

**KENTUCKIANAWORKS BOARD MEETING
GREATER LOUISVILLE WORKFORCE DEVELOPMENT BOARD
Thursday, November 21, 2019
8:30 A.M. – 10:30 A.M.
Blue Lick Middle School – Shepherdsville, KY**

Board Members Present: Christy Ralston (proxy for Jackie Beard), Caitlin Blair, Dawn Cross (proxy for Willie Byrd), Steve Cunanan, Tony Georges, Michael Hesketh, Jenny Lampton, Deana Karem (proxy for Kent Oyler), Tom Quick, Lisa Thompson (proxy for Sadiqa Reynolds), John Snider, Mary Ellen Wiederwohl

Welcome and Greetings – *Tony Georges*

Mr. Georges thanked GLI for always being a good host, but mentioned the Board is also happy to be down in some of the counties we serve; in this month's case, Bullitt County.

Welcome Special Guests – *Michael Gritton*

Mr. Gritton acknowledged Board Member Steve Cunanan, who will be stepping down after today's meeting. He was in a business slot (Kindred), but he is now the head of the American Red Cross in Kentucky. Mr. Gritton thanked him for the incredible work he has done for us, and is happy that Mr. Cunanan will stay plugged in with what we are doing in the future.

Review and Approve Minutes from September 26 Board Meeting– *Tony Georges*

Since there was not a quorum by this point, approval of the minutes was deferred.

Welcome and Presentation on the Economy and Workforce Development in Bullitt County – *Judge Executive Jerry Summers and John Snider*

Mr. Gritton introduced Judge Jerry Summers and thanked him for coming to speak to the Board. Judge Executive Summers thanked everyone for coming and said he is proud of Bullitt County. The first ten months of his term have truly been an adventure. The administration is focusing on infrastructure, managed growth, and public safety. For example, they have gone from four to seven ambulances. The county is applying for federal government grants to improve various parts of the city's infrastructure. They received some nice Department of Transportation grants to improve county roads. The school system never missed a day last year due to bad roads. For economic development, John Snider is leading the way with new jobs and new home developments. The county has recently hired a very qualified HR professional, a 25-year veteran of the Air Force, Sgt. Major Rhonda Walls. Judge Summers' key takeaway about Bullitt County is "we're open for business."

Mr. Snider said "we do have a workforce problem" in Bullitt County. Salaries have increased, with a baseline of around \$15/hour across the board. But the challenges are difficult; there is a lots of available space. 4.2m square feet is under construction or completed, and the largest are two 1m square feet buildings (\$40-60m per building). This is on top of the existing available space. There is a changeover of economic diversity in the county. It was totally warehousing, now there is some manufacturing.

Mr. Gritton said KentuckianaWorks used to have a physical career center out here in Bullitt County, but that closed when the state consolidated from 40 locations down to 12. However, we are in discussions with Mr. Snider and Judge Summers about potentially bringing it back. This is an example of one of the challenges where resources are shrinking, but the demand isn't going away.

Presentation and Discussion on the Bullitt County School District – *Superintendent Jesse Bacon*

Supt. Bacon has been on the job about 18 months. He thanked everyone for coming and was super excited to host the meeting. His goal was to give an overview of what the school system has been up to in light of the strategic planning that was recently completed. "We looked at where we are and where we want to be 15-20 years down the road, and how to get to where we want to go." Supt. Bacon said the school's job is to fix that workforce problem that Mr. Snider referenced a few minutes ago.

The planning process started with six goals in March: 1) Assure student success (“I was not going to be a test score chaser!”); 2) Provide a product (i.e., graduates) our community needs; we are the 7th-largest school district in Kentucky, but we are also a service industry; 3) Be a leader in innovation (for example, how can we get better results than what we are already getting?); 4) Improve staff engagement (from the bottom to the top, no matter the role); 5) Improve student engagement (this is central and paramount to what we do); and 6) Ensure we have future-ready graduates in light of the fast-changing workforce.

