

Kentucky Workforce Innovation Board (KWIB)

Coordination and ROI Committee

Meeting Minutes

July 21, 2026

1:00 pm -2:30 pm ET

Via Zoom

MEMBERS PRESENT: Jim Rachlin, Debbie Link

DWD STAFF PRESENT: Alisher Burikhanov, Elishah Taylor, Debbie Dennison, LaChrista Ellis

1:00 PM WELCOME AND OVERVIEW OF COMMITTEE GOALS

Alisher Burikhanov, Executive Director, Kentucky Workforce Innovation Board (KWIB), welcomed everyone and shared that **Selma Owens**, newly appointed Committee Chair, could not attend. He noted that Ms. Owens' perspective is similar to past chairs and looks forward to the implementation of goals identified over the last year. He also noted that this committee was formerly known as the Resource Alignment committee and as a result of the newly adopted KWIB Strategic Plan, has now been renamed to be the **Coordination and ROI** (Return on Investment) committee. Of focus is alignment and improving outcomes of the current Kentucky workforce development system. He shared intentions to meet on a quarterly basis and directed those attending to the briefing materials.

COMMITTEE OBJECTIVES

Alisher Burikhanov, thanked the group for dedicating time to this committee work. He expressed his appreciation of the fresh approach in recognizing and understanding the importance of return on investment (ROI).

Alisher walked through the identified priorities and goals that can be found in the briefing book and are also included in the KWIB [2026 – 2029 Strategic Plan](#). Highlights of this committee's goals include discussions around **immediate, mid-term, and long-term** measurements relating to:

- Metrics
- Focus on supply and demand
- Continuous organizational collaboration

Discussion included the importance of data for analysis and tracking outcomes and working alongside employers. Participants highlighted the value of leveraging the **Statewide Workforce and Talent Team (SWATT)** model as a framework for unified approach to serving Kentuckians.

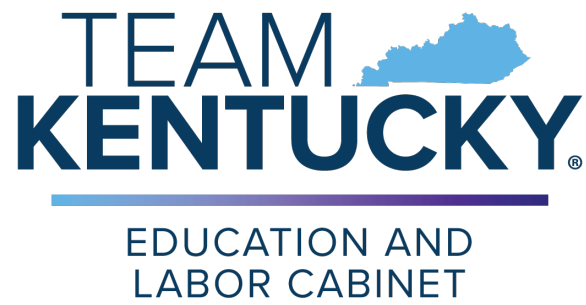
UPDATES

Alisher shared the [2025 State of the Workforce Funding Report](#) which highlights return on investment (ROI) through three foundational metrics: (1) number of individuals served, (2) number of individuals placed in jobs, and (3) participants' average wages. Requests for updated information for the 2026 State of the Workforce Funding (Program Year 2025) have been sent and information will be compiled before the next Education and Workforce Collaborative Board meeting.

Alisher referred to the appendix within the briefing materials for upcoming KWIB Partner Spotlight and promotional information about Kentucky's workforce development resources and system.

1:35 PM EDT ADJOURNMENT

No additional meeting items were raised, and Alisher thanked everyone for their participation.



Coordination & Return on Investment

Meeting

Briefing Packet

July 21, 2026

1:00 – 2:30 pm ET

Committee Chair

Selma Owens

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Coordination & Return on Investment Briefing Packet

July 21, 2026, 1:00 pm – 2:30 pm ET

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Kentucky Workforce Innovation Board (KWIB)

Coordination & ROI Committee

AGENDA
July 21, 2026
1:00 pm – 2:30 pm ET

Join Zoom Meeting

<https://us06web.zoom.us/j/89183896107?pwd=bkK2mvFrSxzxpgRNZubJRqY8vxhvle.1>

Meeting ID: 891 8389 6107

Passcode: 392499

1:00 pm	Welcome and Overview of Committee Goal	<i>Selma Owens, Committee Chair</i> <i>Selma's Catering</i> <i>Alisher Burikhanov</i> <i>Executive Director, Kentucky Workforce Innovation Board</i>
1:10 pm	Committee Members Brief Introduction	<i>Selma Owens & Alisher Burikhanov</i>
1:30 pm	Committee Objectives Presentation	<i>Selma Owens & Alisher Burikhanov</i>
1:45 pm	Discussion on Past Activities	<i>Selma Owens & Alisher Burikhanov</i>
2:15 pm	Next Steps	<i>Selma Owens & Alisher Burikhanov</i>
2:30 pm	Adjournment	<i>Selma Owens & Alisher Burikhanov</i>

