

**Advanced Manufacturing Center  
Georgetown KY**

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**SWEARING IN OF NEW MEMBERS**

**1:30 CALL MEETING TO ORDER**

Minutes of September 2017 KWIB Meeting.....*Hugh Haydon, Chairman*  
*Kentucky Bioprocessing, Inc. of Owensboro*

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**1:40 PRESENTATION, DISCUSSION AND ACTION**

Education and Workforce Cabinet Updates.....*Hal Heiner, Secretary and Member*  
*Education and Workforce Development Cabinet*

1115 Medicaid Waiver Overview.....*Kristi Putnam, Program Manager*  
*Cabinet for Health and Family Services*

Committee Structure.....*Hugh Haydon, Chairman*  
*Kentucky Bioprocessing, Inc. of Owensboro*

- **Committees**
  - Executive Committee
  - Business and Education Alignment
  - Best Practices
  - Data and Performance
  - Policy and Process
  - WorkReady Communities

WorkReady Certifications.....*Micheal Hale, Judge*  
*Barren County*

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**2:10 STRATEGIC PLANNING**

Strategic Planning Lab Review and Recommendations.....*Deloitte Team*

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**3:20 OTHER BUSINESS / DISCUSSION**

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**3:30 ADJOURNMENT**

**MEMBERS PRESENT:** Laura Arnold for Commissioner Stephen Pruitt, Josh Benton for Secretary Terry Gill, David Boggs, Secretary Scott Brinkman for Governor Bevin, Hugh Haydon, Secretary Hal Heiner, Senator Jimmy Higdon, Adam Hinton, Amy Luttrell, Kim Menke, Pat Murphy, Deputy Secretary Mike Nemes for Derrick Ramsey, Scott Pierce, Chris Reinersman, Terry Sexton, Kevin Smith, Rob Southard, Dr. Aaron Thompson, Mayor Thomas Watson, Carla Webster and Danette Wilder

**CABINET STAFF PRESENT:** Melissa A. Aguilar, Kim Brannock, Jessica Fletcher, Commissioner Beth Kuhn, Deputy Secretary Brad Montell, Holly Neal, Kelly Thomas, and Isaac VanHoose

### **CALL TO ORDER**

#### **Swearing in of New Board Members**

Judge Chris Olds swore in new KWIB members.

Chair Hugh Haydon thanked individuals who had served on the previous board, and the new board members introduced themselves.

Secretary Brinkman made opening comments during which he emphasized Governor Bevin's focus on workforce development and quality infrastructure.

Chair Haydon spoke briefly on the purpose and history of the KWIB. He drew members' attention to a copy of the Rules of Procedure in their meeting packet and encouraged them to review those for the purpose of recommending and approving revisions at the next meeting. He also mentioned that he had the responsibility of naming a vice-chair, and wanted the record to reflect that Danette Wilder, who served as vice-chair under the previous board, would continue in that capacity. He mentioned that the KWIB has several working committees. Later in the meeting, they would hear more about those committees and how they feed into the mission of the board and strategic plan. He asked members to consider serving on a committee.

#### **Minutes of May 18, 2017 KWIB Meeting**

**ACTION:** A motion was made by Scott Pierce to approve the May 18, 2017 minutes. David Boggs seconded. Motion carried.

### **OVERVIEW OF THE SYSTEM:**

#### **Cabinet Welcome**

Secretary Heiner thanked everyone for attending. He spoke on the importance of the KWIB as the primary advisory body to the Governor on workforce issues. He said this is not a social board; it's a working board, and he hopes that their work will bear great fruit. He mentioned a sense of urgency. Businesses are lining up, interested in Kentucky, and the main determinant about whether or not existing businesses expand and new business settle here is the quality of the workforce. The entire nature of work has changed from what it was several years ago due to technology and automation. It used to be that the majority of jobs were low-skilled jobs, those requiring a high school diploma or less. But now, only 15% of jobs are low-skilled jobs; the majority of jobs are middle-skill jobs, those that require some post-secondary education or training such as a two-year degree or a certification or credential. In Kentucky, 58% of available jobs fall into the middle-skill category, but only 48% of our workforce is educated or trained at that level. With some additional training, 200,000 people could move into better jobs. We only have 27% high-skill jobs in Kentucky, and we educate more people than we need at that level, so many of our highly educated folks move out of the state for work.

## **Workforce Innovation & Opportunity Act Overview**

Chair Haydon introduced Commissioner Beth Kuhn to present an overview of WIOA. Before the Commissioner made her comments, Haydon told board members that WIOA is the federal legislation under which federal money comes to Kentucky for workforce development. The law requires governors to have an advisory board for the implementation of WIOA; the KWIB is that board. Over the past few years, the board has made a unilateral decision that we're not going to confine ourselves to programs operated under the Workforce Opportunity and Innovation Act because we recognize that the economic and workforce challenges that we face can only be addressed by a much broader view. We have to look at issues that are primarily the responsibility of the Dept. of Ed. and KCTCS and be prepared to advise on those issues as well. Fortunately, the Governor's administration is interested in what we have to say. We will be dealing with things that go well beyond what the Commissioner is going to be discussing.

Commissioner Kuhn said that she was going to attempt to summarize an 880-page federal law in terms that made sense to business people. She described WIOA as a tool in our toolkit to increase credentials, educational attainment and wages. Under WIOA, the state is broken down into ten local workforce areas in four regions which are the mechanism for how we deliver services. Additional comments included the following:

### **What is WIOA?**

- Workforce Innovation & Opportunity Act
- Requires state workforce board as advisory to governor
- Authorizes \$40 Million to Kentucky
  - Approximately 90% to local workforce areas for administration & services & remainder to state for monitoring, administration & innovation.
- Four Parts to WIOA that are all housed under career centers.
  1. Formula Funds – funds that are allocated by a formula to local workforce areas to help people with training & education.
  2. Adult Education
  3. Wagner – Peyser Employment Services
  4. Rehabilitation Services

### **Who is WIOA?**

- Customers
  - Businesses – demand for talent
  - Individuals w/ barriers to employment
- Intermediaries / Partners
  - Assist with identifying needs, planning & delivering services
  - Dept. of Workforce Investment: OET, OVR, OFB
  - Adult Ed.
  - And more. . .
- Governance
  - KWIB
  - LWB's
  - LEO's

### **WIOA**

- Employer Driven
- Focus on Sectors
- Holistic & Integrated Services
- Common Measures
- Locally Owned

## **Perkins Act**

Upon introducing Laura Arnold to present on Perkins Funds, Chair Haydon told members that for the most part the KWIB is an advisory board, but Perkins Funds are an exception. The KWIB has statutory authority to approve the use of 10% of the funds.

Laura Arnold explained that Perkins Funds, which are named after former US Representative Carl D. Perkins are federal funds used for the support of career and technical education. Kentucky receives around 18 million a year. She explained that 85% of the funds go to school districts and post-secondary institutions, 5% goes to the Dept. of Ed. and KCTCS for administration and the remaining 10% is for leadership funds. The KWIB is involved in approving the use of the 10% designated for leadership. Every year, groups from post-secondary institutions, high school tech. schools and adult ed. submit requests and project proposals for the use of the money. The Office of Career & Tech Ed. will then come up with a list of those requests to submit to the KWIB in February for approval.

Chair Haydon mentioned that Laura Arnold's group and the Business and Education Alignment Committee worked together last year to review the certifications offered in high schools. They engaged business groups to help them determine which certifications were in demand and the most worthwhile. In the end, they eliminated around 50.

### **KWIB INITIATIVES**

#### **A WorkReady World in Kentucky**

Melissa Aguilar presented on several of the initiatives in Kentucky and the committees of the KWIB and how they help make Kentucky Work Ready. The main point of her presentation was that being work ready requires the following:

- Strong Communities who build Talent Pipelines
- Education, Workforce / Economic Development & Industry Working Hand in Hand
- Understanding Local Dynamics of Supply & Demand
- Strategic Thinking, Planning & Doing

Ms. Aguilar pointed out that there are many services available to help individuals prepare for and find jobs, but that oftentimes, the services available are not well-advertised, and oftentimes, they're working individually instead of working in tandem.

