

**KENTUCKIANAWORKS BOARD MEETING
GREATER LOUISVILLE WORKFORCE DEVELOPMENT BOARD
Thursday, January 28, 2021
8:30 A.M. – 10:00 A.M.
Zoom virtual meeting**

Members Present: Caitlin Blair, David Bizianes, Eric Friggle, Firas Hamza, Harold Reynolds, Jackie Beard, Jenny Lampton, John Archer, Jonathan Westbrook, Lisa Thompson (proxy for Sadiqa Reynolds), Dr. Marty Pollio, Michael Hesketh, Neal Cotton, Rebecca Fleischaker, Roger Cude, Sarah Davasher-Wisdom, Stacey Wade*, Tom Quick, Tony Georges, Dr. Ty Handy, Willie Byrd

Welcome and Greetings – *Chairman Tony Georges*

Mr. Georges thanked the attendees for joining the meeting this morning.

Welcome to New Representative for the Mayor: Rebecca Fleischaker – *Tony Georges*

Mr. Georges introduced Ms. Fleischaker. She said she and Mr. Gritton have known each other around twenty years now, dating back to the Mayor Armstrong days. She was happy to be on the Board, as workforce is a huge part of what Metro does and a big component of the city's success. She serves as the city's economic development director and co-chief of Louisville Forward.

Vote Needed: Review and Approve the Minutes of the November 2020 Board Meeting and the October 2020 Strategic Planning Retreat – *Tony Georges*

A slight correction has been made to the November minutes (one "Mr." Reynolds to "Ms." Reynolds). A motion to approve the minutes from the October and November meetings was made by Mr. Archer, seconded by Mr. Quick. The minutes were approved with no objections.

Vote Needed: Review and Approve the Annual Audit for Kentuckiana Works for Fiscal Year 2020 – *Bill Meyer, Strothman and Company*

Mr. Gritton briefly explained how KentuckianaWorks and the KentuckianaWorks Foundation are separate entities. The Foundation Board already had their audit presented to them, so this item is to present the KentuckianaWorks audit to the KentuckianaWorks Board. The Board received a 62-page document; that was perhaps longer than it should have been, but Mr. Meyer emphasized governmental accounting standards require a lot of detail and attention. There were a couple of things in the audit he wanted to point out specifically. Governmental / fund accounting is the main part of the organization, found on pages 11-13 of the document. KentuckianaWorks' assets and liabilities equal each other, with zero equity. The organization's income and expenses equal each other, so there is zero net income; that is exactly how it should be for a pass-through entity like KentuckianaWorks. The funds have been used the way they were supposed to have been used. There is certain federal criteria KentuckianaWorks has to meet, and everything was clean. The only big change this year was a change in the financial professionals that lead Kentuckiana Works (e.g., Jennifer Novak to Lori Hiser), but it went well. Mr. Meyer praised Mr. Gritton for getting involved and rolling up his sleeves as much as he did.

Mr. Gritton gave kudos to Ms. Hiser and the rest of the fiscal team for stepping up unexpectedly in light of the staffing changes, the COVID-19 pandemic, and so on. He also thanked Mr. Meyer and his team. Mr. Georges said he skipped right to page 48, the findings and conclusions. He was very pleased and confident after receiving what he came to expect from KentuckianaWorks: a clean report.

A motion to approve the audit was made by Mr. Cotton and seconded by Mr. Cude. The audit report was approved by the Board with no objections.

Vote Needed: Review and Approve the Consent Agenda from the Program Oversight Committee – *Mike Hesketh & Cindy Read*

Ms. Read described how Christy Ralston had to leave the Committee due to her new job at Norton. Mr. Hesketh stepped up as the Committee Chair in her place. Jessie Schook from GLI also moved on to a new job, and Christine Tarquinio was introduced as her replacement.

Ms. Read then drew attention to the technology report and changes from April. Computers used to be excluded from supportive services, which she said now seems really crazy looking backwards. Even though KentuckianaWorks could not find examples of any other boards doing it, the Board and staff strongly felt it was time to make that change. At the time of the vote, the Board asked for a six-month checkup. Ms. Read said she felt really good about the change so far. Fifteen participants received a computer, and all were progressing toward their goals. Another provision was a strengthened ability for programs to loan out computers. 55 loaner laptops were issued and served 62 unique customers; at the time of the survey, only two had been lost. Staff are still working to get those back.

