

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

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

2018-2021



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

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

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

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

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

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

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

Parties to the Agreement include: (Attachment A)

Definitions

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

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

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

Article I: Kentucky Career Center System Description

A. Overview & General Description

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

B. Administrative Structure – Attachment D

Administrative Structure is defined in Attachment C to this MOU.

C. Workflow – Attachment E

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

Article II: Agreement Period

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

Article III: Partner Responsibilities

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

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

Article IV: Programs, Services, & Activities

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

Article V: Method of Referral

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

Method of Referral: Attachment I

Article VI: Resource Sharing/Infrastructure Funding

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

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

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

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

C. **Program Costs/Services:**

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

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

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

D. Budget Tracking:

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

Article VII: Termination/Separation

A. MOU Termination: This MOU will remain in effect until the end date specified in Article II, Section A, unless:

1. All parties mutually agree to terminate this MOU.
2. Funding cuts by one or more federal programs are so substantial that KCC operations cannot continue as specified herein and a new MOU must be negotiated.
3. WIOA regulations or statute is repealed.
4. Local area designations are changed.

B. Partner Separation: WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the LWDB. In such an event, the LWDB will provide written notice to all remaining partners and will amend this MOU per Article VIII. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial that it necessitates the negotiation of a new MOU.

C. Effect of Termination: Any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the local KCC system. In addition, the terminated partner may also be ineligible to serve on the LWDB as a partner representative.

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

Article VIII: Amendment

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

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

Article IX: Confidentiality

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

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

Article X: Impasse—Dispute Resolution

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

Impasse-Dispute Resolution – Attachment L

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

Article XI: Indemnification Clause/ Limitation of Liability

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

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

Article XII: Governing Law

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

Article XIII: General Provisions

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

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

Article XIV: Choice of Law and Forum

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

Article XV: Counterpart

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

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MEMORANDUM OF UNDERSTANDING

FOR

Local Workforce Development Area:	Northern Kentucky
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Kentucky Career Center (One-Stop) Operations

Signature Pages

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

Chief Elected Official

Signature	Date
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Gary Moore, Boone County Judge Executive
Printed Name & Title

Brighton Center, Inc.

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

Signature	Date
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Tammy Weidinger, President & CEO
Printed Name & Title

Whitney M. Young, Jr. Job Corps Center

(WIOA- Title 1 Job Corps)

Signature	Date
-----------	------

Woody Allen, Center Director
Printed Name & Title

Northern KY WIB Chairperson

Signature	Date
-----------	------

Andrew Aiello, Chairperson
Printed Name & Title

Council of Three Rivers

(WIOA Title 1- Native American Programs)

Signature	Date
-----------	------

Kerry Jevesevar, Director
Printed Name & Title

Gateway Community and Technical College

(Post-secondary education and KCTCS)

Signature	Date
-----------	------

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

Kenton County Public Library

(Local public library system- LEAF partnership)

Signature**Date**Dave Schroeder, Executive Director**Printed Name & Title****Ohio Valley Goodwill Industries**

(Homeless Veterans Reintegration Program)

Signature**Date**Doug Ostholthoff, Vice President**Printed Name & Title****NKY Community Action Commission**

(Older Americans Act- Title V, YouthBuild, CSBG)

Signature**Date**Catrena Bowman-Thomas, Executive Director**Printed Name & Title****Transit Authority of Northern KY**

(Public transit/ bus system)

Signature**Date**Kail Clifton, Manager of Special Services**Printed Name & Title****Northern KY Area Development District**

(NKCWIB Support/ Admin. Entity/ Fiscal Agent, TANF Partner)

Signature**Date**Lisa Cooper, Executive Director**Printed Name & Title****Commonwealth of KY Partners:****Department for Workforce Investment (DWI)**

(WIOA Title III- Wagner-Peyser. Trade Act)

Signature**Date**Josh Benton, Deputy Secretary**Printed Name and Title****KY Cabinet for Health and Family Services**

(Department for Community Based Services- TANF)

Signature**Date**Eric Clark, DCBS Commissioner**Printed Name & Title****KY Adult Education / Skills U**

(WIOA Title II)

Signature**Date**Reese Stagnolia, Executive Director**Printed Name and Title****Office of Vocational Rehabilitation (OVR)**

