



KWIB Executive Committee Meeting

MINUTES

June 30, 2025; 11:00am- 12:30pm EDT

Via Zoom

Committee Member Attendance: Johnny W. Collett, Vice Chair, KWIB and Education Attainment, and Interim Committee Chair, Organization and Resource Alignment; JC Gregory, Committee Chair, Workforce Participation; and Kim Menke, Past-Chair

Staff: Mike Yoder, Ph.D., Commissioner, Department of Workforce Development; Alisher Burikhanov; and Debbie Dennison

11:01am CALL TO ORDER / WELCOME

Johnny Collett, Vice Chair, Kentucky Workforce Innovation Board (KWIB) and of the Human Development Institute (HDI) welcomed everyone and called the meeting to order. She referred to the agenda and asked for discussion or vote around last meetings minutes. **Kim Menke** *motioned* to approve the minutes and **J.C. Gregory** *seconded*. None opposed and motion passed.

LOCAL BOARD CERTIFICATION

Vice Chair Collett shared that KentuckianaWorks had submitted their Board composition for review and asked for any discussion prior to recommending for approval to the full Board. There was no discussion. **Kim Menke** *motioned* to recommend to the full board. **J.C. Gregory** *seconded*. None opposed and the motion passed.

COMMITTEE MEMBERSHIP

Vice Chair Collett pointed to the committee membership listing provided in the meeting packet. He noted that newer members will have the opportunity to join committee work and this was a great time in which to do so as strategic objectives have been recently approved. He also mentioned that he is enjoying serving as Interim Chair of the Organizational and Resource Alignment committee but noted that a new chair will be sought. KWIB staff will be following up with newer members for committee participation and seeking a new committee chair.

Discussion was had around the importance of business engagement on each of the committees and in board leadership. **Alisher Burikhanov, Executive Director, KWIB** added that non-member employers are also participating in each of the four committees and agrees of the importance of business engagement in workforce discussions.

KWIB BUSINESS

Alisher transitioned to work being done on case studies with employers. The effort is in response to the KWIB Strategic Advance and the listening tour requests to make outreach and resources simple and available for business use. Incorporating the business perspective through case studies is a way to share the benefits of engaging in state and local area resources. The goals including building a library of general use case studies, that can inform businesses as part of an outreach opportunity. The SWATT (Statewide Workforce and Talent Team) initiative will assist in operationally sharing the stories of businesses success in working with state and local resources. Alisher asked the group for their thoughts and perspectives.

Discussion was had around the importance of identifying the issues at a local and regional level and speaking to those issues (i.e. child care assistance, setting up operations to enable populations with disabilities to work, among others). The committee shared their excitement about this outreach opportunity and building these perspectives to share among businesses.

Continuing with KWIB business, **Vice Chair Collett** lifted the discussion around **Strategic Goal Priority Measurement Activities**. Meetings are scheduled with the Kentucky Association of School Superintendents, and also with the Career and Technical Education (CTE) and Professional Standards Board (PSB) to better understand the existing structure of teacher pathways as steps to attain goals within the Education Attainment Committee to measure and address teacher shortages. Discussion was had around engaging retirees, to reenter the workforce and grow teacher pipelines.

Alisher added that work will be happening with the **Kentucky Center for Statistics (KYSTATs)** to identify metrics for each of the committee work. Some important metrics identified include identifying target growth numbers, identifying wages for occupations within key sector pathways, and understanding better the Kentucky Department of Education (KDE) lens of co-ops, "ships" and other methods of work-based learning, with a goal of housing data in one place. Additional data will include the update and confirmation of labor force participation definition.

Vice Chair Collett continued with the creation of an **Artificial Intelligence (AI) Workforce Readiness Taskforce** and asked Alisher to share more about this initiative as a follow up to the May KWIB meeting. [Minutes and information](#) from that meeting can be found on the KWIB site. The Taskforce will be co-led by Kim Menke (business) and Dr. Sun, University of Louisville, and a list of identified stakeholders was included in the meeting packet. The first meeting will be held August 7th and Kim Menke shared that they are already working with the National Governors Association staff on understanding national best practices.

The taskforce will convene through the end of the year and provide recommendations at that time. Vice-Chair Collett moved to the next agenda item.

WORK READY COMMUNITIES – NEXT GENERATION

Alisher asked **Debbie Dennison, KWIB, Deputy Executive Director**, to share an update on the initiative. Debbie shared that the consultant, TPMA, was chosen in May. She shared that the work to identify new metrics, engage stakeholders and make updates to the program for local and regional use is the goal. She shared that initial steps are to reach out to the Local Workforce Development Board (LWDB) Directors for their perspectives on important metrics. **Mike Yoder, Commissioner, Department of Workforce Development (DWD)** added that this initiative and the updated metrics will be advantageous to new or expanding businesses seeking workforce talent in Kentucky. Alisher added that he anticipates partnering with the Kentucky League of Cities (KLC) and Kentucky Association of Counties (KACo). Vice Chair Collett thanked the team for the update and asked Commissioner Yoder to provide updates from the Education and Labor Cabinet (ELC).

EDUCATION AND LABOR CABINET (ELC) UPDATES

Commissioner Yoder shared that the **SWATT initiative** continues. The SWATT Council (Commissioner Yoder, ELC/DWD; LaKisha Miller, Kentucky Chamber; and Jessie Schook, KCTCS) is meeting monthly. Workgroups around Employer Engagement, Professional Development, and State and Local Integration teams are convening.

The *Employer Engagement workgroup* has created a needs assessment that will identify a company's greatest workforce needs (staffing, upskilling, resource assistance, etc.). The *Professional Development and Training workgroup* has internal training and employer training as topics under review. Marketing strategies in engaging employers and sustainable efforts among stakeholders is being discussed. Discussion around state and local resource accessibility is key and timing to access those resources in outreach to businesses is also important (making sure to share easy access to resources when businesses need it). Of importance includes who owns the responsibility and how is the information going to be shared was of discussion.

Alisher Burikhanov will be the chair of the third workgroup, making sure to integrate the various stakeholders at the state and local levels. Once the first two workgroups have concluded their recommendations, those efforts will begin. Initial state and local integration topic will be presented to the **Education and Workforce Collaborative Board** meeting in July as part of building upon the foundation of continued efforts from stakeholders.

Commissioner Yoder emphasized the importance of **measuring the effectiveness** of this work. Metrics identifying wage increases, poverty rates and workforce participation will be foundational. Additionally, percentage of company engagement in this effort will be critical. Metrics will also include customer satisfaction (net promoter score) and partner engagement effectiveness (is the system effective to go deep and wide with requests). Executive Committee members expressed the value of this effort and the ability to shift emphasis as needed was lifted as important.

