers. These orientations are coordinated and facilitated by the core partners of CDO, WIOA, and OVR, with additional support from other partners. These orientations communicate a unified-branding of the Kentucky Career Center, with a strong emphasis on functional services rather than partner-agency specific information.

Workshops, classes, tours, simulations, hiring events, job fairs, and other events are held regularly at the career centers, in collaboration with onsite center partners. In last year, the KCC staff started to provide virtual services including Facebook Live events, YouTube tutorials and one on one virtual meetings to continue to serve our customers.

I. (L) Describe how the local board will collaborate with SkillsU, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232. [WIOA Sec. 108(b)(13)] This will include a discussion of how the Local WDB will carry out the review of local applications submitted under Title II consistent with

WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232. Adult Education and Literacy grant review training and process oversight to be provided by the Kentucky Office of Adult Education.

Kentucky Skills U (Adult Education) services are available through referral to this partner. The NKWIB participated in the review of applications for the local service provider for these services. Also, the regional coordinator for SkillsU has recently joined the NKWIB board and the Williamstown Career Center co-located with SkillsU and NKU in late summer 2020, fostering new opportunities for collaboration.

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

The NKWIB has incorporated elements of TEGL 7-20 and the Cabinet's recent recommended WIOA Policy on WIOA Title I Adult Priority of Service into its policy and procedures manual. The policy and procedures manual is followed by the NKWIB and KCC staff.

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

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

Chapter 4: Program Design and Evaluation

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

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

The NKWIB follows a sector strategy for business service delivery. While serving all employers, KCC WIOA business service representative (BSR) staff members specialize by sectors. Sector-specific BSRs engage with employers and build strong relationships. The current five high-demand sectors are Advanced Manufacturing; Construction and Trades; Healthcare; IT, Business and Finance; and Transportation and Logistics. Talent Development Specialists at the KCC prepare customers to apply for available positions in the local high-demand sectors. The NKWIB's Business Service Committee conducts bi-monthly Key Performance Indicator (KPI) data reviews to evaluate employer engagement and continuous improvement (Attachment 2).

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

2. The local board's efforts to ensure the continuous improvement of eligible providers 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) and 20 C.F.R. §§ 679.550-580]

The NKWIB is committed to the continuous improvement of services for all KCC-NKY customers. The KCC-NKY Continuous Quality Improvement (CQI) committee, including career center core partners, works together to ensure applicable performance standards meet or exceed expectations. Program utilization, customer flow, performance outcomes/ data, customer service and cost-effectiveness, are examples of performance standards evaluated. Meeting at least quarterly, the committee reviews relevant data and gathers input from partners.

In the beginning of 2021, the NKWIB Business Service Committee worked with community shareholders to update the local Kentucky Department of Education Industry Certification list. The committee surveyed local employers and educators to create an appropriate list our region to update the list. The committee recommended the addition of 17 certifications and the removal of four. The review process allowed the NKWIB to expand its relationships and better align its activities to local K-12 institutions.

The NKWIB aligns with the ETPL system qualification to evaluate the eligible providers. By relying on the state evaluation process, it ensures the training services providers are delivering quality training.

The KCC Direct Service Provider has continued to provide essential skills training for job seekers by transitioning to a virtual format.

As the fiscal agent, the NKADD and its workforce development division workload and activities complement those within the local career center system by providing technical assistance and system oversight. The NKWIB regularly reviews the workforce staff workload and outcomes to create benchmarks and recognize accomplishments.

3. How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B) and 20 C.F.R. §§ 679.550-580]

In Northern Kentucky, there are a total of eight locations of the Kentucky Career Center network. The Comprehensive Center is located in Covington, where seven of the 13 MOU partners have in-person locations. There are two KCC locations categorized as Affiliate location, where more than one WIOA partner is located. And there are four Kentucky Career Center access points, where just one WIOA partner is located. These access points include a location at the international airport, an office in Carrollton and three access points in public libraries, Kenton County-Erlanger Branch, Owen County and Pendleton County. The rural career centers are staffed with Business Service Representatives and Talent Development Specialist, including Youth TDSs. The CVG career center is one of the only career centers in the nation within an airport. The library staff is trained to help job seekers and the TDSs have regular hours at the access points. The rural access points, Owen County and Pendleton County have been valuable for disseminating information and providing technology for those customers who may not have computer access in their homes. The NKWIB/KCC-NKY's robust website provides critical information about available services, industry information, labor market information and a calendar featuring available workshops and meetings information.

4. How entities within the One-Stop Delivery System, including One-Stop Operators and 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. Also, include how the LWDB will providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C) and 20 C.F.R. §§ 679.550-580]

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

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

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

During the 2021 NKWIB strategic planning process, increasing communication amongst partners serving this group was discussed. Topics included specialized hiring events, a proactive campaign, quarterly OVR updates

presented to the NKWIB, and adding a Program Youth ad hoc committee focused on individuals with disabilities services.

- 5. Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.**

The NKWIB will follow our 2021 Regional Local Plan Notification Plan to gather public comments about the plan (Attachment 6). The plan includes publishing public notices, electronic publication, and promotion on multiple social media platforms. To summarize the plan: the complete plan is available for review on the NKADD website, the KCC-NKY website and in hard copy form at the NKADD office, a legal notice published in the newspaper of record, and email notice to NKWIB interested party list. The required comment period is included in the notification memo and legal notice. The NKWIB interested parties mailing list includes:

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

B. (L) Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7) and 20 C.F.R. §§ 679.550-580].

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

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

The NKWIB Program Youth and Business Services Committee during their bi-monthly meeting, regularly discusses available employment and training opportunities. The committees have worked to approve new programs to offer additional training, worked with employers to determine future employment needs, expanded services to incorporate more virtual learning and outreach and created new avenues to serve those with barriers to employment.

During the 2021 strategic planning period, the NKWIB has identified increasing essential and specific technical skills training as areas of focus. As the board works to complete the strategic plan, it will outline the components of the plan to meet this focus.

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) and 20 C.F.R. §§ 679.550-580].

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

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

Rapid Response services to employers and individuals include:

- The establishment of onsite contact with employers and employee representatives immediately (within two days of notification) after a current or projected permanent closure or layoff; or in the case of a disaster, immediately after the State is made aware of mass job dislocation as a result of such disaster.
 - Upon notification of potential permanent or indefinite layoff (impending or actual), the NKY-LARR Coordinator or Assistant NKY-LARR Coordinator contacts the company within three business days. For each company requesting Rapid Response services, a Record of Dislocation (RR-50) will be completed and forwarded to the NKADD, detailing the scope and impact of the layoff.
- Initial contact includes an assessment of and plans to address (1) layoff plans and schedule of the employer; (2) background and probable assistance needs of the affected workers; (3) reemployment prospects for workers; and (4) available resources to meet the short and long-term assistance needs of the affected workers.
 - Upon notification of layoff or company closure, the NKY-LARR Coordinator assembles a team of representatives from partnering Kentucky Career Center agencies, and local and federal organizations (i.e., US Department of Labor, OVR, Northern KY Health Department, Community Based Services, etc.) to meet with the employer and affected employees. The nucleus of the team, the Local Area Rapid Response (LARR) Team, consists of WIOA and Office of Employment and Training staff. The LARR Coordinator coordinates and provides oversight to the LARR Team and ensures appropriate staff training. The LARR Team meets quarterly (at a minimum) to discuss Rapid Response developments, training, labor-market statistics, formatting, organization, and overall team function.
- The provisions of information and access to unemployment compensation benefits and programs, such as Kentucky Career Center services, including information on the Trade Adjustment Assistance (TAA) Program, Pell Grants, and other resources.
- Coordination of Rapid Response meetings with employer and employees held onsite at the company
 - During the Rapid Response employee meeting(s), the NKY-LARR Team and partner representatives present information on available services within their agency or program to the affected employees. At the conclusion of the meeting, representatives will be available to address individual employee questions and provide referral information for additional services. The Rapid Response team works quickly and efficiently to identify and coordinate services to minimize disruptions associated with job loss ultimately.

- The delivery of other necessary services and resources including workshops and classes, use of worker transition centers, and job fairs, to support reemployment efforts for the affected workers
- The provision of emergency assistance adapted to the particular closure, layoff, or disaster.
- The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance. Such coordinated assistance may include working with the NKWIB in the development of an application for a national dislocated worker grant.
- As appropriate; developing systems and processes for (1) identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion; (2) analyzing and acting upon data and information on dislocations and other economic activity in the State, region, or local area; and (3) tracking outcome and performance data and information related to the activities of the Rapid Response program.
- Coordinate the delivery of services with the local Trade Adjustment Assistance Coordinator to worker groups for which a petition has been filed.
- Layoff/Plant closure support services to improve company morale.
- Provision of job transition and employment resources to affected individuals.
- Develop and maintain internal (i.e., Kentucky Career Center) and external (i.e., DOL, Health Dept) partnerships to deliver seamless and comprehensive services.
- Provision of career counseling and employer guidance to help individuals and companies cope with economic shock.
- Assist with layoff aversion resources when applicable.

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

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

D. (L) Provide a description and analysis of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]

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

Based on the number of Opportunity Youth (residents aged 16 – 24 who are not attached to a workplace or education) who reside in our area (6,550 with 5,040 residing in our top three counties of Boone, Campbell, and Kenton) we focus the majority of our resources on Out of School youth. The Youth Response Team (a subgroup of the NKWIB Program/Youth Committee) is aware of the cost of such a large number of Opportunity Youth residing in a small area and work consistently to decrease our numbers. According to Young Invincible, in this Together, The Hidden Cost of Young Adult Employment (2014), an 18-24 year old will cost his or her federal and state government over \$4,100 annually in foregone tax revenue aid and safety net benefits paid out, 93% from lost tax revenue and 7% from social safety net expenditures. As a result of the high cost of Opportunity Youth, the NKWIB is fully focused on this age group. The Youth Response Team, as well as, our local provider works closely with over 21 community-based organizations, foster care agencies, government programs and internal KCC programs. They also partner with the NKY Safety Net Alliance, which is a collaboration of 133 partner agencies, who they share information with as an outreach/recruitment strategy. In addition, through the Youth Response Team, the local service provider is leading a Young Adult Advisory Board made up of 7 - 10 youth (ages 16-24) who provide feedback and guidance on outreach strategies.

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

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

In 2013, the Northern Kentucky Workforce Investment Board was the first board to be named a High Performing WIB in the state. While that designation is no longer recognized by the Cabinet for Education and Workforce Development, the NKWIB board and staff remain focused on pursuing the strategies, efforts and documentation that would have been required for recertification as a High Performing WIB, because the board shares the values that these metrics are key for that growth. This includes its dynamic strategic plan, bylaws, committee minutes, confirmation of meetings via email, NKADD administrative regulations, NKADD organizational chart, NKWIB budget process, NKY key metrics, nomination forms, board roster, board structure, Career Center MOU-RSA, RFP for direct services, and NKWIB master schedule.

The Membership and Board Operations Committee (MBO) is responsible for monitoring aspects of board membership, attendance, engagement and administrative procedures including development of bylaws. The MBO is focused on creating a diverse and inclusive board that represents the individuals living and working throughout our eight-county region.

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

Training services are provided to equip individuals to enter the workforce and retain employment. Training services are available for individuals who, after an interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to be in need of training services and to possess the skills and qualifications to successfully participate in the selected program. Some participants may need additional services to assist their vocational training, such as job readiness training, literacy activities including English language training, and customized training. Once approved, individuals select a training program from the Eligible Training Provider List (ETPL) that is directly linked to the employment opportunities in the Northern Kentucky Workforce Development Area or in another area to which the individuals are willing to commute or relocate. The selection of this training program should be fully informed by the performance of relevant training providers, and individuals must be provided with the performance reports for all training providers who provide a relevant program. The NKWIB individual training accounts approval process is outlined below.

- **Initial assessment** - After an interview, evaluation or assessment, and case management with the customer and they are determined to be unlikely or unable to obtain or retain employment that will lead to self-sufficiency or higher wages from previous employment through career services alone. The NKWIB requires job searches to document that determination. Please see below for the minimum requirements for job search. In addition, the customer may be placed into training with the following six criteria documented in comments in KEE-Suite: (Note: An example of “Best Practices in documenting need to train in KEE-Suite” is included in this manual)
 1. Is suitable employment available?
 2. Will customer benefit from appropriate training?
 3. Is there a reasonable expectation for employment following training?
 4. Is training reasonably available?
 5. Is the customer is qualified to undertake and complete the training?
 6. Is training suitable and available on the Eligible Training Provider List (ETPL), if applicable?
- **Training Request Process** – A Talent Development Specialist works with a customer to determine training needs and select a training program from Kentucky’s Eligible Training Provider List (ETPL). The ETPL site is accessed via <https://etpl.ky.gov>. In the Northern Kentucky Workforce Development Area, only training programs linked to employment opportunities in the targeted, high-demand industry sectors (Advanced Manufacturing, Business and IT/ Finance, Construction and Trades, Healthcare and Transportation and Logistics) can be considered.
- **Grant assistance evaluation** – A customer is evaluated to confirm they are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under title IV of the Higher Education Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.
- **Training request submission** – A completed internal training request, including job search documentation, is submitted to the NKWIB Director for approval.
- **Individual Training Accounts (ITA)** - Individual Training Accounts (ITA’s) are key tools used in the delivery of many training services. Under the ITA, eligible individuals the training will typically be provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with a training provider. The ITA is a means by which an individual can access training from an entity on the Eligible Training Providers List

(ETPL). It is the responsibility of the NKWDA to coordinate funding for ITAs with funding from other Federal, State, local or private job training programs or sources to assist individuals in obtaining training.

WIOA ITA Document and Trade Participant Agreement Revisions

- The revised ITA and Trade Participant Documents are posted on the www.nkcareercenter.org/WIOA page. Please utilize these revised documents.

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

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

NOTE: Policy for Vendors Training in Non-Approved Industry Sector Occupations - The NKWIOA will only make referrals to programs training for occupations within the approved high-demand Northern Kentucky Industry Sector. Schools training in occupations that do not obviously fall under one of the approved industry sectors must demonstrate there is a hiring demand for the occupation. In order to do this, the training vendor must provide at least five of the surveys included in the Training section of the Adult and Dislocated Worker Manual maintained by NKWIB staff for WIOA direct services. These surveys must be completed by employers in the Greater Cincinnati Metropolitan Area.

- **Case management**- Case management provides participants in training services with encouragement to ensure attendance and acceptable progress towards employment goals established in KEE Suite. Effective case management practices include comprehensive case notes detailing intake, evaluations, participation, outcomes, service decisions, one-on-one meetings, achievements, and follow-up services.
- **ITA Payment System** - Payments for training costs will be made through a vouchered system

Chapter 5: Compliance/Performance/Administrative Cost

(Responses below should focus on the local area's compliance with federal or state requirements)

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

Bluegrass Response: The Bluegrass Business Services Team had been working cooperative through group meetings and shared visits to employers, which was led by the LWDA Business Services Manager. Business Services is dedicated to building a collaborative group which includes representatives from each of our partners. In addition, the Office of Vocational Rehabilitation has a signed Memorandum of Understanding with the BGWIB for the Kentucky Career Center - Bluegrass and are co-located in the One-Stop Kentucky Career Center - Bluegrass in Georgetown.

Lincoln Trail Response: There are no current replicated cooperative agreements in place between the LTWDB and the Office of Vocational Rehabilitation in the Department for Workforce Investment with respect to efforts to enhance the provision of services to individuals with disabilities and to other individuals, such as cross training staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration and coordination. The LTWDB has not been provided any guidance, nor any information regarding the development of cooperative agreements.

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

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

Discussions of pooling funds for administrative costs have not occurred. However, at which time projects require such discussion all local areas are agreeable to meet and negotiate arrangements.

- C. (R) Describe the establishment of an agreement concerning how the planning region will collectively negotiate on and reach an agreement with the Governor on local levels of performance for, and report**

on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.

The Central Kentucky planning region may look at ways to negotiate local levels of performance collectively. Several items are needed for this to become a reality: a complete commitment by all core partners to work more collaboratively to achieve performance and most importantly a technology platform that all partners can utilize to capture, collect, analyze and negotiate performance information. A functional shared data platform is critical for this to become reality.

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

The Local Elected Officers (LEOs) and the NKWIB members worked together during the requests for proposals process. The Northern Kentucky Area Development District (NKADD) was awarded the contract to become the subgrant recipient and fiscal agent for the Northern Kentucky Workforce Development Area. NKADD employees provide support and staffing for the NKWIB. As such, it is responsible for the disbursement of grant funds.

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

To purchase goods and services within the local area, the NKWIB follows the model procurement practices approved by the NKADD, the WIB's fiscal agent. The processes are described in the NKADD Administrative Regulations, Section 3: Purchasing. 7)

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

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

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

The implementation of KEE-Suite on October 1, 2018, created challenges for data collection. A learning curve was expected, however we are still experiencing that with regular updates and changes in the system. The conversion of EKOS data also came with challenges; data missing being the primary concern. However, despite multiple years passing, we still are not confident with the reports that we pull locally, or reports issued from the state but are working to find the inconsistencies in the data for indicators and performance measures. The NKWIB continues to work with the state to troubleshoot KEE-Suite issues and the reliability of performance data. As the NKWIB becomes more confident in the data's assurance, the LWDA will begin using the data in

the continuous improvement process. The NKWIB will continue to use the local KPI report to benchmark client outcomes (see Attachment 2).

Additional Elements

(Include or address the following elements in the Chapters/Questions above where applicable or address them in the list below.)

1.) (L) (R) Include goals for specific populations particularly with individuals with barriers to employment, veterans, unemployed workers and youth and any other populations outlined in the State Combined Plan.

The Northern Kentucky Workforce Investment Board is committed to engaging individuals with barriers into the workforce, through both the WIOA-funded activities that it oversees as well as through the Career Center’s MOU partners and general partnerships throughout our region. As has been described throughout this plan, there are many resources available to individuals with barriers in Northern Kentucky, and it is critical for all partners to collaborate and align so that these resources are as accessible as possible. The plan above outlines the strong partnerships that are already in place between state agencies and local organizations to ensure individuals with barriers, including but not limited to veterans, individuals receiving public assistance, individuals with disabilities, Opportunity Youth, reentrants from the corrections system, and individuals recovering from Substance Use Disorder (SUD). The Operator’s First Impressions staff continue to be trained on all available programs and have resource materials available – both in person and through the nkcareercenter.org website.

In one example, the NKWIB and KCC – Northern Kentucky are engaged in a grant that was received by St. Elizabeth Healthcare from the Substance Abuse and Mental Health Services Administration (SAMHSA) for the Lift Up Project. Lift Up will create seamless transitions and “no wrong door” for individuals recovering from Substance Use Disorder to receive supportive services and career services to reenter the workforce, with a goal of serving 350 individuals per year.

The Central Kentucky Region’s workforce areas are committed to engaging individuals with barriers into the workforce, through both the WIOA-funded activities that it oversees; as well as; through the Career Center’s MOU partners and general partnerships throughout our region. As has been described throughout this plan, there are many resources and initiatives focused on individuals with barriers in all regions, and it is critical for all partners to collaborate and align so that these resources are as accessible as possible.

- **Priority must be provided in the following order:**
 - First, to Veterans and eligible spouses who are recipients of public assistance, individuals who are basic skills deficient, or those identified as being low-income; note that these populations have top priority in all WIOA and other DOL-funded programs.
 - Second, to individuals in WIOA Adult programs from specified priority groups--recipients of public assistance, individuals who are basic skills deficient, or those identified as being low-income--who are not Veterans or their spouses in priority group 1
 - Third, to Veterans and eligible spouses who are not included in WIOA’s priority groups
 - Fourth, priority populations established by the Governor and/or Local WDB.
 - Last, to non-covered persons outside the groups given priority under WIOA.
- **Potential Strategies:**
 - Full integration with all required partners

- Cross-train staff from different programs to understand other partner programs and to share their expertise about the needs of specific populations, including those most in need, so that all staff can better serve all customers
- Staff the center with career counselors skilled in advising job seekers of their options, who are knowledgeable about local labor market dynamics, aware of available services inside and outside the KCC/ AJC, and skilled in developing customers' skills for employment success
- Develop and implement operational policies that achieve an integrated system of case management, using technology to achieve alignment in service delivery that meets customers' needs
- Partner across programs, including community-based and philanthropic organizations, to effectively maximize necessary services, including supportive services, to those most in need while minimizing duplicative processes and resource use
- Develop outreach strategies with partner programs to ensure that those most in need are identified and served
- Encourage, develop, and implement the use of career pathways for those most in need.
- **Suggested Partnerships:**
 - Careful coordination of, and collaboration, with the regional partners to co-enroll OSY who are school drop outs, basic skills deficient, low income, and public assistance recipients
 - Closely partnering with the TANF program to help TANF participants obtain the skills they need to achieve self-sufficiency
 - Individuals (over the age of 18) in receipt of SNAP currently or in the previous six months are eligible for priority in the WIOA Adult program
 - AEFLA serves adults who are over 16 years of age and who are not enrolled or not required to be enrolled in school under a state's compulsory school laws. Participants are basic skills-deficient, English language learners, or without a high school diploma or its equivalent
 - Vocational Rehabilitation: Individuals with disabilities are identified as individuals with barriers under WIOA, and may be eligible for statutory priority in the Adult program if they are low income, basic skills deficient, or recipients of public assistance
 - Community Service Block Grant (CSBG) can integrate with the WIOA Adult program to serve and support low-income individuals and families.

2.) (L) (R) Describe how you will use the results of any feedback to make continuous quality improvements.

The KCC – NKY has a CQI process in place for Career Center operations and direct services provision, overseen by the Continuous Quality Improvement (CQI) Committee. This group meets regularly. One area of recent focus has been virtual and drive-through hiring events. Over the last year, the CQI Committee has monitored both attendance and feedback from the virtual and drive-through hiring events and continues to make changes in response to those events' outcomes. When the NKWIB receives monthly Key Performance Indicator (KPI) reports, the customer and employer satisfaction rates are included. Through this planning process, board members have indicated an interest in reading specific feedback from time to time so that feedback will be shared moving forward. Also recommended through the planning dialogue is the use of the board's ability to create ad hoc committees. The ad hoc committees will utilize members and partners for special projects and problem solving, resulting in more board engagement in solutions.

The Bluegrass, Lincoln Trail, and Northern Kentucky Workforce Development Area (LTWDA) strive for continuous quality improvement and welcomes all feedback regarding the provision of workforce services in the Central Kentucky Region. There are a variety of sources these three LWDA's use to gauge success and identify areas that need improvement.

- One of the leading indicators of success for the local area and region will be how effective the workforce system is in helping employers fill their critical needs of open positions. The LWDA's are listening to employer needs through a variety of avenues such as the Workforce Development Board, local Business Services Team, Chambers of Commerce, Talent Pipeline Management, SHRM and other employer-based organizations. The feedback received allows the LWDB's to target services to help meet specific employer needs whether that means more on-the-job training and incumbent worker training opportunities, job fairs or just meeting with employers to discuss the full array of workforce services. As an example, one of the benchmarks identified in the Lincoln Trail Workforce Development Board's recent strategic plan was to increase the workforce participation rate. Progress was being made prior to the pandemic but now employers are reaching out indicating they are facing greater challenges in meeting their workforce needs. We feel that opening up the work search requirement for unemployment insurance and the provision of more extensive Wagner Peyser services would lead to higher participation in WIOA services and a chance to increase the participation rate. Other examples can be identified from the community meetings held in the development of the Bluegrass Strategic Plan, where a number of employers, community members, and partners identified access to KCC-B in rural areas as an issue, as well as transportation. This feedback resulted in "virtual Kentucky Career Center – Bluegrass" as a strategic goal. The BGWIB will pursue funding for the development of an online full-service career center for individuals who either due to transportation, health issues, or sheer convenience will have full access to the services available through a physical location, virtually. This will include the ability for individuals to provide required identifying documentation and signatures where necessary.
- Other sources of feedback to assist the LWDA's in continuous improvement include the state and local monitoring processes and customer and employer satisfaction surveys. In addition, WIOA mandated performance measures are, historically, a key component in determining if the program is performing satisfactorily but concerns regarding the reliability of data in the KEE Suite system make it difficult to depend solely on these metrics. As a result of incorporating all sources of feedback into the continuous improvement process the LWDA's are better able to identify and meet the region's needs, ensure compliance with the law and regulations and improve the services being provided in the region.
- The addition of a COVID19 Response Policy, BGWIOA-N20-O15 to address the changing needs of our participants is a direct result of the Bluegrass LWDA's desire for continuous improvement. The policy clarifies operations during the pandemic "shutdown", allowing the area to continue to serve participants in a remote manner. This has led to increased need to ensure the quality of data collection. For example, we are temporarily accepting email/ scanned document signatures to be accepted as originals at this time. All additional documents are required to be uploaded into the state system, KEE Suite, for quality monitoring.
- Lastly, Board involvement; each area has process and/or initiatives in place for continuous quality improvement. The KCC – NKY, for example, has a CQI process in place for their career center operations and direct services provision, overseen by the Continuous Quality Improvement (CQI) Committee. This group meets regularly. One area of recent focus has been virtual and drive-through hiring events. Over the last year, the CQI Committee has monitored both attendance and feedback from the virtual and drive-through hiring events and continues to make changes in response to those events' outcomes. When the NKWIB receives monthly Key Performance Indicator (KPI) reports, the customer and employer satisfaction

rates are included. Through this planning process, board members have indicated an interest in reading specific feedback from time-to-time, so that feedback will be shared moving forward.

In the Bluegrass, the discussion of a Policy Taskforce. This group made up of both staff and Board member would review current local policies to ensure accuracy, relevancy, and functionality. The initial discussion is that the group would meet annually to and specifically for this purpose, ensuring an additional level of CQI.

The LWDB's abilities to create ad hoc committees also provides for continuous quality improvement. The ad hoc committees utilize members and partners for special projects and problem solving, resulting in more board engagement in solutions. Each workforce area utilizes these workgroups in varying amounts.

3.) (L) (R) Describe activities of core programs and program specific information on the alignment process.

The Kentucky Career Center frontline staff from across all partner organizations and all locations meet regularly, now via Zoom due to the pandemic, for professional development opportunities and to receive updates about new resources, review changes to administrative policies and to discuss ways to support clients. These KCC trainings allow staff from all core programs share their resources and opportunities with each other. As referenced throughout the plan above, the Career Center Operator and First Impressions staff serve as liaison to inform clients of all partner services. This proactive information sharing leads to effective alignment and comprehensive client services.

The state plan has identified a statewide Memorandum of Agreement to be implemented in the near future. Since information is not available to the local workforce development areas or planning regions at this time, the portion of the State Plan identifying this process is included as reference.

A statewide Memorandum of Agreement between Kentucky Workforce System Partner Programs for the Integrated Workforce System is nearing completion and execution. The purpose of this Memorandum of Agreement (MOA) between state-level workforce system partner programs is to establish cooperative and mutually beneficial relationships and successfully accomplish the following:

1. Streamlining statewide identification and sharing of common core services by function rather than by agency;
2. Effective blending of funds by function rather than agency to the extent not inconsistent with federal law;
3. Participation in a common and coordinated system of referral;
4. Participation in a common case management system; and
5. Achievement of established performance goals grouped by function rather than by agency, as defined by the
6. Kentucky Workforce Innovation Board and the Education and Workforce Development Cabinet.

The MOA will define roles and responsibilities for the local staff and contractors, including providing the following workforce services in the KCC system:

1. Assisting individuals in obtaining employment that leads to self-sufficiency;
2. Providing employers with access to qualified and appropriately skilled employees who have been assessed, trained and possess appropriate credentials and certifications;
3. Delivering effective programs offered through a seamless and integrated workforce development delivery that eliminates duplication of services;
4. Reducing administrative costs and accommodating the needs of employers;

5. Holding participant organizations accountable for costs, appropriate use of state and federal funding, performance and metrics; and
6. Reacting to the current demand for skilled workers by specific industries and identified sectors of unfilled jobs.

The MOA will also identify the roles and resources that workforce system partner programs will contribute to integrate service delivery and support operations of the KCC system in all areas of the state. It also is intended to reflect state programs; commitments and activities to work in collaboration to implement the following priorities of the state’s workforce strategic plan:

1. Employers – Actively engage employers to drive Kentucky’s workforce development system.
2. Education – Align and integrate P-12, adult education and post-secondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.
3. Workforce Participation – Increase Kentucky’s workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.
4. Organization and Resource Alignment – Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

The long list of partner entities, state agencies, and programs that will be parties to this MOA includes:

- Education and Workforce Development Cabinet
- Department for Workforce Investment
- Kentucky Centers for Statistics
- Kentucky Department of Education
- Kentucky Cabinet for Economic Development
- Kentucky Community and Technical College System
- Kentucky Labor Cabinet
- Cabinet for Health and Family Services
- Department for Community Based Services
- Department for Aging and Independent Living
- Division of Disability Determination Services
- Kentucky Justice and Public Safety Cabinet
- Kentucky Workforce Innovation Board
- Kentucky Council on Post-Secondary Education Conference of Presidents
- Kentucky Commission on Military Affairs
- Kentucky Chamber of Commerce
- Kentucky Housing Corporation
- Job Corps
- Kentucky Association of Counties
- Kentucky League of Cities
- Kentucky Association of Area Development Districts
- National Federation of Independent Businesses
- Kentucky Human Development Institute

These parties will commit to providing integrated delivery of comprehensive workforce services in Kentucky to the job seeker and business customer in a welcoming, inclusive environment.

4.) (L) (R) Describe the process for data collection and reporting of all core programs.

All core programs (Adult, D/W and Youth) are tracked and reported on via a state-maintained platform called KEE Suite. KEE Suite is a customized Salesforce platform used by Talent Development staff to input customer participation and outcomes regarding Basic Career Services and WIOA funded activities. WIOA-funded staff The NKWIB regularly reviews Key Performance Indicators (KPI) that reflect the outcomes of the efforts of the NKADD as fiscal agent/sub grant recipient and the one-stop system.

Measurable statistics in the KPI reports include: Job orders posted, new available positions, job referrals/ candidate prescreening, job placements, employer contacts, and new business outreach, all calculated monthly. These reports also review the cumulative year-to-date totals of Job fairs, on-site hiring events,

internships/OJT, Business tours, and clients in training. Labor Market information is also included including labor participation rate, unemployment rates as well as customer satisfaction rates of both the job seekers and the employers. The KPI also captures contact data for employers in the 5-identified sectors as determined by the Board. The NKWIB has determined this data is necessary to evaluate the return on investment concerning career center resources.

All core programs (Adult, D/W and Youth) are tracked and reported on via a state-maintained platform called KEE Suite. KEE Suite is a customized Salesforce platform used by Talent Development staff to input customer participation and outcomes regarding Basic Career Services and WIOA funded activities. LWDA Boards regularly receive updates on or review Key Performance Indicators (KPI) that reflect the outcomes of the area's efforts as fiscal agent/sub grant recipient and the one-stop system.

Measurable statistics in the KPI reports include job orders posted, new available positions, job referrals/candidate prescreening, job placements, employer contacts, and new business outreach, all calculated monthly. These reports also review the cumulative year-to-date totals of Job fairs, on-site hiring events, internships/OJT, Business tours, and clients in training. Labor Market information is also included including labor participation rate, unemployment rates as well as customer satisfaction rates of both the job seekers and the employers.

Also, the Central Kentucky Region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become reality:

- A complete commitment by all core partners to work more collaboratively to achieve performance and most importantly a technology platform that all partners can utilize to capture, collect, analyze and negotiate performance information.
- A shared data platform that is reliable is critical for this to become reality.
- The current KEE Suite system is unable to provide this data and more importantly partner agencies continue to develop separate reporting systems that may make this action unattainable.

5.) (L) (R) Describe the policies and procedures in place for Rapid Response and coordination with local and state agencies for layoffs, natural disasters etc.

As described in greater detail earlier in this report in Chapter 4 (C), through the WIOA Direct Services Provider sub-contract, the NKWIB has Direct Workforce Service Business Service Representative staff serve as the Local Area Rapid Response Coordinator (LARRC). Staff is required to be certified by the Commonwealth of Kentucky to provide Rapid Response services to employers and employees in the Northern Kentucky region. Direct Workforce Service Business Service Representative staff are located in Covington, Florence, Williamstown and Carrollton. They offer coordinated Local Rapid Response services to employers throughout the eight county Northern Kentucky Workforce Investment Area.

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

Because the LARR is integrated as a member of the Business Services Team, the LARR is also able to connect dislocated workers with existing employers in the area with similar skills needs – thereby lessening the time of unemployment for laid off workers and helping find needed talent for local business.

See Chapter 4(C) for additional information on this response.

Regional Response: The Business Services Team (BST) Rapid Response (RR) Coordinator will serve as the main point of contact for notification of all impending layoff or closures. Notification may come in a variety of forms such as a WARN, employees of the affected company, communication from KCC Partners, media or public announcements, etc. The BST RR Coordination will also notify the State Rapid Response unit immediately, upon learning of an impending dislocation.

The BST RR Coordinator will contact the employer regarding Rapid Response services as soon as possible but no later than two business days of receiving the notice of dislocation.

The initial contact with the employer will allow the BST RR Coordinator to verify the layoff, provide information to the employer about Rapid Response services and encourage the employer to participate in an informational meeting with the Rapid Response Team members to customize a plan for Rapid Response services. In most instances, the BST RR Coordinator and the RR Team member representing the Career Development Office and Unemployment Insurance will attend the initial employer meeting on behalf of the Rapid Response Team.

Information and discussion during the initial employer meeting may include the items listed below. If the employer chooses not to have an initial meeting, these items will be discussed and arranged during the initial contact period.

- The potential for averting the layoff or disclosure may be discussed, with prior consultation from state or local economic development representatives.
- An overview of services offered by Rapid Response Team partners, additional service providers and other resources in the local area to meet the short and long-term needs of the affected workers. These services may include reemployment services, job training, healthcare options and unemployment insurance, to name a few.
- Customized format for the Rapid Response employee sessions, content and benefits to the employer and employees.
- Assessment of the employer's layoff plans and schedule.
- Identification of the employees affected by the dislocation such as average wage, skills level, education attainment and years of service.
- Company benefits available to employees, i.e., severance pay, insurance coverage, relocation/reemployment opportunities or job development/job search activities.
- Information regarding the petition process for Trade Assistance Allowance.
- Determination if any special accommodations for the employee sessions will be needed such as provisions for the visually or hearing impaired or foreign language interpreters.
- Dates, times and locations will be determined for the employee sessions.

Following the initial contact and/or employer meeting, the BST Rapid Response Coordinator will coordinate and oversee the implementation of the planned Rapid Response services in the following ways:

- Notifying and coordinating with the designation Rapid Response Team members and additional partners the meeting dates, times and location as well as other pertinent information regarding the layoff and employees.
- Notifying the State Rapid Response unit of the planned activities.
- Ensuring that each partner understands their role during the session, which is to provide an overview of services and answer questions pertaining to their respective programs.
- Providing information to the LEO's and other officials regarding the Rapid Response activities.
- Providing a Rapid Response session agenda to the employer and Rapid Response team members.
- Arranging workshops and/or other customized services based on the needs of the employees and as determined by the employer.
- If the company has an approved Trade petition a representative from this program will provide information regarding TAA services.
- The Rapid Response Coordinator will report all data elements, as required, in the State data systems within 10 days of the Rapid Response event.

Rapid Response Partners include:

- Kentucky Career Center/America's Job Center
 - WIOA Dislocated Worker Program
 - Reemployment services and Unemployment Insurance
 - Office of Vocational Rehabilitation
 - Veterans Services
 - TAA – if applicable
 - Kentucky Adult Education (Skills U)
- Local Workforce Development Area
- Health Department (Some areas)
- Affordable Care Act Healthcare Representative
- Local Community and Technical College (Some areas)
- Other partners deemed necessary based on the needs of the employees.

Materials covered includes:

- KCC Services:
- Reemployment Services
- Focus Career Registration
- WIOA training activities
- KEE Suite Registration
- TAA – if applicable
- Internet sites that provide information on job search, partner services, etc.
- Information on workshops, which cover resume writing, interviewing skills, job search assistance, etc.
- Health Department Services such as women's cancer screenings, WIC, immunizations, etc. (Lincoln Trail)
- Adult Education (Skills U) Services
- Affordable Care Act Healthcare Information
- Community and Technical College non-credit courses at no charge. (Lincoln Trail)

Lincoln Trail Response: The Lincoln Trail Workforce Development Board follows the state's Preliminary Policy on Implementation of Rapid Response services and activities (No policy number, date issued – 11/1/15 and effective date – 1/1/16.) The Lincoln Trail Workforce Development Area submitted a revised Rapid Response Plan to the Cabinet in August of 2018. The approved plan is on file with the Department for Workforce Investment.

6.) (L) (R) Describe strategies for and/or toward work-based training models.

As described earlier in this plan under Chapter 3 (E), the WIOA Youth work experience program offers young adults ages 16-24 the opportunity to work in a paid internship for up to six months, earning up to \$16/hour. Also, as highlighted several times in the plan, NKWIB can enter into contracts with local employers to provide On-the-Job Training to eligible employees using WIOA dollars.

In addition to WIOA-funded work-based training models, there are apprenticeship programs offered through the Kentucky Community and Technical College System (KCTCS) system and policies to incentivize use of apprenticeships through the Kentucky Cabinet for Education and Workforce Development Office of Employer and Apprenticeship Services.

In the high school space, the College & Career Connector Collaborative has provided NKY high school students with nearly 200 unique connections to work-based learning opportunities through monthly counselor meetings, weekly updates and [MyCareerE3](#), a regional Work-Based Learning platform. NKWIB and KCC – NKY staff have been in communication with GROW NKY and College and Career Connector staff about expanding the MyCareerE3 platform to include young adults and Opportunity Youth as well.

