



BGWIB

BLUEGRASS WORKFORCE INNOVATION BOARD
"Connecting employers with employees"



LOCAL WORKFORCE COMPREHENSIVE PLAN 2017

Table of Contents:	
Chapter 1: Economic and Workforce Analysis	3 – 10
A. <i>The Planning Process</i>	2
B. <i>Regional Analysis of Economic Conditions</i>	2
C. <i>Analysis of Regional Workforce</i>	3 – 5
D. <i>Analysis of Workforce Development Activities</i>	6 – 7
E. <i>Analysis of the Knowledge and Skill for Employment</i>	8 – 10
Chapter 2: Strategic Vision and Goals	11 – 15
A. <i>Local Board’s Strategic Vision and Goals</i>	11 – 12
B. <i>Local Board’s Vision and Goals Relationship to the Commonwealth’s Goals</i>	12 – 14
C. <i>Local Board’s Vision and Goals Consideration of Other Entities</i>	15
Chapter 3: Alignment of Local and Regional Area Partnerships and Investment Strategies	16 – 25
A. <i>Local Board’s Strategy for Carrying Out Core Programs</i>	16 – 19
B. <i>Local Board Working with Other Entities for Core Programs</i>	19 – 20
C. <i>Strategies and Services</i>	20 – 22
D. <i>Local and Regional Efforts to Support Entrepreneurial Skills and Training</i>	22
E. <i>Youth Workforce Activities</i>	22 – 23
F. <i>Local Board Coordinating Education and Workforce Activities</i>	23
G. <i>Local Board Coordinating Supportive Services</i>	23 – 24
H. <i>Strategies to Implement Operational Goals of the One-Stop System</i>	24
I. <i>Local Board Collaborating with WIOA Title II Adult Edu. & Literacy</i>	24 – 25
J. <i>Interpretation of Direction from the Governor.</i>	25
K. <i>Kentucky Career Centers Implementing Integrated Technology</i>	25
Chapter 4: Program Design and Evaluation	26 – 29
A. <i>Local Area One-Stop Delivery System</i>	26 – 27
B. <i>Local Board’s Assessment for Adult and Dislocated Employment and Training Activities</i>	27
C. <i>Local Board’s Coordination for Statewide Rapid Response</i>	27 – 28
D. <i>Description of Youth Workforce Activities</i>	28 – 29
E. <i>Local Boards Actions to Become/Remain High-Performing Local Board</i>	29
F. <i>Training Services Provided in Accordance with WIOA Sec 134(c)(3)(G)</i>	29
Chapter 5: Compliance/Performance/Administrative Cost	30 - 31
A. <i>Replicated Cooperative Agreements</i>	30
B. <i>Establishment of Administrative Cost Arrangement</i>	30
C. <i>Plan for Planning Region to Collectively Negotiate Performance</i>	30 -31
D. <i>Grant Recipient of Title 1 – Dispersal of Funds</i>	31
E. <i>Competitive and Non-Competitive Process for Sole-sourcing</i>	31
F. <i>Performance Measurement and Effectiveness</i>	31
Signature Pages:	32 - 33

Chapter 1: Economic and Workforce Analysis

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

Four different Workforce Development Boards, representing 54 percent of the jobs in the Commonwealth in Kentucky, came together to outline common goal, priorities and the planning approach for the Central Kentucky Regional Plan. Staff from all four Boards agreed that KentuckianaWorks should take the lead in developing the Regional Plan rather than hire an outside consultant. KentuckianaWorks' staff scheduled regular calls among representatives from all four Boards, and each Board was given an opportunity to comment on and contribute to the final regional plan. Each Board votes separately on the final regional plan.

The local planning process was compact due to the swift turn around required for submittal of the comprehensive plan. The initial step in the planning process was to establish a timeline for the gathering of required information. Second, several one-on-one question and answer sessions were held with Board members and staff. To gain additional input staff developed two surveys based on the information outlined in the State planning guidance. Each survey was customized to address key areas in the guidance in a relatable way that would inspire input and participation across all groups.



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

Local Plan Development Timeline



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

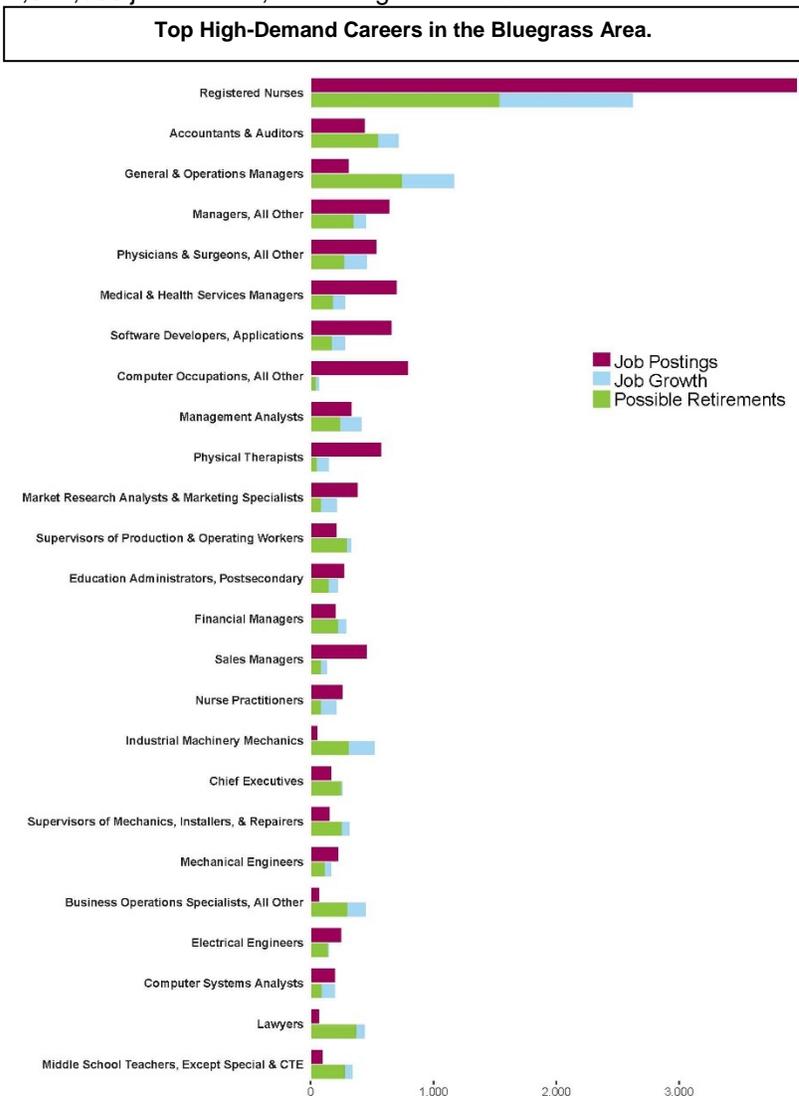
(See C for the Complete Answer)

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

Economic and Workforce Overview

The 40-county Central Kentucky Region, which stretches from Ft. Knox to Lexington and Northern Kentucky to Louisville, is the economic engine of Kentucky. This region has one third of Kentucky's counties but 54 percent of its jobs--1,014,058 jobs in total, according to the most recent Bureau of Labor Statistics Quarterly Census of Employment and Wages. About 70 percent of these jobs are in just the top four job counties--Jefferson, Fayette, Boone, and Kenton. The jobs are more concentrated than the workers are; among a 40-county labor force of 1.2 million people, the largest four counties represent only 56 percent of the total workers, indicating that many people commute from surrounding counties into the job centers.

Current economic conditions in the 40-county region are overall better than they have been in more than a decade, and the region has largely returned to pre-Great Recession levels of employment. According to the most recent data from the Bureau of Labor Statistics Local Area Unemployment Statistics, the composite 2016 unemployment rate for the entire 40-county region was 4.2 percent--down from 9.6 percent in 2010, even beating the pre-Recession 2007 level of 5 percent (though not quite reaching the 3.7% achieved in 1999).



However, there are still wide disparities among industries, individuals with barriers to employment, and even among many of the counties in the region. According to 5-year data from the American Community Surveys (ACS) – data which still includes some of the years affected by the Great Recession--the 2011-2015 overall unemployment rate for the 40-county Central Kentucky region was 7.8 percent. The four counties with the lowest unemployment rates were Oldham County at 4.3 percent, Woodford County at 4.7 percent, Boone County at 5.6 percent, and Shelby County at 5.7 percent. However, many of the counties in the region are still experiencing the equivalent of an economic recession. Somewhat paradoxically, the places with the smallest labor forces have some of the highest unemployment rates.

Trimble County, with a labor force of 3,803 has an unemployment rate of 14.6 percent. Carroll County, with a labor force of 4,996 has an unemployment rate of 13.2 percent. Estill County had an unemployment rate of 11.8 percent and Breckinridge County was at 11.45 percent.

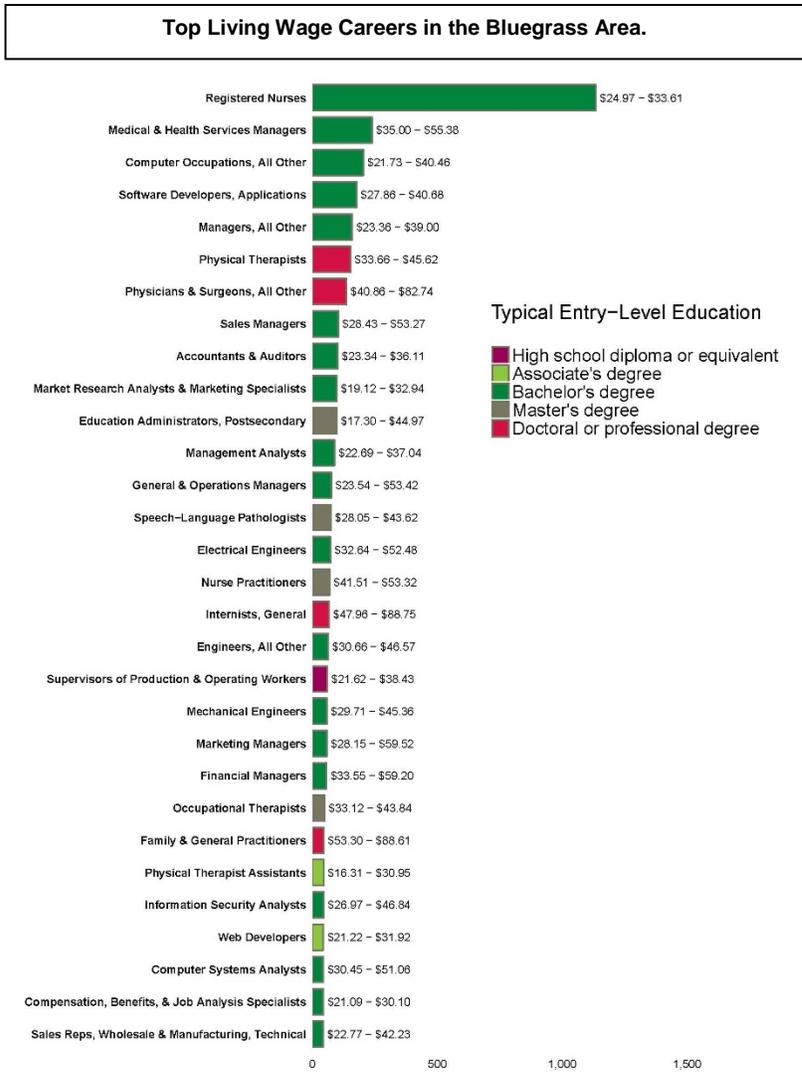
According to ACS data, the Central Kentucky Region has a healthy labor force participation rate of 64.7 percent, greatly exceeding the Kentucky rate of 58.8 percent and even the national labor force participation rate of 63.1 percent. Still, the labor force participation rates also vary quite a bit, from 47.6 percent in Estill County to 71 percent in Boone County. In fact, in the Central Kentucky Region, 57.4 percent of the people who are *not* in the workforce are over the age of 55 (which is almost the same as the statewide rate of 57.5 percent of non-workforce participants being 55 and over).

An overwhelming majority of the population over the age of 25 in the Central Kentucky Region--some 87.7 percent--have a high school diploma or higher.

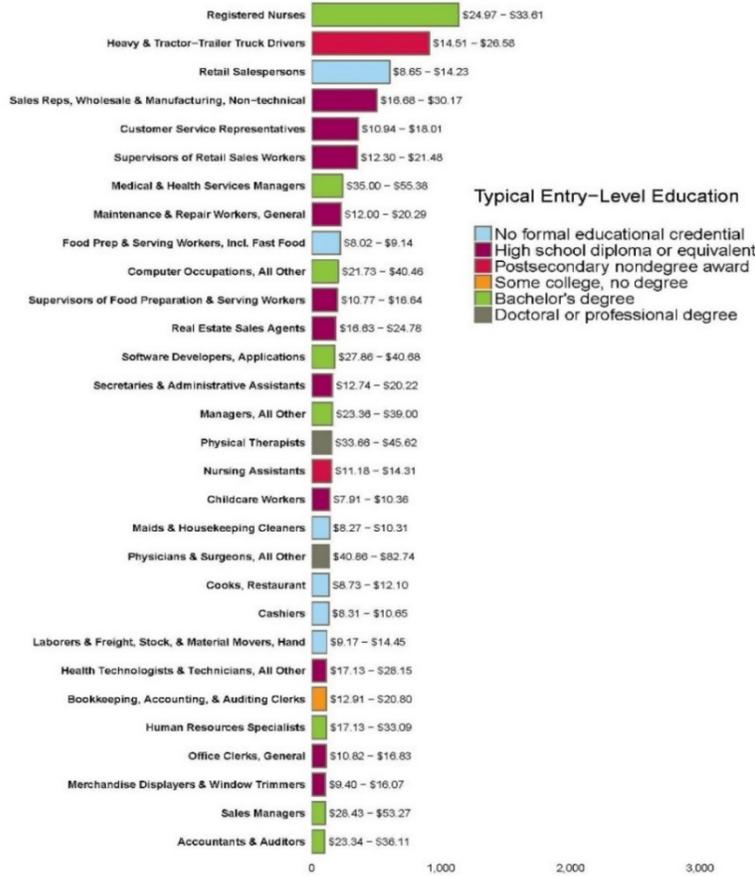
However, only 27.8 percent have a Bachelor's degree or higher. Again, there are wide disparities between counties with a spectrum that goes from 7.8 percent of the population with a Bachelor's degree or higher in Estill County to 41.2 percent in Fayette County (Estill County still has a high school diploma rate of 74.3 percent, but this is among the lowest of the 40-county region).

Interestingly, people with a high school diploma or less are not underrepresented in the labor force (66.8 labor force participation rate) and face an unemployment rate a few points higher than overall at 10 percent (vs 7.8 percent) for the 40-county region.