Strategic Goal/Priorities

Strategic Committee: Coordination and Return on Investment

Chair: Selma Owens

Strategic Goal: Coordination and Return on Investment

To strengthen workforce development in the Commonwealth, the sector must achieve system alignment, continuous collaboration, and cross-government partnerships, while also serving individuals and employers at the highest level possible. Such alignment requires common metrics to measure progress, beneficial feedback loops, and serving all customers of the workforce development ecosystem with the required flexibility.

Priority #1: Common Return on Investment (ROI) Metrics

Strategic Action: Creation of common return on investment (ROI) metrics that are easily understood by businesses and all stakeholders is critical in reviewing snapshots, as well as long-term analyses. The common metrics include the number of participants, job placements, and average wages.

Quantitative Metric:

Immediate Measurement (within one year): Deploying common metrics and ROI analysis within the public workforce system as defined by WIOA.

Mid-term Measurement (within two years): Deployment of common metrics and ROI analysis within the larger workforce development ecosystem by leveraging the Education and Workforce Collaborative.

Long-term Measurement (within four years): In collaboration with KYSTATS, utilization of real-time snapshot of ROI with comparison to trends over the past four years, updated annually. Demonstration of ROI based on pre-program wages (ex: pre-WIOA) to post-program wages over a period.

Priority #2: Continuous Focus on Supply and Demand

Strategic Action: With a special emphasis on the Kentucky's top sectors, ongoing understanding of the demand of jobs and the skills employers have compared to the supply of talent produced by training and education partners.

Quantitative Metric:

Immediate Measurement (within one year): Creation of a supply and demand dashboard, demonstrating jobs and skills compared to supply of talent.

Mid-term Measurement (within two years): Analysis of supply and demand with wages, opportunities, and career ladders in the specific top sectors.

Long-term Measurement (within four years): Ongoing analysis, including measuring job opportunities compared to family sustaining wages (demonstrated as a statewide and regional figure).

Priority #3: Continuous Organizational Collaboration

Strategic Action: System alignment, continuous collaboration, cross-government partnerships, and public-private partnerships that leverage workforce investments through combined services; allowing for unified education, training, and outreach opportunities by all stakeholders.

Quantitative Metric:

Immediate Measurement (within one year): Development of cross-agency best practices that demonstrate service versus agency (example: collaboration on reentry).

Mid-term Measurement (within two years): Development and launch of a streamlined approach to access services by external users without having to understand intricacies of government.

Long-term Measurement (within four years): Develop unified outreach opportunities with industry associations, local chambers, and community social clubs, equipping all stakeholders with training materials to educate stakeholders on workforce development services in the Commonwealth.

Full Strategic Plan can be viewed and downloaded here:

https://kwib.ky.gov/Documents/KWIB%20Strategic%20Plan_2026-2029%20%28002%29.pdf

Kentucky Education and Workforce Collaborative

State of the Workforce Funding Report 2025

Background

In July 2020, Governor Andy Beshear issued [Executive Order 2020-551](#) that established the Kentucky Education and Workforce Collaborative. The collaborative includes 19 members from across the commonwealth's executive branch agencies, as well as stakeholder partners who work together on critical workforce priorities. This group takes an intragovernmental approach to the Kentucky Workforce Innovation Board's (KWIB) workforce development strategy by supporting individuals, businesses and partner customers while moving Kentucky forward as a leader in workforce innovation.

One of the key efforts of the collaborative is the annual compilation of the State of the Workforce Funding Report. This report seeks to identify all federal and state-funded workforce-related education, training, career services and support service activities in the past three programmatic years provided by the collaborative's respective agencies or entities.

