



**Workforce
Innovation
and
Opportunity Act
Transitional Local
Plan Guidance**

PY2016

**Developing Kentucky's
World Class Talent Pipeline**

LWDA name: TENCO Workforce Development Area

Section 1: Workforce and Economic Analysis

1.1 Provide an analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [proposed 20 CFR 679.560(a)]

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

The TENCO workforce area consists of ten rural counties located in the North-Eastern part of Kentucky. The ten counties include: Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson and Rowan. TENCO borders three other workforce areas (Northern Kentucky, Bluegrass, and EKCEP) and two states (Ohio and West Virginia). Population in 2015 for the ten counties served through TENCO WDB is 204,387. This is 4.7% of the total population of Kentucky. www.kcewes.ky.gov

The unemployment rate for 2016 is in decline from the 2014 and 2015 published rates in www.kylmi.ky.gov. As a local area, TENCO has an unemployment rate of 6.18% while in 2015, the rate for the TENCO area was at 6.9%, and 7.9% in 2014. Lewis County continues to have the highest unemployment rate of 8.7%, while Rowan County has the lowest of the ten counties at 5.0%.

TENCO has recently faced several layoffs and closure in the local area. TENCO has experienced a decline in Steel Mill jobs in Boyd county, which affected more than 700 employees. Also affected are general manufacturing closures and layoffs in Montgomery and Mason County affecting more than 900 employees. Other layoffs and/or closures affecting the area include Maysville Community and Technical College, Morehead State University, and Kmart. Due to these layoffs and/or closures, it is anticipated that the unemployment rate will increase tremendously in the TENCO local area. The primary reductions in steel and manufacturing are due to Foreign Trade.

Employment Opportunities:

While layoffs and closures dramatically increase unemployment rates, increase poverty rates, and decrease economic growth, there is still opportunity available in the TENCO area for other employment, training, and entrepreneurship. From December 2015 – May 2016 (six month period), TENCO has 1,346 posted job openings. The top ten occupations in the TENCO area with openings within the past six months include: Welders, Machinist/Operators including Machine Tool Operators, Assemblers, Machine/Industrial Maintenance, Power Plant Operators, Retail Sales, Telemarketers, Food Preparation/Servers, Production Workers, and Registered Nurses. Credentials are preferred or required for all positions except, retail sales, food preparation/servers, and production.

The TENCO WDB annually reviews the labor market for high-growth, high-demand occupations within the sectors for the local area. The data for 2016 is currently being analyzed. However, data from past employment placements and performance, current employment openings, and

projections of future growth was utilized to determine the following 2015 sectors and occupations supported by the TENCO WDB.

Health Care:

Nurse Aide (Career Pathway to LPN/RN)
Registered Nurse
Licensed Practical Nurse
Medical Office
Physical Therapy Assistant
Medical Assistant
Physician Assistant
Lab Technician

Manufacturing:

Engineering
Advanced Manufacturing Technician
Machine Tool
Industrial Maintenance
Chemical Plant Operator

Skilled Trades:

Carpentry/Construction
Electrical Technician/Electronics
Pipe layer
Industrial HVAC – Refrigeration
Plumbing
Welding
Lineman
Diesel

Energy:

Power Plant Operator

Support Programs:

Office Administration/Bookkeeping/Administrative Assistant

*Training for all of the high-growth, high-demand occupations is available through our local training providers.

TENCO WDB plans to continue to support the documented high-growth, high-demand occupations identified through labor market analysis and validated through local business input. TENCO WDB also sees the need to expand the employment possibilities in the local area by committing support to programs that could easily grow our economy, such as the Space Science program at Morehead State University.

Training Opportunities:

There are three public post-secondary training institutions in the TENCO area: Ashland Community and Technical College, Maysville Community and Technical College, and Morehead State University.

Ashland Community and Technical College (ACTC) is a two-year college with the main campus in Boyd County, but with multiple offsite locations throughout the region. The campus offers diploma, certificate and associate credentials in thirty programs of study. The college offers University Parallel Programs for students transferring to a four-year institution, and many workforce programs responding to the needs of the local businesses and industry.

