

WORKFORCE INNOVATION
AND OPPORTUNITY ACT
(WIOA)
NORTHERN KENTUCKY
LOCAL PLAN
PY25/FY26 – PY28/FY29



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SIGNATORY PAGE

NORTHERN KENTUCKY LWDA BOARD CHAIR	CHIEF LOCAL ELECTED OFFICIAL (CLEO)	LWDA DIRECTOR
Name: Dean McKay	Name: Chuck Dills	Name: Correy Eimer
Title: Chair	Title: Grant County Judge Executive	Title: Director
Signature:	Signature:	Signature:
Date:	Date:	Date:

Local Workforce Development Area Name: Northern Kentucky

Region Name: Central Region

The responses address questions in each chapter, whether regional (R) or local (L). Answering regional questions necessitates the collaboration of LWDBs, CLEOs, and partners within the region to provide a unified regional response. The guidance for local and regional plans can be found here: [Guidance 21-007](#) released 1/1/2025. With the accompanying [Local and Regional Plans Toolkit](#) that provides statewide strategic objectives, programs, and initiatives that are referenced in the Combined WIOA State Plan.

Chapter 1: Workforce and Economic Analysis

- A. **(R)** Provide 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.

The Bluegrass, Lincoln Trail, and Northern Kentucky Workforce Development Boards came together to outline common goals, priorities and the planning approach for the Central Kentucky Regional Plan. Directors 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. Remote meetings were scheduled with 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.

Local participation in the planning process was vital to create a comprehensive and inclusive plan that establishes buy-in with partners and the community. The request for participation was done primarily through listening sessions, planning sessions, and electronic communication. Partner and public input was also requested in various ways including email to all contacts, press release to local media, and marketing on social media sites.

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

The Bluegrass, Lincoln Trail, and Northern Kentucky Area Development Districts represent a diverse and evolving economic landscape in Central and Northern Kentucky. These regions include both urban centers and rural communities, each with unique workforce challenges and opportunities. An analysis of existing and emerging in-demand industry sectors and occupations, along with employers' workforce needs, provides insight into the region's

economic conditions and workforce priorities under the Workforce Innovation and Opportunity Act (WIOA) Sec. 108(b)(1)(A) and 20 CFR 679.560(a).

Regional Analysis of Economic Condition

The largest sector in the Central Kentucky Region is Health Care and Social Assistance, employing 103,637 workers. The next-largest sectors in the region are Manufacturing (97,832 workers) and Retail Trade (76,422). 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 Manufacturing (LQ= 1.58), Agriculture, Forestry, Fishing and Hunting (LQ = 1.46), and Transportation and Warehousing (LQ = 1.41).

Sectors in the Central Kentucky Region with the highest average wages per worker are Management of Companies and Enterprises (\$119,894), Finance and Insurance (\$87,952), and Utilities (\$87,198). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+12,884 jobs), Health Care and Social Assistance (+8,235), and Professional, Scientific and Technical Services (+6,349).

Existing and Emerging In-Demand Industry Sectors

The economic foundation of these three development districts is built upon several high-demand industry sectors, including:

Advanced Manufacturing – A key driver in all three regions, advanced manufacturing continues to be a high-demand sector, particularly in Lincoln Trail, which is home to BlueOval SK Battery Park in Hardin County. The growth of electric vehicle (EV) battery production, automotive manufacturing, and industrial automation is creating an increasing need for engineers, production technicians, robotics specialists, and maintenance workers.

Healthcare and Social Assistance – With a growing aging population and increased demand for healthcare services, occupations in nursing, allied health, medical technology, and behavioral health are among the fastest-growing. The Lincoln Trail and Bluegrass regions face significant shortages in registered nurses (RNs), licensed practical nurses (LPNs), home health aides, and behavioral health professionals, particularly in rural areas. The expansion of nursing and allied health programs at local colleges aims to address this demand.

Logistics and Transportation – Northern Kentucky's proximity to Cincinnati/Northern Kentucky International Airport (CVG) and major interstates has positioned the region as a key

hub for logistics and distribution, with major employers including Amazon Air, DHL, and UPS. In Lincoln Trail, the presence of major industrial and distribution centers along the I-65 corridor continues to drive demand for CDL drivers, warehouse workers, and supply chain specialists.

Technology and IT Services – The IT sector is expanding in all three regions, with a growing need for cybersecurity specialists, software developers, data analysts, and IT support professionals. The increasing adoption of automation, cloud computing, and artificial intelligence (AI) is creating new job opportunities, particularly in Lexington (Bluegrass) and Northern Kentucky.

Construction and Skilled Trades – The construction industry remains strong, with major projects such as BlueOval SK, growth within the distillery industry and regional infrastructure development driving demand for electricians, welders, HVAC technicians, and heavy equipment operators. Apprenticeship programs and trade school partnerships are essential in meeting the labor demand across all three regions.

Agribusiness and Food Production – The Lincoln Trail and Bluegrass regions have a strong presence in agriculture, distillery operations, and food processing. Employers in these industries require agricultural technicians, food scientists, machine operators, and supply chain workers to support ongoing growth.

Business and Financial Services – The Bluegrass and Northern Kentucky regions serve as financial hubs, with demand for accountants, financial analysts, human resources specialists, and business operations managers. Lincoln Trail’s growing business sector in Elizabethtown and Hardin County also contributes to demand for business professionals.

Employment Needs of Employers in High-Demand Occupations

Employers across these key sectors consistently identify skills gaps and workforce shortages as primary challenges. Workforce data and employer feedback highlight the following employment needs:

Soft Skills and Workforce Readiness – Many employers report a lack of soft skills among job seekers, including communication, teamwork, problem-solving, and professionalism. Workforce development programs in all three districts are integrating soft skills training to address these gaps.

Technical and Industry-Specific Skills – Employers in manufacturing, healthcare, and IT are seeking workers with specialized certifications, technical training, and hands-on experience. Programs such as registered apprenticeships, on-the-job training (OJT), and credentialing programs help bridge these gaps.

Workforce Participation and Retention – Labor force participation remains a challenge, particularly in rural areas, where transportation barriers, childcare access, and digital literacy impact employment. Initiatives such as HB 499 childcare incentives and employer-supported training programs aim to enhance workforce engagement and retention.

Second-Chance Employment – Employers are increasingly recognizing the benefits of hiring justice-involved individuals, with reentry programs, soft skills development, and employer partnerships playing a crucial role in reducing barriers to employment.

Workforce Aging and Succession Planning – Many industries, particularly healthcare, skilled trades, and manufacturing, are facing an aging workforce, creating a need for mentorship programs, knowledge transfer initiatives, and early career engagement to develop the next generation of skilled workers.

The Central Kentucky Workforce Region is well-positioned for continued economic growth, with strong employer engagement, expanding workforce training initiatives, and emerging industry opportunities. However, addressing skills gaps, workforce participation challenges, and evolving employer needs remains a priority. By aligning education and training programs with industry demand, expanding access to career pathways, and enhancing employer-driven workforce solutions, these regions can continue to strengthen economic sustainability.

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. Production Occupations from 2022 to 2032 are expected to grow in the LTWDA by .85%, higher than the .19% statewide. Manufacturing employment in the LTWDA totals 23% with annual average wages of \$65,879.

The healthcare sector continues 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 6%, twice as much as the 3% statewide. Post-pandemic, it appears the Healthcare industry is seeing an increase in demand in the region. Increasing demands by an aging

population needing specialized care will influence hiring trends for nursing, occupational and physical therapy as well as other specialties. According to a report by Forbes, 10,000 baby boomers are retiring every day and by 2030 the entire generation will be 65 years or older.

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 3.4% by 2032 which is slightly more than the Statewide projection of 3%.

Since 2022, the Tourism industry in the region has experienced notable growth. This uptrend aligns with broader state-level increases in tourism – Kentucky saw a 4.5% increase in tourists in 2023. Abraham Lincoln Birthplace National Historical Park had 239,950 visitors in 2023. The Kentucky Bourbon Trail attracted over 2 million visitors in 2022. The overall positive trend in the state’s tourism suggests potential growth in the Lincoln Trail regions tourism industry. Travel expenditures in the region brought over \$422.1 million to the Lincoln Trail Region in 2023. Employment in tourism and travel industry is expected to see a 1% growth by 2032.

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. Resources such as the KY Small Business Development Centers, the Kentucky Small Business Credit Initiative (KSBCI), the LTADD Revolving Loan Fund Program (RLF), and local venture groups provide opportunity for small businesses in the region.

The region continues to adapt to the fluctuation in personnel, both military and civilian, at Fort Knox. In 2023, the post had a total of 57,200 employees which is an 8.5% increase since 2020. In 2020, the Fifth Corps (V Corps) was activated, bringing 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 increases in the military have also brought in additional civilian personnel, boosting other sectors such as 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 [CFR 679.560(a)]

The 33 county Central Kentucky Region is an economic engine of Kentucky, stretching from Boone County in the north to Lincoln County in the south and Breckinridge County in the west to Powell County in the east.

This region has 28.3 percent of Kentucky’s counties and has 38.8 percent of its labor force – 779,336 jobs in total, according to the most recent Kentucky Labor Market Information website (kystats.ky.gov). The jobs are more concentrated than the workers are; among a 33 - county labor force of over 800,000, the largest counties represent only 61.1 percent of the total workers, indicating that many people commute from surrounding counties into the job centers.

2 Digit Industry	Employed	Avg Annual Wages	LQ	Annual Demand	Forecast Annual Growth
Health Care and Social Assistance	103,636	\$64,068	0.89	11,079	0.9%
Manufacturing	97,832	\$75,453	1.58	10,220	0.4%
Retail Trade	76,422	\$37,094	1.00	10,374	-0.1%
Accommodation and Food Services	71,401	\$23,840	1.05	13,113	0.6%
Educational Services	64,738	\$53,901	1.03	6,198	0.2%
Transportation and Warehousing	54,638	\$59,135	1.41	6,526	1.1%
Administrative and Support and Waste Management and Remediation Services	48,115	\$43,844	1.01	5,744	0.6%
Construction	42,879	\$66,657	0.92	3,953	0.7%
Public Administration	41,673	\$64,338	1.15	3,934	0.3%
Professional, Scientific and Technical Services	39,141	\$85,292	0.69	3,538	1.0%

Remaining Component Industries	138,861	\$67,196	.76	15,268	0.5%
Total - All Industries	779,336	\$58,105	1.00	88,946	0.6%

As of November 2024 , the three counties with the lowest unemployment rates were Woodford County at 3.6 percent, and Carroll and Washington County at 3.9 percent. However, several counties in the region are experiencing higher unemployment. Rural counties with the smallest labor forces have some of the highest unemployment rates; Estill County, with a labor force of 5,306 has an unemployment rate of 5.9 percent. Lincoln County, with a labor force of 9,519 has an unemployment rate of 5.8 percent. Larue County had an unemployment rate of 5.2 percent.

According to ACS data, the Central Kentucky Region has a healthy labor force participation rate of 63.7 percent, noticeably exceeding the Kentucky rate of 58.2 percent and even the national labor force participation rate of 62.5 percent. Still, the labor force participation rates also vary quite a bit, from 47.4 percent in Estill County to 69 percent in Kenton County.

An overwhelming majority of the population over the age of 25 in the Central Kentucky Region-- some 91.7 percent--have a high school diploma or higher. However, only 33 percent have a bachelor’s degree or higher.

Unfortunately, many individuals in the Central Kentucky Region with barriers to employment are struggling. Roughly 13.3 percent of residents have a reported disability and only 42.8 percent are active in the labor force. Single parent families make up 32.3 percent of the population. While barriers like poverty make-up 13.3 percent, lack of transportation (6.3 percent), English as a second language (ESL) (4.4 percent), and disconnected youth (2.0 percent) make up much of the top challenges for employment for individuals in the Central Kentucky Region.

Leading Industries

The Central Kentucky Region is well diversified. According to quarter 4 data for 2024 from the Industry Snapshot for the Central Kentucky Region, Healthcare is the largest industry, comprising about 103,636 jobs in the Central Kentucky Region. Manufacturing is next with

97,832 jobs, followed by Retail at 76,422 jobs, Accommodation and Food Services at 71,401 and Educational Services at 64,738 . 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 Transportation and Warehousing with an annual growth forecast of 1.1 percent, Professional, Scientific and Technical Services at 1.0 percent, and Health Care and Social Assistance at 0.9 percent.

The highest regional average wages are in Management of Companies and Enterprises (\$119,894) and Finance and Insurance (\$87,952) . The lowest is in Accommodation and Food Service (\$23,840) (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.