(WIOA Title IV, Rehabilitation Act, Title 1- Rehab. Services Commission)

Signature**Date**Cora McNabb, Executive Director**Printed Name and Title**

Kentucky Career Center Memorandum of Understanding

Attachments

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

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

Required Partners

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

Additional Partners

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

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

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

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

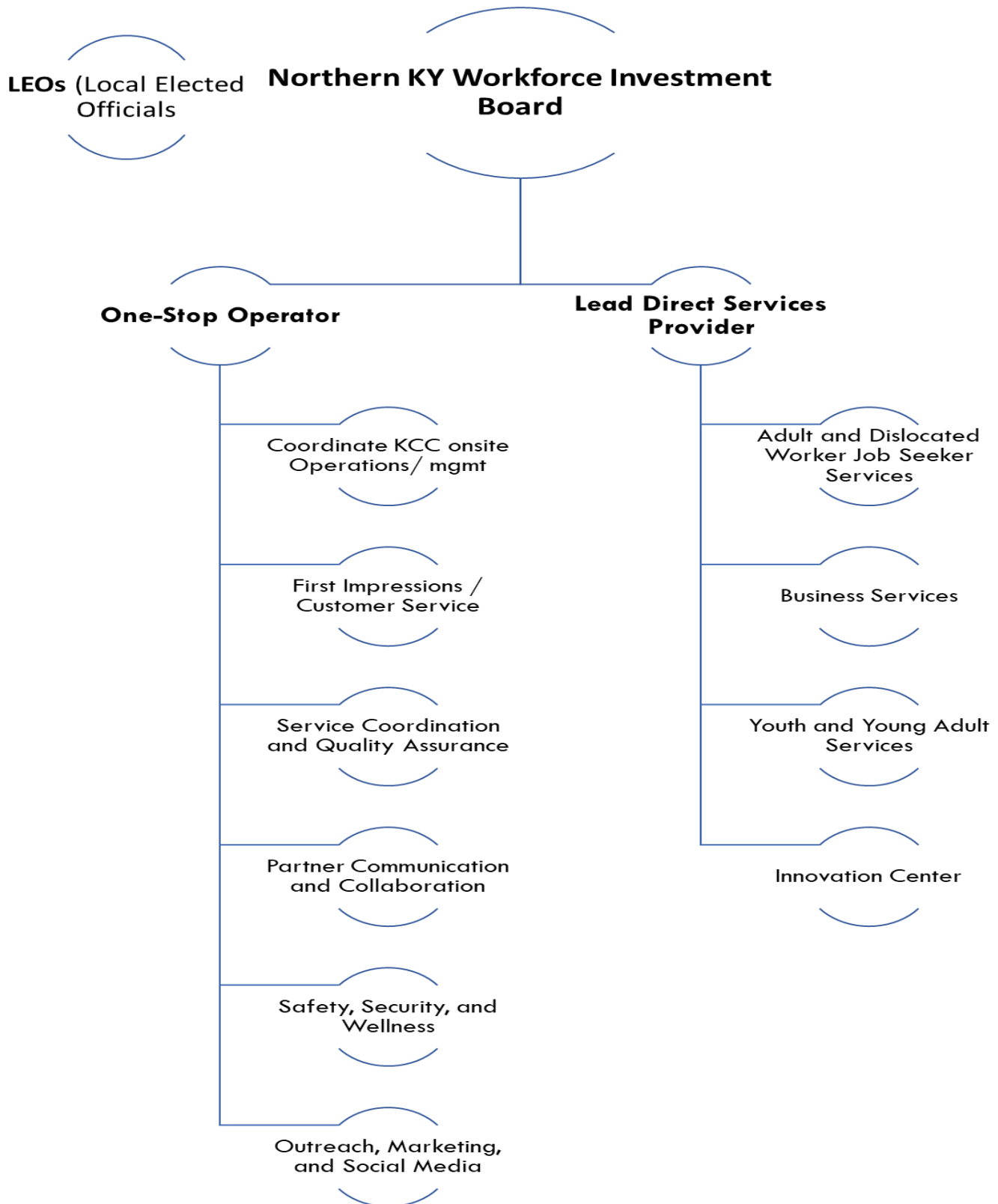
Local Administrative Entities

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

State Administrative Entity

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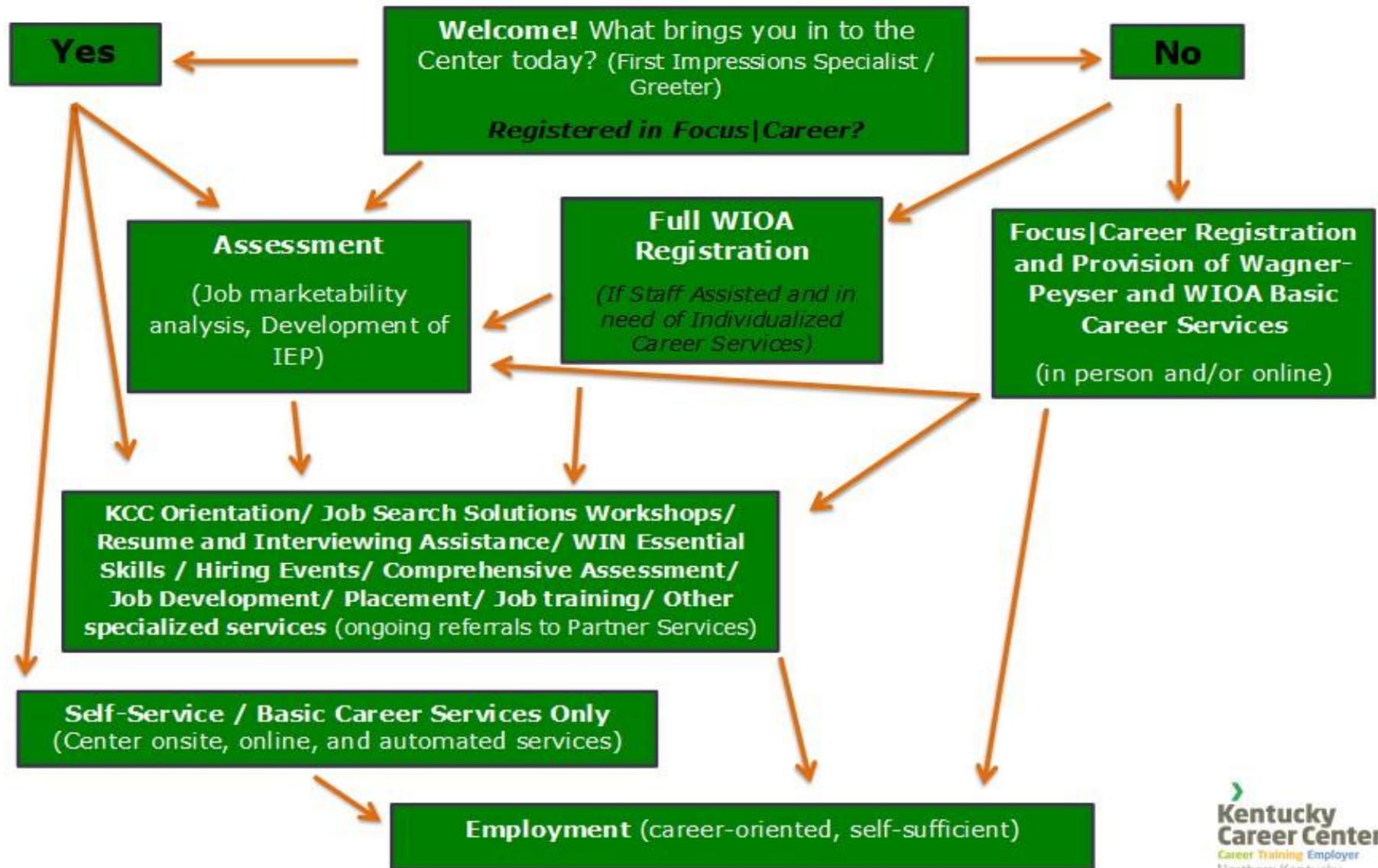
Kentucky Career Center (Northern KY) Functional Org Chart



The following documents are included in this attachment:

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

Integrated Customer Flow Chart (Job Seeker)



Northern Kentucky's Business Services Team (BST)