The LWDBs have identified individualized training, on-the-job training, incumbent workers training, transitional jobs, customized training, apprenticeships, work experience and other alternative work-based training services as options for training opportunities. The availability of training is abundant at this time. For employment related activities, the Workforce Development Boards have identified at a minimum, direct referrals to jobs, career assessment, individual employment planning, workshops and referrals to outside services/agencies with specific services. They may be identified differently depending on the area, but each workforce area has a group that work with the community to review and identify training and employment needs. In the Lincoln Trail WDA, it is known as the Board's Workforce Crisis Task Force; in the Bluegrass it is a combined function of the Business Services Team (employers) and One-Stop Operator (partners). These groups work with local businesses and community leaders on identifying ways to increase business investment, eliminating barriers to employment and removing obstacles to employment. The region has ample employment opportunities but few people skilled, qualified or willing to seek employment.

Using dedicated sources of information gives us the knowledge and tools to set priority sectors and make necessary adjustments as economic conditions and/or business needs change. The Education and Workforce Development Cabinet's central purpose for the Business Services Teams (BST) is "to coordinate, promote, conduct outreach and provide access to workforce partners and resources designed for employer clients. Kentucky's workforce programs are designed to meet the needs of employers in relation to the economic needs of their respective region.

The Business Service strategy has four primary components:

1. Identify a single point of contact for client development within each WIOA area.
2. Streamline workforce resource delivery.
3. Unify and coordinate outreach and information.
4. Leverage multiagency data sharing system.

The purpose of Business Services and Business Services Teams per the recently issued BST manual:

Intended to promote, market, connect and provide access to initiatives such as:

- Work Opportunity Tax Credit,
- Unemployment Tax Credit,
- Worker Adjustment Retraining Notice (WARN),
- Layoff Aversion and Rapid Response,
- Federal Bonding,
- Incumbent worker training programs,
- On-the-job training programs,
- Customized training programs
- Target recruitment,
- Apprenticeship promotion,
- Assistance for apprenticeships,
- Recruiting employers to KCCs and
- Connecting job seekers and employers by facilitating relationships.

In addition to the WIOA related resources and requirements, within Kentucky there are additional resources that provide direct services and resources to employers. These should be incorporated within the Business Service strategy and include but are not limited to:

- Training incentive programs;
- Customized training
- Talent Pipeline Management Systems;
- Labor Market Information; and
- Sector strategy and career pathway development.

Collectively, both Federal and State based programs are designed to meet the needs of employers in relation to the economic needs of each respective region. An educated, adaptable, qualified labor market is the primary objective for workforce development in Kentucky; this sustained improvement of the Commonwealth's economy is accomplished through the alignment and ongoing analysis of business personnel needs and skills training.

Kentucky's Business Service strategy includes a partnership of local and state workforce development organizations dedicated to providing proactive workforce development and skills development resources to business clients. This strategy offers a streamlined approach to assisting business with recruiting talent, training new and existing employees, and developing tomorrow's workforce. At its core, the Business Services strategy consist of five primary organizations who provide direct resources and services to employers:

- Local Workforce Development Boards (LWDB)
- Kentucky Education and Workforce Development Cabinet (EWDC)
- Kentucky Cabinet for Economic Development (CED)
- The Kentucky Chamber's Workforce Center (Workforce Center)
- Kentucky Community and Technical College System (KCTCS)

The strategy exists to provide unified, efficient, quality and seamless workforce services and resources to new, existing and expanding companies within the Commonwealth. Additionally, the KWIB's Strategic Plan's goals include increasing employer engagement and aligning resources of system partners. Both are essential in increasing the workforce participation rate and providing job seekers with career opportunities.

Business Service Teams are designed to provide a primary point of contact for employer customers. The structure is comprised of three levels, each of which may act as a point of entry for contact with companies. Level one consists of local BSTs and a BST lead. BST leads are Kentucky Career Center (KCC) system partner personnel responsible for coordinating BST teams locally and delivering services to business and industry in

their workforce area. BSTs include all local representatives from the five core state partners, as well as additional local partners.

Level two includes the Workforce Project manager (WPM). WPMs will be housed regionally within EWDC's Office of Employment and Apprenticeship Services and are individuals dedicated to employer engagement as the primary function of their job. Initially, there will be five WPMs assigned to cover the workforce innovation regions: Central, South, East and West. The Central Kentucky Region will be covered by two WPMs (KentuckianaWorks/Lincoln Trail and Northern Kentucky/ Bluegrass).

Each WPM will be assigned to two Workforce Innovation Areas and will assist the local BST lead with coordination of each local BST. The Cabinet for Economic Development's Office for Workforce and Community Development will also assign WPMs to each BST to coordinate workforce issues pertaining to new and expanding projects approved by the Kentucky Economic Development Finance Authority (KEDFA).

Level three consists of the State team that include four partners from the EWDC, CED, KCTCS, and the Workforce Center. These organizations must work synergistically to ensure that companies receive unified and coordinated information and services related to their workforce development needs. State partners also coordinate with their regional and local colleagues to ensure information is shared among agencies across Kentucky.

Additional partners such as the Council on Post-Secondary Education (CPE) and Kentucky Department of Education (KDE) – Career & Technical Education (CTE) should also serve in a support roll to BSTs at the local and state level in order to provide opportunities for employers to participate in curriculum development, skills development programs, college and university career development/job placement, and to enhance work-based learning opportunities.”

The LWDA's have OJT, customized incumbent worker programs and policies in place and actively promotes the advantages and benefits to employers for training needs for both new hires and current employees. The Board works closely with training consortiums via local economic development offices in the region to promote these programs and other business services that will assist in addressing local workforce skill needs.

In an effort to increase competitive integrated employment opportunities for individuals with disabilities, the Office of Vocational Rehabilitation (OVR) assists businesses in hiring, developing, and keeping valued employees. An OVR counselor will conduct an assessment to determine eligibility for services. After eligibility is determined, the counselor's role is to provide information, resources, guidance and counseling, and choices related to an individual's strengths, resources, priorities, concerns, capacities, and abilities so the individual can prepare for and enter a job.

OVR also provides an array of services at no cost including prescreening of applicants based essential job requirements, on-site job trainer and support services if deemed necessary (coordinated by OVR and performed by Communicare), restructuring/work site adjustment, accessibility survey of complete work site, assistive technology, devices and specialized equipment plus other required follow-up services.

The business services team regularly meets with the economic development agencies in the region to provide updates on activities and solicit input/need for services, information and products they need to assist them in their efforts in recruitment and retention. We regularly provide labor market information and other information as requested. We are always prepared to participate in any discussions with companies upon their request to discuss workforce issues, solutions and options.

7.) (L) (R) Describe the Eligible Training Provider procedure including initial eligibility, criteria for selection and information addressing factors related to performance indicators.

All aspects of the Eligible Training Provider List (ETPL) are maintained by the Cabinet for Education and Workforce Development. The Cabinet is responsible for eligibility, selection and maintenance of eligibility over time for education and training providers. NKWIB and KCC – NKY staff work with the state ETPL contact when questions arise about if a training provider is eligible to receive WIOA dollars. In late 2020, NKWIB staff requested a full export of the Kentucky ETPL list in Northern Kentucky and Greater Cincinnati in order to review providers, dates of approval, courses offered, costs of training, etc. This list will be compared against in-demand certifications compiled by local workforce partners to determine if any gaps exist in the local training framework.

Beginning in 2015, the process and responsibility of initial and subsequent eligibility for approved training providers for inclusion on the Commonwealth’s Eligible Training Provider Listing (ETPL) was designated to the states ETPL Coordinator, who is housed within the Education and Workforce Development Cabinets Department of Workforce Investment. This was devised to create a unified and consistent system across the Commonwealth for all private and nonprofit training providers to have access to participants receiving training services through the Workforce Innovation and Opportunity Act (WIOA) programs.

As such, initial eligibility, data collection, determination of subsequent eligibility and all other functions of the development and maintenance of the ETPL are conducted by the state ETPL Coordinator. The most recent guidance regarding the ETPL and its functions can be found at <https://kcc.ky.gov/Documents/20-002percent20ETPL.pdf>.

As for the local perspective, we strive to make sure that customers have all appropriate information when choosing a provider for training services, with some areas in the Central Kentucky Region requesting a copy of the ETPL for their area to review. The areas utilize the state-maintained website, <https://etpl.ky.gov/ETPL/Default.aspx>, to refer participants to eligible programs and to gather information about course length, cost, and other pertinent information. Additionally, the website is designed to provide information regarding the past performance of particular training providers and programs to assist participants in the decision-making process. Local areas do maintain the right and ability to regionally exclude programs based on performance issues as well as operational existence. These are decisions that must be voted and approved by local workforce boards and submitted in a timely fashion to the state for consideration and incorporation into the website.

8.) (L) (R) Describe how the LWDA/Region will establish or continue to improve an Integrated English Literacy and Civics Education program (IELCE) that provide educational services consisting of literacy and English language acquisition integrated with civic education that includes instruction of the rights and responsibilities of citizenship and civic participation.

Integrated English Literacy and Civics Education (IELCE) program under section 243(a) of WIOA will be delivered in combination with integrated education and training activities. IELCE includes services for English Language Learners that include literacy as well as instruction on the rights and responsibilities of citizenship and civic participation. IELCE may include elements such as workforce training, enabling competency in the English language and acquisition of basic and advanced skills to function effectively as parents, workers, and citizens. In Kentucky, SkillsU offers the Integrated English Literacy and Civics Education (IELCE) program. Procurement opportunities are advertised, and local areas have to apply. There is an existing

IELCE program located in Northern Kentucky, through Gateway Community and Technical College. English classes engage students to improve their proficiency in reading, writing, and speaking English. These classes are offered at the Edgewood Campus of Gateway Community and Technical College.

One of the components of the Gateway program is the Test of English for International Communications (TOEIC), which measures the ability of non-native English-speaking examinees to use English skills in the workplace. Gateway administers the Test of English as a Foreign Language (TOEFL) and Internet-based Test (TOEFL iBT) which tests all four language skills that are important for effective communication: speaking, listening, reading, and writing. The test helps nonnative speakers demonstrate that they have the English skills needed for success.

TOEFL iBT emphasizes integrated skills and provides better information to institutions about the student's ability to communicate in an academic setting and their readiness for academic coursework. With Internet-based testing, ETS (Educational Testing Services) can capture speech and score responses in a standardized manner.

In addition to the IELCE curriculum, there are a number of initiatives ongoing in Northern Kentucky designed to better engage immigrants with and without language barriers into the community and the local workforce. Cincinnati Compass, an initiative of the Cincinnati USA Regional Chamber of Commerce, advances economic and cultural inclusion of immigrants, refugees and internationals to improve the overall vibrancy of the region. Cincinnati Compass is the local partner for WES Global Talent Bridge, a program dedicated to helping skilled immigrants fully utilize their talents and education in Canada and the United States. Using the WES Global Talent Bridge model, Cincinnati Compass has partnered with GROW NKY and the Kentucky Career Center – NKY to ensure all immigrants can leverage their skills and training to achieve their professional and personal goals.

Northern Kentucky was one of only 14 communities selected nationally for the 2019 Gateways for Growth award to receive research from NAE and technical assistance from NAE and Welcoming America to support this work. The NKY Chamber Foundation also received a matching grant of \$12,500 from Duke Energy. Grant partners included Catholic Charities of Louisville – Kentucky Office for Refugees, Duke Energy, Gateway Community and Technical College, and the Northern Kentucky Workforce Investment Board. A [NKY Welcoming Plan](#) to support immigrant integration was launched by a taskforce of 38 cross-sector community leaders in 2020. The Plan, now in the implementation phase, boasts 3 opportunity areas and 60 strategies.

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TOEFL iBT emphasizes integrated skills and provides better information to institutions about the student's ability to communicate in an academic setting and their readiness for academic coursework. With Internet-based testing, ETS (Educational Testing Services) can capture speech and score responses in a standardized manner.

The program provides multiple services including: preparing adults who are English Language Learners (ELLs) for unsubsidized employment in an in-demand occupation or career pathway which leads to economic self-sufficiency; assist ELLs in achieving competency in English reading, writing, speaking and comprehension; prepare ELLs on the rights and responsibilities of citizenship and civic participation; prepare ELLs without a high school diploma for its equivalent (GED); lead to ELLs entering post-secondary education or training. Individuals coming through a Kentucky Career Center in the Central Kentucky Region with a need for these services are referred to the Skills U program.

Due to the demographic differences of each area in the region, the program sizes vary. English as a Second Language (ESL) population is a small population in the LTLWDA, the providers do not have an IELCE grant but serve students, as needed. The NKLWDA has a program through Gateway Community and Technical College. The BGLWDA provides services to approximately 110 students enrolled through the Bluegrass Community and Technical College SkillsU program.

In addition, the pandemic has had a direct impact on enrollment this fiscal year and some last year. However, Adult Education has switched all courses to a hybrid model. The program continues to serve students even though it is challenging, due to language barriers and technology

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

Local Workforce Development Board BOARD CHAIR		Chief Local Elected Official	
Name:	Dana Dobbs	Name:	Steve Pendery
Title:	NKWIB Chair	Title:	Campbell County Judge/Executive
Signature:		Signature:	 <small>Steve Pendery (Apr. 30, 2021, 10:00 EDT)</small>
Date:	4/29/2021	Date:	4/30/2021

2021 Workforce Innovation and Opportunity Act Local Plan Attachments

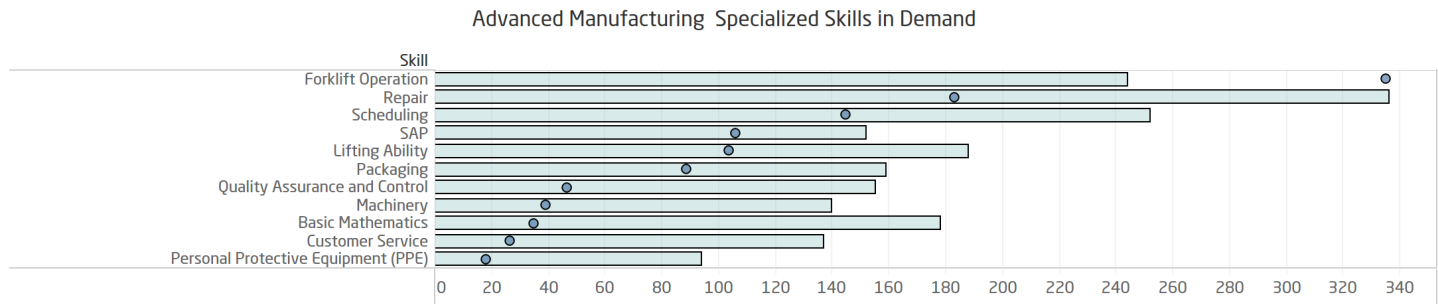
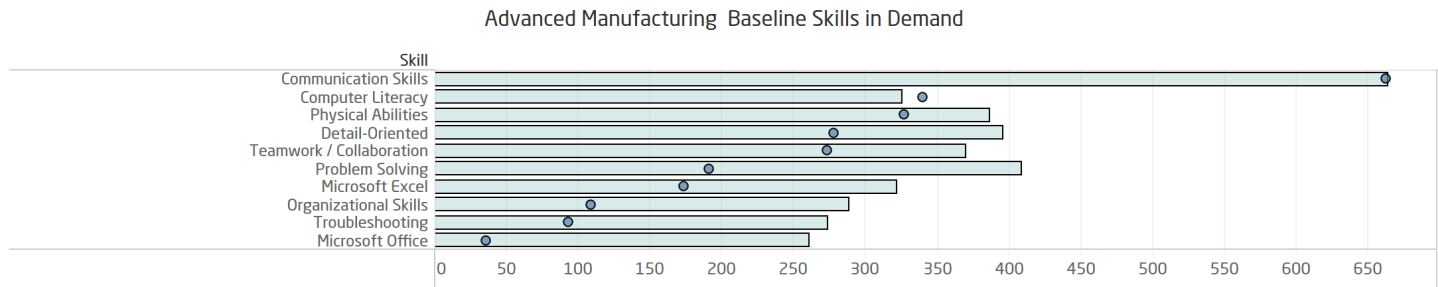
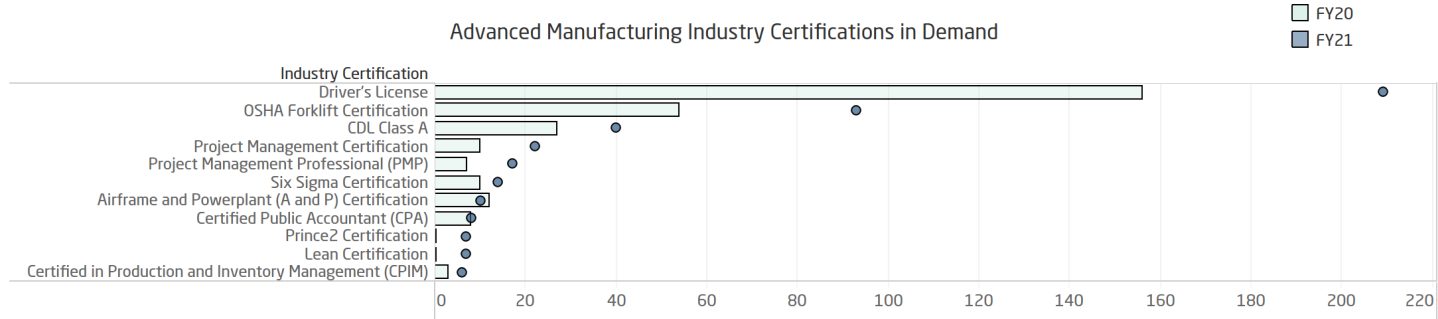
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Attachment 2	January 2021 Key Performance Indicators	Page 74
Attachment 3	An Examination of Inequality in Metro NKY Through the Lens of Demographics	Page 75
Attachment 4	2019 Strategic Plan Update	Page 114
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Attachment 6	2021 WIOA Regional and Local Plan Notification Plan	Page 217
Attachment 7	NKADD Administrative Regulations, Section 3: Purchasing	Page 238

FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

Advanced Manufacturing



Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020



FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

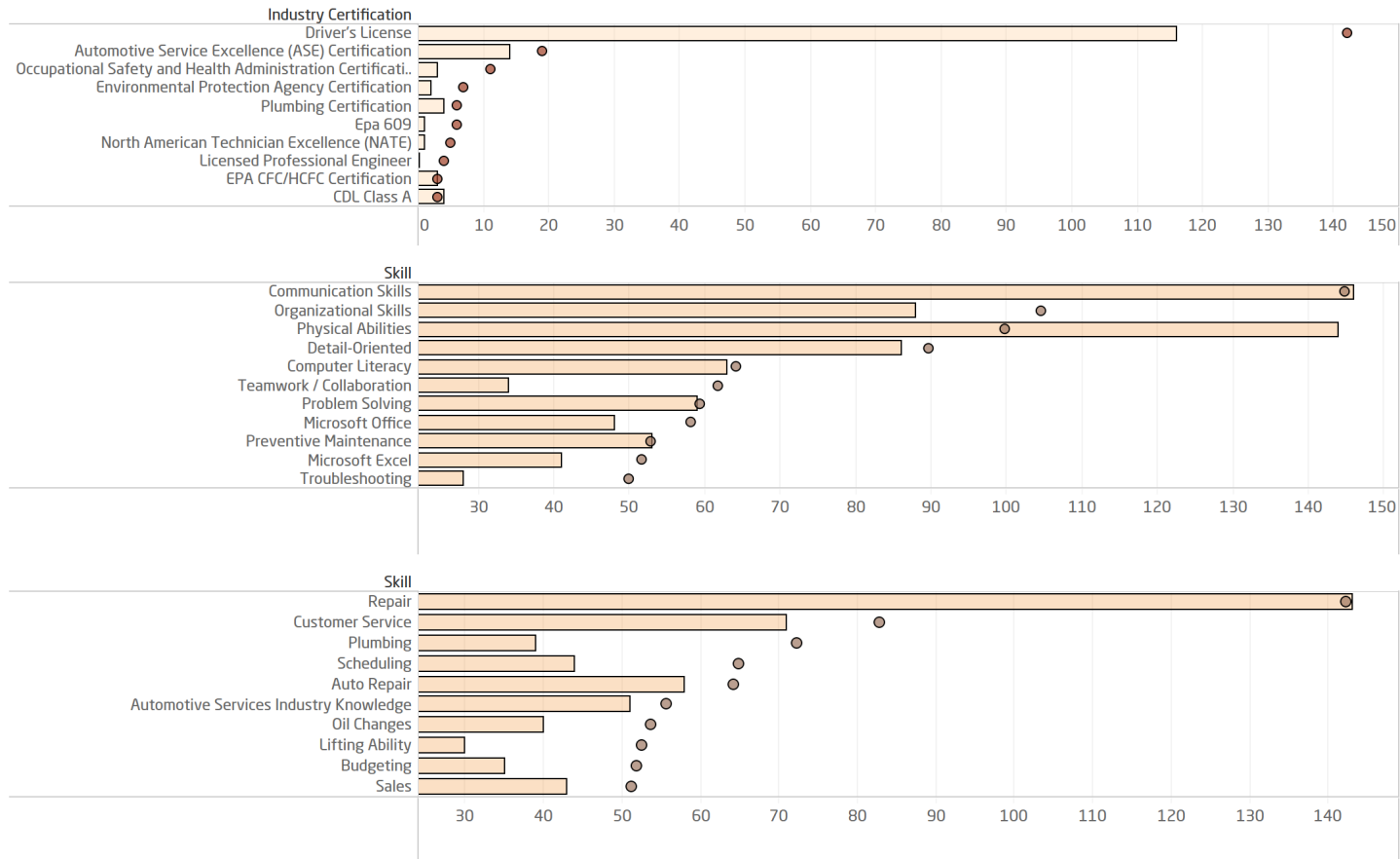
Construction & Trade



Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020

Construction & Trade

FY20
FY21

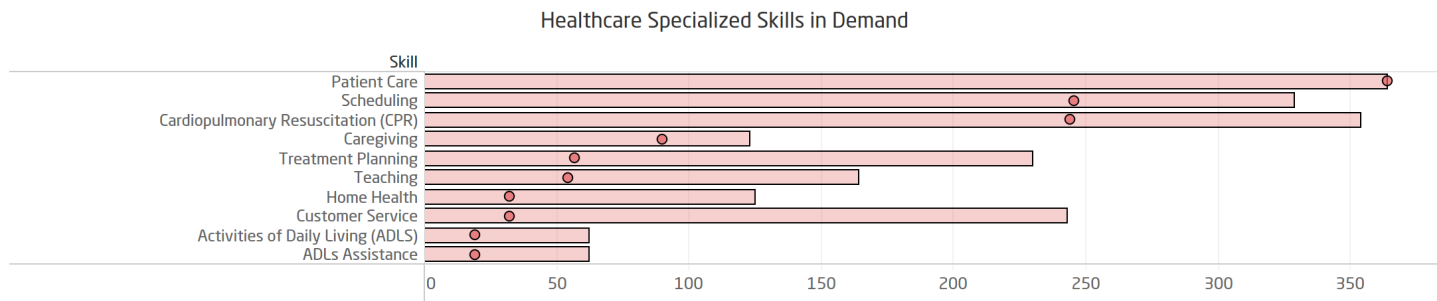
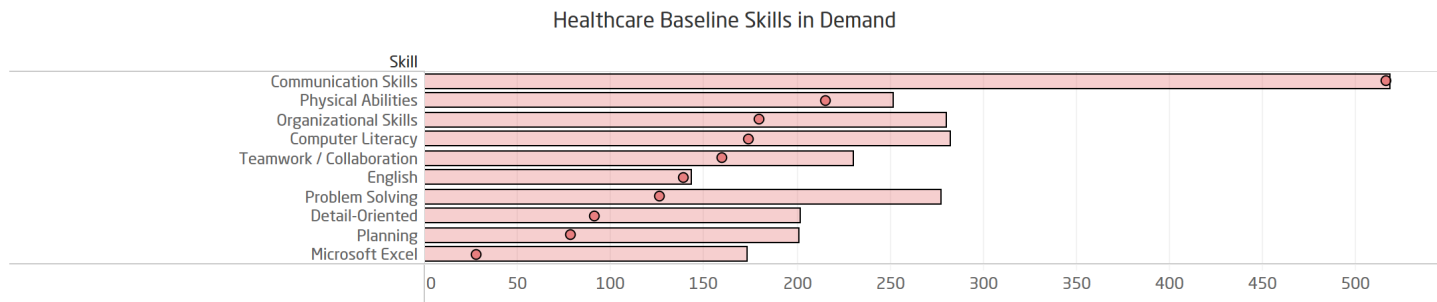
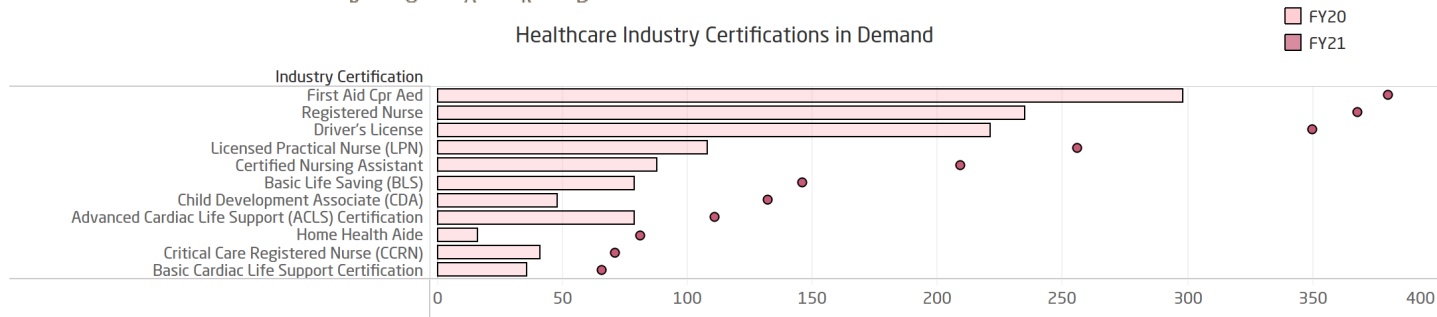


FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

Healthcare



Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020



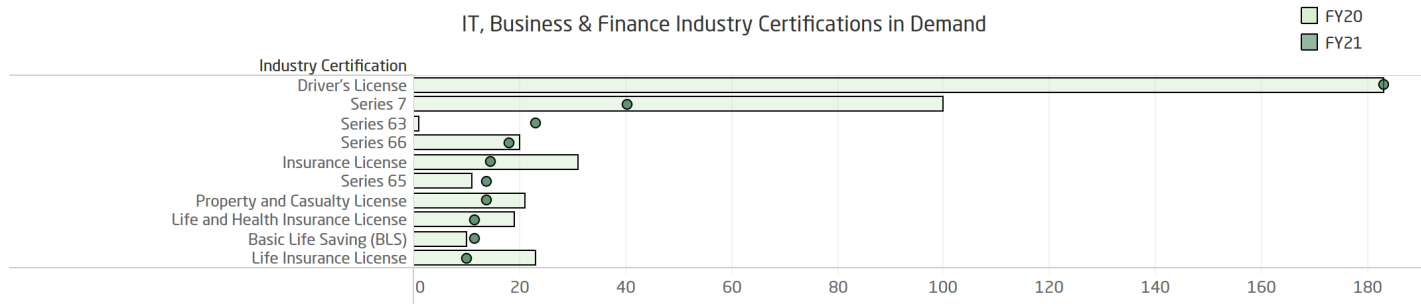
FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

IT, Business & Finance

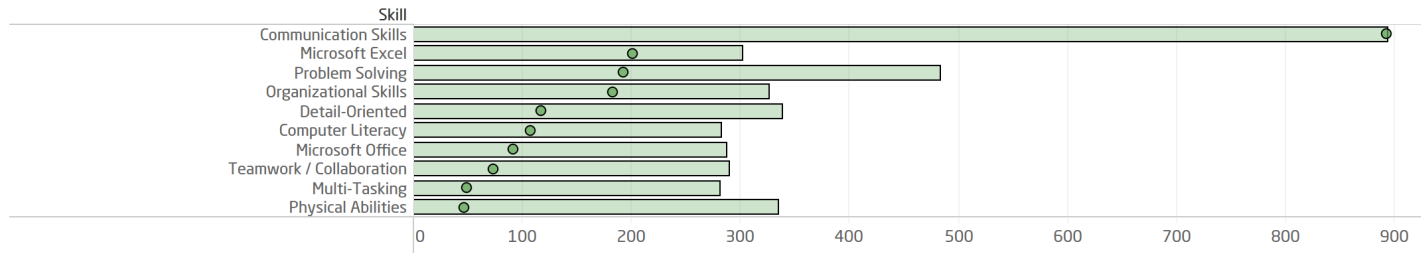


Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020

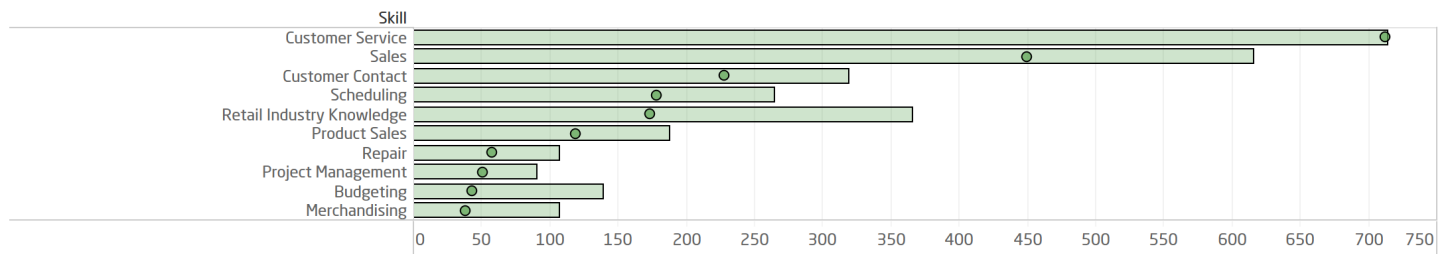
IT, Business & Finance Industry Certifications in Demand



IT, Business & Finance Baseline Skills in Demand



IT, Business & Finance Specialized Skills in Demand



FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

Transportation & Logistics



Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020



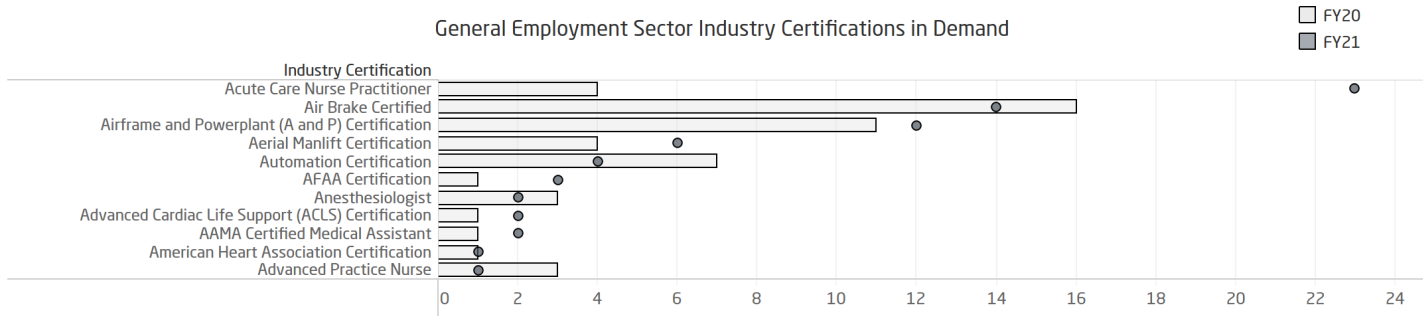
FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

General

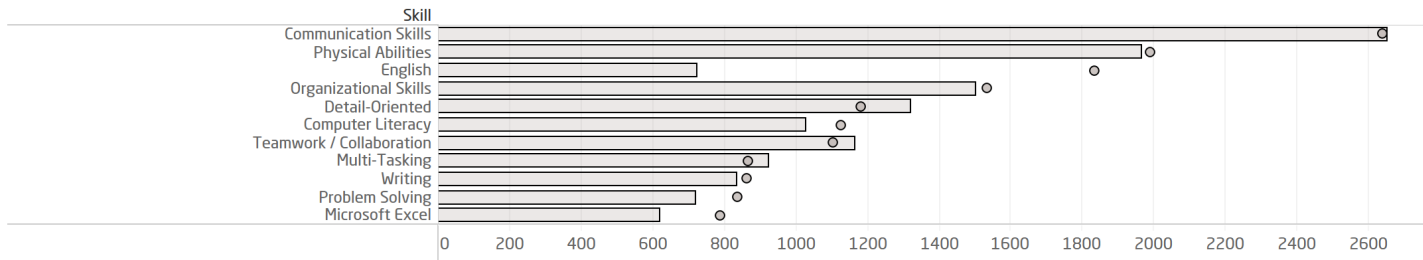


Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020

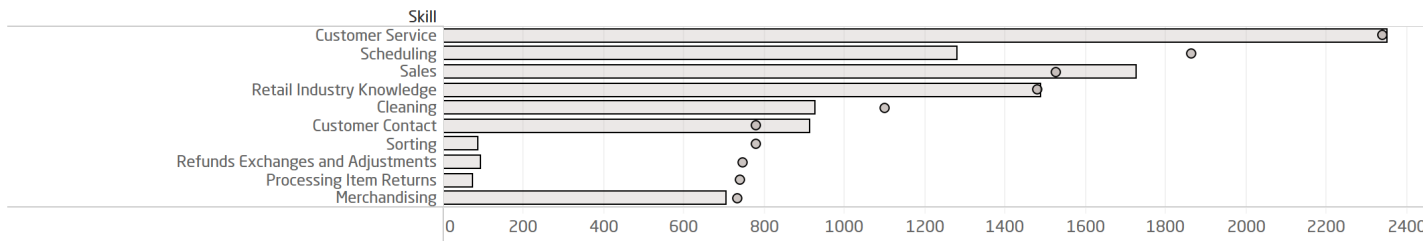
General Employment Sector Industry Certifications in Demand



General Employment Sector Baseline Skills in Demand



General Employment Sector Specialized Skills in Demand

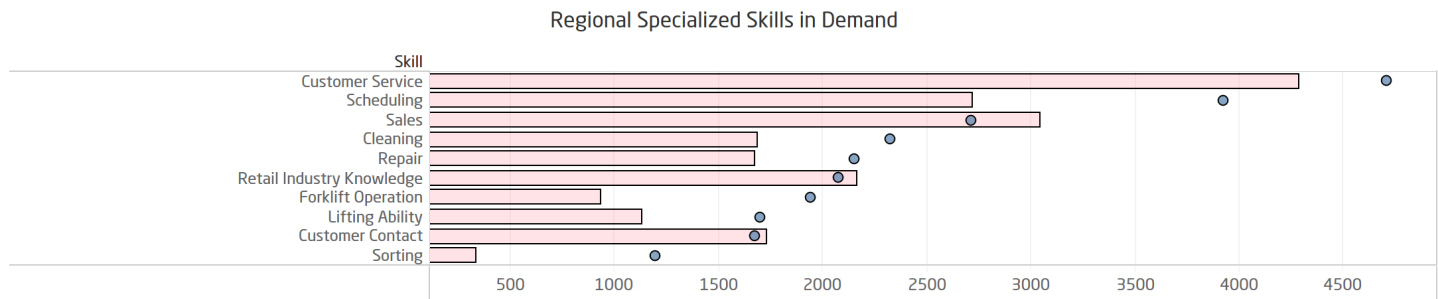
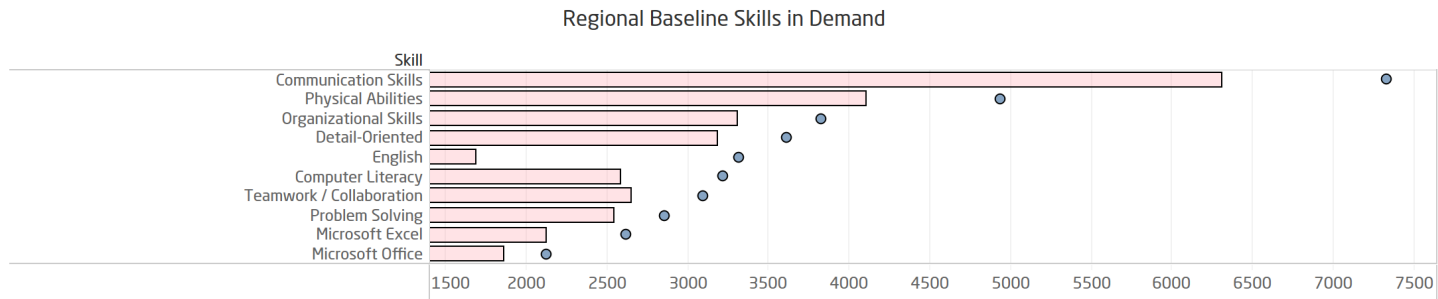
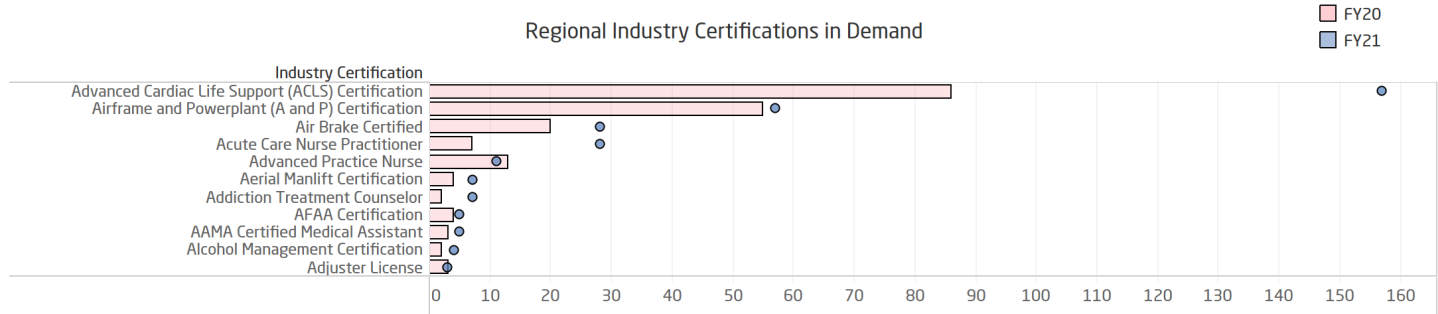


FY2020 and FY2021 INDUSTRY RECOGNIZED CREDENTIALS

Regional



Northern Kentucky Workforce Investment Board
Industry Recognized Credentials by Advertised Job Postings
Source Burning Glass / Labor Insight
1st and 2nd Qtr. / July 1 - December 31, 2019 and 2020



Northern Kentucky Advertised Job Postings



Northern Kentucky
Unique Employers Served

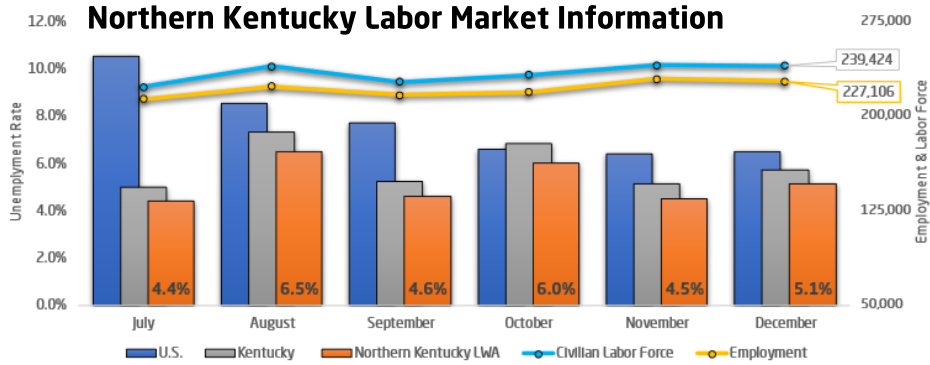
707



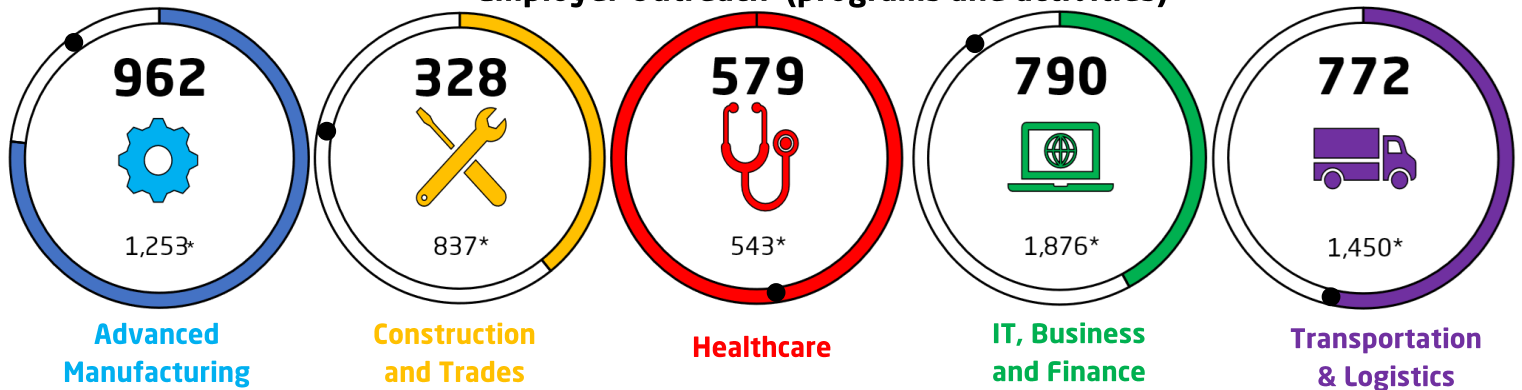
**Labor Force
Participation Rate**

NKY 67.1%
KY 57.2%
US 61.3%

Civilian Labor Force is the sum of the civilian, non-institutionalized population ages 16+ (source: KYStats 2016 Population and Labor Force Estimates by Race and Sex.)