Commissioner Yoder shared that seven (7) **Workforce Talent Project Managers** (WTPM) were onboarding and being provided tools to engage employers providing them with "concierge-level" services. The managers are a part of the Office of Industry and Apprenticeship Services (formerly Office of Employer and Apprenticeship Services).

Commissioner Yoder shared the Governor's [Pre-K for All](#) Initiative and cited the benefits identified. Townhall events are being conducted to gain feedback from local areas. Commissioner Yoder asked Alisher to share additional updates. Alisher shared that **Sam Flynn, Executive Director, Pre-K for All**, will be presenting at KWIB's August Partner Spotlight.

Alisher provided updates to Statewide Reserve applications and shared that support for equipment updates to train workforce talent currently incarcerated had been funded.

Alisher also shared that collaboration between the DWD and Cabinet for Health and Family Services (CHFS) had culminated in partnerships with the [Department of Community Based Services \(DCBS\) SNAP 50/50](#) Program in East Kentucky and Northern Kentucky, and a new Access Point certification request for a DCBS location in Northern Kentucky. This partnership builds upon opportunities to meet individuals where they are and plug them into education and training resources offered by the local areas.

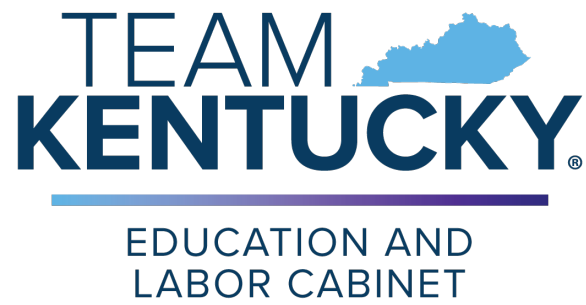
KWIB QUARTERLY MEETING PREPARATION

Alisher Burikhanov shared the plans for the upcoming quarterly board meeting which will be held on August 21st, at the Lake Cumberland Area Development District at 2384 Lakeway Drive, Russell Springs, KY; Meeting start time is 1:30pm EDT, emphasizing that is 12:30pm CDT.

A briefing packet is forthcoming that includes consent agenda items and other materials useful for the discussions of the day.

Alisher also shared that staff is working on an annual process to streamline the review of High-Demand Industry Certifications and will share more soon. He concluded by sharing the upcoming Kentucky Department of Veterans Affairs (KDVA) Job Fairs that are beginning in August and will continue each month through the end of the year.

12:30PM **ADJOURNMENT** Johnny Collett shared final appreciation. The meeting was adjourned.



KWIB Executive Committee
Meeting Briefing Packet

June 30, 2025

11:00 – 12:30 pm EDT

Zoom Meeting

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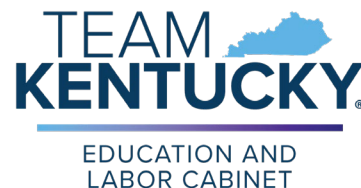


KWIB Executive Committee Meeting Briefing Packet

June 30, 2025, 11:00 - 12:30 pm EDT

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KWIB EXECUTIVE COMMITTEE

AGENDA

June 30th 2025

11:00am – 12:30pm EDT

Virtual

Join Zoom Meeting

<https://us06web.zoom.us/j/85337610624?pwd=xFnoaYlro9tlC426LRcrlcTPT5umq0.1>

Meeting ID: 853 3761 0624

Passcode: 51861

11:00am Call Meeting to Order.....*Lori Ulrich, KWIB Chair*
- Approval of 04/30/25 minutes *Fleming-Mason Energy*

11:05am Local Board Certification (Voting Required): KentuckianaWorks..... *Lori Ulrich, Chair*

11:10am Membership Committee Participation.....*Lori Ulrich, Chair*

11:15am KWIB Business.....*Lori Ulrich, Chair*
- KWIB Case Study Activity & Outreach.....*Alisher Burikhanov*
- Strategic Goal Priority Measurement Activities
 o Education Attainment.....*Johnny W. Collett, KWIB Vice-Chair, Committee Chair*
 o Baseline Data with DWD & KYSTATS.....*Alisher Burikhanov*
- KWIB AI Workforce Readiness Taskforce.....*Kim Menke, Taskforce Co-Chair*
- Work Ready Communities – Next Generation Project – Timeline
- National Governors Association Summer 2025 Billings, MT

11:45am Education and Labor Cabinet Updates.....*Mike Yoder, Ph.D., Commissioner*
- Statewide Workforce and Talent Team (SWATT) *Department of Workforce Development*
- Workforce Talent Project Management Team *Education and Labor Cabinet*
- Pre-K for All Initiative
- Statewide Reserve Projects
- SNAP 50/50 Partnership

12:15pm Preparation for 8/21 KWIB Board Meeting..... *Lori Ulrich & Alisher Burikhanov*
- Host: Cumberland Workforce Development Board, 2384 Lakeway Dr, Russell Springs, KY
- Agenda Items:
 o Consent: High Demand CTE Certifications, KCC Certifications
 o Local Board Certification
 o Meeting Highlight: Judge/Executive Luke King (Cumberland County) – Civics Club & Youth Employment Exposure
 o Draft Strategic Plan Presented
 o Work-Ready Communities – Next Generation Update

12:30pm Adjournment.....*Lori Ulrich, Chair*



KWIB Executive Committee Meeting

MINUTES

April 30, 2025; 11:00am- 12:30pm EST

Via Zoom

Committee Member Attendance: Lori Ulrich, Chair; LaKisha Miller (proxy to Beth Davisson, Committee Chair, Employer Engagement; Johnny W. Collett, Committee Chair, Education Attainment, and Interim Committee Chair, Organization and Resource Alignment; JC Gregory, Committee Chair, Workforce Participation; and Kim Menke, Past-Chair

Staff: Mike Yoder, Ph.D., Commissioner, Department of Workforce Development; Alisher Burikhanov; and Debbie Dennison

11:01am CALL TO ORDER / WELCOME

Lori Ulrich, Chair, Kentucky Workforce Innovation Board (KWIB) and of Fleming-Mason Energy welcomed everyone and called the meeting to order. She referred to the agenda and asked for discussion or vote around last meetings minutes. **Kim Menke** *motioned* to approve the minutes and **Johnny W. Collett** *seconded*. None opposed and motion passed *unanimously*.

MEMBERSHIP UPDATES

Chair Ulrich shared that Kim Humphrey's term had expired and thanked her for serving as Chair of the Organizational and Resource Alignment committee and her participation over the past three years. She shared that Johnny Collett agreed to serve as Interim Chair. She also shared that Tony Georges term has ended and welcomed two new members, Susan Hershberg and Alice Houston. Appointments to the board are made by the [Governor's Boards and Commissions Office](#).

Finally, she shared that Dianne Owen was directly impacted by the April tornado in the loss of her husband and asked for thoughts and prayers to be with her and her family.