#### **State Initiatives:**

- Work Ready Skills Initiative - \$98.9 million awarded to 40 projects expected to provide top of the line training to more than 47,000 Kentuckians annually in five core sectors
- Work Ready Scholarships – Scholarship money provided to adults who do not currently have a degree to earn a two-year credential or a certification in one of Kentucky's five main sectors.
- Dual Credit
- Medicaid Waiver – Trying to re-engage able bodied people in the workforce

#### **KWIB Initiative / Committee Overview from Last Board**

- Business and Education Alignment Committee – Melissa Aguilar
  - The largest project that the committee was involved in was working with individuals in Career and Tech Ed. and 600 employers across the state to review and update the high school certification list.
- Policy and Process Committee – Pat Murphy, Chair
  - The committee reviewed existing policies to ensure that they are meeting the requirements of the law and achieving the vision of the board.
- Data, Performance and Accountability Committee – Rob Southard, Chair

- The committee largely worked on designing a metrics dashboard to measure the success and effectiveness of workforce initiatives.
- Best Practices and Solutions Committee – Danette Wilder, Chair
  - The committee worked to identify best practices; they started by assessing where we are with the workforce, and then moved to where do we want to go & how do we get there. They've been looking at best practices across the state, out of the state & outside of the country.
- WorkReady Communities – Josh Benton
  - Established in 2013. Developed to be a certification for counties across the state. Counties across to identify workforce strengths and weaknesses, measure workforce progress and to validate workforce readiness. Communities have to come together collectively and identify some key criteria and put together an application. Criteria includes NCRC, HS Grad rate, ed. attainment, soft skills, broadband & community support.

Josh Benton reported that the Work Ready Review Panel met July 11<sup>th</sup> to review two applications for certification as Kentucky Work Ready Communities, one application for certification as a Work Ready in Progress Community, three extension requests and a re-certification. The panel is recommending the certification of two counties by the KWIB today and the approval of three extension requests and one re-certification.

**ACTION:** Based on the recommendation from the review panel, Josh Benton motioned that the KWIB certifies Jessamine County as Work Ready and Bath County as Work Ready in Progress, re-certifies Pulaski County as Work Ready, and grants two-year extensions to Floyd and Henry Counties and a three-month extension to Nelson County. Rob Southard seconded the motion. Motion passed.

County representatives were presented certificates and signage and were photographed after the meeting.

#### **Deloitte Presentation**

Jim Mahoney with Deloitte updated the board on the strategic planning projecting. Deloitte has been working for around six weeks now on the development of a strategic plan for the workforce system in Kentucky. They started by reviewing KWIB committee material from the past couple of years and then began conducting interviews with different stakeholders. Up to date, they've conducted interviews with 20 organizations which include 35 workforce leaders representing industry, education and the public sector. They plan to conduct more interviews. Interview topics include the following:

1. What is the vision for workforce in Kentucky and how is success measured?
2. What assets differentiate Kentucky's workforce development landscape?
3. What challenges and structural or tactical issues are currently impacting workforce development in Kentucky?
4. How can we better coordinate and leverage existing workforce development efforts across all partners?
5. How do we best align Kentucky's workforce development programs with the careers of the future while balancing job demands of today?

They are focusing observations from research and interviews into a framework of assets, challenges and strategic considerations. The next step is a Strategic Planning Greenhouse Lab scheduled for October 19<sup>th</sup>. Workforce development leaders will participate in a day-long session with the goal of identifying a common vision, goals and priorities for workforce efforts. Deloitte is aiming to have the draft plan together by the end of the year.

#### **ADJOURNMENT**

With no further business, the meeting adjourned.

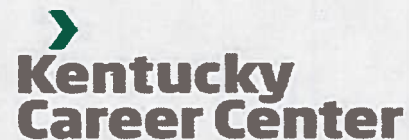
KWIB Quarterly Meeting

November 2017

*A High Level Overview of*

# Kentucky Health

...Proposed 1115 Medicaid Waiver



# **The Need for Kentucky HEALTH**

# Challenges Facing Kentucky

**Nationally, Kentucky is ranked close to last in many crucial areas.**

The state's unemployment rate, poverty rate, workforce participation rate and wages are all significantly below the national average.

**Over the past decade, the opioid epidemic has wreaked havoc on our families, communities and economy.**

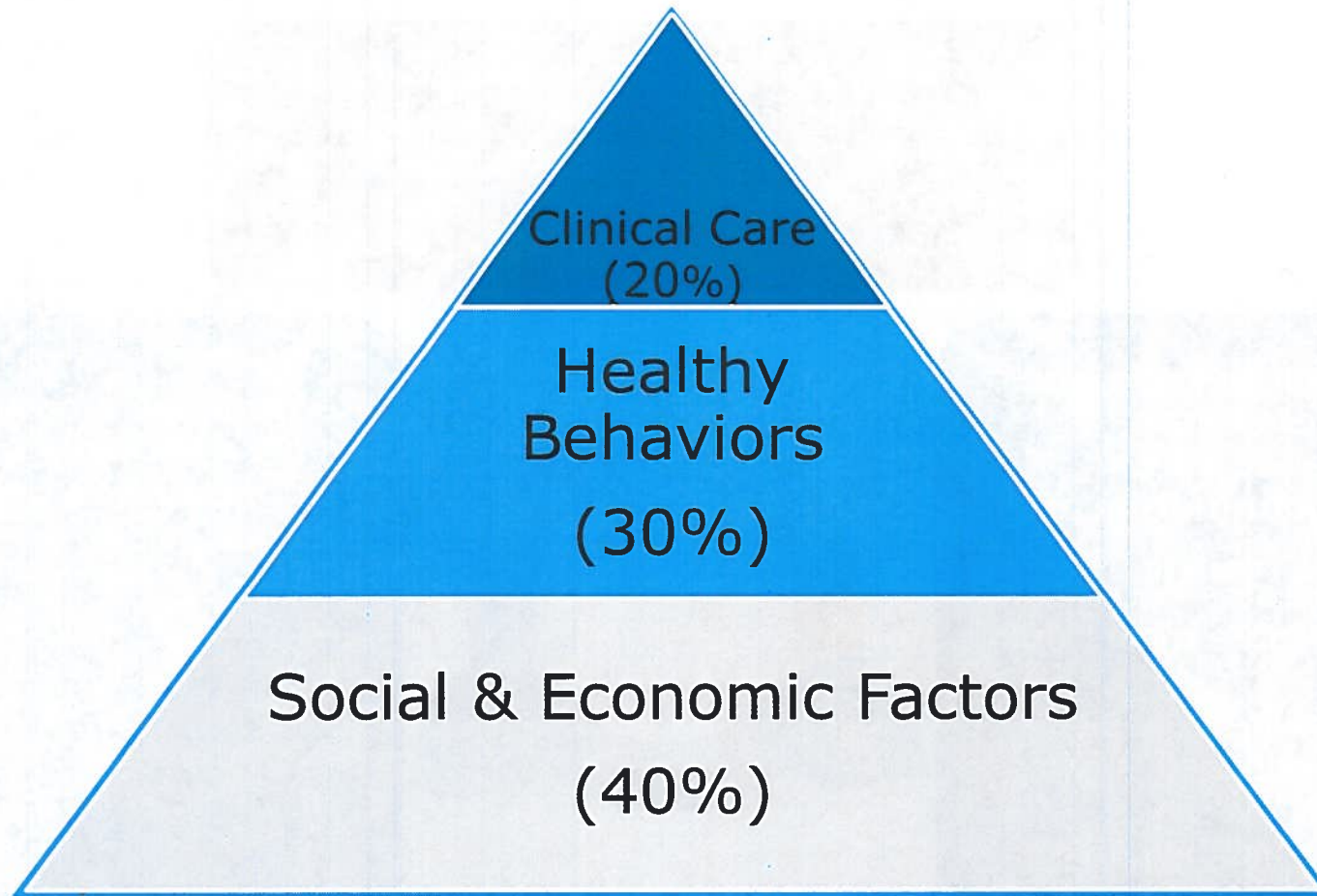
- Overdose deaths have climbed to more than 1,000 per year.
- Kentucky's rate of babies born drug-addicted is twice the national average.
- Drug abuse has negative impacts on daily life and work functions, and is weakening people's employability (attendance, teamwork, and productivity).
- All of these factors cause higher unemployment.