However, even during these economic boom times, many individuals in the Central Kentucky Region with barriers to employment are struggling. Only 39 percent of people with disabilities are in the labor force; 52 percent of those living in poverty; and 44 percent of teenagers. African Americans are in the labor force at a better-than-average rate in this region—65 percent—but their unemployment rate is double the average at 14.4 percent. On the other hand, while people with disabilities, people in poverty, and teenagers are not participating in the workforce at high rates, those who are participating are still facing unemployment rates of 17 percent, 28 percent, and 22 percent, respectively.



Top Job Postings in the Bluegrass Area.



Leading Industries

The Central Kentucky Region is well diversified. According to the most recent data from the Bureau of Labor Statistics Quarterly Census of Employment and Wages, Business Services is the largest industry, comprising about 15 percent or 155,000 of 1.01 million jobs in the Central Kentucky region. Manufacturing is next with 152,000 jobs, followed by Healthcare at 133,000 jobs, Retail at 125,000, Logistics at 115,000, and Food Service at 100,000. More people work in Finance (68,000) than Construction (49,000), but the average wages are slightly higher in Construction (\$45,958 vs \$45,268). The highest regional average wages are in Manufacturing (\$54,588) and Logistics (\$52,387), the lowest are in Food Service (\$14,123) and Hospitality (\$18,937). (This analysis uses average wages because median wages are unavailable at the county level; however, in many cases, median wages would be a preferable

measure of wages.)

Since 2000, the biggest industry gains in the Central Kentucky Region have come in Healthcare (43,000 new jobs), Business Services (38,000 new jobs), Food Service (32,000 new jobs), and Logistics (19,000). Manufacturing has actually lost a net 26,000 jobs in the last 16 years, though the sector is up 31,000 jobs since 2010. In some ways, that simply points to how badly manufacturing jobs suffered in the Great Recession; but also that the long term trends for manufacturing have been declining jobs. Retail is likewise up since 2010 (9,000 new jobs) but down since 2000 (-3,000 jobs). Construction jobs in 2016 were back to 2000 levels (+268 jobs) after losing about 7,000 jobs in the Great Recession.

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

Top Jobs

According to data from Burning Glass Labor/Insight, there were a total of 54,000 online job postings in the Central Kentucky Region in the first quarter of 2017. The top in-demand occupations in the Central Kentucky Region the first quarter of 2017 were Heavy and Tractor-Trailer Truck Drivers with 3,874 online job postings, followed by Registered Nurses at 3,080, Retail Salespersons at 2,099, and Sales Representatives at 1,800. More detailed data is available at the MSA level. Some 13,000 of the top job

postings (24 percent) advertised for a Bachelor's degree or higher, while 17,000 (31 percent) advertised for an Associate's degree or higher.

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

Each of the four Workforce Development Boards in the Central Kentucky Region has its own approach to workforce development activities. There are, however, many themes in common:

- **Strengths**

- Employer Involvement: Without employers, no one would get jobs. That's why workforce efforts in the Central Kentucky Region are developed with deep employer engagement and continuous feedback. Programs are designed and modified to meet employer needs.
- Sector Focus: Healthcare, Logistics, Manufacturing are the core sectors identified as important sectors in each region, which corresponds with the regional analysis showing these as three of the top five sectors. Some regions have also identified other sectors of focus, such as Business Services, Information Technology, Construction, and Installation, Maintenance, & Repair. Some of the local Workforce Boards now have career-themed career centers, where job seekers can get specific training such as the Certified Production Technician certificate and meet with employers looking for that credential.
- Career Pathways and Education Alignment: From career counseling, to individual training accounts, to increasing collaboration with higher education and K-12 institutions, Central Kentucky workforce boards are working to improve our education-workforce pipeline and ensure that it meets the needs of a 21st century workforce.
- Business Services Teams: In multiple Central Kentucky regions, Business Services Teams serve to establish relationships with area employers in order to provide valuable assistance in the form of career fairs, computer assessments, and various hiring incentives.

- **Challenges**

- Postsecondary Education, Technological Disruption & Need for Quality Short-Term Training: One of the greatest economic challenges of our time is the speed with which technology is changing the labor market landscape. As one example, the Central Kentucky region employs somewhere between 17,000 and 32,000 Heavy and Tractor-Trailer Truck Drivers, according to data from EMSI Analyst--many or all of whom may be susceptible to automation in the next 10-15 years.

This is part of a larger trend: jobs that pay family-supporting wages now overwhelmingly require some form of postsecondary education.

Workforce development activities that emphasize flexibility, short-term training options, and durable skill sets will be well positioned to guide the Central Kentucky Region through the coming years. KentuckianaWorks analysis of 12 months of Burning Glass online job postings indicates that the short-term trainings most likely to connect to jobs that pay above a family supporting wage are Certified A+ Technicians, Insurance Licenses, Six Sigma, Series 6, Cisco Certifications, and Network Associates. Code Louisville, a KentuckianaWorks program funded by a \$2.9 million Department of Labor grant, may point towards a model that combines flexible short-term training with intensive employer involvement to produce workers ready to meet local economic demand.

- Career Centers: In multiple regions, the Kentucky Career Centers were identified as a challenge. This problem includes muddled lines of authority for staff. The creation of seamless service delivery will need to come from a cultural shift with the Commonwealth's partners. Planning is an area of needed improvement; as staff have been faced with many sudden changes over the past few years, staff have become more reactionary. Public outreach efforts need to be increased through a planning process in order to create a clear vision.
- Barriers to Employment: As discussed, there are many individuals in the Central Kentucky Region who, for a variety of reasons, are having a harder time getting a job than the general population. The local Workforce Development Boards are working to address barriers to employment in various ways, such as:
 - The Worldwide Innovation Network (WIN), an online system that trains and measures employability skills. Job seekers have been utilizing this service to improve their employability skills. Employers have taken advantage of this opportunity for staff who need to improve on this skill or for individuals who have been targeted for leadership positions.
 - The Academy for Continuing Career, Employability and Soft Skills (ACCESS), a locally developed training class for employability skills has also been successful with individuals graduating the class and immediately receiving interviews for positions. The ACCESS training has also been utilized by employers who wish to improve employability skills of select applicants or current staff.
 - ReImage and Right Turn, which work with court-involved youth in need of a second chance.
 - SummerWorks, a program to help local 16-21 year olds--especially from low-income neighborhoods--get work experience, gain soft skills, and build resumes.
 - Project CASE, a program to help people with disabilities gain employment in in-demand sectors.
 - Temporary Assistance for Needy Families (TANF) Power of Work, a program to help people get off of welfare through gainful employment.

Workforce staff also make referrals to partnering agencies who specialize in individuals with particular barriers to employment. WIOA staff attempt to work closely with programs like Jubilee Jobs, Dress for Success, Child Care Council, Office of Vocational Rehabilitation, and others in providing additional support for individuals with significant barriers to employment.

- **Areas of Opportunity**

- Career Center Revitalization: A change in Commonwealth guidelines as of July 1, 2017 will allow Central Kentucky Workforce Boards to re-envision the Kentucky Career Centers to make the customer service experience more seamless and effective.
- Career Calculator: KentuckianaWorks has developed the Career Calculator, a web application that allows users to search by occupation, major, or income and get regularly updated labor market data from a variety of sources streamed into easy-to-understand charts. The Career Calculator could be replicated for the other Central Kentucky regions, providing unprecedented access to labor market data for 1.2 million workers and an additional number of students.
- Sharing Best Practices: Some local Workforce Development Boards have begun using the Kentucky Center for Education and Workforce Statistics to measure the efficacy of workforce programs and interventions. When programs are identified as particularly effective, they should

be shared with all Boards in the region, so that they can become best practices and standards for success.

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

The Bluegrass Local Workforce Area interviewed Board members, staff, and partners, as well as, contracted with Kentuckianetworks to supply labor market information which included detailed information on the knowledge and skills sought by employers in the local area, including online job postings and the typical entry levels of education for occupations in each targeted industry cluster.

Advanced Manufacturing				
731 TOTAL JOB POSTINGS	Production	Process Development	Quality Assurance	Maintenance
BA/BS 267 JOB POSTINGS in the last 3 months	Manufacturing Engineers 58 JOB POSTINGS in the last 3 months \$ 36.65 to \$ 52.52 HOURLY RATE	No high-demand jobs at this level within the pathway	Quality Engineers, Production Managers 100 JOB POSTINGS in the last 3 months \$ 33.17 to \$ 50.82 HOURLY RATE	Electrical and Mechanical Engineers 109 JOB POSTINGS in the last 3 months \$ 31.16 to \$ 48.92 HOURLY RATE
Associate Degree (2 yrs) 64 JOB POSTINGS in the last 3 months	No high-demand jobs at this level within the pathway	Mechanical Drafters (Computer Aided Designers) 10 JOB POSTINGS in the last 3 months \$ 19.45 to \$ 26.44 HOURLY RATE	Engineering and Manufacturing Technicians 74 JOB POSTINGS in the last 3 months \$ 16.83 to \$ 27.17 HOURLY RATE	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 61 JOB POSTINGS in the last 3 months	Production Supervisors, CNC Machine Tool Operators 30 JOB POSTINGS in the last 3 months \$ 17.43 to \$ 28.74 HOURLY RATE	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	Welders, Industrial Machinery Mechanics, Industrial Maintenance Technicians 31 JOB POSTINGS in the last 3 months \$ 18.38 to \$ 29.60 HOURLY RATE
High School or GED 319 JOB POSTINGS in the last 3 months	Assembly Technicians, Industrial Tool Operators 213 JOB POSTINGS in the last 3 months \$ 13.86 to \$ 21.76 HOURLY RATE	No high-demand jobs at this level within the pathway	Quality Assurance Specialist 63 JOB POSTINGS in the last 3 months \$ 18.98 to \$ 20.46 HOURLY RATE	Repair Technician 43 JOB POSTINGS in the last 3 months \$ 14.77 to \$ 22.20 HOURLY RATE

The current economic conditions for much of the 17-county Bluegrass Workforce Development Area are better than they have been in many years. According to data from the Bureau of Labor Statistics Local Area Unemployment Statistics, the 2016 unemployment rate in the 18-Bluegrass region was 4.0 percent, lower than it had been since 2000's 3.3 percent figure. Likewise, the size of the Bluegrass

Construction			
715 TOTAL JOB POSTINGS	CONSTRUCTION	PROPERTY MANAGEMENT	REAL ESTATE/LEASING
Certificate (1-2 yrs) 257 JOB POSTINGS in the last 3 months	Electricians, Plumbers, HVAC & Refrigeration Mechanics 69 JOB POSTINGS in the last 3 months \$ 18.01 to \$ 26.41 HOURLY RATE	No high-demand jobs at this level within the pathway	Real Estate Agents and Brokers 188 JOB POSTINGS in the last 3 months \$ 19.34 to \$ 26.43 HOURLY RATE
High School or GED 198 JOB POSTINGS in the last 3 months	Supervisors, Inspectors, Helpers 55 JOB POSTINGS in the last 3 months \$ 16.33 to \$ 23.50 HOURLY RATE	Repair & Installation Maintenance, Supervisors of Housekeeping & Janitorial Workers 125 JOB POSTINGS in the last 3 months \$ 13.29 to \$ 19.80 HOURLY RATE	Property Real Estate & Community Association Managers 18 JOB POSTINGS in the last 3 months \$ 14.76 to \$ 24.56 HOURLY RATE
Less than High School 260 JOB POSTINGS in the last 3 months	Construction Laborers, Painters, Drywall Installers, Roofers 26 JOB POSTINGS in the last 3 months \$ 11.92 to \$ 16.56 HOURLY RATE	Janitors, Housekeeping Cleaners, Landscaping & Groundskeeping Workers 234 JOB POSTINGS in the last 3 months \$ 8.94 to \$ 14.54 HOURLY RATE	No high-demand jobs at this level within the pathway

area labor force has begun to tick back up after a few years of decline. In fact, the Bluegrass Region does not really seem to have a labor force participation problem in its more urban counties. According to the most recent 5-year data from the American Community Surveys (ACS), the labor force participation rate in the Bluegrass Local Workforce Area was 65.8 percent, two points higher than the national rate of 63.7 percent and almost six points higher than the Kentucky rate of 59.6 percent.

Health Enterprises and Lifelong Wellness & Aging

3,487 TOTAL JOB POSTINGS	DIRECT PATIENT CARE	DIAGNOSTIC/ THERAPEUTIC	ADMINISTRATIVE/ CORPORATE
Doctoral or Professional Degree 499 JOB POSTINGS in the last 3 months \$ 56.78 to \$ 88.83 HOURLY RATE	Physicians and Surgeons, Physical Therapists; Audiologists; Family and General Practitioners 443 JOB POSTINGS in the last 3 months \$ 56.78 to \$ 88.83 HOURLY RATE	Dentists, Orthodontists; Pharmacists; Optometrists 82 JOB POSTINGS in the last 3 months \$ 39.96 to \$ 83.83 HOURLY RATE	Healthcare Lawyers 4 JOB POSTINGS in the last 3 months \$ 26.18 to \$ 37.97 HOURLY RATE
Master's Degree 289 JOB POSTINGS in the last 3 months \$ 39.69 to \$ 53.08 HOURLY RATE	Nurse Practitioners; Occupational Therapists; Physicians Assistants; Nurse Anesthetists; Speech-Language Pathologists 254 JOB POSTINGS in the last 3 months \$ 39.69 to \$ 53.08 HOURLY RATE	Mental Health Counselors 22 JOB POSTINGS in the last 3 months \$ 16.22 to \$ 22.59 HOURLY RATE	Healthcare Social Workers; Statisticians 13 JOB POSTINGS in the last 3 months \$ 18.78 to \$ 26.57 HOURLY RATE
BA/BS 1,373 JOB POSTINGS in the last 3 months \$ 29.95 to \$ 44.50 HOURLY RATE	Directors of Nursing; Registered Nurses 1,373 JOB POSTINGS in the last 3 months \$ 29.95 to \$ 44.50 HOURLY RATE	Medical and Clinical Laboratory Technicians; Dieticians and Nutritionists 48 JOB POSTINGS in the last 3 months \$ 23.00 to \$ 29.33 HOURLY RATE	Systems and Accounting Analysts; Business Office Managers; Human Resources Specialists; Human Resources and Marketing Managers; Marketing Coordinators; Information Technology Managers; Network Engineer; Risk and Financial Analysts 69 JOB POSTINGS in the last 3 months \$ 25.32 to \$ 43.09 HOURLY RATE
Associate Degree (2 yrs) 198 JOB POSTINGS in the last 3 months \$ 20.15 to \$ 44.50 HOURLY RATE	Physical and Occupational Therapist Assistants; Respiratory Therapists; Sonographers; Cardiovascular Technicians 107 JOB POSTINGS in the last 3 months \$ 20.15 to \$ 44.50 HOURLY RATE	Medical and Clinical Laboratory Technicians; Dental Hygienists; Radiologic Technologists 91 JOB POSTINGS in the last 3 months \$ 20.77 to \$ 29.33 HOURLY RATE	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 484 JOB POSTINGS in the last 3 months \$ 13.26 to \$ 18.07 HOURLY RATE	Nursing Assistants; Emergency Technicians and Paramedics; Medical Assistants; Licensed Nurses 353 JOB POSTINGS in the last 3 months \$ 13.26 to \$ 18.07 HOURLY RATE	Dental Assistants; Surgical Technologists; Phlebotomists; Ophthalmic Medical Technicians 74 JOB POSTINGS in the last 3 months \$ 13.77 to \$ 18.18 HOURLY RATE	Medical Transcriptionists; Medical Records Clerks 67 JOB POSTINGS in the last 3 months \$ 12.86 to \$ 20.20 HOURLY RATE
High School or GED 529 JOB POSTINGS in the last 3 months \$ 12.87 to \$ 20.09 HOURLY RATE	Physical Therapist Aides; Patient Transporters; Sterile Processing Technicians; Endoscopy Technicians; Emergency Room Technicians 127 JOB POSTINGS in the last 3 months \$ 12.87 to \$ 20.09 HOURLY RATE	Pharmacy Clerks; Pharmacy Technicians; Opticians; Social Workers; Home Health Aides; Dietary Cooks; Caregivers 76 JOB POSTINGS in the last 3 months \$ 12.88 to \$ 19.32 HOURLY RATE	Medical Receptionists; Executive Assistants; Bookkeepers; Telephone Operators; Office Managers; Customer Service Reps 324 JOB POSTINGS in the last 3 months \$ 13.79 to \$ 20.91 HOURLY RATE