KWIB STRATEGIC PLAN

Alisher Burikhanov, Executive Director, KWIB, shared an outline draft of objectives to the 4 goals confirmed at the two-day Strategic Advance in November 2024. He asked the committee members to review the objectives and share thoughts and comments. Further, this information would be shared at the upcoming KWIB Quarterly meeting for discussion.

Discussion included including pre-apprenticeships in the discussion of apprenticeships as a viable pathway for education attainment. While Registered Apprenticeship Programs are easier to track and analyze, other forms of work-based learning are as important and should be considered. Alisher also shared that LeeSa Page is the new Executive Director of the Office of Employer and Apprenticeship Services (OEAS) within the Department of Workforce Development (DWD).

EDUCATION AND LABOR CABINET (ELC) UPDATES

Alisher transitioned to **Education and Workforce Collaborative Board** (Collaborative) updates including that **Mike Yoder, Ph.D., Commissioner, DWD** would serve as Interim Chair.

He shared that at the recent Collaborative meeting sector discussions were had about what employers need. In light of that discussion the **Kentucky Department of Veterans Affairs (KDVA)** will be offering monthly job fairs beginning in the summer, for all interested job-seekers (in addition to military personnel) highlighting

each of the states top sectors and industries. Discussion was lifted that the monthly [KWIB Partner Spotlight](#) could also align with the focus. Additional discussion was had about the importance of continuing to communicate the alignment of state initiatives to the needs of employers and the resources available within the workforce eco-system. Alisher highlighted the work of the Council of Postsecondary Education and the recent launch of [Futuriti](#) website that educates job-seekers and employers alike on resources available and connectivity options.

Alisher shared collaboration efforts with the Cabinet for Health and Family Services (CHFS), Department of Community Based Services (DCBS). Eastern Kentucky Concentrated Employment Program (EKCEP) is partnering with the USDA funded [SNAP Employment and Training](#) partners on the "50/50 SNAP" Program (where federal funds can be shared for non-federally provided programs). Additional partnerships included the Northern Kentucky Workforce Innovation Board (NKWIB) seeking to add a one-stop location within an existing SNAP and TANF benefits provider location.

Alisher shared the Governor's office efforts towards engaging employers and the formerly-incarcerated population and acknowledged the [Governor's Council on Second-Chance Employers](#) work that is ongoing. A discussion was lifted of the importance of obtaining essential skills for populations with barriers. He shared that the DWD is facilitating a workgroup of workforce stakeholders reviewing skills that employers have identified as needing, and how to attain them. Recommendations will be provided to the KWIB for review at the May meeting.

KWIB QUARTERLY MEETING PREPARATION

Alisher Burikhanov shared the plans for the upcoming quarterly board meeting which will be held on May 15th, at the Kentucky Department of Education (KDE) building in Frankfort at 1:30pm EDT.

A briefing packet is forthcoming that includes consent agenda items and other materials useful for the discussions of the day. The primary focus of the board meeting will be around Artificial Intelligence (AI) Impact on Workplace and Workforce with a demo from the University of Louisville. Discussion was had to include the possibility of a workgroup to further analyze the impact on the workforce, post meeting.

Additionally, the meeting will review the measurements for the Strategic Plan. The Organizational and Resource Alignment Committee recommended to include the following as Foundational Return on Investment (ROI) metrics: (1) number of participants, (2) number of job placement, and (3) wages attained.

NEW BUSINESS

Alisher shared an overview of the Winter National Governor's Association Conference. He shared reviews are on-going for proposals received in response to Request for Proposals for the "Work Ready Communities – Next Generation" Project.

Alisher also shared work on-going within the SWATT (Statewide Workforce and Talent Team) Initiative. The work continues on organizing and coordinating efforts of employer engagement across workforce stakeholders. They are building the framework and accountability measures for the initiative.

Chair Ulrich shared the dates for the next Executive Committee Meeting, June 30th and the next August KWIB Meeting, August 21, 2025 to be held at the Cumberland Area Development District Office. Also mentioned was Kim Humphrey's retirement slated for July 11th.

12:23PM ADJOURNMENT Lori Ulrich shared final appreciation. The meeting was adjourned.



June 30, 2025
Executive Committee

2025 Local Workforce Development Board Certification

Local Workforce Development Areas	Certification Packet
KentuckianaWorks	Recommend

For more information on documents submitted, please review the documentation in the [Workforce Development Board Certification Google drive](#).

For more information on requirements for local workforce development board certification, please see [Policy 15-001](#).

Membership Committee Participation

KWIB Committee Membership

KWIB Board Members – Goal #1 Employer Engagement
*Beth Davisson, CHAIR / LaKisha Miller Proxy
*Lori Ulrich, KWIB Chair
*Kevin Nolan, GE Appliances
*Kevin Smith, Goodwill Industries of KY
*Ryan Holmes, EHI Consultants
*Selma Owens, Selma's Catering
*Tom Lilienthal, Novelis
Ryan Quarles, Proxy Jessie Schook, KCTCS
Secretary Jeff Noel, Proxy Brandon Combs, Cabinet for Economic Development
Judge Executive Owen McNeill, Proxy Tyler McHugh, Mason County
Todd Dunn, Proxy Stephanie Collins, UAW
KWIB Board Members – Goal #2 Education Attainment
*Johnny W. Collett, Human Development Institute, UK
George Nichols, Jefferson County Teachers Association
Dianne Owen, West Kentucky, Education Consultant
Mayor J.H. Atkins, City of Danville
Kevin Middleton, United Way of Kentucky
Senator Jimmy Higdon
Judge Executive Owen McNeill
KWIB Board Members – Goal #3 Workforce Participation
JC Gregory, CHAIR, Office of Adult Education
*Suhas Kulkarni, Business Consultant
*Todd Dunn, Proxy Stephanie Collins, UAW
Lyndon Pryor, Proxy Lisa Thompson, Louisville Urban League
Rep. Bobby McCool
Sharon Price, Proxy John Catron
KWIB Board Members – Goal #4 Resource Alignment
*Johnny W. Collett, Interim CHAIR
Kevin Middleton, United Way of Kentucky
Senator Jimmy Higdon
*Kim Menke, Business Consultant
Annis Franklin, Proxy James McFarland, Lexington Urban League
Cora McNabb, Office of Vocational Rehabilitation
Unassigned KWIB Board Members
*Adam Caswell, Gravity Diagnostics
*Alice Houston, HJI Solutions
*David Hall, CSX Corporation
*Heidi Margulis, Healthcare Executive
*Susan Hershberg, Wiltshire Pantry
*Robert Shelton, IBEW Local 369