Ms. Read discussed two important action items regarding upcoming Requests for Proposals, with a reminder that federal regulations prohibit KentuckianaWorks from providing direct services.

1. RFP for youth programs – All youth programs are currently under the Kentucky Youth Career Center (KYCC) umbrella in Louisville. This contract is now held by JCPS Adult Education. The idea is to pull these services out separately, where bidders could bid on the whole range of services or on just one:
 - a. A focus on work-based learning, training, and post-secondary education.
 - b. Young adults experiencing homelessness (currently a federal grant)
 - c. Young people who are justice-involved (i.e., ReImage).
 - d. Mental and behavioral health, especially in light of the COVID-19 pandemic.

The total amount is not to exceed \$1,155,000. An array of funding exists: WIOA allocation, two federal grants (from HUD and DOL), and city funding (for ReImage). This RFP is expected to be released the week of February 22 and due by March 29.

2. RFP for employer services – A number of positions exist in current contracts to provide employer services. The idea is to bring those positions under one contract, to describe the entire portfolio of services provided. This would be funded by redistributing funds from some existing contracts and other ideas being discussed with the state. The RFP is not to exceed \$700,000. It is expected to be released around March 5 and due April 9.

Mr. Hesketh believed the approach being taken was excellent, particularly the timeline for bids (scheduled so the RFPs will not conflict). He felt this was the time to get the proposals in to

ensure the groups who receive the bid know what they sign up for. Consolidation of business services would be helpful in his experience; he had a hard time knowing who he was talking with and what they did, and he said other employers have told him they felt the same. Ms. Beard agreed it would be easier for employers if there was one place to go, but asked if it was certain there were existing organizations that do all of these things. Ms. Read answered yes, including some current KentuckianaWorks service providers. Contracts can also be bid on by for-profit companies, as well as non-profits. In the more detailed memo in the packet, certain duties in the law are outlined, including HR consulting. KentuckianaWorks would stay within the parameters.

Mr. Cude sought clarification on the first RFP. He noticed one contractor (JCPS) was currently providing all the listed programs; in the proposed structure, could that be bid on by one group, by an individual agency, or by a consortium, and how much do the programs overlap? For example, if services were fragmented, would there be an experience hit (i.e., referrals back and forth)? Ms. Read said it was a good question, and there would always be tradeoffs. She referenced language in the RFPs about coordinating with other providers. Mr. Gritton imagined these programs being housed under roof in a single location (when feasible). Different providers would bring different expertise, Mr. Gritton said, and he hoped that could create the best possible user experience.

A motion to accept the Consent Agenda (including accepting both RFPs) was made by Mr. Cude and seconded by Mr. Hamza. The motion was passed by the Board with no objections.

Presentation and Discussion: First Draft of Racial Equity Dashboard for KentuckianaWorks – *Sarah Ehresman & Katie Elliott*

Ms. Ehresman explained KentuckianaWorks aimed to be more transparent on disaggregating data about race/ethnicity in program participation, though this was easier said than done. The data for the dashboard was hosted in six different systems and an assortment of spreadsheets. Ms. Ehresman gave special credit to Ms. Elliott for her help. The dashboard shows total participants, not individuals (noting many individuals participate in more than one program, and would therefore be counted more than once). Ms. Ehresman stated data should never exist in a vacuum and emphasized the importance of being transparent while also having context; for example, transparency is that Code Louisville participants are overwhelmingly white, while context is that the level of Black participants (13%) is already higher than the city's tech workforce overall. Staff were working to get more data sharing agreements in place with partners in order to minimize the number of total data systems that have to be utilized. Mr. Georges appreciated Ms. Ehresman for the presentation, with metrics and accountability in mind; it explained where KentuckianaWorks is, and will be a platform to build onto moving forward.