However, these rates are not uniform across all demographic groups in the Bluegrass area. People in poverty have the highest unemployment rates, followed by teenagers, people with disabilities, people with less than a high school diploma, and African-Americans. According to the 2011-2015 5-year data from the US Census Bureau, the Bluegrass area had an unemployment rate of 9.3 percent, but for people living in poverty that number was 24.9 percent, for teenagers, it was 22.3 percent, for people with disabilities it was 16.5 percent, and for African-Americans it was 12 percent. These are people who are in the labor force but still cannot find work. Additionally, there are many more people with disabilities, teenagers, and people living in poverty who are not in the workforce than is true of the overall population. Compared to the 65.8 percent overall labor force participation rate, the rates are significantly lower for people with disabilities (37.9 percent), teenagers (42.5 percent), and people in poverty (52.7 percent).

African-Americans participated in the labor force at only a slightly lower rate of 64.9 percent.

According to the most recent data from the Bureau of Labor Statistics Quarterly Census of Employment and Wages (3rd quarter 2016), there were just under 300,000 jobs in the

Information Technology

494 TOTAL JOB POSTINGS	INFORMATION SUPPORT/ SERVICES	PROGRAMMING AND SOFTWARE DEV	NETWORK SYSTEMS	WEB AND DIGITAL COMMUNICATIONS
BA/BS 398 JOB POSTINGS in the last 3 months \$ 31.98 to \$ 51.75 HOURLY RATE	Information Technology Managers; Systems Analysts; Operations Analysts 43 JOB POSTINGS in the last 3 months \$ 31.98 to \$ 51.75 HOURLY RATE	Software Engineers; Systems Engineers 177 JOB POSTINGS in the last 3 months \$ 30.50 to \$ 45.23 HOURLY RATE	Network Specialists; Database Administrators; Information Security Analysts; Systems Administrators 143 JOB POSTINGS in the last 3 months \$ 25.34 to \$ 42.46 HOURLY RATE	Computer Programmers; Graphic Designers 35 JOB POSTINGS in the last 3 months \$ 20.82 to \$ 31.94 HOURLY RATE
Associate Degree (2 yrs) or Some College, no degree 96 JOB POSTINGS in the last 3 months \$ 12.43 to \$ 19.82 HOURLY RATE	Technical Support Analysts; Information Technology Support Technicians 52 JOB POSTINGS in the last 3 months \$ 12.43 to \$ 19.82 HOURLY RATE	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	Web Developers 44 JOB POSTINGS in the last 3 months \$ 21.22 to \$ 31.92 HOURLY RATE
Certificate (1-2 yrs)	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway
High School or GED	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway

Bluegrass region. Manufacturing was the largest industry, but barely, with almost 47,000 jobs, followed closely by Business Services at just over 46,000 jobs, followed by Retail at 42,000, Healthcare at 41,000, Food Services at 31,000, Logistics at 23,500, and Construction at 17,000. If Finance is combined with Business, they become the largest industry with 59,000 jobs. The Business sector has had the largest job growth since 2010 (11,000 new jobs), and the second highest since 2000 (12,000 new jobs). Healthcare has had the highest job growth since 2000 (14,500 new jobs) and second highest growth since 2010 (6,000). Manufacturing has actually lost 18,000 jobs since 2000 but gained 3,600 since 2010.

Logistics and Supply Chain Management

756 TOTAL JOB POSTINGS	PROCUREMENT (SOURCING/BUYING)	TRANSPORTATION OPERATIONS	WAREHOUSING AND DISTRIBUTION
BA/BS 110 JOB POSTINGS in the last 3 months	Purchasing Managers; Logistics Specialists 62 JOB POSTINGS in the last 3 months \$ 23.31 to \$ 38.25 HOURLY RATE	Sales Managers; Industrial & Aerospace Engineers; Airline Pilots, Copilots, & Flight Engineers 3 JOB POSTINGS in the last 3 months \$ 35.80 to \$ 58.41 HOURLY RATE	Sales Representatives; Mechanical Engineers 45 JOB POSTINGS in the last 3 months \$ 26.24 to \$ 43.80 HOURLY RATE
Associate Degree (2 yrs)	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 545 JOB POSTINGS in the last 3 months	No high-demand jobs at this level within the pathway	Tractor Trailer Truck Drivers; Aircraft Mechanics & Service Technicians 545 JOB POSTINGS in the last 3 months \$ 17.92 to \$ 30.64 HOURLY RATE	No high-demand jobs at this level within the pathway
High School or GED 101 JOB POSTINGS in the last 3 months	Receptionists; File Clerks; Office Clerks; Customs Brokers; Purchasing Assistants; Wholesale Buyers 12 JOB POSTINGS in the last 3 months \$ 11.08 to \$ 16.94 HOURLY RATE	Delivery Drivers; Import & Export Coordinators; Transportation Managers 59 JOB POSTINGS in the last 3 months \$ 19.19 to \$ 31.69 HOURLY RATE	Production Supervisors; Warehouse Workers; Inventory Clerks; Warehouse Managers; Forklift Operators 30 JOB POSTINGS in the last 3 months \$ 19.98 to \$ 32.66 HOURLY RATE

The priority industry clusters of the Bluegrass Workforce Development Area are: Advanced Manufacturing, Consumer and Business Services, Construction, Food & Beverage, Healthcare, and Logistics and Supply Chain Management. We have also broken out Information Technology (IT) jobs as a quasi-cluster because of their good wages, high employer demand, and great importance to the 21st century economy. Attachments A through E are detailed Career Pathways charts for the Bluegrass Region, which outline detailed occupation and wage data at different levels of education for each of these industry clusters.

In the first quarter of 2017, there were 18,000 online job postings in the Bluegrass Region. Almost 1/3 of these job postings--about 6,000--advertised for an Associate's Degree or higher, while about 4,500 advertised for a Bachelor's Degree or higher. Attachment G is a chart showing the Top 30 Occupations by Online Job Postings in the Bluegrass Region, as well as the typical entry level education and the Lexington-area wage ranges for those occupations. Registered Nurses and Heavy Tractor-Trailer Truck Drivers routinely lead the most in-demand occupations. Also, Attachment H is a chart showing the Top 30 Occupations by Online Job Postings for occupations that pay a median wage above the Lexington-area MIT living wage (\$49,967 for a family of four without childcare, according to the Massachusetts Institute of Technology Living Wage Calculator).

Chapter 2: Strategic Vision and Goals

- A. (L) Describe the local board's strategic vision and goals to support regional economic growth and self-efficiency. Including goals or preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include as applicable a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. Strengthen to the extent possible, include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

The Bluegrass Workforce Innovation Board (BGWIB) strategic goal and vision is to allocate resources to effectively prepare future employees and ensure that current employees have the skills to meet future workforce needs. To execute this goal, the BGWIB engages local employers, community partners, and elected officials. The BGWIB seeks to align employers, the local K-12 school systems, and post-secondary education to meet employers present and future needs. Using this approach, the BGWIB hopes to reduce the number of people with barriers to employment and to help create a more educated and skilled workforce.

The BGWIB hopes to engage all workforce partners around a common strategic vision. The BGWIB, additionally, strives to help all workforce partners exceed their program specific performance measures. The BGWIB has the goal of pursuing additional public and private workforce resources. It is expected that federal workforce funding will decline while the demand for services continues to grow.

Preparing an Educated and Skilled Workforce

The need for an educated workforce goes beyond the need for training in vocational skills; it includes the need for basic employability skills. Employees must show up to work consistently and on time, understand directions, and work well with other people.

- Youth: Staff of the Bluegrass Workforce Innovation Board (BGWIB) are working with an employer in Garrard County to develop a Lean Manufacturing Techniques Class. The employer is particularly interested in youth age 18 to 24 who are interested in making manufacturing a career. The employer would offer financial assistance for supplies for the class, provide staff for guest speakers, and offer entry-level positions for individuals successfully completing the class.
- Barriers to Employment: The BGWIB has attempted to address this issue with the creation of the Academy for Continuing Career, Employability and Soft Skills (ACCESS), a training class developed by the staff of the BGWIB that addresses employability skills using classroom work, lecture, and practical exercises. The program has been successful with individuals graduating the class and immediately receiving interviews for positions. The ACCESS training was designed with flexibility in mind, is customizable and has been utilized by employers who wish to improve the employability skills of applicants and current workers.

Performance Accountability Measures

The BGWIB is working to meet or exceed its primary indicators of performance. At the end of June 2017 the BGWIB will no longer directly operate programs. It has selected a program service provider, ResCare Inc., through a competitive procurement process. ResCare's contract includes meeting the primary indicators of performance. As we continue to collaborate with other Local Areas in the Central Region, we will develop and refine program goals aligned with regional economic objectives.

Future Plans for Strategic Planning

The BGWIB will initiate a broad strategic planning process with the hopes of completion by December

31, 2017. The goal is to bring all key partners to the table to come up with strategies for providing services more effectively across the Bluegrass Region. At the March 2017 meeting of the BGWIB, a strategic planning subcommittee was established. This subcommittee will oversee organizing and facilitating the development of the strategic plan.

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

The BGWIB's vision and goals are and will continue to be aligned with the Commonwealth's goals, initiatives, and priorities, as described in in the WIOA State Plan and listed below:

“Align Kentucky’s workforce development system with its education objectives.”

The Bluegrass Local Workforce Area has been working closely with local school systems in various ways over the years, by developing workforce programs that meet the needs of youth in the area.

- Steps to Success Youth Workshop: The Kentucky Career Center – Bluegrass in Lexington partners with the Cabinet for Health and Family Services to provide employability workshops to youth who are aging out of the foster care system. These workshops also include information on the Kentucky Career Center – Bluegrass Scholarship program for those who are interested in continuing their education.
- Operation Preparation: This program partners Kentucky Career Center – Bluegrass staff with the Franklin County School system to provide soft skills workshops to high school juniors and seniors interested in entering the workforce.
- Workshop Series: The Kentucky Career Center – Bluegrass has a close relationship with various high schools throughout the region to provide tailored workshops. Advisors at high schools in the area contact WIOA staff in these locations to provide customizable training based on the need of the student. Training includes, but is not limited to: General Soft Skills Training, Resume Building, Job Search Assistance, and Kentucky Career Center - Bluegrass Scholarship Information.

“Align Kentucky’s workforce development system with economic development strategies.”

The Bluegrass Workforce Innovation Board (BGWIB) helps to align Kentucky’s workforce development system by working alongside Economic Development Authorities, Industrial Development Authorities, and Chambers of Commerce throughout the region. It supplies labor market information to these entities to ensure a common vision and understanding of the workforce in Central Kentucky, allowing the development of common goals and strategies. The BGWIB provides sector-focused training using On-the-Job Training, individual training accounts, and incumbent worker training. BGWIB staff work closely with educators and employers to assist in creating a skilled workforce, through the “Bridging the Talent Gap” Initiative.

Future plans include convening workforce meetings in each of the 17-counties to speak to employers, Chambers, Economic Development Authorities, and Industrial Development Authorities to address workforce needs on a local level.

“Simplify the workforce development service delivery system, transform the workforce system, and improve service to achieve customer-centered delivery system.”

Customer experience and service delivery are currently being affected by multiple challenges: the absence of a system-wide, shared data platform; differing upfront data collection requested from job seeker, youth and employer customers; varying and often inadequate center staffing levels; inefficient staff organization; and uneven and sometimes inadequate center spaces. This context affects the ability to work in cross-functional teams that can deliver seamless, responsive, and integrated services.

To combat those challenges and to improve and simplify customer-service delivery, a customer navigation form was developed for the Kentucky Career Center – Bluegrass. Each customer that enters each location completes this short and simple form which has options for service or services that he/she may need while visiting. This form guides staff services to customers throughout their visit, ensuring that all their needs are met while they are onsite.

The Bluegrass Local Workforce Area hopes to facilitate a simpler, more customer-centered delivery system, in partnership with state government, over the next fiscal year. The Commonwealth's new regulations make clear that beginning July 1, 2017, regional workforce boards (and not the Office of Employment and Training) oversee the operations and the quality of services being offered in the Kentucky Career Center – Bluegrass locations. The BGWIB will work accordingly to create integrated service delivery and an improved level of customer service in our region's centers. The first step was procuring a One-Stop Operator (OSO) charged with coordinating continuous improvement of our local workforce system and partner service delivery. This new entity, ResCare Inc., will begin oversight of the centers in July 2017.

The BGWIB's goal is that teams of people from various funding streams will work seamlessly together to help customers gain skills and employment, that lines of authority and accountability are clear, and that all Commonwealth and Federal mandates are met.

“Collaborating with business and industry to define career pathways for critical state and regional sectors.”

High-demand sector consortiums have always been very important to the Bluegrass Local Workforce Area's approach to developing career pathways. However, with the loss of members over the past two years the consortiums have been put on hold. Plans are to rebuild these groups for each of the five priority sectors over the next fiscal year and to establish specific needs, requirements, and visions for each of the sectors. In the meantime, the Bluegrass Workforce Innovation Board (BGWIB) continues ongoing area initiatives to improve training opportunities and increase the supply of qualified workers in the region.

Examples include:

- Amteck: The BGWIB has partnered with Amteck on their QuickStart Pre-Apprenticeship training program (*pictured at right*) since 2012. This partnership provides assistance through various stages of the program from recruitment of participants, skills assessment, and the use of individual training accounts and finally, on-the-job training once the program is complete and trainees move into employment.
- Home Builder's Association (HBA)/Home Builder's Institute (HBI): The BGWIB is actively working with HBI to apply on-the-job training dollars to their apprenticeship programs in HVAC, Electrical, Plumbing, and general journeyman tracks. BGWIB staff are also helping HBI apply for inclusion on the Eligible Training Provider List.
- Bridging the Talent Gap Group: BGWIB staff participate in the “Bridging the Talent Gap” regional group, which helps private sector, higher education, and public programs identify, develop and improve a wide variety of career pathways in priority business and industry sectors.