**Indicates business representative*

KWIB Business

KWIB Case Studies & Snippets for Strategic Plan

Business

1. Novelis: metals company in West KY, KWIB member, apprenticeship sponsor
2. Masonic Homes: healthcare, implements support for employees for retention and attraction (ex: phone plans & bus passes)
3. Interapt: small tech businesses, apprenticeship sponsor, hires untapped talent pool and trains for good jobs
4. Toyota: demonstrating all the various work-based learning opportunities
5. Jim Beam: bourbon apprenticeship, always a good highlight of Kentucky's "spirit" of apprenticeship – provides the opportunity to demonstrate wide use.
6. UPS: utilization of educational pathway via Everybody Counts
7. Baptist Health: tuition reimbursement, career pathways
8. CSX: railroad company, KWIB member, focus on hiring veterans
9. GE Appliances: KWIB member, focus on hiring immigrants/refugees, English language programming
10. Appalachian Regional Health (ARH): eastern KY hospital that utilizes multiple services

Labor Organizations

1. IBEW Local 369: electrical workers, KWIB member, apprenticeship sponsor, technical teacher pipeline
2. KY State Construction and Building Trades Council: hiring reentry population via Iron Workers Local 70

Education

1. Garrard County Schools: teacher apprenticeship
2. Early Childhood Center: will pick eastern KY, focus on early childhood apprenticeship

Nonprofits (all KWIB members)

1. United Way: demonstrate work in assistance with childcare
2. Louisville and Lexington Urban Leagues: demonstrate work in assistance of housing
3. Community Action: demonstrate work in assistance with transportation
4. Goodwill: demonstrate providing on-the-job experience

Untapped Talent: Creating Career Pathways for Non-Native English Speakers and Refugees

KWIB Case Study: GE Appliances' Every Voice Program

Executive Summary: GE Appliances, located in Louisville, KY, launched the Every Voice program in 2022, during a time of critical talent need. The program is focused on providing non-native English speakers and refugees a career path at GE Appliances. After nearly two years of the program, GE Appliances has hired more than 400 individuals in the program and achieved a 72% retention rate. The success of the program can be traced to the intentional support systems that the company has put into place from new hire orientations and document translations to hiring dedicated ambassadors that help employees navigate their first few weeks on the job. Beyond that, the company also offers English as a Second Language (ESL) classes in partnership with Jefferson County Public Schools Office of Adult Education.

Company Background: In 1953, GE Appliances shipped its first appliance – a dryer – from its Appliance Park headquarters in Louisville, Kentucky. Over the past 70 years, Louisville has been the headquarters for the company. Appliance Park is the company's largest manufacturing site with five factories, research and development center and the hub for innovations that shape how American families live. Today, the company employs more than 8,000 people in Louisville with a June 2025 announcement that it will be adding 800 more jobs to the global headquarters.

Workforce Challenge: During the pandemic and in the years following, millions of workers were on the sidelines, and recent studies predict that 2 million manufacturing jobs could go unfilled over the next decade. GE Appliances realized the need for new recruitment channels to bring a wider talent pool to fill necessary production roles.

Initial Steps: The workforce challenges GE Appliances faced occurred at the same time its HR team was revamping the hiring page on the website. The company saw an opportunity to build on its relationship with Kentucky Refugee Ministries (KRM), a Louisville refugee resettlement agency, to reach out to the city's growing Spanish-speaking population. By updating the website to add a Spanish-language option, the company was able to more easily attract some of the 14,000 Cubans that have arrived in the last two years.

As evidence of the success of such outreach efforts, a recent plantwide survey showed that 40 different languages are spoken on the GE Appliances manufacturing floor and 20 different languages by the salaried workforce.

Proposed Solution: GE Appliances Developed a process to attract, onboard, retain, and create career pathways for non-native English speakers.

In March 2022, the first 40 individuals from Afghanistan were brought in with help from KRM and Catholic Charities. GE Appliances describes this approach as taking a chance during a time of a great need for talent.

In April 2022, Spanish-language hiring began and KRM sent a group of Spanish-speaking individuals.

In September the program was coined as Every Voice.

Immediate Challenge: Within the first cohort of employees, GE Appliances saw that the new employees needed ongoing language support. The company had been using independent contractors as interpreters,

KWIB Case Study: GE Appliances' Every Voice Program

but soon noticed that new employees had found a different opportunity to overcome the language barriers. New employees turned to an existing employee who spoke Dari and Pashto, two of the primary languages of Afghanistan, and English. This led the company to see the importance of having cultural intermediaries on staff who can help meet the needs of the new arrivals and work to identify their skills and talents to help them be successful.

Development of the Ambassador Role: The ambassador role was officially created in July 2023, to support all new production team hires regardless of language skills. Four of the 10 ambassadors are bilingual and dedicated to supporting Every Voice program participants across all shifts; three speak Spanish and one speaks Swahili/Kinyarwanda. Each Every Voice Ambassador is a full-time employee and all of them were promoted from the existing workforce.

Addressing Language Barriers: GE Appliances quickly understood that employees must possess at least an intermediate-low level of English to be able to understand basic work requirements and implemented the [CASAS assessment](#) to evaluate Every Voice participant's language skills.

Once the Jefferson County Public Schools (JCPS) Office of Adult Education completes the assessment of the potential applicant, the individual is invited to a 2.5 hour pre-orientation session where basic company information is delivered in their native language by the Every Voice Ambassadors. This includes information on the layout of GE Appliance Park, parking, the gate entry process, and other basic information so that employees are prepared for the official orientation.

Developing English-language Learner Talent: GE Appliances has chosen to provide further support to its workforce of English language learners by integrating onsite English courses provided by JCPS Adult Education. Courses are offered in the morning and afternoon with a focus on vocabulary most pertinent to the jobs in the manufacturing plant as determined by the HR team. This includes relevant safety, medical, and manufacturing terms, words for various parts, and work-related action words. Employees who complete the onsite English program are celebrated at a recognition ceremony attended by their family members and GE Appliances' leaders.

Employees who demonstrate high proficiency in English are encouraged to use the full-tuition reimbursement benefit and take additional English and other courses at the Jefferson Community and Technical College.

Retention Results: Since the program's inception in February 2022, more than 400 individuals have been hired by the Every Voice program with a retention rate of 72%.

Innovative Practices: Seeing the success in utilizing community partners to teach English, the GE Appliances HR team surveyed the native English-speaking workforce and found that many were interested in learning Spanish. A one-day pilot program was launched that used the same process of identifying critical vocabulary that can be learned in Spanish. Participants went through a three-hour Spanish class that not only better connected them to their Spanish-speaking team members, but also opened their eyes to the difficulty the new arrivals likely had in learning English, creating a more empathetic team. All who took the class were provided with resources and class content to continue their learning.