Employer Outreach (programs and activities)



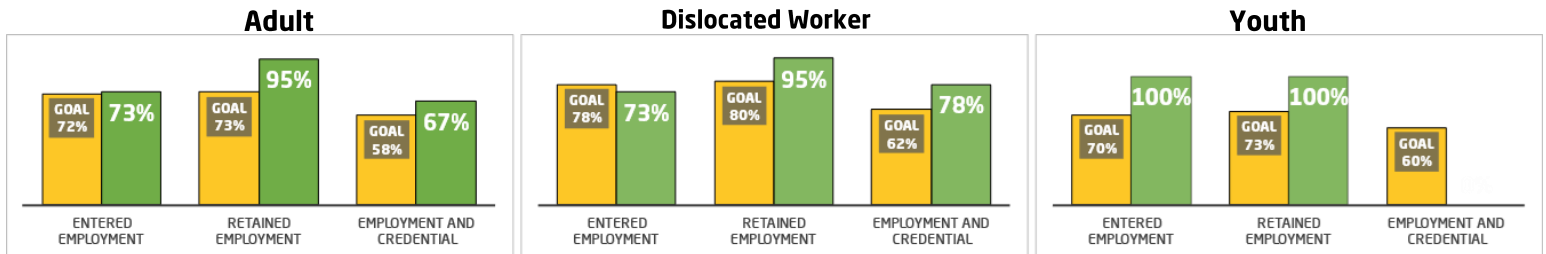
Employer Hiring Events & Job Fairs: 265 / 519*
Participating Employers: 147 / 189*

Employer Tours (onsite and virtual): 5 / 3*
Rapid Response Assistance: 5 / 17*

Basic Career Services (in person, on site services available to all customers) : 1,367	19,494*
WIOA Individualized Career Services (eligibility / enrollment required) : 288	331*
WIOA Career Training Services (eligibility / enrollment required) : 56	93*
WIOA Youth Paid Work Experience / Internships : 9	27*

■ Advanced Manufacturing
 ■ Healthcare
 ■ IT, Business and Finance
 ■ Transportation & Logistics
 ■ General

Outcomes of WIOA Participants (Goal / Preliminary) - Second Quarter FY21†



Applicant Interviews

1,363 1,047*

Job Placements

580 730*

Customer Satisfaction

Job Seeker 93.4% Employer 95.9%

An Examination of Inequality in Metro NKY Through the Lens of Demographics

Prepared for



Prepared by



Haile/US Bank College of Business

Janet Harrah, Senior Director

January, 2021

Acknowledgements

- Horizon Community Funds of Northern Kentucky for funding this project.
- Blake Weimer, Haile Student Fellow, CEAD, for his help in gathering the data for this report.
- Tim Harrah, Harrah Analytics, for his help in providing mapping services for this project.

Report Highlights

According to the U.S. Census Bureau, “beyond 2030 the U.S. population is projected to grow slowly, age considerably, and become more racially and ethnically diverse.”¹ While Metro NKY will experience these same trends, the region has a different starting line. Currently, the region is less diverse, slightly younger, and growing more slowly than the U.S. overall. Without significant changes to migration patterns, Metro NKY will continue to be less diverse than the country overall, going forward.

- Metro NKY is less racially diverse than the United States overall.
- The White, non-Hispanic population is growing more slowly than the minority population in Metro NKY. This is true nationwide as well. Consequently, the region is likely to remain less racially diverse going forward.
- Despite being less racially diverse, the differences across sub-groups – White vs. Black poverty or Asian vs. White educational attainment – are very similar to the rest of the country.
- Metro NKY minority populations are younger and growing faster than the region’s White, non-Hispanic population.
- Metro NKY K-12 public school teachers do not reflect the racial diversity of the student body. Nearly 98 percent of teachers are White, non-Hispanic while one-in-five students are members of a minority group.
- The gap between male and female wages has narrowed as the educational attainment of women has met and now, in many cases, exceeds that of males.
- The gap between educational attainment across races is wide and has not narrowed at the same pace as the gap between men and women.
- The home ownership rate among White, non-Hispanics in Metro NKY is 72.8 percent, while only 20.9 percent among Black households, a difference of nearly 52 percentage points.
- The \$41,050 per capita income of Asians is more than double the per capita income of Black or African Americans in Metro NKY.
- Overall, the poverty rate for children under 18 years in Metro NKY is 14 percent. It is 9.6 percent for White, non-Hispanic children, 13.9 percent for Asian children, 41.1 percent for Hispanic children, and 52.9 percent for Black children.
- In Metro NKY, 4.7 percent of the population lacks health insurance coverage.

¹ Vespa, Jonathan, Lauren Medina, and David M. Armstrong, “Demographic Turning Points for the United States: Population Projections for 2020 to 2060,” Current Population Reports, P25-1144, U.S. Census Bureau, Washington, DC, 2020.

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Introduction

The Center for Economic Analysis and Development was asked to document the gaps in Metro NKY² across demographic groups with a focus on income, health, and education. At first blush, this appears to be an easy task. However, there are several challenges in conducting such an analysis.

First, economic, racial, and gender gaps are emotional topics. It is easy to start with an opinion and try to find data to fit that point of view. Put another way, when discussing disparities across demographic groups, it is easy to show data to support a particular narrative. An example best illustrates this point.

Question: How would you describe the population living below the poverty line in Metro NKY?

- The majority, 74 percent, of those living below the poverty line in Metro NKY are White, non-Hispanic.
- The African American population in Metro NKY has a poverty rate which is nearly four times that of White, non-Hispanic residents – 31.8 percent versus 8.7 percent.

Both statements are true. Opting to include or exclude either statement would likely influence the reader's understanding of poverty in Metro NKY.

Given how easy it is to present data to support a narrative, it is important to understand how this is done. In Metro NKY, the population is 89.2 percent White, non-Hispanic, barely changed over the past five years. As a result, any count of people such as the number living in poverty or the number of high school dropouts, will always be dominated by the count of the White, non-Hispanic population. On the other hand, in most cases presenting data as a rate, such as the poverty rate or high school graduation rate, will typically show significant gaps across demographic groups.

What is the best way to present the data? It is the purpose of the analysis that drives the data presentation.

If you are interested in identifying the greatest number of people in need by demographic group, then you present data by counts. Conversely, if you are more interested in identifying disparities across demographic groups, then you present data by rates.

A second challenge in identifying gaps across demographic groups is selecting the data indicators. There are hundreds of potential data points that could be examined. At some point, more data simply do not add any marginal benefit.

A third challenge in identifying gaps across demographic groups is determining whether a data point is an input or an output? Given the symbiotic relationships that exist across health, income, and education outcomes, it is difficult at times to identify inputs versus outputs. For example, in the educational realm, a goal such as “increase the high school cohort graduation rate by 5 percent per year” might be the desired outcome. However, increasing the high school graduation rate might be an input for a goal such as “close the median household income gap between households headed by African Americans and those headed by Whites.”

² As defined for this report, Metro NKY includes Boone, Campbell, and Kenton counties in Kentucky.

This is how this report addresses these challenges:

- The report focuses more on measuring the gaps across groups rather than the counts of groups.
- The report highlights gaps that have implications across topics. For example, educational attainment affects health and income outcomes.
- The report attempts to present a balanced mix of inputs and outputs across topics.

Additionally, the report uses a variety of analysis techniques to show relationships across groups beyond simple counts and rates.

Finally, this report focuses primarily on differences across race, gender, and age demographic groups. The authors recognize that other marginalized communities exist in Metro NKY and that there are other measures of diversity. However, there are very few data for small geographic areas to address gaps as they relate to the LGBTQ community, persons with disabilities, and the foreign-born population, to name a few.

One of These Things Is Not Like the Other...

The old Sesame Street song tells us “one of these things is not like the other,” encouraging children to focus on the differences in objects.

When discussing demographic gaps in Metro NKY, recognize that the region’s demographics are in some ways so different from the U.S. average that comparisons result in striking differences. On the other hand, despite significant demographic differences in counts, the gaps across groups remain similar.

The population of Metro NKY is 89.2 percent White, non-Hispanic compared to 60.7 percent nationally; a significant difference. The poverty rate in the United States at 13.4 percent is higher than the region’s poverty rate of 10.5 percent.

Comparisons between demographic groups residing in Metro NKY show patterns very similar to the U.S. overall. For example, the percentage of the Black population with a bachelor’s degree is 16.8 compared to 33.6 percent of the White, non-Hispanic population. This is very similar to the disparity of the U.S. overall (21.6 and 35.8 percent respectively).

The same pattern is repeated across numerous data sets; the region is different because it is less diverse but the gaps across demographics groups are nevertheless similar to those seen across the country.

Race and Ethnicity

It has been well documented that the racial and ethnic mix of the U.S. population has been changing over time. According to the latest Census Bureau estimates, the White, non-Hispanic population will fall below 50 percent of the total population between 2040 and 2045 or in 20 to 25 years.³

The NKY Metro lacks racial diversity compared to the United States overall. Nationally, 60.7 percent of the population is White, non-Hispanic while constituting 89.2 percent of the population in Metro NKY. Blacks (3.7 percent) and Hispanics (3.3 percent) are the next largest racial groups in Metro NKY followed by those self-identifying as multi-racial (2.2 percent) and Asian (1.6 percent). The larger Cincinnati Metropolitan Statistical Area (MSA) is more diverse than the NKY Metro with just 79.6 percent of its population comprised of White, non-Hispanic residents but that is still well above the national average.⁴ The White, non-Hispanic population in Metro NKY grew by 2.4 percent over the past five years, compared to the faster 3.5 percent growth among minority populations in the region.

Table 1: Population by Race and Hispanic Origin, 2019

	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY	Percent of Total
Total Population	130,820	92,861	165,668	389,349	100.0%
White	118,715	86,974	149,303	354,992	91.2%
Black or African American	3,815	2,982	7,640	14,437	3.7%
American Indian and Alaska Native	126	74	213	413	0.1%
Asian	3,137	917	2,108	6,162	1.6%
Native Hawaiian/Other Pacific Islander	-	13	37	50	0.0%
Some other race	1,841	622	2,293	4,756	1.2%
Multi-racial	3,186	1,279	4,074	8,539	2.2%
Hispanic or Latino (of any race)	5,546	1,903	5,352	12,801	3.3%
Not Hispanic or Latino	125,274	90,958	160,316	376,548	96.7%
White alone	114,783	85,709	146,656	347,148	89.2%
Other	-	-	-	-	0.0%

Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates Table DP05

³ Data source: Race by Hispanic Origin: Main Projections Series for the United States, 2017-2060. U.S. Census Bureau, Population Division: Washington, DC.

⁴ The Cincinnati MSA is comprised of 16 counties including Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton counties in Kentucky; Butler, Brown, Clermont, Hamilton, and Warren counties in Ohio; and Dearborn, Franklin, Ohio, and Union counties in Indiana.

Simpson Diversity Index

Increasing neighborhood diversity is a common goal in a community's effort to pursue diversity and inclusion excellence. By extension, neighborhood diversity leads to neighborhood school diversity as well.

All-white neighborhoods were created by keeping out those of color. All-Black neighborhoods were created because the residents were either too poor to move anywhere else, or were prevented from buying in other more affluent neighborhoods. These are common viewpoints rooted in historical accuracy. Certainly *de facto* segregation, defined as segregation that happened by accident or individual choice, occurred. However, segregation of the Black population was "imposed by racially explicit federal, state and local policy, without which private actions of prejudice or discrimination would not have been very effective."⁵ Immigrant neighborhoods historically have developed from a combination of legal segregation and voluntary choice to live in close proximity to other immigrants. This combination has led to areas such as Chinatown in San Francisco, Little Italy in New York City, and Little Havana in Miami. Where immigrants live has a significant impact on their integration experience. Immigrants live primarily in the 100 largest metropolitan areas in the United States. Among metropolitan areas with a population over 1 million, Cincinnati is among the five metros with the smallest share of immigrants.⁶ Nationally, the number of all-White and all-Black neighborhoods has declined, yet racial segregation is still quite prevalent.

The Simpson diversity index (SDI) is a measure of community diversity. It is used to gauge diversity differences in populations across geographies. In our analysis, Census Tracts are the geographic unit of analysis. There are 88 Census Tracts in the three-county Metro NKY area. Census Tracts usually cover a contiguous area; however, the spatial size of Census Tracts varies widely depending on the density of settlement. Tracts generally have an average of 4,000 people. The Census Tracts in Metro NKY range in population from 1,128 to 12,101, with a Tract average of 4,400 people.

The index considers the number of groups in a region as well as the relative number of each group. The index assumes that as the number of groups and evenness across groups increases, diversity increases.

The index values range from 0 to 1, where:

- Higher scores (close to 1) indicate more diversity.
- Lower scores (close to 0) indicate less diversity.

The SDI increases with more groups (more diversity) and increases with more evenness (each group has a similar weight). Conversely, the SDI decreases with fewer groups (less diversity) and decreases with less evenness (one group is substantially larger than the other groups).

⁵ *The Color of Law: A Forgotten History of How Our Government Segregated America*, Richard Rothstein

⁶ National Academies of Sciences, Engineering, and Medicine. 2015. *The Integration of Immigrants into American Society*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/21746>, Chapter 5

Calculating the Index:

$$SDI = 1 - \left(\frac{\sum n(n-1)}{N(N-1)} \right)$$

Where

N= the total number of all groups (total population)

n = the total number of individuals within a particular group (for example the number of Asians)

The four examples in the tables below show the impact on the SDI as the characteristics of a neighborhood change. The neighborhoods in examples 1 and 2 have evenness, but example 2 has twice the number of groups and therefore a higher SDI. A comparison of examples 1 and 3 show the impact of less evenness across groups on the SDI. Example 4, with all the population in one group, shows a neighborhood with a SDI of 0.00.

EXAMPLE 1:

Group	# of Individuals (N)	(n-1)	n(n-1)	N (N-1)	SDI
White	20	19	380	-	-
Hispanic, Latino	20	19	380	-	-
African American, Black	20	19	380	-	-
Asian	20	19	380	-	-
All other	20	19	380	-	-
Summation	100	-	1,900	9,900	0.81

EXAMPLE 2:

Group	# of Individuals (N)	(n-1)	n(n-1)	N (N-1)	SDI
White	10	9	90	-	-
Hispanic, Mexican	10	9	90	-	-
Hispanic, Cuban	10	9	90	-	-
Hispanic, all other	10	9	90	-	-
African American, Black	10	9	90		
Asian	10	9	90		
Native American	10	9	90	-	-
Pacific Islander	10	9	90		
Multi-racial	10	9	90		
All other	10	9	90		
Summation	100	-	900	9,900	0.91

EXAMPLE 3:

Group	# of Individuals (N)	(n-1)	n(n-1)	N (N-1)	SDI
White	50	49	2,450	-	-
Hispanic, Latino	0	-1	0	-	-
African American, Black	0	-1	0	-	-
Asian	0	-1	0	-	-
All other	50	49	2,450	-	-
Summation	100	-	4,900	9,900	0.51

EXAMPLE 4:

Group	# of Individuals	(n-1)	n(n-1)	N (N-1)	SDI
White	100	99	9,900	-	-
Hispanic, Latino	0	-1	0	-	-
African American, Black	0	-1	0	-	-
Asian	0	-1	0	-	-
All other	0	-1	0	-	-
Summation	100	-	9,900	9,900	0.00

Map 1 shows the SDI calculated by racial group for census tracts in Metro NKY. The SDI in Metro NKY ranges from 0 to 0.63 with a median value of 0.18. The median value for SDI reflects the relative lack of racial diversity in Metro NKY. Census Tract 701 in Boone County is the only Census tract in the region where the White population accounts for less than half the total population (32 percent). Census Tract 651, Kenton County has the highest SDI, but still is a majority white neighborhood (54 percent), but it also has a relatively large African American population (33 percent).

A larger community can be highly diverse and highly segregated at the same time. Across the United States the most diverse cities are often the most segregated. For example, in cities like Chicago and New York, with a wide variety of ethnic and racial groups, many neighborhoods remain racially homogenous and isolated. While Metro NKY is not nearly as racially diverse as these large metropolitan regions, the same pattern is seen in Map 2. Most people of color live in a handful of Census Tracts in the urbanized areas and less so in the more rural areas of Metro NKY.

Why go through the Simpson Diversity exercise? A comparison of three maps shows the value of the SDI calculations.

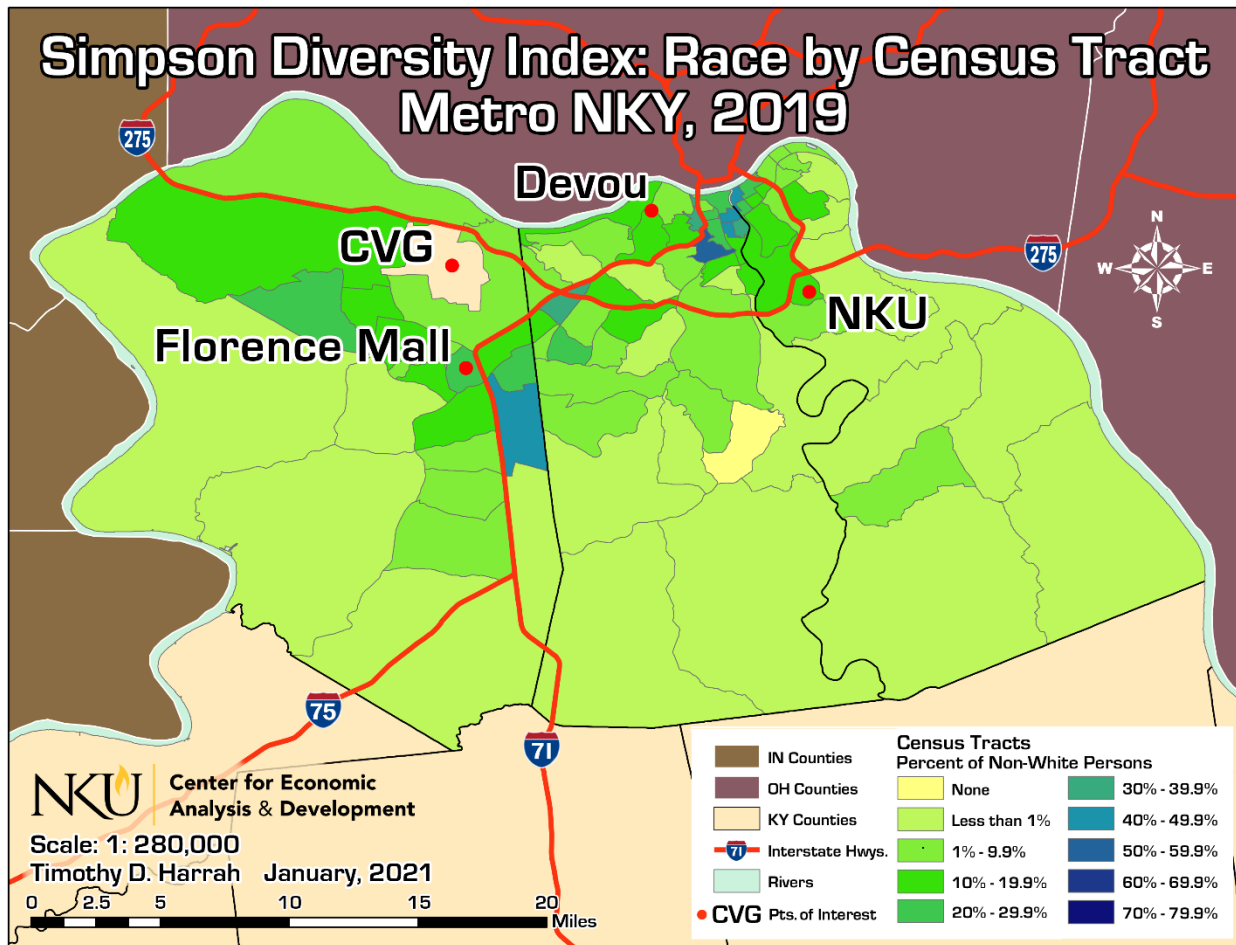
Most analysts simply show a map with the percentage of the population that is non-White to show diversity. However, this misses an important aspect of diversity. Non-Hispanic Whites should be included in any calculation of diversity. A neighborhood that is 100 percent White is not diverse, but neither is a neighborhood that is 100 percent Black, Hispanic, or Asian. A comparison of Census Tracts 671, 651, and 703.01 illustrates this point.

- Tract 703.01 has an SDI of .546, which is relatively high for Metro NKY.
 - The population is 60 percent White, non-Hispanic and 30 percent Hispanic.
- Tract 671 has an SDI of .566, which is also relatively high for Metro NKY.
 - The population is 57 percent Black and 32 percent White, non-Hispanic.
- Tract 651 has an SDI of .628, the highest SDI among all Census Tracts in Metro NKY.
 - The population is 54 percent White, non-Hispanic, 21 percent Black, and 17 percent Hispanic.

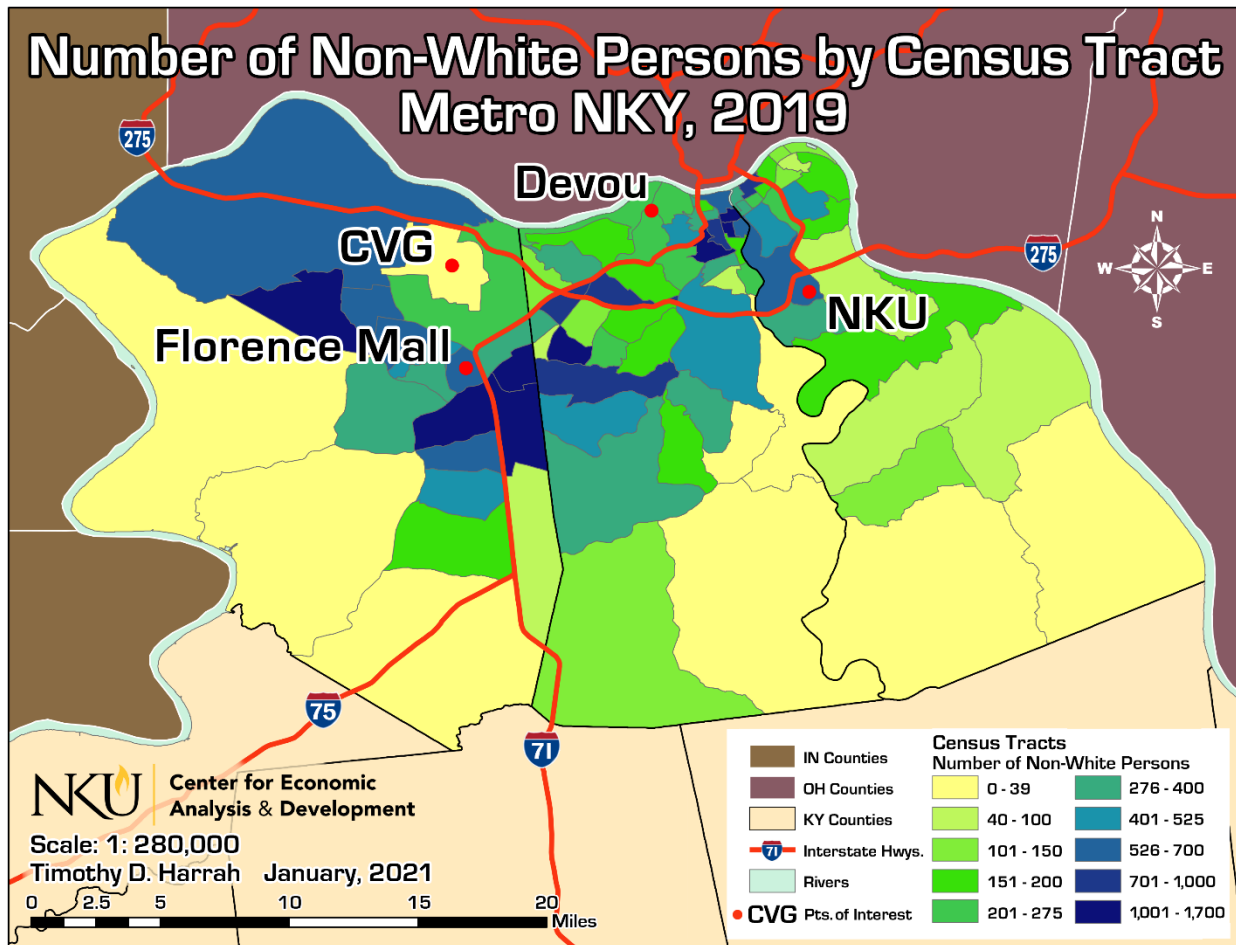
Census Tracts 703.01 and 671 are equally diverse, but 703.01 is majority White, non-Hispanic while 671 is majority Black. Simply looking at the percent of minorities misses this point. Tract 651 has the highest SDI because it has three large groups making it more diverse.

Map 2 provides a visual for the counts of non-White persons in Metro NKY. It indicates more diversity than actually exists. While the map is accurate, if taken by itself, it could be misleading. It is simply a count of where non-White persons live. However, in most areas in Metro NKY, minorities represent a relatively small percentage of the total population. Thus, that brings us to Map 3, which shows non-White persons as a percentage of the total population. It highlights that most neighborhoods in Metro NKY lack racial diversity. It also reinforces that Map 2 could be interpreted to indicate more diversity than there actually is. Map 1 provides a more balanced view of diversity across demographic groups adjusting for number of groups, evenness of groups, and size of groups.

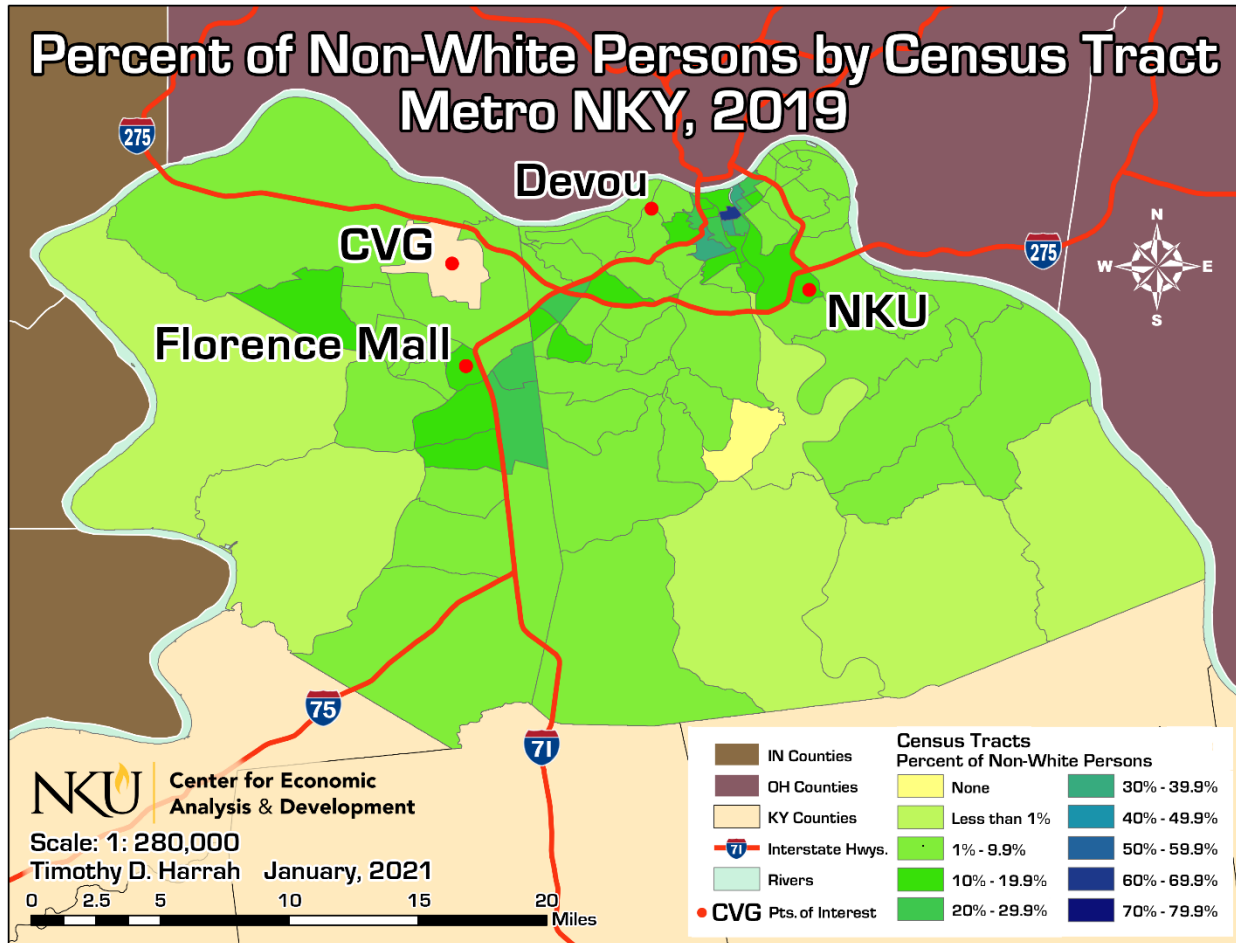
Map 1: Simpson Diversity Index: Race by Census Tract, Metro NKY, 2019



Map 2: Number of Non-White Persons by Census Tract, Metro NKY, 2019



Map 3: Percent of Non-White Persons by Census Tract, Metro NKY, 2019



Age

The age distribution in Metro NKY is very similar to the rest of the country. The U.S. and Metro NKY each have a median age of 38 years. The region has slightly more children under 18 years than the U.S. overall. The region has slightly fewer adults over 65 years than the U.S. The overall population in Metro NKY is expected to age. In just ten years, all baby boomers will be older than 65 years of age. As a result, Census Bureau projections show that one in five Americans will be of retirement age. The latest population projections for Metro NKY estimate persons 65 years and over representing 19.1 percent of population in 2030.⁷

Table 2: Percent of Population by Age, 2019

	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY
Under 18 years	26.4%	21.2%	24.0%	24.2%
18 - 24 years	8.0%	10.2%	8.1%	8.6%
25 - 39 years	18.7%	20.9%	21.8%	20.5%
40 - 64 years	33.9%	32.5%	32.2%	32.9%
65 years and over	12.9%	15.2%	14.0%	13.9%

Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, B01001

An examination of age by race and ethnicity shows large differences across groups.

The median age for those self-identifying as multi-racial, is 18 years and younger in all three Metro NKY counties. This reflects the relatively recent rise nationwide in multi-racial marriages. The U.S. Supreme Court decision *Loving v. Virginia*, made interracial marriage legal across the country in 1967. According to the Census Bureau, “the percentage of married-couple households that are interracial or interethnic grew across the United States from 7.4 to 10.2 percent from 2000 to 2012-2016.”

The median age for the Hispanic population is younger by a decade or more in all three Metro KY counties than it is for White, non-Hispanics. The only group older than the White, non-Hispanic population are American Indian and Alaska Natives with a total population of less than 400 residents in Metro NKY.

The lower average age coupled with higher fertility rates for the non-White population will lead to a more racially diverse population in Metro NKY over time. The latest data⁸ show that the fertility rate for all women is 58.3 compared to 55.3 for White, non-Hispanic, 61.4 for Black or African American, and 65.3 for Hispanic women. General fertility rates are births per 1,000 women aged 15–44 in each specified racial group.

⁷ Data source: Kentucky State Data Center, University of Louisville, Department of Urban and Public Affairs; Vintage 2016 Projections of Population and Households Age and Gender.

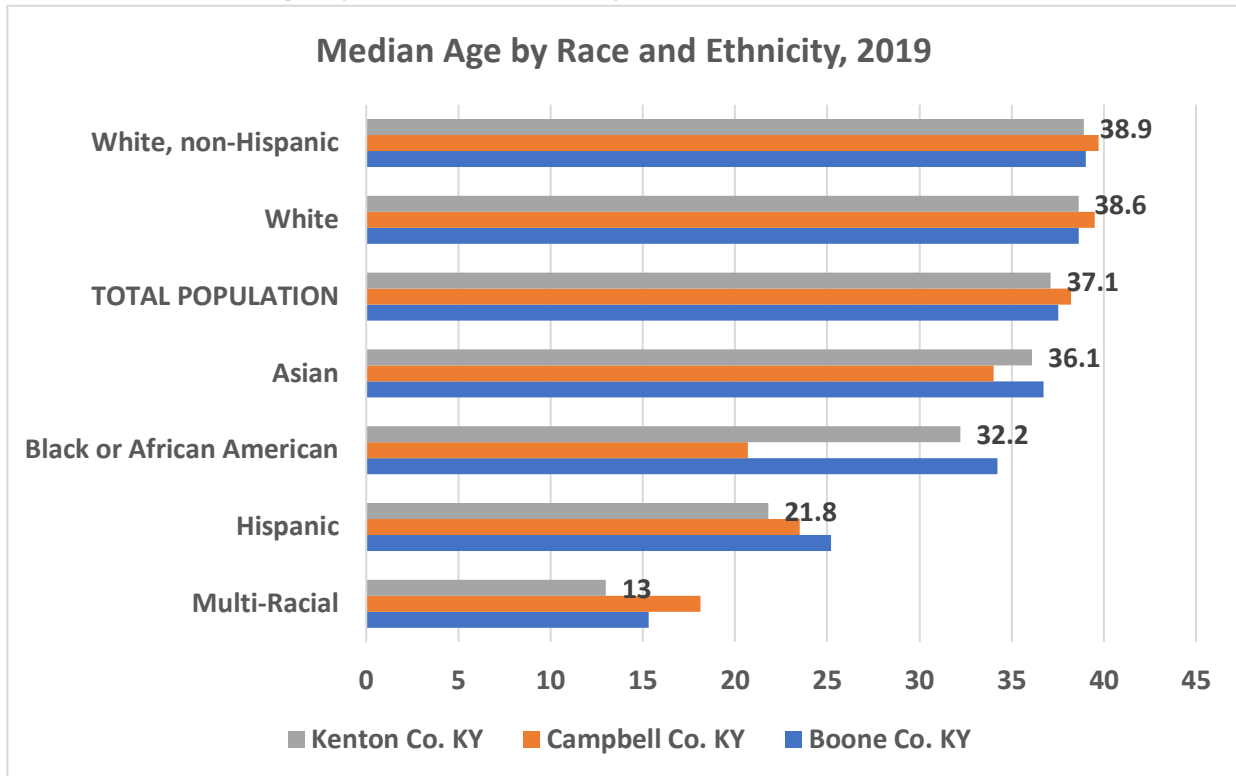
⁸ Data source: National Center for Health Statistics, National Vital Statistics System, Natality.