**Kentucky is among the worst nationally in several key population health metrics.**

- 1<sup>st</sup> in the nation for cancer deaths, 2<sup>nd</sup> highest in the nation for smoking.
- Nearly 1/3 of Kentuckians are obese (12<sup>th</sup> highest rate in the nation).
- There are 6.8 infant deaths per 1,000 live births (17<sup>th</sup> highest rate in the nation).
- 8 of 13 counties in the nation with largest declines in life expectancy since the 1980s are in Kentucky.

## What Determines Health?



Access to healthcare alone will **NOT** dramatically improve the health of Kentuckians.

## Kentucky HEALTH Program

Kentucky's Section 1115 Waiver is referred to as **Kentucky HEALTH: Helping to Engage & Achieve Long Term Health**

***Kentucky HEALTH** will empower people to seek and gain employment and transition to self sufficiency, will encourage healthy lifestyles by incentivizing tangible actions with actual rewards, and will ensure long-term fiscal sustainability for Kentucky taxpayers*



### Triple-Aim Approach

1

Encourages members to improve their health by incentivizing preventative care

2

Embraces private market policies to prepare members for the commercial market

3

Addresses growing drug abuse epidemic

# Kentucky HEALTH Overview

## REMINDER:

*Community Engagement & Employment  
is for Adults Receiving Medicaid and  
who are ABLE TO WORK*

### *EXEMPT FROM REQUIREMENT:*

- Children
- Pregnant women
- Individuals determined “medically frail” by provider/MCO
- Individuals who are the primary caregiver of a dependent

# Forces working towards Kentucky HEALTH's success



## Government

**Kentucky Governor's Office**

**Cabinet for Health and  
Family Services**

**Regional Entities (local  
government agencies,  
community resources, etc.)**

**Education & Workforce  
Cabinet**

**Department for Community  
Based Services**

**Department for Medicaid  
Services**

**Adult Education**

**Department of Public  
Health**

**Legislators**

**Workforce Innovation  
Boards (state & local)**

## Contracted Support

**Agents**

**Assisters**

**Conduent (Call Center)**

## Vendors

**Deloitte**

**DXC Technology**

**HMA Medicaid Market  
Solutions**

## Members

**Medicaid Recipients in the  
State**

## MCOs

**Aetna, Anthem, Humana,  
Passport, WellCare**

## External Partners

**Employers/  
Businesses**

**Providers (Dental/Vision &  
General)**

**Organizations (Associations  
and Advocacy Groups)**

**Media**

# **Kentucky Health Component Overviews**

# Key Components of Kentucky HEALTH

## Cost Sharing

Cost sharing introduces members to critical commercial market features, including making timely monthly premiums, tracking deductibles, and managing a healthcare account a way of investing in own health.

## Deductible Account

The deductible account empowers individuals to make cost-conscious healthcare decisions.

## My Rewards Account

By rewarding health and positive community related activities, My Rewards Account provides incentives for members to improve their health, engage in their communities, and improve their job skills.

## Community Engagement

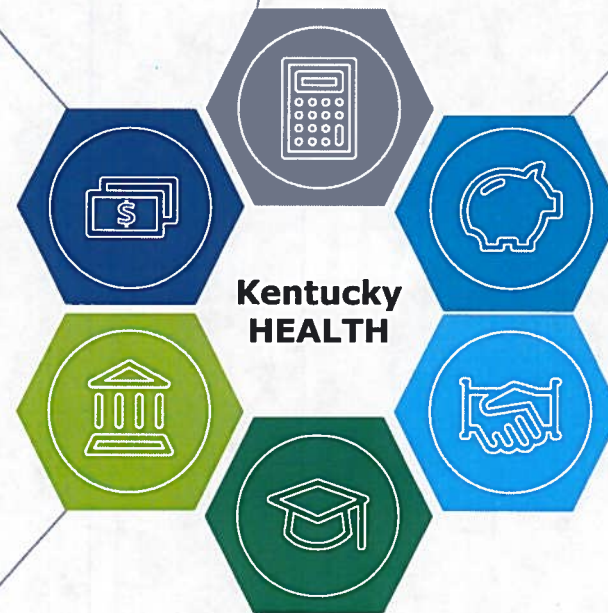
Research shows an important link between some sort of community engagement (like volunteer work, public service, and employment) and an individual's overall health and well-being. This program is a unique community engagement and employment initiative for Kentucky HEALTH members designed to build and strengthen Kentucky's workforce.

## Premium Assistance

Establishes a path for the state to pay member's premium if employer sponsored insurance is available.

## Education and Training

The Health and Financial Literacy classes allow Kentuckians to gain skills for long-term independence and success.



# Participation in PATH for Job Seeker

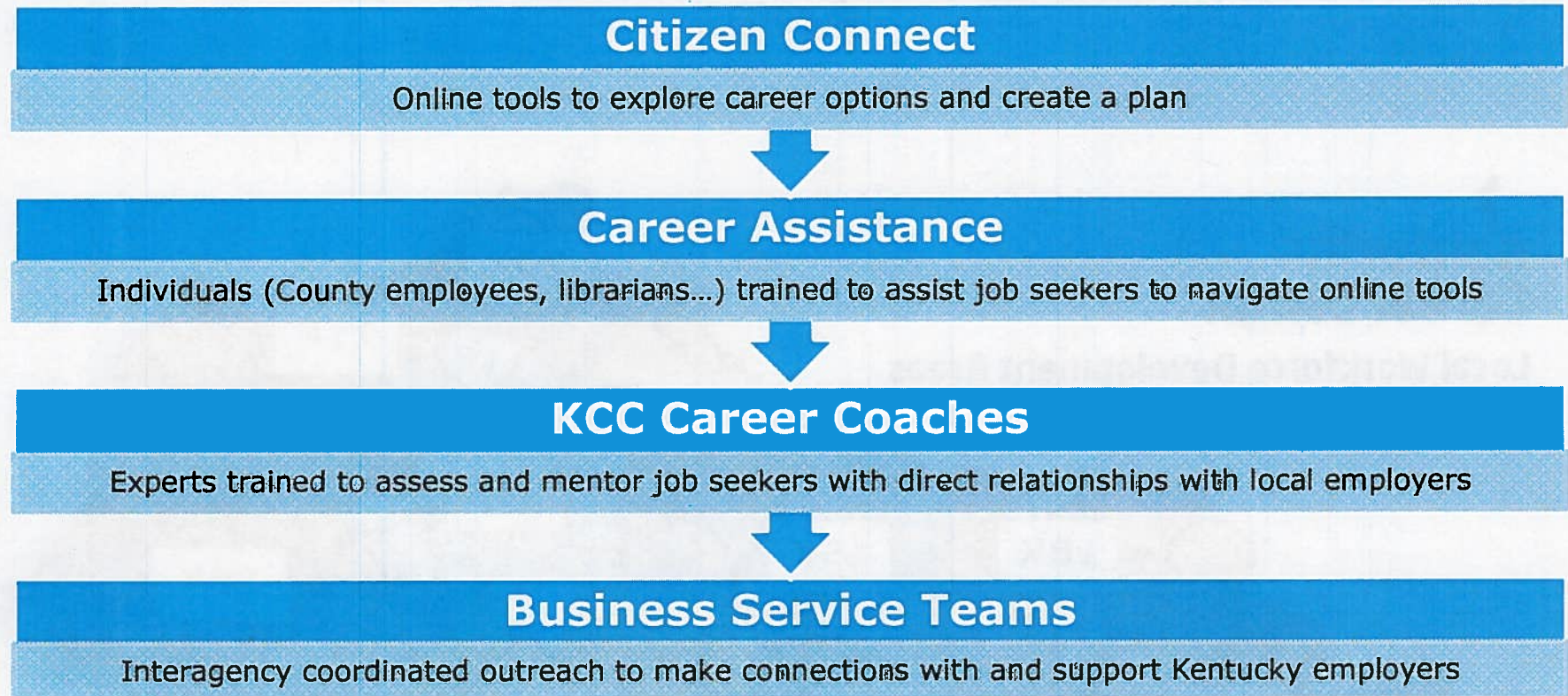


- Requires 20 hours per week of employment, education, training, job development, or volunteering
- Estimated about 350,000 – 400,000 individuals subject to requirement
- Of those, estimated about half are already meeting requirement
- Estimated that about 60% of Medicaid adult expansion recipients could benefit from Adult Education
- Kentucky Career Centers will provide a range of services for individual needs to assess and create a career plan