Maysville Community and Technical College (MCTC) is a two-year college located in Mason County, with multiple offsite locations throughout the region. MCTC also offers diploma, certificate, and associate credentials in more than twenty five areas of study. MCTC provides flexible and accessible training through online, ITV, and day and evening classes. MCTC partners with local businesses to ensure employees have opportunity for skill upgrades, certifications, and occupational specific short-term training available.

Morehead State University (MSU) is a four-year training institution located in Rowan County with multiple offsite locations. MSU provides training to individuals residing in 109 Kentucky counties, 42 States, and 32 Nations. With a student body of more than 11,000, MSU takes pride in offering 141 undergraduate degree programs (10 Associate and 131 Baccalaureate), and 73 graduate degree programs, including two programs, Physician Assistant and Social Work, that are in coordination with the University of Kentucky. It is one of five institutions in the U.S. with a bachelor's degree in space science and was the first institution in Kentucky to offer a complete Master of Business Administration online. MSU has been recognized for the 12th consecutive year as one of the top public universities in the South (2016 edition of "America's Best Colleges" by U.S. News & World Report).

TENCO was recently approved for the newest FAME (Federation for Advanced Manufacturing Education) Chapter in Kentucky. There are fourteen businesses currently supporting the FAME project. Classes at the Maysville Community and Technical College will begin in August 2016.

TENCO WDB recognizes the importance of closing the skill gap between what businesses need and the training individuals have in the local area. Therefore, the TENCO WDB approved commitment of funds to the following high-demand, business- driven local training opportunities.

The TENCO WDB approved supporting the FAME project through a commitment of \$80,000.00 to assist eligible individuals interested in Advanced Manufacturing with tuition, books, supplies, and supportive services not covered by other financial aid.

Based on business demand and commitment, the MCTC Workforce Solutions recently started and continues to offer a short-term lineman training program on the Morehead campus. The local, regional, state, and national area has a shortage of individuals trained in lineman skills. Local businesses and the college developed a curriculum designed to provide students with the best opportunity for employment success. TENCO WDB committed \$110,000.00 to the Lineman program to assist eligible individuals with tuition, books, supplies, and supportive services.

TENCO also has a private training institution that specializes in the high-growth, high-demand welding occupation. Kentucky Welding Institute (KWI) opened their doors in Fleming County in 2015 to provide short-term intensive welding training. KWI developed the welding curriculum from industry input and includes certifications as a Certified Fabricator, Certified Structural Welder, Certified Pipe Fitter/Welder, and can customize welding courses to meet business need. It is quickly being recognized across Kentucky for having highly skilled instructors, job placement opportunities, and work ethic built into their welding curriculum. The TENCO WDB approved funding specifically for KWI's short term welding program in the amount of \$100,000.00 to assist eligible individuals with the cost of tuition, books, supplies, and supportive services.

Entrepreneur Opportunities:

As the economy shifts from the typical day-to-day jobs of yesterday to a more focused and specialized economy, it is important to include entrepreneur opportunities in the TENCO area. There are many resources available to individuals interested in becoming an entrepreneur in the TENCO area, such as the Ashland Area Innovation Center, Morehead Small Business Development Center, Maysville's Regional Entrepreneur Center, specialized loan programs and credentials in small business management and entrepreneurship.

Currently, TENCO has a many entrepreneurs in industries such as agriculture, welding, heating and air, construction, plumbing, electrical, auto and diesel mechanics, home health care, food service, medical support, landscaping, data entry, animal care, health care, and instruction such as dance/gymnastics. It is important to note that entrepreneurial opportunities may be self-sustaining sole employment for a family, or may be supplemental income. As part of the TENCO WDB planning, presentations will be utilized to assist members in determining the role of the WDB in entrepreneurship for the local area.

Other data that influences the economic conditions of TENCO include residents with barriers to employment.