Additional Lincoln Trail Response: Economic and workforce conditions continue to improve in the LTWDA. The civilian labor force at the end of 2023 was 211,231 an increase of 88,914 from 2022. The number employed increased by 1,205 and those unemployed increased by 119. The unemployment rate continued to be low for the Lincoln Trail Area. The annual rate for 2022 was 4.2% and for 2023 it was 4.1%. The labor force participation rate (LFPR) has slightly increased to 54.6% in 2023 from 54.4% in 2022. Rates for counties in the region range from a 49% rate in both Breckinridge and LaRue Counties to 65% in Washington and Marion Counties. Increases in the LFPR can be attributed to local economic growth, increases in the working-age population and enhanced access to education, vocational training and supportive services in the region. Contributing factors to decreases of the LFPR are lack of

industry, generational poverty, an influx of retirements among the baby boomer generation and a lack of skilled workers required for many open jobs in the region. Covid-19 also had an adverse effect previously on the LFPR through 2021 due to school closures, childcare and family health issues that kept some workers out of the labor force. Some counties continue to see residual effects.

The Lincoln Trail Workforce Board, in partnership with the South Central Workforce Development Board and Western Kentucky University, has collected key data metrics related to the state of the workforce in the 8-county region. This data includes generalized workforce participation in Lincoln Trail (with a breakdown by county and age group) to detailed metrics on specific populations (childcare, New Americans, high school pathways, commuters, etc.) This data provides an understanding of the healthiness of the Lincoln Trail workforce in comparison to state and national averages.

For Northern Kentucky:

2024 Northern Kentucky LWDA Economic and Workforce Analysis

Population	468,852
Labor Force Size (civilian population 16 years and over)	247,634
Prime-Age Labor Force Size (civilian population 25-54)	156,013
Identify as Disabled (Age 18-64)	12%
Labor Force Participation Rate (civilian population 16 years and over)	66.9%
Prime-Age Labor Force Participation Rate (civilian population 25-54)	84.9%
With a Disability Labor Force Participation Rate (Age 18-64)	45.2%
Unemployment Rate ¹	4.2%
Poverty Level (of all people)	10.6%
*No High School Diploma	7.0%
*High School Graduate	37.9%
*Some College, No Degree	19.7%
*Associate Degree	9.5%
*Bachelor's Degree	23.6%
*Postgraduate Degree	12.3%
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	1.4%
Households Receiving Food Stamps	7.2%
Individuals Receiving Medicaid ²	22.3%

* Educational Attainments reflect Ages 25-64

Sources

American Community Survey 2018-2022, extracted via JobsEQ unless noted otherwise

1. KY STATS- December 2024 LAUS
2. Cabinet for Health and Family Services: Monthly Medicaid Counts

- D. **(R)** Provide 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 the capacity to provide 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 require training 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 Centers, 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 workshops at the KCC-Lincoln Trail Office utilizing the CareerEDGE platform 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; Area Technology Centers in Breckinridge, Marion, Meade, and Nelson Counties offer career and technical education pathways; 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); Bardstown Independent Schools in Nelson County has opened a Polytechnic Center with state of the art classrooms, advanced training equipment and expert instructions; Project Lead the Way; Knox Coding Academy; Putting Kentuckians First which

introduced a welding certification program for individuals in the Nelson County Detention Center.

In 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 assists them with a job search, resume assistance and possible work experience. The Kentucky Employes 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, Retail Trade and Food Service.

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.

Also in Northern Kentucky, regarding 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 which

reflects the employers seen throughout the 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. In February 2025, the NKWIB Business Services Committee undertook the process of surveying regional companies in our high-demand sectors to solicit their feedback about Career and Technical Education (CTE) approved credentials. This process was incorporated into the development of the new Local Workforce Plan. Additionally, the NKWIB intends to facilitate conversations with local businesses about the benefits of hiring and placing employees within school systems to provide instruction, primarily at Area Technology Centers (ATCs). We know that it is extremely challenging for school systems to identify an experienced tradesperson who is willing to work for the school at a substantially lower salary than they would be able to earn working in the private sector. However, we understand the benefits that a private sector employer would experience by hiring an employee and assigning them to work at an ATC; they would be able to provide customized instruction and have direct access to the talent coming out of that school system. A few employers, such as Riegler Blacktop are already doing this and have realized the benefits of this arrangement. Our goal is to increase the number of employers who are willing to do the same.

The Lincoln Trail Workforce Development Board identified additional strengths during a recent planning session:

Work-based Learning Opportunities: Lincoln Trail has significantly increased work-based learning opportunities. Project Opportunity is an initiative that identifies employers who are interested in providing work-based learning opportunities and matches student co-ops from area high schools to those positions. As part of upskilling workers to avoid layoffs, LTWDB offers Incumbent Worker Training in high demand sectors. On the Job Training is a critical step in customized training program models for companies such as Baptist Health Hardin and Your Recruiting Company.

Youth Services: Development of a youth career services program has been a priority since 2024. The model that was developed consists of the following modules/services. In-school, out-of-school and opportunity youth are receiving the following services:

- **Work Readiness:**
 - Pre-Employment Orientation
 - Essential Skills
- **Sector Training:**
 - Virtual Reality Career Exploration

- Ready for Industry Training
- **Path to Employment:**
 - On-the-Job Training
 - Paid Internships
 - Individual Training
 - Connection to Local Employers
- **Employment Support:**
 - Follow-Up
 - Workforce Related Assistance

Business Services Team

The Bluegrass Workforce Innovation Board (BGWIB) offers a comprehensive array of business services aimed at supporting local employers and enhancing workforce development in the region. One key service is recruitment and hiring assistance, where the BWIB helps businesses identify qualified candidates by providing access to a pool of pre-screened job seekers through the Kentucky Career Center and various job boards. Additionally, the BWIB offers On-the-Job Training (OJT) programs, which help offset the costs for businesses to train new employees. This initiative allows businesses to provide hands-on training to new hires while receiving financial support for the training process, ensuring workers acquire essential skills specific to the company's needs. For businesses with more specialized needs, the BWIB also develops customized training solutions by partnering with educational institutions and community colleges to create tailored programs that address specific skill gaps.

The BGWIB further supports employers by providing access to valuable labor market information (LMI) that includes regional economic trends, workforce availability, and skill gaps. This data helps businesses make informed decisions about hiring and workforce development. Additionally, the BWIB offers consulting services to assist businesses in understanding labor trends and aligning their workforce strategies with current market conditions. The board also helps businesses with long-term workforce development strategies, including guidance on workforce retention, employee development, and succession planning. Lastly, the BGWIB connects employers with apprenticeship and internship programs, providing pathways for individuals to gain practical experience while contributing to the businesses' future talent pipeline. Through these services, the BWIB plays a pivotal role in aligning workforce development with the evolving needs of regional employers.

The Bluegrass Workforce Innovation Board (BGWIB) continuously seeks to enhance and streamline its services to better meet the needs of local employers. One effective way it gathers feedback is through surveys completed by businesses, which provide valuable insights into the challenges employers face and the effectiveness of the workforce development services offered. These surveys allow BGWIB to better understand employers' specific skill gaps, recruitment needs, and training requirements, ensuring that the services provided are aligned with the evolving demands of the local labor market. The feedback collected from businesses helps identify areas for improvement, allowing the BWIB to refine existing programs, tailor services, and introduce new initiatives that are more responsive to employer needs.

Incorporating survey results into workforce development planning enables BWIB to customize its offerings, such as adjusting recruitment strategies, developing targeted training programs, and enhancing business outreach efforts. Moreover, the surveys help the BGWIB monitor employer satisfaction and make data-driven decisions on how to improve the overall quality and impact of business services. By consistently collecting and analyzing business feedback, the BWIB ensures that its workforce development programs remain relevant, efficient, and effective in addressing the workforce challenges faced by employers in the Bluegrass region.

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 20,000 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.*

Shortage of Available Workforce: *Our region is facing a severe shortage of available talent, which mirrors the national workforce landscape. As we face an aging population combined with low birthrates, we have people retiring in large numbers and not enough young workers to fill their spots. Additionally, economic development has been strong,*

meaning that there are many jobs being created across the state that have become increasingly more difficult to fill.

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 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 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.

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.

In Northern Kentucky, 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.

Northern Kentucky has identified getting individuals dealing with substance addiction recovery into gainful employment as one of its four priorities. According to the 2022-2024 Community Health Needs Assessment (CHNA), an estimated 70,000 people in Northern Kentucky have a substance use disorder. That is a percentage of the labor force that we cannot continue to function without.

The Lack of Accessible Childcare is a workforce barrier that plagues our entire state and certainly the Central Region. It has been estimated that 45,000 nonworking caregivers, statewide, indicated that they would be in the workforce if they had childcare. Northern KY has been partnering with EC LEARN to help employers realize the benefits of investing in childcare solutions for their employees (or prospective employees) by capitalizing on House Bill 499 which was passed in 2022 by the KY General Assembly making it possible for employers to secure match funds from the state for any investment they make into childcare solutions for their employees. Part of this issue is due to the lack of qualified childcare providers; the Central Region plans to leverage the State's Early Childhood Education Apprenticeship Program which will make it easier for individuals to earn marketable credentials such as the Child Development Associate (CDA) degree. This will hopefully result in more childcare options for non-working caregivers.

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.

Increasing Work-Based Learning (WBL) Opportunities: Northern KY identified increasing WBL opportunities across the region as a priority. We need more employers to offer/host WBL activities (apprenticeships, pre-apprenticeships, co-ops, internships) and we need more advertising to increase communication and better linkage to our target populations to build demand. Northern KY is building an online platform called NKY Career Jumpstart that will house all regional WBL experiences. Employers will provide opportunities to be housed within NKY Career Jumpstart and these opportunities will be accessible to primarily, but not exclusively, Opportunity Youth. It is anticipated that this new platform will make it easier for individuals to identify and enroll in WBL experiences.

Bluegrass response:

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.

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.

Community Resource Minute: The Community Resource Minute is hosted by our One Stop Operator. 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.

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.

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

To gain additional insight into employers' needs and to ensure alignment between the high school/secondary system's Career and Technical Education offerings with regional employer demand, the NKWIB conducted an analysis of Kentucky's Valid Industry Certification List for 2024-25. The NKWIB Business Services Committee formed an ad hoc workgroup to review the industry certification/credential list. Through collaboration with partners and key stakeholders, local employers were contacted directly to identify obsolete certifications and certification deficiencies. Certifications/credentials for over 135 CTE career pathways were reviewed, and input was provided by 25 companies representing 5 industry sectors, including Healthcare, Construction, Education, Professional Scientific & Technical Services (PS&TS), and Manufacturing and Logistics. The input received resulted in recommendations for 33 additions to the list and 5 deletions. All recommendations are detailed below:

Healthcare:

Add:

- CCHT (Certified Clinical Hemodialysis Tech) from the Nephrology Nursing Certification Commission
- BONENT -Board of Nephrology Examiners Nursing & Technology (Patient Care Tech)
- EKG or Telemetry (Patient Care Tech)
- RMA (Registered Medical Assistant)
- ARMA (American Registry of Medical Assistants)
- CCMA (Certified Clinical Medical Assistant)
- CPC (Certified Professional Coder)

Remove:

- AMCA (Patient Care Tech)
- NHA (Patient Care Tech/Assist)
- AMCA (Phlebotomy Tech)
- NHA (Phlebotomy Tech)

Construction:

Add:

- LEED Certification (Leadership in Energy and Environmental Design)
- BPI Certification (Building Performance Institute)
- Passive House Certification

- Solar Photovoltaic (PV) Installer Certification
- BIM (Building Information Modeling) Certification
- FAA Part 107 certification for drone pilots
- EV Charging Station Installer Certification
- Fiber Optic Technician Certification
- Heavy Equipment Operator Certification
- AWS (American Welding Society) endorsements in high-tech welding applications, ex) robotic welding
- OSHA 30-Hour Construction Certification
- Certified Safety Professional (CSP)
- Confined Space Entry & Rescue Certification
- Project Management Professional (PMP) for Construction
- Lean Construction Certification
- Electrical - Arc Flash (NFPA 70E) Certification
- Lockout Tagout Certification
- Home Builders Institute (HBI) Pre-Apprenticeship Certificate Training (PACT) Core

Remove: None

Education: None

PS&TS:

Add:

- CompTIA CYSA+
- Google IT Support
- Salesforce Administrator
- AWS
- React or Angular (Advanced Javascript)
- GIT

Remove:

- Adobe Dreamweaver

Manufacturing and Logistics:

Add:

- CNC Programmer and Machine Tool Application Engineer
- AWS D17 (aerospace welding)

Remove:

None

There is certainly 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. The NKWIB will administer this process annually going forward.

Chapter 2: Strategic Vision and Goals

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

In 2021, the NKWIB created a new strategic plan with the essential components listed below.

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.

NKWIB Strategic Plan Elements:

1. Employer Services

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

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

2. Jobseeker Services

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

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

3. Board Governance

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

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

4. **Data-Driven Decision Making**

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

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

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 1). The NKWIB has determined this data is necessary to evaluate the return on investment concerning career center resources. In addition to performance metrics, regional Labor market Information is reported on the KPI.

One of our key focus areas is meeting the workforce needs of individuals with barriers to employment, including Opportunity Youth.