Supt. Bacon said “the biggest thing we want to do is make sure we do this with integrity.” He said they brought in CF Educational Solutions out of Ohio to help with their strategic planning. We looked at our current data (input sessions, student achievement data, interviews, etc.) and CF came to the conclusion that we are an average district; we are not in crisis or in trouble, but we are not exceptional either. The area we *were* excelling in was transition readiness. BCPS was the second district in the state to require students to be college or career ready. Our transition readiness rate is almost 90%, about 7th in the state. When kids graduate from BCPS, we are certifying they are ready for what comes next. Supt. Bacon said BCPS is also proud of our demographic success – low-income, minority, disability, all of these saw rates of increased readiness. Equity is at the center of what we do. Our plan is to continue that theme of transition readiness. There is a lot of discussion about what “success” means, and that is the point; it is different for each kid. Our core values led to questions for our decision-making framework. 1) Our students matter most – will it improve student success? 2) We have shared accountability – will it improve performance? 3) We embrace differences – will this create understanding and positive relationships? 4) Is it future focused? 5) We pursue proactive innovation – will it make us exceptional? 6) We believe in service before self – will it improve stakeholder satisfaction? So we wanted to develop metrics with these in mind.

Supt. Bacon said the BCPS focus is on process quality. They identified 18 key processes that have to take place in order to maximize student success. The district office leadership team has morphed into key process teams around these key processes. Ultimately what we are after, he said, are deeper learning experiences for kids, to redefine student success as it relates to our graduate profile. We held conversations with business leaders in our community, asking them what they needed. They started a list. We brought that list together and had conversations about commonalities. There are six components: 1) Effective communication (listening, adjusting, verbal, non-verbal, etc.); 2) Mastery learning; 3) Productive collaboration; 4) Innovative problem solving; 5) Self-directed navigation; 6) Community contribution. All of this is happening in parts of BCPS. In one example, we partnered with Bernheim Forest, GE, and FirstBuild on how to make Bernheim Forest better for handicapped folks. The best idea is going to get funded and implemented at Bernheim. For true transformational change we need to 1) Re-define student success; 2) Re-imagine change; 3) Engage community; 4) Design for equity; 5) Transform learning.

Finally, Supt. Bacon wonders where else BCPS can partner in this work. They want to provide authentic opportunities for kids (and our teachers!). We have 600 kids in a healthcare pathway, about 1,000 in business, 500 in agriculture, 360 in engineering/construction/manufacturing, and 200 IT/media arts.

Mr. Georges thanked Supt. Bacon and said “the way you ran that was like a business.” Mr. Georges asked him the grade range of the students in the last slide, and Supt. Bacon said “freshman to seniors. Pathways start freshman year. That’s one of the issues we’re facing; when they come to us, a lot of our kids don’t know what they want to do. We help identify what they’re good at, what they’re interested in. Our pathways are all across the board; some pathways are at all three high schools, others are more focused.” Mr. Gritton said this is also where many of the school districts have ATCs (area technology centers). That is not the Jefferson County model, there is no place they take kids from multiple schools to learn one pathway. Mr. Gritton told Judge Summers they can talk more offline about this, but one of the ways KentuckianaWorks tries to plug into this is by the summer jobs program, SummerWorks. Our research shows that kids who participate are more likely to graduate, find jobs, etc. than peers who do not.

Mr. Hesketh thanked Supt. Bacon for the great presentation and said it was “exciting stuff.” One of the things Supt. Bacon touched on was tracking your graduates. It is very hard to do, as students often graduate with a plan that doesn’t quite work out and then they are unable to be found. Mr. Hesketh asked – “how do you keep in touch with them?” Supt. Bacon said “this is a conversation we are having right now.” They have a platform that helps students create their unique individual pathway. They will be able to use it even

after graduation (for a period of time). We want to keep the students as plugged in with us as a resource as possible. “We don’t have it figured out completely,” said Supt. Bacon, “but we’re going to work with school districts across the country who have.”

Mr. Gritton mentioned that when he and Ms. Ehresman met with Supt. Bacon recently, he was connecting our Labor Market Intelligence team to some of the folks here at Bullitt County and share tools such as the Career Calculator. There is a push from our Board to connect to all the regional school districts.