Additionally, this funding report highlights return on investment (ROI) as identified by the KWIB through three foundational metrics: (1) number of individuals served through partner programs, (2) number of individuals who are placed in jobs, and (3) participants' average wages. It is important to note that many of the workforce programs are designed to serve different populations and segments in the workforce system, so these foundational metrics should be viewed as a point of reference versus a definitive ROI per program. Moreover, the service populations have varying level of needs (e.g. individual requesting resume assistance versus someone with disabilities needs vocational training) and unique outcomes metrics.

In line with the executive order, this completed compiled funding report is presented to the KWIB for review and understanding of the larger workforce system. This report is meant to provide the collected information for reference and a high-level review, it is not meant to serve as a comprehensive analysis of the workforce system.

Report Contents

This report encompasses workforce development funding information from state agencies and partner organizations represented on the collaborative as well as other entities for:

- Program Year 2022 (July 1, 2022 – June 30, 2023)
- Program Year 2023 (July 1, 2023 – June 30, 2024)
- Program Year 2024 (July 1, 2024 – June 30, 2025)

Key information includes:

- Whether the source of funding is federal or state dollars
- If funds are used for education, training, support services, career services, or a combination of these services
- Outcomes to demonstrate ROI per number of individuals served, number of job placements, and participants' average wages

Categories of services are defined as:

- **Education:** Investment used for long-term career preparation. Examples include higher education degrees, certificates, certifications, credentials, digital badging, and integrated education programs,
- **Training:** Investment in programs that are occupation specific. Examples include on-the-job training, incumbent worker training, internships, pre-apprenticeships, registered apprenticeships and career pathways exposure.

- **Supportive Services:** Investment in services such as transportation, childcare, dependent care, housing and needs-related payments, linkage to community services, assistance with educational training, reasonable accommodations for youth with disabilities, referral to medical services, and assistance with appropriate work attire and work-related tools.
- **Career Services:** Provision of services related to employment and career assistance, such as career coaching, career awareness, career exploration, labor market information sharing, resume building, interview skills, and job placement services.

The below snapshot shows contributing agencies and the three-year totals for each of the required elements (full agency names are provided on the last page to accompany acronyms used)

Collaborative Member Workforce Stakeholders	PY22 - PY24 Funding Dollars	Total # of Individuals Served	Total # of Individuals Placed	Average Wages of Individuals in a Job	PY22-PY24 Programs (Funding Streams)	Sum of Businesses Served
CED	\$20,400,000.00	153,624	-	\$30.81	6	318
CHFS – DBHDID	\$17,369,140.03	44,085	7,858	-	124	-
CHFS – DCBS	\$1,264,384,946.65	1,934,998	63,024	-	49	-
CPE	\$8,359,893.82	-	-	-	11	174
DWD - CDO	\$40,965,673.40	90,496	31,053	\$21.67	18	6,353
DWD - KYAE	\$103,317,772.00	65,665	-	\$9.68	6	-
DWD – Everybody Counts	\$15,416,000.00	5,865	5,482	-	8	23
DWD - OIAS	\$3,947,066.42	536,920	7,852	\$30.70	8	6,996
DWD - OVR	\$276,612,557.00	602,399	38,789	\$28.72	36	-
Job Corps	\$269,177,062.00	4,879	1,571	\$20.00	21	-
JPSC	\$58,663,517.19	283,141	2,547	-	15	-
KCTCS	\$21,881,142.00	129,178	-	-	12	928
KY Chamber Foundation	\$3,105,000.00	417	3,548	-	12	1,596
KCMA	\$1,373,085.00	-	218	-	6	80
KDE	\$445,445,646.00	437,796	-	-	6	-
KDLA	\$1,044,552.00	-	-	-	7	-
KDVA	\$15,712.56	600	-	\$20.00	1	80
LWDB Bluegrass	\$10,854,989.35	1,602	894	\$22.89	11	5,515
LWDB Cumberlands	\$7,025,485.41	981	707	\$21.20	10	-
LWDB EKCEP	\$80,808,939.36	25,908	12,370	\$20.53	22	14,805