The NKWIB has a Strategic Accountability Committee in place whose charge is to ensure our work continues to focus on serving individuals who need our services the most.

The functions of the NKWIB Strategic Accountability Committee are to:

- ✓ Equip NKWIB board members with pertinent information to take appropriate measures to ensure NKWIB workforce development strategies and investments are aligned with WIOA expectations to serve traditionally untapped talent pools.
- ✓ Work with the WIOA Operator and Direct Services Provider to ensure collection of demographic data on individuals served at NKY Career Centers, and work toward identifying and addressing potential outcome disparities on WIOA-registered individuals.
- ✓ Collaborate with partner organizations, such as community-based nonprofits serving traditionally untapped talent pools, and other NKWIB committees to align outreach efforts to maximize collective impact.

Additionally, the NKWIB has a Program and Youth Committee in place to ensure that our efforts and the efforts of our subcontracted providers, including Brighton Center (serving

Adults/Dislocated Workers) and NKY Community Action Commission (serving Youth) are effective and meeting our regional workforce needs.

The functions of the NKWIB Program and Youth Committee are to:

- ✓ Review and make funding recommendations to the Board for Adult, Dislocated Worker and Youth program activity.
- ✓ Oversee the Approved Vendor List (AVL) to ensure the use of quality programs that align with the WIB’s identified industry cluster.
- ✓ Provide information and assist with planning, operational, and other issues relating to the provision of services to adults, dislocated workers, youth, veterans, and people with disabilities.

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

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 goals mirror the KWIB’s strategic goals.

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.

<p>3. Respond to changing employer and individual needs by effectively leveraging local, state and federal resources and benchmarking impact through data and metrics.</p>	<p>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)</p>
<p>4. Maintain strong leadership and community connectivity by fostering board member recruitment, retention and education efforts with a focus on diversity, equity and inclusion.</p>	

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

Embedded within the NKWIB’s vision and goals are four priorities, as determined by the NKWIB in the Spring of 2023. These priorities include:

1. Advancing Work-Based Learning

Work-based learning experiences are mutually beneficial for the job seeker and the employer. The job seeker is able to gain valuable experience and start building their professional network, and the employers who offer these opportunities are establishing a sustainable talent pipeline for years to come. A Registered Apprenticeship Program (RAP) is the most extensive example of work-based learning, and NKY strives to facilitate more RAPs and, to accomplish this, the NKWIB is exploring the possibility of becoming an apprenticeship intermediary to relieve the administrative burden of our employers.

From State Plan: “Fiscal Year 2023 showed a 12.2% increase from the year prior in registered apprentices in Kentucky totaling 5,029 active apprentices and 2,513 new registered apprentices in that year alone.”

2. Assisting Individuals in Addiction Recovery

According to the 2022-2024 Community Health Needs Assessment (CHNA), an estimated 70,000 people in Northern Kentucky have a substance use disorder. That is a percentage of the labor force that we cannot continue to function without.

From State Plan: “Individuals with substance abuse disorders are less likely to participate in the labor market. Nationally, the labor force participation rate of prime-age individuals with substance abuse disorders was 70 percent, nearly 13 percent lower than the average prime-age participation rate from 2015-2018 (Greenwood et al., 2022).”

3. Engaging Opportunity Youth

There are approximately 6,000 individuals, aged 16-24, who are neither working nor in school in Northern Kentucky. To address this, targeted strategies must be deployed to engage and support these individuals through varied services. In 2024, the NKWIB bifurcated its WIOA direct services contract, resulting in a stand-alone WIOA Youth contract. This action was taken to ensure concentrated efforts to serve NKY Youth.

The NKWIB supports what is included in the Kentucky Workforce Plan regarding Youth (point listed below):

- The most cited point and critically important point of continuous “exposure to careers” and opportunities for work-based learning
- A key point of career exposure was also to involve parents and teachers in understanding all options available in the world of work
- Ensuring that the workforce system reaches youth before they become “opportunity youth”
- Lack of mentors and mentorship programs leads to disengaged youth
- The value of essential skills and work ethic is critical

4. Promoting Quality Jobs

The U.S. Departments of Commerce and Labor share a common vision of what comprises a “good job”. Good jobs are the foundation of an equitable economy that lifts up workers and families and makes businesses more competitive globally. The NKWIB supports advancing “good jobs” in our region and is eager to work alongside employers that demonstrate a commitment to job quality.

The Kentucky Workforce Innovation Board adopted the U.S. Departments of Commerce and Labor eight Good Jobs Principles, and the NKWIB endorses those same principles to drive this work forward.

In 2024, the NKWIB launched the “Workforce Investment Champion” award to recognize and celebrate employers who demonstrate a commitment to job quality. This award will be given annually.

WIOA Core Programs:

- Brighton Center (WIOA Title I – Adults & Dislocated Workers) – *contracted provider/ One-Stop Operator*
- Northern Kentucky Community Action Commission (WIOA Title I – Youth) – *contracted provider*
- Kentucky Education and Labor Cabinet (WIOA Title III – Wagner Peyser)
- Kentucky Education and Labor Cabinet (WIOA Title IV – Vocational Rehabilitation)
- Kentucky Adult Education (WIOA Title II)

Required/MOU Partners:

- Brighton Center
- Campbell County Public Library
- EC LEARN
- Gateway Community and Technical College
- Horizon Youth Services (Job Corps)
- Kenton County Public Library
- Kentucky Adult Education
- Kentucky Cabinet for Health and Family Services
- Kentucky Career Development Office
- Kentucky Office of Vocational Rehabilitation
- Life Learning Center
- Northern Kentucky Area Development District
- Northern Kentucky Community Action Commission
- Ohio Valley Goodwill Industries
- Owen County Public Library
- Pendleton County Public Library
- Per Scholas Greater Cincinnati
- Transit Authority of Northern Kentucky (TANK)

Additional Community Partners

- BE NKY (Econ Dev for Boone, Campbell and Kenton)
- Boone County Public Library
- Boone County School District
- Carroll County Chamber of Commerce
- Carroll County Economic Development Corporation
- Carroll County Public Library
- City of Covington Economic Development Department
- Duke Energy
- Gallatin County Chamber of Commerce
- Grant County Chamber of Commerce and Economic Development
- Grant County Public Library
- Jefferson Community and Technical College
- Kenton County Airport Board (CVG)
- Kenton County School District
- Kentucky I-71 Economic Development Alliance (KIEDA)
- Learning Grove
- Northern Kentucky Chamber of Commerce
- Northern Kentucky Education Council
- Northern Kentucky University
- Owen County Industrial Board

- Owen County Chamber of Commerce
- Pendleton County Industrial Board
- Pendleton County Chamber of Commerce
- St. Elizabeth Healthcare

Chapter 3: Alignment of Local Area Partnerships and Investment Strategies

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

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

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 five

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 workforce services for Adults, Dislocated Workers and Employers., and NKY Community Action Commission (NKCAC) was selected to provide workforce services for Youth. The following services are provided for job seekers (Adults, Dislocated Workers and Youth): 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 services 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, KY Adult Education, , the Career Development Office (Wagner Peyser), and the Office of Vocational Rehabilitation provide services to qualifying customers.

One-Stop Partners-WIOA Elected Partner Plan Programs

Similar to the WIOA Core Programs, the Jobs for Veterans State Grant (JVSG) Program and Unemployment Insurance are administered at the KCC by the KY Education and Labor Cabinet. 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.

At the Comprehensive Career Center, located in Covington, there are nine onsite partners working cohesively to meet the workforce needs of NKY's job seekers and employers. Those partners include: Brighton Center, Gateway Community and Technical College, Kentucky Adult Education, KY Career Development Office, KY Office of Vocational Rehabilitation, NKY Area Development District, NKY Community Action Commission, Ohio Valley Goodwill, and

Transit Authority of Northern Kentucky (TANK).

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 workforce initiative called NKY Works. The Vision of NKY Works is that Northern Kentucky is a place where businesses thrive, capitalizing on a globally competitive workforce because of a well-coordinated, comprehensive workforce development and talent attraction system.

NKY Works is a collective impact workforce initiative that leads and integrates workforce development services in NKY by convening workforce partners and employers to address our most pressing workforce needs. Its work is divided into five key focus areas:

- Early Childhood Education
- Career Readiness (K-12 Education)
- Work-Ready Adults (unemployed or under employed)
- Regional Talent Attraction and Promotion
- Employer Best Practices

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 that lead to a recognized postsecondary credential. This includes a credential that is an industry-recognized certificate or certification and is 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 services and resources, staff and partners have reached further into the community to engage potential job seekers with many different employment barriers.

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.

Establishing career pathways that make sense for each individual job seeker is also an important component of our work.

We partner closely with regional high schools to assist with the transition from high school to ensure career readiness including but not limited to supporting job seekers transitioning from high school who want to enter the workforce:

- ✓ There are two school superintendents represented on the NKWIB as board members.
- ✓ We work with Learning Grove/NaviGo, as an MOU-level partner of the NKY Career Center network, to work with middle and high school students on identifying career interests and aptitudes via the YouScience Assessment; over 25,000 YouScience assessments were completed last year, and we will continue to utilize this tool.

Further, we avail job seekers of Labor Market Information to ensure they are making informed decisions when it comes to selecting a career path. WIOA Titles I, II, III and IV do this in partnership with one another to ensure individuals receiving basic job search assistance, intensive support with accessing career credentials via postsecondary training, helping individuals progress to the next step to either further their education or transition to full-time employment following GED attainment, or helping an individual with a disability gain access to equitable jobs matching their career aspirations.

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

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

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 routinely 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.

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 workforce delivery system mirrors the identified in-demand targeted sectors. Kentucky's five high-demand sectors were updated in November 2024. They now include Manufacturing and Logistics; Construction; Healthcare; Education; and Professional, Scientific and Professional Services. The NKWIB is currently evaluating how these new sectors match with local demand and if/how the new sectors will be customized to meet local demand. As an example, the NKWIB is inclined to convert the "Healthcare" sector to "Healthcare and Life Sciences" to best serve NKY's labor market demand.

The BST works collaboratively and actively to help meet the workforce needs of employers. 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.

See Attachment 2, Memorandum of Understanding, for a complete breakdown of partner responsibilities.

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.

Northern Kentucky's workforce development strategy is strengthened through the integration of NKY Works, a collective impact workforce initiative designed to align and enhance workforce services across the region. NKY Works functions as the central coordinating entity, or as Judge Gary Moore describes it, the "air traffic controller" for workforce development services in Northern Kentucky. This initiative ensures that businesses have access to a globally competitive workforce by fostering collaboration between employers and workforce partners.

Housed within the Northern Kentucky Area Development District (NKADD), NKY Works is supported by Boone, Campbell, and Kenton County Fiscal Courts in conjunction with the BE NKY Growth Partnership. The initiative operates with a focused mission of growing

existing talent, supporting employers, and attracting new talent to the region. These goals align closely with the broader objectives of the Workforce Innovation and Opportunity Act (WIOA) by creating a streamlined, inclusive, and employer-responsive workforce system.

One of the primary functions of NKY Works is elevating employer best practices. By advocating for productive and inclusive workplaces, the initiative helps businesses implement effective workforce policies that drive economic growth and enhance employee retention. This emphasis on employer engagement directly contributes to the Northern Kentucky Workforce Investment Board's (NKWIB) strategic goal of fostering strong business participation in workforce development.

In addition to supporting employers, NKY Works integrates various regional workforce services, ensuring that individuals seeking employment or training opportunities have access to comprehensive resources. By aligning workforce initiatives with local economic development efforts, the program strengthens the pipeline of skilled workers essential for Northern Kentucky's continued prosperity.

The inclusion of NKY Works in the regional workforce strategy ensures a cohesive approach to addressing labor market demands. It serves as a model for effective collaboration, aligning with WIOA's objectives of enhancing employment outcomes through coordinated service delivery. Through NKY Works, Northern Kentucky is well-positioned to meet the evolving needs of both employers and job seekers, reinforcing its role as a leader in workforce innovation.

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

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.

In NKY, Wagner-Peyser staff work in conjunction with Unemployment Insurance (UI) staff to ensure UI claimants receive the best possible customer service by helping them understand and navigate the filing and/or adjudication process and by connecting them with the appropriate UI staff who are no longer physically onsite at KY Career Centers.

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 pathway initiatives, or use of effective business intermediaries and other business services and strategies that support the local board's strategy. [WIOA Sec. 108(b)(4)(A) and (B)].

The Office of Vocational Rehabilitation staff are located in our certified career centers, and a representative serves 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 our business/employer customers including incumbent worker training, On-the-Job training and support of local apprenticeship initiatives through KCTCS and other training providers. Increasing these offerings will both support local business needs for talent while also supporting local individuals who need to upgrade their skills.