“Continue to evaluate and realign services and support structures to expand on efforts to build a truly customer-centric model at the local level.”

The BGWIB has procured and contracted with a One-Stop Operator who will be charged with coordinating continuous improvement of our local workforce system and partner service delivery. The customer feedback data collected this year will provide a critical baseline to inform service delivery and design to be more customer-driven.

A customer navigation form was developed for the Kentucky Career Center – Bluegrass. Each customer that enters the center completes this short and simple form which has options for service or services that he/she may need while visiting. This form also helps staff assist customers throughout their visit to ensure that all their needs are met, reducing the need for continuous visits.

“Ensure the collection of the right data to inform policy and practice among the partners to create an efficient and effective talent pipeline.”

Staff utilize Kentucky Labor Market Information to collect and distribute the most recent LMI information to our partners and customers. In addition, staff regularly run reports from the Employ Kentucky Operating System (EKOS) to obtain the most up-to-date data regarding our participants.

“Develop and implement a cross-agency communication strategy that reinforces the education, economic development, and workforce development activities and accomplishments toward the vision for a world-class talent pipeline.”

The Bluegrass Local Workforce Area engages in a rich communications and marketing strategy across a range of platforms. These include online, print, radio, and television coverage of notable workforce events and news. We also utilize direct emails, social media posts, and direct contact through Kentucky Career Center – Bluegrass job-seeker staff and regional business services team staff.

The Bluegrass Business Services Team had been working cooperatively through group meetings, shared visits to employers, and cross training with Veteran Representatives and Office for Employment and Training staff. Despite some attendance and communications issues in the past, Business Services is dedicated building a collaborative group which includes: Office for the Blind, Office of Employment and Training, Office for Vocational Rehabilitation, Veteran’s Services and all other Kentucky Career Center – Bluegrass partners. The Business Services Manager has been working with staff with these partners to ensure their inclusion in any meetings moving forward. These new meetings will begin as the Direct Service Provider begins in July 2017.

Additional agencies work in partnership with the Kentucky Career Center – Bluegrass, including the Salvation Army in Frankfort and Kentucky River Foothills to teach employability and essential skills workshops. The Kentucky Career Center - Bluegrass work with the University of Kentucky’s Job Club and Dress for Success, and Jubilee Jobs to provide a constant resource for job seekers wishing to improve their employability skills or needing additional services.

The Bluegrass Local Workforce Area supports the State’s priorities of increasing labor force participation and growing Kentucky’s economy by providing labor market information, training scholarships, career counseling, and other programs that support the ability of Kentuckians to earn self-sufficient wages.

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

On July 1, 2017, local Kentucky workforce boards will gain full control of the Kentucky Career Centers. This is also the date when the Bluegrass Local Workforce Area's WIOA One-Stop Operator (OSO) will be in in place. The Bluegrass Workforce Innovation Board (BGWIB) and the OSO will work together closely to align the work of all workforce system partners and Kentucky Career Centers around the Board's and the Commonwealth's workforce goals and strategies. See the following "Alignment" section of this plan.

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

- A. (L) Describe the local board's strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. This discussion should include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another. *Note: The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans State Grants and Unemployment Insurance.*

The Bluegrass Local Workforce Area's service delivery strategy is built upon the following principles:

- **A commitment to economic prosperity in the region.** The BGWIB's mission is to connect employers with employees. Providing resources to create a skilled workforce and assisting that workforce in locating employers who are ready to hire is our purpose. As technology continues to increase even for labor positions, the demand for a skilled workforce grows exponentially. The Bluegrass Local Workforce Area can meet this growing need only through collaboration with area workforce partners and by bringing the education system, both K-12 and post-secondary education, to the table.
- **A commitment to customer service.** Each Kentucky Career Center – Bluegrass customer is unique in their talents and their needs. Whether a person is unemployed, under-employed, or trying to overcome a barrier, the Bluegrass Local Workforce Area aligns their needs with services. Career Center staff are trained to work closely with an individual to address their unique needs with the best available resources, including coordination and referral to partner agencies and other community services. The end goal is to maximize employment, earnings and business growth.
- **Sector-driven work.** The Bluegrass Local Workforce Area has repeatedly seen the benefit of tackling workforce challenges by taking a sector approach, organizing employers in a key industry, asking them to articulate as an industry their needs, and then working with partners to try to fill those needs.
- **A focus on career pathways and alignment work.** The Bluegrass Local Workforce Area focuses upon career pathways in two ways. Some Bluegrass Local Workforce Area staff work with the 'Bridging the Talent Gap' initiative, aligning employers, the education system, and workforce partners to ensure that the future workforce has the skills necessary to meet employer demand. Other staff work directly with the school system, providing in-school youth with career pathways options. Staff visit various schools throughout the Bluegrass area to attend career days, act as guest speakers, and provide specialized training. Staff who visit schools provide information on scholarships available, educate youth on making a career choice through labor market information, and provide soft skills training for the future workforce. The Bluegrass Local Workforce Area focuses its efforts to produce more people who are truly college and career ready.

The Bluegrass Local Workforce Area works closely with “entities that carry out the WIOA core programs” and also with other workforce partners to explore ways to work effectively together. At present, the Bluegrass Workforce Innovation Board (BGWIB) has partnerships with:

- Office of Employment and Training (OET): The BGWIB works closely with OET leaders and staff to create Kentucky Career Center – Bluegrass locations that deliver high quality in-person services to customers. The BGWIB will continue to experiment with OET on service delivery models and seeks to move toward integrated service delivery and organization into functional delivery teams as envisioned by WIOA, combining forces to better serve customers.
- Adult Education: Despite the loss of Adult Education as a co-located partner at the Kentucky Career Center – Bluegrass location in Lexington since the OET reorganization, BGWIB continues to partner with adult education service providers in numerous ways across our 17-county region. Adult education often provides Test of Adult Basic Education (TABE) assessments, remediation opportunities and GED instruction to help Kentucky Career Center – Bluegrass customers improve their education and skill levels. Two BGWIB youth contractors are co-located at Adult Education office. In the outlying, rural Bluegrass Local Workforce Area counties, adult education partners provide customer meeting space.
- Public Housing Authority: BGWIB staff have been partnering with the Lexington-Fayette Housing Authority for several years. Staff serve on the Housing Authority’s Family Self-Sufficiency Council and attend job and resource fairs hosted by the Housing Authority for its residents.
- Salvation Army: BGWIB staff have a growing partnership with the Salvation Army in Frankfort, attend their bi-annual Health and Wellness Fairs and provide regular essential skills training to their clients.
- Franklin County School System: Each year the Franklin County School System hosts the Summer Feeding Program. The Kentucky Career Center – Bluegrass will be partnering this year to provide information to youth and parents on employment and training opportunities as well as providing employability skills training.
- Public Libraries: Since the Office of Employment and Training (OET) reorganization which closed the Kentucky Career Center - Bluegrass in Winchester, the Winchester Public Library has developed a close partnership with the BGWIB staff. The Library has offered office space for WIOA staff to meet with clients in Clark County. BGWIB staff provide essential skills training while the Library provides computers and space for individuals who need to file an unemployment claim. The Versailles Public Library has also started working closely with Bluegrass Workforce Innovation Board (BGWIB) staff to provide similar services and resources.
- Bluegrass Community and Technical College (BCTC) – Lawrenceburg: Due to the OET reorganization, the Frankfort County office, which provided services to the citizens of Lawrenceburg in Anderson County, was closed. Bluegrass Community and Technical College’s Lawrenceburg Campus stepped up to provide office space to BGWIB staff to maintain and increase services to their students and to other Lawrenceburg area customers. Since that partnership began, staff have worked with BCTC – Lawrenceburg on several job and resource fairs, providing information to students regarding scholarship and LMI information.



Key stakeholders and entities associated with administrative and programmatic/service delivery functions.

1. Elected officials. The Bluegrass Local Workforce Area has formed a Governing Board Executive Committee comprised of the Mayor of Lexington-Fayette County and the County-Judge Executives of Anderson, Bourbon, Boyle, Clark, Nicholas, and Jessamine Counties. The Governing Board Executive Committee reviews and approves:
 - a. Designation of the fiscal agent or grant sub-recipient;
 - b. The annual budget as developed and approved by the BGWIB;
 - c. The One-Stop Operator selected by the BGWIB through a competitive procurement process as outlined in WIOA Section 107(d)(10); and,
 - d. WIOA service providers and Kentucky Career Center – Bluegrass selected or certified by the BGWIB.

2. **Local workforce development board and committee structure.** The BGWIB meets regularly to discuss the vision, mission and strategic goals of the Board and to decide how to execute them. The full Board typically meets six to eight times a year for approximately two hours, with the Executive Committee meeting between for any required action. All meetings are held with organized agendas set in advance by the Director for Workforce Services in consultation with the Board Chair. The Board's priorities are communicated to the staff, which then works day-to-day to deliver results.

The Board's Executive Committee, meets between the full Board meetings, approximately four times per year. The Executive Committee monitors progress against goals, offers suggestions for improvements, and takes action where needed.

The BGWIB has six other committees (Finance, Individuals with Disabilities, One-Stop, Program, Strategic Planning, and Youth) which meet on an as-needed basis.

3. **Fiscal agent.** The Governing Board selected Bluegrass Area Development District (BGADD) as the fiscal agent after a competitive bid process in 2016. The agreement expires on September 30th, 2017, but has an option to renew for an additional two years.
4. **Operator.** The BGWIB conducted a competitive procurement to select the One-Stop Operator (OSO). ResCare was selected unanimously. The Director for Workforce Services, as authorized by the BGWIB and Governing Board, negotiates the OSO contract which begins July 12, 2017.
5. **Required program partners.** As required by WIOA, the BGWIB is engaged in developing a Memorandum of Understanding ("MOU") with all workforce partners. The MOU is subject to a great deal of Federal and Commonwealth guidance and will include how core services are coordinated throughout the local workforce system and Centers, how Center infrastructure is funded and how cross-referrals are made and tracked.
6. **Major contractors providing Adult/Dislocated Worker and Youth program elements.** All contractors were competitively procured. ResCare was selected to provide all WIOA Adult and Dislocated Worker career services. ResCare, in partnership with United Way, will also be the provider of WIOA Youth services in the 17-county Bluegrass area.

The Bluegrass Workforce Innovation Board (BGWIB) maintains a commitment to the kind of intentional communication necessary to assess, maintain, and enhance alignment among

system partners. The One-Stop Operator (OSO) will facilitate and conduct regular partner meetings within the Kentucky Career Center – Bluegrass and with workforce partners. The OSO will direct and align all workforce services in accordance with the MOU and BGWIB policies and procedures. The OSO will also identify and highlight “best practices” to promote service knowledge and collaboration. The Business Services Team (BST) also meets regularly (and will soon include the participation of additional one-stop and community partners) to coordinate employer engagement and services and uses a contact management system and email” listserv” to facilitate coordinated service delivery.

In the coming program year, the BGWIB has a goal of providing additional mobile services to the outlying rural counties. Staff have started outreach and have made connections with Adult Education and libraries in various counties. OSO duties will include enhancing rural service delivery.

7. **Youth.** Partnerships are a key component of the Youth program, both as a source for recruitment into the program and as a resource for referrals for youth already registered into the program. Beginning in July 2017, ResCare will be working with the United Way of the Bluegrass to provide WIOA youth services in the Bluegrass area and to build upon and expand existing youth partnerships.
8. **Trade Adjustment Assistance (TAA).** Trade Adjustment Assistance (TAA) is a combined effort between Wagner-Peyser team members, local Department of Labor representatives, the Office for Vocational Rehabilitation, Adult Education, and the Dislocated Worker program. Development of local policies and procedures is a collaborative process. Additional partners such as Veterans Services and Unemployment Insurance may be included on an ad-hoc basis depending on demonstrated need.

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

Career Pathways. WIOA specifically mentions secondary and postsecondary education—preparation, counseling, and the organization of services to support advancement—as a key to effective training along career pathways. BGWIB staff will:

- Work with the local secondary and postsecondary education systems to include labor market information in career and college counseling efforts;
- Support and enhance programs and partnerships that address labor market inefficiencies and work to better align educational pipeline output with labor market demands; and,
- Provide support during critical education-to-career transitions.

BGWIB staff have assisted school systems throughout the Bluegrass area to educate youth on career pathways. The career pathway information sessions utilize labor market information from KYLMI.com. The information sessions assist students with aligning industry-recognized credentials and job demands with high demand sectors. In addition to information regarding the sectors, staff share information regarding financial assistance available through the Kentucky Career Center - Bluegrass.

The Bluegrass Workforce Innovation Board (BGWIB) regards career pathway development and education as a vital part of its work and intends to become more active in future years to ensure that youth are informed about industry needs. BGWIB members have also been very involved with aligning certificate and associate degree programs available at Bluegrass Community and Technical College,

so that a truly seamless workforce development system is created, allowing people to move from high school through the community college and beyond if that is their wish.

The BGWIB will pursue initiatives to promote a strong and skilled workforce by encouraging partners to focus on online resumes (utilizing the WIN Certificate online program to provide a standard, basic employment skills certificate) and collaborating with community and technical colleges to help more students pursue internships.

Co-Enrollment. Co-enrollment has the potential to support the strategic use of resources, coordination of services and the provision of more comprehensive services. In Kentucky Career Center - Bluegrass, the co-enrollment of customers across the Adult/Dislocated Workers and Wagner-Peyser and Unemployment Insurance programs causes partner staff to work seamlessly to achieve and share credit for employment successes.

The BGWIB is looking to improve co-enrollment across partner organizations (both within and outside the Kentucky Career Center – Bluegrass locations) to determine how to best serve common customers and reduce service redundancies. One major challenge is the lack of shared data for the Commonwealth’s workforce system.

Improve access to activities leading to a recognized postsecondary credential, including a credential that is an industry-recognized certificate or certification, portable or stackable. With guidance and support from established industry partnerships in advanced manufacturing, construction, healthcare, information technology, and transportation services (including, distribution and logistics), the BGWIB will continue to identify industry-recognized credentials that are of interest to employers. When training for these credentials is available in the region, the BGWIB will promote these opportunities to job seeker and business customers. When the training for these credentials is not available, the BGWIB will act as a catalyst to identify training providers and encourage them to make the training accessible. In some cases, this might involve guidance to training providers on how to submit program information for acceptance on the Eligible Training Provider List. In other cases, it may involve a longer-term effort to encourage local educational institutions to develop programs for targeted occupations. All such efforts will involve employer input as well as Labor Market Information.

Additionally, the career pathways work discussed earlier focuses upon improving access to industry-recognized credentials that are of interest to employers.