Presentation and Vote on Consent Agenda from the Program Oversight Committee – Cindy Read

Mr. Gritton said that since we were still short of a quorum, “let’s not worry about the minutes.” Instead, he brought up Ms. Read to discuss the consent agenda.

Ms. Read informed the Board that Ms. Baker-Chreste retired as of November 8th. In her place, Jenny Lampton has joined the POC as a state partner, and Mike Hesketh recently joined, as well. Ms. Read said she is now in conversations with someone else about joining, also.

Ms. Read reminded the Board that their information packet always includes program highlights/concerns.

An action item the POC voted on had to do with a change to the targeted occupations list. This list had been approved by the Board in June. Ms. Ehresman and the LMI team looked at it very carefully. The threshold wage would be 200% of the poverty line, which would move every year. The rationale is that we do not want to invest in training in jobs where people cannot aspire to a living wage. The list was approved, but then there were some conversations in the POC about different types of nursing aides. This topic came before the Board a few years ago, and they voted against adding CNAs to the list then because the wages were too low. KentuckianaWorks has a process where we listen to employers, as they have a finger on the pulse we might miss. A few years ago, we added Medical Assistants to the list. A survey was sent to the Health Careers Collaborative by Ms. Ehresman. They discussed it at their next meeting and wanted to add Certified Nurse Aide (this is a critical point on a health career pathway; people have to have that credential to go to nursing school). At the same time, the employers wanted to remove phlebotomists from the list; the trend is that this credential is not enough by itself. The key point is that CNAs were added, phlebotomists were removed. Mr. Gritton said if there was no significant objection, we will move forward with that. There is training money available, but it will go pretty quickly. We will start promoting that training money if we can. Mr. Snider said “we allocated \$100,000; if that goes into healthcare quickly, does that mean we don’t have any money for the rest of the year?” Ms. Read clarified that the \$100,000 was divided among various sectors. Mr. Georges asked if anyone had an objection of accepting POC’s recommendation, and there were none (though there the Board is one short of a quorum, so it is not an official vote).

Code Louisville Presentation, Discussion, and Decision – Rider Rodriguez and Brian Luerman

Mr. Gritton introduced Mr. Luerman to discuss the future of Code Louisville. Mr. Luerman said “we have a recommendation, but want to bring it to you all to confirm.” The federal grant that funded Code Louisville ran out earlier this year. We partnered with JCTC to move the program on-campus, and all of our students are enrolled there now. We now have four eight-week courses (or two semesters, basically) at which the students earn a programming certificate at the end. Previously, enrollment was 300 students, three times per year; now it is around 100 students, two times per year. This significant reduction in participation has subsequently had a significant impact on the program. One thing we are proud about is that no one who is participating in Code Louisville has to pay out of pocket thanks to Pell Grants, WorkReady Scholarships, Metro Scholarships, Tuition Reimbursement, employers, etc.. Mr. Luerman also wanted to emphasize that JCTC has been an excellent partner, specifically citing Ty Handy, Telly Sellars, and Bruce Jost. But, again, there have been some significant challenges, a “death by a thousand cuts.” Not any one challenge alone is a killer, but added up, they have totally changed the feel of Code Louisville in a number of negative ways.

The first challenge involves communication and organization; there are too many “handoffs” – we direct participants to JCTC, they have to enroll, get financial aid, attend orientation, and so forth. It has been challenging to create a good student experience because of all these issues. One class is JCTC-led, creating further confusion – does the student talk to Code Louisville? Do they talk to JCTC? Also, the program is “free,” but with a lot of asterisks (financial aid, transcript requests, reimbursement after initial burden, etc.).

The next challenge involves grades; the program is at a college now, so there are grades. This has changed how people feel about it. We never had grades in the “Old” Code Louisville structure. This also changes how people approach the class – they want to maximize their points, not just learn something new about technology. A third challenge are the mentors; some have already said they will not be returning because it feels like they are college instructors now. They feel disconnected from the participants and the program, as there are new JCTC systems and communication going on they do not see. A fourth challenge is financial; the majority of students still show “pending” on their tuition accounts as the state has not yet dispersed WorkReady money. Lower enrollment numbers means lower tuition is reimbursed to Code Louisville. Additionally, backlogs of transcripts from previous colleges is blocking enrollment and financial aid.