Aristech Surfaces is a local business that has benefited immensely from our Incumbent Worker Training program and has utilized its support to conduct a series of 6 trainings in FY24. These training courses enabled their front-line managers to strengthen their leadership and communication skills to reduce employee turnover and increase productivity for those teams that work under the managers participating in the training. The Incumbent Worker Training program continues to be a valuable resource for local businesses, enabling them to retain talent and enhance job quality for their employees.

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

Partner organization and career center access point, the Kenton County Public Library, has entrepreneurship programming and consulting. Through a partnership with Blue North, the NKWIB has been able to connect with and provide support for budding entrepreneurs by offering services such as access to college talent through innovative programming. As part of a local program in partnership with the City of Covington, called Covington Works, we supported 7 Covington-based start-up businesses by connecting them with NKU students and providing resources to enable them to do paid internships which was a terrific support for these new companies and was equally beneficial for the NKU students who gained valuable work experience.

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

Entrepreneurial:

The NKWIB will increase collaboration with SparkHaus starting in 2025.

SparkHaus is an entrepreneurial hub located in Northern Kentucky, offering over 30 private offices alongside versatile meeting and event spaces. Its mission is to shape the future of business in the region, providing a collaborative environment for startups, freelancers, and established companies. SparkHaus aims to foster innovation and growth within the local business community.

Childcare/Education

NKY Works' Early Childhood Education initiative focuses on three key areas to strengthen Northern Kentucky's workforce:

- **Employer Incentives:** By promoting programs like the Kentucky Employee Child Care Assistance Partnership (ECCAP), NKY Works helps employers offer affordable, reliable child care, leading to reduced turnover and absenteeism, and enhanced productivity.
- **Child Care Industry Talent Attraction and Retention:** Addressing the shortage of qualified early childhood educators, NKY Works provides resources on scholarships and financial incentives for certifications, and advocates for better wages and benefits to sustain the child care sector.
- **Workforce Talent Attraction and Retention:** Recognizing child care as essential infrastructure, NKY Works equips employers with resources to connect employees to quality care, fostering family-friendly workplaces that support employee retention.

This comprehensive approach ensures a robust early care and education ecosystem, benefiting families, businesses, and the broader community.

Information Technology/Coding

The NKWIB is partnering with Code Kentucky and Per Scholas Greater Cincinnati to offer short-term IT credentials to individuals who are un- or under-employed.

The NKWIB is working with KentuckianaWorks to ensure individuals are getting connected with Code Kentucky. Code Kentucky is a free-to-participate software development training program serving adults across Kentucky, including Northern Kentucky, Greater Cincinnati, Appalachia, and the Lexington/Bluegrass regions. The training blends self-guided online learning with weekly in-person meetups and mentorship from experienced developers. Participants can receive training in areas such as web development, data analysis, and software development, with the goal of preparing them for junior developer roles upon graduation.

Additionally, as of 2024, Per Scholas of Greater Cincinnati established an onsite presence at the KY Career Center in Covington, providing training onsite at NKY's comprehensive career center. Per Scholas is also now an MOU-level partner of the NKY Career Center network. Per Scholas is a nonprofit organization offering free IT training to help individuals launch tech

careers. The program provides hands-on instruction in areas like cybersecurity, software engineering, cloud computing, and IT support. It includes career coaching, professional development, and job placement assistance. Designed for individuals from underrepresented communities, Per Scholas partners with major tech companies to align training with industry needs.

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

Youth 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 is responsible for:

- a. Recommending policy direction to the local board for the design, development, and implementation of programs that benefit all youth;
- b. 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;
- c. Recommending ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth;
- d. Recommending ways to coordinate youth services and youth service providers;
- e. Providing on-going leadership and support for continuous quality improvement for local youth programs;
- f. Assisting with planning, operational and other matters related to youth;
- g. Overseeing eligible youth providers, as well as other youth program responsibilities; and
- h. Selecting youth grants or contracts.

Youth Workforce Activities

Community Partners/Referrals/Outreach/Recruitment

Effective July 1, 2024, “Putting Young Kentuckians to Work”, locally named “Youth First” in Northern Kentucky, will enable Local Workforce Boards across the state to direct more attention and resources to in-school youth to ensure they have a career plan after completing high school. In NKY, a Youth Navigator will work with local high schools, area technology centers, and other non-profits to provide events such as career exploration Days, workshops, and other career-focused activities to ensure students transition from high school into meaningful career training or directly into gainful employment. This program was

made possible by an investment of State funds through the Kentucky General Assembly in 2024.

When appropriate, youth (ages 16-24) will be co-enrolled in Youth First and WIOA to optimize services.

Best Practices

YouScience is a career and aptitude discovery platform that helps individuals identify their strengths and align them with potential career paths. It uses proprietary brain games and assessments to measure natural abilities, interests, and skills, providing personalized insights into career and education opportunities. The platform is widely used by students, educators, and employers to bridge skill gaps and connect talent with industry needs. By leveraging data-driven insights, YouScience aims to improve career readiness, workforce alignment, and individual confidence in career decision-making. It also helps businesses find qualified candidates by showcasing students' aptitudes beyond traditional resumes and test scores. In NKY, over 25,000 high school and middle school students have taken the YouScience assessment.

NKY Career Jumpstart is a free platform dedicated to connecting career seekers with employers in Northern Kentucky. It facilitates work-based learning experiences, enabling individuals to build professional connections, enhance their resumes, and explore potential career paths. The platform offers tailored services for various users:

- i. **Career Seekers:** Access to a variety of opportunities to gain practical experience.
- ii. **Employers/Community Partners:** Tools to post work-based learning opportunities and connect with emerging talent.
- iii. **Educators:** Resources to assist students in securing relevant work-based learning experiences.

Additionally, NKY Career Jumpstart provides a Training Resource Guide to help users find programs that align with their career aspirations. The platform's goal is to create mutually beneficial connections, fostering a skilled workforce in the region.

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

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 universities, 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 universities, Life Learning Center, high schools, economic development offices, housing authorities, local governments, YMCA, Navigo, public libraries, area technology centers, extension offices and the iLEAD Academy.

The NKWIB includes representatives from Pendleton County High School, Northern Kentucky University, Gateway Community and Technical College, and the Executive Director of the Northern Kentucky Education Council (NKYEC). The NKWIB Director serves on the Board of Directors of the NKYEC along with leaders from business, community organizations, and higher and secondary education.

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 eligible youth have the opportunity to participate in an internship program to increase their understanding of the workplace.

All aforementioned partners work well together to leverage each other's services and support one another in achieving the ultimate goal of assisting individuals in preparing for and achieving gainful employment. Duplication of services is avoided as much as possible by making sure effective communication is happening between organizational partners.

All NKY Career Center partners are invited to take part in a monthly "all team huddle" which presents an opportunity for partners to remain apprised of operational issues relevant to multiple partners; it is also an opportunity for any partner to share with the at large group any new or innovative programming they are offering. Additionally, on a quarterly basis, KCC Leadership Team meetings are held. These meetings include managers from all MOU-level partner agencies. These meetings have proven to be an effective way to align services and avoid duplicative efforts.

- F. (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)]

The Lincoln Trail Workforce Development Board currently leverages community programs/services and partners to provide supportive services in addition to those offered by WIOA funding. The LTWDB supportive services include transportation, childcare, emergency assistance, lodging while attending training, and assistance with job related needs such as uniforms and tools. Regional coordination to maximize supportive services will occur as appropriate.

In the Bluegrass Local Workforce Development Area, efforts to coordinate supportive services for individuals involved in workforce investment activities are central to ensuring that all customers, including those with barriers to employment, can fully participate in and benefit from workforce development programs. These services are essential for helping individuals

overcome challenges such as transportation, childcare, and other personal barriers that could otherwise prevent them from accessing job training, education, or employment opportunities.

Childcare Services: Recognizing that many individuals, especially single parents, may struggle to find affordable and reliable childcare, BGWIB coordinates with local childcare providers and community organizations to offer subsidies or vouchers for childcare services. These subsidies help ensure that parents can attend job training, interviews, or employment without worrying about the cost or availability of care for their children.

Transportation Services: For many individuals in rural areas of BGWIB, reliable transportation is a major barrier to employment. To address this, local workforce development programs partner with public transportation systems and local transportation providers to offer discounted or subsidized transit passes to job seekers and employees. Additionally, BGADD has explored alternative transportation options, such as ride-sharing programs and volunteer driver networks, to help individuals in rural or underserved areas access job opportunities.

Other Supportive Services: Beyond childcare and transportation, BGWIB works to address other barriers to employment, such as housing instability, healthcare, and access to technology. The district collaborates with local non-profits, social service agencies, and government programs to connect individuals with resources that can help them stabilize their living situation and improve their overall well-being, thereby enhancing their ability to successfully participate in workforce programs. Services may include assistance with rent or utility payments, healthcare access through Medicaid or other programs, and help with securing the necessary technology and internet access for online learning and job searches. In addition to these direct services, BGWIB focuses on building partnerships with community organizations, employers, and educational institutions to create a more comprehensive support system. For example, local employers are encouraged to develop flexible work schedules or offer on-site childcare to assist employees with balancing work and family responsibilities. Collaboration between workforce development programs, local businesses, and educational institutions also helps ensure that the skills being taught are aligned with local labor market needs, leading to more sustainable employment opportunities.

By coordinating these supportive services, BGWIB ensures that individuals facing barriers to employment are not only trained and prepared for work but are also supported in overcoming the practical challenges that can prevent them from entering and sustaining employment. This holistic approach helps to create a more inclusive and effective workforce development system for the region.

In Northern Kentucky, realizing the importance of childcare support, NKY Works has devoted one of its focus areas to early childhood education and related programming. One of the

objectives of this focus area strives to encourage our employers to invest in childcare solutions for their workers by capitalizing on HB499 which was passed by the KY General Assembly in 2022. Additionally, the most often utilized supportvie service in NKY involves reimbursement for transportation expenses to commute to and from training or to and from work. This has proven beneficial to our customers, particularly considering the high cost of gas over the past couple of years.

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

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 regularly with the NKWIB Director to maintain alignment on planned activities/programming delivered through the KCC network. Monthly staff “Huddles” are held 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 at the Comprehensive Center in Covington every Tuesday. 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.

- H. (L)** Describe how the local board will collaborate with WIOA Title II Adult Education and Literacy consistent with the local plan (as described in WIOA Sec. 107(d)(11) and

WIOA Sec. 232. [WIOA Sec. 108(b)(13)]. This will include a discussion of how the local WDB will consistently review local applications submitted under Title II with WIOA sec. 107(d) (11) (A) and (B) (i) and WIOA sec. 232.

KY Adult Education (KYAE), with Gateway Community and Technical College as the local contracted provider, has a physical presence at the Comprehensive Center in Covington. By having this physical presence, KYAE is able to be more fully integrated into services resulting in a stronger partnership with all KCC partners but, most notably, the core partners delivering WIOA Title I, III, and IV services. As an example, KYAE is one of the presenting partners at the weekly job seeker orientation that takes place at the Kentucky Career Center Orientation (KCCO) in Covington.

After our local KYAE representative presents KYAE services during KCCO, they will make themselves available to address job seeker questions and/or provide additional information for anyone interested in KYAE services including but not limited to GED enrollment.

Further, the Career Center Operator (One Stop Operator) is well-versed about all the services present at the Comprehensive Career Center including KYAE. Our front desk “First Impressions Specialist” (who reports to the One Stop Operator) will refer individuals directly to KYAE when individual job seekers identify an interest in KYAE services. Out of all visitors, it is our hope that approximately 10% will be referred to KYAE to receive GED, college transition classes, or to participate in an IET/WPL program. Of those individuals referred, 52% of them will obtain Measurable Skill Gains (MSG). This MSG goal is consistent with KYAE’s goal.

Lastly, our local KYAE representative is consistently present during quarterly KCC Leadership Team meetings, and discussions regarding KYAE referrals will be discussed during these meetings to ensure referrals are happening adequately and to identify opportunities for process improvement.

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

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.

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

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

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's Business Service Committee conducts bi-monthly Key Performance Indicator (KPI) data reviews to evaluate employer engagement and continuous improvement (Attachment 1). There is a heavy focus on verified job placements and there has been a lot of attention paid to making sure that the majority of onsite partners are reporting job placement data through the KCC Operator to capture the impact of our collaborative partnership of organizations providing some level of business services.

Additionally, Job Quality is an area of focus for the NKWIB. We want to help employers by providing the guidance needed for them to become "employers of choice", which will not only help with talent attraction but also with talent retention.

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.

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

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.

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.

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 with technology and other means. [WIOA Sec. 108(b)(6)(B)]

In Northern Kentucky, there are a total of eight locations of the Kentucky Career Center network. The Comprehensive Center is located in Covington, where ten of the 18 MOU partners have in-person locations. There is one KCC location categorized as an Affiliate Center, where more than one WIOA partner is located. And there are six 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 four access points in public libraries, Kenton County-Erlanger Branch, Campbell County-Cold Spring, Owen County and Pendleton County. The CVG career center is one of the only career centers in the nation within an airport. 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 meeting information.