A unified approach to business and employer services



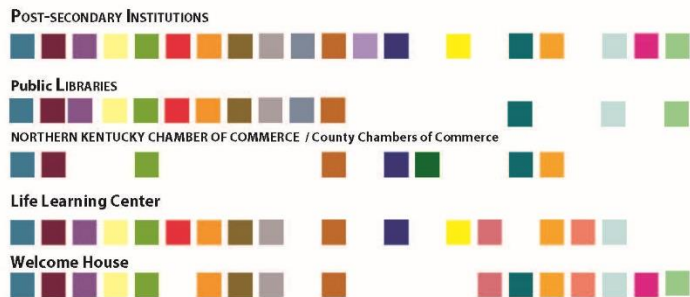
NORTHERN KENTUCKY'S WORKFORCE DEVELOPMENT SYSTEM

Job Seekers

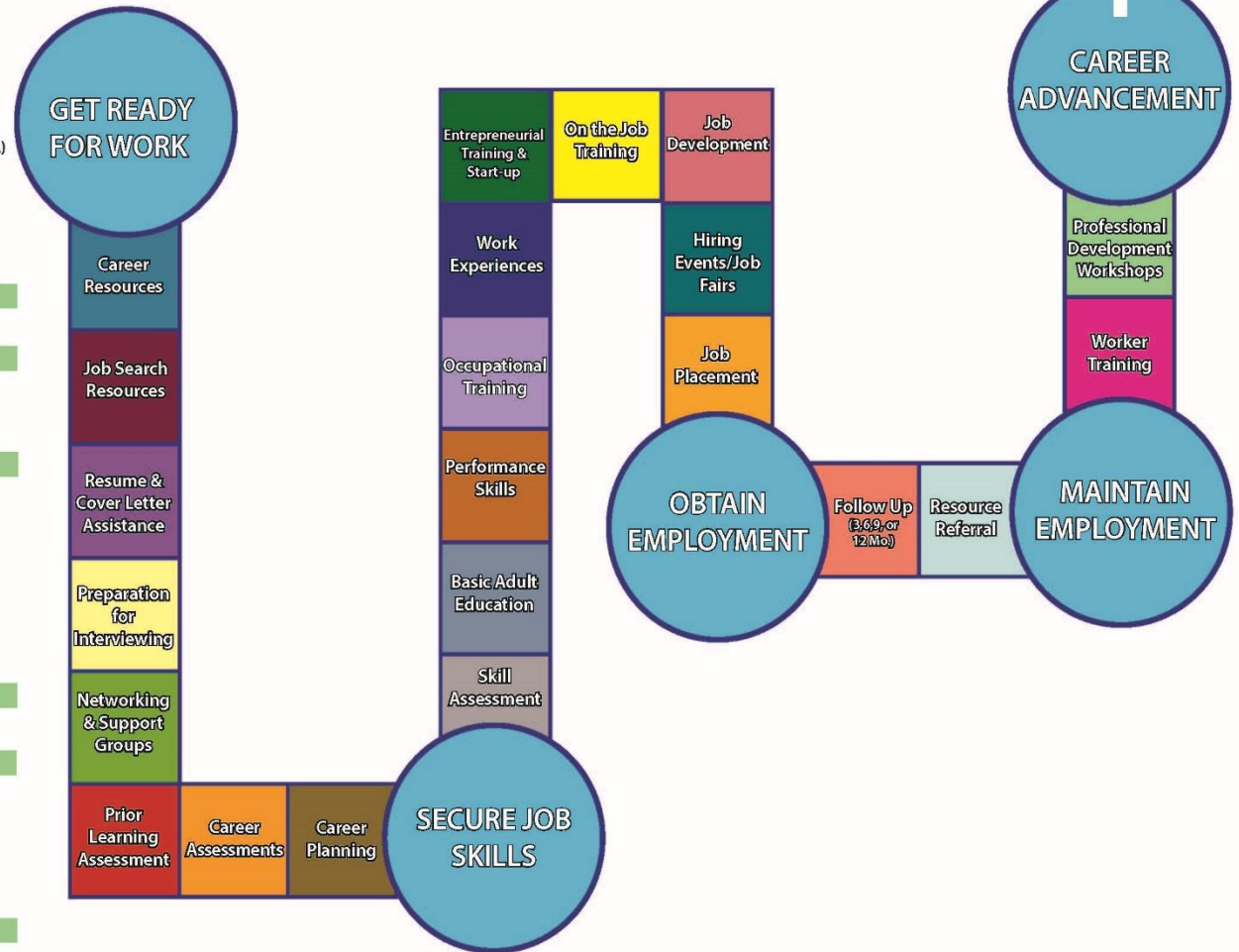
KENTUCKY CAREER CENTER PARTNERS



COMMUNITY AND WORKFORCE PARTNERS



*Partner information subject to change



Foundational Services for Job Seekers

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

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NORTHERN KENTUCKY'S WORKFORCE DEVELOPMENT SYSTEM

Employer Services

KENTUCKY CAREER CENTER PARTNERS

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



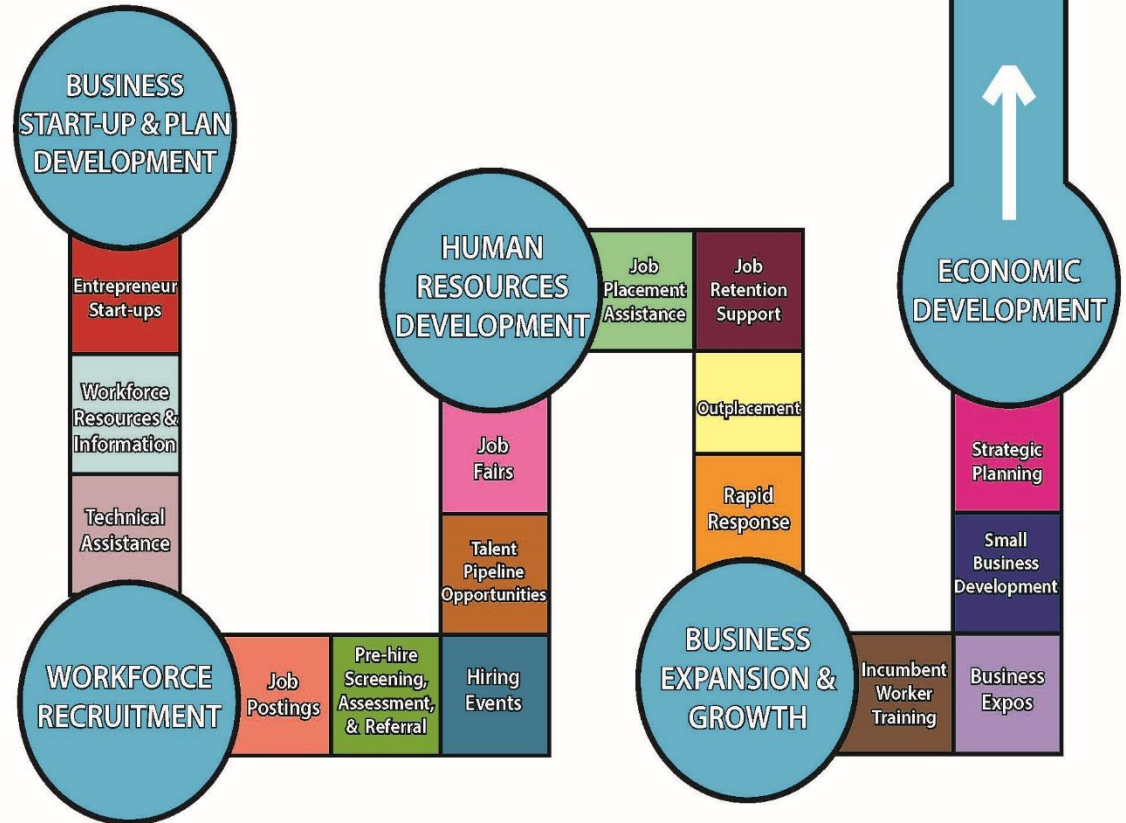
COMMUNITY AND WORKFORCE PARTNERS

Post-secondary Institutions

Public Libraries

Tri-Ed

Northern Kentucky Chamber of Commerce / County Chambers of Commerce



Foundational Services for Employer Services

Specialized Consultant Services

Marketing/ Networking Opportunities

*Partner information subject to change

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Required Partner Services

ATTACHMENT F

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

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

Additional Partner Services**ATTACHMENT G**

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

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

Partner Onsite Representation Schedule

ATTACHMENT H

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

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



Standard Operating Procedures (SOP)