KWIB AI Workforce Readiness Taskforce

Taskforce Co-Chairs: Kim Menke And Dr. Jeffrey Sun

AI Taskforce

Business

Name	Affiliation	Email
Kim Menke	Provision Process Solutions	kim.menke@provisionprocesssolutions.com
Alice Houston	HJI Solutions	ahouston@hjisolutions.com
LaKisha Miller	KY Chamber Foundation	lmiller@kychamber.com
Jose Luis (Pepe) Lopez	GE Appliances, a Hair Company	joseluis.lopez@geappliances.com
Suhas Kulkarni	Kauffman FastTrac	suhas@kulkarni.biz
Johnny W. Collett	University of Kentucky Human Development Institute (HDI)	johnny.collett@uky.edu
Ankur Gopal	Interapt	agopal@interapt.com

Labor

Name	Affiliation	Email
Stephanie Collins	United Automobile Workers of America (UAW)	starlynn615@gmail.com

Education

Name	Affiliation	Email
Dr. Jeffrey C. Sun	UofL College of Education & Human Development (CEHD)	jeffrey.sun@louisville.edu
Dr. Leslie Sizemore	Counsel on Postsecondary Education (CPE)	leslie.sizemore@ky.gov
Cathy Hoehn	Kentucky Department of Education (KDE), Career Technical Education (CTE)	cathy.hoehn@education.ky.gov
Nathan Lyttle	Kentucky Department of Education (KDE)	nathan.lyttle@education.ky.gov
Justin Browning	Barren Co. Schools	justin.browning@barren.kyschools.us
Dr. JC Gregory	KY Adult Education (KYAE)	john.gregory@ky.gov
Dr. Rick Jones	Kentucky Community & Technical College System (KCTCS)	roderick.jones@kctcs.edu

Government

Name	Affiliate	Email
Brandon Combs	Cabinet for Economic Development	brandon.combs@ky.gov
Sam Keathley	Kentucky Center for Statistics (KYSTATS)	samuel.keathley@ky.gov
Travis Winkler	Eastern Kentucky Concentrated Employment Program (EKCEP)	twinkler@ekcep.org
Rachel Adams	Bluegrass Workforce Development Board	Radams@bgadd.org
Brittany Layne	Kentucky Career Center / TENCO Workforce Development Board	Brittany.layne@ky.gov
Hilary Writt	Kentucky Department for Libraries and Archives	Hilary.writt@ky.gov

Non-Profit

Name	Affiliate	Email
Jamie Goodpaster	Louisville Urban League	jgoodpaster@lul.org
Chabela Sanchez	Louisville Urban League	csanchez@lul.org
Camisha Powell	Community Action Council	camisha.powell@commaction.org

Kentucky Labor & Education Cabinet Work Ready Communities Next Generation Project Launch

1. **Introductions**
2. **Project Goal:** Modernize Kentucky's Work Ready Communities program, processes, and resources to align with current workforce needs and economic realities of regional economies. Communicate updated model widely with the business, workforce, and economic development communities.
3. **Review Project Plan and Timeline** (below)
 - a. Taskforce: Has this been convened yet? Contact List? Frequency? *when the objectives were created , we did convene a group that we will again call on at appropriate time (after metrics are lifted up) - task force can verify.
4. **Next Steps**

Kentucky Work Ready Communities – Next Generation		
Task	Comments/Questions	Due
1. Design Metrics		8/29/25
Conduct document review and review data from KYSTATS, BLS, and Local Workforce Reports *using the strategic objectives, tell US what metrics should be used for future “next gen” analysis	Documents requested: Credential tracking? Supply and demand of skills Childcare, transportation, housing *Find and analyze Data review by workforce partners	
Conduct Focus Groups and Interviews (to identify appropriate metrics. *Develop what questions to ask diff groups - should be about what are the measures and thresholds for certification.	Stakeholders to include: *Local Workforce Dev Areas (Boards) - first (we can facilitate)	

<p>(**need to identify specific questions to identify important metrics per group and need to be able to point back to the collaboration with SMEs on metrics decided upon)</p>	<p>KY Assoc. Of Manufacturers (skills gaps? Other industry associations / healthcare, ed, trades, etc.) KY Chamber (?) training academies insights? Business perspectives KY Assoc. Of Counties? KY Council of Area Dev. Districts KY College System / KCTCS KY Hospital Association KAED</p> <p>(Talent Ready Strategy) KY Housing Corporation (housing) Governor's Office –Childcare (childcare), local and state level stakeholders Comm Action (transportation), etc. Broadband (Megan Sandfoss) GLI, NKY Chamber (Talent Attraction)</p>	
Develop and Validate Metrics		
Deliverable: Finalized metrics with definitions		
2. Kentucky Community Examples		8/29/25
Identify communities that have demonstrated significant improvements in employment outcomes and business attractions	<p>Key Focus:</p> <ul style="list-style-type: none"> • Workforce-aligned ed. Programs • Innovative approaches to WBL 	

	<ul style="list-style-type: none"> • Community led – untapped talent pipelines • Creative strategies to address barriers 	
Conduct virtual site visits and interviews with identified communities		
Deliverable: Comprehensive report		
3. Update Certification Process		10/31/25
Review and refine the application process	Key Focus: <ul style="list-style-type: none"> • Barriers to participation • Gaps in documentation • Streamlining opportunities • User friendly experience 	
Develop a revised application with program details, requirements, and data sources		
Design templates and toolkits to support applicants		
Conduct stakeholder feedback sessions to ensure usability.		
Deliverable: Revised application, template, and toolkit		
4. Website Enhancements		12/22/25
Assess current dashboard and make recommendation	Key focus: <ul style="list-style-type: none"> • Redesigned homepage • Progress tracking feature 	

	<ul style="list-style-type: none"> • Interactive dashboard • Enhanced mobile responsiveness • Integration of case studies and best practices <p>How does the website support the larger mission of the organization?</p> <p>How does it tie things together?</p> <p>What are some of the objectives, accessibility, and ADA compliance needs for the website?</p> <p>What are the marketing objectives after the site's built (e.g., SEO, Google Ads, driving traffic)?</p>	
Develop content updates including data visualization tools		
Conduct usability testing with stakeholders and then revise as needed.		
Deliverable: Enhanced website		
5. Develop Incentives, Rewards and Technical Assistance Strategies		
Define and structure an incentive program.		1/30/26
Design a Technical Assistance framework to include workshops, webinars, and coaching sessions.		1/30/26

Develop a resource library for applicants incorporating templates, best practices and case studies.		2/28/26
Deliverable: Incentive program, framework, and resource library		
6. Create Marketing & Outreach Strategy		3/31/26
Create print and digital materials	Where would assets (such as stock photography or content) come from?	
Develop orientation and informational video		
Organize community events and workshops		
Implement a strategic social media and digital outreach campaign	What other initiatives are you doing, such as podcasts or videos, that could supplement marketing and SEO?	
Collect stakeholder feedback and refine outreach strategies		
Deliverable: Marketing materials, video, event schedule, and campaign		
7. Report Submission and Evaluation		4/30/26
Submit comprehensive report summarizing deliverables and findings with best practices		
Submit recommendations for ongoing improvement.		
Present results to the KY Workforce Innovation Board and DWD		