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

Local career centers 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.

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.

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

The NKWIB will follow our 2025 Regional Local Plan Notification Plan to gather public comments about the plan. 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, and a legal notice published in the newspaper of record. The required comment period is included in the notification memo and legal notice.

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

The NKWIB has a thorough assessment process based on contractual requirements, monitoring of activity against those requirements and outcome reviews. This process ensures the employment and training activities provided through the 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.

- 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)]

As of March 2023, the NKWIB hired a full-time Business Services Coordinator in order to provide strategic guidance to regional business services and work in conjunction with the subcontracted provider, Brighton Center, which also provides regional business services in

addition to services for Adults and Dislocated Workers. Effective October 2024, the NKWIB Business Services Coordinator assumed the responsibility of serving as Local Area Rapid Response Coordinator (LARR).

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, 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, 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 Career Development Office staff. The LARR Coordinator coordinates and provides oversight to the LARR Team and ensures appropriate staff training.
- The provisions of information and access to unemployment compensation benefits and programs, such as Kentucky Career Center services, 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.
- 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.
- 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,) 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.

The 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.

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

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 (roughly 5,600 within our 8-county workforce development area), we focus the majority of our resources on Out of School youth.

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. 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.

Regarding serving youth with disabilities, we partner closely with the KY Office of Vocational Rehabilitation as well as with other youth-serving organizations.

One example in which we serve youth with disabilities is through a program called Project Search, which is a program that highlights the strengths and abilities of youth with disabilities by helping them compile a list of accomplishments which may include projects they've completed and positive experiences they've had, and inviting employers in to meet with them in the format of a "reverse job fair". As opposed to having the youth attend a job fair where the employers are at the forefront, Project Search reverses the power dynamic which puts the youth at the forefront and allows them to display their various positive attributes that would make them a strong asset to the visiting employers. This model has proven to be very successful. It is lead by OVR in partnership with other NKY organizations serving youth with disabilities such as BAWAC and New Perceptions. The event usually takes place the KY Career Center in Covington.

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

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. 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 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 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, 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, 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

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

- Up to \$5,000 in one 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. **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 should be focused on the local area's compliance with federal or state requirements.

- A. **(R)** Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), between the local board and the Office of Vocational Rehabilitation (OVR) to enhance the provision of services to individuals with disabilities and other individuals. This may include 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)

While the Lincoln Trail Workforce Development Board does not have a current replicated cooperative agreement in place with the Office of Vocational Rehabilitation, the Memorandum of Agreement between partners identifies the efforts and services provided by the Office of Vocational Rehabilitation. OVR staff are co-located at the Kentucky Career Centers in Elizabethtown (full-time), Bardstown (part-time), and Lebanon (part-time) to enhance services for individuals with disabilities. Guidance will be requested for cooperative agreements.

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/ collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment and individuals living in poverty. Services are co-located in two Kentucky Career Centers, Covington (comprehensive) and Florence (affiliate) 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.

There are no administrative cost arrangements or pooling of funds for administrative costs at this time. 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 and reach an agreement with the Governor (via the Department of Workforce Development) 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 has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become a reality; a complete commitment from 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 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 method for sole sourcing, used for procuring goods and services within the local area. This includes but is not limited to the method used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

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 found in the NKADD Administrative Regulations, Section 3: Purchasing. (Attachment 3)

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 the performance and effectiveness of the regional fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17)]

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

The NKWIB continues to work with the state to troubleshoot KEE-Suite issues and the reliability of performance data. Over the years, there has been substantial improvements to KEE-Suite and there is now a sufficient level of confidence in KEE-Suite being the primary system to measure the majority of performance outcomes. Additionally, the NKWIB will continue to use the local KPI report to benchmark job seeker and business outcomes (see Attachment 1).

The outcomes data available via all tracking systems, including KEE-Suite, KIBES and our NKWIB internal KPI documentation are used collectively for Continuous Quality Improvement efforts. Benchmarks for job seeker and employer outcomes were also established in 2023 to enable the NKWIB board to more objectively evaluate NKWIB and subcontractor performance. An ad hoc committee of the NKWIB was convened to establish appropriate benchmarks.

Public Comment Period: March 21 – April 21, 2025.

Comments: None

Public Hearing Held: April 16, 2025.

Attendees: None



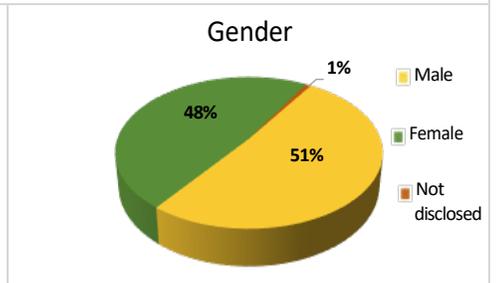
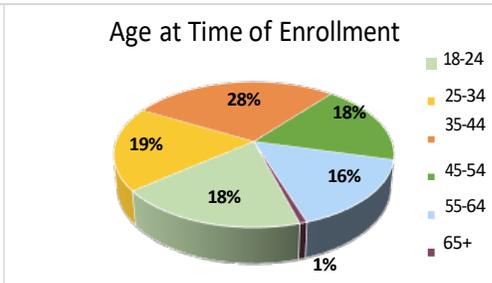
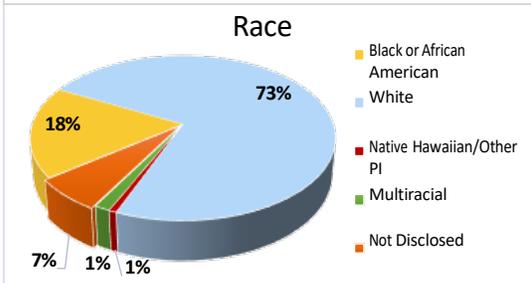
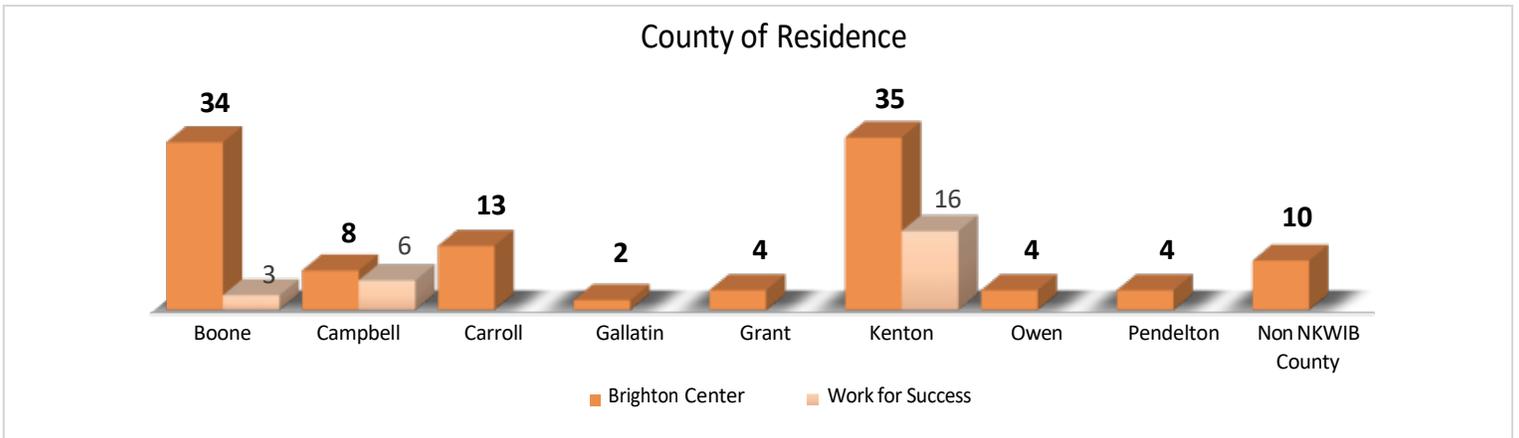
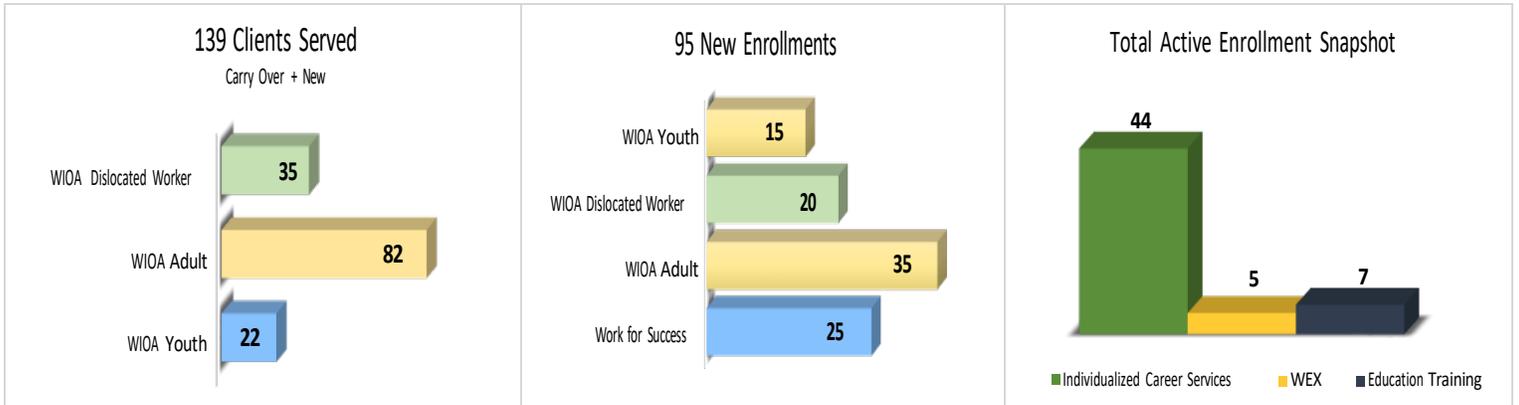
Key Performance Indicators

WIOA Direct Services

Fiscal Year 2024

July 1, 2023 - June 30, 2024

WIOA Enrollments

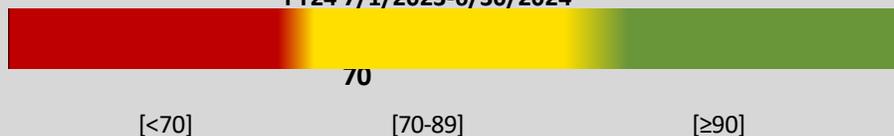


Quarterly Benchmarks

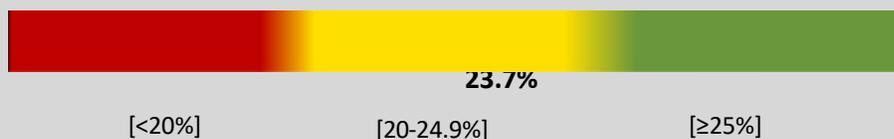
Red = May Need Attention Yellow = Caution Green = Meets/Exceeds