LWDB Green River	\$7,547,956.20	691	514	\$27.88	13	-
LWDB KentuckianaWorks	\$20,497,153.44	4,099	1,031	\$26.51	19	-
LWDB Lincoln Trail	\$5,870,531.38	443	210	\$25.49	10	1,397
LWDB Northern Kentucky	\$9,054,276.06	7,924	1,998	\$24.40	23	3,334
LWDB South Central	\$7,807,349.61	5,746	2,612	\$28.07	31	2,963
LWDB TENCO	\$11,000,148.05	1,720	625	\$31.95	10	4,251
LWDB West Kentucky	\$6,367,351.24	727	517	\$21.57	13	107
UK / HDI	\$27,079,865.14	23,188	2,917	\$12.18	24	-
Non-Collaborative Members w/ Workforce Programming	PY22 - PY24 Funding Dollars	Total # of Individuals Served	Total # of Individuals Placed	Max Average Wages of Individuals in a Job	PY22-PY24 Programs (Funding Streams)	Sum of Businesses Served
KHEAA	\$84,829,446.00	45,902	-	-	27	-
KYTC	\$2,440,150.00	216	45	\$24.29	7	-
Grand Total	\$2,832,662,407	4,409,210	186,382	\$21.31	566	48,920

It is important to note that workforce development funding has become much more distributive across federal and state agencies as well as public and private partners. Therefore, the information in this report may not encompass every program or service offered in the commonwealth.

The report may include duplicative information as both state and local-level programs are represented. Often, both state and federal funding flows through state government agencies and is distributed to other partners represented in this report. Additionally, most federal funding awards allow for state agencies and local programs to expend the funds over multiple years. Therefore, the report highlights dollars appropriated versus dollars spent each year.

Based on the submissions, it is notable that there are over 565 funding streams that support one or more of the categories of workforce development services across the last three program years. Each of the funding streams are provided in the Appendix. Collectively, the total funding stream funds are more than \$2.8 billion across the three program years.

With the understanding that some duplication may be occurring, it is estimated that over the three programmatic years a total of 186,382 people were placed in jobs with an average wage of \$21.31/hr. It is again of great importance to note the breadth of agencies captured in the report and the variety of workforce services provided. Each agency has their own requirements that may not completely align to the KWIB foundational ROI metrics; these metrics are intended to give a point of reference for the programs that are intended to capture these specific data points.

To view the full comprehensive compilation of data for each agency per funding stream, please refer to Appendix A. To view the combined data per program year for each agency, please refer to Appendix B.

Collaborative Member & Workforce Stakeholders
CED - Cabinet for Economic Development
CHFS/DBHDID - Cabinet for Health and Family Services – Department of Behavioral Health and Developmental and Intellectual Disabilities
CHFS/DCBS - Cabinet for Health and Family Services – Department of Community Based Services
CPE - Council on Postsecondary Education
DWD/CDO - Department of Workforce Development – Career Development Office
DWD/Adult Education - Department of Workforce Development – Adult Education
DWD – Everybody Counts
DWD/OIAS - Department of Workforce Development – Office of Industry and Apprenticeship Services
DWD/OVR - Department of Workforce Development – Office of Vocational Rehabilitation
Job Corps
JPSC - Justice and Public Safety Cabinet
KCTCS - Kentucky Community and Technical College System
KY Chamber Foundation
KCMA - Kentucky Council on Military Affairs
KDE - Kentucky Department of Education
KDLA - Kentucky Department for Libraries and Archives
KDVA - Kentucky Department of Veteran Affairs
LWDB Bluegrass - Local Workforce Development Board - Bluegrass
LWDB Cumberlands - Local Workforce Development Board - Cumberlands
LWDB EKCEP - Local Workforce Development Board - EKCEP
LWDB Green River - Local Workforce Development Board - Green River
LWDB KentuckianaWorks - Local Workforce Development Board - KentuckianaWorks
LWDB Lincoln Trail - Local Workforce Development Board - Lincoln Trail
LWDB Northern Kentucky - Local Workforce Development Board - Northern Kentucky
LWDB South Central - Local Workforce Development Board - South Central
LWDB TENCO - Local Workforce Development Board - TENCO
LWDB WKY - Local Workforce Development Board - West Kentucky
UK/HDI - University of Kentucky/Human Development Institute
Non-Collaborative Members w/ Workforce Programming
KHEAA - Kentucky Higher Education Assistance Authority
KYTC - Kentucky Transportation Cabinet

Appendix



Partner Spotlight

Partner Spotlight highlights partner initiatives by sharing best practices and innovative approaches in Kentucky's workforce development system.