Mr. Luerman said he did not want to paint a dark picture about the program, but he wanted the Board to be aware of the challenges Code Louisville is facing right now. As for next steps, the bottom line is that Code Louisville “feels different” now and the tech community response to this new model is not strong. He recommends we return to “Classic” Code Louisville model, with no requirements to join and no costs to participate. The team will continue to explore ways to keep JCTC and its new building involved, maybe have classes there. The goal is to start a new Code Louisville class under the old model in May 2020.

Mr. Snider asked about funding. Mr. Luerman said there is a commitment from the state for \$200,000 for FY2020, and we are working with the City (Louisville) for another \$200,000. Mr. Gritton said Code Louisville was initially funded by a \$3,000,000 federal grant. However, that grant ended this past summer. If we had known then what we know now, Mr. Gritton said, we would have kept the same program together in its original form. That was part of the magic of it – mentors volunteering for free to work with participants for 12 weeks. We received \$200,000 from Louisville Metro, but we knew we needed more to run the program; that is why we partnered with JCTC. The Bevin administration has earmarked \$200,000 for next year. Assuming we can keep the \$200,000 from the City, that gives us \$400,000. Mr. Luerman and Mr. Rodriguez have each both said we need another \$70,000 more to fully fund it, so that is what we are chasing now. We are confident we can get there. We are talking about finishing this current class at JCTC and then marketing the “Old” Code Louisville to start in May. Mr. Snider asked if Code Louisville is a non-profit; Mr. Gritton said no, it is a program of KentuckianaWorks. Mr. Gritton said “this is one of the many ways you’re not just a WIOA Board, you are also overseeing all of our efforts.” Mr. Snider said he had tax purposes in mind.

Mr. Rodriguez described Code Louisville is a community. He was at a GLI meeting yesterday, and one of the participants was a Code Louisville grad. Some of the current challenges are systemic, just part of the existing higher education system/financial structure; but the key challenge is the mentors leaving. If we lose the mentors, Mr. Rodriguez said, Code Louisville is done.

Mr. Gritton said that he also wanted to cover Tech Louisville at this meeting, but asked for any other comments. Mr. Quick said he “definitely wants to say something.” He said if Code Louisville does not offer classes in the Advanced Manufacturing & Information Technology (AMIT) Center, it is a community problem. The building is built to leverage the greater Louisville community. When it opens later this year, we have to leverage the physical site there. Mr. Quick’s concern is that “we are throwing our hands up, saying it doesn’t work, packing our bags and going home.” He talked to Ty Handy last week, and he would like to at least broker another discussion, hoping “maybe we can get to a ‘Classic Model Plus’ type of structure.” He wants to figure out how we can leverage the site, help the mentors and the students, but again warned that “if we divorce ourselves from trying to leverage Jefferson, the community loses.” Mr. Rodriguez agreed and said he is looking forward to the discussion. He said we continue to be appreciative of Dr. Handy, Telly, and the JCTC team. “If we go to the previous model and get back to the same scale,” Mr. Rodriguez said, “there’s not many places in Louisville that can contain us in one building” and said there would be room for us to have a presence at the AMIT building.

Mr. Quick said he thought it would be great to have Dr. Handy here to hear if he has any solutions or recommendations, and said we should spend more time talking about how to make the partnership between KentuckianaWorks and JCTC successful. Mr. Cunanan chimed in, saying there also needed to be a discussion about the downside of moving back to the old Code Louisville model. He said we moved to Dr.

Handy and his group for a reason. Mr. Georges provided a suggestion: “Part of our goal is to explore, innovate, try. Sometimes you’ll go to a door and realize it’s not where you should’ve gone. Maybe instead of saying ‘we were in version A, tried version B, go back to version A,’ let’s find a version C to talk about and vote on the January meeting.” Mr. Gritton said we could do, we just know we cannot market the new version until February if that is the case. It puts us off by a month, but that is what we will do if you say so. Mr. Quick said he wants to hold a discussion in December and have something for the January meeting.