Table 3: Median Age by Race and Ethnicity, 2019

	U.S.	Boone Co. KY	Campbell Co. KY	Kenton Co. KY
White, non-Hispanic	43.5	39	39.7	38.9
White	40.7	38.6	39.5	38.6
Total Population	38.1	37.5	38.2	37.1
Asian	37.2	36.7	34	36.1
Black or African American	34.1	34.2	20.7	32.2
American Indian and Alaska Native	33	44.3	58.1	46.9
Native Hawaiian and Other Pacific Islander	32.2	-	-	16.3
Other Race	29.9	23.3	19.5	20.8
Hispanic	29.2	25.2	23.5	21.8
Multi-Racial	20.3	15.3	18.1	13

Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, B01002

Chart 1: Median Age by Race and Ethnicity, 2019



Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, B01002

The sex ratio (males per 100 females) changes significantly with age. Among those 18 years and over the sex ratio ranges from 94 to 96.6 in the Metro NKY counties. Among the population 65 years and over the sex ratio falls to a range between 77.6 and 80.8.

Table 4: Sex Ratio by Age in Metro NKY, 2019

Sex Ratio by Age Metro NKY, 2019	Boone Co. KY	Campbell Co. KY	Kenton Co. KY
18 years and over	96,233	73,184	125,887
Male	47,276	35,452	61,540
Female	48,957	37,732	64,347
Sex ratio (males per 100 females)	96.6	94.0	95.6
65 years and over	16,864	14,117	23,111
Male	7,534	6,167	10,126
Female	9,330	7,950	12,985
Sex ratio (males per 100 females)	80.8	77.6	78.0

Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, DP05

Education

One of the more notable gaps across races is in educational attainment rates. The percentage of the White, non-Hispanic population with a Bachelor’s degree or higher is double (33.6 percent) that of the Black or African American population (16.8 percent) in Metro NKY. These differences in educational attainment start in early childhood. The percentage of students deemed Kindergarten Ready ranges from a high of 62.3 percent for Asian students to a low of 30.9 percent for Hispanic students in Kentucky; again, a two-fold difference across demographic groups.

The relatively lower ages of the non-White population are reflected in the region’s K-12 school enrollment data. According to the latest data from the Kentucky Department of Education, of the more than 55,800 children enrolled in public schools in Metro NKY, 79.7 percent are White, non-Hispanic, nearly 10 percentage points less than the White, non-Hispanic share of total population.

Table 5: Public School Enrollment by Race and Ethnicity in Metro NKY, 2019

	Number Enrolled	Percent of Enrolled
Total Enrolled	55,834	100.0%
White, non-Hispanic	44,506	79.7%
Black/African American	3,280	5.9%
Hispanic	4,044	7.2%
Asian	855	1.5%
American Indian/Alaska Native	47	0.1%
Native Hawaiian/Other Pacific Islander	162	0.3%
Two or More Races	2,940	5.3%

Data source: Kentucky Department of Education, School Year 2018/2019, Open House Data

Of the 4,180 students tested (a participation rate of 99%), 54 percent are Kindergarten Ready, with 46 percent Ready with Interventions. Due to data suppression to protect student identification, data on Kindergarten Readiness by race and ethnicity across all 14 Metro NKY districts are not available. However, data for Kentucky show a 51 percent Kindergarten Ready percentage for all students. The percentage of students Kindergarten Ready ranges from a high of 62.3 percent for Asian students, to a low of 30.9 percent for Hispanic students.

Table 6: Kindergarten Ready Percentage, 2019-2020 Academic Year

	Kindergarten Ready Percentage, 2019-2020 Academic Year
Total	51
Male	46.6
Female	55.6
Hispanic	30.9
Native Hawaiian and Other Pacific Islanders	44.6
Black or African American	45.9
Two or more Race	50.5
American Indian or Alaska Native	50.8
White, non-Hispanic	53.5
Asian	62.3
Free or Reduced-Price Meals	31.7
Students with Disabilities	35

Data source: 2019-2020 Kindergarten Readiness Report by School, District, and State, Kentucky Department of Education

The 4-year cohort graduate rate among the 14 Metro NKY public school districts is 94.1 percent. The rate is slightly higher for White students (94.4 percent) and slightly lower for minority students (92.3 percent).⁹ Other school indicators show gaps between the White and non-White students. White students account for 79.7 percent of total students, 64.7 percent of homeless students, and 88.6 percent of identified gifted/talented students.

There are some marked demographic differences between the teachers and the student bodies they serve in Metro NKY.

While students are split roughly 50/50 along gender lines, females account for 78.8 percent of teachers. Minorities account for one in five students enrolled in Metro NKY and yet fewer than 3 percent of teachers are minorities. Nearly 98 percent of all Metro NKY teachers are White, non-Hispanic.

⁹ Data source: Graduation data for the Kentucky School Report Card, Kentucky Department of Education.

Table 7: K-12 Public School Teachers by Race and Ethnicity Metro NKY

Total	3,591	100.0%
White, non-Hispanic	3,514	97.9%
Black or African American	36	1.0%
Hispanic	26	0.7%
Asian	12	0.3%
American Indian/Alaska Native	1	0.0%
Native Hawaiian and Other Pacific Islander	1	0.0%
Two or More Races	1	0.0%

Data source: Kentucky Department of Education, School Year 2018/2019, Open House Data

Nationwide, among adults 25 years and over, 88 percent have attained a high school diploma or higher. In Metro NKY, the rate is higher at 91.2 percent. Nationally, 32.1 percent of the population has a bachelor’s degree or higher compared to 33 percent in Metro NKY.

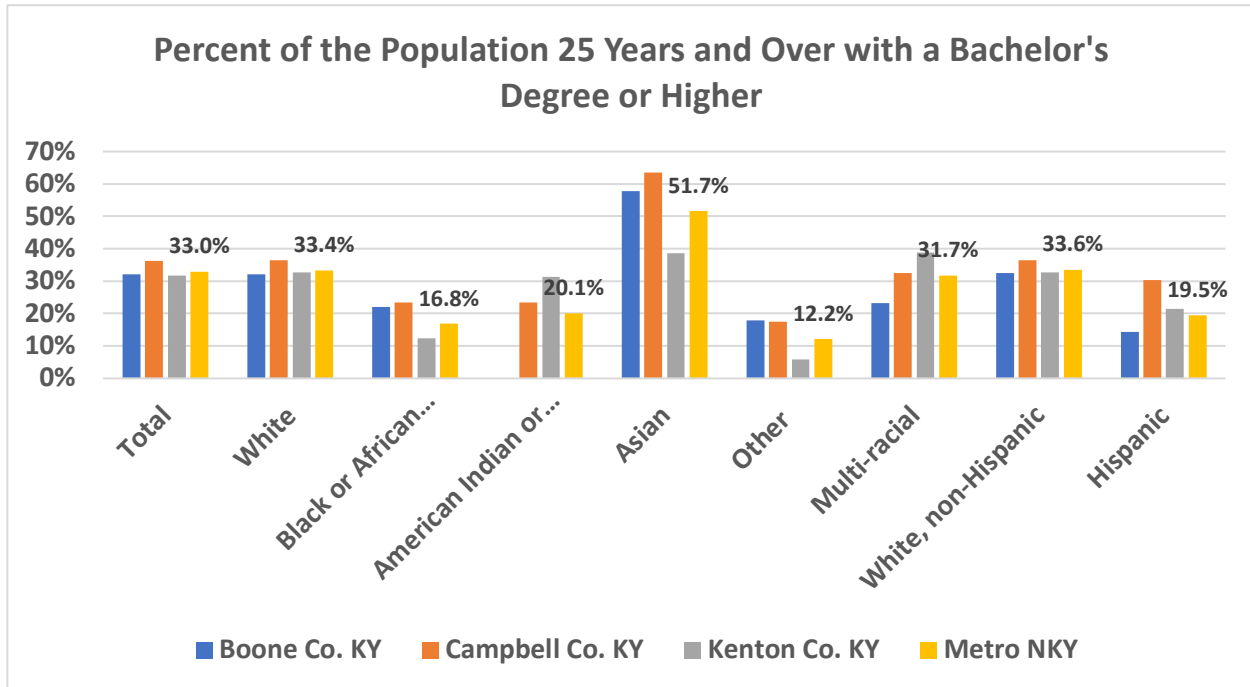
Educational attainment levels for males and females are similar nationally and locally.

Educational attainment levels vary substantially across racial groups nationally and locally.

In Metro NKY, 8.8 percent of the adult population lacks a high school diploma. The percentage is lower for White, non-Hispanic residents (8.3 percent) and higher for all other racial groups. Among Hispanic adults in Metro NKY, nearly a third lack a high school diploma.

At the other end of the educational attainment spectrum, in Metro NKY 33 percent of the population has a Bachelor’s degree or higher compared to 51.7 percent among Asian adults, 33.6 percent among White, non-Hispanic, 16.8 percent among Black, and 19.5 percent among Hispanics.

Chart 2: Percent of Population 25 Years and Over with Bachelor's Degree or Higher, 2019



Data Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates, B15002

Income, Wealth, and Poverty

Income inequality in Metro NKY is very similar to the U.S. overall. The definition of economic equality is defined such that every person in a region gets the same size slice of pie from the economic pie. A doctor would earn no more or less than a janitor. Economic equity is defined as the fair distribution of income, which raises the question, “what is fair?” As the concept is typically applied to income and taxes:

- **Horizontal equity** is the equal treatment of equals. Two workers each earning \$30,000 would pay exactly the same amount in taxes.
- **Vertical equity** is the equal treatment of equals. Two workers each earning \$30,000 would pay exactly the same amount in taxes. Two workers each earning \$100,000 would also pay exactly the same amount in taxes, but those earning \$100,000 would pay more than those making \$30,000.

The Census Bureau estimates of money income shown in this report represent the flow of money received by a person or household over a year.¹⁰ Data on money income can address the question, does

¹⁰ The data on money income were derived from answers to Questions 47 43 and 48 44 in the 2019 American Community Survey (ACS), which were asked of the population 15 years old and over. “Total income” is the sum of the amounts reported separately for wage or salary income; net self-employment income; interest, dividends, or net rental or royalty income or income from estates and trusts; Social Security or Railroad Retirement income; Supplemental Security Income (SSI); public assistance or welfare payments; retirement, survivor, or disability

a region exhibit economic equality or inequality? This data set is not robust enough to answer the question, does a region exhibit economic equity?

Additionally, these estimates of money income do not include the value of in-kind goods and services from government sources (referred to as transfer payments). Money income is also before taxes. Income taxes are progressive and government payments boost the economic well-being of recipients. Therefore, not accounting for these two factors may lead to an overstatement of the income gap across households.¹¹

The Lorenz Curve is a visual graphic indicator of income inequality. In Chart 3 the X-axis shows the cumulative percentage of the population and the Y-axis shows the cumulative percentage of total aggregate household income. The “perfect equality” line shows an ideal where 20 percent of the population earns 20 percent of income, 40 percent of the population earns 40 percent of the income, etc. to 100 percent of the population earning 100 percent of the income. It acts as a reference point alongside the curved lines which show actual income distribution. The further away from the perfect equality line, the more income inequality exists in a region. In the three Metro NKY counties, the Lorenz Curve is similar to that of the U.S. As shown in Graph 3, in the United States, the highest quintile (20 percent of the population) earns 52 percent of household income, while the lowest quintile (20 percent of the population) earns 3 percent of household income.

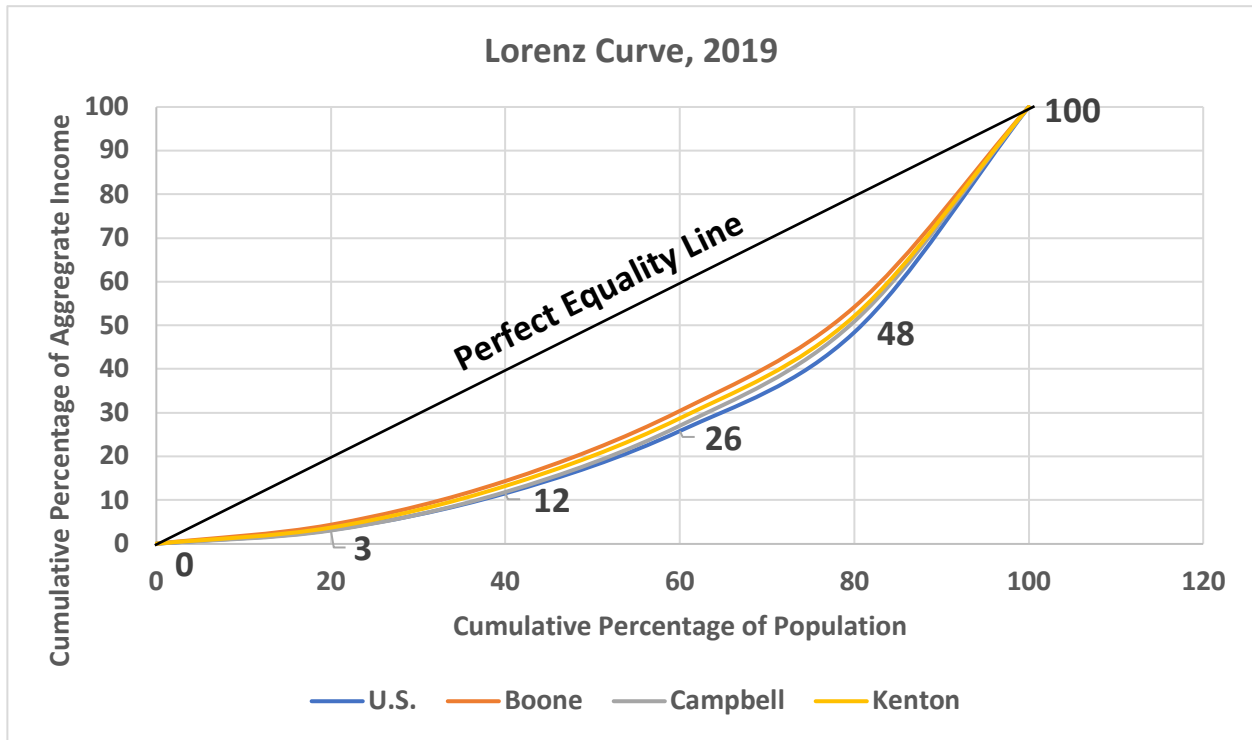
The Gini coefficient is a mathematical indicator of income inequality. It ranges in value from 0 to 1. A Gini coefficient of 0 indicates perfect equality, where every person receives an equal share. A Gini coefficient of one indicates perfect inequality, where only one person receives all the income. In the real world, a Gini coefficient of either 0 or 1 does not exist. The Gini coefficients for Metro NKY show the region’s income distribution is slightly more equal than the U.S. overall. However, the differences are not statistically significant.

The Lorenz Curve and the Gini coefficient show that overall incomes in Metro NKY are distributed very similarly to that of the U.S. overall.

pensions; and all other income. Receipts from the following sources are not included as income: capital gains, money received from the sale of property (unless the recipient was engaged in the business of selling such property); the value of income “in kind” from food stamps, public housing subsidies, medical care, employer contributions for individuals, etc.; withdrawal of bank deposits; money borrowed; tax refunds; exchange of money between relatives living in the same household; gifts and lump-sum inheritances, insurance payments, and other types of lumpsum receipts. Excerpt from U.S. Census Bureau

¹¹ The U.S. Congressional Budget Office also produces national estimates of average household income. “In 2017, average household income before accounting for means-tested transfers and federal taxes was \$21,300 for the lowest quintile and \$309,400 for the highest quintile. After transfers and taxes, those averages were \$35,900 and \$229,700.” While these data show slightly less income inequality, these data are not available for smaller geographies and are not available with demographic detail. Source: CBO *The Distribution of Household Income, 2017* released October 2020.

Chart 3: Lorenz Curves, 2019 Metro NKY



Data source: American Community Survey, 5-Year 2019 Table B19082

Table 8: Gini Index of Income Inequality, 2019

	Gini Index
United States	0.4823
Boone County, Kentucky	0.4166
Campbell County, Kentucky	0.4625
Kenton County, Kentucky	0.4427
Cincinnati MSA	0.4654

Data source: American Community Survey, 5-Year 2019 Table B19083

Another way to examine income equality is to compare aggregate income and per capita income to a demographic group’s share of the population. For example, if there is income equality- then if White, non-Hispanic persons represent 89.2 percent of the total population, then that group would also represent 89.2 percent of total aggregate income. That is not the outcome we see in Metro NKY. Aggregate money income in Metro NKY totaled \$13.4 billion in 2019. The White, non-Hispanic population earned 93.2 percent of money income above its 89.2 percent of the population. Blacks earned 2.2 percent of money income, followed by Asians (1.9 percent) and Hispanics (1.7 percent).

Table 9: Aggregate Money Income by Race and Hispanic Origin Metro NKY, 2019

	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY	Percent of Total
Total All Persons 15 Years and Over	\$4,708.3	\$3,159.6	\$5,521.7	\$13,389.7	100.0%
White Alone	\$4,370.9	\$3,059.5	\$5,228.3	\$12,658.7	94.5%
Black or African American	\$110.4	\$43.7	\$141.0	\$295.0	2.2%
American Indian/Alaska Native	\$4.0	\$2.1	\$8.2	\$14.3	0.1%
Asian	\$156.8	\$23.5	\$72.6	\$252.9	1.9%
Native Hawaiian/Other Pacific Islander	\$0.0	\$0.0	\$0.0	\$0.0	0.0%
Some other Race	\$20.3	\$7.3	\$17.1	\$44.7	0.3%
Two or More Races	\$45.9	\$22.8	\$54.4	\$123.2	0.9%
White Alone, not-Hispanic	\$4,287.6	\$3,028.9	\$5,160.5	\$12,477.0	93.2%
Hispanic	\$97.6	\$37.8	\$87.3	\$222.7	1.7%

Data Source: American Community Survey, 5-Year 2019 Table B19313

The inequality seen in the distribution of aggregate income is apparent in per capita income numbers.¹² Per capita income is \$34,390 for all races. The \$41,050 per capita income of Asians is more than double the per capita income of Black or African Americans in Metro NKY.

Table 10: Per Capital Money Income by Race, Hispanic Origin Metro NKY, 2019

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. Ky	Metro NKY
Total (2019 inflation-adjusted dollars)	\$34,103	\$35,991	\$34,025	\$33,330	\$34,390
White	37,326	36,818	35,177	35,018	35,659
Black or African American	23,383	28,932	14,642	18,455	20,436
American Indian and Alaska Native	20,844	32,062	27,885	38,678	34,726
Asian	40,524	49,996	25,646	34,437	41,050
Native Hawaiian and Other Pacific Islanders	24,961				-
Other	19,071	11,009	11,767	7,448	9,391
Multi-Racial	20,296	14,421	17,854	13,351	14,425
White, non-Hispanic	40,405	37,354	35,339	35,188	35,941
Hispanic	20,515	17,604	19,846	16,306	17,395

Data Source: American Community Survey, 5-Year 2019 Table B19301

¹² Per capita income equals total aggregate income divided by the population of a group or region.

Income is just one measure of economic well-being. Wealth is another important measure. Wealth is defined as the stock of assets, both financial and capital, held by a person or household at a single point in time. Data from the 2019 Survey of Consumer Finances (SCF) document substantial wealth disparities across racial groups. Nationally, White families have the highest average family wealth (\$983,400). Black families have average family wealth of \$142,500. The average for Hispanic families is \$165,000.¹³

While there are not estimates of wealth for small geographic areas, there are good proxies for the ability of demographic groups to build wealth. For many families, home ownership is the biggest component of wealth.¹⁴ Just as there are large disparities in income by race, there are also large disparities in home ownership rates.

In the United States 64 percent of homes are owner-occupied. In Metro NKY the owner-occupied rate is higher at 69.7 percent, or 5.7 percentage points higher than the national average. The home ownership rate among White, non-Hispanics in Metro NKY is 72.8 percent, while only 20.9 percent among Black households, a difference of nearly 52 percentage points.

If homes are the store of wealth for most American families, they are also the primary source of inherited wealth. The SCF also documents that the wealth of White, non-Hispanic families includes more inherited wealth than other racial groups in the United States. Inheritances built through home ownership is one way that disparities in wealth across racial groups are preserved over time.

¹³ *Disparities in Wealth by Race and Ethnicity in the 2019 Survey of Consumer Finances*, Board of Governors of the Federal Reserve System

¹⁴ *ibid*

Table 11: Home Ownership by Race and Ethnicity Metro NKY, 2019

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY
Total:	120,756,048	46,997	36,746	63,966	147,709
Owner occupied	77,274,381	35,015	25,624	42,303	102,942
Percent	64.0%	74.5%	69.7%	66.1%	69.7%
White	92,289,957	43,426	34,852	58,762	137,040
Owner occupied	64,146,971	33,537	25,048	40,786	99,371
Percent	69.5%	77.2%	71.9%	69.4%	72.5%
Black or African American	14,883,197	1,443	930	3,318	5,691
Owner occupied	6,225,458	484	70	638	1,192
Percent	41.8%	33.5%	7.5%	19.2%	20.9%
American Indian and Alaska Native	887,528	64	44	141	249
Owner occupied	481,954	37	28	80	145
Percent	54.3%	57.8%	63.6%	56.7%	58.2%
Asian	5,722,503	1,041	358	705	2,104
Owner occupied	3,408,305	540	165	383	1,088
Percent	59.6%	51.9%	46.1%	54.3%	51.7%
Native Hawaiian and Other Pacific Islander	160,570	0	13	4	17
Owner occupied	65,857	0	13	4	17
Percent	41.0%		100.0%	100.0%	100.0%
Other	4,304,633	411	99	335	845
Owner occupied	1,717,234	111	31	73	215
Percent	39.9%		31.3%	21.8%	25.4%
Multi-Racial	2,507,660	612	450	701	1,763
Owner occupied	1,228,602	306	269	339	914
Percent	49.0%		59.8%	48.4%	51.8%
White, non-Hispanic	81,642,121	42,437	34,387	58,037	134,861
Owner occupied	58,727,627	32,953	24,820	40,384	98,157
Percent	71.9%		72.2%	69.6%	72.8%
Hispanic	15,892,113	1,358	562	1,170	3,090
Owner occupied	7,509,839	653	266	500	1,419
Percent	47.3%		47.3%	42.7%	45.9%

Data Source: American Community Survey, 5-Year 2019 Table B25003

Many view poverty as an outcome of income inequality. This view is too simplistic. Income inequality can be low, even as poverty rates are high. If everyone is equally poor, then income inequality is low. Conversely, inequality can be high even as poverty rates are low. We see this pattern in very wealthy communities. Most of the residents have high incomes, but the few residents that live in the community providing services – restaurant workers, retail workers, etc.—live in poverty.

The patterns above have been observed in the United States. Income inequality has increased steadily over time (as measured by the Gini coefficient), while the poverty rate has fluctuated.¹⁵ In other words, income inequality and poverty rates do not have a direct relationship.

The overall poverty rate in the United States is 10.5 percent. The Census Bureau uses money income to determine a person's poverty status. Poverty is defined by a set of income thresholds that vary by family size and composition. For a family of four, the official poverty line is \$25,926 in 2019. A person is defined as living in poverty if their family income is below the threshold for that family size and composition. The official poverty definitions use money income before taxes and do not include capital gains or noncash benefits such as housing vouchers, Medicaid, or SNAP benefits. Thus, poverty is not a direct measure of material comfort available to an individual or household.

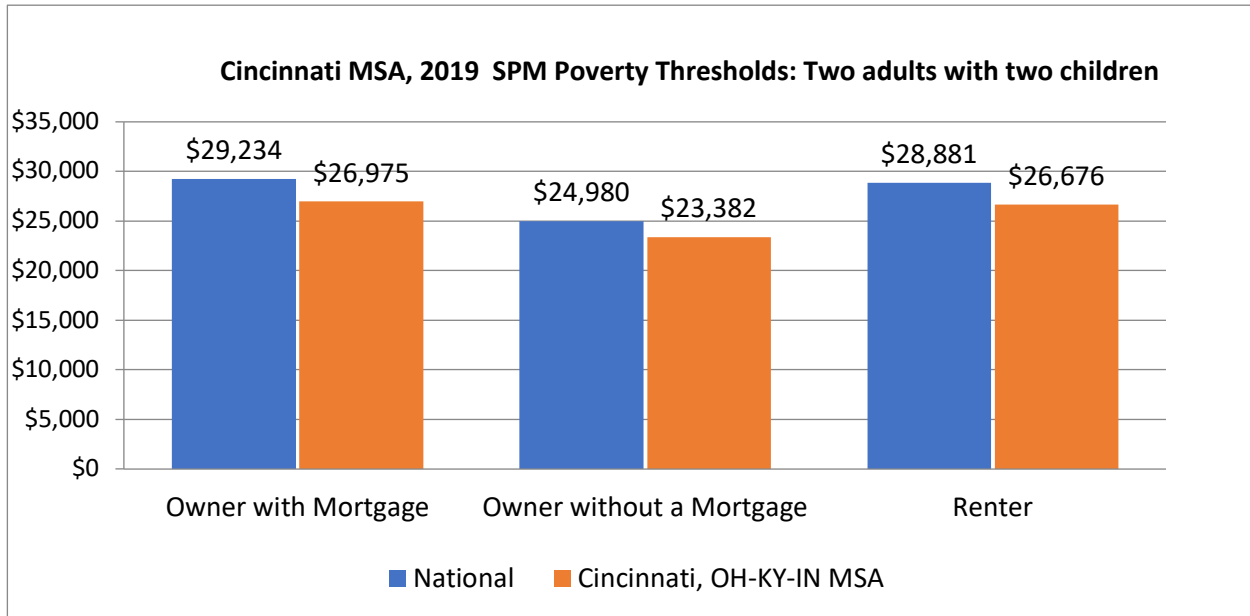
The Census Bureau and the Bureau of Labor Statistics developed an additional poverty measure called the Supplemental Poverty Measure (SPM) in 2011. The SPM counts non-cash benefits and tax credits (such as the EITC and Child Tax Credit) as income. It also varies the poverty thresholds based on local housing costs and ownership tenure, unlike the official poverty rate. The SPM provides a better measure of the benefits of government safety net programs and their impact on poverty. The 2019 report shows that nationally "Social Security continued to be the most important anti-poverty program, moving 26.5 million individuals out of poverty. Refundable tax credits moved 7.5 million people out of poverty."¹⁶ In 2019, the overall SPM rate was 11.7 percent, higher than the 10.5 percent using the official definition of poverty. The SPM did show lower than official poverty rates for children.

In the Cincinnati MSA, the official poverty line is \$25,926 for a family of four in 2019. As shown in Chart 4, the SPM poverty line in the Cincinnati MSA for the same family of four is between \$23,382 and \$26,975, depending on housing tenure and mortgage status. The SPM data are not available for counties. In so far as housing prices are similar in Metro NKY to the entire Cincinnati metro area, the difference between the official poverty line and the SPM if it were available for Metro NKY would likely be of a similar magnitude.

¹⁵ U.S. Census Bureau, Population Survey

¹⁶ U.S. Census Bureau, 2019 Supplemental Poverty Measures

Chart 4: SPM Poverty Thresholds: Two adults with two children, Cincinnati MSA, 2019



Source: U.S. Census Bureau SPM Thresholds by Metro Area, 2019

The poverty rate in Metro NKY is 11.5 percent, slightly below the national average of 13.4 percent.¹⁷ The poverty rate for persons under 18 years of age is 18.5 percent nationally, and 16.4 percent in Metro NKY. The poverty rate for persons 65 years and over is 9.3 percent nationally, and 8.1 percent in Metro NKY. This pattern of those over 65 years having a lower poverty rate than those below 18 years is consistent across geographies and racial and ethnic groups. It is a testament to how well Social Security has worked to alleviate poverty in the elderly population.

There are large differences in poverty rates by race and gender. The poverty rate in Metro NKY for Blacks is 32.5 percent, or nearly four times higher than the poverty rate for White, non-Hispanic residents. Hispanics residing in Metro NKY have a similarly high poverty rate, at 31.8 percent.

Among men in Metro NKY, the poverty rate is 9.4 percent. For White, non-Hispanic males, the poverty rate is 7.6 percent, compared to 29.6 percent for Black males and 31.5 percent for Hispanic males. The Metro NKY poverty rate for Hispanic males is nearly double the national average of 17.6 percent.

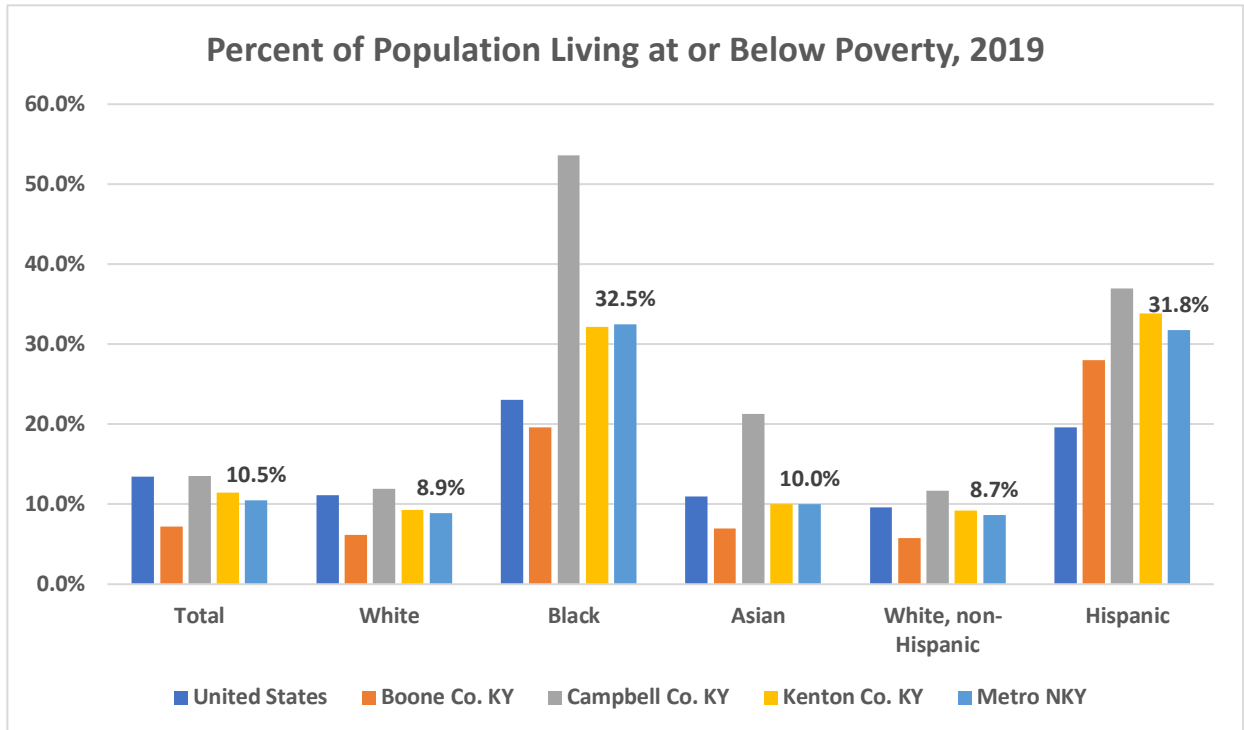
Among females in Metro NKY, the poverty rate is 11.6 percent. For White, non-Hispanic females, the poverty rate is 9.8 percent compared to 35.6 percent for Black women and 32 percent for Hispanic females.

¹⁷ Sharp readers will note the U.S. poverty rate was reported as 10.5 percent in an earlier paragraph. In the discussion of the official poverty rate versus the SPM poverty rate, the data were based on one-year estimates. For most of the data tables in this report, including Chart 5, 5-year American Community Survey estimates are reported.

With few exceptions, poverty rates are higher for women than men in Metro NKY. The poverty rate for Black women is 6 percentage points higher than for Black men; among Asians, the female poverty rate is 6.9 percentage points higher.

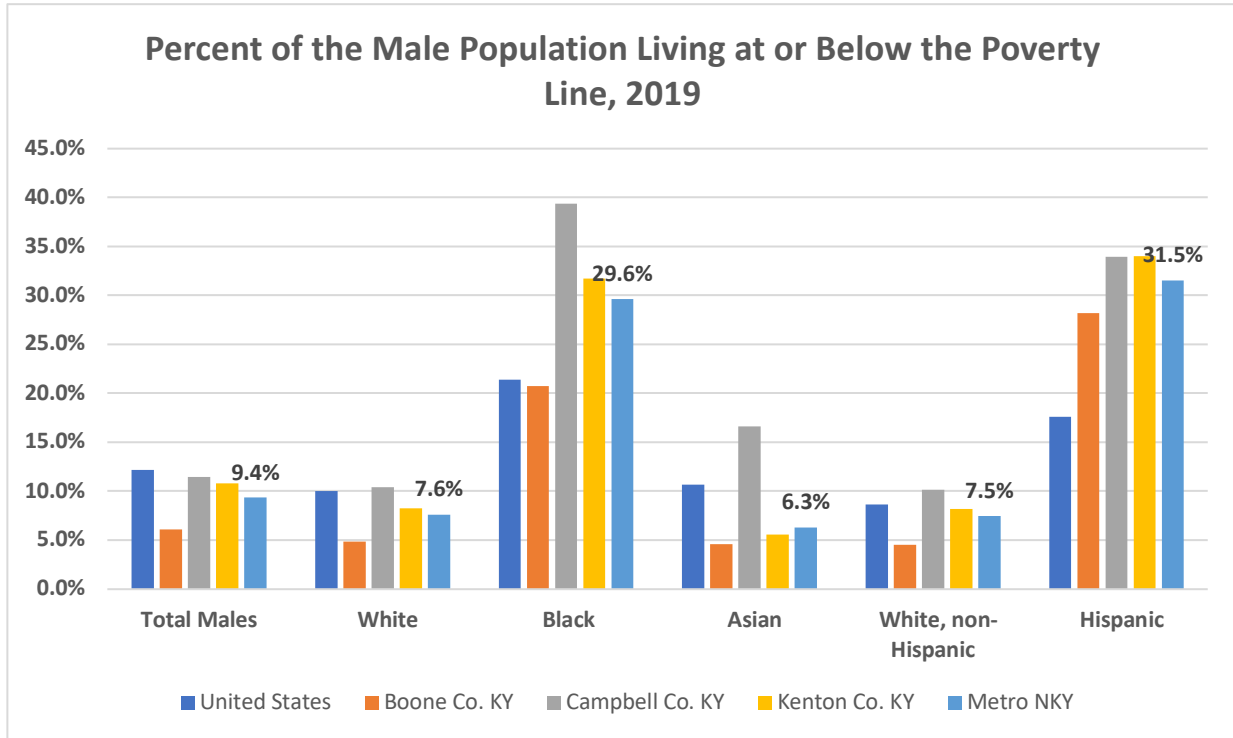
Unfortunately, the significant differences in poverty rates are evident for children of color living in Metro NKY. Overall, the poverty rate for children under 18 years in Metro NKY is 14 percent. It is 9.6 percent for White, non-Hispanic children, 13.9 percent for Asian children, 41.1 percent for Hispanic children, and 52.9 percent for Black children.