- TENCO, according to census.gov for 2010 - 2014, has 14.58% of residents under the age of 65 with a disability.
- The largest working age population is individuals 45 – 64, and there is a decline in youth population (thinkkentucky.com).
- The average annual wage for the TENCO area is \$32,812 which is below Kentucky's average wage of \$40,300.00. The average poverty level for the TENCO area is 23.17%. Lewis County has the highest poverty level of 33%, and Bracken County has the lowest at 17% (U.S. Census 2014 data).
- Limited or non-existent public transportation in many areas, even though data reflects a significant number of residents travel outside of their county for employment opportunities.

All of these barriers affect the ability for individuals to job search, obtain, and retain self-sustaining employment. TENCO WDB will review each barrier to employment to determine potential strategies for future workforce planning.

1.2 Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] and [proposed 20 CFR 679.560(a)]

As identified in Section 1.1

While layoffs and closures dramatically increase unemployment rates, increase poverty rates, and decrease economic growth, there are still opportunities available in the TENCO area for other employment, training, and entrepreneurship. From December 2015 – May 2016, TENCO has 1,346 posted job openings. The top ten occupations in the TENCO area with openings during the past six months include: Welders, Machinist/Operators including Machine Tool Operators, Assemblers, Machine/Industrial Maintenance, Power Plant Operators, Retail Sales, Telemarketers, Food Preparation/Servers, Production Workers, and Registered Nurses. Credentials are preferred or required for all positions except, retail sales, food preparation/servers, and production.

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Health Care:

Nurse Aide (Career Pathway to LPN/RN)
Registered Nurse
Licensed Practical Nurse
Medical Office
Physical Therapy Assistant
Medical Assistant
Physician Assistant
Lab Technician

Skills Needed:

Certification
Associate or Bachelor Degree
License/Associate Degree
Certificate/Associate Degree
Associate Degree
Associate Degree
Master Degree
Associate Degree

Manufacturing:

Engineering
Advanced Manufacturing Technician
Machine Tool/Machinist
Industrial Maintenance
Chemical Plant Operator

Tech (Associate), Bachelor/Master Degree
Associate Degree
Certificate/Associate Degree
Certificate/Associate Degree
Associate

Skilled Trades:

Carpentry/Construction
Electrical Technician/Electronics
Pipe layer/Pipefitter
Industrial HVAC – Refrigeration
Plumbing
Welding
Lineman
Diesel

Certificate/Associate Degree
Certificate/Associate Degree
Certification/On-the-Job training
Certificate/Associate Degree
License
Certificate/Associate Degree
Certificate
Certificate/Associate Degree

Energy:

Power Plant Operator

Certificate/Associate Degree

1.3 Provide an analysis of the local workforce, including current labor force employment (and unemployment) data and information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and [proposed 20 CFR 679.560(a)]

The TENCO local area has a population of 204,387 per recorded in 2015 data from www.kcews.ky.gov. The population has not significantly changed from the past few years. In 2014, the population for the TENCO local area was 204,629. Bath, Lewis, Montgomery and Rowan had very minimal declines in their population from 2014 to 2015. All other counties remained the same or had minimal increases.

The TENCO local area has an aging population, with the largest number of residents being in the 45 – 64 age range (www.thinkkentucky.gov 2014 data). This increases the concern of having the workforce necessary to supply local businesses once individuals retire from their current positions. The data projects that 27.83% of the workforce in the TENCO local could retire within the next 10 – 20 years. The youth population averages approximately 20.07% of the total population, leaving a shortage of workers in the future.

Age of TENCO Workforce:

County	Under 16	16-24	25-44	45-64	65-84	85 +
Bath	22.5%	10.7%	23.3%	27.5%	14.5%	1.5%
Boyd	18.7%	10.0%	25.0%	28.4%	15.7%	2.2%
Bracken	21.5%	10.3%	23.7%	29.1%	14.0%	1.4%
Fleming	21.7%	10.5%	23.6%	28.0%	14.7%	1.5%
Greenup	19.2%	10.1%	23.2%	28.4%	17.0%	2.1%
Lewis	20.2%	10.5%	23.8%	28.9%	15.1%	1.5%
Mason	20.9%	10.9%	22.9%	28.5%	14.8%	2.0%
Montgomery	21.5%	11.0%	26.2%	26.5%	13.1%	1.7%
Robertson	17.2%	11.1%	20.0%	29.8%	18.9%	3.0%
Rowan	17.3%	23.5%	22.6%	23.2%	12.0%	1.5%