Ms. Wiederwohl said she and Mr. Gritton have talked about this a lot, and that this has been a really challenging issue. In the interim step – between launching Code Louisville and now – we had the option where people could get JCTC credit. She proposed trying to get somewhere in the middle, a shared model. She asked “do you need a consensus to have something in between to have something for the Board by late January? You have people enrolling in January.” Mr. Gritton answered by saying we are not taking new people in Code Louisville. Ms. Read said the reason we went this direction is because funders always want to know your sustainability plan. The reason Mr. Rodriguez and Mr. Luerman have been pumping the brakes is that if we were to keep going, we would be out of money way sooner than we should be. Projecting ahead, Ms. Read said we have got to be cautious and make sure we have money for what we are committing to doing. Ms. Ralston also mentioned the importance of getting into the financial details.

Mr. Gritton said that since we have five minutes left in the time allotted for the Board Meeting, he will put off the Tech Louisville discussion until the January meeting.

Executive Director’s Report – Michael Gritton

Mr. Gritton started by saying there was an election a couple weeks ago, and elections have consequences. The \$200,000 allocated by the state for Code Louisville is absolutely money that could be taken back by the new administration. Mr. Gritton said “we don’t know who the Beshear workforce players are going to be” yet. The Bevin administration had been holding on to money to train people who were to be impacted by the proposed Medicaid work requirement. The day after the election, the Bevin team sent out an email saying they had a lot of money available all of a sudden! KentuckianaWorks has asked for \$700,000 of it, for healthcare training and other things. We could get that money, but then that money could be taken away. The main point is there will be a lot of fluidity in Frankfort in the next couple of months.

Mr. Gritton then gave a shout-out to Deana Karem and GLI, our friend and colleague. Their big annual meeting is coming up in January, and they have been kind enough to be giving their honorary Fleur de Lis awards to the Academies of Louisville team.

Included in the packet is a summary of the work being done in the regional counties: the Oldham County project with ResCare, helping John Brent (Henry County Judge Executive) fundraise for their new Hope Center, and helping Shelby County and Ray Leathers (Chairman of the Shelby County Industrial Park).

Mr. Gritton mentioned the plan for the bi-state agreement with our colleagues across the river at WorkOne Region Ten in Indiana, the first of its kind in the country. That plan had been agreed upon by the two respective governors, Bevin and Holcomb; now we have to do the same work with Kentucky’s new Governor-elect Beshear.

The annual KentuckianaWorks all-day workforce summit is coming up on February 25th, 2020. It will feature keynotes by officials from Microsoft, UPS, JP Morgan Chase, and others. Ms. Ehresman specifically mentioned the IBM / UofL partnership that will be highlighted.

Mr. Georges wanted to make sure the convening of the Code Louisville and JCTC teams will happen. Mr. Gritton assured him that the meeting will take place, then the staff will bring back a revised recommendation for Board consultation at the January 2020 Board meeting.

Mr. Gritton said a quick tour of Blue Lick Middle School would be available immediately following adjournment for anyone who is interested.

Finally, Mr. Gritton mentioned there are plans to have a Foundation Board meeting at 10:30am.

The meeting was adjourned at 10:02am.

Staff:

Michael Gritton
Cindy Read
Rider Rodriguez
Sarah Ehresman
Lori Hiser
Brian Luerman
Joi McAtee
Jennifer Novak
Regina Phillips
Bailey Preston
Aleece Smith
Angella Wilson

Guests:

Jerry Summers, Bullitt Co. Judge Executive
Jesse Bacon, Bullitt Co. Public Schools Supt.

Observers:

Kimberly Boyd-Lane, Goodwill
Miranda Breslin, ResCare
Josh McKee, Lou Forward
Regan Wann, KCC
Angela Wells, ResCare
Tonia Wiggins, B.C.H.S.