Preparation for 8/21 KWIB Board Meeting

2025–2026 High-Demand Industry Certifications

Local Workforce Development Area (LWDA) Input & Review Process

Background: Per [KRS 158.6455](#), specifically (1)(e)

Based on data from the Kentucky Center for Education and Workforce Statistics, each local workforce investment board, in conjunction with local economic development organizations from its state regional sector, shall annually compile a list of industry-recognized certifications, licensures, and credentials specific to the state and regional workforce area, rank them by demand for the state and regional area, and provide the list to the Kentucky Workforce Innovation Board. The Kentucky Workforce Innovation Board, in conjunction with the Kentucky Department of Education, may revise the lists before the Kentucky Department of Education disseminates the lists to all school districts to be used as postsecondary readiness indicators.

[The 2025-2026 listing of proposed High Demand Certification can be found here](#)

2025 Data Collection Process

1. Each LWDA was asked to identify **High-Demand certifications** based on regional employer feedback.
2. Submissions were accepted in two formats:
 - a. **Excel Spreadsheet Templates**
 - b. **PDF/External Documents**
3. Some submissions were partial or required interpretation due to formatting.

Integration Method

1. All LWDA inputs were incorporated into a **central master spreadsheet**.
2. Each LWDA received a dedicated column indicating “HD” designations.
3. For PDFs, hyperlinks to original submissions were included in the spreadsheet.

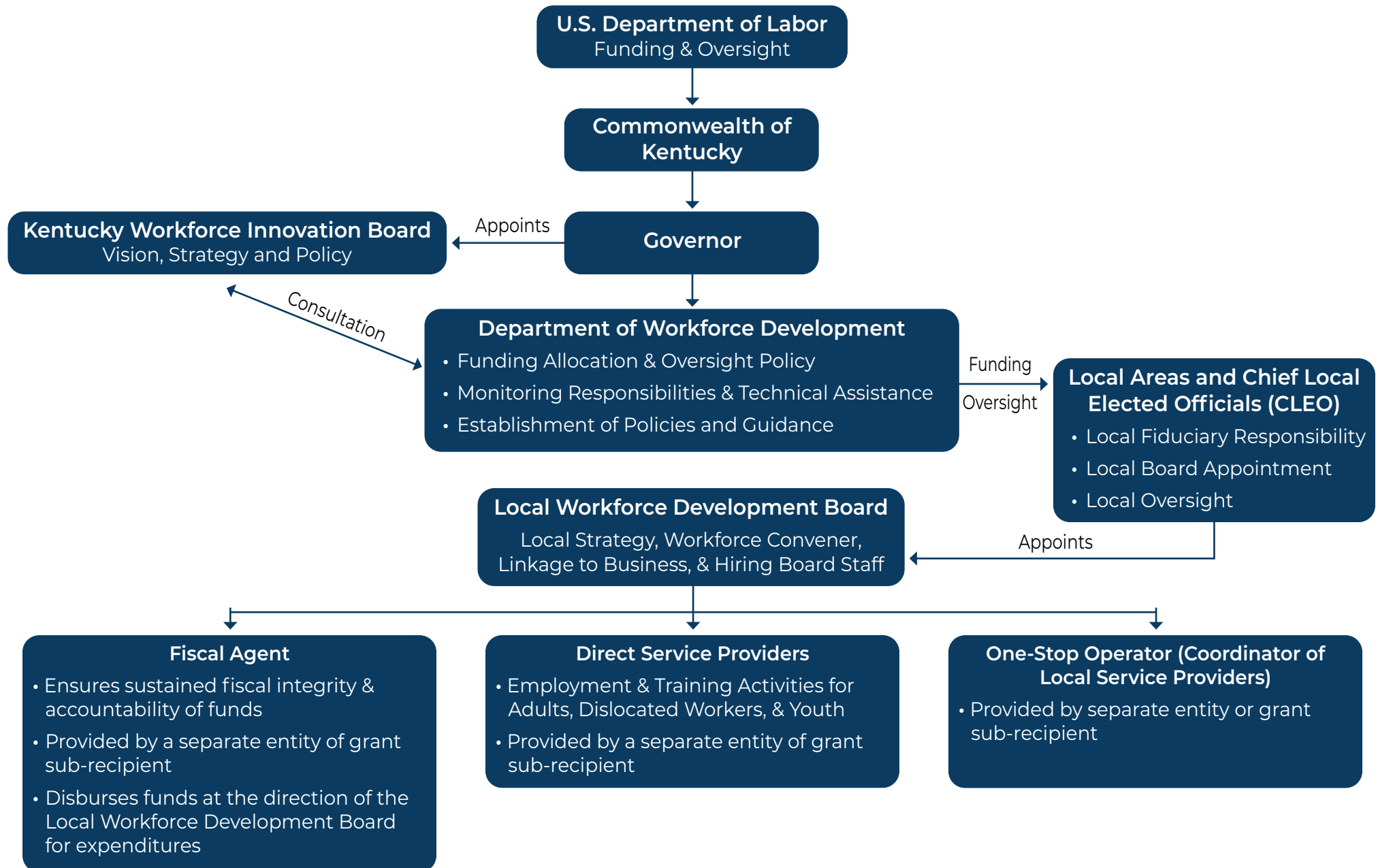
Result: a consolidated statewide view reflecting both statewide and region-specific certification demand.

LWDA Variability

- Some boards included **detailed employer feedback** and **multi-tiered demand levels**.
- Certifications were marked as:
 - **Very High / High Demand /Medium / Low Demand**
- These distinctions were streamlined into the binary HD/non-HD framework for consistency.

Appendix

WIOA Title I: Adult, Dislocated Workers and Youth Kentucky Governance



REGISTER NOW

Virtual Job Fair

Join us for the Commonwealth of Kentucky's Virtual Job Fair, featuring an exclusive opportunity to connect with multi-sector employers – such as Humana, Nucor Tubular Products, Starbucks, the University of Kentucky, and others—as well as job seekers from across the commonwealth. This is your chance to explore exciting job openings and take the next step in your career. Don't miss out—register today and start your journey with the Commonwealth of Kentucky.

Date: Wednesday, July 16, 2025

Time: 10:00 A.M. – 1:00 P.M. EDT

Schedule:

- 10:00 A.M. – 11:00 A.M. - Veterans & Military Families
- 11:00 A.M. – 1:00 P.M. - Open to All Job Candidates

This event is completely free for both employers and job seekers, providing an excellent opportunity to connect and explore career opportunities.