*www.thinkkentucky.gov 2014 data

Labor Force in TENCO

County	Civilian Labor Force	# Employed	# Unemployed	Unemployment Rate
Bath	4,725	4,417	308	6.5
Boyd	18,389	17,065	1,324	7.2

Bracken	3,712	3,506	206	5.5
Fleming	6,221	5,904	317	5.1
Greenup	13,736	12,682	1,054	7.7
Lewis	5,050	4,613	437	8.7
Mason	7,366	6,971	395	5.4
Montgomery	11,647	10,991	656	5.6
Robertson	803	762	41	5.1
Rowan	10,379	9,862	517	5.0

*Labor Market Services. www.kylmi.ky.gov 2016 data

As a local area, TENCO has an unemployment rate of 6.18%, while in 2015 the rate for the TENCO area was at 6.9%. Lewis County continues to have the highest unemployment rate of 8.7%, while Rowan County has the lowest of the ten counties at 5.0%.

TENCO has recently faced several layoffs and closure in the local area. TENCO has experienced a decline in Steel Mill jobs in Boyd county, which affected more than 700 employees. Also affected are general manufacturing closures and layoffs in Montgomery and Mason County affecting more than 900 employees. Other layoffs and/or closures affecting the area include Maysville Community and Technical College, Morehead State University, and Kmart. Due to these layoffs and/or closures, it is anticipated that the unemployment rate will increase tremendously in the TENCO local area. The primary reductions in steel and manufacturing are due to Foreign Trade.

The secondary and post-secondary training institutions in TENCO continuously seek opportunities to improve upon the educational level in the geographical area. It is recognized that a high school diploma or its equivalent is necessary for career success. Currently, TENCO has a high school graduation rate of 93.5%. The county with the highest graduation rate is Lewis County (98.1%) and the county with the lowest graduation rate is Robertson (84.6%). (KDE 2014 – 2015/KCEWES). The TENCO WDB is working with Robertson County schools through the Work Ready Community project to develop plans to increase graduation rates within their county.

The TENCO area has 17,861 individuals without a high school diploma or GED (ACS 2010-2014 5 year estimate). This is 4.9% of the Kentucky population ages 18-64 who does not have a high school diploma or equivalent. The county with the highest percentage of individuals without a high school diploma/GED is Robertson County (21.7%). The county with the lowest percentage of individuals without a high school diploma/GED is Boyd County (10.88%). The TENCO counties are all working toward or have achieved Work Ready Community Certification (or in-progress) and have developed plans to decrease the percentage of individuals who lack a high school diploma/GED in their respective communities. (ACS 2010 – 2014)

According to the American Community Survey (2010 – 2014) the percentage of adults ages 25 – 64 with an associate’s degree or higher for the TENCO area is 25.9%. This is lower than the average for Kentucky, which is 31.4%. The TENCO county with the highest percentage of individuals with an associate degree or higher is Rowan County with 36.2%. The county with the lowest percentage of individuals with an associate degree or higher is Lewis County. Although, many issues affect individuals transitioning from secondary to post-secondary training, based on discussion during Work Ready Community meetings, it is believed that a significant number of students enroll in post-secondary training, but do not attend and/or complete their training

program. This is often due to financial responsibilities (school and personal), requiring too many remediation courses prior to enrolling into their intended program of study, lack of family support and lack of transportation (public and personal). It needs to be noted that these numbers do not reflect industry recognized credentials which is utilized significantly in skilled trade occupations. TENCO is currently seeking information on the number of certificates and industry recognized credentials that have been earned during the past three years. This information will be utilized to better understand our workforce skill levels. The TENCO counties are all working toward or have achieved Work Ready Community Certification (or in-progress) and have developed plans to increase the skill level of the workforce in their respective communities.

As identified in 1.1

Other data that influences the economic conditions of TENCO include residents with barriers to employment.