## Community Engagement – Proposed Qualifying Activities

Training	Education
<ul style="list-style-type: none"> <li>• Job Skills Training</li> <li>• Vocational Training</li> </ul>	<ul style="list-style-type: none"> <li>• Education related to Employment</li> <li>• General Education (i.e. GED, community college)</li> </ul>
Community	Employment
<ul style="list-style-type: none"> <li>• Community work experience</li> <li>• Community service/public service</li> <li>• Caregiving services for a non-dependent relative or other person with a chronic, disabling health condition</li> <li>• Participation in SUD treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Subsidized or unsubsidized employment</li> <li>• Job Search Activities</li> </ul>

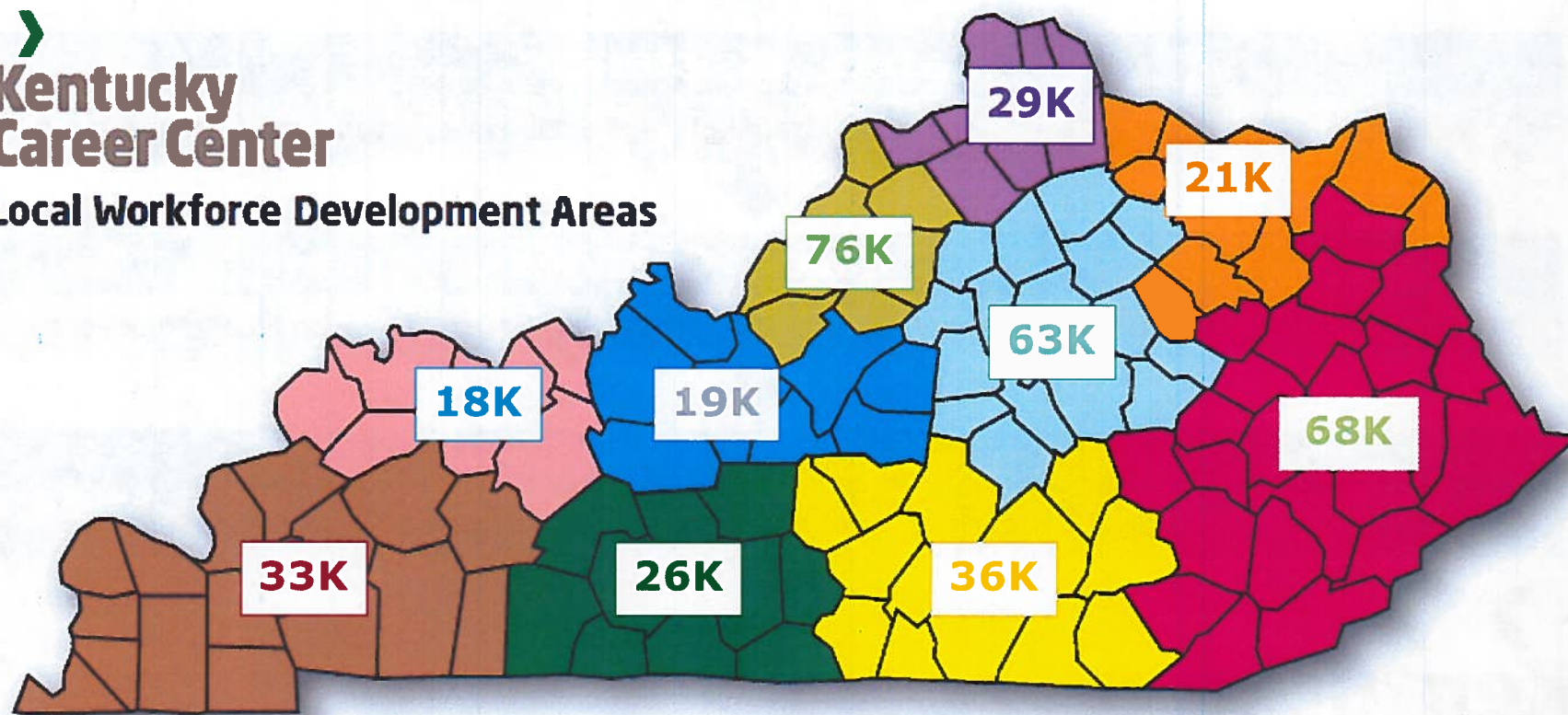
# The Future of Workforce Development



# Initial ***Estimate*** of Participants Subject to Community Engagement in Local Workforce Board Areas

**Kentucky  
Career Center**

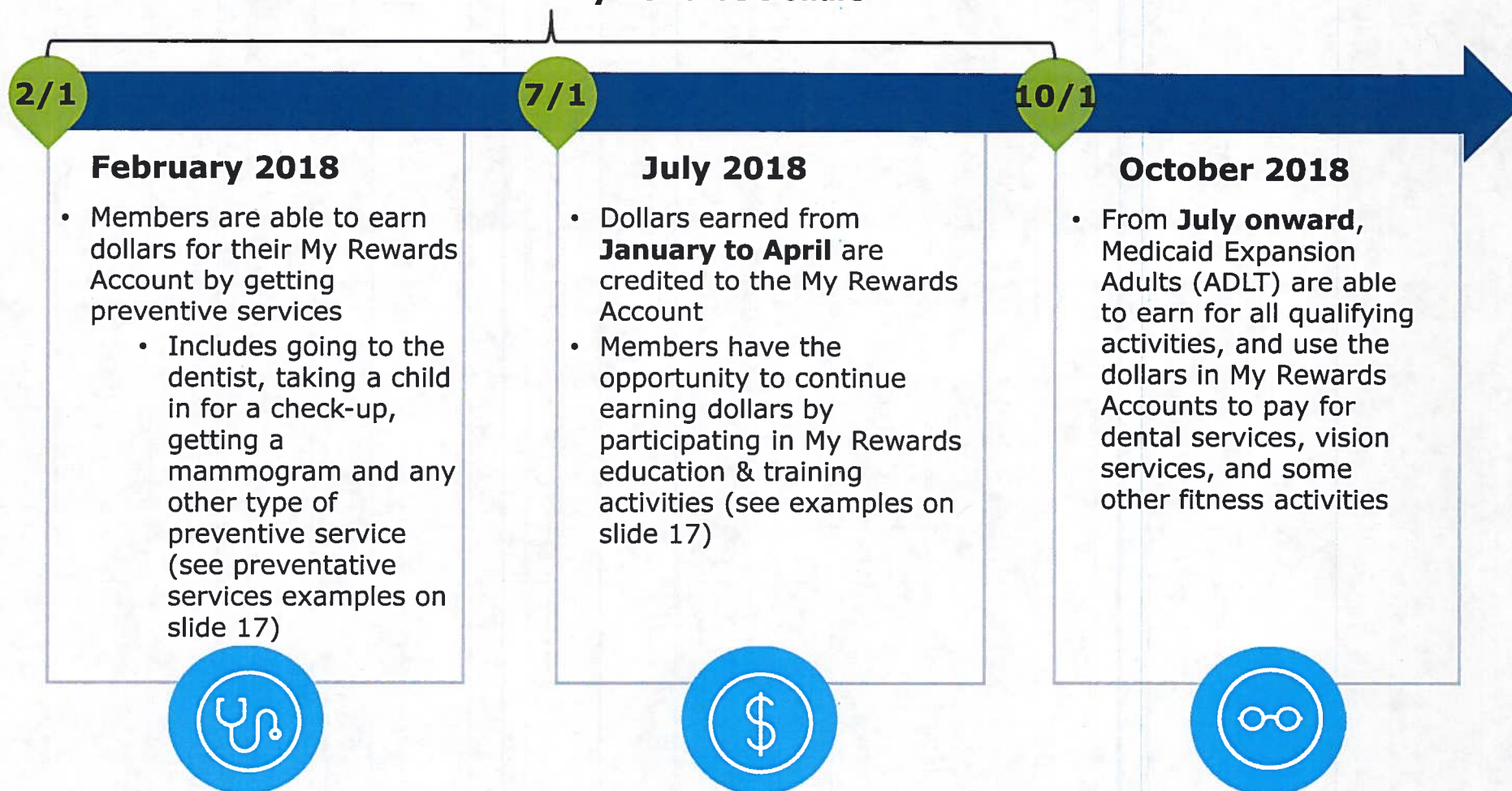
**Local Workforce Development Areas**



# **How are we implementing Kentucky HEALTH?**

# Members Can Earn My Rewards Dollars 6 Months Before Kentucky HEALTH Benefits

6 months to earn My Rewards Dollars



*NOTE: After benefits change to Kentucky HEALTH on July 1, MCOs will continue to cover vision and dental services for Traditional Medicaid Adults (PACAs), pregnant women, children, and those determined to be Medically Frail. These individuals will not use My Rewards Accounts for these services.* 16

**Questions ?**

**Comments ?**

**Suggestions ?**

**November 16, 2017 Recommendations:**

**Kentucky Work Ready Communities**

Barren & Taylor Counties

**Kentucky Work Ready in Progress Communities**

Harlan, Laurel and Scott Counties

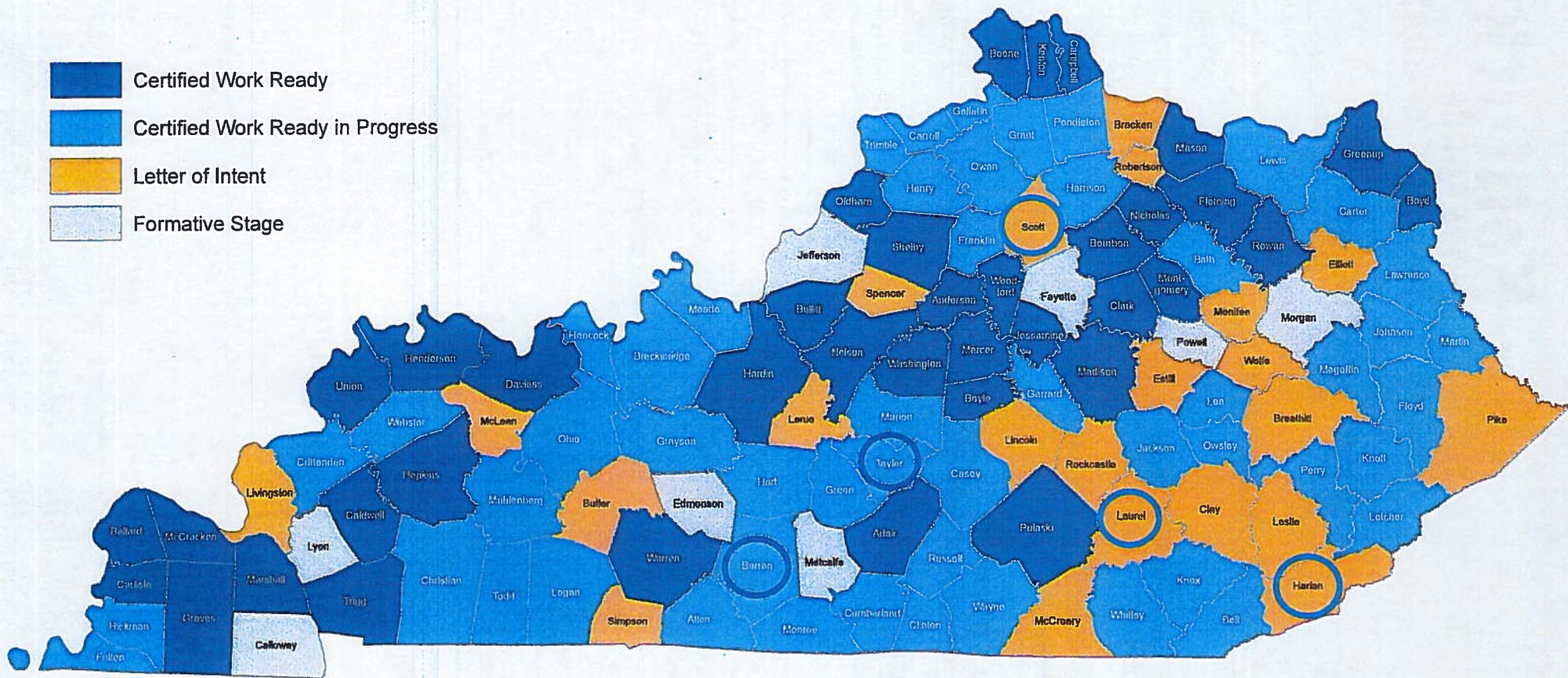
**Kentucky Work Ready Extensions**

Christian, Grant, Hart, Johnson, Martin, Ohio, Perry & Trimble Counties – 2-year extensions

**Kentucky Work Ready Re-Certification**

Nelson County

**KENTUCKY**  
**Work Ready**  
**COMMUNITIES** 



**workready.ky.gov**

## Draft Revised Criteria Recommendation for WorkReady Communities - 8.1.17 TBR 11.16.17

*\*Previous criteria is represented by strikethrough ( ~~xxx~~ )*

Criteria	WorkReady in Progress	Work Ready		Recertification # 1 (3 years)	Data Source	Links to Info / Data
	Plan	Criteria	Plan	Criteria		
