



Kentucky Workforce Innovation Board (KWIB) Resource Alignment Committee Meeting

AGENDA
December 16, 2024
3:00pm -4:30pm EDT

Via Zoom

MEMBERS PRESENT: Kim Humphrey (Committee Chair), Bart Darrell, Dolly Hollan, Jim Rachlin, Kenneth Calloway, Sam Brown, Zach Morgan, Crissy Sexton, Roger McCann, Todd Trapp

STAFF PRESENT: Alisher Burikhanov, Debbie Dennison, LaChrista Ellis, Sara Jagers, Elishah Taylor, Sam Keathley, Beth Brinly (Deputy Secretary, Education and Labor Cabinet)

3:00 PM WELCOME AND OVERVIEW OF COMMITTEE OBJECTIVES

Kim Humphrey, Committee Chair, Director of Community and Employee Programs, River View Coal welcomed the committee members. She provided a brief recap of past discussions, emphasizing the committee's role in evaluating the allocation of funds and services. The committee had previously reviewed data from the Kentucky Center for Statistics (KYSTATS), which was condensed for easier analysis.

Kim reminded the committee of two main focal points of the report: the substantial investment in the Cabinet for Health and Family Services (CHFS), Department for Community Based Services (DCBS), which requires further clarification on the impact of the funding provided and the dispersant across workforce areas in the state.

Kim reminded the committee of their 12-month commitment and their goal of evaluating return on investment (ROI). She emphasized the importance of offering a business perspective on fund allocation, identifying successes, and suggesting improvements.

The meeting transitioned to a review of the strategic plan, and insights from the recent planning session.

REVIEW OF THE KWIB STRATEGIC ADVANCE FINDING

Alisher Burikhanov, Executive Director, Kentucky Workforce Innovation Board (KWIB) provided an overview of the findings from the Strategic Advance held last month in Lexington, which brought together KWIB members, education and workforce collaborative members, and local workforce development board chairs. The session focused on evaluating workforce development over the past four years and identifying future priorities. Attendees participated in rotations discussing employer engagement, education, workforce participation, and resource alignment.

Top vote-getting priorities for resource alignment were:

1. Creating common workforce development indicators: developing benchmark elements and a dashboard to showcase the workforce development system, including activities beyond the Workforce Innovation and Opportunities Act (WIOA).
2. Flexibility in resource alignment: focusing on aligning sector strategies, educational pathways, and the needs of local and rural communities.
3. Advocating for workforce development: advocacy efforts to highlight the importance of workforce development strategies and priorities to stakeholders, including the General Assembly and policymakers.

4. Educating stakeholders on workforce development resources: to make workforce development information accessible to a broader audience including businesses and jobseekers.
5. Building an asset map: A tool to display the strengths of various funding streams.
6. In-depth case studies: information on how funds are being used for career services, educational services, and training services.

Alisher emphasized the importance of collaboration across agencies, noting that workforce development requires input from many different stakeholders, including businesses. He pointed out that having common indicators would help measure the return on investment more effectively.

The committee discussed these priorities, with a focus on improving communication and collaboration among agencies. There were concerns raised about multiple agencies providing similar services without sufficient coordination. The group agreed that breaking down silos and improving information-sharing was essential to enhance the efficiency and impact of workforce development efforts.

Additionally, committee members highlighted the need for stronger employer involvement in shaping workforce development strategies. It was noted that employers, as key consumers of the workforce system, should have a more active role in these discussions. The [state workforce funding](#) information gathered was mentioned as a tool that could be utilized to improve data accessibility and alignment, although its current level of engagement was seen as insufficient.

Alisher concluded by stating that the next step would be to gather more feedback from the committee and refine the strategic objectives based on the discussions. The committee agreed that working together to implement these strategies effectively would be crucial to improving workforce development outcomes.

CHFS-DCBS OVERVIEW

Alisher introduced the discussion on aligning services between the Department for Community-Based Services (DCBS) and Kentucky Career Centers (KCC), noting the overlap in clientele, including Temporary Assistance for Needy Families (TANF), Supplement Nutrition Assistance Program (SNAP), and SNAP Employment & Training (E&T) recipients. The aim is to improve coordination between workforce development and other state and federally funded services.

Todd Trap, Director of the Division of Family Support within DCBS, discussed the SNAP E&T program, noting that recipients aged 16-65, who are not disabled or have children, can participate in 20 hours of work or eligible activities weekly to maintain benefits. He highlighted the available support services, such as childcare, transportation, and training supports.