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

- **Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;**
- **Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;**
- **Better coordinate workforce development programs with economic development partners and programs;**
- **Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and**
- **Increase competitive, integrated employment opportunities for individuals with disabilities.**

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board’s strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

- **Employer Engagement:**

- Sector Consortia: In previous years, the Bluegrass Workforce Innovation Board (BGWIB) established consortia for each high demand sector. These consortia met and discussed best practices, provided recommendations for service improvements, and discussed obstacles experienced in obtaining and retaining a skilled workforce. The BGWIB is actively recruiting individuals to rebuild and enhance these sector-driven consortia.
- One-on-One Employer Engagement: In order to network and stay aware of employer needs, Business Skills Team (“BST”) members regularly attend SHRM meetings, are members of local Chambers of Commerce, participate in local forums, and are present at many Economic Development Authority meetings. BST members also meet with employers individually to implement customized solutions based on a workforce needs assessment. This has included recruiting from untapped labor pools, work-based learning initiatives (including OJT), and the development of career pathways to fully articulate the opportunities available to employers and job seekers.
- Incumbent Worker Training: In the Bluegrass Local Workforce Area, Incumbent Worker Training (“IWT”) has been primarily used to avoid layoffs by training a company’s existing workforce. At present, the Bluegrass Local Workforce Area has three large IWT contracts pending in the high demand sectors of Advanced Manufacturing and Healthcare.
- On-the-Job Training: On-the-Job Training (OJTs) remain the most popular Business Service provided in the Bluegrass Local Workforce Area. The OJT is a win-win for both employer and job seeker, allowing the employer to feel confident that his chosen hire can do the job while providing a job seeker, with some barrier to employment, the opportunity to enter a career, that he/she may not otherwise have been hired for.



- **Local Workforce System (Element 3.2):**

- The BGWIB and the Business Services Team (BST) work to link employers and educators. For example, BST engages employers to attend employability skills training sessions taught by staff at local high school and community colleges.
- The BGWIB partners with higher education institutions throughout the Bluegrass to provide skill training to job seekers or those needing to upgrade their current skill levels through customized or incumbent worker training.

- **Workforce Development and Economic Partnerships Coordination:**

- The Bluegrass Local Workforce Area is part of the Kentucky Skills Network, which brings together workforce development, economic development, and educational partners to deliver customized solutions to employers. In addition to the Kentucky Skills Network, the BGWIB and its staff work closely with economic development agencies throughout the seventeen Bluegrass counties to deliver workforce services in conjunction with economic development efforts.

- **One-Stop Delivery Systems and Unemployment Insurance Programs Linkages:**

- The KCCGO! grant strengthened linkages between the Kentucky Career Centers and the Unemployment Insurance (UI) system. The combined orientations directed to Kentucky Employment Network (KEN) and Reemployment Eligibility Assessment (REA) participants resulted in customers opting to receive higher levels of service, including individualized career services and workshop participation.

Overall, however, the linkages between UI and the One-Stop system are deeply challenged by current staffing levels and UI customer demand. While the current effort to provide UI services online and through a call center are underway, it remains difficult for staff to have adequate time to engage UI customers in broader career services.

- **Competitive Employment Opportunities for Individuals with Disabilities:**

- The BGWIB is working to increase the participation of individuals with disabilities in high-demand career pathways and has formed a subcommittee of Board members to address this issue. The subcommittee will look to identify and replicate best practices in other workforce areas, particularly in the Central Kentucky region.

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

Each Workforce Board in the Central Kentucky Region has taken its own approach to entrepreneurship. In Northern Kentucky, the WIOA Youth program has developed an entrepreneurial program called Ignition. It is a grassroots training experience for high school students. Participants learn to design a business model/product, develop a budget, produce marketing materials, explore options for facility needs, create portfolios and prepare and present demonstrations. They also learn the value of partnerships and assigning business roles. During the program the participants explore the development of a business plan including the following concepts: business plan segments, value proposition, research, customer segments and relationships, key activities, partners, channels and key resources. The culmination of these activities results in a community presentation highlighting best talents of the youth involved.

In the Bluegrass Local Workforce Area, efforts to support and/or promote entrepreneurial efforts are still in the discussion stage. Bluegrass Workforce Innovation Board (BGWIB) staff will be working together to develop an entrepreneurial skills training initiative (the “Entrepreneurial Academy”). Staff will work with potential partners including the Kentucky Innovation Network, the Small Business Development Center, and local banks and credit unions to ask for their assistance in providing business plan development and financial literacy training to those interested in starting their own business.

The Lincoln Trail Workforce Development Area has long valued entrepreneurship by supporting and/or promoting entrepreneurial skills training including the Kentucky Innovation Center, the University of Kentucky SBDC, and #100 Ideas, as well as entrepreneurial forums such as “Sharks in the Heartland,” which gives future entrepreneurs a chance to pitch their business ideas to local venture groups for seed money. This has been a major focus for the local workforce development area for several years. These are easily replicable in other local workforce development areas across the Central Kentucky Region.

Finally, KentuckianaWorks has used support from private foundations to build an experimental entrepreneurship track within the Mayor’s SummerWorks Program. Subsidized youth are supervised for seven weeks while they build a product or service. These “Entrepreneurship Tech” tracks began in 2015 and served six youth. In 2016, the program expanded to serve 15 youth thanks to additional, dedicated funding. KentuckianaWorks aims to expand this fostering of entrepreneurship within its network and to better coordinate with microenterprise lending services, small business resources, and other economic development resources for those with the propensity and desire to start a business.

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

Youth have access to education services, including GED preparation, college and occupational training fairs, and financial assistance for post-secondary school or short-term training opportunities through the WIOA youth contractor that covers all 17 counties of the Bluegrass Local Workforce Area. Youth

also have access to employment services, including resume development, interview preparation, work readiness training, National Career Readiness Certification, job and career fairs, and work-based learning experiences.

Beginning in fall of 2017, the United Way of the Bluegrass will partner with ResCare to provide youth services. The BGWIB staff will be working closely with United Way to set up programs to provide youth services to youth who are hard to reach, difficult to serve or who have disabilities.

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

- **Coordinate Strategies.** Individuals who are interested in returning to school are connected with a Workforce Specialist who assists them through the process, who establishes their need and qualifications for assistance. They then work closely with the Workforce Specialist to develop a training plan in a high demand career field. Individuals are provided with customized information regarding career pathways, local high-demand career fields, and the opportunity to link chosen pathways with educational resources.
- **Enhance Services.** Programming includes exposure to local colleges via short and long-term training, access to career and/or college fairs, and industry-recognized credential attainment.
- **Avoid Duplication of Services.** The Bluegrass Workforce Innovation Board (BGWIB) takes care to ensure that services are not duplicated. Information is tracked in EKOS to ensure there is no duplication of services. Case Managers work one-on-one with youth to ensure the best career plans mapped out for each individual. Due to the flexibility of youth funds, youth can access more training programs than adult funds sometimes allow.

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

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

Up until now, each region has taken its own approach.

Per Board policy, KentuckianaWorks recognizes the need to provide supportive services necessary to enable a customer to successfully participate in activities authorized under WIOA. The Supportive Service policy of KentuckianaWorks was revised in November 2015 to clarify and expand the use of funds in this category to address customer transportation needs. Transportation assistance can include mileage reimbursement and public transportation assistance. The policy also includes childcare assistance. Following eligibility determination and assessment, the career counselor determines and documents the need for supportive services within the policy guidelines. Very limited childcare is available if necessary to facilitate the completion of a program.

In Northern Kentucky WIOA Youth staff provide transportation to youth to participate in postsecondary education, and on a limited basis, to get to employment. Youth can receive transportation for post-secondary the entire time they are attending school. However, the Youth program will only fund the first month of transportation for employment. The Youth program works with each youth to budget their income so they may maintain employment. Northern Kentucky Adults and Dislocated workers do not

receive supportive services. In circumstances where such a need arises, clients are referred to the appropriate community partner.

The Bluegrass Local Workforce Area provides and has policies covering numerous supportive services including: Out-of-Area Job Search Assistance, Childcare, Lodging, Travel, Transportation, and Tutoring. Current efforts in the Bluegrass Local Workforce Area to coordinate supportive services include: referral to childcare service, assistance with travel, and assistance with expenses associated with training or interviewing. One area being discussed as a way to assist with supportive services is use of a competitive process in order to lower the price for individuals in need of childcare in the Bluegrass Area. The plan is to negotiate prices for childcare with local day cares, where clients of the program would gain a discount for being part of the WIOA program. Details for this are still being discussed.

Finally, the Lincoln Trail Workforce Development Board currently leverages partner and community programs and services to provide supportive services. Appropriate referrals are made to other agencies to provide with supportive services such as child care, transportation, and other supportive services.

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

There is a very large cultural shift underway in Kentucky's workforce system – moving from standalone entities housed in one location to alignment, co-enrollment and cross-training. A large learning curve is to be expected. ResCare, who will begin delivering services in Bluegrass Centers on July 2017, has experience with workforce services coordination and has created a One-Stop Operator (OSO) position whose primary purpose is to establish coordination between all groups housed in the Kentucky Career Center – Bluegrass locations. The OSO will act as a coach to unite and educate all workforce partners. The OSO will work to maximize the coordination of all workforce services and reduce duplication.

I. (L) Describe how the local board will collaborate with WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232. [WIOA Sec. 108(b)(13)] This will include a discussion of how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232. Adult Education and Literacy grant review training and process oversight to be provided by Kentucky Adult Education.

Collaboration with Adult Education

The Bluegrass Workforce Innovation Board (BGWIB) considers Adult Education to be a vital workforce partner, since despite improvements in high school graduation rates, the Bluegrass area still has a significant number of adults who lack a high school diploma. The BGWIB staff continues to work with its Adult Education partners to cross-refer customers, to partner on innovative experiments such as the Academy for Continuing Career, Employability, and Soft Skills (ACCESS).

At the Kentucky Career Center - Bluegrass level, Adult Education continues to provide Test for Adult Basic Education (TABE) testing for job seeker and youth customers. Adult Education staff have collaborated to deliver ACCESS training and Worldwide Interactive Network (WIN) certificate testing. Customer referrals and the sharing of program services information is a standard practice with Adult Education and Center staff. This includes the Kentucky Career Center – Bluegrass scholarship. The Adult Education Program Director for Bourbon County is a BGWIB member and serves on both the Youth and Strategic Planning Subcommittees.

Adult Education Selection Process

The BGWIB has developed RFPs, scored proposals, conducted oral interviews of the leading bidders, and then selected contractors to deliver WIOA Adult, Youth and Dislocated Worker services to the Kentucky Career Center – Bluegrass locations. In coordination with the Kentucky Department of Adult

Education, we would expect to use a similar process to review and recommend adult education providers in the Bluegrass area, as called for by WIOA and its regulations.

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

The BGWIB has developed a policy addressing the Priority of Service for Adults that incorporates the conditions set forth in WIOA sec.134 (c)(3)(E). The One Stop Operator is required to assure that program service providers receive training regarding Board policies. The priority status of all adult participants is determined during the initial eligibility review and the priority level is recorded in the participant file and data record.

There was recently an announcement that Medicaid and SNAP program participants will become mandated clients of the Kentucky Career Center - Bluegrass. At this continues to develop the BGWIB is positioned to review its Priority of Service Policy and make any changes that may be needed.

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

The development and coordination of a system-wide data response is being developed at the State level and is detailed in the State combined plan. Currently, partners utilize multiple data systems that are not configured to implement a unified integrated case management and intake system. The State combined plan identifies and recognizes the need for a new technology solution for the system, which it says “will be executed as current legacy transactional systems are retired. The system will be built using the same technology deployed for the common intake process.”

Chapter 4: Program Design and Evaluation

A. (L) Describe the one-stop delivery system in the local area including:

1. **The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.**
 2. **The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**
 3. **How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]**
 4. **How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]**
 5. **Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.**
-
1. **The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.** The Bluegrass Workforce Innovation Board (BGWIB) and staff are committed to an "evidence-driven approach to program improvement. We hope that the State is able to build a better workforce data system to better inform our efforts, to measure data on workforce outcomes, to drive continuous improvements based on that data and to be transparent about all outcomes and processes.
 2. **The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.** While the Commonwealth provides the oversight of training providers who qualify for the Eligible Training Provider List, the BGWIB Program Committee plans to periodically review the performance of training providers regarding completions and job placement of BGWIB customers who complete their training program. When trainings are not locally available for in demand occupations, the BGWIB works as a catalyst to identify and encourage potential training providers.
 3. **How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means.** The BGWIB is heavily increasing its mobile service delivery in all counties without a brick-and-mortar Kentucky Career Center - Bluegrass. Service delivery includes dedicated outreach and case management with staff assigned to each county. The BGWIB will increase the use of technology as a means of service delivery. Customers in rural counties are already accessing some online services such as "hot jobs," social media, and center contacts through the Kentucky Career Center – Bluegrass website. Additional support will be provided through the One-Stop Operator - charged with coordinating partner services and information sharing in all seventeen Bluegrass counties.
 4. **How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic**

accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. As part of Kentucky Career Center certification, locations are reviewed to determine ADA compliance and to assure they are equipped to serve individuals with disabilities. The One-Stop Operator will also be responsible for monitoring WIOA Section 188 compliance.

- Service provider contracts will contain a non-discrimination clause referencing Federal, State and local laws;
- All service providers will be monitored by fiscal agent staff to ensure Section 188 compliance;
- Workforce partners, as part of the Memorandum of Understanding, will standard provide assurances on non-discrimination and equal opportunity compliance and are all subject to monitoring and audit.

The BGWIB will continue to cooperate with Equal Opportunity and non-discrimination compliance monitoring by OET. It is important that all parties maintain a knowledge of what is needed and gain training where necessary to address any issues.

5. **Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.** The BGWIB was reconstituted under WIOA in 2015 to include a cross-section of the entire labor market community—private sector employers, as well as representatives from non-profits, government, and labor unions. Additionally, many other members of the community attend the BGWIB public board meetings. This local plan was published for public comment on June 19, 2017 with notification made in a press release as well as notice to all Board members and Local Elected Officials. The Board and public were given until June 28, 2017 to offer questions, comments, or suggestions. The local plan was discussed and approved at the June 28, 2017 Local Elected Officials (LEOs)/Bluegrass Workforce Innovation Board (BGWIB) combined meeting and was submitted to the Commissioner of Workforce Investment on June 30, 2017. Comments received are included as Attachment J to this Plan.

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

Adult and dislocated worker training is undergoing an evolution as WIOA is fully implemented and as the sector strategy committees are reconstituted. The Board is particularly concerned about the growing number of manufacturing jobs in our market and relative scarcity of training programs available to prepare people for these ever more technical jobs. KY Fame has partnered with the Bluegrass Community and Technical College system to increase and improve manufacturing training programs in Danville and Georgetown. We hope to spark similar initiatives in other sectors during the coming year. An improved data system that captures results across the entire workforce and education system will help a great deal.