High School Graduation Rate	<del>(88.9%)</del> Reach 90% or greater in 3 yrs.	<del>(88.9%)</del> 90%+	Maintain 90%+	Maintain 90%+	Kentucky Center for Education and Workforce Statistics (KCEWS)	<a href="http://applications.education.ky.gov/SRC/">http://applications.education.ky.gov/SRC/</a>
Working Age Population Without a High School Diploma / Equivalent (HSE)	<del>(Reduce by 3%)</del> Decrease to 15% of population or less without diploma or HSE	<del>(Reduce by 3%)</del> <= 15%	Decrease 2%	13%- with a plan to reach 10%- and maintain	American Community Survey (ACS) 18-64 5-year estimate	<a href="https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html">https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html</a>
<b>NEW CRITERIA</b> - Some College or Higher Degree	Reach 43% or greater	43%+	Increase 2%	45%+ with a plan to increase 1% every 3 years	ACS 18-64 5-year estimate	<a href="https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html">https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html</a>
Associates or Higher Degree	Reach 25% or greater	25%+	Increase 2%	27%+ with a plan to increase 1% every 3 years	ACS 25-64 5-year estimate	<a href="https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html">https://www.census.gov/data/tables/2016/demo/education-attainment/cps-detailed-tables.html</a>
High School Work Ethic Seal	Plan / Description to Implement with Potential Number of Enrollments	Number of Enrollments	Increase Number of Enrollments	Plan to continue to Increase	County self-reported	Local Board of Education
<b>MODIFIED CRITERIA</b> - Kentucky Essential Skills Certificate / Career Readiness Certificates, Other	Plan / Description to Implement	Number of Certs Awarded	Increase Number of Certs Awarded	Plan to Continue to Increase	WIN (Soft Skills Program)	<a href="http://cpe.ky.gov/data/index.html">http://cpe.ky.gov/data/index.html</a>
<del>Career Readiness Certificates (e.g., NCRC etc.)</del>	<del>Plan / Description to Implement</del>	<del>Number of Certs Awarded</del>	<del>Increase Number of Certs Awarded</del>	<del>Plan to Continue to Increase</del>	<del>Vendor</del>	<a href="https://ncrc.ky.gov/Default.aspx">https://ncrc.ky.gov/Default.aspx</a>

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*\*Previous criteria is represented by strikethrough ( ~~xxx~~ )*