Roger McCann, Executive Advisor, DCBS, emphasized the SNAP program's goal of helping individuals secure employment and reduce reliance on food assistance. He discussed ongoing collaborations with career centers in Northern Kentucky and expressed interest in expanding integration with Kentucky Career Centers. He also highlighted Secretary Friedlander's commitment to improving food initiatives and job training.

The committee discussed how the two systems—DCBS and Kentucky Career Centers—can better collaborate, particularly through programs like SNAP E&T. They suggested referring able-bodied individuals receiving benefits to Career Centers for full-time employment opportunities, noting that both agencies offer similar services, such as transportation and childcare, that could be better coordinated. While challenges regarding agency coordination and tracking services were acknowledged, there was consensus on the importance of improving collaboration moving forward.

Discussion reflected on the fluctuating relationships between DCBS and local workforce boards in past years. Past successful collaborations, such as subsidized internships and the economic development initiatives during the Great Recession, were cited as examples. The Kentucky Promise Zone initiative, which integrated case management and support services for SNAP recipients, was also recognized as a successful pilot program.

The committee concluded that there is potential to replicate these past successes, while addressing challenges like tracking individuals across systems, to strengthen collaboration between Career Centers and DCBS.

COMMON PERFORMANCE METRICS CONVERSATION

Alisher continued the discussion of aligning services between DCBS and Kentucky Career Centers (KCC), especially given the overlap in clientele, such as TANF, SNAP, and SNAP Employment & Training (E&T) recipients. He emphasized the importance of tracking appropriate data and measuring outcomes to understand the effectiveness of workforce programs.

A concern was raised about the lack of data regarding the individuals served by the relevant agencies, with an emphasis on the need for outcome data to assess the return on investment (ROI). The committee reviewed a document (found in the post-meeting packet) that outlined examples of performance metrics used in other states. The focus is on identifying common, clear metrics that are understandable to business leaders and stakeholders, while taking into account state-specific requirements.

The committee discussed various performance metrics used across the country, including those employed in North Carolina and Texas, which focus on employment rates, wages, and education or workforce development outcomes. The idea is to simplify metrics so that they reflect clear and actionable data for business leaders, while still meeting federal and state reporting requirements.

Sam Keathley, Senior Workforce Analyst, KYSTATS, shared insights from [Kentucky's workforce dashboard](#), which provides workforce system feedback. While the dashboard includes metrics such as employer offerings of apprenticeships, Sam pointed out that many of the figures, such as penetration rates, often round to zero, making it hard to gauge success. He acknowledged that the dashboard lacks certain things, which limits its usefulness for decision-making.

Kim suggested that the committee review other states' data and work with local workforce boards to identify the most important metrics. She also proposed that the committee examine how Kentucky's existing dashboard could be improved to make the data more meaningful. She emphasized that understanding success requires looking at both wages and job retention.

The committee discussed the importance of measuring job persistence, noting that long-term retention in a field is a critical indicator of success. However, tracking this over time poses challenges. It was suggested that metrics like the percentage of individuals employed during specific periods after program exit, such as the second and fourth quarters, could provide useful insights into long-term job stability.

4:25PM ADJOURNMENT

The committee discussed the action plan for the next meeting. It was decided that each member should reach out to their local workforce boards to gather input on what metrics should be measured and how Career Center and partner collaboration with DCBS can be strengthened. Members are encouraged to seek feedback on the specific needs and interests of their local areas to ensure that the metrics and goals align with the realities on the ground. This input will be crucial for the discussion at the next meeting.

The next meeting is scheduled for February 3rd at 2:00 p.m. Central Time / 3:00 p.m. Eastern Time. The committee will focus on reviewing performance metrics used by other states, with the intention of identifying models that could be adapted for Kentucky. The members were encouraged to review the performance metrics from other states and be ready to discuss those that might be relevant for Kentucky's workforce goals.

Kim thanked everyone for their participation in the meeting and reiterated the importance of gathering feedback from local workforce boards in preparation for the next discussion.