- TENCO, according to census.gov for 2010 - 2014, has 14.58% of residents under the age of 65 with a disability.
- The median age for the workforce is 45 – 64, with a decline in youth population.
- The average annual wage for the TENCO area is \$32,812 which is below Kentucky’s average wage of \$40,300.00. The average poverty level for the TENCO area is 23.17%. Lewis County has the highest poverty level of 33%, and Bracken County has the lowest at 17% (U.S. Census 2014 data).
- Limited or non-existent public transportation in many areas, even though data reflects a significant number of residents travel outside of their county for employment opportunities.
- In 2014, there were 10,426 open cases of individual in TENCO receiving public assistance, such as TANF and/or Food Stamps. (ssa.gov 2014 data).
- There are 5,792 crimes identified in the TENCO area (kystatepolice.org 2014 data) where individuals became involved in the correctional system (includes juveniles and adults offenders). Although this may reflect duplicated numbers of individuals involved in criminal activity, it is worth noting due to criminal records directly affecting employment opportunities in the area. The following table reflects the top three offenses in the TENCO area.

TENCO Region	
Drugs	1918
Larceny/Theft Offenses	1795
Assault Offenses	704

All of these barriers affect the ability for individuals to job search, obtain, and retain self-sustaining employment. TENCO WDB will review each barrier to employment to determine potential strategies for future workforce planning.

Section 2: Strategic Vision and Goals

2.1 Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include as applicable a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur. To the extent possible, include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

The TENCO Workforce Development Board established a 5 year Strategic Plan in 2012. The TENCO WDB vision includes the following: “The TENCO Workforce Development Board works to create a highly skilled, knowledgeable and creative workforce that attracts new businesses and enhances the success of existing businesses, resulting in additional employment opportunities at competitive wages.” The TENCO WDB has recently reviewed and will maintain the current plan with modifications to the established goals per guidance from our business and partner agencies. Our intent is to identify completed goals and their impact on the community, validate the current goals and timelines, and establish new goals based on the changing needs of our economy. This modification of the Strategic Plan Goals will be completed by August 2016.

Current goals include:

1) Align Workforce Services with Key Sectors. The purpose is to provide the community and workforce partners with quality data and services for high-growth, high-demand industry sectors with opportunity for self-sustaining wages; assist in educational and employment consumer choices; and utilize scarce resources more effectively. Our board collects and analyzes data annually including past, present, and projected high-growth, high-demand, and self-sustaining employment opportunities. All of the TENCO WDB funds for OJT, Adult/DW Work Experience and Training must be in the high-growth, high-demand, high-wage occupations identified through the labor market analysis process.

2) Identify Opportunities to Leverage Resources. The purpose is to provide a more significant benefit to the consumer through increased knowledge of partner services, and utilize scarce resources more effectively. TENCO WDB has a basic Asset Map which reflects opportunities for leveraging resources. Throughout the next few months, TENCO WDB will review, update, and expand the Asset map. TENCO WDB provides a number of opportunities to learn about resources in the community. There is quarterly partner sharing through the KY Career Centers, local and regional training opportunities, and in the fall of 2016 TENCO will provide a 1 ½ day training event for our community partners. Training topics may include communication between partners, case management, customer service, diversity, and partner sharing.

3) Extend/Increase Youth Services to Eligible and In-Eligible WIOA Participants. The purpose is to develop a better skilled workforce by providing services to youth in work readiness and work ethic training. Currently TENCO provides intensive career services to approximately 120 youth in a ten county area. With a youth population of 24,373 (ages 16 – 24 as recorded in thinkkentucky.com 2014 data), this is only .5% of youth that will be our workforce of tomorrow. The TENCO WDB realizes that with limited funding, we will be unable to register and enroll all of the youth that

might benefit from services. Therefore, through programs like our Work Ethic Seal, Youth NCRC, and Work Ready Communities, the staff of our Board has developed great relationships with our high schools and are able to offer a number of workshops and services through group presentation. This includes work ready workshops, career guidance assistance, partnership between Vocational Rehabilitation, Goodwill and WIOA to provide summer employment programs, and developing a career awareness program for school administrators/school counselors in order to better serve their students.