Criteria	WorkReady in Progress	Work Ready		Recertification # 1 (3 years)	Data Source	Links to Info / Data
	Plan	Criteria	Plan	Criteria		
<b><u>NEW CRITERIA</u> - (now mandated) - Active Licensures</b>	Plan to Review / Evaluate Number of Active Licensures as Related to Demand	Number of Licensures Awarded	Increase Number of Licensures Awarded to Meet Demand	Continue to Evaluate with a plan to balance supply/demand as much as possible	Public Protection Cabinet	<a href="http://oop.ky.gov/active_lic_dir.aspx">http://oop.ky.gov/active_lic_dir.aspx</a>
<b><u>NEW CRITERIA</u> - (now mandated) - Apprenticeships</b>	Plan to Review / Evaluate Number of Apprenticeships as Related to Demand	Number of Apprenticeships Awarded	Increase Number of Apprenticeships Demand	Continue to Evaluate with a plan to balance supply/demand as much as possible	Labor Cabinet	<a href="http://www.labor.ky.gov/dows/doesam/AppAndTraining/Pages/Apprenticeship-and-Training.aspx">http://www.labor.ky.gov/dows/doesam/AppAndTraining/Pages/Apprenticeship-and-Training.aspx</a>
<b>Internet Availability and Speed</b>	<del>(3 mpbs)</del> Within 3 years... In counties with a population of 50,000 plus... must develop a plan to meet 25 Mbps available to 90%+ of population . With a population less than 50,000... must develop a plan to meet 25 Mpbs available to 60%+ of population in counties.	<del>(3 mpbs)</del> Objectively demonstrate attainment of 25 Mbps availability to 90%+ of population in counties with a population of 50,000 plus and/or 60%+ of population in counties with a population less than 50,000.	Maintain	Maintain	(KentuckyWired, Broadband Now, Connected Nation)	<a href="http://kentuckywired.ky.gov/cfr/Pages/maps.aspx">http://kentuckywired.ky.gov/cfr/Pages/maps.aspx</a> <a href="http://broadbandnow.com/">http://broadbandnow.com/</a> <a href="http://www.connectednation.org/data-center">http://www.connectednation.org/data-center</a>

***Draft Revised Criteria Recommendation for WorkReady Communities - 8.1.17 TBR 11.16.17***

*\*Previous criteria is represented by strikethrough ( ~~xxx~~ )*

Criteria	WorkReady in Progress	Work Ready		Recertification # 1 (3 years)	Data Source	Links to Info / Data
	Plan	Criteria	Plan	Criteria		
<b><u>NEW CRITERIA</u> - Engagement of Disabled, Veteran, Ex-Offender and Medicaid Populations</b>	Must develop a plan to provide employment & engagement opportunities to individuals with disabilities, veterans, ex-offender & Medicaid populations. Plan should address potential transportation and childcare barriers that may exist and result in an improvement in the labor participation rate within a 3 year period.	Objectively demonstrate execution / progress of plan to engage Disabled, Veteran, Ex-Offender and Medicaid populations with input from community-specific partners tied to those individuals and local employers especially as related to addressing potential transportation and childcare barriers that may exist.	Show how this plan has increased labor participation rate over the last 3 years.	Increase Participation Rate	Office of Voc Rehab / Office for the Blind / Cabinet for Health and Family Services	<a href="http://kcc.ky.gov/Vocational-Rehabilitation/Pages/default.aspx">http://kcc.ky.gov/Vocational-Rehabilitation/Pages/default.aspx</a> <a href="http://kcc.ky.gov/Office-for-the-Blind/Pages/default.aspx">http://kcc.ky.gov/Office-for-the-Blind/Pages/default.aspx</a> <a href="http://chfs.ky.gov/public/">http://chfs.ky.gov/public/</a>

***Draft Revised Criteria Recommendation for WorkReady Communities - 8.1.17 TBR 11.16.17***

*\*Previous criteria is represented by strikethrough ( ~~xxx~~ )*

Criteria	WorkReady in Progress	Work Ready		Recertification # 1 (3 years)	Data Source	Links to Info / Data
	Plan	Criteria	Plan	Criteria		
Workforce Supply vs. Demand	Work with local workforce board to review and analyze occupational demand by industry in order to have a system which supplies industry with the talent pipeline needed. Identify key sectors and occupations, and explain how the community is producing a workforce ready to fill those positions.	Work with local workforce board to review / analyze occupational industry demand to create a system which supplies industry with the talent pipeline needed. Identify key sectors and occupations, and explain how the community is producing a workforce ready to fill those positions.	Continue to review, analyze and plan.	Continue to review, analyze and plan to balance supply / demand as much as possible.	KCEWS	<a href="https://kcews.ky.gov/Reports/ViewReportsGeographicArea">https://kcews.ky.gov/Reports/ViewReportsGeographicArea</a>

\*The data for some categories is collected for different age populations, see below:

- Some College or Higher Degree data is collected for ages 18-64
- Working Age Population Without a High School Diploma / Equivalent (HSE) data is collected for ages 18-64

## **Kentucky Workforce Innovation Board Strategic Plan**

### **Draft Goals & Objectives**

#### **Overarching Goal (a/k/a vision/mission):**

Align primary, secondary, and post-secondary education with human services to create a workforce development system that creates value for employers, prepares Kentuckians for the future of work and drives economic development.

#### **Strategic Goal #1: Employers**

Actively engage employers to drive Kentucky's workforce development system

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

#### **Strategic Goal #2: Education**

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

- a. Increase career exploration opportunities while students are in K-12 and provide all K-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded.
- b. Review and adjust the structure (locations, pathways, and resources) of Pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs.
- c. Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.
- d. Improve the sharing and use of data to inform the ongoing curriculum design for K-12 and postsecondary institutions.
- e. Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work.
- f. Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.

#### **Strategic Goal #3: Workforce Participation**

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

- a. Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.

## **Kentucky Workforce Innovation Board Strategic Plan**

### **Draft Goals & Objectives**

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

### **Strategic Goal #4: Organization and Resource Alignment**

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

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



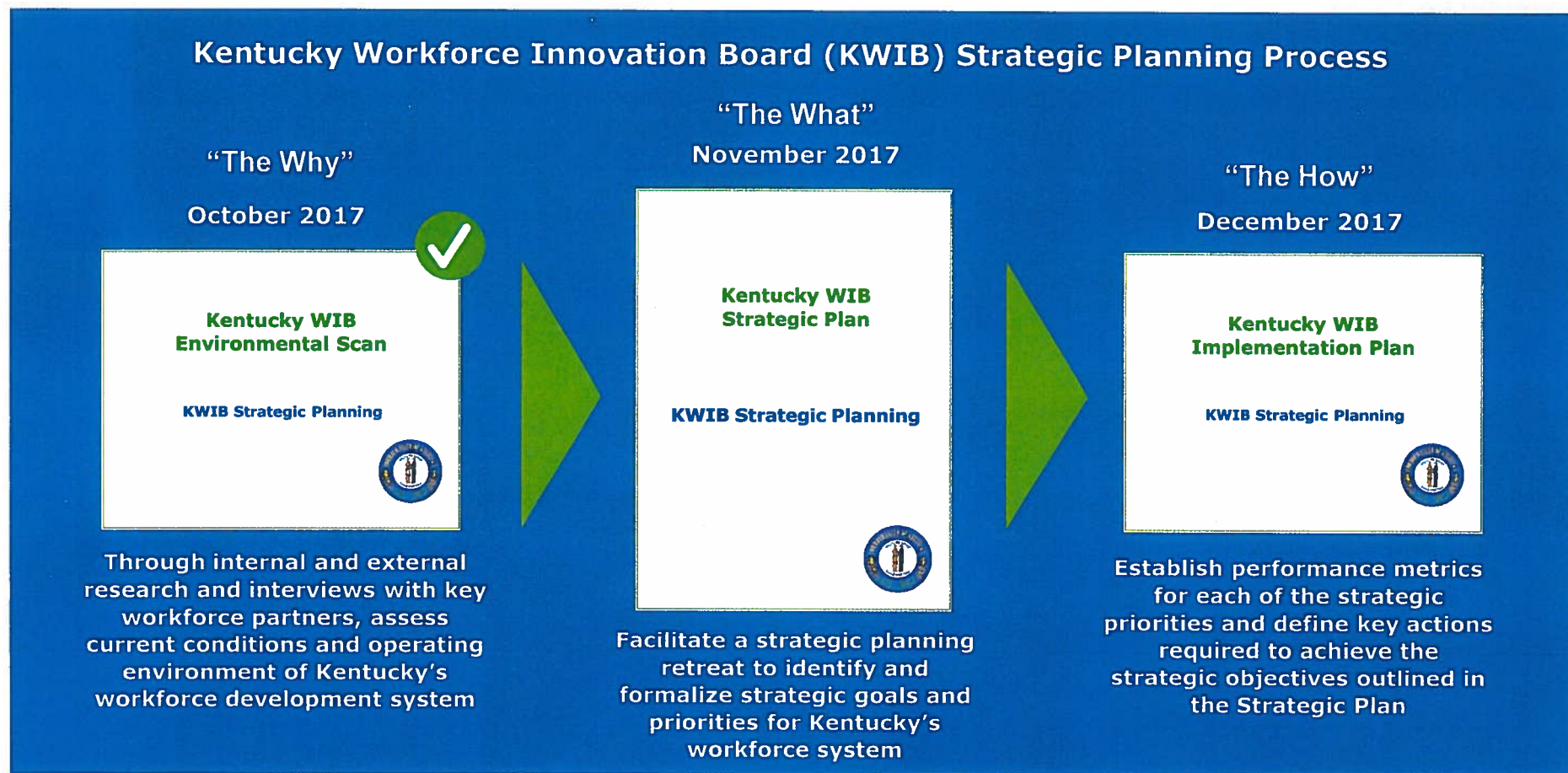
## Kentucky Workforce Innovation Board (KWIB) Strategic Planning Project