FY24 7/1/2023-6/30/2024

Total New Enrollments



Southern Counties Served

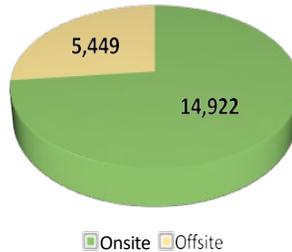


NKY Job Seekers

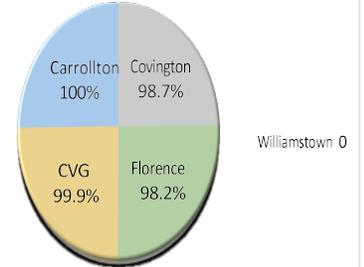
Reported Job Placements



Customers Served Onsite & Offsite

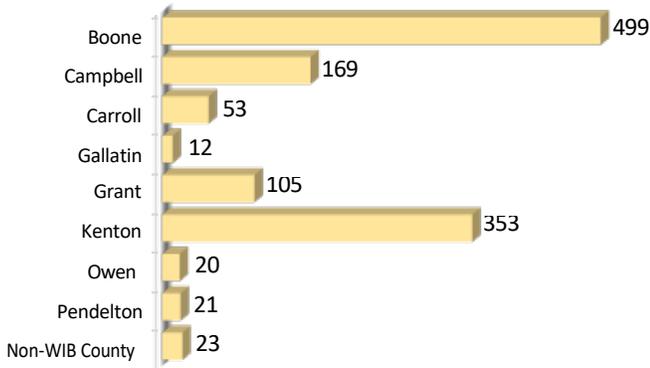


KCC Customer Satisfaction Rate

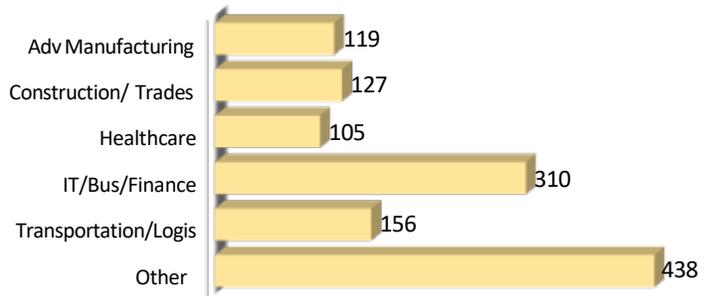


Employer Engagement

Employers Served by Location
 County of Business



Employers Served by Sector
 NKY In-demand Sectors



Unique Employers
 Individual Establishments Served
1,255

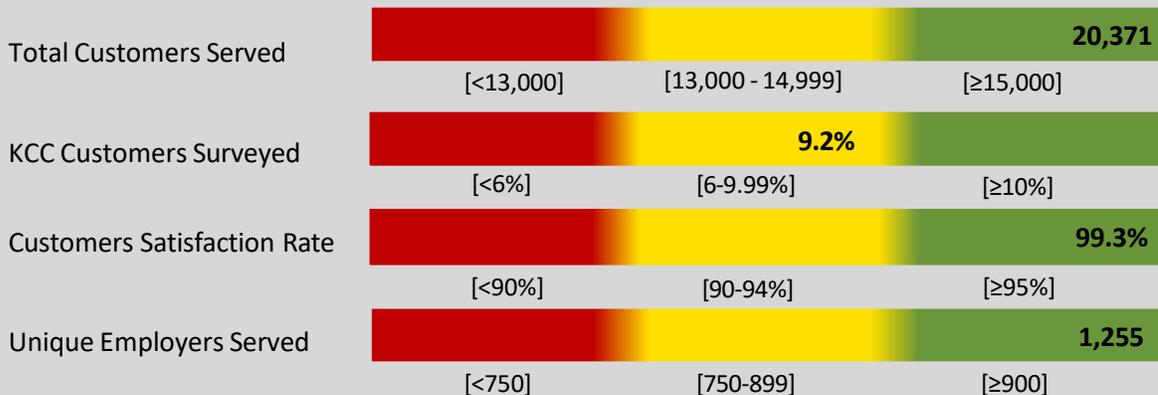
Market Penetration Rate
7.7%

Labor Force Participation Rate (June)

Northern KY	66.4%
Kentucky	57.4%
National	62.6%

Quarterly Benchmarks

Red = May Need Attention Yellow = Caution Green = Meets/Exceeds
 FY24 7/1/2023-6/30/2024



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

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

2021-2024

The central logo is a teal circle containing a green arrow pointing right, followed by the text "Kentucky Career Center" in bold, "Career Training Employer" in smaller text, and "Northern Kentucky" below it. Surrounding this central logo are various partner logos: Horizons Youth Services, Vocational Rehabilitation (with tagline "Finding people and solutions to work"), Kentucky Adult Education Skills (with tagline "CREDENTIALS • COLLEGE • CAREERS"), Northern Kentucky Community Action Commission (CAC), Gateway Community & Technical College, Kenton County Public Library, Brighton Center (A COMMUNITY OF SUPPORT), nkADD, TANK (TRANSIT AUTHORITY OF NORTHERN KENTUCKY), Owen County Public Library, Goodwill, Kentucky Labor Cabinet (ESTABLISHED 1963), Pendleton County Public Library (PCPL - CONNECT • EXPLORE • IMAGINE • CREATE), Kentucky Education & Workforce Development Cabinet, CHFS (KENTUCKY Cabinet for Health and Family Services), and Northern Kentucky Workforce Investment Board (WIB).

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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 (EWDC) and the Kentucky Labor Cabinet as the agencies responsible for the administration and oversight of workforce development and employment-related programs in the Commonwealth of Kentucky—including WIOA.

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. WIOA 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, WIOA 121(c)(2)(v) provides 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 of 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 O 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 B**

B. Administrative Structure – Attachment C

Article II: Agreement Period

- A. This MOU will be in effect from **October 1, 2021** through **September 30, 2024**. 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, and/or 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, or One-Stop Operator acting on behalf of the LWDB, of any changes to the rules governing its respective program that impact the partner's performance under this MOU.
 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, 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 M 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 D.**
- D. **Additional Partner Services: Attachment E.**

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 G

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 are 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 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 O** 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;
 - b. Identification of Shared Costs and 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 H]**
 - b. **Treatment of Costs Chargeable to More than One Partner Program: [Described in Attachment I]**

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 O 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 of all partners on at least an annual basis or more frequently as deemed necessary by the KY Workforce Investment Board (KWIB).
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.

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; or
 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 for convenience 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; and/or
 5. A change in the services, service delivery methods currently utilized, referral methods, methods to determine fair share, or methods to allocate costs.
- 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 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 -- regarding 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. KRS 151B.280(5) and attendant administrative regulation(s) regarding confidentiality of employment and service records which directly or indirectly identify a client or former client.
 14. KY Education and Workforce Development 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. Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act, KRS 61.931, KRS 61.932, KRS 61.933, and KRS 61.934.
 17. 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 that receives Personal Information as defined by Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act, KRS 61.931, KRS 61.932, KRS 61.933, and KRS 61.934, (the "Act"), shall secure and protect the Personal Information by complying with all requirements applicable to non-affiliated third parties set forth in the Act. The parties shall notify the Education and Workforce Development Cabinet (EWDC), as soon as possible but not to exceed seventy-two (72) hours, of any suspected breach of Personal Information provided by or stored on behalf of EWDC. Notification shall be made to EWDC's Security Incident Response Team at EDU.SecurityRequest@ky.gov. The parties shall also notify the Executive Director of the Office of Unemployment Insurance within the Kentucky Labor Cabinet, as soon as possible but not to exceed seventy-two (72) hours, of any suspected breach involving unemployment insurance information. The parties hereby agree to cooperate with the Commonwealth in complying with the response, mitigation, correction, investigation, and notification requirements of the Act. The parties further agree to undertake a prompt and reasonable investigation of any breach as required by KRS 61.933. If upon conclusion of an investigation of a security breach of Personal Information as required by KRS 61.933, it is determined the breach was caused by employees or agents of a specific party, that party agrees to bear the costs of the notification, investigation, and mitigation of the security breach. In accordance with KRS 61.932(2)(a), the parties shall implement, maintain, and update security and breach investigation procedures that are appropriate to the nature of the information disclosed and that are at least as stringent as the security and breach investigation procedures and practices established by the Commonwealth Office of Technology (see <https://technology.ky.gov/ciso/Pages/InformationSecurityPolicies,StandardsandProcedures.aspx>).

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 J

- 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 of 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.

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. All parties shall bear their own costs and attorney's fees related to any dispute arising out of this MOU.

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 Pages Follow

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

<p>Chief Elected Official</p> <hr/> <p>Signature _____ Date _____</p> <p>Steve Pendery, Campbell County Judge Executive</p>	<p>Northern KY WIB Chairperson</p> <hr/> <p>Signature _____ Date _____</p> <p>Michelle Cestaric, NKWIB Chairperson</p>
<p>Brighton Center, Inc. <small>(WIOA Title I Direct Service Provider / One-Stop Operator)</small></p> <hr/> <p>Signature _____ Date _____</p> <p>Wonda Winkler, President & CEO</p>	<p>Gateway Community and Technical College <small>(Post-secondary education and KCTCS)</small></p> <hr/> <p>Signature _____ Date _____</p> <p>Dr. Fernando Figueroa, President & CEO</p>
<p>Horizons Youth Services <small>(WIOA Title I Job Corps / Contracted Provider for Whitney M. Young, Jr. Job Corps Center)</small></p> <hr/> <p>Signature _____ Date _____</p> <p>Will Stinson, Center Director</p>	<p>Kenton County Public Library</p> <hr/> <p>Signature _____ Date _____</p> <p>Dave Schroeder, Executive Director</p>
<p>KY Cabinet for Health and Family Services</p> <hr/> <p>Signature _____ Date _____</p> <p>Eric Friedlander, CHFS Secretary</p>	<p>KY Cabinet for Health and Family Services</p> <hr/> <p>Signature #2 _____ Date _____</p> <p>Marta Miranda-Straub, DCBS Commissioner</p>

<p>KY Career Development Office (CDO) / Labor Cabinet (WIOA Title III Wagner-Peyser, Trade Act)</p> <hr/> <p>Signature _____ Date _____</p> <p>Vickie Wise, Deputy Secretary</p>	<p>KY Education and Workforce Development Cabinet (WIOA State Administrative Entity)</p> <hr/> <p>Signature _____ Date _____</p> <p>Mary Pat Regan, Deputy Secretary</p>
<p>KY Office of Adult Education / Skills U (WIOA Title II)</p> <hr/> <p>Signature _____ Date _____</p> <p>Dr. John Gregory, Executive Director</p>	<p>KY Office of Vocational Rehabilitation (OVR) (WIOA Title IV Rehabilitation Act, Title I Rehabilitation Services Commission)</p> <hr/> <p>Signature _____ Date _____</p> <p>Cora McNabb, Executive Director</p>
<p>Northern KY Area Development District (NKWIB Admin. Support and Fiscal Agent / TANF, SNAP E&T Partner)</p> <hr/> <p>Signature _____ Date _____</p> <p>Lisa Cooper, Executive Director</p>	<p>Northern KY Community Action Commission (Older Americans Act -Title V, YouthBuild, CSBG)</p> <hr/> <p>Signature _____ Date _____</p> <p>Catrena Bowman-Thomas, Executive Director</p>
<p>Ohio Valley Goodwill Industries (Homeless Veterans Reintegration Program)</p> <hr/> <p>Signature _____ Date _____</p> <p>Doug Ostholthoff, Vice President</p>	<p>Owen County Public Library</p> <hr/> <p>Signature _____ Date _____</p> <p>Cyndi Clifton, Director</p>
<p>Pendleton County Public Library</p> <hr/> <p>Signature _____ Date _____</p> <p>Kelly Zumwalt, Assistant Director</p>	<p>Transit Authority of Northern Kentucky (TANK)</p> <hr/> <p>Signature _____ Date _____</p> <p>Kail Clifton, Manager of Special Services</p>

Kentucky Career Center Memorandum of Understanding

Attachments

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

LWDB	Northern Kentucky Workforce Investment Board
CEO Name(s)	Steve Pendery, County Judge Executive – Campbell County

Required Partners

Partner Name	Program	Program Authority
Brighton Center, Inc.	WIOA Title I – Adult, Dislocated Worker and Youth Programs, One-Stop Operator, HUD- approved / certified programs	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))
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 E&T, KY Works (TANF) eligibility services	Programs authorized under the Social Security Act title IV, part A (TANF)
KY Career Development Office (CDO)	WIOA Title III- Wagner-Peyser, Trade-TAA/TRA, Veterans' Workforce Programs	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)
Native American Program	*n/a- not stationed in Northern KY	WIOA Title I – Native American Programs (29 USC 2911, 29 USC 2919)
Northern KY Area Development District	Employment Connections/ KY Works/ SNAP E&T, WIOA Title I – Adult, Dislocated Worker and Youth Programs, One-Stop Operator	Social Security Act – Part A, Title IV (TANF) (42 U.S.C. 601 <i>et seq.</i>), subject to subparagraph (C), Sect. 4005 Agriculture Improvement Act of 2018 (PL 115-334)
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)
Skills U / KY Adult Education	WIOA Title II	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii) – Title II

*Council of Three Rivers American Indian Center (Native American Program) has an onsite presence at the KY Career Center in Lexington, Kentucky. Program materials will be made available in NKY Career Centers and NKY job seekers will be referred as appropriate; and, NKY Career Center staff will receive annual training on Council of Three Rivers programming.

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
Owen County Public Library	Workforce Development Services for job seekers	Local library system- funded locally
Pendleton 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

Location Code	KY Career Center Name or service area	Address	Center Category	KCC Manager or Lead Site Representative* (if applicable)
1	Covington (Kenton and Campbell Counties)	1324 Madison Ave. Covington, KY 41011	Comprehensive	Correy Eimer
2	Florence (Boone and Kenton Counties)	8020 Veterans Memorial Dr. Florence, KY, 41042	Affiliate	Correy Eimer
3	Williamstown (Grant, Owen, and Pendleton Counties)	390 North Main Street Williamstown, KY 41097 (in NKU Grant Center)	Affiliate	Correy Eimer
4	Carrollton (Carroll and Gallatin Counties)	1209 Highland Avenue Carrollton, KY 41008	Access Point	Correy Eimer
5	International Airport (CVG) (serving CVG onsite and adjacent employers and job seekers)	3087 Terminal Drive Hebron, KY 41048	Access Point	Correy Eimer
6	Kenton County Public Library	401 Kenton Lands Rd. Erlanger, KY 41018	Access Point	Natalie Ruppert
7	Owen County Public Library	1370 Hwy 22 East Owenton, KY 40359	Access Point	Cyndi Clifton
8	Pendleton County Public Library	801 Robbins Avenue Falmouth, KY 41040	Access Point	Kelly Zumwalt
9	Offsite, by-appointment, and/or KCC referring/ supporting partner			
Note: KCC locations and access points may be added/ adjusted in response to customer (job seeker/ employer) and community needs.				