4) Increase the Number of Individuals Trained in Soft Skills/Work Ethic Skills. The purpose is to develop a workforce trained in the skill sets identified by local businesses which will lead to a higher level of retention of employees. The TENCO WDB provided a soft skills/work ethic skills program as a pilot for local businesses. Although the businesses rated the program highly, it was difficult to get a commitment from additional businesses as each day a worker is off from their job is detrimental to the goals of the company. The Soft Skills/Work Ethic Skills continues to be identified by local business representatives as an issue. Therefore, TENCO is developing strategies such as partnering with the Department for Community Based Services, Community and Technical College programs, and Adult Education providers, and providing the WINS software in all of our Career Centers to provide Work Ethic training. Work Ethic training will also be available through an interactive site on the TENCO Career Center website.

5) Align the One-Stop Career Center Operations to Meet the Needs of our Local Workforce Community. The purpose is to assist the local workforce by supporting a skilled workforce in sectors identified as high-growth, and to ensure the activities and services of the TENCO Career Centers meet community need. The TENCO WDB is committed to spending funds in the most responsible manner that provides high quality service to our customers, while ensuring job placement success. Performance measures as established through the Federal Workforce Innovation and Opportunity Act, ensures a focus on quality, holistic services that starts with building a relationship and ends with follow-through on job placement. Service without follow-through does not benefit the customer, the community, or the economy. Therefore, the TENCO WDB has set goals to increase job placements in field of study, increase credential rates in the local area, and ensure our Career Centers meet the standards necessary to provide the ease of access, professional, efficient, and quality services to our individual and business customer.

6) Develop a Well Informed and Engaged Board. The purpose is to provide Board members with the knowledge necessary to be active members in identifying workforce issues, developing appropriate policy, procedures, and plans based on those issues and achieve successful outcomes. TENCO WDB revised their board orientation in order to provide a clearer, more precise identification of roles/responsibilities, programs/projects, initiatives, and program and financial structure. A board retreat was held in October 2015 with speakers on multiple topics including: Regional Partnership, Economic Development and Workforce, Workforce Financial Overview, and High Impact Workforce Development Boards. Presenters included State, Local Board, and Administrative Entity staff. The Workforce Development Board was established under WIOA guidelines and all business members represent sectors established through the labor market analysis as high-growth, high-demand. TENCO WDB members are encouraged to attend training sessions on workforce issues, such as the NAWB, SETA, KWIB meetings and to participate in their local Work Ready Community projects. The local area has started having short presentations at board meetings in order to better familiarize members with projects, services, and activities in our

community. The TENCO WDB also participates in tours of local businesses. Partners have a dedicated time to discuss their programs at Board meetings. Business Service updates and activities are included in each meeting. The TENCO WDB has recently applied to remain a High Impact Board, as originally established in 2013.

7. Increase Community Awareness. The purpose is to provide business, community leaders, and agencies with an engaged partner in the development of workforce goals and standards. TENCO WDB has worked on a number of projects designed to increase community awareness, such as: new individual and business brochures, open houses for Career Centers, update the Career Center website, design a social media site, actively participate in Chamber, Economic Development, and other community activities. WIOA staff participates on many committees within the local area. Staff also attend partner sharing meetings, and work closely with all of the Career Center partners in the local area.

8. Develop Opportunities for Partnering with Economic Development. The purpose is to provide economic development with an engaged partner in the development of workforce goals, business retention/growth, and development of new business opportunities in the TENCO area. The TENCO WDB has a strong partnership with local and State economic development organizations. The Business Service Coordinator works directly with local and State Chambers, Alliances, Industrial Authorities, and Economic Development departments. The TENCO WDB has committed staff time and funds to assist our local area in becoming a Work Ready Community. This project is designed to assist communities with economic development issues. Josh Benton, Executive Director, Workforce Development, Kentucky Cabinet for Economic Development, provided economic development information and how it aligns with workforce initiatives to the TENCO WDB at the 2015 Annual meeting.

2.2 Describe how the local board's vision and goals relate to the Commonwealth's goals, initiatives and priorities as outlined in the WIOA State Plan.