Delivery, Customer Flow, and Referral

1. PURPOSE

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

2. PROCEDURE

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

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

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

Impasse- Dispute Resolution

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

1. Consensus Decision-Making

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

2. Center-level Dispute Resolution Procedures

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

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

The following reflects the KCC and NKWIB statement on EEO:



Statement on Equal Employment Opportunity

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

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

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



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

Career Services: Career Services offered through the KCC include:

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

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

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

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

Training Services

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

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

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

Employer Services

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

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

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

Service Delivery Codes:

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

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

Agency/ Organization Monitoring

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

Local NKWIB, State, and Federal Monitoring of WIOA Programs

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

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

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

Continuous Quality Improvement (CQI)

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

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

Strategic Plan and KPI Example (Northern KY Workforce Investment Board*)**ATTACHMENT Q**

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

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

EXECUTIVE COMMITTEE (EXE)							
GOAL	OBJECTIVE	RESPONSIBLE PARTY				TIMELINE	STATUS/DATE COMPLETED
		WIB	STAFF	BST	PARTNER		
ACCOUNTABILITY/ TRANSPARENCY							
1. Executive Committee will develop a process to hold ourselves accountable annually through the review and evaluation of our governing documents.	A. Develop an inventory of agreements, bylaws and other needed documents for review and updating as listed in item B.:	EXE				June	
	B. Review each document per schedule below:	EXE	WIB DIR				Submitted to state they have required additional items
	• Memorandum of Understanding (MOU)					Renew every 3 years <i>June 2020</i>	
	• Infrastructure Funding Agreement (IFA) – connected to MOU					Update annually <i>April 2018</i>	
	• WIB/LEOs Partnership Agreement					Review annually <i>June 2018</i>	
	• ADD/WIB Subgrant Recipient Agreement					Review annually <i>June 2018</i>	Staff reviewed in Oct. no amendments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

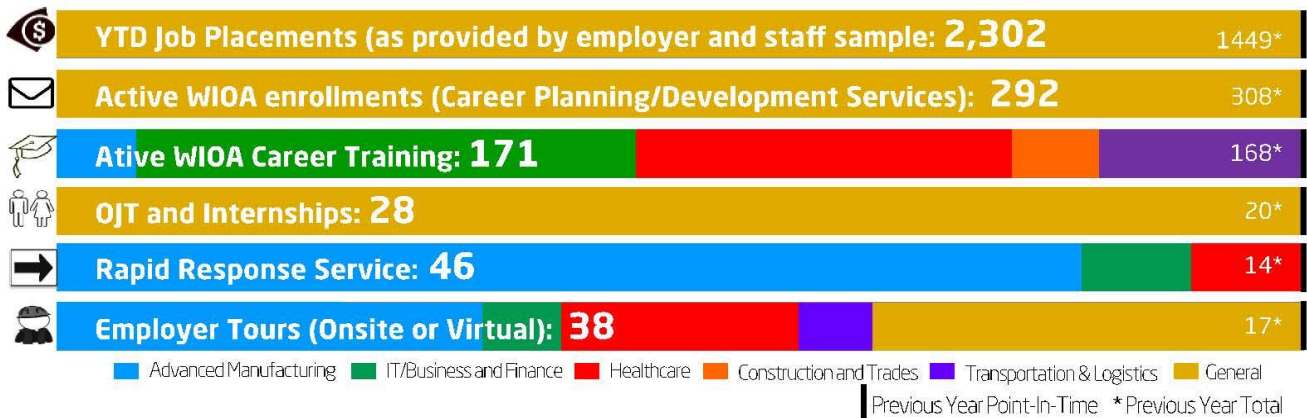
Key Performance Indicators FY18 (KPI) July 1, 2017– June 31, 2018

Employer Contacts



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

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



Customer Satisfaction



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

Labor Market Index (LMI) Data

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

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

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

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

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

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

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

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

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

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

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

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

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

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