Chart 5: Percent of Population Living at or Below Poverty Line, 2019



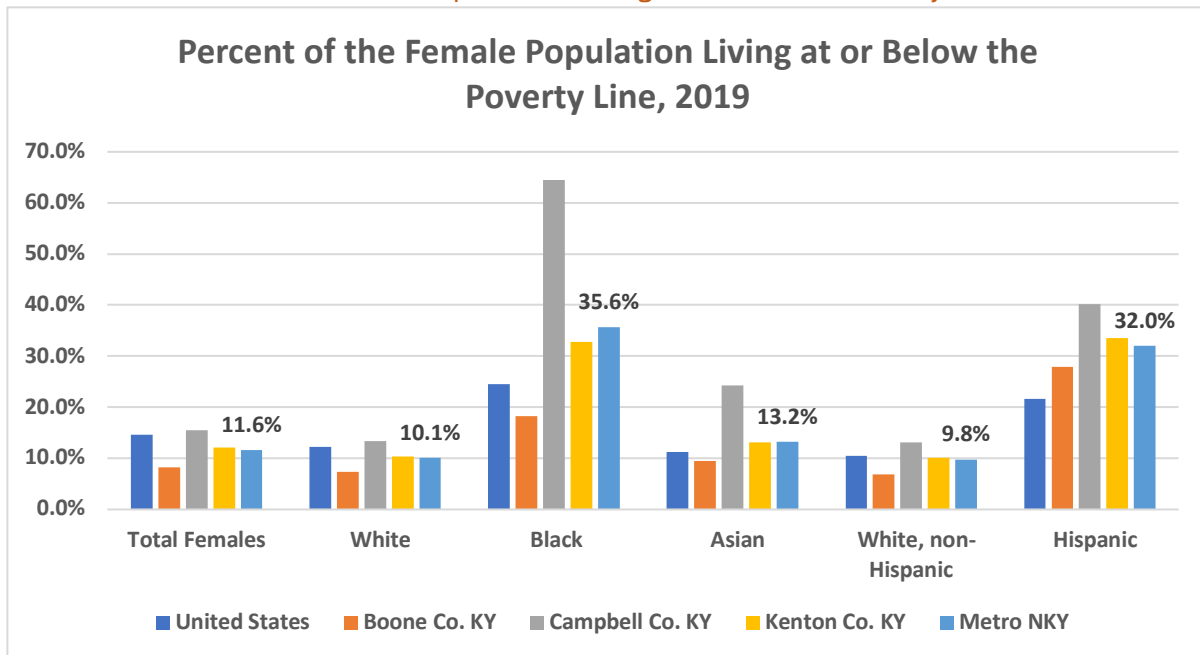
Data Source: American Community Survey, 5-Year 2019 Table B17001

Chart 6: Percent of Male Population Living at or Below Poverty Line, 2019



Data Source: American Community Survey, 5-Year 2019 Table B17001

Chart 7: Percent of Female Population Living at or Below Poverty Line, 2019



Data Source: American Community Survey, 5-Year 2019 Table B17001

Table 12: Percent of the Population Living in Poverty by Race by Sex by Age, 2019

Percent Living at or Below the Poverty Line	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY
ALL RACES					
Total	13.4%	7.2%	13.5%	11.5%	10.5%
Male	12.2%	6.1%	11.5%	10.8%	9.4%
Female	14.6%	8.2%	15.4%	12.2%	11.6%
Under 18 years	18.5%	10.0%	15.9%	16.4%	14.0%
65 years and over	9.3%	3.6%	12.7%	8.6%	8.1%
WHITE					
Total	11.1%	6.1%	11.9%	9.3%	8.9%
Male	10.0%	4.9%	10.4%	8.3%	7.6%
Female	12.2%	7.4%	13.4%	10.3%	10.1%
Under 18 years	14.8%	7.8%	11.9%	11.3%	10.1%
65 years and over	7.9%	3.7%	12.7%	8.2%	8.0%
BLACK OR AFRICAN AMERICAN					
Total	23.0%	19.6%	53.6%	32.2%	32.5%
Male	21.4%	20.7%	39.4%	31.7%	29.6%
Female	24.5%	18.2%	64.5%	32.7%	35.6%
Under 18 years	33.2%	34.9%	77.8%	51.4%	52.9%
65 years and over	16.8%	3.2%	10.2%	14.5%	12.3%
AMERICAN INDIAN OR ALASKA NATIVE					
Total	24.9%	21.4%	35.1%	17.1%	21.7%
Male	23.3%	0.0%	19.5%	10.7%	8.8%
Female	26.3%	55.1%	54.5%	26.1%	40.0%
Under 18 years	32.2%	0.0%		33.3%	17.1%
65 years and over	17.1%	0.0%	0.0%	0.0%	0.0%
ASIAN					
Total	10.9%	7.0%	21.3%	10.0%	10.0%
Male	10.7%	4.6%	16.6%	5.6%	6.3%
Female	11.2%	9.5%	24.3%	13.2%	13.2%
Under 18 years	10.6%	7.6%	29.9%	21.3%	13.9%
65 years and over	12.7%	0.0%	0.0%	16.1%	7.6%

Percent Living at or Below the Poverty Line	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY
ALL RACES					
Total	17.5%	n/a	n/a	n/a	n/a
Male	15.7%	n/a	n/a	n/a	n/a
Female	19.3%	n/a	n/a	n/a	n/a
Under 18 years	24.1%	n/a	n/a	n/a	n/a
65 years and over	12.3%	n/a	n/a	n/a	n/a
OTHER					
Total	21.0%	47.0%	57.8%	51.6%	50.7%
Male	18.7%	57.3%	51.2%	50.1%	52.9%
Female	23.5%	36.8%	66.4%	53.8%	48.0%
Under 18 years	29.2%	64.7%	72.8%	58.4%	62.8%
65 years and over	20.4%		0.0%	0.0%	0.0%
MULTI-RACIAL					
Total	16.7%	7.7%	12.8%	31.6%	19.8%
Male	15.6%	5.8%	10.4%	38.1%	21.0%
Female	17.7%	10.2%	15.3%	25.4%	18.6%
Under 18 years	18.8%	9.2%	14.0%	39.1%	25.3%
65 years and over	12.9%	0.0%	37.0%	31.0%	16.8%
WHITE, NON-HISPANIC					
Total	9.6%	5.8%	11.7%	9.2%	8.7%
Male	8.7%	4.6%	10.2%	8.2%	7.5%
Female	10.6%	6.9%	13.1%	10.1%	9.8%
Under 18 years	11.1%	7.2%	11.2%	10.9%	9.6%
65 years and over	7.2%	3.7%	12.6%	8.2%	7.9%
HISPANIC					
Total	19.6%	28.0%	36.9%	33.8%	31.8%
Male	17.6%	28.2%	34.0%	34.0%	31.5%
Female	21.7%	27.9%	40.1%	33.5%	32.0%
Under 18 years	26.6%	35.3%	51.7%	44.5%	41.4%
65 years and over	17.9%	0.0%	20.0%	9.2%	10.6%

Data Source: American Community Survey, 5-Year 2019 Table B17001

Earnings Gap

The latest Census data document the median earnings gap between male and female workers. The causes are numerous, including workforce differences such as educational attainment, years of work experience, differences in industries, jobs or hours worked, and gender discrimination. The wage gap has also been attributed in part to societal norms around marriage, childcare, and other family obligations.

The U.S. Census Bureau uses median earnings of full-time, year-round workers to calculate the wage gap. In 1973, women earned a median of 56.6 cents to every dollar earned by men. This wage gap has narrowed to 81.6 cents in 2018.¹⁸

When controlling for various workplace and social norm characteristics, the wage gap narrows. For example, the wage pay gap is smaller among younger workers and rises with age. The wage gap is wider for those with a bachelor's degree and above, and narrower for those with less than a bachelor's degree. The wage gap varies substantially by occupation. The risk of the occupation plays a part in the pay gap as well. The Bureau of Labor Statistics' report on fatal occupational injuries documents 5,250 fatal injuries of which just 413 or 7.9 percent were women.¹⁹ There is a gap in average hours worked between men and women as well. Among persons 25 years and over, men work on average 42 hours per week while women work 37.5 hours per week.²⁰ Married men work on average 42.6 hours per week compared to 36.9 hours for married women.

There is also a significant earnings gap across racial groups. In general, persons of color earn less than White, non-Hispanic males. Like the male-female earnings gap, the potential causes of the earnings gap between Whites and non-Whites are numerous.

Whether estimating differences by gender or race, the most typical comparison measure is an earnings ratio based on the median annual earnings of full-time, year-round workers.

Comparing all women to all men, women in the United States earn nearly 20 percent less than their male counterparts. Among Blacks the differential is lower at just 10 percent. However, in a comparison to the earnings of White, non-Hispanic males, Black women earn 22.5 percent less.

¹⁸ Source: <https://www.census.gov/library/stories/2020/03/equal-pay-day-is-march-31-earliest-since-1996.html>

¹⁹ Source: U.S. Department of Labor, Bureau of Labor Statistics, Census of Fatal Occupational Injuries, Dec 17, 2019.

²⁰ Source: U.S. Bureau of Labor Statistics, Current Population Survey, Table 22: Persons at work in non-agricultural industries by age, sex, race, Hispanic or Latino ethnicity, marital status, and usual full-or part-time status.

Table 8: Median Earnings (2019 inflation-adjusted dollars) for those Who Worked Full-Time, Year-Round (population 16 years and over)

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY
All Races				
Male	\$53,275	\$59,867	\$55,281	\$52,705
Female	\$43,022	\$45,372	\$44,288	\$43,784
White				
Male	\$56,028	\$60,888	\$56,242	\$53,694
Female	\$44,694	\$46,075	\$44,481	\$44,611
Black or African American				
Male	\$41,440	\$39,950	\$55,208	\$37,083
Female	\$37,283	\$37,841	\$27,269	\$30,897
Asian				
Male	\$69,076	\$96,477	\$51,736	\$64,750
Female	\$54,079	\$40,673	-	\$41,754
White, non-Hispanic				
Male	\$60,572	\$61,558	\$56,099	\$53,792
Female	\$46,936	\$46,800	\$44,718	\$44,791
Hispanic				
Male	\$37,985	\$32,354	n/a	\$32,109
Female	\$32,035	\$29,142	\$33,355	\$27,872

Data Source: American Community Survey, 5-Year 2019 Table B20017

Table 9: Earnings Ratio (Female Median Earnings as a Percent of Male Median Earnings for those Who Worked Full-Time, Year-Round) population 16 years and over, 2019

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Cincinnati MSA
All Races	80.8%	75.8%	80.1%	83.1%	78.8%
White	79.8%	75.7%	79.1%	83.1%	78.1%
Black or African American	90.0%	94.7%	49.4%	83.3%	88.9%
Asian	78.3%	42.2%	n/a	64.5%	66.1%
White, non-Hispanic	77.5%	76.0%	79.7%	83.3%	77.8%
Hispanic	84.3%	90.1%	n/a	86.8%	97.9%

Data Source: American Community Survey, 5-Year 2019 Table B20017

Table 10: Earnings Ratio (Female Median Earnings as a Percent of White, non-Hispanic Male Median Earnings for those Who Worked Full-Time, Year-Round) population 16 years and over, 2019

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY
All Races	71.03%	73.71%	78.95%	81.40%
White	73.79%	74.85%	79.29%	82.93%
Black or African American	61.55%	61.47%	48.61%	57.44%
Asian	89.28%	66.07%	n/a	77.62%
White, non-Hispanic	77.49%	76.03%	79.71%	83.27%
Hispanic	52.89%	47.34%	59.46%	51.81%

Data Source: American Community Survey, 5-Year 2019 Table B20017

Health

Many factors can and do affect how long and how well we live. These factors can be categorized into four broad areas, including health behaviors such as tobacco use, social and economic factors such as community safety, physical environment, such as air and water quality, and clinical care.²¹

The socio-economics of a population have a significant impact on a group’s longevity and quality of life. As we have already seen in this report, there are significant gaps in education, income, wealth, and poverty across demographic groups in Metro NKY. These gaps are also noted across groups in most measures of health.

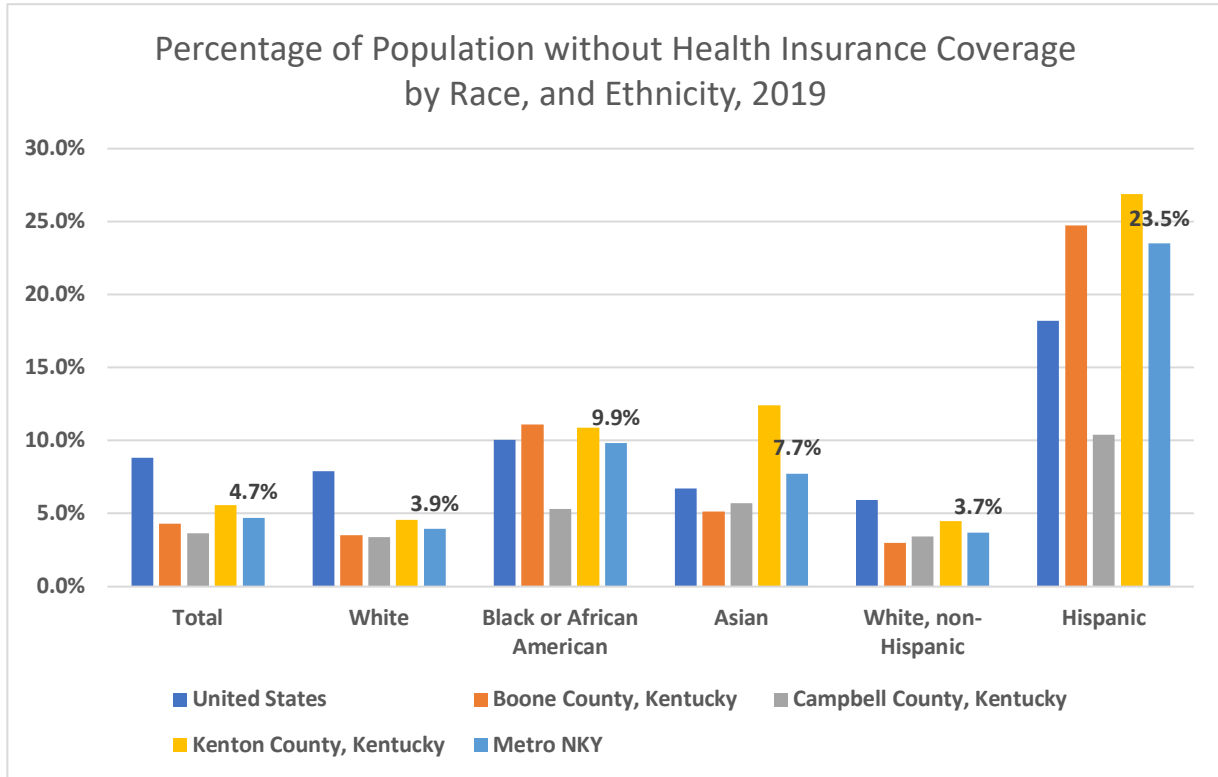
In Metro NKY, 4.7 percent of the population lacks health insurance coverage. Just 3.7 percent of the White, non-Hispanic population lacks health insurance coverage, compared to nearly 10 percent of the Black population and nearly a quarter of all Hispanic residents.

The percentage of the population with a disability increases with age, rising from 5.1 percent for those under 18 years to 33.5 percent for those 65 years and above.

In Metro NKY, 2.4 percent of the population has a vision difficulty; 3.9 percent have a hearing difficulty, 2.5 percent has a self-care difficulty, 6.2 percent has an ambulatory difficulty, and 5.6 percent have a cognitive difficulty. As shown in Charts 9 through 13, there are differences in rates across genders. Women have higher incidences of self-care, ambulatory, and vision difficulties. Men have higher incidences of cognitive and hearing difficulties.

²¹ Source: County Health Rankings and Roadmaps, Robert Wood Johnson Foundation: the full report for Kentucky is available online: <https://www.countyhealthrankings.org/reports/state-reports/2020-kentucky-report>

Chart 8: Health Insurance Coverage Status, 2019



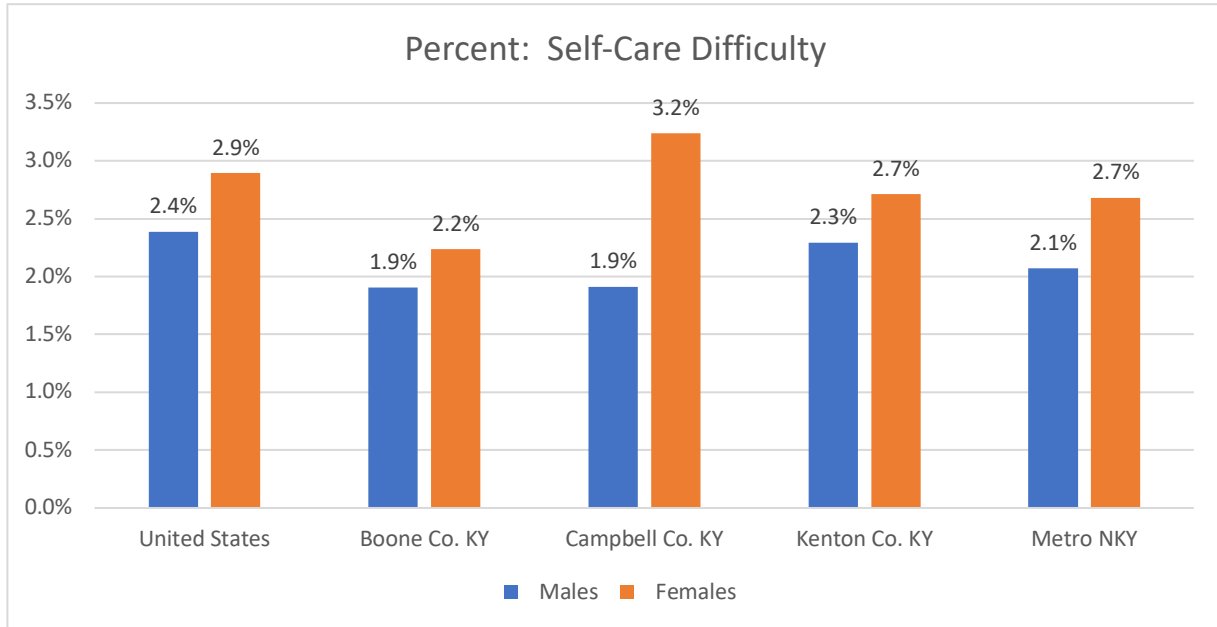
Data Source: American Community Survey, 5-Year 2019 Table C27001

Table 16: Race by Age by Disability Status, 2019

	United States	Boone Co. KY	Campbell Co. KY	Kenton Co. KY	Metro NKY
Total Persons with Disability	40,335,099	14,992	11,099	22,741	48,832
Percent of Total	12.6%	11.5%	12.1%	13.8%	12.7%
Percent under 18 years with a disability	4.2%	6.0%	3.5%	5.3%	5.1%
Percent 18 to 64 years with a disability	10.3%	9.7%	10.1%	12.6%	11.1%
Percent 65 years with a disability	34.5%	32.1%	33.2%	34.6%	33.5%
White with a Disability	30,510,078	14,037	10,643	20,974	45,654
Percent of Total	13.1%	11.9%	12.4%	14.2%	13.1%
Percent under 18 years with a disability	4.1%	5.2%	3.5%	5.2%	4.8%
Percent 18 to 64 years with a disability	10.3%	10.1%	10.2%	12.8%	11.3%
Percent 65 years with a disability	33.9%	32.5%	33.4%	34.2%	33.5%
Black or African American with a disability	5,579,158	151	148	945	1,244
Percent with a disability	14.0%	4.0%	5.4%	12.5%	10.6%
Percent under 18 years with a disability	5.0%	6.5%	3.2%	4.1%	4.3%
Percent 18 to 64 years with a disability	13.1%	3.0%	5.1%	13.1%	10.9%
Percent 65 years with a disability	39.2%	5.3%	23.4%	39.2%	33.2%
Asian with a disability	1,259,426	109	89	114	312
Percent with a disability	7.1%	3.5%	9.8%	5.4%	6.0%
Percent under 18 years with a disability	2.2%	3.1%	0.0%	0.0%	1.1%
Percent 18 to 64 years with a disability	4.3%	2.4%	13.1%	3.0%	5.6%
Percent 65 years with a disability	29.7%	20.1%	0.0%	35.2%	19.9%
White, non-Hispanic with a disability	27,087,773	13,633	10,604	20,758	44,995
Percent with a disability	13.9%	12.0%	12.6%	14.3%	13.2%
Percent under 18 years with a disability	4.2%	5.0%	3.6%	5.2%	4.8%
Percent 18 to 64 years with a disability	10.7%	10.1%	10.2%	12.8%	11.4%
Percent 65 years with a disability	33.6%	32.5%	33.7%	34.2%	33.6%
Hispanic with a disability	5,180,805	600	78	358	1,036
Percent with a disability	9.0%	11.0%	4.1%	6.7%	9.0%
Percent under 18 years with a disability	4.1%	12.7%	0.0%	4.6%	8.9%
Percent 18 to 64 years with a disability	8.2%	8.6%	6.4%	6.8%	7.8%
Percent 65 years with a disability	38.0%	42.1%	8.4%	39.7%	38.8%

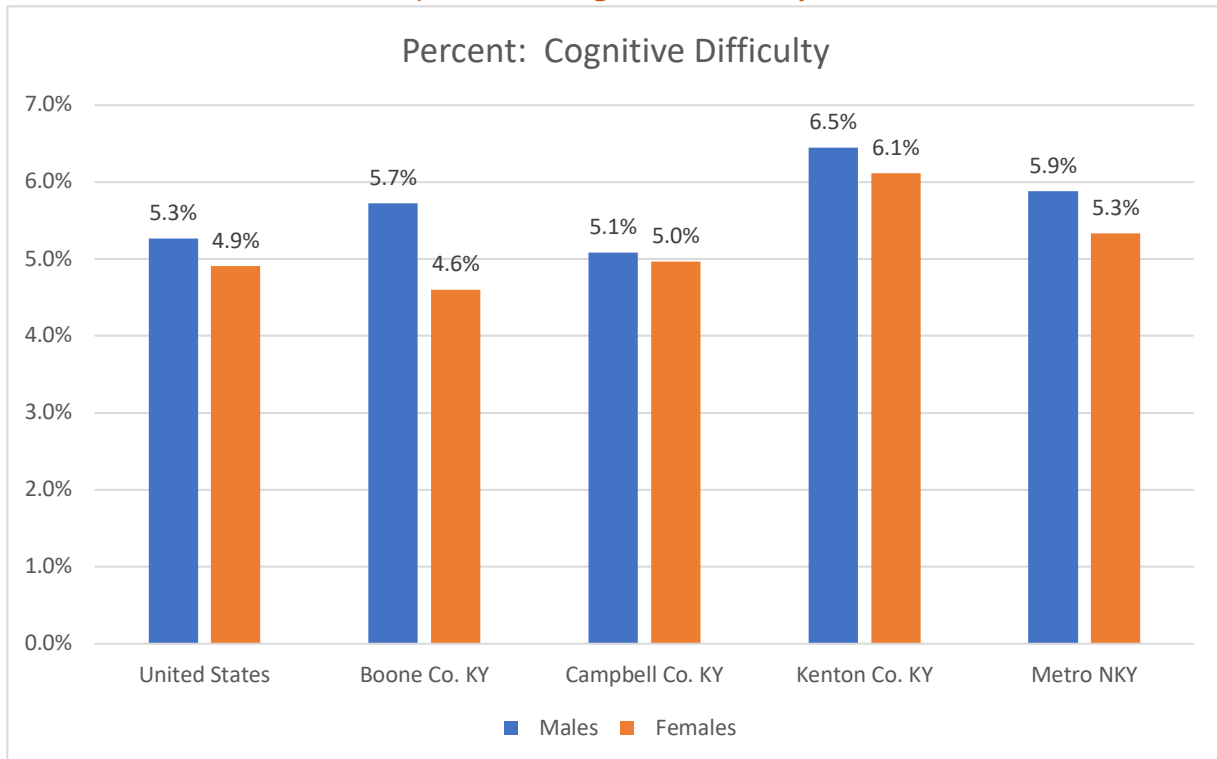
Data Source: American Community Survey, 5-Year 2019 Table B18101

Chart 9: Percent of the Population: Self-Care Difficulty, 2019



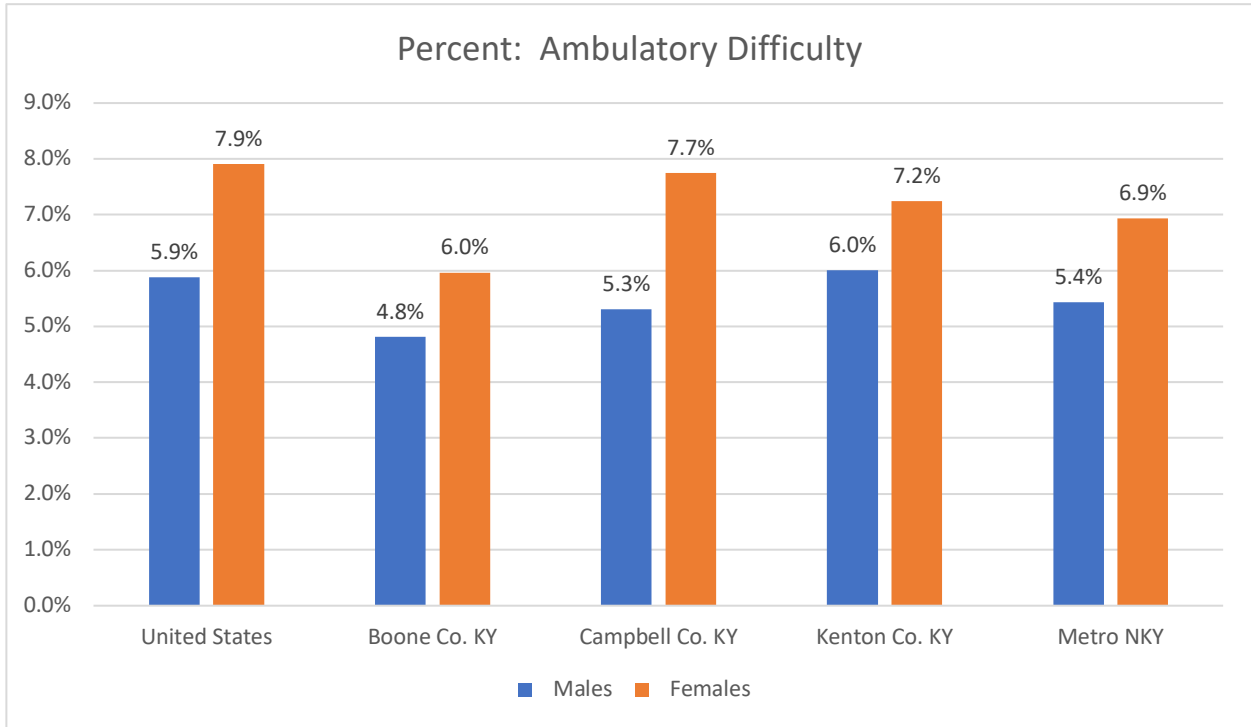
Data Source: American Community Survey, 5-Year 2019 Table B18106

Chart 10: Percent of the Population: Cognitive Difficulty, 2019



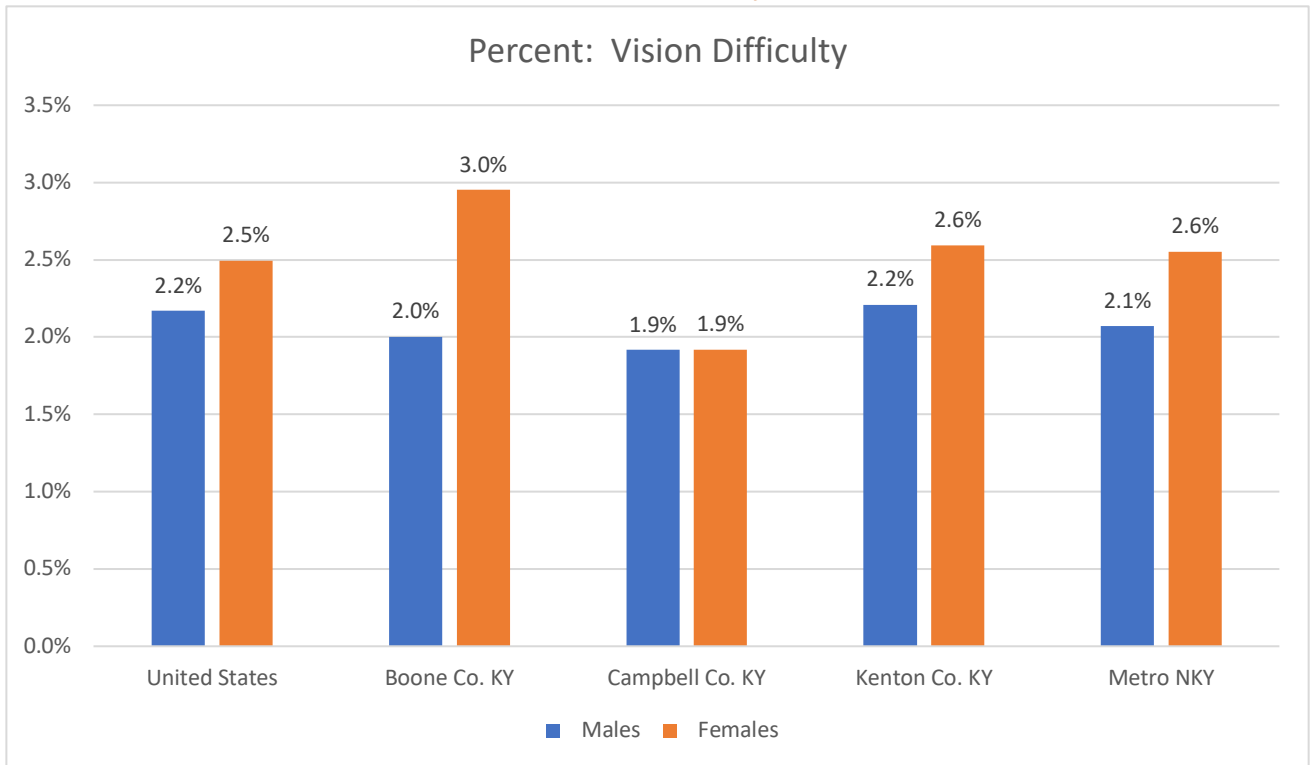
Data Source: American Community Survey, 5-Year 2019 Table B18104

Chart 11: Percent of the Population: Ambulatory Difficulty, 2019



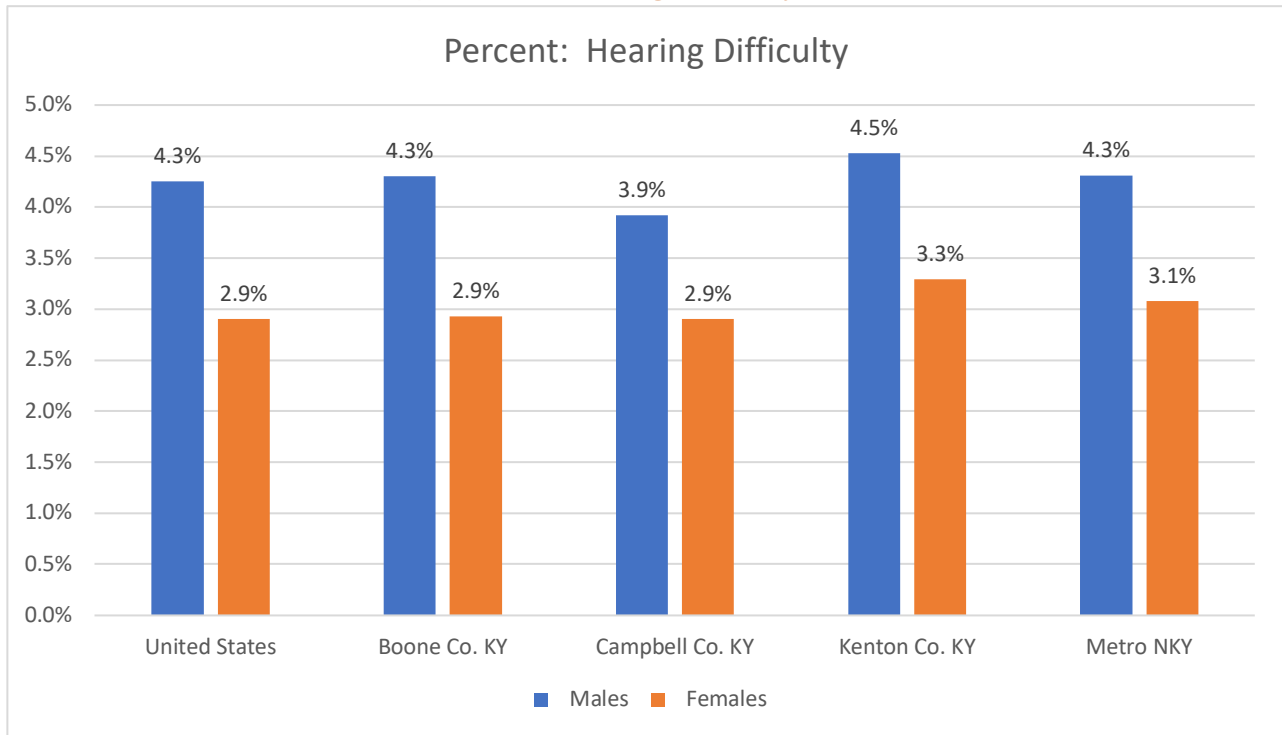
Data Source: American Community Survey, 5-Year 2019 Table B18105

Chart 12: Percent of the Population: Vision Difficulty, 2019



Data Source: American Community Survey, 5-Year 2019 Table B18103

Chart 13: Percent of the Population: Hearing Difficulty, 2019



Data Source: American Community Survey, 5-Year 2019 Table B18102

Conclusion

This analysis of the demographics of Metro NKY highlight that the region is less racially diverse than the U.S. overall. Despite being less diverse, the gaps in income, education, and health across race, gender, and age mirror the rest of the country. Following national trends, Metro NKY will become more diverse over time, but at a slower rate.



Northern Kentucky WIB Vision Statement

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

Northern Kentucky WIB Mission Statement

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

The local workforce investment system promotes:

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

Northern Kentucky WIB Value Statements

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

Northern Kentucky WIB Elevator Speech

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

Local Plan and Strategic Action Plan Timeline		
Date	Action	Date of Completion
Wednesday, March 20, 2019	Staff completes the updated local plan and strategic action plan	3/19/2019
Tuesday, March 26, 2019	Sent for review by Executive Committee	3/25/2019
Tuesday, April 2, 2019	Executive Committee Special Called meeting for review	4/2/2019
Thursday, April 4, 2019	No more than 14-day public review and comment period	4/4/2019
Wednesday, April 17, 2019	Completion of 14-day public review and comment period	4/17/2019
Friday, April 19, 2019	Updated local plan and strategic action plan sent to Executive Committee for Review	4/19/2019
Friday, April 19, 2019	Sent to Judge Gary Moore, Chief Local Elected Official	5/2/2019
Wednesday, April 24, 2019	NKWIB Executive Committee Meeting (<i>Action is Requested</i>)	4/24/2019
Friday, May 3, 2019	Staff incorporates Executive Committee revisions to local plan and strategic action plan	5/3/2019
Tuesday, May 14, 2019	NKWIB Full Board Meeting (<i>Action is Requested</i>)	
After May 14, 2019 meeting	Staff incorporates Full Board revisions to local plan and strategic action plan	
Friday, June 28, 2019	Local Plan Updates completed and submitted to the Department of Workforce Investment (DWI)	

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

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

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

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

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

Prepare <i>Job Seekers</i> to enter the talent pipeline by aligning with P-12, adult <i>education</i> , and postsecondary <i>education</i> to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future. (By definition, Job Seekers include youth)							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
						Examples of current programming: Opioid Response, Opportunity Youth, Veterans Job Fair, Campbell Co Detention Center Job Readiness Workshops, KY SITE program, NKY Office of Drug Control Policy	
					Next Review in 2020		
B.1. During initiatives and innovative program development, design elements to focus on specific populations including veterans, individuals with disabilities, second chances individuals, opportunity youth, those recovering from substance abuse, and adult learners.	P/Y		Measure each year the number of job seekers participating in each initiative/ program	Yearly review in June	Completed in 2019		2e 2f 3c 3e
					Next Review in 2020		
Goal 2: Meet or Exceed Youth Program Requirements							
A. Ensure the 14 Required Youth Elements are available to all participants.	P/Y		Identify and confirm all elements are either available	Yearly review in April	Completed in 2019	Provided service update reviewed monthly	
					Next Review in 2020		

Prepare <i>Job Seekers</i> to enter the talent pipeline by aligning with P-12, adult <i>education</i> , and postsecondary <i>education</i> to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future. (By definition, Job Seekers include youth)							
Required Actions (OBJECTIVE)	Responsibility (RESPONSIBLE PARTY)		Measures (Numerically)*	Due Date (TIMELINE)	Status (STATUS/DATE COMPLETED)	Outcomes	KWIB Goal
	WIB	PARTNER					
			onsite or through local referrals				
B. Ensure that the 20% Work Experience Expenditure Requirement is met.	P/Y		Target a 20% Work Experience Expenditure Requirement rate	Yearly review in April	Completed in 2019 Next Review in 2020		
C. Ensure 75% of youth funding is spent on Out of School Youth.	P/Y		Target 75% of youth funding is spent on Out of School Youth	Yearly review in April	Completed in 2019 Next Review in 2020		
Goal 3: Survey Job Seekers to determine their customer satisfaction.							
A. Survey all job seekers including during major events to determine their customer satisfaction.	P/Y	BST	Target 100% of customers receiving the survey	Yearly review in September	Completed in 2019 Next Review in 2020		
B. Track Job Seekers Customer Satisfaction Rate through surveys.	P/Y	BST DATA SPEC	Target a 99% individual customer satisfaction rate		Completed in 2019 Next Review in 2020		

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GROW NKY

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

Working DRAFT

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

VISION AND DESIRED IMPACT

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

 <p>#1 Employers</p>	 <p>#2 Education</p>	 <p>#3 Workforce Participation</p>	 <p>#4 Organization and Resource Alignment</p>
<p>STRATEGIC GOALS</p>			
<p>Goal #1: Actively engage employers to drive Kentucky's workforce development system.</p>	<p>Goal #2: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.</p>	<p>Goal #3: Increase Kentucky's workforce participation by creating opportunities, incentivizing workforce participation, and removing employment barriers for Kentuckians.</p>	<p>Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.</p>
<p>STRATEGIC OBJECTIVES</p>			
<p>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.</p>	<p>2a: Increase career exploration opportunities while students are in P-12 and provide all P-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded. 2b: Review and adjust the structure (locations, pathways, and resources) of pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs. 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. 2e: Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work. 2f: Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.</p>	<p>3a: Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals. 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, work-ready and free from the influence of substance abuse.</p>	<p>4a: Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability. 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 government and local governments, institutions and workforce innovation areas.</p>

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

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

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

2018-2021



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

Local Workforce Development Area:	Northern Kentucky
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Kentucky Career Center (a.k.a. American Job Center/ One-Stop) Operations

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

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

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

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

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

Parties to the Agreement include: (Attachment A)

Definitions

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

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

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

Article I: Kentucky Career Center System Description

A. Overview & General Description

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

B. Administrative Structure – Attachment D

Administrative Structure is defined in Attachment C to this MOU.