Mr. Hamza praised Ms. Ehresman for her great work on Tableau, stating he works with data all the time and knows it is not easy. He wondered how KentuckianaWorks could increase African-American participation in Code Louisville. Mr. Luerman said it was one of his top priorities to address this year. A targeted outreach campaign with the communications team was launched just last week. A new community coordinator was brought on last year, and one of his goals is recruitment. Mr. Gritton said Mr. Luerman and Mr. Rodriguez were in close communication with Ben Reno-Weber and Alisia McClain at the Microsoft Future of Work initiative, and he gave a shoutout to Mr. Cude and Keni Brown at Humana for working to help KentuckianaWorks broaden the reach of tech training opportunities. There have been 548 placements into tech jobs

through Code Louisville in the last six years, with a significant number of them African-Americans. Staff are happy about that and tracking that number, but still continuing to do more. Mr. Gritton referenced a good conversation he had with Mr. Wade earlier this week about creating a marketing strategy. He also went back to how in the October planning session, the idea came up that some African-American folks might not think specific opportunities are meant for them; we must get better. Mr. Rodriguez said Code Louisville has, in the past, been in an enviable position of not having to do much outreach, following the positive wave of President Obama's visit a few years ago and then just word of mouth recruiting. He expressed cautious optimism about the SummerWorks Tech Academy numbers (51% African-American, 55% female). Mr. Georges suggested looking at being more selective about the wait list in terms of increasing diversity.

Mr. Cude acknowledged Ms. Ehresman and celebrated her great work. He said Humana has found interest in data/analytics has risen around the same rate as tech jobs, which he suggested as something for the Board to think about for career pathways opportunities. He asked Ms. Ehresman if her heavy lifting could be used to create a data structure for dashboards, automated feeds, etc. She said she was definitely thinking broader, but it will take time to get there. This data came from six data systems, so step one is minimizing that. KentuckianaWorks has been sunsetting antiquated systems with a shiny new Salesforce-based platform. After that, the next move will be to secure a cloud-based data clearinghouse and work on data-sharing agreements with other entities. The ultimate goal is to create a repository that feeds into a dashboard. Mr. Gritton stated that like other organizations, KentuckianaWorks has realized data is everything; setting up a future system to make it easier is an ongoing investment of the team's time. Ms. Ehresman mentioned that Mr. Byrd had asked what could be done to reduce the number of "unknown" entries; in the new system, there will be mandatory elements which will hopefully reduce data entry burden on staff. In other areas, though, staff hands are a tied a bit; for example, the difficulties with the state's data system and issues with SummerWorks employers (who are increasingly telling us they can't share data on their summer hires).

Follow-up Discussion: Strategic Priorities for the Board for 2021/22 – *Michael Gritton*

Mr. Georges referenced "impatient" being the theme. Mr. Gritton stated his original goal was to get this document to the Board by December, and he had hoped to circulate it to staff in advance. He apologized for the delay and thanked Ms. Read for helping him with it. The document framed up five potential strategic priorities: Racial Equity; Alignment; Jobs Jobs Jobs; Data & Research; and Convening & Partnering (a possible sixth would involve building stronger partnerships at the state level). Mr. Gritton told the Board he was looking for directional advice about the priorities and the action items below them. The staff would then take the month of February to work on this document (e.g., priorities, actions, metrics) based on Board's suggestions, and bring something more detailed back to them at the February meeting. Again, he welcomed feedback.

Ms. Davasher-Wisdom thought KentuckianaWorks was directionally heading to the right place. However, she felt there was a reference to GLI's Career Acceleration Network (CAN) in the pre-reading material that was inaccurate. She was not sure why KentuckianaWorks would not be interested in sharing information or accepting participants that GLI would be referring. She explained how the CAN aims to move people from low-pay, low-skill jobs to high-pay, high-skill jobs. It is a complex program with twelve committed employers (e.g., GE Appliances,