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

Rapid response is a service available to any employer laying off individuals but is typically offered to companies who submit a Worker Adjustment and Retraining Notification (WARN) Act notice—meaning they will be laying off 50 or more employees. The Local Area Rapid Response Coordinator (LARRC) works for the Adult /Dislocated Worker career services provider (ResCare) and coordinates directly with the statewide rapid response coordinator to set up an event, preferably onsite, to explain the range of resources available - including WIOA, how to file for UI and when to apply. In addition to the LARRC, the Bluegrass Business Services Team (BST) assists with coordinating with other agencies—including

OVR and DOL—as appropriate to deliver customized services to the affected individuals. This can even include scheduling job fairs with companies that are looking for people with the same skills as those being laid off, which would help those individuals avoid unemployment altogether.

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

- **Identify successful models and best practices for youth workforce activities relevant to the local area.** In the Bluegrass Local Workforce Area, youth work directly with Coordinators, who conduct an assessment and establish an individual service plan to guide the youth's participation in the program. Youth have access to education services, including GED preparation, college and occupational training fairs, and financial assistance for post-secondary school or short-term training opportunities. Youth also have access to employment services, including resume development, interview preparation, work readiness training, National Career Readiness Certification, job and career fairs, and work-based learning experiences. Moreover, the subcontractors are encouraged to provide youth development activities such as workshops on money management and healthy relationships, leadership development opportunities, and service learning opportunities. Finally, Coordinators provide supportive services and referrals for housing, transportation, food, childcare, and physical and mental health needs, among others to address youths' barriers to success. In the spring of 2017, the BGWIB competitively bid and procured an additional youth subcontractor. The Opportunity for Work and Learning organization was selected as the additional contractor and has experience working with "difficult to serve" individuals and those with disabilities. All youth, including those with disabilities, are encouraged to participate in Workforce Education, which is a workshop that covers entry-level job-readiness activities, such as resume building, interviewing, dressing for success, workplace culture, and appropriate work behaviors. KYCC currently has accessible computer stations in the computer labs.
- **Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent.** The Bluegrass Workforce Innovation Board (BGWIB) made out-of-school youth services a priority approximately two years ago. Since that time, BGWIB youth contractors have targeted a growing amount of WIOA youth funding each year to serve out-of-school youth. While the BGWIB will continue to serve primarily out-of-school youth and will continue to exceed the 75% expenditure rate requirement, we will also serve a small percentage of in-school youth - youth who are already attending post-secondary school but need additional support. Previously, under WIA, such youth were considered out-of-school youth but WIOA has broadened the definition of in-school youth to include both youth in high-school as well as post-secondary school.
- **Provide information on types of work-based learning activities planned for youth.** In the fall of 2017, the United Way will begin to provide direct service to youth. Youth who participate in the BGWIB youth program will be provided with a set of benchmarks established by their Coordinator including obtaining a GED or high school degree. After completing a rigorous application process, youth will be provided a subsidized job placement at a non-profit or government agency for 8-10 weeks where they will have an opportunity to learn through training, coaching, and workplace experience. Youth will also participate in professional development activities before, during, and after their job placement. The professional development curriculum provided by the program covers topics such as financial literacy, entrepreneurship, leadership, team-building, civic engagement, labor market information, and transition to post-secondary education or occupational skills training. When the United Way begins to deliver WIOA youth services staff, youth internships in demand sectors will be greatly expanded. To prepare youth for these internships, they will be expected to complete a series of classes in leadership, team-building, financial literacy, entrepreneurship, civic behaviors, and transition to college or advanced training. For those students not ready for

internships or unsure of a career path, a youth career mentoring option is being proposed. This will be for those youth who need more in-depth career exploration and exposure to the occupational skill requirements and career pathways available in particular industries.

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

The KWIB has encouraged Local Workforce Development Boards to become “high-performing local boards” - thinking beyond the scope of WIOA, actively engaging private sector board members, and striving for innovation in tackling workforce development issues.

The Bluegrass Workforce Innovation Board is committed to moving in this direction and providing strategic leadership for the area on the workforce challenges faced by those we serve. Several members of the BGWIB have requested in-depth training on the roles and responsibilities of WIOA board members. Since this request, a trainer has been competitively procured and Rochelle Daniels, a highly renowned expert in WIOA law, has been selected to train members of BGWIB, Local Elected Officials (LEOs), staff, and guests at the end of June. The BGWIB believes this is the first step in an evolving, year-long process to accomplishing their goal to becoming a “high-performing” workforce board.

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

The BGWIB had an established policy for issuing individual training accounts (ITAs) under WIA, and this policy has been carried over to WIOA. The policy includes clear guidance on customer eligibility for WIOA training funds, the amount of assistance available per customer per year, the training programs that are eligible to be funded, the linkages to the customer’s career development plan, and the priority of service and customers’ accountability in the process. The ITA policy is Attachment K to this Plan.

Chapter 5: Compliance/Performance/Administrative Cost

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

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

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

The Bluegrass Business Services Team had been working cooperatively through group meetings, shared visits to employers, and cross training with Veteran Representatives and Office for Employment and Training staff. Despite invitations, the Office of Vocational Rehabilitation and Office for the Blind elected not to take part in these meetings. Though the Business Services Team meetings continue, OET staff have stopped attending since the shift of their previous manager to a new role.

For Lincoln Trail, there are currently no cooperative agreements in place between the local board and the Workforce Investment Office of Vocational Rehabilitation (OVR) and Office for the Blind (OFB) with respect to efforts to enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration, and coordination. The local board has not been provided anything from these agencies.

Similarly, for KentuckianaWorks, while there is an MOU in place with OFB for the implementation of Project CASE in addition to the WIOA MOU and RSA, no further cooperative agreement is in place.

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

Discussion of how a cost allocation would be handled among the regions is just beginning. There has been a discussion of potential use of concept for Business Services efforts, particularly for employers who have multiple locations across regions. However, details for implementation is an ongoing process. Once a business plan is in place for handling a regional cost allocation, additional discussion will take place for job seekers. It is assumed the job seeker model would reflect the business services template.

- C. (R) Describe the establishment of an agreement concerning how the planning region will collectively negotiate on and reach an agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.**

The Central Kentucky planning region has agreed to look at ways to collectively negotiate local levels of performance. Several items are needed for this to become reality: a complete commitment by all core partners to work more collaboratively to achieve performance and, most importantly, a technology

platform that all partners can utilize to capture, collect, analyze and negotiate performance information. A shared data platform is critical for this to become reality.

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

After bidding in 2016 to be the fiscal agent for the Bluegrass Local Workforce Area, the Bluegrass Area Development District was selected as the entity responsible for the disbursement of grant funds.

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

Please see Attachment I to this plan: the Bluegrass Area Development District purchasing policy, which the Bluegrass Workforce Innovation Board (BGWIB) follows, and which describes the competitive bid process, evaluation, selection and sole sourcing requirements. The attached policy fully complies with 2 CFR Part 200, the Federal rule which regulates procurements using WIOA funds.

F. (L) Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]
Note: This description may include when, how and by whom the indicators are being employed; and if the measured performance and effectiveness are used in a continuous improvement process.

Local Fiscal Agent Performance: The fiscal agent, BGADD, will be evaluated based upon the successful resolution of monitoring and audit findings, reasonably assuring that grant funds are managed in compliance with local, State and Federal requirements. The fiscal agent will also be evaluated based upon cost effectiveness. The BGWIB and the Governing Board both approve the budget which includes fiscal agent costs.

Eligible Adult, Dislocated Worker and Youth Providers, Under WIOA Subtitle B: The BGWIB's Program Committee will review the performance of adult, youth and dislocated worker service providers and the One-Stop Operator (OSO) on a quarterly and annual basis. As explained in the paragraph below on the One-Stop Delivery System, the primary focus in the coming year will be on increased registration levels and training starts and internships in priority sectors and career pathways. Contractual service delivery goals will also be compared to actual performance. All local, State and Federal performance standards and benchmarks should be met or exceeded. It is hoped that the State will develop a data system which will allow better performance tracking.

One-Stop Delivery System Performance: The BGWIB expects registrations into WIOA programs to increase by 50% in the program year beginning July 1, 2017. By the fourth quarter of PY 2017, the BGWIB expects training starts and internships in the priority sectors to also be 50% higher than in previous years. At the same time, all State and Federal performance standards and benchmarks are to be met or exceeded. The way to achieve this improvement, without an increase in Federal workforce funding, is through better workforce partnerships with public agencies and private employers.

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

<p style="text-align: center;">Local Workforce Development Board BOARD CHAIR</p>	<p style="text-align: center;">Chief Local Elected Official</p>
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

See additional page if more than one Chief Local Elected Official or Local Elected Official signature is required.

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
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Signature:	Signature:
Date:	Date:

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Advanced Manufacturing Career Pathways

731 TOTAL JOB POSTINGS	Production	Process Development	Quality Assurance	Maintenance
BA/BS 267 JOB POSTINGS in the last 3 months	Manufacturing Engineers 58 JOB POSTINGS in the last 3 months \$ 36.65 to \$ 52.52 HOURLY RATE	No high-demand jobs at this level within the pathway	Quality Engineers; Production Mangers 100 JOB POSTINGS in the last 3 months \$ 33.17 to \$ 50.82 HOURLY RATE	Electrical and Mechanical Engineers 109 JOB POSTINGS in the last 3 months \$ 31.18 to \$ 48.92 HOURLY RATE
Associate Degree (2 yrs) 84 JOB POSTINGS in the last 3 months	No high-demand jobs at this level within the pathway	Mechanical Drafters (Computer Aided Designers) 10 JOB POSTINGS in the last 3 months \$ 19.45 to \$ 26.44 HOURLY RATE	Engineering and Manufacturing Technicians 74 JOB POSTINGS in the last 3 months \$ 16.83 to \$ 27.17 HOURLY RATE	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 61 JOB POSTINGS in the last 3 months	Production Supervisors; CNC Machine Tool Operators 30 JOB POSTINGS in the last 3 months \$ 17.43 to \$ 29.74 HOURLY RATE	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	Welders; Industrial Machinery Mechanics; Industrial Maintenance Technicians 31 JOB POSTINGS in the last 3 months \$ 18.38 to \$ 29.60 HOURLY RATE
High School or GED 319 JOB POSTINGS in the last 3 months	Assembly Technicians; Industrial Tool Operators 213 JOB POSTINGS in the last 3 months \$ 13.86 to \$ 21.76 HOURLY RATE	No high-demand jobs at this level within the pathway	Quality Assurance Specialist 63 JOB POSTINGS in the last 3 months \$ 18.98 to \$ 20.46 HOURLY RATE	Repair Technician 43 JOB POSTINGS in the last 3 months \$ 14.77 to \$ 22.20 HOURLY RATE

Construction Career Pathways

715 TOTAL JOB POSTINGS	CONSTRUCTION	PROPERTY MANAGEMENT	REAL ESTATE/LEASING
Certificate (1-2 yrs) 257 JOB POSTINGS in the last 3 months	Electricians; Plumbers; HVAC & Refrigeration Mechanics 69 JOB POSTINGS in the last 3 months \$ 16.01 to \$ 26.41 HOURLY RATE	No high-demand jobs at this level within the pathway	Real Estate Agents and Brokers 188 JOB POSTINGS in the last 3 months \$ 19.34 to \$ 26.43 HOURLY RATE
High School or GED 198 JOB POSTINGS in the last 3 months	Supervisors; Inspectors; Helpers 55 JOB POSTINGS in the last 3 months \$ 16.33 to \$ 23.50 HOURLY RATE	Repair & Installation Maintenance; Supervisors of Housekeeping & Janitorial Workers 125 JOB POSTINGS in the last 3 months \$ 13.29 to \$ 19.80 HOURLY RATE	Property Real Estate & Community Association Managers 18 JOB POSTINGS in the last 3 months \$ 14.76 to \$ 24.56 HOURLY RATE
Less than High School 260 JOB POSTINGS in the last 3 months	Construction Laborers, Painters, Drywall Installers, Roofers 26 JOB POSTINGS in the last 3 months \$ 11.92 to \$ 16.56 HOURLY RATE	Janitors; Housekeeping Cleaners; Landscaping & Groundskeeping Workers 234 JOB POSTINGS in the last 3 months \$ 8.94 to \$ 14.54 HOURLY RATE	No high-demand jobs at this level within the pathway

Healthcare Career Pathways

3,487 TOTAL JOB POSTINGS	DIRECT PATIENT CARE	DIAGNOSTIC/ THERAPEUTIC	ADMINISTRATIVE/ CORPORATE
Doctoral or Professional Degree 499 JOB POSTINGS in the last 3 months	Physicians and Surgeons; Physical Therapists; Audiologists; Family and General Practitioners 443 JOB POSTINGS in the last 3 months \$ 56.70 to \$ 88.83 HOURLY RATE	Dentists; Orthodontists; Pharmacists; Optometrists 52 JOB POSTINGS in the last 3 months \$ 58.96 to \$ 85.83 HOURLY RATE	Healthcare Lawyers 4 JOB POSTINGS in the last 3 months \$ 20.16 to \$ 37.97 HOURLY RATE
Master's Degree 289 JOB POSTINGS in the last 3 months	Nurse Practitioners; Occupational Therapists; Physicians Assistants; Nurse Anesthetists; Speech-Language Pathologists 254 JOB POSTINGS in the last 3 months \$ 39.69 to \$ 53.08 HOURLY RATE	Mental Health Counselors 22 JOB POSTINGS in the last 3 months \$ 16.22 to \$ 22.59 HOURLY RATE	Healthcare Social Workers; Statisticians 13 JOB POSTINGS in the last 3 months \$ 18.78 to \$ 26.57 HOURLY RATE
BA/BS 1,478 JOB POSTINGS in the last 3 months	Directors of Nursing, Registered Nurses 1,373 JOB POSTINGS in the last 3 months \$ 29.98 to \$ 44.50 HOURLY RATE	Medical and Clinical Laboratory Technicians; Dieticians and Nutritionists 46 JOB POSTINGS in the last 3 months \$ 23.00 to \$ 29.33 HOURLY RATE	Systems and Accounting Analysts; Business Office Managers; Human Resources Specialists; Human Resources and Marketing Managers; Marketing Coordinators; Information Technology Managers; Network Engineer; Risk and Financial Analysts 69 JOB POSTINGS in the last 3 months \$ 25.32 to \$ 43.09 HOURLY RATE
Associate Degree (2 yrs) 198 JOB POSTINGS in the last 3 months	Physical and Occupational Therapist Assistants; Respiratory Therapists; Sonographers; Cardiovascular Technicians 107 JOB POSTINGS in the last 3 months \$ 20.15 to \$ 44.50 HOURLY RATE	Medical and Clinical Laboratory Technicians; Dental Hygienists; Radiologic Technologists 91 JOB POSTINGS in the last 3 months \$ 20.77 to \$ 29.33 HOURLY RATE	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 494 JOB POSTINGS in the last 3 months	Nursing Assistants; Emergency Technicians and Paramedics; Medical Assistants; Licensed Nurses 353 JOB POSTINGS in the last 3 months \$ 13.28 to \$ 19.07 HOURLY RATE	Dental Assistants; Surgical Technologists; Phlebotomists; Ophthalmic Medical Technicians 74 JOB POSTINGS in the last 3 months \$ 13.77 to \$ 18.18 HOURLY RATE	Medical Transcriptionists; Medical Records Clerks 67 JOB POSTINGS in the last 3 months \$ 12.86 to \$ 20.20 HOURLY RATE
High School or GED 529 JOB POSTINGS in the last 3 months	Physical Therapists Aides; Patient Transporters; Sterile Processing Technicians; Endoscopy Technicians; Emergency Room Technicians 127 JOB POSTINGS in the last 3 months \$ 12.97 to \$ 20.09 HOURLY RATE	Pharmacy Clerks; Pharmacy Technicians; Opticians; Social Workers; Home Health Aides; Dietary Cooks; Caregivers 78 JOB POSTINGS in the last 3 months \$ 12.88 to \$ 18.32 HOURLY RATE	Medical Receptionists; Executive Assistants; Bookkeepers; Telephone Operators; Office Managers; Customer Service Reps 324 JOB POSTINGS in the last 3 months \$ 13.79 to \$ 20.91 HOURLY RATE