August 5, 2026 • 12:00 p.m. (ET)

Discussion Topic: Kentucky's Public Libraries in the Workforce

Presenters:

Jamie Collins, Library Director
Marion County Public Library

Terri Thomas, Director
Lebanon/Marion County Career Center

Melanie Warga, Library Director
Ohio County Public Library

Dr. Lindsey Kafer, Director of Adult Education
Owensboro Community and Technical College

Kentucky
WORKFORCE
INNOVATION BOARD

TEAM
KENTUCKY.
EDUCATION AND
LABOR CABINET

Your *New*
Kentucky
Home



Passcode: 431173

What Is the Public Workforce System?

Kentucky's public workforce system connects talent with opportunity by linking employers, employees and job seekers across the state to build skills, careers and a stronger economy.



Who We Are

We're a partnership of state agencies, local workforce boards and community organizations offering free services to employers and job seekers. Whether you're searching for a job, advancing your career, or growing your business, we're here to help.

What We Do



Recruitment Support

We connect employers with qualified candidates.



Training & Career Pathways

We assist with building skills to meet Kentucky's workforce needs.



Retention Services

We assist in employee growth through training and apprenticeships.



Barrier Reduction

We help people overcome challenges like transportation, child care and accessibility.

How It Works

Kentucky Career Center

The Kentucky Career Center (KCC) is the gateway to the state's public workforce system. With 80+ certified locations statewide, KCC connects employers and job seekers to a network of partner agencies that offer specialized programs, services and support.

Partner Agencies

- Career Development Office
- Office of Adult Education
- Office of Vocational Rehabilitation
- Office of Industry & Apprenticeship Services
- Local Workforce Innovation Boards
- Everybody Counts
- Other community partners and agencies

Career Development Office

Comprehensive Career Centers Statewide

We operate 13 comprehensive career centers statewide that help job seekers find lasting employment, connect individuals to education and training opportunities and support employers in finding skilled, qualified workers.

Our Programs

Job Matching Services

- Connect job seekers with employers looking to hire
- Job seekers receive career services, job search help, referrals and placement assistance
- Employers can post jobs and find qualified applicants

Unemployment Support

- Supports individuals receiving unemployment benefits
- Helps with reemployment plans, career information and enrollment in services to get back to work

Veterans Services

- Provides dedicated staff to help veterans and eligible individuals with significant barriers find careers and training
- Connects employers with job seeking veterans

Seasonal Farm Work

- Authorizes temporary workers (H-2A) to enter the U.S. when not enough local workers are available for seasonal agricultural jobs

Support for Job Seekers and Employers

Whether you're a job seeker or an employer, the CDO team is ready to assist you—visit kcc.ky.gov to find the location nearest you.

Office of Vocational Rehabilitation Benefits for **Kentucky Employers**



Workforce Facts

Kentucky has among the highest rate of people with disabilities in the nation and among the lowest rate of people with disabilities who are employed.

Workers with disabilities who receive accommodations match non-disabled workers in:

- Productivity
- Attendance
- Reliability
- Overall effectiveness

Benefits of Hiring People with Disabilities

- Reduces reliance on governmental supports and contributes to the economy.
- Lessens utilization of healthcare and promotes better overall health.
- Provides financial support for the individual and their families.
- Improves quality of life by building self-confidence, self-reliance and social support.
- Provides opportunities for re-training, advancement, retirement contributions and travel.

Employer Services Branch

We assist businesses in hiring, developing and keeping valued employees and support businesses with placement and retention of individuals with disabilities in the workforce.