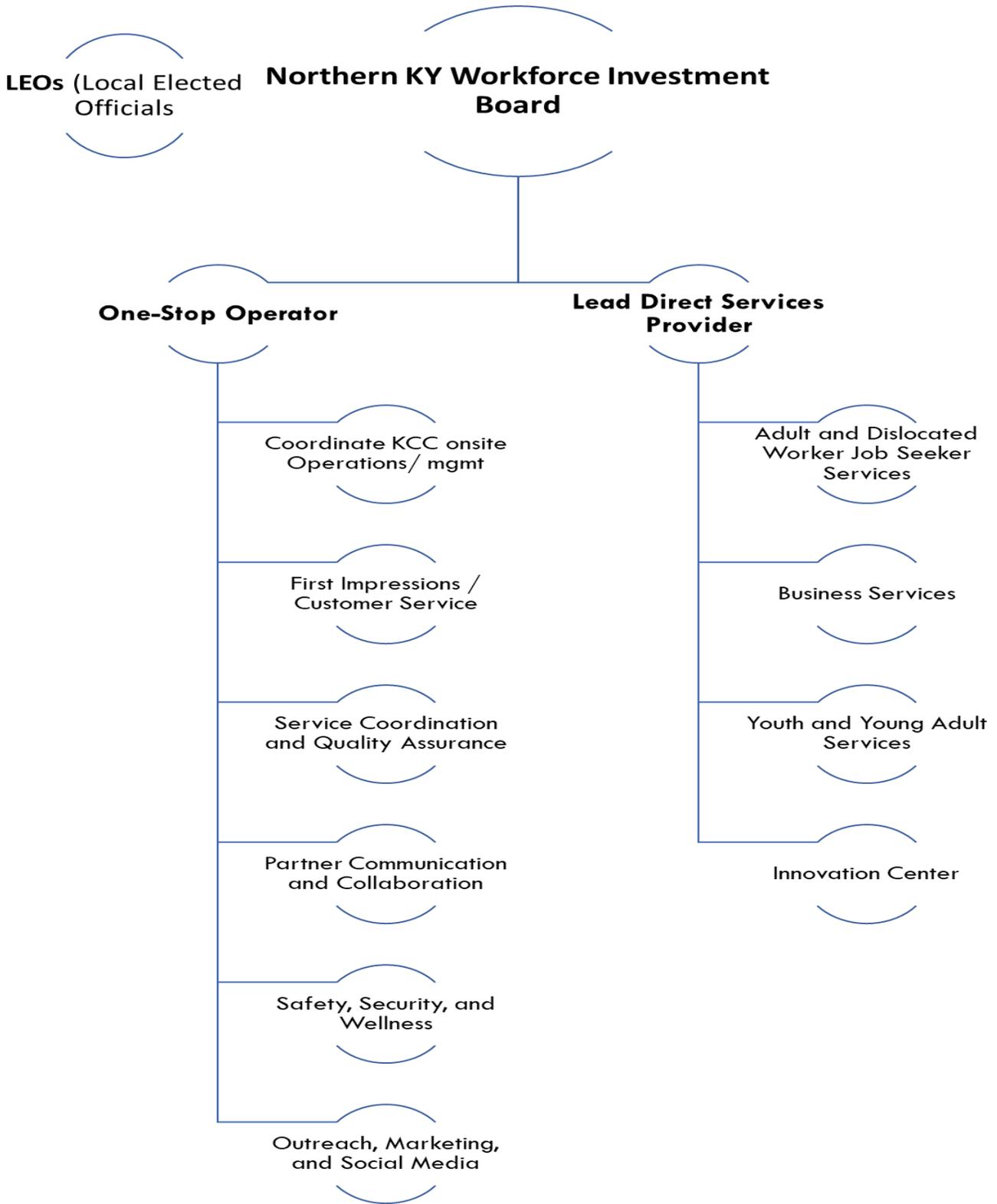
Local Administrative Entities

	Function/ Role(s)	Entity Name & Contact	Address	Email
1.	Chief Elected Official	Steve Pendery, Judge Executive, Campbell County	2950 Washington St. Burlington, KY 41005	spendery@CampbellCountyky.org
2.	LWDB Director and Board Support Staff	Northern Kentucky Workforce Investment Board Tara Johnson-Noem, LWDB Director	22 Spiral Drive, Florence, KY, 41042 (859) 283-1885	tara.noem@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. Melissa Hall-Sommer Vice President	741 Central Avenue Newport, KY 41071 Phone: (859) 491-8303	msommer@brightoncenter.com
5.	KCC/ One-Stop Lead Direct Services Provider	Brighton Center, Inc. Talia Frye Vice President	741 Central Avenue Newport, KY 41071 Phone: (859) 491-8303	tfrye@brightoncenter.com

State Administrative Entity

1.	State Workforce Agency	Department of Workforce Investment Mary Pat Regan, Deputy Secretary, KY Education and Workforce Development Cabinet	500 Mero Street, 4th Floor Frankfort, KY 40621	maryp.regan@ky.gov
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Kentucky Career Center (Northern KY) Functional Org Chart



Required Partner Services

ATTACHMENT D

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		
Brighton Center, Inc.	WIOA Title 1 – Adult Dislocated Worker and Youth; KCC/ One-Stop Operator	1- 8, 10 -17	1 – 9	1 - 8	FT, T, A, B, P	1,2,3,4,5,9
Gateway Community & Technical College	Career and Technical Education Programs-Post-Secondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act		1, 2, 3, 5, 9	1, 9, 5, 7	T,A, B, P,	9
KY Cabinet for Health and Family Services, Dept. for Community Based Services	Programs authorized under the Social Security Act title IV, part A KY Works (TANF), SNAP E&T	1, 3, 4, 8			T, A, B, P	9
KY Career Development Office	Trade Act, Title II, TAA WIOA Title III Wagner-Peyser Veterans Workforce Program, Business Services Team	1 – 10 & 13	7	1-4, 6- 8	FT, T, A, B, P	1, 9
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	1, 2, 9
NKY Community Action Commission	Community Services Block Grant, Senior Community Employment Program, and YouthBuild	1, 2, 3, 4, 8, 13	1, 5		C, T, B	9
NKY Area Development District	Employment Connections/ KY Works (TANF) / SNAP E&T / WIOA Title 1 – Adult Dislocated Worker and Youth / One-Stop Operator	1- 8, 10 -17	1 – 9	1-7	FT, T, A, B, P	1, 9
Skills U / KY Adult Education	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II	3, 12	8	3, 5	T, A, B, P	3, 9

Additional Partner Services**ATTACHMENT E**

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	1
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	1
Kenton County Public Library	Workforce Development Library Resources	4, 14, 15, 17	6, 7, 8	4, 5	PT, B	6
Owen County Public Library	Workforce Development Library Resources	4	7	4	PT, B	7
Pendleton County Public Library	Workforce Development Library Resources	4	7	4	PT, B	8
Transit Authority of NKY	Transportation Assessment and Travel Training	1, 3, 8			FT, T, B	1

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	29%
Career Development Office (WIOA Title III)	14	540	13.5	28%
Goodwill Industries (HVRP)	2	48	1.2	2%
Horizons Youth Services (Title I- Jobs Corps- Contractor)	2	80	2	4%
Northern KY Area Development District (KY Works/ KTAP/ WIB)	4	160	4	8%
Office of Vocational Rehabilitation (WIOA Title IV)	13	487	12.8	27%
Transit Authority of Northern KY (Local transit authority)	1	32	0.8	2%
TOTALS	50	1907	48.3	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	75%
Brighton Center, Inc. (WIOA Title I)	5	200	5	25%
TOTALS	20	762	20	100.0%
Williamstown (Affiliate)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Skills U / KY Adult Education (WIOA Title II)	2	80	2	67%
Brighton Center, Inc. (WIOA Title I)	1	40	1	33%
TOTALS	3	120	3	100%
Carrollton (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Brighton Center, Inc. (WIOA Title I)	2	48	1.2	100%
TOTALS	2	48	1.2	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 I)	1	40	1	100%
TOTALS	1	40	1	100%

*Kenton County Public Library (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Kenton County Public Library	1	40	1	100%
TOTALS	1	40	1	100%
*Owen County Public Library (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Owen County Public Library	1	40	1	100%
TOTALS	1	40	1	100%
*Pendleton County Public Library (Access Point)				
Partner	# of Staff	Weekly staff hours (estimated)	# of FTE's	% of Total FTEs
Pendleton County Public Library	1	40	1	100%
TOTALS	1	40	1	100%

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

* Brighton Center staff are onsite at all public library Access Points 1-4 times per month (depending on library) to hold meetings with customers, to facilitate workshops for job seekers, and to assist with employer hiring events.



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:

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

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

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 Director at tara.noem@nkadd.org.

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.

The Strategic Plan developed with input from NKWIB board members and community leaders drives the work of the NKWIB, its workforce development partners and the local Kentucky Career Center system.

NKWIB Strategic Plan Elements

Employer Services

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

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

Job Seeker Services

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

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

Board Governance

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

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

Data-Driven Decision Making

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

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

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)
- Horizons Youth Services (a Job Corps contracted/designated provider) (Title I - Job Corps)
- KY Career Development Office (WIOA Title III)
- KY Office of Vocational Rehabilitation (WIOA Title IV)
- Northern KY Area Development District (KY Works/ KTAP/ SNAP)
- Skills U / Kentucky Adult Education (WIOA Title II)
- 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 - FY2022

Kentucky Career Center: Covington (Comprehensive)

Cost Category	Cost Pool	Cost Item	Allocation Base	* Projected Cost	Partner Name	FY22 Projected/Budgeted
Infrastructure	Rent/Janitorial/Utilities	Lease		\$ 541,920.00		
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Adult, Dislocated Worker, Youth (WIOA)	\$ 119,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Career Development Office	\$ 259,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Office of Vocational Rehabilitation (includes OFB)	\$ 73,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		NKY Area Development District	\$ 70,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Transit Authority of NKY (TANK)	\$ 10,680.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Job Corps	\$ 8,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Goodwill Industries	\$ 2,240.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet		\$ 38,500.00		
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Adult, Dislocated Worker, Youth (WIOA)	\$ 10,500.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			NKY Area Development District	\$ 4,000.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Career Development Office	\$ 17,000.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Office of Vocational Rehabilitation (includes OFB)	\$ 7,000.00
Infrastructure	Equipment	Equipment		\$ 14,900.00		
Infrastructure	Equipment	Equipment			Adult, Dislocated Worker, Youth (WIOA)	\$ 2,700.00
Infrastructure	Equipment	Equipment			Career Development Office	\$ 8,500.00
Infrastructure	Equipment	Equipment			Office of Vocational Rehabilitation (includes OFB)	\$ 2,700.00
Infrastructure	Equipment	Equipment			NKY Area Development District	\$ -
Infrastructure	Equipment	Equipment			Transit Authority of NKY (TANK)	\$ 1,000.00
Infrastructure	General Supplies	Copy Paper, etc.		\$ 17,600.00		
Infrastructure	General Supplies	Copy Paper, etc.			Adult, Dislocated Worker, Youth (WIOA)	\$ 8,600.00
Infrastructure	General Supplies	Copy Paper, etc.			Career Development Office	\$ 4,000.00
Infrastructure	General Supplies	Copy Paper, etc.			Office of Vocational Rehabilitation (includes OFB)	\$ 3,000.00
Infrastructure	General Supplies	Copy Paper, etc.			NKY Area Development District	\$ 1,600.00
Infrastructure	General Supplies	Copy Paper, etc.			Transit Authority of NKY (TANK)	\$ 100.00
Infrastructure	General Supplies	Copy Paper, etc.			Goodwill Industries	\$ 300.00
Delivery System	Receptionist			\$ 36,000.00		
Delivery System	Receptionist	Front Desk Staff Salaries			Adult, Dislocated Worker, Youth (WIOA)	\$ 36,000.00
Delivery System	Receptionist	Front Desk Staff Salaries			Office of Vocational Rehabilitation	\$ -
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Transit Authority of NKY (TANK)	\$ -
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Career Development Office	\$ -
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		NKY Area Development District	\$ -
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Job Corps	\$ -
Delivery System	Receptionist	Front Desk In-Kind	Square Footage		Goodwill Industries	\$ -
Delivery System	Office Manager	OSO Salary + Benefits		\$ 66,000.00	Adult, Dislocated Worker, Youth (WIOA)	\$ 66,000.00
Delivery System	IT Services	IT Services / Technology		\$ 101,000.00		
Delivery System	IT Services	IT Services / Technology			Adult, Dislocated Worker, Youth (WIOA)	\$ 10,000.00
Delivery System	IT Services	IT Services / Technology			Career Development Office	\$ 68,000.00
Delivery System	IT Services	IT Services / Technology			Office of Vocational Rehabilitation (includes OFB)	\$ 23,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits		\$ 2,002,000.00		
Delivery System	Other	Staff Salaries & Fringe Benefits			Adult, Dislocated Worker, Youth (WIOA)	\$ 225,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Career Development Office	\$ 650,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Office of Vocational Rehabilitation (includes OFB)	\$ 700,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			NKY Area Development District	\$ 220,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Transit Authority of NKY (TANK)	\$ 52,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Job Corps	\$ 97,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Goodwill Industries	\$ 58,000.00
Delivery System	Outreach			\$ -		
Delivery System	Outreach	Marketing, Communication			Adult, Dislocated Worker, Youth (WIOA)	\$ -
Delivery System	Outreach	Marketing, Communication			Transit Authority of NKY (TANK)	\$ -
Delivery System	Outreach	Marketing, Communication	Square Footage		Career Development Office	\$ -
Delivery System	Outreach	Marketing, Communication	Square Footage		Office of Vocational Rehabilitation (includes OFB)	\$ -
Delivery System	Outreach	Marketing, Communication	Square Footage		NKY Area Development District	\$ -
Delivery System	Outreach	Marketing, Communication	Square Footage		Job Corps	\$ -
Delivery System	Outreach	Marketing, Communication	Square Footage		Goodwill Industries	\$ -
Delivery System	Business Services	Business Services Staff		\$ 85,000.00		
Delivery System	Business Services	Business Services Staff			Adult, Dislocated Worker, Youth (WIOA)	\$ 85,000.00
Delivery System	Business Services	Business Services In-Kind			Career Development Office	\$ -
Delivery System	Business Services	Business Services In-Kind			Office of Vocational Rehabilitation (includes OFB)	\$ -
		Total Costs		\$ 2,902,920.00		\$ 2,902,920.00