FUTURE MEETING DATES

- Next Meeting - February – Finalize thoughts and initiate the preparation of the initial recommendations
 - Join Zoom Meeting
 - <https://us06web.zoom.us/j/83961357606?pwd=lpThFfsbHq7gUIMz9wKXIyOOkag9.1>
 - Meeting ID: 839 6135 7606
 - Passcode: 765635
- April – Prepare initial recommendations
- June – Final recommendations



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3:00pm – 4:30pm EST

Join Zoom Meeting

<https://us06web.zoom.us/j/84064398719?pwd=IUU51iCdmq9jboLqB4w38UDacwb4hj.1>

Meeting ID: 840 6439 8719 Passcode: 446962

3:00pm	Welcome and Overview of Committee Objectives	<i>Kim Humphrey, Committee Chair Director of Community and Employee Programs, River View Coal</i>
3:15pm	Review of the KWIB Strategic Advance Finding	<i>Alisher Burikhanov, Executive Director Kentucky Workforce Innovation Board</i>
3:30pm	DCBS Overview	<i>Todd Trapp, Division Director Department of Community Based Services (DCBS) Cabinet for Health and Family Services</i>
3:50pm	Common Performance Metrics Conversation	<i>Kim Humphrey & Alisher Burikhanov</i>
4:30pm	Adjournment	<i>Kim Humphrey</i>

MEMORANDUM

To: Kentucky Workforce Innovation Board
From: National Governors Association Center for Best Practices
Re: Workforce System Performance Metrics
Date: December 13, 2024

SUMMARY

This memo has been prepared at the request of the Kentucky Workforce Innovation Board to provide information on metrics used by states to assess workforce system performance outside of those required by the Workforce Innovation and Opportunity Act (WIOA). While states such as North Carolina have created additional evaluation methodologies to be applied across all workforce programs and agencies, others (e.g. Texas, Delaware) use strategic plans to assign measures of performance to agencies and programs in line with stated goals. Similarly, Colorado has developed a dashboard as a repository for data both required by and outside of WIOA, pulling from five different agencies to create a comprehensive overview of the Colorado labor market.

WIOA PERFORMANCE METRICS AND OPPORTUNITIES FOR GOVERNORS

As highlighted in the NGA Center's January 2023 [publication on high-impact policy levers available to Governors](#) under WIOA, 29 U.S. Code § 3141(b)(2)(B) allows Governors to set additional metrics by which programs are evaluated under Title I and Title II in the WIOA state plan. Governors and their appointed state workforce development boards also often set performance metrics for the state's workforce system beyond WIOA through a separate strategic plan. Whether these additional metrics are set in the WIOA state plan or separate strategic plan, the process presents an opportunity to promote alignment between the workforce system and the Governor's overall vision for workforce development, as well as alignment with performance metrics used to evaluate other, related programs.

[Section 116 of WIOA](#) establishes performance indicators and reporting requirements for the evaluation of WIOA's six core programs:

1. The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program
2. The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program
3. The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program
4. The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program
5. The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment
6. The percentage of participants in unsubsidized employment during the second quarter after exit who were employed by the same employer in the second and the fourth quarters after exit

STATE EXAMPLES

Colorado

The [Colorado Talent Dashboard](#) is administered through a partnership between the [Colorado Workforce Development Council](#) and [five other state agencies](#) to provide a central hub for data on the Colorado labor market. Aimed at informing jobseekers, employers, and policymakers, the site provides visualization tools and data broken into two categories: demand and supply. Demand information includes trends in job availability and critical industries in the state, as well as skills and certifications identified as in-demand for employers. On the supply side, the site provides data related to labor force participation, population, and levels of education across the Colorado workforce. Additional data includes WIOA-required reporting metrics.

[Sources of displayed data](#) include the Colorado Department of Labor and Employment’s Office of Labor Market Information, the Current Population Survey by the U.S. Census Bureau and Bureau of Labor Statistics, and the Colorado State Demography Office. Additional information on the labor market is supplied by [JobsEQ software](#).

Delaware

The Delaware Workforce Development Board’s [2023 – 2025 Strategic Plan](#) outlines metrics to be tracked by the Board to evaluate progress on its stated goals of expanding educational attainment, increasing alignment between learning and work opportunities and investing in high-growth sectors. While the source of much of the information is Delaware JobLink (the state’s online portal for connecting jobseekers, employers, and training providers) additional data will come from the Delaware Department of Education and unemployment insurance system. The following metrics will be recorded per the strategic plan:

Category	Metric	Data Source
Overall Progress	Percentage of Delawareans age (25-64) who have attained a recognized certification or education beyond a high school diploma	TBD
	Number and percentage of secondary and postsecondary students having a meaningful work-based learning experience	TBD
	Number and percentage of adults in DWDB training programs having a meaningful workbased or on-the-job training experience	TBD
Adult and Dislocated Workers	Job Placement resulting from WIOA, Blue Collar, and other DWDB directed grants. <ul style="list-style-type: none"> a. Overall placement rate, numbers b. Placement in training- related occupations c. Placement in strategic industry 	Delaware JobLink
	Wages and Income resulting from WIOA, Blue Collar, and other DWDB directed grants. <ul style="list-style-type: none"> a. Wages at placement b. Percentage of clients placed in a job within growth sectors c. Percent of placements gaining 10% or more in wages after 2 years 	Delaware JobLink, UI
	Rate of continued employment for 2-3 years	UI
	Training program completion and placement numbers and rates	Delaware JobLink
	Number and percentage of enrollees attaining credentials	Delaware JobLink
	Demographics by program, sector, and funding source	Delaware JobLink
Youth	Credentials in WIOA and Blue Collar funded programs <ul style="list-style-type: none"> a. Completion of high school or GED b. Completion of post- secondary credentials 	Delaware JobLink

	Positive exits by program by type of exit (Placement and retention)	Delaware JobLink
	Youth having meaningful Work-Based Learning experiences by academic program, age, employment sector, duration, etc.	Department of Education, LEAs
	Demographics by program, sector, and funding source	Delaware JobLink
	Career Pathways participation rate	Department of Education
System Level Metrics	Satisfaction of strategic industry representatives with system outcomes	Additional Survey
	Satisfaction of strategic community partners (and/or program participants)	Additional Survey
	System outcomes for clients	Delaware JobLink and fiscal reporting
	Cost per outcome (by occupation and provider)	TBD
	Number of client records captured in longitudinal data system that links secondary education to post-secondary and employment outcomes including placement and wage data	TBD

North Carolina

[NC Works](#), the WIOA administering entity housed in the North Carolina Department of Commerce, produces an [annual report](#) evaluating the performance of the workforce system. The report evaluates programs across state agencies using a set of core performance measures to offer a program-by-program look at the whole of the workforce system. Data is collected from the North Carolina Common Follow-up System, a longitudinal data system maintained by the North Carolina Department of Commerce’s Labor and Economic Analysis Division. The purpose of the report is to provide a breakdown of WIOA Title I and III program participation and outcomes over time, including programs administered by the Department of Commerce, Department of Public Instruction, Department of Health and Human Services, and the North Carolina Community College System.

Metrics used to evaluate each program in the [2024 report](#) are as follows:

- Number of program participants (new as of this year and previously enrolled)
- Percent of participants who are employed
- Average wage
- Percent of participants enrolled in public higher education or workforce development
- Percent enrolled in University of North Carolina system
- Percent enrolled in the North Carolina Community College System
- Percent enrolled in other workforce programs

Texas

The [Strategic Plan for Fiscal Years 2024 – 2031](#) published by the [Texas Workforce Investment Council](#) identifies both “formal measures” and “less formal measures” of performance for workforce programs. Agencies administering programs included in the plan are the Texas Workforce Commission, Texas Education Agency, Higher Education Coordinating Board, Juvenile Justice Department, Department of Criminal Justice, and Texas Veterans Commission.

Formal measures are defined as those which are consistent across programs administered by different state agencies and are intended to demonstrate the success of programs and services. These measures are ultimately tied to the state’s performance budget and accounting system and linked to each state agency that administers a workforce program through the performance measures contained in each agency’s biennial state strategic plan.

Four formal measures have been approved by the Governor:

- Educational achievement
- Entered employment
- Employment retention
- Customers served

Less formal measures include indicators of program effectiveness assigned to agencies based on identified goals and are tied to the implementation of the workforce system strategic plan.

Examples of less formal measures applied to agency goals in the strategic plan include:

- Number and percent of individuals enrolled in upskilling and reskilling programs
- Percent of individuals completing Integrated Education and Training (IET) programs
- Percent of program participants engaged in work-based learning
- Percent of individuals attaining short-term credentials in high-demand occupations in community and technical colleges
- Percent of veterans receiving employment assistance who self-attest to having an industry-based certification
- Number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations
- Percent of Child Care Services children enrolled in a [Texas Rising Star](#) provider's program
- Number of employers engaged in Texas Workforce Commission-funded child care expansion initiatives