Norton Healthcare, Baptist Health). She expressed concern the language said KentuckianaWorks would “consider” being committed rather than “absolutely” being committed, and felt a need to open talks about this discrepancy. She said if the Board was considering pulling back, there would need to be a meeting about it. Mr. Gritton clarified KentuckianaWorks remained committed to helping GLI with the project, he never meant to indicate otherwise. He told Ms. Davasher-Wisdom he would be happy to get into the details with her. He absolutely pictured the career centers as places to recruit people to enter the CAN, and to leverage whatever training was available to help them. Ms. Davasher-Wisdom said that was good to hear and was glad KentuckianaWorks was still committed. Mr. Georges felt GLI, Urban League, the KWIB, etc. all play big roles in “Convening & Partnering.” Mr. Quick said that as a representative of GE Appliances (one of the companies involved in the CAN), he felt there was absolute alignment and he did not see any concerns, issues, etc. whatsoever in what GLI was trying to do with what KentuckianaWorks was already doing. He thought part of the issue was that CAN is new and unproven, so there might be a little bit of a “what is it?” question. Still, he did not see any diverging intentions.

Mr. Archer referenced Ms. Ehresman’s data; he looked at it and thought it was fantastic. He wondered if the Board at some point would set regional demographics goals, if there are funding gates for particular sets of demographics, and if there was capability within Tableau to do that. Ms. Ehresman stated she was not 100% sure, that her colleague Ms. Elliott was doing more with that data. She thought it to be an interesting proposition, but believed having a real-time dashboard is still a little way off. KentuckianaWorks needs a data clearinghouse that can automate the dashboard first. Mr. Gritton mentioned that staff/contractors do not have control of who walks into the career centers, and service providers cannot limit their services to people who meet a particular demographic. He was actively trying to figure out how to use federal money for community outreach without describing programs as something just for certain populations. Mr. Archer asked if there was a larger vision of good out there, i.e., a national entity to get ideas from for some of the work in document. Mr. Gritton said he has been part of the U.S. Conference of Mayors’ Workforce Development Council since he started at KentuckianaWorks. He is also part of other national non-profits to benchmark the work KentuckianaWorks does. Mr. Gritton believed the work being done with Code Louisville and with the JCPS Academies is some of the best in the country, in terms of reaching the scale they are achieving. Still, there are other places to look at as examples; Boston is the national leader in summer jobs programs, for example. He noted most, if not all, places have struggled to lean into racial equity challenges, but the staff is committed to sharing information with, and learning from, other cities around the country.

Ms. Thompson congratulated everyone who had worked on the document, stating it was evident there was so much work going on. She felt this draft indicated listening, while still recognizing more to do. She said a number of folks on the Board represent national entities – Goodwill, Urban Leagues, etc. – who are sharing ideas. Community context is more important to her; Louisville is distinct, in both good ways and bad. She mentioned how if KentuckianaWorks can have an opportunity with the Louisville Urban League to assess and provide feedback, she would be appreciative. She also noted suggestions to a “decent wage,” but maybe use “living wage,” or even better phrases. Mr. Gritton said KentuckianaWorks was absolutely open to getting feedback, and happy to set up a meeting with Urban League staff specifically to talk through it. He agreed with Ms. Thompson that KentuckianaWorks benefits from best practices learned from

the Urban League, Goodwill, etc. He also referenced how “living wage,” “median wage,” etc. are part of an ongoing conversation/tension about language, and he felt very strongly from many Board members that the key is to get people into jobs first and then get them in career pathways. Ms. Blair cautioned that “decency” does not always equal “dignity”; the language is important, as decent implies settling for something less than better, with the “dignity of work” often cited. Mr. Georges felt it was really important to go through and look at the programs to see what has been successful. He also liked the idea of looking at other cities, and agreed Louisville is unique. He cited a need to take the data now, look through it program by program, figure out which ones need help, and convene and leverage with partners. Accountability is his big theme for 2021.

Ms. Read said back in September, a Racial Equity Agenda document was presented to the Board. In October, the Board was asked where they thought everything fit (i.e., is racial equity separate or does it infuse everywhere). Many items in the Racial Equity document have been moved to the Strategic Priorities document. Mr. Georges said he would not expect everyone on the Board to have intricate, program-level knowledge, but he did expect everyone to be able to articulate high-level priorities; an elevator pitch, so to speak. Mr. Hesketh said he was part of the sub-committee that revisited the Strategic Plan, and he felt this was a great document. He especially complimented the last page that breaks it all down and summarizes it nicely. He emphasized he remained happy to help in any way he could, and that convening/partnering was particularly important. His company has joined GLI’s CAN as well, which he described as a starting place, where folks could start and move on from there. He described KentuckianaWorks as the go-to place in our community, and felt the GLI effort did not mean pulling away from this in any way. He praised KentuckianaWorks staff as being fabulous, and the GLI and LUL staffs likewise; the more collaboration, the better. Mr. Hesketh described meeting with his Metro Council member recently, and how his perception of KentuckianaWorks was very limited; Mr. Hesketh felt that more done to help people see the scope of the work KentuckianaWorks does would be beneficial.