*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.

Per DOL TEGL 17-16, "The one-stop operating budget may be further refined by the one-stop partners, as needed, to assist in tracking their contributions..."

One-Stop Operating Budget & Partner Contributions - FY2022

Kentucky Career Center: Florence (Affiliate)

Cost Category	Cost Pool	Cost Item	Allocation Base	* Projected Cost	Partner Name	FY22 Projected/Budgeted
Infrastructure	Rent/Janitorial/Utilities	Lease		\$ 122,489.00		
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		Adult, Dislocated Worker, Youth (WIOA)	\$ 16,236.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		OVR	\$ 94,000.00
Infrastructure	Rent/Janitorial/Utilities	Lease	Square Footage		NKY Area Development District	\$ 12,253.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet		\$ 16,600.00		
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Adult, Dislocated Worker, Youth (WIOA)	\$ 2,600.00
Infrastructure	Resource Room Phones/Internet	Phone/Internet			Office of Vocational Rehabilitation	\$ 14,000.00
Infrastructure	Equipment	Equipment		\$ 5,000.00		
Infrastructure	Equipment	Equipment			Adult, Dislocated Worker, Youth (WIOA)	\$ -
Infrastructure	Equipment	Equipment			Office of Vocational Rehabilitation	\$ 5,000.00
Infrastructure	General Supplies	Copy Paper, etc.		\$ 5,000.00		
Infrastructure	General Supplies	Copy Paper, etc.			Adult, Dislocated Worker, Youth (WIOA)	\$ -
Infrastructure	General Supplies	Copy Paper, etc.			Office of Vocational Rehabilitation	\$ 5,000.00
Delivery System	Receptionist	Receptionist		\$ 30,000.00		
Delivery System	Receptionist	Front Desk Staff Sal + Benefits			Adult, Dislocated Worker, Youth (WIOA)	\$ 30,000.00
Delivery System	Receptionist	Front Desk Staff Sal + Benefits			Office of Vocational Rehabilitation	\$ -
Delivery System	Office Manager	OSO Salary + Benefits		\$ 13,000.00	Adult, Dislocated Worker, Youth (WIOA)	\$ 13,000.00
Delivery System	IT Services	IT Services / Technology		\$ 21,500.00		
		IT Services / Technology			Adult, Dislocated Worker, Youth (WIOA)	\$ 2,500.00
Delivery System	IT Services	IT Services / Technology			Office of Vocational Rehabilitation	\$ 19,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits		\$ 853,000.00		
Delivery System	Other	Staff Salaries & Fringe Benefits			Adult, Dislocated Worker, Youth (WIOA)	\$ 67,000.00
Delivery System	Other	Staff Salaries & Fringe Benefits			Office of Vocational Rehabilitation	\$ 786,000.00
Delivery System	Outreach	Outreach		\$ -		
Delivery System	Outreach	Marketing, Communications			Adult, Dislocated Worker, Youth (WIOA)	\$ -
Delivery System	Outreach	Marketing, Communications	Square Footage		Office of Vocational Rehabilitation	\$ -
Delivery System	Business Services	Business Services		\$ 30,000.00		
Delivery System	Business Services	Business Services Staff			Adult, Dislocated Worker, Youth (WIOA)	\$ 30,000.00
Delivery System	Business Services	Business Services In-kind	Square Footage		Office of Vocational Rehabilitation	\$ -
		Total Costs		\$ 1,096,589.00		\$ 1,096,589.00

*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.

Per DOL TEGL 17-16, "The one-stop operating budget may be further refined by the one-stop partners, as needed, to assist in tracking their contributions..."

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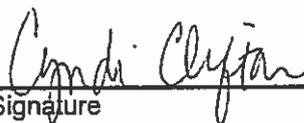
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(Homeless Veterans Reintegration Program)

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MICHAEL SPEED, CFO _____ 10/14/21

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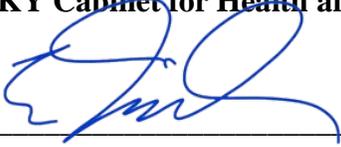
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Memorandum of Understanding Signature Page

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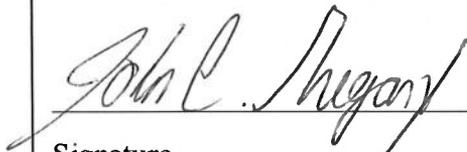
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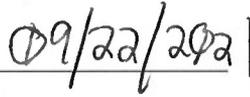
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KY Office of Adult Education / Skills U

(WIOA Title II)



Signature



Date

John C. Gregory, Executive Director

ATTACHMENT 3

Section 3 – Purchasing

Definitions

- **Associate Director / Director** – The staff member responsible for directing the activities of the individual NKADD departments.
- **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 appointee, is the Chief Executive Officer of the NKADD.
- **Finance Director** – The individual responsible for implementing and maintaining the accounting and fiscal procedures and records of the NKADD.
- **Large Purchase** – Any supplies, products, services, or equipment with a total cost of more than \$5,000 but less than \$39,999 where at least three competitive pricing quotes are required.
- **Licensed Professional** – An individual licensed to practice in their specific profession.
- **Operating Supplies** – Consumables
- **Professional Services** – Any service purchased by the NKADD except materials, supplies, or equipment.
- **Purchasing Agent** – The individual responsible for implementing and enforcing the purchasing procedures of the NKADD administrative regulations.
- **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 appointee to the Purchasing Agent to purchase the goods and/or service at the price quoted.
- **Purchase Requisition (REQ)** – A document that an NKADD employee creates to request a purchase of supplies, products, services, or equipment.
- **Request for Proposal (RFP)** – A document that announces a project, describes it, and solicits bids from qualified contractors to complete it.
- **Sealed Bids Purchase** – Any supplies, products, services, or equipment with a total cost of \$39,999 or more where an RFP is needed in addition to NKADD Board approval.
- **Small Purchase** – Any supplies, products, services, or equipment with a total cost of less

than \$4,999 where a single pricing quote is required based upon proven and historical competitiveness.

- **Staff Member** – Any employee of the Northern Kentucky Area Development District.
- **Treasurer** – The Treasurer of the Board of Directors.
- **Vendor** – Any person or company providing supplies, equipment, materials, or services.

Purchase Requisitions (REQs)

Purchase Requisitions (REQs) are initiated for all purchases, regardless of the method utilized to secure price quotes. The procedures for initiating purchase requisitions are as follows:

- A REQ must be prepared by an employee and approved by an Associate Director / Director prior to any purchases being made. Any purchase above \$5,000 must have the approval of the Executive Director.
- A REQ must include relevant details to the purchase (vendor information, purchased item details, invoices, quantity, terms, costs, etc.).
- Completing purchase requisitions (getting final approval) will create a Purchase Order. Purchase Orders (POs) can be obtained from the Finance Department.
- The Finance Director will ensure the purchase order and all documentation has been completed prior to processing payment.
- All purchase orders (including requisitions and all relevant documentation) are kept by the Finance department in accordance with the NKADD records retention schedule.

Small Purchase Procedures

Small Purchases are purchases estimated to have a total cost of \$4,999 or less. NKADD employees will make their best effort to get the best price, but written records are not necessary.

Large Purchase Procedures

Large Purchases are purchases estimated to have a total cost between \$5,000 and \$39,999. NKADD Employees will obtain three (3) documented, competitive pricing bids of any type (advertised, published, written, or verbal (requires memorandum)). Any purchase above \$5,000 must have the approval of the Executive Director.

Sealed Bid Purchase Procedures

Sealed Bid Purchases are purchases estimated to have a total cost of more than \$40,000. A Request for Proposal process must be initiated and begin with an Invitation for Bidders (IFB). This IFB may take any form, but a reasonable time must be allowed for the 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 bids. Any purchase above \$40,000 must have the approval of the NKADD Board of Directors.

- The bid process will be used in compliance with applicable Kentucky State law, which includes provisions for public advertisement.
- NKADD employees responsible for a Sealed Bid Purchase may send the Invitation for Bidders specification sheet to any prospective bidder.
- A question-and-answer period for all bids will be established and noted in the (IFB). All applicable questions by prospective bidders will be answered in a public format for all prospective bidders to review.
- 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.
- Sealed bids will be opened in public by the designated employee and a witness at the time and place stated in the IFB.
- Bids will be tabulated by the designated NKADD employee, and the results examined by the Executive Director, or his/her appointee, who will determine the best evaluated bid price. In determining the best evaluated bid price, the Purchasing Agent may consider the following:
 - The character, integrity, reputation, judgment, experience, and efficiency of the vendor.
 - The ability of the vendor to provide the material or service promptly or within the time specified, without delay or interference.
 - The quality of performance by the vendor on previous contracts or orders.
 - The ability of the vendor to provide future maintenance and service for all equipment purchased from the vendor.
 - Price
 - Any other criteria identified in the IFB.
- Recommendations for a bid award will be submitted by the Executive Director or his/her appointee to the Board of Directors which will approve or disapprove the Executive Director's recommendation.

- The Executive Director, Purchasing Agent, or the Board of Directors may reject all bids; however, the reasons for rejection should be noted.
- A file will be kept by the responsible NKADD employee on all purchases executed during the fiscal year under these **Sealed Bid Purchase** procedures. These files will be maintained in accordance with the NKADD Records Retention Schedule.
- In the event of absence of the Executive Director, approvals for large purchases may be made by either the Director of Finance and Administration or the Director of IT and Facilities or the NKADD Board Treasurer.

Exceptions to Bidding and Purchasing Procedures

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

- An emergency exists which may result in public harm from a delay due to utilization of competitive procedures
- Sole Source: If there is only one (1) known capable supplier of supplies, products, services, or equipment, due to the unique nature of the requirement, vendor, or market condition. Examples include:
 - Instructional materials, equipment, supplies, or services
 - Proprietary equipment, supplies, services, and maintenance agreements.
 - Dues and organizational fees.
 - Computer software that is copyrighted and available from only one source.
 - Other commodities, equipment, and services are available from only one source. [200 KAR 5:307 \(15\)](#)
- **Operating Supplies** may be ordered by the **Purchasing Agent**, as needed, without repeating the process of Section 3 of these Administrative Regulations throughout the Fiscal Year.
- Utility services (telephone, electric, gas, etc.), rental payments, or other similar operational costs.
- Services provided by **Licensed Professionals** (Plumbers, Electricians, Building Maintenance, etc.).
- All **Professional Services** contracts below \$39,999 may be executed by the Executive Director. Contracts of \$40,000 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.

- Invoices, the result of signed professional contracts.

Conflict of Interest

The NKADD shall not contract with any NKADD employee, or family member thereof, for the purchase of any product or professional service. Appendix C of the NKADD Personnel Policies defines “family member” as one of the following: spouse or significant other, parent/stepparent, child/stepchild, grandparent, grandchild, brother/brother-in-law, sister/sister-in-law, uncle, aunt, nephew, niece, first cousin, in-laws (father, mother, son, daughter).

Rejection of Bids

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

Other Provisions

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

Vendor Solicitations

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