Connecting assets across the  
Commonwealth to meet the  
workforce demands of tomorrow



November 16, 2017

# Strategic Plan Approach



## Participants who have provided input into the process

To date, 65+ organizations and 100+ Kentucky workforce leaders representing industry, education and public sector have provided input through interviews:

1. Aleris
2. Amfine Chemical Corp
3. Beam Suntory (Jim Beam Brands)
4. Bluegrass Workforce Investment Board
5. Boilermakers Local 105
6. Bowling Green Chamber of Commerce
7. Cabinet of Health and Family Services – DCBS
8. Catalent Pharma Solutions
9. Citizen of Kentucky
10. City of Owensboro
11. Commerce of Lexington
12. Conduent
13. Council on Postsecondary Education
14. Cumberland County Workforce Investment Board
15. Disabled American Veterans (DAV)
16. Department of Workforce Investment
17. Dr. Schneider Automotive
18. Electrical Workers Local 761
19. Employee Management Services (EMSHRO)
20. FTJ Fund Choice
21. Gateway Community and Technical College
22. Goodwill Industries of Kentucky
23. Greater Owensboro Economic Development
24. Green River Workforce Investment Board
25. Hinton Mills
26. Hopkinsville Community College
27. Humana
28. Hunter Douglas
29. K-12 / Career & Technical Education
30. Kentucky Adult Education
31. Kentucky Association of Manufacturers
32. Kentucky Bioprocessing
33. Kentucky Career Centers
34. Kentucky Center for Education and Workforce Statistics

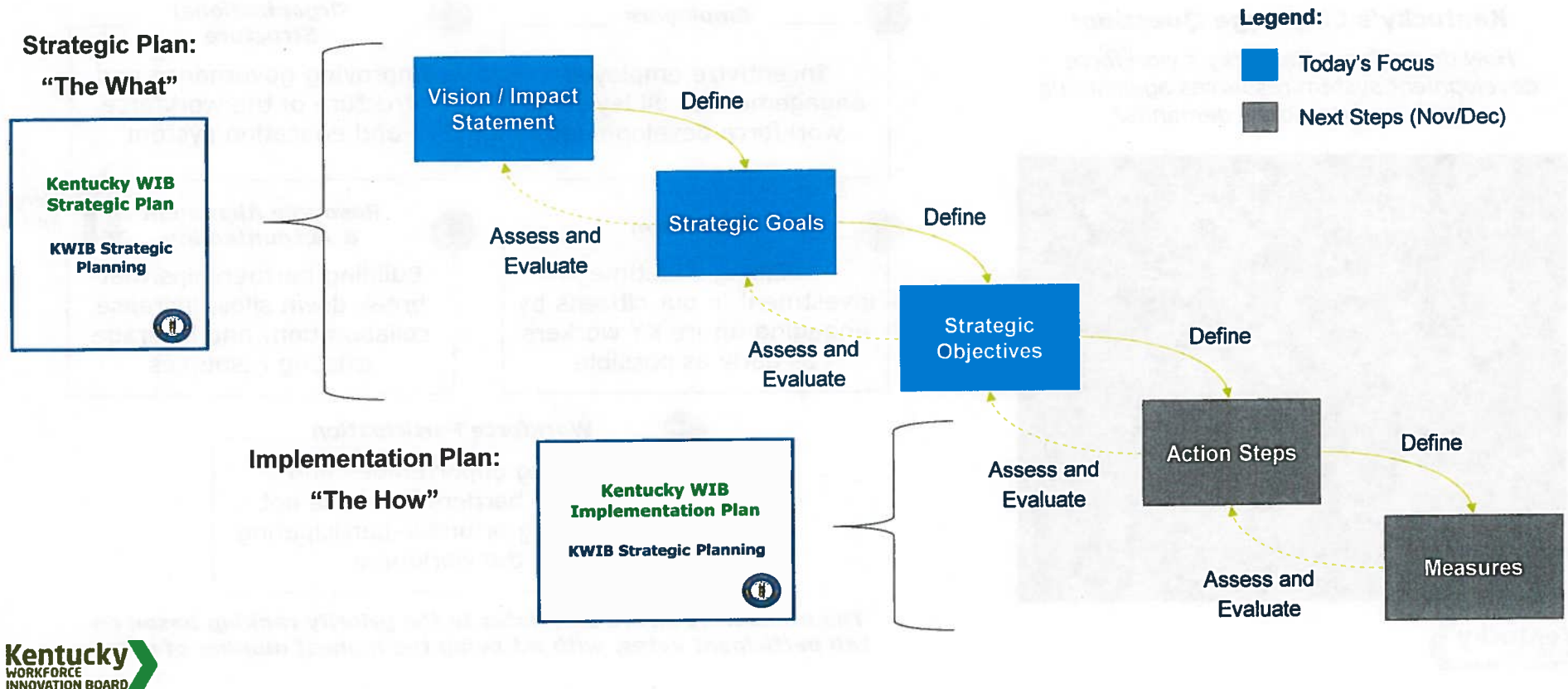
## Participants who have provided input into the process (cont.)

To date, 65+ organizations and 100+ Kentucky workforce leaders representing industry, education and public sector have provided input through interviews:

- |  |   |
|--|---|
| 35. Kentucky Chamber of Commerce                   | 52. Opportunity for Work & Learning             |
| 36. Kentucky Commission on Proprietary Education   | 53. Owensboro Health                            |
| 37. Kentucky Community & Technical College System  | 54. Owensboro Public Schools                    |
| 38. Kentucky Department for Libraries & Archives   | 55. Penny Royal Center                          |
| 39. Kentucky Department of Economic Development    | 56. Pennyrile Allied Community Services, Inc    |
| 40. Kentucky Department of Military Affairs        | 57. Riken Americas Corp                         |
| 41. Kentucky House of Representatives              | 58. SealingLife Technology                      |
| 42. Kentucky Labor Cabinet                         | 59. South Central Workforce Investment Board    |
| 43. Kentucky Society for Human Resource Management | 60. Southern Star Central Gas Pipeline          |
| 44. Kentucky State Senate                          | 61. Stober Drives                               |
| 45. Lincoln Trail Workforce Investment Board       | 62. TENCO Workforce Investment Board            |
| 46. Marriott                                       | 63. Toyota Motor Manufacturing Kentucky         |
| 47. Modern Welding Company                         | 64. Unifirst                                    |
| 48. MPD, Inc                                       | 65. United Parcel Services                      |
| 49. Northern Kentucky Workforce Investment Board   | 66. US Bank                                     |
| 50. Office of the Governor – Executive Office      | 67. United Way / 211                            |
| 51. Office of the Lt. Governor                     | 68. Warren County (Judge Executive)             |
|  | 69. Western Kentucky Workforce Investment Board |

## Strategic Plan Framework

Our goal today is to formalize the Strategic Goals and Objectives (“The What”) for the strategic plan in order to begin defining the Action Steps and Measures (“The How”) to implement the strategic objectives.