The TENCO WDB established their strategic goals based on the needs of the local community. As the plans and goals were established in 2012, there was a lot of similarity between the local and State Plan. These items included: Sector Strategies, Business Service Re-design, Partner for Success, High School Outreach, One-Stop Certification, High Impact Boards, Alphabet Soup, Work Ready Community, and Branding/Identity.

The TENCO local plan has many of the same goals and initiatives as described in the Kentucky plan. TENCO strives to be efficient, innovative, and flexible in service delivery to the business and individual customer. In order to do this TENCO has implemented more technology in their plan which allows for simplification of the system. Flexibility, innovation and the partnerships between agencies is a remarkable indicator of the community's commitment to providing high quality, holistic, and customer centric services. Partnerships include co-enrollment, co – case management, project development, leveraging resources, and working together to have a successful outcome.

The TENCO area recognizes the importance of career pathways, and recognizes that these pathway discussions must start at an early age. Early awareness and involvement in activities related to high-demand careers is vital for the success of our economy. TENCO will partner with secondary

schools and Career and Technical Education in order to develop pathways into employment and/or advanced training.

The TENCO area also encourages work-based learning as reflected in our On-the-Job training programs, Adult/Dislocated Worker internships, and partnerships with companies utilizing apprenticeships.

The TENCO WDB will continue to strive toward providing the best service possible through certifications of Career Centers, having a local area that is Work Ready Certified, and ensuring the WDB meets the standards as set by the High Impact application.

As these things get accomplished the alignment of workforce development, education and economic development will occur.

2.3 Describe how the local board’s vision and goals are related to and/or will be determined in relation to other key partners and stakeholders in the local area.

The TENCO WDB established the goals as mentioned in 2.1 through three community forums where business, agency representatives, partners, and community leaders were invited to attend and provide feedback on our workforce strengths, obstacles, and goals.

The evaluation of the current TENCO Strategic Plan will again include the voices of our community leaders through encouragement to complete a five minute survey which will include collecting information on sectors of high-demand, current goals, and community issues that may require new goals. The survey will be sent to businesses identified in the ten county area, partner agencies, economic development representatives, board members, educational representatives, and will be available on the TENCO Career Center website. As we work collectively for a similar outcome for our residents and community, data will be collected through the survey regarding the TENCO Strategic Plan’s alignment with other agency plans in regard to workforce issues. This is another method to strengthen partnerships, leverage resources, and provide higher quality services for our customers.

Section 3: Local Area Partnerships and Investment Strategies

2.1 Describe the local board’s strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve strategic vision and goals described in element 2.1. This discussion should include a descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners and major contractors providing Adult/Dislocated Worker, Youth program elements. Describe respective roles and functional relationships to one another.

TENCO has two Career Centers (one certified and one seeking certification prior to June 30, 2016)

and two affiliate Career Centers (both seeking certification prior to June 30, 2016). The full Centers are located in Ashland and Maysville. The affiliate Centers are located in Morehead and Mount Sterling. Oversight for the centers is the responsibility of the TENCO WDB. The TENCO WDB has designated a Consortium of OET, Vocational Rehabilitation, and WIOA to provide the day to day oversight and report to the Board. The WDB has also hired through the Administrative Entity (Buffalo Trace ADD) a Career Center Manager. The WDB has completed a Consortium Agreement outlining the roles and responsibilities of the Consortium and the Manager. The WDB also felt important to establish a One Stop Career Center Committee, led by business representatives that will provide direction to the Manager and Consortium. Having multiple levels involved in the Career Center activity ensures we are providing high quality services to our customers. Services are flexible and provided throughout the community in multiple locations, however, the main location for services are through the Career Centers.

As the TENCO WDB is responsible for Career Center activity, the WDB is also directly responsible for the activity, performance, and budget for the WIOA. THE WDB has established an Administrative Entity, Buffalo Trace Area Development District, to hire and manage staff directly related to board activity. The Chief Local Elected Official, grant recipient, is responsible for assigning members to the WDB. The CLEO and Governing Board of Judges are actively involved in the TENCO WDB and work in coordination with the WDB in developing local and regional plans, designation and/or procurement of one-stop operators and services, procurement for the fiscal agent, and the annual budget guiding the administration for the WDB.