Future virtual job fairs will take place on the third Wednesday of each month in 2025. Here's a preview of the upcoming dates:

- August 20, 2025
- September 17, 2025
- October 15, 2025
- November 19, 2025
- December 2025 – no virtual job fair
- January 21, 2026
- February 18, 2026



**EMPLOYERS
SCAN THE
QR CODE TO
REGISTER.**



**JOB-SEEKERS
SCAN THE
QR CODE TO
REGISTER.**



**TEAM
KENTUCKY**

KENTUCKY DEPARTMENT
OF VETERANS AFFAIRS

Questions? Contact Everett Bracken at 502-650-5283 or by email at everett.bracken@ky.gov.



**SAVE
THE
DATE!**

4th Annual

Veterans Employment & Training Symposium (VETS)

November 3, 2025

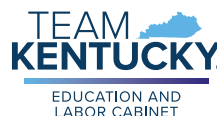
10 a.m. - 3:30 p.m. EST

**Kentucky Community & Technical College System Office
300 N. Main St., Versailles, KY 40383**

Limited seating is available. There is no charge to attend.

Sponsorship Opportunities Available.

Please email Kendrah Pearson at
kendrah.pearson@kctcs.edu.



TEAM KENTUCKY FORWARD

WORKFORCE DEVELOPMENT STRATEGIC PLAN



GOAL:
**EMPLOYER
ENGAGEMENT**

PRIORITY 1

Work-based learning:
expand, scale and improve
(business perspective)

PRIORITY 2

Growing talent pools for
business hires

PRIORITY 3

Unified business services:
statewide workforce and
talent team



GOAL:
**EDUCATION
ATTAINMENT**

PRIORITY 1

Work-based learning:
expand access to earn and
learn opportunities (learner
perspective)

PRIORITY 2

Growing the teacher pipeline

PRIORITY 3

Expansion of access and
achievement in education
for all Kentuckians



GOAL:
**WORKFORCE
PARTICIPATION**

PRIORITY 1

Addressing barriers to
employment and solutions

PRIORITY 2

Employment best practices
- a worker perspective

PRIORITY 3

Addressing barriers
to hiring - a business
perspective



GOAL:
**ORGANIZATION
& RESOURCE
ALIGNMENT**

PRIORITY 1

Common Return on
Investment (ROI) metrics

PRIORITY 2

Continuous focus on supply
and demand

PRIORITY 3

Continuous organizational
collaboration

Goal #1: Employer Engagement

As a business led board, employer engagement is of a critical importance, highlighting the opportunity for businesses across the commonwealth to play an active role in the impactful work of getting individuals to good jobs and hiring, training, and developing worldclass talent. Of critical value to the workforce development system in engaging business involvement is to provide tools, resources, and solutions that are simple, easy to understand, and actionable with the appropriate government technical assistance available to support engagement.

Priority #1: Work-Based Learning (Business Perspective): Expand, Scale, and Improve

Strategic Action: Develop Business-to-Business WBL Guide & Best Practices (ex: 5 steps to starting apprenticeship; 5 steps to hiring WBL high schoolers; 5 steps to utilize government-based on-the-job training incentives; 5 steps to hiring WBL postsecondary learners). Key partners include business and industry associations in disseminating information and providing ongoing feedback.

Qualitative Metric:

Immediate Measurement (within one year): completed guides on:

- (1) Pre-apprenticeships, youth apprenticeships, and registered apprenticeships
- (2) HS internship/co-op
- (3) WIOA/government on-the-job training
- (4) Postsecondary internship/co-op
- (5) business or industry WBL/apprenticeship models

Midterm Measurement (within two years): utilization of WBL guides across businesses through assessment of industry associations; improvement where necessary based on feedback.

Longterm Measurement (within four years): Document success case studies, measure the increase of WBL opportunities based on qualitative analysis from industry association.

Quantitative Metric Measurement:

Registered Apprenticeship growth will be measured quarterly and annually, analyzing baseline numbers for new apprentices, active apprentices, and program completers, and demonstrating the last three-year and four-quarter trends.

- Number of companies participating in Registered Apprenticeships
- Number of active apprentices
- Number of apprenticeship programs
- Entry vs. completion wages
- Program retention rate (percentage of apprentices who complete the program)
- Job retention rate (percentage of program completers still employed 12 months post-completion)

Priority #2: Growing Talent Pools for Business Hire

Strategic Action: Grow access to all talent pools by leading with skills and widening avenues to hiring Kentuckians.

Qualitative Metrics (with Quantitative Metric of # of Case Studies Produced):

Immediate Measurement (within one year): five case studies in skills-first widening of talent pools; five case studies per year at minimum.

Midterm Measurement (within two years): utilization across businesses through assessment of industry associations; improvement where necessary.

Longterm Measurement (within four years): increase of employment opportunities based on qualitative analysis from industry association.

Priority #3: Unified Business Services: Statewide Workforce and Talent Team

Strategic Action: Streamline systems, processes, and services to manage state, regional, and local relationships across the workforce and education ecosystem for better, more coordinated service delivery.

Qualitative Metrics (with Quantitative Metric of Milestones Reached):

Immediate Measurement (within one year): Develop a SWATT Framework, including launch of a common needs assessment, workforce planning templates, and a framework for streamlined relationship management.

Midterm Measurement (within two years): State and local integration with the implementation and assessment of progress, identification of challenges, and scaling expansion to more local workforce development areas.

Longterm Measurement (within four years): development of a statewide unified business services training model with standardized resources and a train-the-trainer framework to support continuous improvement in creating the “Kentucky Unified Business Services Professional.”

Goal #2: Education Attainment

Education attainment in the commonwealth is of great importance individuals to reach their full career potential; to create an environment of growth across the entire education continuum from preschool to adult learners; to reach the statewide focus of having 60% of Kentuckians with a postsecondary credential by 2030; and to further attract global investment in the commonwealth by demonstrating the worldclass potential of Kentuckians. It is of importance to recognize the development of technology and its impacts on education, the general demographic decline in population, the limited potential of growing the educator workforce due to stagnate wages, and critical need of investments in early childhood education to equip young Kentuckians with foundational skills.

Priority #1: Work-Based Learning (Learner Perspective): Expanding Access to Earn and Learn Opportunities

Strategic Action: Create seamless opportunities and expand options for learners to engage in WBL by developing clear explanations of commonly used terms, accessing available funds, and establishing a network of WBL experts that support learners.

Qualitative Metrics (with quantitative metrics as milestones reached):

Immediate Measurement (within one year): Gather data of WBL outcomes as it relates to postsecondary attainment (CPE/KYSTATS data) & employment; including subpopulations outcomes.

Midterm Measurement (within two years): Create informational definitions for internships, mentorships, job shadowing, work exposure, registered apprenticeships, etc.