These services include:

Recruitment & Hiring

- Pre-screening applicants based on essential job functions
- On-the-job training and internships

Workplace Support

- Onsite job trainer and support services
- Job restructuring and worksite adjustments
- Assistive technology and specialized equipment

Accessibility:

- Accessibility checklists
- Worksite accessibility surveys

Additional Resources

- Staff development
- Financial incentives information
- Follow-up services

Adult Ed Solutions for **Kentucky Employers**



About Us

We are committed to empowering Kentucky businesses to reach their maximum potential. With a team of experienced professionals, we provide **customized education** and **training services** designed to help employers navigate challenges and capitalize on opportunities.

Our Mission

Our mission is to work with Kentuckians to improve their quality of life through education, training and employment so they can take care of themselves and their families and help their communities and the state's economies expand and thrive.

Employer Benefits

- Enhanced productivity & efficiency
- Increased employee retention
- Improved safety and workplace communication
- Higher employee engagement and morale

Services

Workplace Readiness

We assist in developing skills in communication, teamwork and critical thinking.

Digital Literacy Training

We assist in optimizing and enhancing technology skills.

English Language Learning

We offer English language and civics education for non-native speakers.

GED Preparation and Testing

We offer in-depth GED test preparation and free GED test fees for eligible Kentuckians.

Customized Training Solutions

We offer job-specific literacy and skills training.

Soft Skills Development

We assist in improving delivery of customer service, conflict resolution and more.

Check out
our services.



KYAE.KY.GOV

Workforce Talent Project Team

You aren't doing this work alone.

We're here to help employers hire, develop and retain top talent – connecting the right people, programs, and partnerships to unlock tailored workforce strategies for your business.



Services

- **Free, full-service** business support for employer's workforce needs
- Provide **easy access** to workforce analysis and strategy for Kentucky's businesses
- Address **attraction and recruitment** challenges with an industry-focused, data-informed approach
- Support with **workforce selection and onboarding** solutions
- **Create a business structure** that delivers results for employers and career seekers

Benefits

- **Customize workforce strategies** aligned to industry demands at no cost
- **Foster employer relationships** and maintain strong ties to address workforce needs
- Create a **business structure** that delivers results for employers and career seekers
- Improve **communication and confidence** among workforce partners
- Access to Kentucky's proven **speed-to-market advantage** that gets you operational faster

Scan the QR code and
connect with us today.



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502-564-5920 or workforce@ky.gov

Your personalized workforce service is just one call away!

Office of Industry and Apprenticeship Services



Services

- **Registered Apprenticeships (RA)** and on-the-job training opportunities are available.
- Companies can get up to \$9,600 in **valuable financial incentives** including work opportunity tax credits (WOTC), deep training discounts and grants.
- Receive **rapid response and layoff support** to assist employees during transitions and to minimize business disruptions for workers and the community
- Kentucky Fair Chance Bonding is available to employers and applicants **at no cost to protect your business.**

Benefits

- **Apprenticeship Workforce Consultants** provide no-cost guidance, program development, recruitment, training and workforce solutions for over 1500 occupations.
- **91% of apprentices** remain employed after completing their programs and 87% of Kentucky apprentices are employed and in the same industry.
- Registered apprenticeships show a \$1.44 return on every dollar invested.

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connect with us today.

Let's make hiring easier.



KYWORKS.KY.GOV or APPRENTICESHIP@KY.GOV
502-564-5920

Your personalized workforce service is just one call away!



Kentucky Employers



What We Do

- **Free promotion** of your business to over 12,000 students graduating high school each year
- **Save you time on recruiting** entry-level talent from local high schools
- Provide **direct access to entry-level talent** during the school year and upon graduation
- Ensure new hires enter the workplace **equipped for long-term success**
- Improve employee **retention** and **productivity**

Why Partner with Everybody Counts?

Our **services are free** with no direct cost to employers.

Everybody Counts equips high school juniors and seniors with career pathways and skills to thrive when they enter Kentucky's workforce.

Employers can have confidence that new hires have developed essential skills outside of their academic courses.

Everybody Counts enhances workplace readiness, work-based learning, money management and time management.

Visit everybodycounts.ky.gov or email us at everybodycounts@ky.gov to learn more.