C. Workflow – Attachment E

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

Article II: Agreement Period

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

Article III: Partner Responsibilities

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

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

Article IV: Programs, Services, & Activities

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

Article V: Method of Referral

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

Method of Referral: Attachment I

Article VI: Resource Sharing/Infrastructure Funding

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

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

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

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

C. **Program Costs/Services:**

1. Costs allowable under and allocable to more than one partner program may be considered shared costs that are allocated among the eligible partner programs provided that such action is not prohibited by the

partner programs' governing statutes. The manner(s) in which the parties agree to address costs chargeable to more than one partner program must be described in this MOU.

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

D. Budget Tracking:

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

Article VII: Termination/Separation

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

- D. **Partner Disqualification:** An entity identified as a required partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the Area and therefore no longer qualifies as a required partner under WIOA Section 121(b)(1) must send written notice of the change in status to the LWDB as soon as possible. In such an event, a formal amendment to this MOU per Article VIII will be required. The entity may continue as an additional partner if mutually agreed by the LWDB, CEO, and the remaining partners.

Article VIII: Amendment

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

4. LWDB will review the listed questions/concerns and will issue a response within fifteen (15) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.
 5. The final, approved amendment will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
 6. LWDB will distribute copies of the fully executed amendment to all parties and to CDO as the MOU oversight agency upon execution.
- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the Area's KCC service delivery system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
- E. Amendments that will require the signatures of all parties must be executed no later than ninety (90) days prior to the end of the MOU period. Amendments that require only the signatures of the LWDB, the CEO, and the affected parties, must be executed no later than 45 days from the end of the current State Fiscal Year.

Article IX: Confidentiality

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

11. KRS 194A.060 and KRS 205.175 Information regarding a public assistance applicant or recipient must be kept confidential and may not be released, except as authorized by law.
 12. KRS 341.190(3) regarding use and disclosure of Unemployment Compensation records.
 13. 787 KAR 2:020 and KRS 151B.280(3) regarding CDO-operated programs' confidentiality of employment and service records which directly or indirectly identify a client or former client.
 14. KY Education Cabinet Policy EDU-05 regarding disclosure of security breach of computerized personal information data.
 15. KRS 61.870 - 61.884 regarding release of and access to confidential personal information.
 16. 2 CFR 200.303 regarding reasonable measures to safeguard protected personally identifiable information.
- B. Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information (e.g. address, social security numbers, date of birth, wages, employer information, barriers to employment, etc.) will be limited to purposes that support the programs and activities described in this MOU as part of the KCC service delivery system.
 - C. Each party will ensure that access to software systems and files under its control that contain personally identifiable information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the KCC service delivery system and who must access the information to perform those responsibilities. Each party expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals.
 - D. Each party will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of the local area.

Article X: Impasse—Dispute Resolution

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

Impasse-Dispute Resolution – Attachment L

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

Article XI: Indemnification Clause/ Limitation of Liability

All parties to this MOU recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. Provided, however, in the event the party is a state agency or subcontracts for services with a state agency subject to the jurisdiction of the Kentucky Claims

Commission pursuant to KRS 49.040 through KRS 49.170, the state agency's tort liability shall be limited to an award from the Kentucky Claims Commission up to the jurisdictional amount. No partner assumes any responsibility for any other party, state or non-state, for the consequences of any act or omission of any third party. The parties acknowledge the Northern KY Workforce Development Board and the One-Stop Operator have no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the parties have no responsibility and/or liability for any actions of the Northern KY Workforce Development Board or the One-Stop Operator.

Article XII: Governing Law

This MOU will be construed, interpreted and enforced according to the laws of Commonwealth of Kentucky. All parties shall comply with all applicable State and Federal laws and regulations, and local laws to the extent that they are not in conflict with State and Federal requirements.

Article XIII: General Provisions

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

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

Article XIV: Choice of Law and Forum

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

Article XV: Counterpart

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

Signature Page Follows

Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING

FOR

Local Workforce Development Area: **Northern Kentucky**

Signature Pages

(signed pages attached at the end of this document)

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

Chief Elected Official	
<hr/>	
Signature	Date
<u>Gary Moore, Boone County Judge Executive</u> Printed Name & Title	
 Brighton Center, Inc. (WIOA- Title 1 Direct Services Provider / One-Stop Operator)	
<hr/>	
Signature	Date
<u>Tammy Weidinger, President & CEO</u> Printed Name & Title	
 Whitney M. Young, Jr. Job Corps Center (WIOA- Title 1 Job Corps)	
<hr/>	
Signature	Date
<u>Ian Crump, Acting Center Director</u> Printed Name & Title	

Northern KY WIB Chairperson	
<hr/>	
Signature	Date
<u>Andrew Aiello, Chairperson</u> Printed Name & Title	
 Council of Three Rivers (WIOA Title 1- Native American Programs)	
<hr/>	
Signature	Date
<u>Kerry Jevesevar, Director</u> Printed Name & Title	
 Gateway Community and Technical College (Post-secondary education and KCTCS)	
<hr/>	
Signature	Date
<u>Dr. Fernando Figueroa, President & CEO</u> Printed Name & Title	

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

Signature **Date**

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature **Date**

Doug Ostholthoff, Vice President
Printed Name & Title

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

Signature **Date**

Catrena Bowman-Thomas, Executive Director
Printed Name & Title

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

Signature **Date**

Kail Clifton, Manager of Special Services
Printed Name & Title

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

Signature **Date**

Lisa Cooper, Executive Director
Printed Name & Title

Commonwealth of KY Partners:

Department for Workforce Investment (DWI)
(WIOA Title III- Wagner-Peyser. Trade Act)

Signature **Date**

Josh Benton, Deputy Secretary
Printed Name and Title

KY Cabinet for Health and Family Services
(Department for Community Based Services- TANF)

Signature **Date**

Eric Clark, DCBS Commissioner
Printed Name & Title

KY Office of Adult Education / Skills U
(WIOA Title II)

Signature **Date**

Reecie Stagnolia, Executive Director
Printed Name and Title

Office of Vocational Rehabilitation (OVR)
(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature **Date**

Cora McNabb, Executive Director
Printed Name and Title

Kentucky Career Center Memorandum of Understanding

Attachments

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

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

Required Partners

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

Additional Partners

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

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

- **January 16, 2018-** Northern KY Workforce Investment Board (NKWIB) holds MOU Kick-Off Meeting with all KCC Partners
- **January – February 2018-** Individual KCC Partner – NKWIB staff conversations and negotiations with current and potential KCC partners
- **February 22, 2018-** MOU Partner Meeting with all KCC Partners (review UPDATED draft of MOU/ to be providing at this meeting)
- **February 26, 2018** (close of business)- deadline for KCC Partners (existing and new) to provide final feedback on the MOU
- **February 28, 2018-** Executive Committee of the NKWIB approved the revised MOU template and KCC Partners; sending to full WIB for final approval
- **February 28-March 28, 2018-** KCC Partners (designated organizational representative/ decision maker) provide signatures on the revised MOU
- **March 13, 2018-** NKWIB provides final approval of the revised MOU; MOU takes effect on this date (noting that some state partners/agencies may need additional time to obtain final signatures from their respective organizations; however, as a reminder, minor updates may be made to the MOU and IFA during its effective tenure of 2018-2021).
- **March 28- April 15, 2018-** all local partners, along with three state partners (e.g. Kentucky Adult Education/ Skills U, Cabinet for Health and Family Services, KCTCS/ Gateway, Brighton Center, TANK, Goodwill, Three Rivers, Kenton County Library, NKADD, NKCAC) signed/approved the MOU; no response received from the KY Education and Workforce Development Cabinet agencies (CDO/ OVR/OFB)
- **August 9, 2018-** KY Education and Workforce Development Cabinet responds to LWDA and provides additional feedback/ recommended changes regarding the local MOU
- **September – October 2018-** NKWIB and One-Stop Operator make updates to the MOU
- **October 23, 2018-** MOU partners re-convene to discuss MOU changes/ updates and next steps
- **October 23, 2018 – November 5, 2018-** partners submit individual feedback, questions, IFA information, and/or requested changes to the revised MOU
- **November 6, 2018- February 14, 2019** The NKWIB receives updates on revised MOU, with additional changes/ revisions at the request of the KY Education and Workforce Development Cabinet
- **April 30, 2019-** MOU is resubmitted to the KY Education and Workforce Development Cabinet
- **April 30- May 15, 2019-** MOU is signed by the KY Education and Workforce Development Cabinet, followed by signatures from local/ additional partners

Location Code	KY Career Center Name or service area	Address	Center Category	KCC Manager or Lead Site Representative* (if applicable)
1	Carrollton (Carroll and Gallatin counties)	1209 Highland Avenue Carrollton, KY 41008	Access Point	Mindy Puckett
2	Covington (Kenton and Campbell Counties)	1324 Madison Ave. Covington, KY 41011	Comprehensive	Correy Eimer
3	Florence (Boone and Kenton Counties)	8020 Veterans Memorial Dr. Florence, KY, 41042	Affiliate	Correy Eimer
4	Williamstown (Grant, Owen, and Pendleton Counties)	1212 North Main Street Williamstown, KY 41097	Access Point	Ellen Bates
CVG	International Airport (CVG) (serving CVG onsite and adjacent employers and job seekers)	3087 Terminal Drive Hebron, KY 41048	Access Point	Talia Frye
5	Offsite, by-appointment, and/or KCC referring/ supporting partner			
6	Other, offsite KCC Access Point (e.g. local libraries, etc.)			
<p>Note: KCC locations and access points may be added/ adjusted in response to customer (job seeker/ employer) and community needs. *Overseen by the local One-Stop Operator or Lead Direct Service Provider</p>				

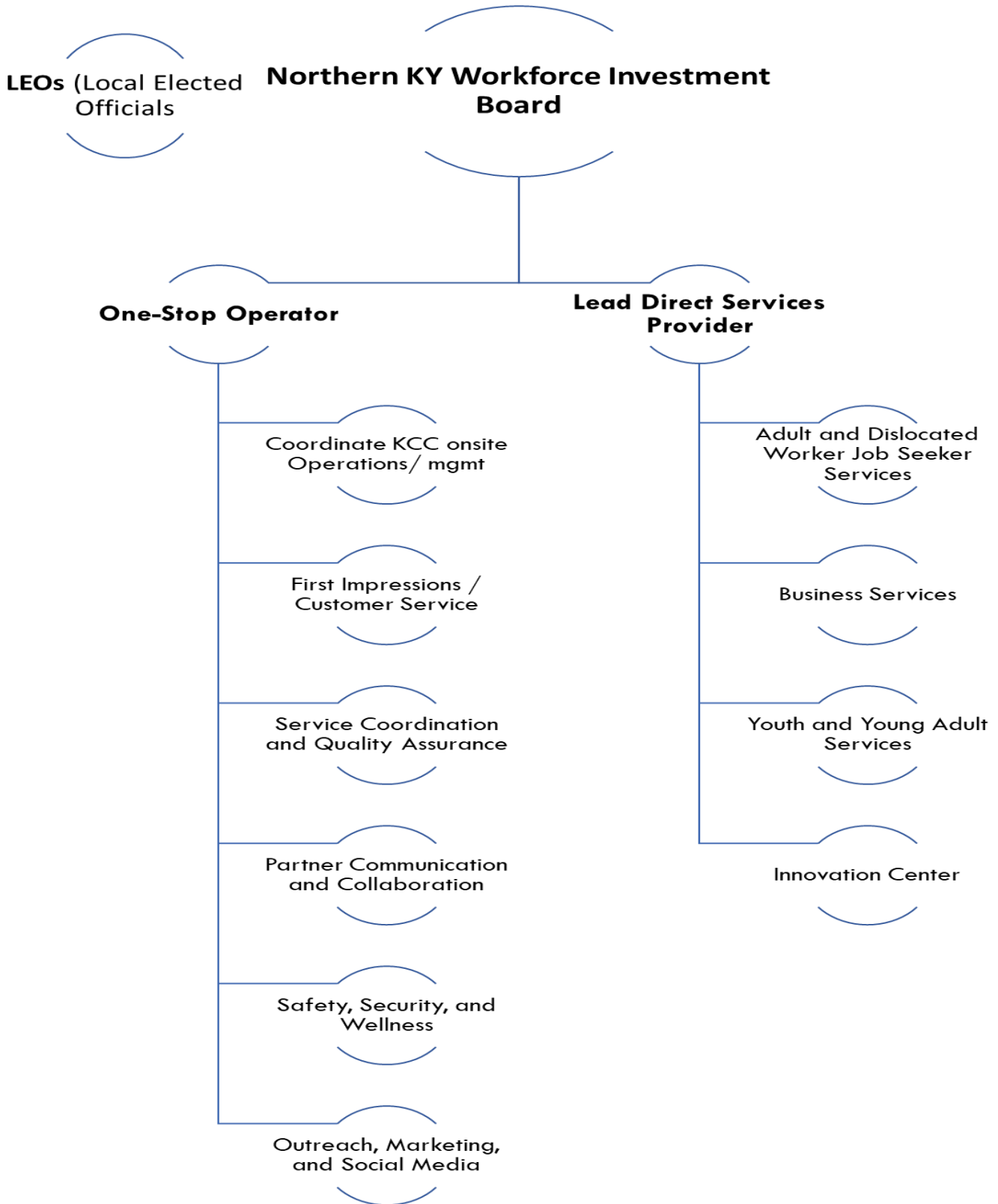
Local Administrative Entities

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

State Administrative Entity

1.	State Workforce Agency	Department of Workforce Investment	275 East Main Street, 2 W-A Frankfort, KY 40621	Josh.benton@ky.gov
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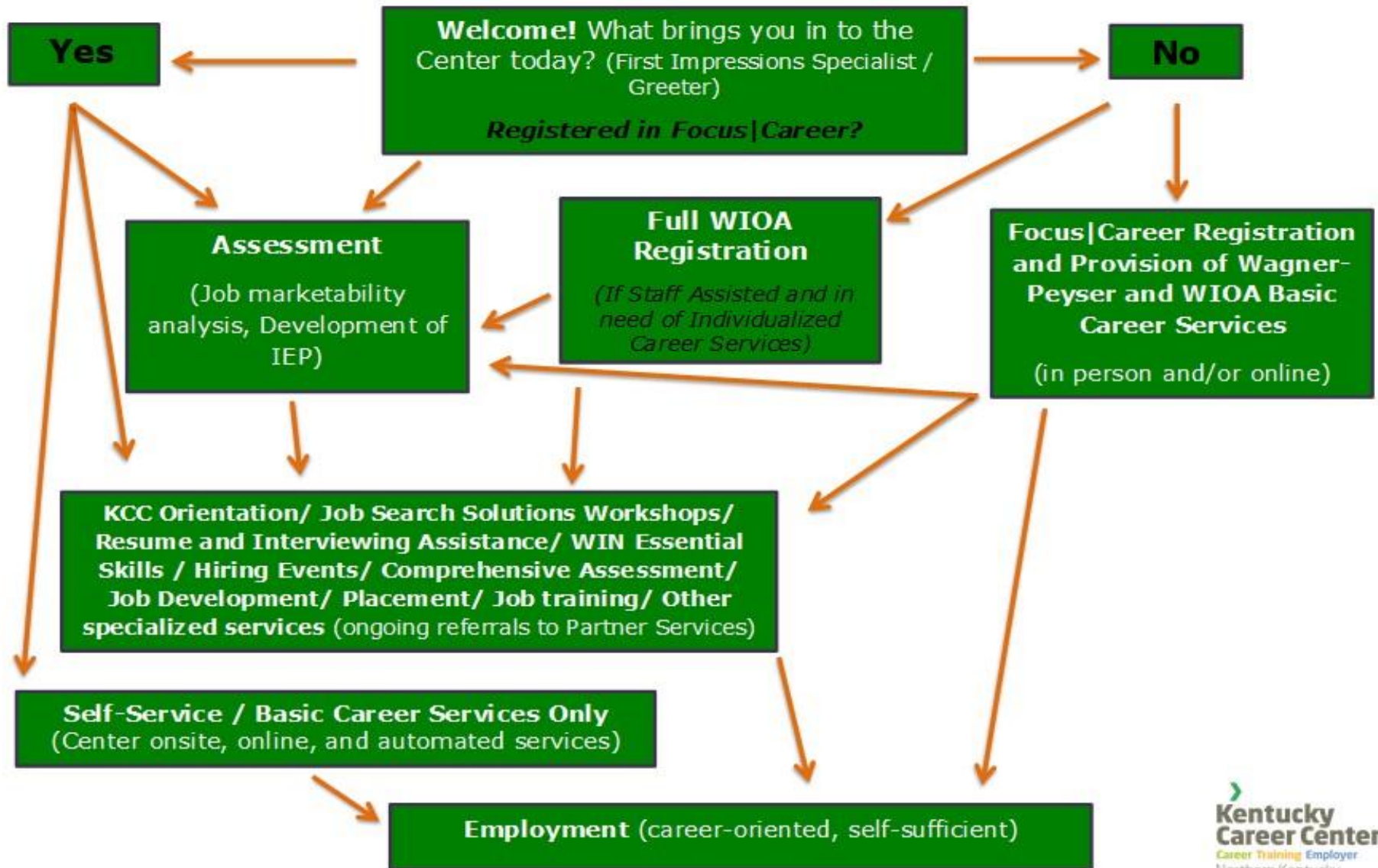
Kentucky Career Center (Northern KY) Functional Org Chart



The following documents are included in this attachment:

- **Integrated Customer flow (Job Seekers)**
- **NKY Unified Business Services Team (BST)**
- **NKY Workforce Development System - Job Seeker services**
- **NKY Workforce Development System- Employers/ Business services**

Integrated Customer Flow Chart (Job Seeker)



Northern Kentucky's Business Services Team (BST)

A unified approach to business and employer services



Providing enhanced coordination of the following:

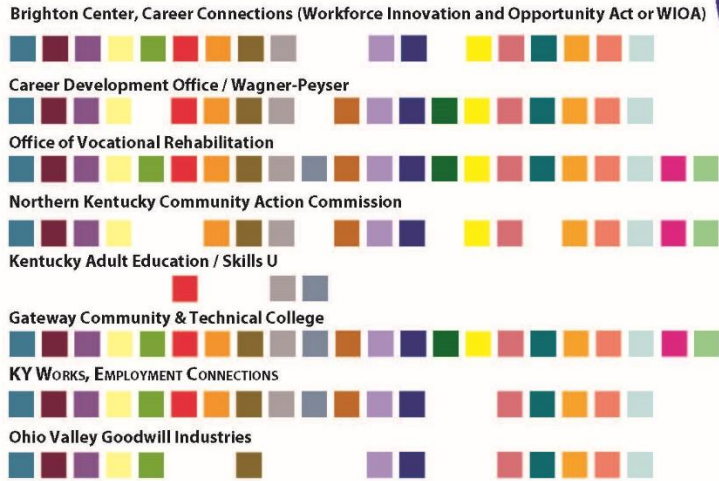
- Applicant recruitment, prescreening, and retention assistance,
- Connection to workforce hiring incentives,
- Workforce training and education,
- Labor Market Index (LMI) analysis,
- Job fair/ hiring event coordination and hosting,
- and much more!

Contact: jason.Ashbrook@nkadd.org or 859.283.1885, ext. 11961 for more information

NORTHERN KENTUCKY'S WORKFORCE DEVELOPMENT SYSTEM

Job Seekers

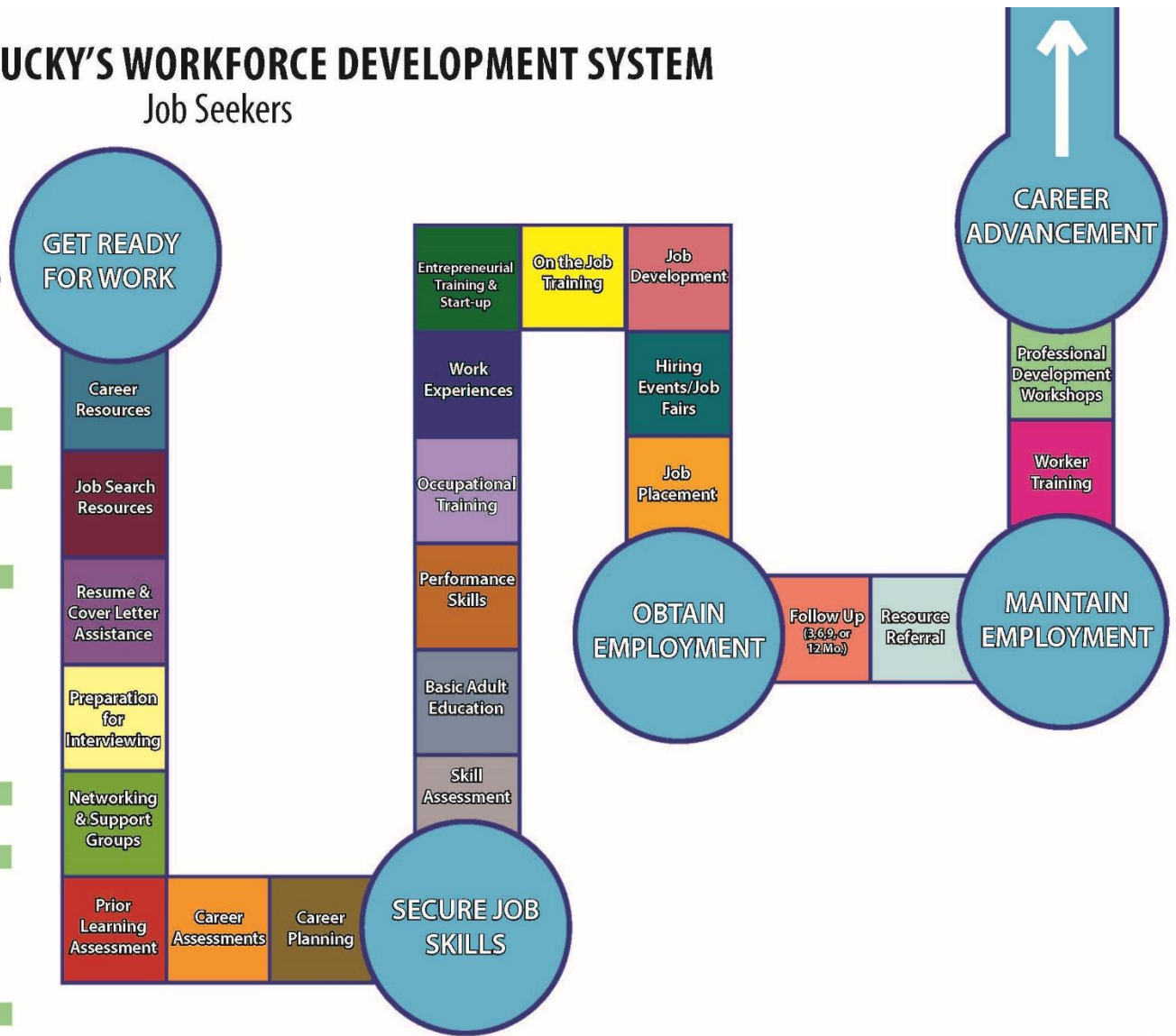
KENTUCKY CAREER CENTER PARTNERS



COMMUNITY AND WORKFORCE PARTNERS



*Partner information subject to change



Foundational Services for Job Seekers

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

© 2014 Brighton Center, Inc. in partnership with the Northern Kentucky Area Development District & Gateway Community and Technical College.

NORTHERN KENTUCKY'S WORKFORCE DEVELOPMENT SYSTEM

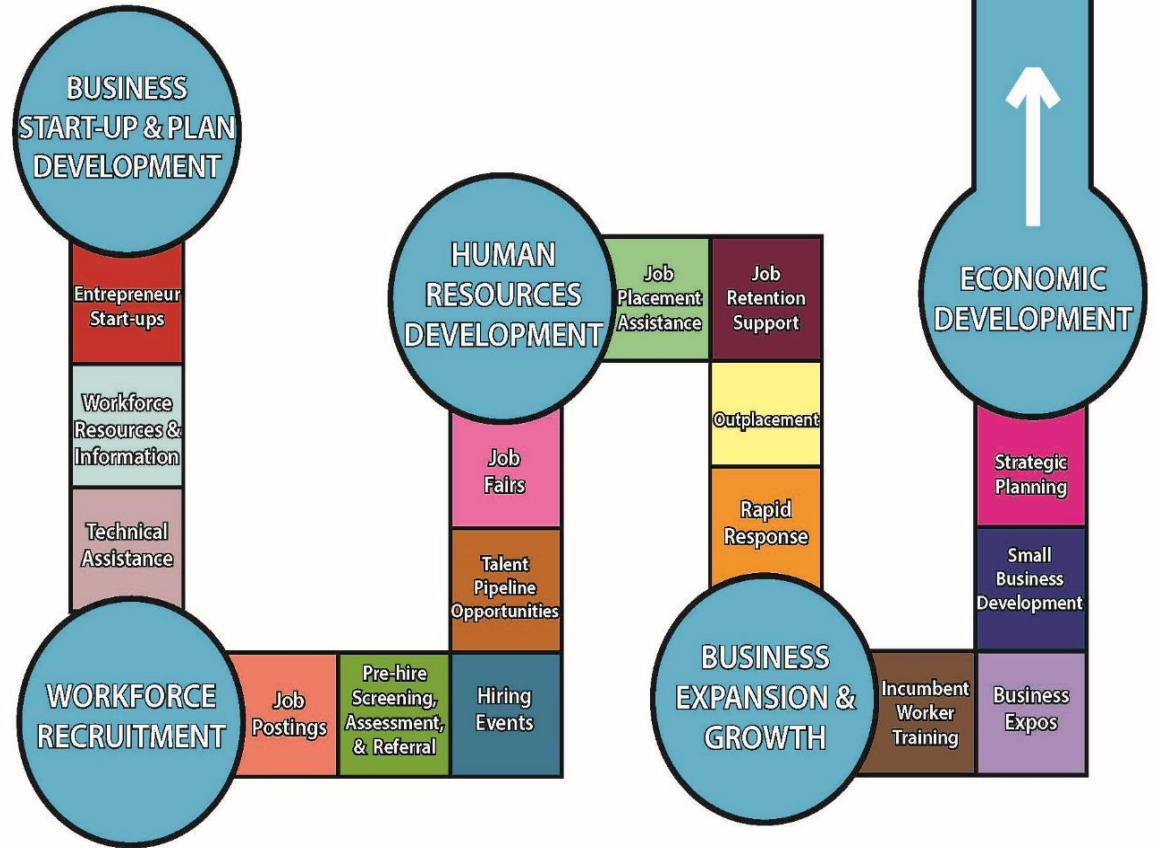
Employer Services

KENTUCKY CAREER CENTER PARTNERS

Brighton Center, Career Connections (Workforce Innovation and Opportunity Act or WIOA)



COMMUNITY AND WORKFORCE PARTNERS



Foundational Services for Employer Services

Specialized Consultant Services | Marketing/ Networking Opportunities

*Partner information subject to change

Required Partner Services

ATTACHMENT F

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

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

Additional Partner Services

ATTACHMENT G

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

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

Kentucky Career Center (NKY)				
Partner Onsite Representation Schedules				
Covington (comprehensive/ hub)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc. (WIOA Title I)	14	560	14	33.2%
Commonwealth Office of Technology	1	40	1	2.4%
Goodwill Industries (HVRP)	2	48	1.2	2.8%
Insights Training, LLC (Title I- Jobs Corps- Contractor)	2	80	2	4.7%
Northern KY Area Development District (KY Works/ KTAP/ WIB)	4	160	4	9.5%
Office of Career Development (WIOA Title III)	7	256	6.4	15.2%
Office of Vocational Rehabilitation (WIOA Title IV)	13	487	12.8	30.3%
Transit Authority of Northern KY (Local transit authority)	2	32	0.8	1.9%
TOTALS	45	1663	42.2	100.0%
Florence (Affiliate)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Office of Vocational Rehabilitation (WIOA Title IV)	15	562	15	74.6%
Brighton Center, Inc (WIOA Title I)	5	200	5	24.9%
Northern KY Area Development District (WIB)	1	4	0.1	0.5%
TOTALS	21	766	20.1	100.0%
Carrollton (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc (WIOA Title IV)	2	48	1.2	100%
TOTALS	2	48	1.2	100%
Williamstown (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc (WIOA Title IV)	2	72	1.8	100%
TOTALS	2	72	1.8	100%
CVG International Airport Career Center (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc (WIOA Title IV)	2	48	1.2	100%
TOTALS	2	48	1.2	100%

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



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

1. PURPOSE

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

2. PROCEDURE

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

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

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

Impasse- Dispute Resolution

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

1. Consensus Decision-Making

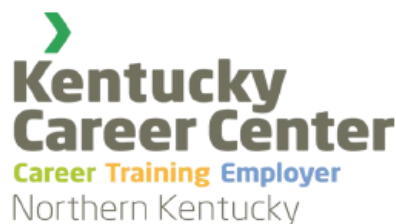
The KCC Operators, Leadership Team, and Partners agree to utilize a consensus-oriented, decision-making process whenever possible for all major decisions regarding center operations.

2. Center-level Dispute Resolution Procedures

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

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

The following reflects the KCC and NKWIB statement on EEO:



Statement on Equal Employment Opportunity

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

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

For more information on Equal Employment Opportunity laws, visit www.eeoc.gov



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

Career Services: Career Services offered through the KCC include:

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

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

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

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

Training Services

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

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

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

Employer Services

Kentucky's workforce programs are designed to meet the needs of employers in relation to the economic needs of their region. A qualified, adaptable labor market is the primary objective for workforce development in Kentucky. The local Kentucky Career Center Business Service Team (BST) coordinates, promotes, conducts outreach and/or provides access to workforce partners and resources designed for employer customers. The following are examples of Employer Services provided:

1. **Employer needs assessment:** Evaluation of employer needs, particularly future hiring and talent needs.

2. **Job posting:** Receiving and filling of job openings; searching resumes; providing access to a diverse labor pool.
3. **Applicant pre-screening:** Assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.
4. **Recruitment and placement assistance:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitments.
5. **Training assistance:** Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions. Examples include the following: work-based training, classroom training, On-the-Job Training, Incumbent Worker Training, cohort training, etc.
6. **Labor Market Index (LMI) information and analysis:** Access to information on labor market trends, statistics, and other data related to the economy, wages, industries, etc.
7. **Employer information and referral:** Provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, apprenticeship programs, human resource practices, alien labor certification, incentive programs such as WOTC or the federal bonding program, etc.
8. **Rapid Response and Layoff Aversion:** Provision of services to prevent downsizing or closure, or to assist during layoff events. Strategies may include incumbent worker training to avert lay-offs, financing options, employee ownership options, placement assistance, worker assessments, establishment of transition centers, labor-management committees, peer counseling, etc.

Service Delivery Codes:

Code	Method Description
FT	On-Site Staff Full Time
PT	On-Site Staff Part Time
C	Contracted Service On-Site Full Time
C/PT	Contracted Service On-Site Part Time
C/Off	Contracted Service Off-Site
T	Access Via Telephone
A	Access Via Automated System or web-based interface

B	Brochure/Handout/ Printed Collateral
P	Materials/ posting at KCC
O	Other
NA	Not Applicable

Agency/ Organization Monitoring

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

Local NKWIB, State, and Federal Monitoring of WIOA Programs

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

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

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

Continuous Quality Improvement (CQI)

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

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

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

**Information is subject to change/update per NKWIB action/approval*

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

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

EXECUTIVE COMMITTEE (EXE)							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
							Staff will be working on FY19
	-Identify number of applications to be submitted and dollar target per year	EXE	NKADD Dev Spec			April/June	7 proposals submitted - generated \$50,000 from GCF, and \$15,000 from Duke
	-Prepare findings; develop options and a schedule of planned events or requests and report to the exec Comm.	EXE	NKADD Dev Spec			April/June	Ongoing
	-measure plan against actual	EXE	NKADD Dev Spec			June	Ongoing
3. Executive Committee will develop a process to review and drive development of mission, vision, values, and strategic plan.	A. Conduct input process to determine relevance of Vision, Mission, and Values every 3 years. To include:	EXE			NKADD	July 2019	
	B. Audit committee strategic plans/action items to ensure tasks are accomplished in alignment with each committee's goals	EXE			NKADD	August	MBO reviews and brings updates to Executive Committee

EXECUTIVE COMMITTEE (EXE)							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
	C. Determine ways to have more discussion of members pertaining to critical community issues related to long term planning	EXE			NKADD	August	Information Sessions added to Regular WIB meetings
	D. Review strategic plan annually for accomplishment of goals or adjustments needed to address critical community issues	EXE			NKADD	August	Completed in October
<i>4. The Staff Outreach committee will support the process developed by the Executive Committee to hold themselves accountable through the strategic plan</i>	<i>A. Per the process calendar, developed to ensure objectives are on track, the Outreach Committee will conduct an audit of their goals and objectives and bring any resulting recommendations to the full WIB for review and approval.</i>	<i>OUTR</i>				<i>EVERY MEETING</i>	<i>ongoing</i>
PARTNERSHIP							
1. Partner on Northern Kentucky and Greater Cincinnati regional initiatives that bring additional resources and capacity that support our local workforce needs.	A. Identify the connections and fill or close any gaps between these entities and the NKWIB (staff connections, KWIB representation on the NKWIB, legislative, etc.)	EXE	WIB DIR		NKADD	Oct/Dec	NKWIB Key Partner GROW NKY Initiative
	B. Review listing of key partners missions and priorities, to stay informed on the missions and priorities of the Workforce key partners; PCW, Coalition, NKEC, UW through identified relationship.	EXE	WIB DIR		NKADD	Oct/Dec	Ongoing

EXECUTIVE COMMITTEE (EXE)

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
2. Ensure that State and Federal entities (KWIB, Workforce Cabinet, federal delegation) are aware of the needs, opportunities, and challenges of the local workforce development system.	A. Create an agenda/issues list to share the most pressing needs with these partners.	EXE	WIB DIR			Jan/Feb 2018	Thru GROW NKY's advocacy efforts the NKWIB communicates its areas of concern Drafted white paper & provided to Chamber Workforce Committee
	B. Share this list through our connections.					Mar/Apr 2018	
	Update and redistribute the list annually.					Mar/Apr Annually	Ongoing
INCREASE AWARENESS							
<i>1. Increase awareness of demand industry sectors to increase access to career pathways.</i>	<i>A. Ensure that the WIB is coordinating with organizations such as Tri Ed and other economic development offices, the Chambers of Commerce, and other workforce development entities regarding common branding of industry sectors so the information is consistent across the spectrum of regional workforce partners.</i>	<i>OUTR</i>				<i>OCTOBER</i>	<i>Being accomplished thru GROW NKY</i>
	<i>B. The Staff Outreach Committee will collect information about industry sectors from the BSC to share with key audiences such as parents, educators,</i>	<i>BSC OUTR</i>		<i>BST</i>		<i>APRIL</i>	<i>Ongoing</i>

EXECUTIVE COMMITTEE (EXE)

GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
2. Enhance the awareness and marketing of the WIB, KY Career Center services and any future initiatives.	<i>job seekers and employers regarding hiring trends.</i>						
	<i>A. Create an innovative outreach marketing plan to showcase the WIB, industry sectors, KY Career Center services, and career resource maps to increase public awareness.</i>	OUTR P/Y			STAFF, OUTR COMM	OCTOBER	Website re-design conducted to include items listed/more strategic use of social media
	<i>B. Highlight stories that illuminate the services we offer and people we serve.</i>	OUTR P/Y			STAFF, OUTR COMM	APRIL	Ongoing – Mission Moment added to WIB
	<i>C. Study the feasibility of branding “certified” job ready candidates available upon employer request.</i>	OUTR P/Y			STAFF, OUTR COMM	APRIL-JUNE	
3. Prepare branded WIB materials describing user services and required criteria to receive services.	<i>A. Create branded materials, include in marketing plan (2-A), and distribute to stakeholders.</i>	OUTR				APRIL	<i>Ongoing- including materials to support the Covington Career Center Investment Campaign</i>

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

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

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

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

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

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

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

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

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

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

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

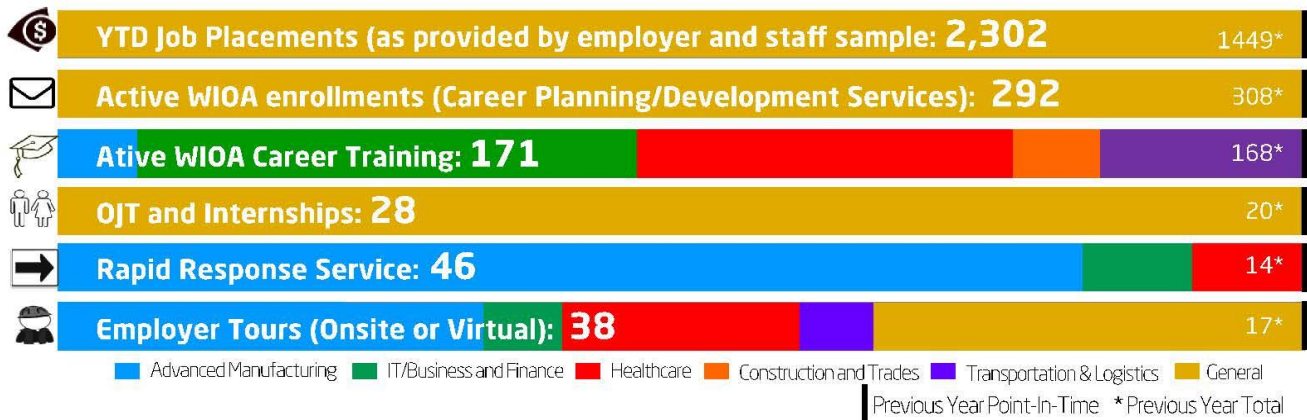
Key Performance Indicators FY18 (KPI) July 1, 2017– June 31, 2018

Employer Contacts



KCC Hiring Events	351	342♦ / 342*	Employer Job Orders	7,675	3015♦ / 3015*	Job Fairs	8	7♦ / 7*
Hiring Event Employers	181	208♦ / 208*	Available Jobs	18,586	8820♦ / 8820*	Job Fair Employers	334	314♦ / 314*
Applicant Interviews	4690	4045♦ / 4045*	Unique Employers	568	785♦ / 785*	Job Fair Attendees	1,265	989♦ / 989*

♦ Previous Year Point-In-Time * Previous Year Total



Customer Satisfaction



Job Seeker: **98%**
 Employer: **94%**

Labor Market Index (LMI) Data

NKY Labor Participation Rate: 67.1% KY: 60.1% US: 63.4%
 NKY Unemployment Rate: 4.0% KY: 5.0% US: 4.2%

Sources: KCEWS, U.S. BLS, KCC Business Services Team

(**Point in Time: June 2018, Not Seasonally Adjusted)

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

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

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

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

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

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

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

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

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

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

**QLESS is a digital customer queue / waiting management system that is currently utilized at the Kentucky Career Center in Covington. This system directly engages customers as they enter the career center, creates/maintains a virtual queue, communicates with staff/partners, shortens customer wait times, elevates staff efficiency/ productivity, provides metrics on career center partner/ services, and promotes higher customer satisfaction.