Midterm Measurement (within two years): Research and maximize opportunity with tuition reimbursement – number of employers providing tuition assistance (used and unused); Provide case studies of best practices for employers & learners to increase awareness and encourage taking advantage of these opportunities.

Midterm Measurement (within two years): Launch a statewide network of experts on WBL, specifically with Career & Technical Education (CTE) across Kentucky school districts.

Longterm Measurement (within four years): Measure and report on utilization of created materials based on learners involved, businesses with WBL growth, and number of WBL experts across Kentucky supporting CTE students.

Priority #2: Growing the Teacher Pipeline

Strategic Action: Establish a strong and accessible educational foundation for the next generation of educators. Growth of educators involves an understanding and awareness of current statewide and regional needs, creative and innovative strategies to attract dedicated professional into education as “next-career” opportunity, and marketing all possible pathways.

Qualitative Metrics (with Quantitative Metric of Milestones Reached):

Immediate Measurement (within one year): Collaboratively examine data on teacher demand statewide and regionally; focusing on demand for K-12, CTE, and postsecondary technical instructors; additionally, gather data on the demand for early childhood educators

Immediate Measurement (within one year): Research and create a guide to qualifications requirements to be a technical instructor in the commonwealth; from K-12 CTE instructors, KCTCS technical instructors, government technical instructors (example Department of Corrections), registered apprenticeship instructors, and other opportunities.

Midterm Measurement (within two years): Increase awareness and understanding of future educators and technical instructors regarding the full spectrum of opportunities and options to enter the education sector.

Longterm Measurement (within four years): Measure annually the enrolled and graduated students in various education pathways (K-12, postsecondary institution, registered apprenticeship, etc.); measure annually number of instructors across the education spectrum; and strive for growth based annual trends

Priority #3: Expanding Access & Achievement in Education for All Kentuckians

Strategic Action: Ensure all Kentuckians can achieve across the educational spectrum including credentials earned, WBL opportunities, early postsecondary opportunities (such as dual credit), and employment.

Quantitative and Qualitative Metrics:

Immediate Measurement (within one year): Present state and regional baseline data on access and completion of dual credit opportunities, CTE completions, engagement and completion of WBL, postsecondary entry and achievement, and employment; the data should include disaggregation categorized by learners.

Midterm Measurement (within two years): Increase awareness and understanding of stakeholders on gaps related to achievement, opportunity, and expectations, best and promising practices, and the importance of engagement with employers throughout.

Longterm Measurement (within four years): Measure impact from baseline numbers collected to annual data gathered to understand the impact of implementing best practices.

Goal #3: Workforce Participation

Workforce participation is the strategic approach to providing access to high demand career fields for working-age Kentuckians to maximize opportunities to align the right person with the right knowledge, skills, and abilities with the right employment options. Workforce Participation is a leading indicator that impacts the future Labor Force Participation Rate. Workforce Participation represents the talent acquisition, development, and management processes in support of increasing the depth, skill, acumen, and flexibility of the workforce to meet the demands of emerging employment trends and priorities across the commonwealth to include, but not limited to, barrier mitigation and deployment of support services to promote employment sustainability and career advancement. Workforce Participation strategies in conjunction with educational attainment and employer engagement on increasing the current Labor Force Participation Rate for Kentucky.

Priority #1: Addressing Barriers to Employment & Finding Solutions

Strategic Action: workforce participation is critically connected to experience of job-seekers and workers; emphasis is placed on the individual as the “center-of-gravity” through the approach of understanding barriers for those unemployed, underemployed, and seeking employment opportunities.

Quantitative and Qualitative Metrics:

Immediate Measurement (within one year): Conducting focus groups of individuals that are unemployed, underemployed, and seeking employment. Written analysis will lead to the overarching themes in the barriers to employment from the individuals’ perspective.

Midterm Measurement (within two years): Analyze baseline data in the barriers to employment that are impacting all Kentuckians: access to childcare, reliable transportation, and affordable housing. Data will reflect statewide and regional perspectives, with best practices gathered from successful approaches.

Longterm Measurement (within four years): Growth of public-private partnerships that address the barriers of employment. Growth of number of programs and individuals that have successfully increased access and opportunity to employment, while reducing barriers to employment.

Priority #2: Employment Best Practices, a Worker Perspective

Strategic Action: leveraging information gathered in overcoming unemployment, underemployment, and career growth; best practices will be used to grow career access and opportunities through the partnership between organizations that serve Kentuckians with barriers to employment and employers that have strategically embraced growth talent pipelines.

Quantitative and Qualitative Metrics:

Immediate Measurement (within one year): Development of case studies on overcoming unemployment, underemployment, and career growth; at least three per category.

Immediate Measurement (within one year): Development of case studies from organizations that serve individuals with barriers to employment; gathering of participants, placements, wages, and retention data points to demonstrate value to potential employers.

Midterm Measurement (within two years): Available statewide and regional supportive services established that address barriers to employment.

Longterm Measurement (within four years): Growth in individuals attaining employment by the utilization of services, best practices, and stronger employer involvement; base line quantitative data will be measured against annual updates on labor force participation rate, in addition to, wages, placements, and retention.

Priority #3: Addressing Barriers to Hiring, a Business Perspective

Strategic Action: Critical to the workforce development formula is employer willingness to hire, train, and develop all potential talent. Having a constant pulse check on employer perspective in hiring, development, training, and skills required will be conducted.

Qualitative Metrics (with industry pulse check):

Immediate Measurement (within one year): creation of a simple survey administered to industry associations (starting with Kentucky's top industries) regularly to keep track of challenges and barriers to employment, training, and development; similar data points gathered on benefits and quality of job indicators.

Midterm Measurement (within two years): ongoing analysis of data points gathered that can be shared regularly with stakeholders.

Longterm Measurement (within four years): ensuring proper response to the information gathered from the regular pulse check is addressed among government and nongovernmental stakeholders that serve individuals with employment barriers.

Goal #4: Organization and Resource Alignment

As the culmination of all workforce development efforts across the commonwealth, it is of great importance for system alignment, continuous collaboration, cross-government partnerships, and serving individuals and employers at the highest impact level possible. Such alignment requires common metrics to measure progress, ongoing friendly criticism, and encouragement to flexibly serve all customers of the workforce development ecosystem.

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

Strategic Action: a creation of common ROI metrics that are easily understood by businesses and all stakeholders is critical in reviewing snapshot and long-term analysis. The common metrics include number of participants, job placement, 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.

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

Longterm 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 & skills employers have compared to the supply of talent produced by training and education partners.

Quantitative Metric:

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

Midterm Measurement (within two years): analysis of supply and demand with wages, opportunities, and career ladders in the specific top sectors.

Longterm 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 (or braided) 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).

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

Longterm 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.