Mr. Gritton restated he was absolutely open to feedback, and encouraged the Board to email him to set up times to talk more, especially if they thought something was missed. He suggested another place he could use some advice: the workforce environment has changed, and there are more players doing work in this space (e.g., Goodwill, LUL, GLI, JCTC, even private sector partners like Humana). He recognized federal workforce funding has not grown, and the reach of KentuckianaWorks is limited. He wondered if these other organizations should be given space in future Board Meetings to present on work they are doing. Overall, he felt good about these priorities, appreciated the Board’s feedback, and again mentioned how the plan is to bring something back to the Board at the February meeting with more outcomes/metrics included.

Mr. Georges closed this section by stating that everyone on the screen wanted to make an impact, and he would welcome opportunities to highlight workforce successes at Humana, GE Appliances, etc. He described being in “a window of opportunity that changes almost daily,” so urgency is key.

Executive Director’s Report – *Michael Gritton*

Mr. Gritton began his report by mentioning that Mayor Fischer is president of the U.S. Conference of Mayors this year (July-June). He and other mayors are advocating for additional federal investment in workforce training. It is not on the radar yet due to trying to stabilize the

economy first, but talks are underway. Mr. Gritton encouraged members who have conversations with federal officials to let them know about their involvement with, and passion for, workforce.

Part of what Mr. Gritton tries to do as Executive Director is to find resources wherever he can that align with that strategy. Ms. Fleischaker and he have collaborated on a budget request to the Mayor that would get KentuckianaWorks some additional city funding for things like SummerWorks and Code Louisville. Workforce is traditionally funded by the federal government, but the Mayor and Metro Council have been open to it in the past.

Mr. Gritton said he was trying to do a better job of having individual meetings with Board Members. He gave particular thanks to Mr. Cotton and Mr. Reynolds for their work on discussing apprenticeship opportunities in the building trades, and cited this as a real moment to create some pathways for KentuckianaBuilds graduates to get connected into apprenticeship opportunities.

Mr. Gritton pointed out references in the strategic plan to the WorkBay technology platform. There will be some time in the February meeting to explore that in more detail, as it should be ready by then. The aim is to build a better technology platform to use with JCPS and other regional school districts to help kids better find summer jobs and other opportunities. He gave credit to Ms. Pirtle and the JCPS team for the work they have done on a soft skills curriculum.

Mr. Georges closed the meeting by restating how much he appreciated everyone's involvement with and passion for the Board. He valued their inputs, challenges, struggles, and disagreements. Being at the doorstep of big opportunity in 2021, he encouraged everyone to get after it.

The meeting adjourned at 9:56 A.M.

KentuckianaWorks Staff:

Aleece Smith
Angella Wilson
Bailey Preston
Barbara Ferrell
Brian Luerman
Christopher Locke
Cindy Read
Dr. Darrius Brooks
Elizabeth Davis-Terhune
Jaime Disney
Joi McAtee
Katie Elliott
Laura Paulen
Patrick Garvey
Regina Phillips

Contractors and Guests:

Angela Wells-Vereb
Ashley Janicki
Brenda Pirtle
Charlotte Kerns
Christine Tarquinio
Deb Giordano
Demitra Suazo
Jennifer Welch
Joshua McKee
Kathryn Griseto
Marsha Berry
Monica Collins
Regan Wann
Rena Sharpe
Sara Dodeci

Rider Rodriguez
Sarah Ehresman
Stacy Roderick
Tobin Williamson

Shatreece Johnson
Violent Skinner

Special Guests:
Bill Meyer