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

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

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

Signature _____ **Date** _____

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature _____ **Date** _____

Doug Ostholthoff, Vice President
Printed Name & Title

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

Signature _____ **Date** _____

Catrena Bowman-Thomas, Executive Director
Printed Name & Title

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

Signature _____ **Date** _____

Kail Clifton, Manager of Special Services
Printed Name & Title


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

Signature _____ **Date** _____

Lisa Cooper, Executive Director
Printed Name & Title

Commonwealth of KY Partners:

Department for Workforce Investment (DWI)
(WIOA Title III- Wagner-Peyser, Trade Act)

 **6/4/19**

Signature _____ **Date** _____

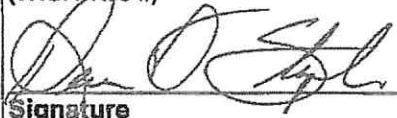
Josh Benton, Deputy Secretary
Printed Name and Title

KY Cabinet for Health and Family Services
(Department for Community Based Services- TANF)

Signature _____ **Date** _____

Eric Clark, DCBS Commissioner
Printed Name & Title


KY Office of Adult Education / Skills U
(WIOA Title II)

 **6/3/19**

Signature _____ **Date** _____

Reecie Stagnolla, Executive Director
Printed Name and Title

Office of Vocational Rehabilitation (OVR)
(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

 **6/3/19**

Signature _____ **Date** _____

Cora McNabb, Executive Director
Printed Name and Title

MEMORANDUM OF UNDERSTANDING
FOR

Local Workforce Development Area: Northern Kentucky

Kentucky Career Center (One-Stop) Operations

Signature Pages

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

Chief Elected Official

Signature Date

Gary Moore, Boone County Judge Executive
Printed Name & Title

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

Tammy Weidinger 6/24/19
Signature Date

Tammy Weidinger, President & CEO
Printed Name & Title

Whitney M. Young, Jr. Job Corps Center
(WIOA- Title 1 Job Corps)

Signature Date

Woody Allen, Center Director
Printed Name & Title

Northern KY WIB Chairperson

Signature Date

Andrew Aiello, Chairperson
Printed Name & Title

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

Signature Date

Kerry Jevesevar, Director
Printed Name & Title

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

Signature Date

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

MEMORANDUM OF UNDERSTANDING
FOR

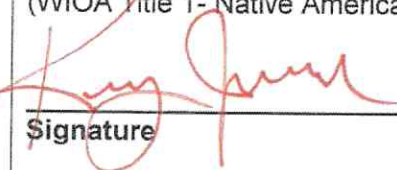
Local Workforce Development Area: **Northern Kentucky**

Kentucky Career Center (One-Stop) Operations

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Chief Elected Official	
Signature	Date
<u>Gary Moore, Boone County Judge Executive</u> Printed Name & Title	
 Brighton Center, Inc. (WIOA- Title 1 Direct Services Provider / One-Stop Operator)	
Signature	Date
<u>Tammy Weidinger, President & CEO</u> Printed Name & Title	
 Whitney M. Young, Jr. Job Corps Center (WIOA- Title 1 Job Corps)	
Signature	Date
<u>Woody Allen, Center Director</u> Printed Name & Title	

Northern KY WIB Chairperson	
Signature	Date
<u>Andrew Aiello, Chairperson</u> Printed Name & Title	
 Council of Three Rivers (WIOA Title 1- Native American Programs)	
	<u>6/27/2009</u>
Signature	Date
<u>Kerry Jevesevar, Director</u> Printed Name & Title	
 Gateway Community and Technical College (Post-secondary education and KCTCS)	
Signature	Date
<u>Dr. Fernando Figueroa, President & CEO</u> Printed Name & Title	

Gateway / KCTCS

MEMORANDUM OF UNDERSTANDING
FOR

Local Workforce Development Area: Northern Kentucky

Kentucky Career Center (One-Stop) Operations

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Signature _____ Date _____

Gary Moore, Boone County Judge Executive
Printed Name & Title

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

Signature _____ Date _____

Tammy Weidinger, President & CEO
Printed Name & Title

Whitney M. Young, Jr. Job Corps Center
(WIOA- Title 1 Job Corps)

Signature _____ Date _____

Woody Allen, Center Director
Printed Name & Title

Northern KY WIB Chairperson

Signature _____ Date _____

Andrew Aiello, Chairperson
Printed Name & Title

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

Signature _____ Date _____

Kerry Jevesevar, Director
Printed Name & Title

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

Fernando Figueroa 7/18/19
Signature _____ Date _____

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

Goodwill

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

Signature _____ Date _____

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature _____ Date 6/18/19

Doug Ostholthoff, Vice President
Printed Name & Title

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

Signature _____ Date _____

Catrena Bownan-Thomas, Executive Director
Printed Name & Title

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

Signature _____ Date _____

Kali Clifton, Manager of Special Services
Printed Name & Title

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

Signature _____ Date _____

Lisa Cooper, Executive Director
Printed Name & Title

Commonwealth of KY Partners:

Department for Workforce Investment (DWI)
(WIOA Title III- Wagner-Peyser, Trade Act)

Signature [Signature] Date 6/4/19

Josh Benton, Deputy Secretary
Printed Name and Title

KY Cabinet for Health and Family Services
(Department for Community Based Services- TANF)

Signature _____ Date _____

Eric Clark, DCBS Commissioner
Printed Name & Title

KY Office of Adult Education / Skills U
(WIOA Title II)

Signature [Signature] Date 6/3/19

Reecie Stagnolia, Executive Director
Printed Name and Title

Office of Vocational Rehabilitation (OVR)
(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature [Signature] Date 6/3/19

Cora McNabb, Executive Director
Printed Name and Title

MEMORANDUM OF UNDERSTANDING
FOR

Local Workforce Development Area: Northern Kentucky

Kentucky Career Center (One-Stop) Operations

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Printed Name & Title

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(WIOA- Title 1 Direct Services Provider / One-Stop Operator)

Signature _____ Date _____

Tammy Weidinger, President & CEO
Printed Name & Title

Whitney M. Young, Jr. Job Corps Center
(WIOA- Title 1 Job Corps)



Signature _____ Date _____

Ian Crump, Acting Center Director
Printed Name & Title

Northern KY WIB Chairperson

Signature _____ Date _____

Andrew Aiello, Chairperson
Printed Name & Title

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

Signature _____ Date _____


Kerry Jevesevar, Director
Printed Name & Title

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

Signature _____ Date _____

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

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

 6-25-2019
Signature Date

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature Date

Doug Ostholthoff, Vice President
Printed Name & Title

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

Signature Date

Catrena Bowman-Thomas, Executive Director
Printed Name & Title

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

Signature Date

Kail Clifton, Manager of Special Services
Printed Name & Title

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

Signature Date

Lisa Cooper, Executive Director
Printed Name & Title

Commonwealth of KY Partners:

Department for Workforce Investment (DWI)
(WIOA Title III- Wagner-Peyser, Trade Act)

Signature Date

Josh Benton, Deputy Secretary
Printed Name and Title

KY Cabinet for Health and Family Services
(Department for Community Based Services- TANF)

Signature Date

Eric Clark, DCBS Commissioner
Printed Name & Title

KY Office of Adult Education / Skills U
(WIOA Title II)

Signature Date

Reecie Stagnolia, Executive Director
Printed Name and Title

Office of Vocational Rehabilitation (OVR)
(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature Date

Cora McNabb, Executive Director
Printed Name and Title

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

Signature _____ **Date** _____

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature _____ **Date** _____

Doug Ostholthoff, Vice President
Printed Name & Title

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

Signature _____ **Date** _____

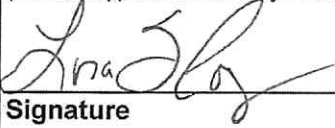
Catrena Bowman-Thomas, Executive Director
Printed Name & Title

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

Signature _____ **Date** _____

Kail Clifton, Manager of Special Services
Printed Name & Title

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

 7/25/19

Signature _____ **Date** _____

Lisa Cooper, Executive Director
Printed Name & Title

Commonwealth of KY Partners:

Department for Workforce Investment (DWI)
(WIOA Title III- Wagner-Peyser. Trade Act)

Signature _____ **Date** _____

Josh Benton, Deputy Secretary
Printed Name and Title

KY Cabinet for Health and Family Services
(Department for Community Based Services- TANF)

Signature _____ **Date** _____

Eric Clark, DCBS Commissioner
Printed Name & Title

KY Office of Adult Education / Skills U
(WIOA Title II)

Signature _____ **Date** _____

Reecie Stagnolia, Executive Director
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Office of Vocational Rehabilitation (OVR)
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Signature _____ **Date** _____

Cora McNabb, Executive Director
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(Local public library system- LEAF partnership)

Signature _____ Date _____

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature _____ Date _____

Doug Osthoff, Vice President
Printed Name & Title

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

 7/23/19
Signature _____ Date _____

Catrena Bowman-Thomas, Executive Director
Printed Name & Title

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

Signature _____ Date _____

Kail Clifton, Manager of Special Services
Printed Name & Title

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

Signature _____ Date _____

Lisa Cooper, Executive Director
Printed Name & Title

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Signature _____ Date _____

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(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature _____ Date _____

Cora McNabb, Executive Director
Printed Name and Title

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

Signature **Date**

Dave Schroeder, Executive Director
Printed Name & Title

Ohio Valley Goodwill Industries
(Homeless Veterans Reintegration Program)

Signature **Date**

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Signature **Date**

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(Public transit/ bus system)

Signature **Date**

Kail Clifton, Manager of Special Services
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Northern KY Area Development District
(NKWIB Support/ Admin. Entity/ Fiscal Agent, TANF Partner)

Signature **Date**

Lisa Cooper, Executive Director
Printed Name & Title

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Department for Workforce Investment (DWI)
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KY Office of Adult Education / Skills U
(WIOA Title II)

Signature **Date**

Reecie Stagnolia, Executive Director
Printed Name and Title

Office of Vocational Rehabilitation (OVR)
(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature **Date**

Cora McNabb, Executive Director
Printed Name and Title

**MEMORANDUM OF UNDERSTANDING
FOR**


Local Workforce Development Area: Northern Kentucky

Kentucky Career Center (One-Stop) Operations

Signature Pages

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

Chief Elected Official	
Signature	Date
<u>Gary Moore, Boone County Judge Executive</u> Printed Name & Title	
 Brighton Center, Inc. (WIOA- Title 1 Direct Services Provider / One-Stop Operator)	
Signature	Date
<u>Tammy Weidinger, President & CEO</u> Printed Name & Title	
 Whitney M. Young, Jr. Job Corps Center (WIOA- Title 1 Job Corps)	
Signature	Date
<u>Woody Allen, Center Director</u> Printed Name & Title	

Northern KY WIB Chairperson	
	7/24/19
Signature	Date
<u>Andrew Aiello, Chairperson</u> Printed Name & Title	
 Council of Three Rivers (WIOA Title 1- Native American Programs)	
Signature	Date
<u>Kerry Jevesevar, Director</u> Printed Name & Title	
 Gateway Community and Technical College (Post-secondary education and KCTCS)	
Signature	Date
<u>Dr. Fernando Figueroa, President & CEO</u> Printed Name & Title	


MEMORANDUM OF UNDERSTANDING
FOR

Local Workforce Development Area: Northern Kentucky

Kentucky Career Center (One-Stop) Operations

Signature Pages

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

Chief Elected Official	
	8/12/19
Signature	Date
<u>Gary Moore, Boone County Judge Executive</u> Printed Name & Title	
 Brighton Center, Inc. (WIOA- Title 1 Direct Services Provider / One-Stop Operator)	
Signature	Date
<u>Tammy Weidinger, President & CEO</u> Printed Name & Title	
 Whitney M. Young, Jr. Job Corps Center (WIOA- Title 1 Job Corps)	
Signature	Date
<u>Ian Crump, Acting Center Director</u> Printed Name & Title	

Northern KY WIB Chairperson	
Signature	Date
<u>Andrew Aiello, Chairperson</u> Printed Name & Title	
 Council of Three Rivers (WIOA Title 1- Native American Programs)	
Signature	Date
<u>Kerry Jevesevar, Director</u> Printed Name & Title	
 Gateway Community and Technical College (Post-secondary education and KCTCS)	
Signature	Date
<u>Dr. Fernando Figueroa, President & CEO</u> Printed Name & Title	

CHFS/
DCBS
10/3

CHFS 2nd Party Agreement

For Cooperation Agreement

Issued by

Northern Kentucky Workforce Development Area

And

**The Cabinet for Health and Family Services (CHFS)
The Department for Community Based Services**

Point of Contact

Leslie Proctor, Grants Administrator
Office of Administrative and Technology Services
Division of Procurement and Grant Oversight
MOU/Grant Branch
275 East Main Street, 4E-C
Frankfort, KY 40621
Telephone: 502-564-7736, ext. 3413
E-mail: leslie.proctor@ky.gov

CHFS / DCBS
2 of 3

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

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

2018-2021



CHFS/DCBS
3 of 3

ORIGINAL AGREEMENT (2nd Party)

Approvals

This Memorandum of Understanding (MOU) is subject to the terms and conditions stated herein. By affixing signatures below, the parties verify that they are authorized to enter into this agreement and that they accept and consent to be bound by the terms and conditions stated herein. In addition, the parties agree that (i) electronic approvals may serve as electronic signatures, and (ii) this agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all counterparts together shall constitute a single agreement.

1st Party Signature (Vendor Name):

DocuSigned by:
Jason Ashbrook
A4FB3521E5D1449...
Signature

Jason Ashbrook
Printed Name

NKWIB Program Director
Title

6/28/2019 | 6:22 AM PDT
Date

2nd Party Signature (CHFS):

DocuSigned by:
Tresa Straw
65E88D88F461A8...
Signature

Tresa Straw
Printed Name

Chief of Staff
Title

6/24/2019 | 5:05 PM EDT
Date

Department's Commissioner:

DocuSigned by:
Eric Clark
03C9E37A03FE434...
Signature

Eric Clark
Printed Name

Commissioner
Title

6/24/2019 | 4:38 PM EDT
Date

Approved as to form and legality:

DocuSigned by:
D. Brent Irwin
D7262B2617449C...

Legal DocuSigned by:
[Signature]
AFF4FA5D34B84FA...

Regional/Local Plan Notification Plan

On March 26, 2021, upon posting the Local Plan, to www.nkcareercenter.org, the following notifications will be sent:

- the NKWIB posted on its social media accounts (Twitter- @NorthernKYWIB and Facebook- @NKWIB) information on reviewing the Northern Kentucky Workforce Development Area Regional/Local Plan prepared for the Chief Local Elected Officials and the Northern Kentucky Workforce Investment Board.
- In turn, the posting was shared on the Kentucky Career Center-Northern Kentucky social media accounts (Twitter- @NKYCareerCenter and Facebook- @kentuckycareercenterky) and
- the Northern Kentucky Area Development Districts social media accounts (Twitter- @nkadd and Facebook- @nkadd1971).

The posts included the following language:

In accordance with the Workforce Innovation and Opportunity Act (WIOA) requirements, the Chief Local Elected Officials and the NKWIB have prepared the Northern Kentucky Workforce Development Area Local Plan.

A draft copy of the Regional and Local Plan is available for review and comment at NKADD.org or NKcareercenter.org.

The NKWDB will hold a virtual open meeting on April 20, 2021 at 10 am, for public comment on the plan. Registration is now available.

Any comments regarding the plan can also be submitted to the Northern Kentucky Area Development District at WIB@nkadd.org by the close of business on April 23, 2021.

Notification of the plan's posting will be emailed to all members of the Northern Kentucky Workforce Investment Board, the Northern Kentucky Area Development District Board of Directors and NKWIB interested parties mailing list. The NKWIB interested party mailing list includes

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

The complete plan is available for review on the NKADD website, the KCC-NKY website and in hard copy form at the NKADD offices.

Notification of the Regional Plan will mirror the local plan notification plan.

Media Contact: Tara Johnson-Noem
NKWIB Director & Associate Director - Workforce, NKADD
tara.noem@nkadd.org
859.283.1885

March 26, 2021

The Northern Kentucky Workforce Investment Board (NKWIB) is responsible for administering workforce development funds for the eight-county Northern Kentucky Area Development District region. According to the Workforce Innovation and Opportunity Act (WIOA), the NKWIB has prepared the draft Northern Kentucky Workforce Development Area Local and Regional Plan for 2022-2025. The Local Workforce Development Area Plan sets forth the strategy to:

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

This comprehensive plan should identify regional collaboration and innovation opportunities and incorporate priorities and opportunities identified within the Local Plan, guidance from final WIOA regulations and feedback to Kentucky on its WIOA State Plan.

The draft Regional and Local Plan is available for review and comment at NKADD.org or NKcareercenter.org. The NKWIB will hold a virtual open meeting on April 20, 2021, at 10 am for public comment on the plan. Use this [link](#) to register for the open forum. Any written comments regarding the plan can also be submitted to the Northern Kentucky Area Development District at WIB@nkadd.org by the close of business on April 23, 2021.

The NKWIB will hold a special meeting on April 29, 2021 at 11:30 a.m. to approve the Local and Regional Plan. Once approved by the NKWIB, the Local Governance Board, comprised of the eight judges/executive will vote on the Plan during a special meeting on April 30, 2021 at 1:00 p.m.

The Northern Kentucky Workforce Investment Board (NKWIB) drives the work of the local Kentucky Career Center system to prepare and connect qualified job seekers to the hiring needs of regional employers. The 35-member Northern Kentucky Workforce Investment Board (NKWIB) oversees and funds the local Kentucky Career Center system's work in preparing and connecting qualified job seekers to the hiring needs of regional employers. Board members are appointed by the local Judges/Executive in our eight-county region. *For more information, visit:* www.nkcareercenter.org/workforce-investment-board.

From: [Workforce Investment Board](#)
To: [Berkshire Kirkpatrick, Katie Jo](#)
Bcc: [Newport - Able, Amy](#); [Adams, Robb](#); [Baker, Jamie](#); [Bradford, Billie](#); [Brown, Gabe](#); [Caldwell, Brent](#); [Cottingham, Joe](#); [Diaz, Lewis](#); [Dills, Chuck](#); [Dressman, Pat](#); [Elberfeld, Matt](#); [Ellis, Casey](#); [Fette, Jessica](#); [Fields, David](#); [French, Charlie](#); [Gaines, Adam](#); [Goetting, Pam](#); [Hamberg, Jim](#); [Heeger, Amy](#); [Huizenga, Jordan](#); [King, Vicky](#); [Knochermann, Kris](#); [Kramer, David](#); [Kremer, Matthew](#); [Lampe, Tom](#); [Meyer, Joe](#); [Meyer, Paul](#); [Miles, Shelby](#); [Moore, Gary](#); [Moriconi, Chris](#); [Morris, Ryan](#); [Mueller, John](#); [Norton, Bryan](#); [Pendery, Steve](#); [Pleiman, Laura](#); [Raverty, Pat](#); [Reinersman, Chris](#); [Schadler, Willie](#); [Shriver, Joe](#); [Skinner, Rick](#); [Skinner, Rick CC](#); [Spurgeon, Todd](#); [Stinson, Ron](#); [Tomlinson, Shorty](#); [Washington, Ron](#); [Whalen, Diane](#); [Wilson, Lisa](#); [Baines, John](#); [Vicki Berling](#); [Birkenhauer, Nick](#); [Bonhaus, Kevin](#); [Bowman-Thomas, Catrena](#); [Bozeman, Brian](#); [Cestaric, Michelle](#); [Brent Cooper](#); [Day, Chad](#); [Dobbs, Dana](#); [Douthat, Gina](#); [Dunlap, Sherra](#); [Figueroa, Fernando \(Gateway\)](#); [Fleischer, David](#); [Harrah, Janet](#); [Henry, Kristie](#); [Henson, Ryan](#); [Jamie Johnson](#); [Dean McKay](#); [Morris, Lisa](#); [Murphy, Sybil](#); [O'Hara, Francis](#); [Parsons, Jamie](#); [Poe, Randy](#); [Rossetti, Kimberly](#); [Schnell, Connie](#); [Schroeder, Dave](#); [Schutzman, Carissa \(schutzcb\)](#); [Stafford, Robert](#); [Starkey-Taylor, Shannon](#); [Tiemeier, Jarrod](#); [Tyson, Michelle](#); [Webb-Edgington, Alecia](#); [Whitaker, Rhonda](#); [Adams, Robb](#); [Adkins, Jon](#); [Andrew Aiello](#); [Amrine, Daney](#); [hillary@carrollcountylibrary.org](#); [Arthur, Hope](#); [Baker, Jamie](#); [Bates, Ellen](#); [Borne, Patricia](#); [tourismdirector@owencountyky.us](#); [Bradburn, Chris](#); [greg.brockman@cdrky.org](#); [Buerkley, Joe](#); [Bussell, Darlene](#); [Butler, Larry](#); [MByrd@pcplibrary.org](#); [ichancery@owenlibrary.org](#); [Clifton, Cyndi](#); [costellon1@nku.edu](#); [Dills, Chuck](#); [Eimer, Corey](#); [judge@owencountyky.us](#); [Evans, Karen](#); [Fields, David](#); [brit@bluenorthky.com](#); [carrollcountychamberky@gmail.com](#); [Frantz, Jane E \(Gateway\)](#); [French, Charlie](#); [Frye, Talia](#); [Gaines, Adam](#); [Rosemarie Gossett](#); [Hall, Vera](#); [Jury, Tony](#); [Kuhn, Beth](#); [Marsh, Cristina](#); [amccarty@kychamber.com](#); [Miles, Shelby](#); [Miller, Lakisha](#); [Mitchell, Bill](#); [Mitchell, Joellen](#); [Morgan, Zach](#); [r.morris@gallatinfiscalcourt.com](#); [Leisa Mulcahy](#); [s.nimersheim@grantlib.org](#); [Nolan, Tim](#); [Pendery, Steve](#); [Luke.Ramsay@uky.edu](#); [Razor, Amy](#); [Reynolds, Rebecca](#); [Rice, Jennifer](#); [Ruppert, Natalie](#); [Sanders, John](#); [Scalf, Amy](#); [Serra, Kim](#); [Setters, Martha](#); [Skinner, Rick](#); [Sommer, Melissa](#); [Stinson, Ron](#); [tomlinsonshorty1949@gmail.com](#); [Turner, Matthew](#); [VanArsdale, Brian](#); [director@carrolltontourism.com](#); [Williams, Laura](#); [Winkler, Wonda](#); [Yocum, Heather \(Jefferson\)](#); [Zumwalt, Kelly](#); [matt.baker@wv.kyschools.us](#); [jay.brewer@dayton.kyschools.us](#); [Buerkley, Joe](#); [karen.cheser@forthomas.kyschools.us](#); [greg.duty@southgate.kyschools.us](#); [alvin.garrison@covington.kyschools.us](#); [Larry.Hammond@gallatin.kyschools.us](#); [kmcguire@covdio.org](#); [Misty.Middleton@Williamstown.kyschools.us](#); [chad.molley@erlanger.kyschools.us](#); [matt.morgan@grant.kyschools.us](#); [david.rust@campbell.kyschools.us](#); [robb.smith@bellevue.kyschools.us](#); [mike.stacy@beechwood.kyschools.us](#); [Stafford, Robert](#); [Turner, Matthew](#); [tony.watts@education.ky.gov](#); [henry.webb@kenton.kyschools.us](#); [ajohannemann@nkychamber.com](#); [Razor, Amy](#); [Randy.CULMAN@armor-group.com](#); [kfinan@nkregionalalliance.com](#); [lac@northernkentuckyusa.com](#); [marianne.schmidthurt@pnc.com](#); [RLC@NorthernKentuckyUSA.com](#); [Randy.poe@nkyec.org](#); [Ryan.HEITKAMP@armor-group.com](#); [Johnson-Noem, Tara](#); [Winkler, Wonda](#)
Subject: Northern Kentucky Workforce Development Area Local and Regional Plan for 2022-2025
Date: Friday, March 26, 2021 4:21:00 PM

Good Afternoon,

The Northern Kentucky Workforce Investment Board (NKWIB) is responsible for administering workforce development funds for the eight-county Northern Kentucky Area Development District region. Following the guidelines of the Workforce Innovation and Opportunity Act (WIOA), the NKWIB has prepared the draft Northern Kentucky Workforce Development Area Local and Regional Plan for 2022-2025. The Local Workforce Development Area Plan sets forth the strategy to:

Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.

- Apply job-driven strategies in the one-stop delivery system.
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs.
- The Regional plan should identify regional collaboration and innovation opportunities and incorporate priorities and opportunities identified within the Local

Plan, guidance from final WIOA regulations, and feedback to Kentucky on its WIOA State Plan.

The comprehensive Local and Regional Plan provides an in-depth look at the programs and activities within the NKWDA. Simultaneously, the NKWIB is working towards revising its strategic plan by summer 2021. The NKWIB strategic plan outlines the workforce development goals and objectives for the region.

The draft Local and Regional Plan is available for review and comment at NKADD.org or NKcareercenter.org. The NKWIB will hold a virtual open meeting on April 20, 2021, at 10 am for public comment on the plan. Use this [link](#) to register for the open forum. Any written comments regarding the plan can also be submitted to the Northern Kentucky Area Development District at WIB@nkadd.org by the close of business on April 23, 2021.

The NKWIB will hold a special meeting on April 29, 2021 at 11:30 a.m. to approve the Local and Regional Plan. Once approved by the NKWIB, the Local Governance Board, comprised of the eight judges/executive will vote on the plan during a special meeting on April 30, 2021 at 1:00 p.m.

**2022 Northern Kentucky Local
WIOA Regional and Local Plan
Public Comment**

No comments were received during the public comment period.

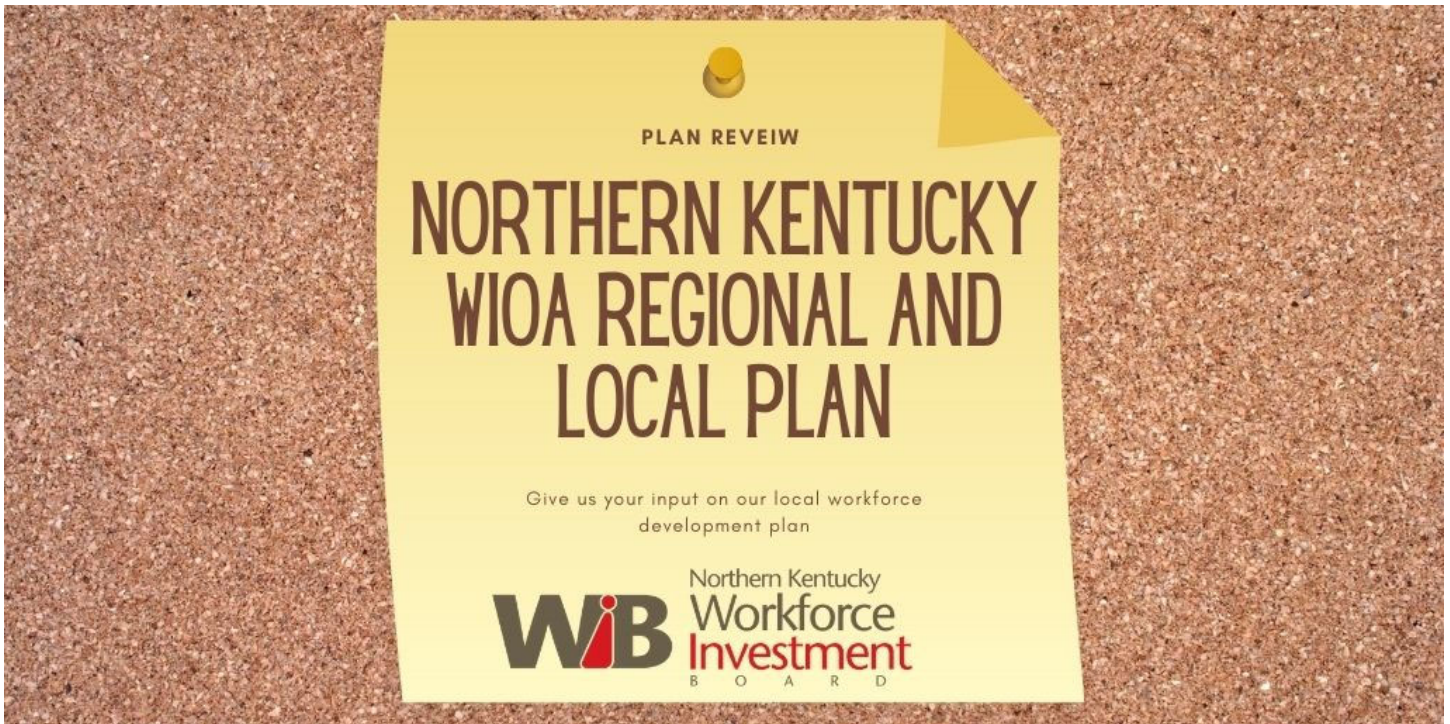
Name:
Date:
Comment:

Name:
Date:
Comment:

Open Meeting – April 20, 2021

For the Opening Meeting, the agenda including a plan review and comment period. Besides NKWIB staff, the virtual meeting had three participants. They provide no additional comments. The meeting can be viewed on the NKWIB Facebook page and the NKWIB YouTube page.

Name:
Date:
Comment:



Northern Kentucky Workforce Investment Board

Published by Hootsuite · March 26 ·

In accordance with the Workforce Innovation and Opportunity Act (WIOA) requirements, the Chief Local Elected Officials and the NKWIB have prepared the Northern Kentucky Workforce Development Area Local Plan.

A draft copy of the Regional and Local Plan is available for review and comment at NKADD.org or NKcareercenter.org.

The NKWIB will hold a virtual open meeting on April 20, 2021 at 10 am, for public comment on the plan. Registration at <http://ow.ly/jUfC50E8gCg>

Any comme... **See More**

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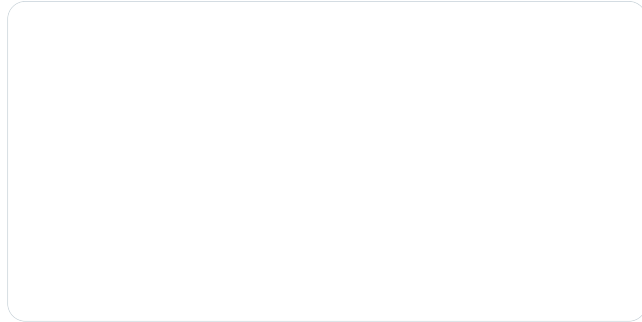
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Tweet

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NKWIB @NorthernKYWIB

Per WIOA, the LEOs and the NKWIB have prepared the NKY Regional and Local Plan. Review the draft plan at NKcareercenter.org. Send written comment to WIB@nkadd.org by April 23 or attend a virtual meeting on April 20, 2021. Registration at ow.ly/Ok7x50E8hfK



3:48 PM · Mar 26, 2021 · Hootsuite Inc.

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NKWIB @NorthernKYWIB The NKWIB drives the work of the local career center system to prepare and connect qualified job seekers to the hiring needs of regional employers.

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#RatedRookie The future starts today Promoted by Panini America

Politics · Trending Operation Warp Speed President Biden's remarks regarding his administration's roll-out of COVID-19 vaccinations prompt discussion of Operation Warp Speed, the Trump administration's vaccine program 33.4K Tweets

NFL · Trending Draft Day NFL fans across the country are waking up with a spring in their step as Draft Day gets underway Trending with #OnePride

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NKWIB @NorthernKYWIB

Messages



225

CONFIRMATION

NO KY AREA DEV/ACCTS PAYABLE
22 SPIRAL DR
FLORENCE KY 41042-

PO# 0331

<u>Account</u>	<u>AD#</u>	<u>Net Amount</u>	<u>Tax Amount</u>	<u>Total Amount</u>	<u>Payment Method</u>	<u>Payment Amount</u>	<u>Amount Due</u>
CIN-402800	0004672174	\$87.88	\$0.00	\$87.88	Credit Card	\$0.00	\$87.88

Sales Rep: FAlexander

Order Taker: FAlexander

Order Created 04/01/2021

<u>Product</u>	<u>Placement/Classification</u>	<u># Ins</u>	<u>Start Date</u>	<u>End Date</u>
CIN-EN Kentucky Enquirer	CIN-Public/Legal Notices	1	04/08/2021	04/08/2021
CIN-EN KY Cincinnati.com	CINW-Publi/Legal Notices	1	04/08/2021	04/08/2021

* ALL TRANSACTIONS CONSIDERED PAID IN FULL UPON CLEARANCE OF FINANCIAL INSTITUTION

Text of Ad: 04/01/2021

Public Hearing Notice

The Northern Kentucky Workforce Investment Board will hold a virtual public hearing on Tuesday, April 20 at 10 am regarding FY 2022 to FY 2025 Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plan. The Northern Kentucky Local Workforce Development Area serves Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen and Pendleton Counties. The regional component focuses on Bluegrass Local Workforce Development Area, Lincoln Trail Local Workforce Development Area and Northern Kentucky Local Workforce Development Area. The draft plan is available for review and comment at NKADD.org and NKcareercenter.org. To register for the meeting, visit NKADD.org. Questions or comments regarding the plan may also be submitted to WLB@nkadd.org by 4pm April 23, 2021.
KY, Apr 8, '21 #4672174

CONFIRMATION

NO KY AREA DEV/ACCTS PAYABLE
22 SPIRAL DR
FLORENCE KY 41042-

<u>Account</u>	<u>AD#</u>	<u>Net Amount</u>	<u>Tax Amount</u>	<u>Total Amount</u>	<u>Payment Method</u>	<u>PO#</u>	<u>Payment Amount</u>	<u>Amount Due</u>
CIN-402800	0004672184	\$27.82	\$0.00	\$27.82	Credit Card		\$0.00	\$27.82

Sales Rep: FAlexander

Order Taker: FAlexander

Order Created 04/01/2021

<u>Product</u>	<u>Placement/Classification</u>	<u># Ins</u>	<u>Start Date</u>	<u>End Date</u>
CIN-CR KY Boone Enq Bundle	CIN-Public/Legal Notices	1	04/08/2021	04/08/2021
CIN-EN Cincinnati.com	CINW-Publi/Legal Notices	1	04/08/2021	04/08/2021

* ALL TRANSACTIONS CONSIDERED PAID IN FULL UPON CLEARANCE OF FINANCIAL INSTITUTION

Text of Ad: 04/01/2021

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BCR, Apr8, '21#4672184

CONFIRMATION

NO KY AREA DEV/ACCTS PAYABLE
22 SPIRAL DR
FLORENCE KY 41042-

<u>Account</u>	<u>AD#</u>	<u>Net Amount</u>	<u>Tax Amount</u>	<u>Total Amount</u>	<u>Payment Method</u>	<u>PO#</u>	<u>Payment Amount</u>	<u>Amount Due</u>
CIN-402800	0004672202	\$20.56	\$0.00	\$20.56	Credit Card		\$0.00	\$20.56

Sales Rep: FAlexander

Order Taker: FAlexander

Order Created 04/01/2021

<u>Product</u>	<u>Placement/Classification</u>	<u># Ins</u>	<u>Start Date</u>	<u>End Date</u>
CIN-CR KY Campbell Enq Bundle	CIN-Public/Legal Notices	1	04/08/2021	04/08/2021
CIN-EN Cincinnati.com	CINW-Publi/Legal Notices	1	04/08/2021	04/08/2021

* ALL TRANSACTIONS CONSIDERED PAID IN FULL UPON CLEARANCE OF FINANCIAL INSTITUTION

Text of Ad: 04/01/2021

Public Hearing Notice

The Northern Kentucky Workforce Investment Board will hold a virtual public hearing on Tuesday, April 20 at 10 am regarding FY 2022 to FY 2025 Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plan. The Northern Kentucky Local Workforce Development Area serves Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen and Pendleton Counties. The regional component focuses on Bluegrass Local Workforce Development Area, Lincoln Trail Local Workforce Development Area and Northern Kentucky Local Workforce Development Area. The draft plan is available for review and comment at NKADD.org and NKcareercenter.org. To register for the meeting, visit NKADD.org. Questions or comments regarding the plan may also be submitted to WLB@nkadd.org by 4pm April 23, 2021.
CCR, Apr8, '21#4672202

POSTED!