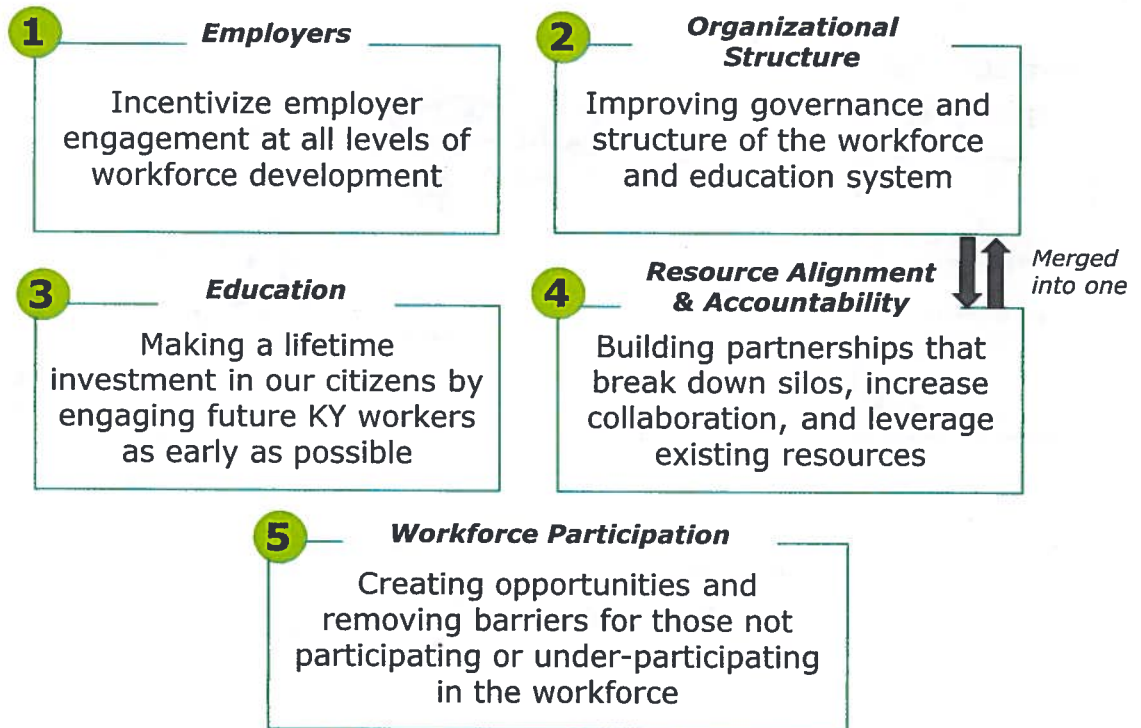


## Strategic Lab/Retreat Outputs

During the Greenhouse Strategic Planning Lab/Retreat on 10/19/17, members of the KWIB and KWIB Strategic Plan Steering Committee narrowed the focus of KWIB strategic considerations into five major strategic goals:

### **Kentucky's Challenge Question:**

*How do we focus Kentucky's workforce development system resources against our goals and economic demands?*



**The numbering above correlates to the priority ranking based on Lab participant votes, with #1 being the highest number of votes.**

## Strategic Plan Goals

The KWIB Strategic Plan Steering Committee revised the “challenge question” into a vision/impact statement and consolidated outputs into four strategic goals, which are supported by strategic objectives.

### **Kentucky’s Vision/Desired Impact Statement:**

*Align primary, secondary, and post-secondary education with human services to create a workforce development system that creates value for employers, prepares Kentuckians for the future of work and drives economic development.*



#### **Strategic Goal #1 – Employers:**

Actively engage employers to drive Kentucky’s workforce development system.



#### **Strategic Goal #2 – Education:**

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



#### **Strategic Goal #3 – Workforce Participation:**

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



#### **Strategic Goal #4 – Organization and Resource Alignment:**

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

## Strategic Goal #1: Employers

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

### Strategic Objectives



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

## Strategic Goal #2: Education

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

### Strategic Objectives

- a. Increase career exploration opportunities while students are in K-12 and provide all K-12 students an opportunity to earn a certificate(s) or credential(s) prior to graduation, with emphasis on those credentials where dual secondary/post-secondary academic credit is awarded.
- b. Review and adjust the structure (locations, pathways, and resources) of pre-K through postsecondary delivery to identify ways to align and integrate the Commonwealth's educational infrastructure based on employer needs.
- c. Increase awareness of all market-relevant career pathways among students, educators, guidance counselors, career counselors and parents.
- d. Improve the sharing and use of data to inform the ongoing curriculum design for K-12 and postsecondary institutions.
- e. Create opportunities for early, mid, and later-career learning for all Kentucky workers in order to provide a range of learning opportunities for growth, upskilling, and adoption to changes in the nature and structure of work.
- f. Encourage the agility, responsiveness and desire for lifelong learning among older Kentucky workers.



## Strategic Goal #3: Workforce Participation

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

### Strategic Objectives

- a. Strengthen collaboration across workforce development, social services, employers and non-profits to address barriers to employment for individuals.
- b. Mitigate disincentives to work and explore ways to incentivize workforce participation for individuals currently receiving social service benefits in order to support their transition to sustainable employment.
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## Strategic Goal #4: Organization and Resource Alignment

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

### Strategic Objectives

- a. Identify and address the organizational and structural changes that should be made to Kentucky's workforce development governance to improve collaboration and accountability.
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- e. Build a stronger, more coordinated relationship between state government and local governments, institutions and workforce innovation areas.





## THE KENTUCKY DEPARTMENT OF EDUCATION

Invites You to

### NEW SKILLS FOR YOUTH 2017 FALL FORUM

November 27<sup>th</sup>, 2017

Kentucky is proud to be a member of the New Skills for Youth Initiative! Through the generous support of JPMorgan Chase & Co., Kentucky is working to align career-focused education with high-skill, high-demand jobs. Kentucky NSFY provides planning grant funds to businesses and school districts to create regional career academies. The forum will highlight business partnerships that focus on apprenticeships, work-based learning practices, and best practices focused on employer-engagement.

#### FEATURING:

*Kentucky Commissioner of Education Stephen Pruitt*  
*Kentucky Education & Workforce Development Cabinet's Deputy Secretary Brad Montell*  
*JPMorgan Chase & Co.'s Vice President of Global Philanthropy Alex Derkson*  
*Kentucky Center for Education and Workforce Statistics Executive Director Kate Akers*  
*NSFY Round 1 Grant Recipients*  
*CTE Professionals and Industry Partners*

Join us on **Monday, November 27<sup>th</sup>**, at the **Kentucky Community and Technical College System (KCTCS) System Office in Versailles** to learn about the NSFY grant initiative and...

- How employers can partner with schools and local agencies to use market demand in determining educational programming
- How career pathways are currently being developed to provide seamless options for students in high-demand occupations
- How work-based learning opportunities are being incorporated into employer-school partnerships and transforming the talent pipeline
- How Regional Career Academies will align your region's education and workforce pipelines

***Don't miss this opportunity to see how NSFY could transform your school, your district, and your community! Register today using the link below!***

**<https://www.eventbrite.com/e/new-skills-for-youth-2017-fall-forum-registration-38413691385>**

We hope you can make it!

Kentucky Department of Education, Office of Career and Technical Education

Questions: Contact Brandon Gossett at (502) 564-4286, ext. 4243, or via email at

[brandon.gossett@education.ky.gov](mailto:brandon.gossett@education.ky.gov)