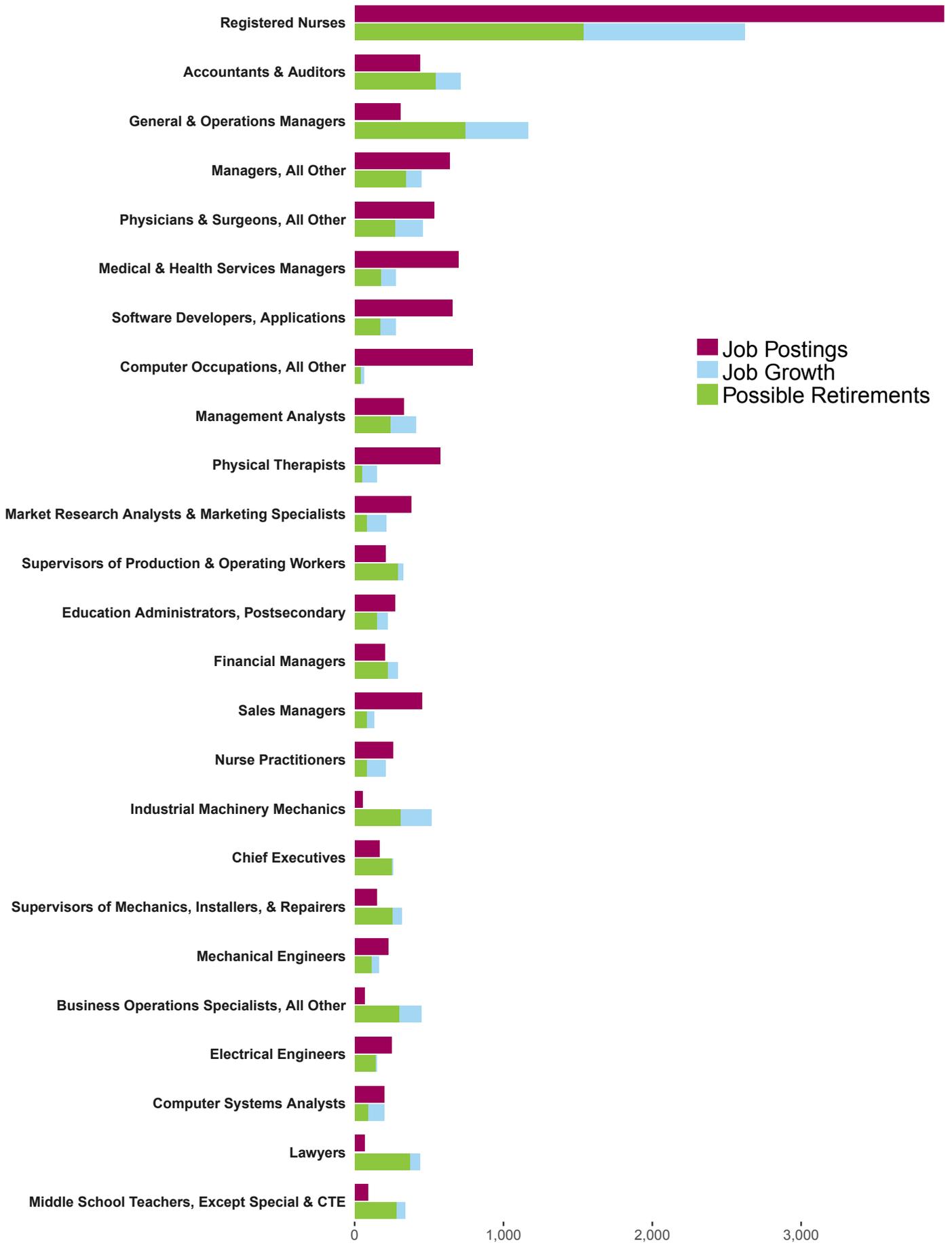
Information Technology Career Pathways

494 TOTAL JOB POSTINGS	INFORMATION SUPPORT/ SERVICES	PROGRAMMING AND SOFTWARE DEV	NETWORK SYSTEMS	WEB AND DIGITAL COMMUNICATIONS
BA/BS 398 JOB POSTINGS in the last 3 months	Information Technology Managers; Systems Analysts; Operations Analysts 43 JOB POSTINGS in the last 3 months \$ 31.98 to \$ 51.75 HOURLY RATE	Software Engineers, Systems Engineers 177 JOB POSTINGS in the last 3 months \$ 30.50 to \$ 45.23 HOURLY RATE	Network Specialists; Database Administrators; Information Security Analysts; Systems Administrators 143 JOB POSTINGS in the last 3 months \$ 25.34 to \$ 42.46 HOURLY RATE	Computer Programmers; Graphic Designers 35 JOB POSTINGS in the last 3 months \$ 20.62 to \$ 31.94 HOURLY RATE
Associate Degree (2 yrs) or Some College, no degree 96 JOB POSTINGS in the last 3 months	Technical Support Analysts; Information Technology Support Technicians 52 JOB POSTINGS in the last 3 months \$ 12.43 to \$ 19.82 HOURLY RATE	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	Web Developers 44 JOB POSTINGS in the last 3 months \$ 21.22 to \$ 31.92 HOURLY RATE
Certificate (1-2 yrs)	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway
High School or GED	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway

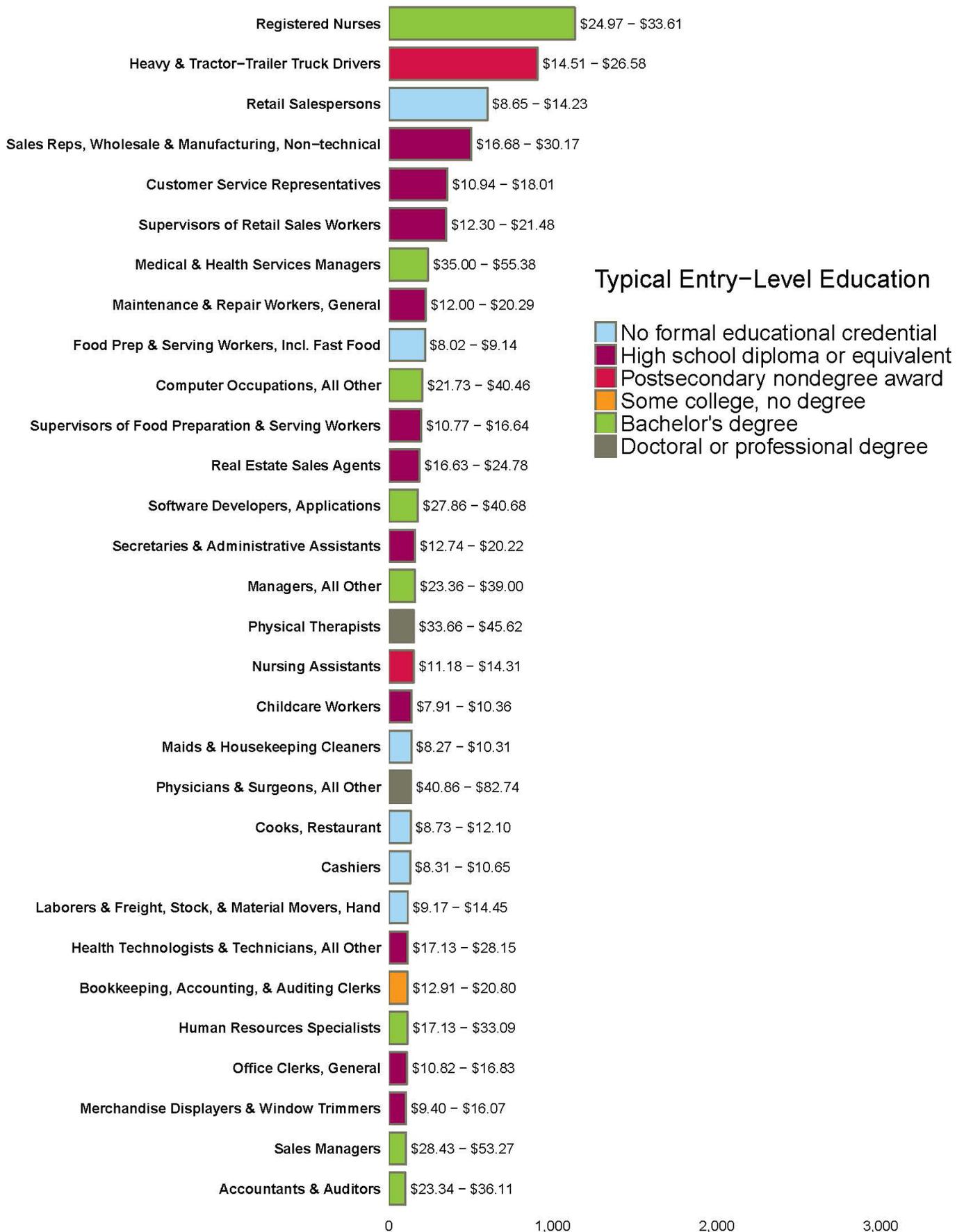
Logistics Career Pathways

756 TOTAL JOB POSTINGS	PROCUREMENT (SOURCING/BUYING)	TRANSPORTATION OPERATIONS	WAREHOUSING AND DISTRIBUTION
BA/BS 110 JOB POSTINGS in the last 3 months	Purchasing Managers; Logistics Specialists 62 JOB POSTINGS in the last 3 months \$ 23.31 to \$ 38.25 HOURLY RATE	Sales Managers; Industrial & Aerospace Engineers; Airline Pilots, Copilots, & Flight Engineers 3 JOB POSTINGS in the last 3 months \$ 35.80 to \$ 58.41 HOURLY RATE	Sales Representatives; Mechanical Engineers 45 JOB POSTINGS in the last 3 months \$ 26.24 to \$ 43.80 HOURLY RATE
Associate Degree (2 yrs)	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway	No high-demand jobs at this level within the pathway
Certificate (1-2 yrs) 545 JOB POSTINGS in the last 3 months	No high-demand jobs at this level within the pathway	Tractor Trailer Truck Drivers; Aircraft Mechanics & Service Technicians 545 JOB POSTINGS in the last 3 months \$ 17.92 to \$ 30.64 HOURLY RATE	No high-demand jobs at this level within the pathway
High School or GED 101 JOB POSTINGS in the last 3 months	Receptionists; File Clerks; Office Clerks; Customs Brokers; Purchasing Assistants; Wholesale Buyers 12 JOB POSTINGS in the last 3 months \$ 11.08 to \$ 16.94 HOURLY RATE	Delivery Drivers; Import & Export Coordinators; Transportation Managers 59 JOB POSTINGS in the last 3 months \$ 19.19 to \$ 31.69 HOURLY RATE	Production Supervisors; Warehouse Workers; Inventory Clerks; Warehouse Managers; Forklift Operators 30 JOB POSTINGS in the last 3 months \$ 18.98 to \$ 32.66 HOURLY RATE

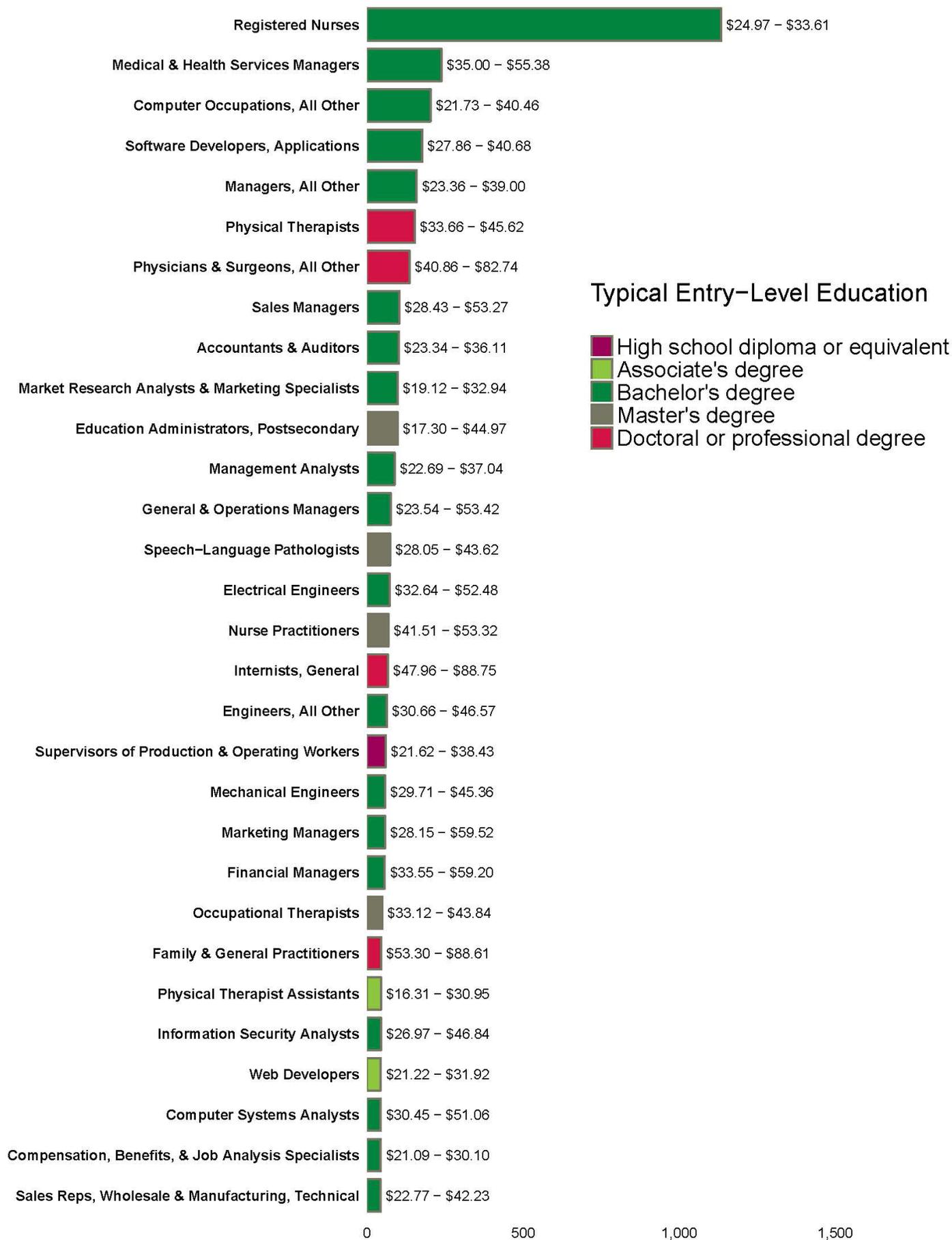
Bluegrass Area Top High Demand Careers



Bluegrass Area Top Job Postings



Bluegrass Area Top Living Wage Positions



PROCUREMENT POLICIES

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

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

Policies:

- A. Centralized Purchasing: It shall be the P.A.'s responsibility to: administer purchasing policies; institute reports necessary to permit analysis of purchasing performance; negotiate and recommend approval of all contracts; consolidate purchases of like or common items; analyze prices paid for materials and equipment; and generally define how to obtain savings and coordinate purchasing procedures.
- B. Sources of Supply: As a general policy, purchases shall be awarded, with local vendor preference, on the basis of availability, best price, delivery and quality taking into consideration the reputation and capability of suppliers.
- C. Commitments: The P.A. shall conduct and conclude all negotiations affecting vendor selection, price, terms, delivery, etc. Commitments and orders to be valid shall be stated by contract, or purchase order signed by the Executive Director or a person duly authorized to sign in his/her place. Negotiations leading to or likely to conclude in, contract arrangements shall not be conducted without the knowledge and authorization of the P.A. Only the P.A. or designee may commit the BGADD to any purchase, vendor, or product.
- D. Vendor Relations:
 - 1. The P.A. will handle all correspondence with suppliers except when technical or other details make it necessary or appropriate to assign such correspondence to another department.