Persons are notified that the land and property belonging to the below listed persons are posted against hunting, fishing, trapping, 4-wheeler or dirt bike riding, walking, horseback riding, woodcutting, dumping or any other kind of trespassing. Owners are not responsible for any accidents. Violators will be prosecuted to the fullest extent of the law.

- 415 Cash Dr.** Dry Ridge, KY
- Becker property at 1105 Peaceful Hollow, Dry Ridge.
- Beuna Marksberry**, 920 Mason Cordova Rd., Corinth.
- BREWER** Properties located at: 5075 Dixie Hwy, Corner of Dry Ridge Rd., & Assembly Church Rd., and 1725 Knoxville Rd.
- Byrley property located at 255 Turner Dr., Crittenden.
- Collins property located at 215, 225 and 235 Frederica Rd., Dry Ridge, KY
- Colson, Tim and Dawn** - Property located at 5705 Warsaw Rd., Dry Ridge.
- CONRAD**, Janet & Donnie. 1700 Crittenden Mount Zion Rd., Dry Ridge KY 41035
- DEGLOW, RICHARD & LINDA.** Farm at 1495 Heekin Road, Williamstown, KY.

- Dimitt Property 7120 Warsaw Rd., Dry Ridge (Old Kelly Martin Farm)
- Dishon Farms, Verona-Mt. Zion Rd., Vanlandingham Rd. and Arnold's Creek Rd.
- Henry Family Farm at 1115 Smokey Rd., Williamstown. 4-23-20
- Coldiron property located at 265 Russell Flynn Rd., and 2180 Heather Ridge Road, Crittenden.
- Janice & Jack Bowling** property located on White Chapel Road.
- Kathy and James Havens, 5843 Baton Rouge Rd. 6-29-20
- Littrell property** at 800 Ashbrook Rd., Williamstown.
- Lonald, Linda and Wesley Cook, 1600 Corinth Road (40 acres).
- March property** located at 540 Hopewell Road, Crittenden, KY.
- McClanahan Farm, 289 Adams Road, Williamstown and 5765 Warsaw Road, Dry Ridge.
- McKEE PROPERTY**, 210 Mason Cordova Road. Corinth.
- PROPERTY LOCATED AT - 5340 Stewartsville Rd., Williamstown.
- PICKETT** Property located at 10490 Taft Hwy., Williamstown (Route 22 & White Chapel Road)
- Property of **Doering Family Ltd.** Partnership on Dry Ridge Mt. Zion Rd., Dry Ridge.
- Race Family Property, 23.6 acres, 685 Smokey Rd., Williamstown.
- SAALFELD, KURT** - 423 Peaceful Hollow Road, Dry Ridge, KY & Surrounding 42 acres.
- SAMS PROPERTY**, 265 Turner Road and Lincoln Ridge Road Properties.

- SATTERWHITE, MIKE** Farm, 250 School Road, Jonesville, KY 41052.
- Schehr, Joshua** - 4060 Gardensville Road, Crittenden, KY 41030
- Schneider, Kenneth & Deborah** - All Properties Located at 375 & 365 Cash Drive, Williamstown, KY
- Sponcil, Wayne** 485 Sherman Newtown Rd.; Sponcil Properties, 2895 Dixie Hwy.
- TAYLOR FARM located at 5098 Warsaw Rd., Dry Ridge.
- The Darlington Property located at Lawrenceville Rd. (East of Eagle Creek) Williamstown, Ky.
- Wyan property** located at Smokey Road, Williamstown.

NO TRESPASSING!

Call 1-888-824-1237 to to place your posted ad.

\$52 for 1 year or \$25 for 10 weeks
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LEGAL NOTICES

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Grant County Planning Commission NOTICE OF PUBLIC HEARINGS

Notice is hereby given that the Grant County Planning Commission will hold the following public hearings:
 1. **Bo & Tim Beach** has requested a zone change from **A-1 to RR**.
 Property: 5.6 acres located on the west side of Mulligan Road, .8 miles south of Vallandingham Rd., Grant County KY. a sign will be posted on the property.
 2. **PELP LLC** has requested a zone change from **R1 to A1**.
 Property: 1.49 acres located at 1790 Baton Rouge Rd., Grant County KY. a sign will be posted on the property.
 A full copy of all requests may be reviewed at the Planning Commission Office during normal business hours.
 All public hearings will be held before said body on **Wednesday, April 21st, 2021 at 7:00 p.m.**, at the **Grant County Courthouse, 101 N. Main St., Williamstown, Kentucky** at which time those wishing to comment on these items shall appear and be heard.
 -- Grant County Planning Commission N4081C

NOTICE

Kentucky-American Water Company provides notice that it is filing with the Kentucky Public Service Commission ("Commission") in Case No. 2021-00090 for an increase in the amount of its Qualified Infrastructure Program Rider ("QIP Rider"). The filing will be made no later than April 2, 2021 with a request for the new amount to be effective on July 1, 2021. The current amount is .97%. The proposed increase is an addition of 2.52% for a cumulative proposed amount of 3.49%. The QIP Rider applies to Residential, Commercial, Industrial, Other Public Authority, Sales for Resale, and Public and Private Fire Service and Hydrant customers. The additional revenue to be requested in this QIP Rider filing is \$2,494,576. Average usage, in hundreds of gallons, for each customer class to which the QIP Rider applies is: Residential: 39; Commercial: 342; Industrial: 9,713; Other Public Authority: 1,205; Sales for Resale: 18,720; Public and Private Fire Service and Hydrant: 0. This second QIP Rider filing constitutes 72.14% of the total QIP billings proposed to be effective on July 1, 2021. The effect on the current average monthly bill for each customer class to which the increased fee applies is: Residential: \$0.94 (2.50%); Commercial: \$4.86 (2.50%); Industrial: \$108.38 (2.50%); Other Public Authority: \$17.58 (2.50%); Sales for Resale \$202.85 (2.50%); Public Fire Hydrant: \$1.23 (2.50%); Private Fire Service 6": \$2.00 (2.50%); and Private Fire Hydrant: \$1.93 (2.50%). Any person may examine this filing at Kentucky-American Water Company's offices located at 2300 Richmond Road, Lexington, Kentucky 40502, and on the utility's website at <http://www.amwater.com/kyaw/>. This filing may also be examined at the Public Service Commission's offices located at 211 Sower Boulevard, Frankfort, Kentucky, Monday through Friday, 8:00 a.m. to 4:30 p.m., or through the Commission's website at <http://psc.ky.gov>. Comments regarding this filing may be submitted to the Public Service Commission through its website or by mail to Public Service Commission, P.O. Box 615, Frankfort, Kentucky 40602. The fees contained in this notice are the fees proposed by Kentucky-American Water Company, but the Public Service Commission may order fees to be charged that differ from the proposed fees contained in this notice. A person may submit a timely written request for intervention to the Public Service Commission, P.O. Box 615, Frankfort, Kentucky 40602, establishing the grounds for the request including the status and interest of the party. If the Commission does not receive a written request for intervention within thirty (30) days of the initial publication or mailing of this notice, the Commission may take final action on the filing. N325E4/08/21

Attn: To who it may concern:
 Surrounding Property Owners:
 Doug Stanley, 30 S. Main St., Dry Ridge, Ky. 41035 is requesting a conditional use approval to reconstruct an existing garage to accommodate the use of the Crematory in conjunction with Current Funeral Home business.
 The city of Dry Ridge has scheduled a public hearing on April 22, 2021 at 6 pm at which time those wishing to comment on these items shall be heard. This meeting will be held at the city building located at 31 Broadway.
 Any further questions or concerns, feel free to contact me at (859) 824-3335.
 Sincerely,
 Ken Little
 City Administrator
 Planning and Zoning Official
 N4082C E4/15/21

Attn: To who it may concern:
 Surrounding Property Owners:
 JP & Tary Godman, 88 S. Main St., Dry Ridge, KY 41035 area requesting to install a 2nd touchless automatic car wash next to the existing building.
 The city of Dry Ridge has scheduled a public hearing on April 22, 2021 at 6 pm at which time those wishing to comment on these items shall be heard. This meeting will be held at the city building located at 31 Broadway.
 Any further questions or concerns, feel free to contact me at (859) 824-3335.
 Sincerely,
 Ken Little
 City Administrator
 Planning and Zoning Official
 N4082C E4/15/21

Advertise HERE
 by calling
 859-824-3343
 Grant County News
 & Marketplace
 1x1.5" ad for only
 \$18.28 per week

NOTICE OF PUBLIC HEARING

The Public Service Commission of Kentucky issued an order on March 18, 2021, scheduling a videoconference hearing to begin on April 26, 2021, at 9:00 a.m., Eastern Daylight Time, in the Richard Raff Hearing Room at 211 Sower Boulevard in Frankfort, Kentucky, for the purpose of receiving public comment and cross-examining witnesses of Kentucky Utilities Company ("KU") and intervenors in Case No. 2020-00349, Application of KU for an Adjustment of Its Electric Rates, a Certificate of Public Convenience and Necessity to Deploy Advanced Metering Infrastructure, Approval of Certain Regulatory and Accounting Treatments, and Establishment of a One-Year Surcredit. This hearing will be streamed live and may be viewed on the PSC website, psc.ky.gov. Public comments may be made at the beginning of the hearing. Those wishing to make oral public comments may do so by following the instructions listed on the PSC website, psc.ky.gov. N4081C

KENTUCKY UTILITIES COMPANY
 220 West Main Street
 Louisville, Kentucky
 40202
 N4081C

EMPLOYMENT OPPORTUNITIES

HIRING Full-Time and Part-Time Dump Truck Driver

Must have Class B CDL Driver \$26/Hr.
 Boone, Kenton & Campbell Co.
JPS Construction, Inc.
859-441-6872
 N401 E4/08/21

Advertise in the Employment Section by calling 859-824-3343
 Grant County News & Marketplace
 1x2" ad for only \$22.60 per week



DRY RIDGE KENTUCKY

Old Country Store
 We are OPEN & ready to serve you!
 Hiring to accommodate our growing customer base!
 Open Position include:
 SERVERS, COOKS,
 DISHWASHER & GREAT
 SMILING RETAIL ASSOCIATES
 DAY SHIFTS & NIGHT SHIFTS
 AVAILABLE
 Please apply online at <http://jobs.crackerbarrel.com>



We are hiring substitute bus drivers, substitute bus monitors, substitute food service and substitute custodians for the Grant County School District. To apply, go to our website at grant.kyschools.us. Your application will be reviewed and you may be called for an interview with us. The positions are for a substitute bus driver or a substitute bus monitor but could lead to a full-time position, which would provide you with full benefits. You must have a GED or high school diploma - we will pay you while you train if you do not have your CDL. N3254C E4/15/21

Advertise your employment ad in the classifieds by calling 824-3343 today!

CDL A OR B TO DRIVE DUMP TRUCK
 Must have Clean Driving Record and 2 years' Experience
 Experience hauling Blacktop a Plus
Please call 859/393-7822
Danny Cain Trucking LLC
 Williamstown, KY N408 E4/15/20

Parkview Manor Apartments
 in Williamstown is now accepting resumes for part-time position of Manager of 33-unit apartment complex.
 Manager is responsible for complete day-to-day operations per USDA requirements.
 Salary to be based on experience.
 Interested applicants can submit resume to Board of Directors c/o Parkview Manor, 228 S. Main St., Williamstown, KY 41097 or email to Parkview.manor@fuse.net. N4081C

LEGAL NOTICES

2021 HHW REQUEST FOR PROPOSALS

HHW COLLECTION EVENT INCLUSIVE OF TRANSPORTATION AND DISPOSAL/RECYCLING. The Grant County 109 Solid Waste Management Board in association with the Fiscal Court of Grant County, Kentucky (hereinafter "the County"), other groups and individuals, is sponsoring a Household Hazardous Waste Collection Day (hereinafter "HHWD") for the collection, transportation and disposal of hazardous waste received from households on May 15th, 2021. The County is providing limited funding for the program, subject to the conditions and limitations expressed in the Request for Proposals (hereinafter "RFP"). Sealed HHWD proposals will be received at the Grant County Judge Executive Office 101 N. Main St. Williamstown, KY. 41097 until 3:00 P.M. on April 19th, 2021. Each Proposer must submit three (3) copies of its sealed proposal marked "Proposal for Household Hazardous Waste Day Collection" and should clearly identify the name of the Proposer on the outside of the envelope. Sealed proposals should be addressed and delivered to:

Judge Executive Chuck Dills
 County of Grant
 101 N. Main St.
 Williamstown, KY. 41097

Proposals will be publicly opened, read and acknowledged by name of the Proposer in the Judge Executive's Office of the Grant County Courthouse immediately after the close of the bidding period on April 19th, 2021. After reviewing all proposals, the Fiscal Court or its appointee will award the HHWD contract for the services described, subject to the terms of this RFP; however, the County reserves the right to reject any or all bids, or to conditionally accept the best bid and to negotiate with that conditionally-accepted bidder, a "best and final" contract.
 Interested parties may contact Bryan Miles, Coordinator, at 101 N. Main St. Williamstown KY. 41097, by phone at 859-824-3050 or via email at bryannmiles@grantco.org to request the entire bid specifications. N4081C

COMMONWEALTH OF KENTUCKY UNIFIED COURT OF JUSTICE GRANT CIRCUIT COURT CASE NO. 19-CI-00321

Freedom Mortgage Corporation PLAINTIFF
 VS. **NOTICE OF COMMISSIONER'S SALE**
 Megan A. Marksberry, et al DEFENDANTS

By virtue of a Judgment and Order of Sale entered in the Grant Circuit Court on January 29, 2020, and a subsequent Order entered on March 25, 2021, I will sell at public auction **on the steps of the Judicial Center**, 224 South Main Street, Williamstown, Kentucky, the property described herein located in Grant County, Kentucky, on **Friday, April 23, 2021**, at the hour of **12:00 p.m.**, prevailing time, and more particularly described as follows:
 Being the same property conveyed to Megan A. Marksberry and Brent W. Marksberry, wife and husband, from Norma Joyce Spillman, an unmarried widow, by Deed dated October 21, 2016, and recorded October 25, 2016, in Deed Book D386, Page 426, records of the Grant County Court Clerk.
Property Address: 111 Cynthia Street, Williamstown, KY 41097
 Parcel Number: 058-04-00-082.00
There is not a mobile home, doublewide and/or manufactured home included in the sale.
 Announcements made on the day of sale take precedence over printed material.
 The amount of money to be raised by this sale is the principal sum of Eighty-one thousand, five-hundred thirteen dollars and sixty-seven cents (\$81,513.67), together with accrued interest thereon to February 21, 2021 in the amount of Five thousand, eight hundred eighty-two dollars and twenty-four cents (\$5,882.24), together with advancements for the protection of the property, including taxes and insurance (negative escrow) in the amount of Five thousand, seven-hundred fifty-three dollars and fifty-four cents (\$5,753.54), together with the Late Charges in the amount of Forty-five dollars and thirty cents (\$45.30), together with Property Preservation charges in the amount of Ten thousand one hundred eighty-four dollars and seven cents (\$10,184.07), plus Property Inspection fees in the amount of One Hundred Fifty dollars (\$150.00).
 The real estate shall be sold on the terms of 10% cash at the time of the sale, except that said deposit shall be waived if the Plaintiff is the successful bidder at the sale, and the balance on a credit of thirty (30) days bearing interest at the rate of 3.3750% per annum for the date of sale. When the purchase price is paid in full, the deed will be delivered to the purchaser. It is further provided that the property sold includes insurable improvements and the successful bidder at said sale shall, at bidder's own expense, carry fire and extended insurance coverage on said improvements from the date of sale until the purchase price is fully paid in the amount of the Court appraised value of said improvements or the amount of the unpaid balance of the purchase price, whichever is less, at minimum, with a loss payable clause to the Commissioner of the Grant Circuit Court and the Plaintiff herein. Failure of the purchasers to obtain such insurance shall not affect the validity of the sale or the purchaser's liability thereunder, but shall entitle, but not require, the Plaintiff to obtain said insurance and furnish the policy or premium thereon or the proper portion thereof shall be charged to the purchaser as purchaser's costs.
 Pursuant to the Orders of the Kentucky Supreme Court, all participants in this sale, bidders and parties, shall practice social distancing by remaining at least six (6) feet from all other persons throughout the sale process, as well as any other recommendations by the Master Commissioner at the time of the sale.
 The aforesaid property shall be sold free and clear of all liens and encumbrances, except the following:
 a. All unpaid state, county and city real estate taxes for the year 2020;
 b. Easements, restrictions, and stipulations of record;
 c. Assessments for public improvements levied against the property;
 d. Any facts which an inspection and/or accurate survey of the property may disclose.
 For further information, see the Final Judgment and Order of Sale and pleadings of record in the Office of the Circuit Court of Grant County.

/s/ EDWARD M. BOURNE
 MASTER COMMISSIONER
 GRANT CIRCUIT COURT

Copies to all parties
 N4083C E4/22/21

COMMONWEALTH OF KENTUCKY UNIFIED COURT OF JUSTICE GRANT CIRCUIT COURT CASE NO. 20-CI-00174

FORCHT BANK, NA PLAINTIFF
 VS. **NOTICE OF COMMISSIONER'S SALE**
 RONALD W. JONES a/k/a RON W. JONES, ET AL DEFENDANTS

By virtue of a Judgment and Order of Sale entered in the Grant Circuit Court on November 30, 2020, and a subsequent order entered on March 25, 2021, I will sell at public auction **on the steps of the Judicial Center**, 224 South Main Street, Williamstown, Kentucky, the property described herein located in Grant County, Kentucky, on **Friday, April 23, 2021**, at the hour of **12:00 p.m.**, prevailing time, and more particularly described as follows:
 Being the same property conveyed to Ronald W. Jones and Angela M. Jones, husband and wife, jointly with right of survivorship, by deed dated November 6, 1998, of record in Deed Book 244, Page 676, in the Grant County Clerk's Office. Angela M. Jones died on December 31, 2018, and all of her right, title and interest in said property became vested in Ronald W. Jones, her surviving spouse, pursuant to the survivorship provisions contained in the aforementioned deed.
Property Address: 590 Lawrenceville Road, Williamstown, Kentucky
 Parcel ID No.: 050-00-00-033.00
There is not a mobile home, doublewide and/or manufactured home included in the sale.
 Announcements made on the day of sale take precedence over printed material.
 The amount of money to be raised by this sale is the principal sum of \$75,053.34, together with accrued interest thereon to November 9, 2020, in the amount of \$3,019.77 and interest thereafter at the rate of 3.25% per annum (or \$6.68 per diem), plus late charges in the amount of \$957.72, plus a release fee in the amount of \$50.00, plus miscellaneous non-legal loan fees in the amount of \$3,063.00, plus attorney's fees and costs incurred herein in the amount of \$2,388.00 as of November 9, 2020, plus any additional attorney's fees and costs incurred by the plaintiff after November 9, 2020.
 The real estate shall be sold on the terms of 10% cash at the time of the sale, except that said deposit shall be waived if the Plaintiff is the successful bidder at the sale, and the balance on a credit of thirty (30) days bearing interest at the rate of 3.25% per annum for the date of sale. When the purchase price is paid in full, the deed will be delivered to the purchaser. It is further provided that the property sold includes insurable improvements and the successful bidder at said sale shall, at bidder's own expense, carry fire and extended insurance coverage on said improvements from the date of sale until the purchase price is fully paid in the amount of the Court appraised value of said improvements or the amount of the unpaid balance of the purchase price, whichever is less, at minimum, with a loss payable clause to the Commissioner of the Grant Circuit Court and the Plaintiff herein. Failure of the purchasers to obtain such insurance shall not affect the validity of the sale or the purchaser's liability thereunder, but shall entitle, but not require, the Plaintiff to obtain said insurance and furnish the policy or premium thereon or the proper portion thereof shall be charged to the purchaser as purchaser's costs.
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/s/ EDWARD M. BOURNE
 MASTER COMMISSIONER
 GRANT CIRCUIT COURT

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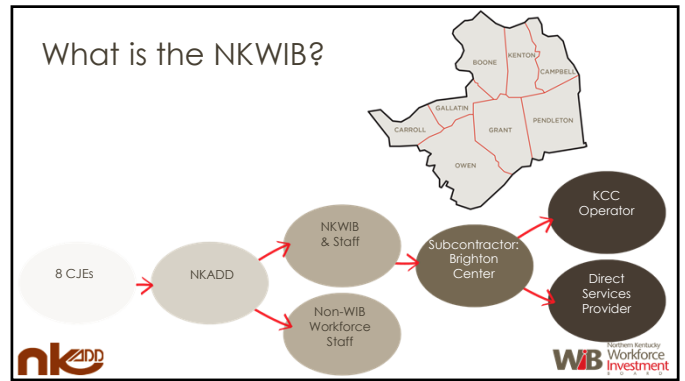
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CCR, Apr8, '21#4672210



1



2

WIOA Plans vs Strategic Plan

<p>WIOA Local & Regional Plans</p> <ul style="list-style-type: none"> • Mandated by WIOA • Designed by EWDC • Comprehensive & tactical • Requires coordination with other areas • Due to Frankfort April 30 	<p>Strategic Plan</p> <ul style="list-style-type: none"> • Designed by NKWIB • High level strategy • Focused on our 8-counties • Target completion May 2021
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3

Leveraging our work

- Industry certification review also used in this process.
- Work by GROW NKY to identify workforce development goals across the ecosystem can be identified in this plan.
- Input for simultaneous board strategic planning

4

Local Plan Requirements

- Align to state (2020) and regional plans
- Address **30 Local Questions** in five chapters:
 1. Economic & Workforce Analysis
 2. Strategic Vision and Goals
 3. Alignment of Local & Regional Partnerships & Investment Strategies
 4. Program Design & Evaluation
 5. Compliance/Performance/Administrative Costs

5

Regional Plan Requirements

- Align to state (2020) and local plan
- Incorporate local planning themes into regional perspective with other areas
 - Bluegrass, (Kentuckiana Works) and Lincoln Trail
- Local and regional questions are blended in each chapter

6

Responsibilities by Committee

CHAPTER 1	CHAPTER 2	CHAPTER 3	CHAPTER 4	CHAPTER 5
Business Services	Executive	Program/Youth	Program/Youth	Executive
	MBO	Business Services	Business Services	

7

Timeline | Local – Regional - Strategic

2021 MEETINGS			
December 30, 2020	Survey emailed to NKWIB		
January 8	Planning Committee	March 23 – April 21	Public Comment Period
January 12	NKWIB	April 13	Program/Youth
February 9	Program/Youth	April 21	Business Services
February 17	Business Services	April 27	MBO
February 23	MBO	April 28	Executive Committee
February 24	Executive Committee	Late April	NKWIB Vote: Local & Reg
March 5	Planning Committee	Late April	LEOs Vote: Local & Reg
March 9	NKWIB Meeting	May 7	Planning Committee
March 19	Planning Committee	May 11	NKWIB – Strategic Plan
March 22	Tentative: NKWIB Vote	Late May	LEOs Meeting

8

Ch. 1 Economic & Workforce Analysis

Board Role

Business Services Committee convened partners across the region to engage members of the business community in a discussion about career pathways and relevant industry certifications for KDE.

We also worked with other Local Workforce Development Areas to compile economic data.

9

Regional Economic Analysis

2-Digit Industry	Empl	Avg Ann Wages	LO	Yr History	Annual Demand	Forecast Ann Growth
Health Care and Social Assistance	89,921	\$53,951	0.89		9,876	1.2percent
Manufacturing	89,192	\$63,271	1.52		9,239	-0.2percent
Retail Trade	74,176	\$36,647	1.02		9,719	-0.2percent
Educational Services	63,176	\$47,601	1.08		5,927	0.5percent
Accommodation and Food Services	61,307	\$16,103	1.07		10,347	0.7percent
Administrative and Support and Waste Management and Remediation Services	45,733	\$34,274	1.02		5,576	0.6percent
Transportation and Warehousing	44,235	\$51,485	1.31		5,115	0.5percent
Public Administration	40,090	\$52,957	1.15		3,048	0.6percent
Construction	37,695	\$52,881	0.90		3,791	0.5percent
Professional, Scientific, and Technical Services	32,352	\$66,529	0.65		3,026	0.6percent
Remaining Component Industries	129,950	\$56,354	0.75		13,951	0.5percent
Total - All Industries	716,785	\$47,807	1.00		85,137	0.6percent

10

Addressing Challenges

The Northern Kentucky LWDA addressed the employment issues in the Childcare and Education sector by partnering with **EC Learn** to provide workforce services to childcare providers and dislocated employees. Through a NDWG, the Northern Kentucky LWDA provided Child Development Certification training for dislocated childcare employees.

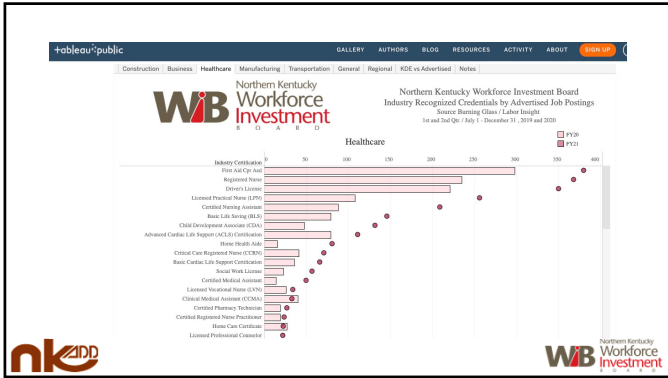
The **'Lift Up'** project creates a one-stop delivery system for job training and transition to employment for individuals in treatment for SUD (Substance Use Disorder) living in the Northern Kentucky area. The project is funded by a federal SAMHSA grant and is a collaboration between St. Elizabeth Healthcare, Life Learning Center and the Northern Kentucky WIB. 'Lift Up' participants work on increasing independence and productivity by providing pre-vocational training, substance use treatment and transitional services to employment. The KCC-NKY work with local employers to encourage transformational employment hiring. The goal of the grant is to serve 350 participants per year for five years.

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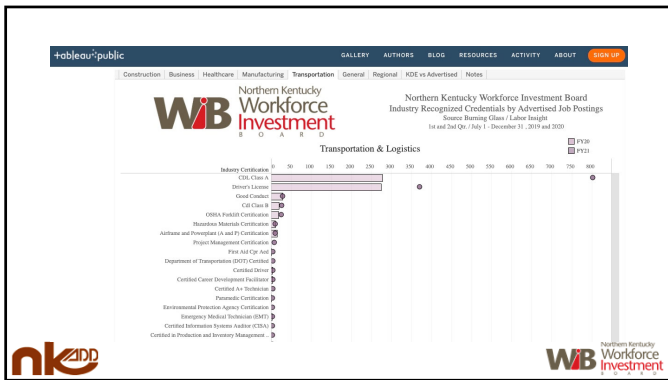
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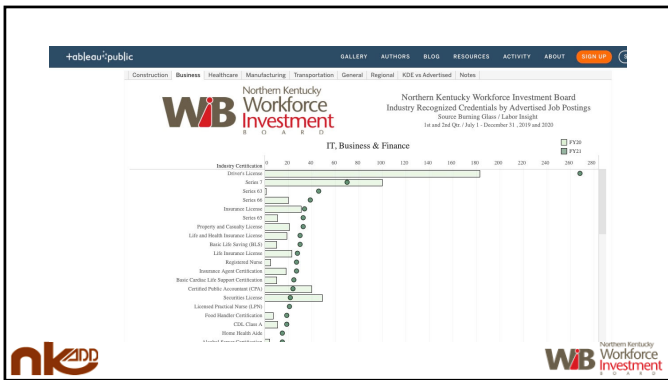
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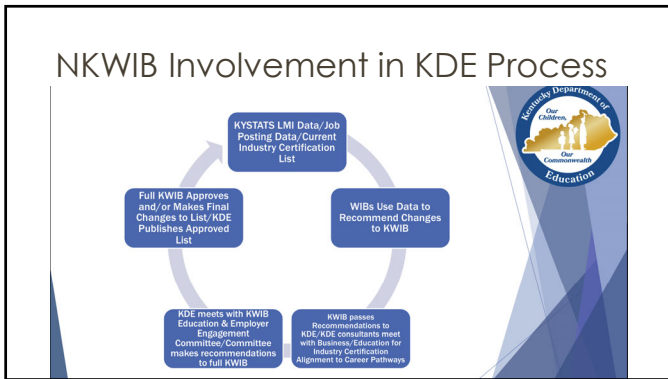
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Outreach to Employers

- Ad Hoc Committee on Industry Certifications
 - Engaged local workforce partners
- Review of the KDE Industry Certifications list as jump start on what skills are needed in the region
- Outreach to ~100 employers via 5 collaboratives
- Collection of recommendations
- **Outcome 1:** Capture skills needs in Local / Regional Plan
- **Outcome 2:** Recommendations submitted to KDE
- **Next Steps:** Review ETPL List for any gaps in training

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Ch. 2 Strategic Vision and Goals

Board Role

Executive Committee, Membership Board and Operations Committee and Strategic Planning Ad-Hoc Committee members reviewed mission, vision, values.

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Vision

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



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Mission

We drive innovative policy and direct funding for workforce investment through strong community partnerships to promote:

- Engaged employers
- Skilled jobseekers
- Collective impact



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Values

- **Customer Focus**
We respond to employer and individuals needs with exceptional and culturally competent customer service.
- **Self-Sufficiency**
We promote customer self-sufficiency as critical to achieving a vital and thriving community.
- **Innovation**
We step beyond traditional thinking by using creativity to develop policy and direction.
- **Continuous Improvement**
We foster a culture of continuous improvement through regular evaluations of programs and activities using measurable goals and targets.
- **Equity**
We are a force for equity, inclusion and life-changing results for all of our clients.
- **Collaboration**
We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.



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Diversity, Equity and Inclusion Statement

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



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Chapters 3 & 4 Partnership, Strategy and Program Design & Evaluation

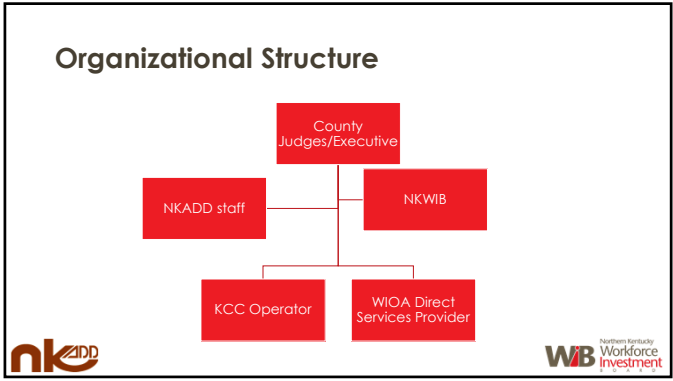
Board Role

- Review strategies for meeting needs of job seekers with focus on rural areas, virtual, digital equity (PY)
 - KCC operations
 - Adult/Dislocated Worker/Youth
 - Individuals with barriers
 - Individuals with disabilities
 - Rapid Response
 - Training
- Review strategies for meeting needs of employers (BSC)
- Review strategies for partner engagement (BSC)
- Review strategies for engagement with state partners (BSC)

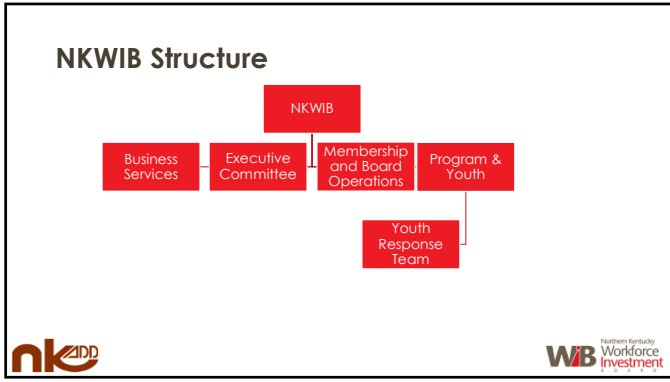
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Ch. 3 Alignment of Local and Regional Area Partnerships and Investment Strategies

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- ### Kentucky Career Center – Operator
- Operator role is subcontracted, per federal WIOA law
 - Oversees operations of the Kentucky Career Center – NKY locations
 - Assures collaboration between partners
 - Represents the Career Center in local communities as needed on behalf of the NKWIB

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- ### Kentucky Career Center – Locations
- Covington
 - Florence
 - Williamstown
 - Carrollton
 - CVG
 - Kenton County Public Library (Erlanger)
 - Owen County Public Library
 - Pendleton County Public Library

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- ### Kentucky Career Center – MOU Partners
- [Franklin County](#)
 - [Garrard County](#)
 - [Kenton County](#)
 - [Madison County](#)
 - [Morgan County](#)
 - [Owsen County](#)
 - [Pendleton County](#)
 - [Rowan County](#)
 - [Union County](#)
 - [Woodbury County](#)
 - [XERO](#)

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Kentucky Career Center Community Partnerships

- GROW NKY
- Economic development offices
- Local chambers of commerce
- KCTCS
- NKY Education Council
- NKY Cooperative Educational Services
- Many more



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Kentucky Career Center – WIOA Direct Services

- Direct Services provided by subcontractor per state law
- One of 13 partners in the KCC – NKY
- Offers intensive workforce services to employers and individuals
- Individuals: low-income adults, dislocated workers and youth (ages 16-24)
- Employers: talent recruitment, hiring events
 - Business Services Representatives
 - Business Services Team partnership



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Ch. 4 Program Design and Evaluation

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NKWIB Program Design

- Sector Based Strategies
 - Advanced Manufacturing
 - Transportation/Logistics
 - Healthcare
 - Construction/Trades
 - IT/Business/Finance
- Continuous Improvement
- Geographic Reach
- Diversity, Equity and Inclusion + Priority of Service + ADA



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NKWIB Program Design

- Rapid Response / WARN (pg 44)
- Individual Training Accounts (pg 47)



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Ch. 5 Compliance Performance & Admin Cost

Board Role

The Executive Committee will review the following and update if needed:

- Identify local grant recipient responsible for distribution of grant funds
- Describe procurement processes (including RFP for direct services and KCC operator)
- Describe measures used by the NKWIB to measure performance

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Administration and Cost Sharing

- Pooling of funds across regions? Not at this time
- Performance negotiations as a region? Not at this time
- Procurement? Yes, NKADD procurement process
- Data Collection? Yes, KEE- Suite and KIBES as well as local



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Additional Elements

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Additional Elements

- Goals for specific populations – Lift Up
- Alignment process – partnerships are key
- Work-based training models – Youth WEX (MyCareerE3), OJT, Incumbent Worker training
- ETPL
- Integrated English Literacy and Civics Education program (IELCE)



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

ADMINISTRATIVE REGULATIONS

Revised 07/01/2019

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Section 3



Purchasing

A. Definitions

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

B. Purchase Order

Purchase orders are issued for all purchases, regardless of the method utilized to secure price

quotes. The procedures for purchase orders are as follows:

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

C. Small Purchasing Procedures

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

D. Large Purchasing Procedures

1. If a large purchase is estimated to be at least \$5,000, but less than \$30,000 per fiscal year NKADD Employees will obtain at least three bids which must be in writing by the bidder. Any form of Invitation for Bidders (IFB) may be used, but a reasonable time must be allowed for submission of bids. A deadline for submission will be established. Any set of criteria, including but not limited to price, may be used to evaluate the bids. The Board of Directors must approve the award of any bid above \$5,000.
2. If a large purchase is estimated to be \$30,000 or more, then a bid process will be used in compliance with applicable state law, which includes provisions for public advertisement. Any set of criteria, including but not limited to price, may be used to evaluate the bids. The Board of Directors must approve the award of any bid above \$5,000.

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

E. Exceptions to Bidding and Purchasing Procedures

Noncompetitive, negotiated procedures may be used for large purchases when competition is not

practicable, and it is further determined by the Purchasing Agent that:

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

Other Various Exceptions Include:

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

F. Professional Services

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

G. Conflict of Interest

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

H. Rejection of Bids

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

I. Other Provisions

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

J. Vendor Solicitations

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

K. Fixed Asset Policy

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

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

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

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

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

Land

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

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

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

Land Improvements

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

Buildings

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

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

Building Improvements

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

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

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

Furniture and Fixtures

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

Items that may be reported, capitalized, and depreciated as a group will be:

1. Part of a larger whole and not individually identifiable;
2. May or may not have a unit cost meeting the threshold level for capitalized assets but the practice is to purchase in groups and capitalize the total group cost; and

3. Maintained together or in the same general area.

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

Vehicles

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

Computers and Software

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

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

L. Disposal of Fixed Assets

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

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

M. Credit Card Policy

An NKADD credit card may be available for use on agency business. Individuals will not be assigned credit cards. All credit cards will be maintained by the Executive Director or his/her designee and issued on an as needed basis, upon proper approval.

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

must be followed:

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

Employee Responsibilities

1. Employees must ensure the credit card is being used in compliance with the NKADD Purchasing Policies.
2. An NKADD credit card may be used only for the purchase of goods and services for official NKADD business.
3. The employee using the credit card must submit POs and receipts (as noted above). Receipts must detail the goods and services purchased, cost, and date of purchase. All meal reimbursement will be in accordance with IRS regulations, as outlined in Section 7.

4. An employee using an NKADD credit card is responsible for its protection and custody, and shall immediately notify the Executive Director and/or his/her designee if the card is lost or stolen.
5. Employees must notify, where applicable, vendors or merchants that the credit card transaction should be exempt from Kentucky Sales and Use Tax for goods or services in the State of Kentucky.
6. NKADD credit cards should not be used for cash advances, personal use or any other type of purchase not permitted by the NKADD Purchasing Procedures.
7. The Executive Director may withdraw credit card usage privileges and will take appropriate disciplinary action should an employee misuse an NKADD credit card. Employees will also be responsible for repayment of any charges in the case of misuse.