2. Prices and other specific information received from vendors will be considered confidential. During negotiations, quotations received from one supplier will not be divulged to another.
 3. The P.A. will advise unsuccessful bidders as to the disposition of their quotations or bids.
- E. Performance Bonds: The BGADD may require a performance bond before entering a bid-based contract, and in such amount as shall be found necessary to protect the best interests of the BGADD. When a contract is awarded in excess of fifty thousand dollars (\$50,000), the contractor must provide to the BGADD a performance bond and a payment bond, or an irrevocable letter of credit made to the BGADD. The performance bond and payment bond, or letter of credit must be for at least one hundred percent (100%) of the contract price. The performance bond and payment bond must be either a bond executed by a surety company authorized to do business in Kentucky or the equivalent in cash, in a form satisfactory to the BGADD. The letter of credit must be issued by creditable banking establishment FDIC insured.
- F. Bidder's List: With the aid of other departments, the P.A. may compile and maintain a bidder's list. Vendors desiring to be listed should advise the P.A. in writing of the following: type of business, names of officers, owners, or partners, persons authorized to sign bids, offers and contracts, type of equipment, supplies, and materials sold and/or services provided, how long in present business, list at least 3 businesses that have used their services, etc. within last 6 months, completed W-9 form
- G. Award of Bid-Based Contracts: Bid-based contracts will be awarded on the recommendation of the Executive Director. The award will be to the lowest and/or best responsible bidder.
- H. Expediting: Expediting the delivery of material on order is the responsibility of the P.A. Any information departments may acquire concerning the delivery status of ordered material should be passed on to the P.A.
- I. Tax Exemption: The BGADD is exempt from all state and federal taxes.
- J. Specifications: The P.A. shall review all product specifications to insure that the specifications promote maximum competition consistent with the level of quality required by the BGADD.
- K. Documentation: All source documents supporting any given transaction (receipts, purchase orders, invoices, RFP/PFQ data and bid specifications) will be filed in an appropriate manner (chronologically, by vendor, by type procurement, etc.). The purpose is to insure a clear and consistent audit trail.
- L. Grants: All purchases made with either Federal or State grant monies must follow the purchasing procedures set forth.

Methods of Procurement:

Procurements shall be made by one of the following methods:

1. Small purchase procedures
2. Competitive sealed bids
3. Competitive negotiations
4. Non-competitive negotiations

Procedures:

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

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

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

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

A PR should include all of the following information:

1. Date PR is prepared.
2. Date required: Give a definite date. Terms such as "Emergency" and "Rush" may be used, but also include a firm date. It shall be the using department's discretion to complete this field.

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

B. Vendor Selection: Vendors will be selected on a competitive basis. Bids, quotations, and proposals will be solicited by newspaper advertisement, direct mail request to prospective suppliers, internet and/or by telephone. All Purchase orders or contracts will be awarded to the lowest and best responsible vendor. All bids can be rejected. In determining "lowest and best responsible vendor", the following will be considered.

1. Price.
2. The character, reputation, judgment, experience, and efficiency of the vendor.
3. The ability, capacity, and skill of the vendor to perform the contract, fill the order or provide the service within the time specified;
4. The quality of performance by the vendor on previous contracts, orders, or services.
5. The ability of the vendor to provide future maintenance and service for all equipment purchased from the vendor.
6. The BGADD shall not engage in procurement practices that may be considered restrictive in trade.

7. Compatibility with other equipment and cost effectiveness in having identical items in service in all departments may be considered.
8. All new vendors must submit a completed W-9 form.

C. Small Purchases:

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

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

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

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

1. Complete a Request for Quotation, filling in the following information: Request for Quotation number, date, date quote desired by, vendor, quantity, description of items desired. Distribute copies to vendors.
2. File unopened sealed quotations received together with a machine copy of the original Request for Quotation.
3. On the designated date, remove the quotes received from the file.
4. If all vendors have not responded, a call to non-responding vendors may be made and telephone quotes obtained to the Request for Quotation.

5. Open the quotes and determine which vendor offers the lowest price. Enter the reason the winning vendor was selected on the original copy of the Request for Quotation.
6. Issue a purchase order to the successful bidder (see Item H for purchase order preparation).

D. Competitive Sealed Bids:

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

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

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

Bids received after the time set for opening shall be retained unopened in the bid file.

Electronic bids other than reverse auctions will not be accepted.

Competitive Negotiations:

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

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

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

1. Proposals must be solicited through newspaper advertisement or a request for proposals may be prepared and mailed to qualified vendors. If the newspaper is used, the advertisement must be published at least seven (7) days and not more than twenty-one (21) days before the date for receipt of the proposals. The request for proposals or advertisement should indicate the factors to be considered in the evaluation of proposals and the relative importance of each factor.
2. Written or oral discussions must be held with all responsible vendors who submit proposals. Discussions need not be conducted when prices are fixed by law, time of delivery or performance does not permit discussions, or when prior cost experience indicates that a particular supplier offers fair and reasonable prices. A written summary of all discussions must be made by the P.A. and be made a part of the file.

3. Award must be made to the offeror whose proposal is determined in writing to be the most advantageous to the BGADD. Evaluations should be based on the factors set forth in the request for proposals.

If after discussions with all responsible vendors, it is determined that no acceptable proposal has been submitted, any/or all proposals may be rejected. New proposals may be solicited on the same or revised terms or the procurement may be abandoned.

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

The BGADD should negotiate with all bidders, (two if there are only two) bidders determined in writing to be responsive and responsible bidders. If there is only one bidder, a noncompetitive negotiated award may be made with that bidder. Before the award can be made, a written determination of the sole bidder must be completed by the P.A.

- F. Noncompetitive Negotiations: Noncompetitive negotiations may be used only after a written determination by the P.A. that:

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

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

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

The purchase order shall include the following information:

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

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

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

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

- I. Receipt and Inspection: The ordering department is responsible for the receipt, inspection, and acceptance of incoming supplies and equipment. Receiving procedures are as follows:

1. When all items on the P.O. have been received, inspected and accepted, the receiving copy of the purchase order, delivery receipt and/or packing slips should be forwarded to the P.A. The employee receiving the items shall notify the department when an item is received. The department will notify the P.A. and the Accounts Payable Clerk in writing by either memo or email, the date and condition the item was received and if it is ready for payment.

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

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

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

When charging supplies, the vendor's invoice must be signed by the authorized BGADD employee receiving the material. A copy of the vendor's packing slip or invoice must be obtained by the employee. The employee will submit the vendor's

invoice and PR the department head for approval. The employee will promptly forward the PR and signed invoices to the P.A... At the end of the billing cycle the P.A. will reconcile the invoices to the billing statement, issue PO # and submit to accounts payable for payment.

K. Payments: All invoices, packing slips, and receiving reports should be forwarded to the P.A. within one working day after receipt by using departments. Upon receipt of the receiving report and the delivery receipt from the receiving department, the P.A. will send to the Finance Department for verification and payment.

L. To Change Purchase Orders: Using departments wishing to change or cancel an existing purchase requisition or purchase order shall notify the P.A... The notification may be from the PC or the Department Head. Always refer to the original P.R. number and clearly state the action requested.

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

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

M. Surplus Materials: Department heads shall advise the P.A., in writing, of any equipment or supplies not needed and which might be transferred to another department for their use. The P.A. will have the authority to transfer surplus supplies, materials, and equipment to other using departments.

N. Vendor's Catalog File: The P.A. will maintain a vendor's catalog file. Catalogs in this file will be available to all interested City employees.

O. Sale of Surplus Property: Any surplus property may be disposed of upon authorization by a majority vote of the BGADD Executive Board. All surplus supplies and property will be sold on a competitive basis to the highest bidder through sealed bid process, public auction, trade-in, or inter-agency transfer.

P. Maintenance Contracts: The P.A. will maintain all records and information concerning BGADD maintenance agreements. Before renewing any such agreement, the P.A. will check with the concerned department head to determine if the agreement should be renewed.

Agreements found to be unnecessary will be terminated. Department heads will advise the P.A. of any change in the status of items covered by maintenance agreements.

- Q. Credit Card Purchases: This type of purchase is established to expedite the purchasing process. The BGADD has a credit card.

Credit Card: The BGADD authorizes revolving credit cards to be issued to the Executive Director and the Executive Assistant under the following conditions:

1. Only legitimate expenses of the BGADD may be charged to the cards. Legitimate expenses will include airfare for business travel, hotel accommodations while on business, business car, rentals, business meals, conference registrations and other business expenses paid by credit card for convenience. These examples are not meant to limit the credit card use for other legitimate business expenses.
2. The BGADD credit cards will not be used for personal expenses of any kind. In the event that an expense is determined to be personal in nature the expense will be reimbursed within a time frame to be determined by the Chair.
3. All monthly credit card statements will be reviewed by the Finance Officer and the person named on the card. The reviewers will then sign each page of the statement as evidence expenses. A signed copy will then be submitted to the Administrative Review & Finance Committee for their review and approval.
4. The Executive Director or his/her designee may use personal credit cards for BGADD business and seek approval of expenditures and reimbursement from the BGADD. Expenditures not approved for reimbursement will be considered personal expensed borne by the individual.

WIA Mobile Career Center:

The BGADD authorizes a fuel-only card to be issued and used exclusively for diesel fuel for the WIA Mobile Career Center.

GIS Vehicles:

The BGADD authorizes a fuel-only card to be issued and used exclusively for fuel for the BGADD-owned GIS vehicles.

- R. Emergency Purchases: In case of an emergency, department heads may purchase directly any supplies or services whose immediate procurement is essential to prevent delays in work which may vitally affect the life, health, or convenience of clients. For a recorded explanation, the purchaser shall send to the P.A. a purchase requisition and a copy of the delivery record or the vendor's invoice together with a full written report of the circumstances of the emergency. The P.A. will then issue a confirming P.O. to cover the emergency purchase. Emergency purchases will be kept to a minimum and scrutinized by the Executive Director to ensure that an emergency did, indeed, exist.

- S. Upon receipt of a request, the Executive shall provide the legislative body full information covering any purchasing activity.

Motion made by Judge John Wilson and seconded by Mayor James Caudill.

Adopted: May 28, 2014

Chair

Secretary

Policy Name: Individual Training Account (ITA) Training
Policy No: BGWIOA-R17-T5
Effective Date: March 14, 2017
Applies to: Adults, Dislocated Workers, Older Youth

1. **Purpose:** To provide guidance to staff on how to administer ITA to clients.
2. **Background:** Replaces BGWIOA-N16-T5
3. **Definitions:**
 - a. **Credential:** Credential is defined as a document or certificate proving an individual's qualifications, such as: diploma, degree, license, or certification.
 - b. **Eligible Training Provider List (ETPL):** A list established by the Workforce Innovation and Opportunity Act (WIOA) of 2014 to provide customer-focused employment training resources for adults and dislocated workers. Training providers who are eligible to receive Individual Training Accounts (ITAs) through WIOA Title I-B funds are listed on the ETPL.
 - c. **School Fees:** For the purpose of this policy school fees are defined as: cost for books, special equipment required for class work, certification tests, etc.
4. **Policy:**
 - a. The cost of training cannot be more than that charged to the general public.
 - b. ITA's will be issued only for training programs on the Eligible Training Provider List (ETPL) which lead to credentials utilized in Bluegrass Workforce Innovation Board identified target industry sectors.
 - Credentials in other sectors will be considered on a case-by-case basis.
 - c. The limit for maximum financial assistance through an ITA is \$8,500.
 - ITA's may be spent on tuition and school fees.
 - WIOA Workforce Specialist staff will review the training needs of the individual to make the determination of how the maximum financial assistance available is best applied to meet the overall needs of the individual.
 - The Workforce Services Manager will review the financial assistance requested amount.
 - d. Individuals attending a program consisting of a single enrollment period (i.e. nurse aide training) will qualify for a maximum ITA of \$8,500 to include tuition and school fees.
 - WIOA Workforce Specialist staff will review training needs of the individual to make determination of how maximum financial assistance available is best applied to meet overall needs of the individual.
 - The Workforce Services Manager will review the financial assistance requested amount.
 - e. Training is limited to programs of up to two years in length and must lead to a credential.
 - A two-year program must show a completion date within 104 consecutive calendar weeks.
 - In extenuating circumstances training may be extended beyond 2 years, if appropriate documentation is provided as to why the individual needs a training extension.
 - The maximum of \$8,500 for tuition and fees would still apply.
 - f. Individuals may receive up to \$600 per year additionally for up to 2 years.
 - Supportive services may include items such as test fees, books, tools, and uniforms.
 - g. Participants will be responsible for providing full and accurate information to the Workforce Specialist regarding their financial obligations.
 - It is the responsibility of the Workforce Specialist to verify that the information provided by the participants is true and correct.
5. **Procedure:** Refer to Section 4. Policy in regards to general adherence.