The TENCO WDB has five committees that are business led and report directly back to the board. These include: Executive Committee, Career Center Committee, Strategic Planning Committee, Accountability Committee and Youth Committee. The WDB has one Council on Disabilities. Ad hoc committees are allowable as deemed necessary by the Chair of the TENCO WDB.

The core partners as identified in the Workforce Innovation and Opportunity Act includes: Office of Employment and Training, Workforce, Vocational Rehabilitation, and Adult Education and Literacy. The TENCO local area has strong relationships with all partners. We have Memorandum of Understandings completed that include services for core partners. We coordinate and collaborate in business service activity, including services for economic development, business retention, and business decline. As individual resources decline, we have found it vital for program success to co-enroll and share customers between the core partners. This allows us to leverage precious resources, intensify case management, and provide holistic services to our customers.

A referral system has been included in the Career Center Memorandum of Understanding (MOU). Partners in the MOU include: OET (Wagner Peyser, UI, Trade, and Veterans), Vocational Rehabilitation, Office for the Blind, Adult Education and Literacy, Carl Perkins (KCTCS), Title V Senior Community Service Employment Programs, Community Services Block Grants, Housing and Urban Development, Title IV TANF, and WIOA. Roles of each partner program are addressed in the MOU.

Each partner works together through referrals. Resource knowledge is vital for partner relationships. TENCO has several avenues to assist each partner in awareness of resources available. These include partner sharing meetings, a planned partner retreat for the fall of 2016, inclusion on the TENCO WDB and committees, community involvement, and electronic resources

such as social media and website. Other partners play vital roles in the success of our community and are involved in many of the services available to our individual and business customer. These include: Chambers and Alliances, Goodwill, libraries, Career and Technical Education, Secondary Schools, and Juvenile Justice.

Workforce career and training services are available through multiple providers in the ten county area. Services for Adult and Dislocated Workers are provided through the WDB for residents of Bracken, Robertson, Mason, Fleming, Lewis, Rowan, and Bath counties. The WDB has a contract with the FIVCO ADD and Gateway ADD to provide these services in Boyd, Greenup, and Montgomery counties. These services include but are not limited: Assessment, eligibility determination, job readiness preparation, development of an individual employment plan that identifies strengths, obstacles, and goals, referrals to other entities, case management, career counseling, preparing an Individual Training Account for those eligible for training, out-of-area job search, relocation assistance, links to On-the-Job training and internship opportunities, and outreach.

The TENCO WDB competitively procures for youth services. There are currently two contracts providing the youth elements as established in the WIOA. These contracts include Lewis County Board of Education which operates an in-school and out-of-school program, and Morehead State University which operates an out-of-school youth program. Youth contracts are approved on an annual basis, with a two year renewal option pending satisfactory progress.

2.2 Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services. *Note:* The six core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs and Vocational Rehabilitation. The elected partner plan programs are: Trade Adjustment Assistance for Workers, Jobs for Veterans State Grants and Unemployment Insurance.

2.3

The workforce development system in the TENCO local area relies heavily on partnership. Alignment of services is key to providing high quality, customer driven services that can and do enhance the community as a whole. Key partners are voting members of the local WDB, and many elected partner programs, such as Carl Perkins/KCTC, Career and Technical Education, local Chambers, and Economic Development have membership on board committees.

The local WDB supports alignment through referrals and co-case managing customers. Each partner agency entity has a specialization that makes them unique and extremely valuable to each other. The local WDB is developing an asset map that will outline all of the partner agency resources as to better align and leverage scarce resources. The local board, which has applied to remain a High Impact Board, realizes that workforce is much greater than just the Adult/DW/Youth programs of their operational budget.

As the TENCO WDB reviews and modifies the local Strategic Plan, the board has been adamant about receiving input from our partners, including business partners. A survey requesting

information on their goals and action steps will allow us to work together, instead of each working solo toward the same outcome.

The TENCO WDB supports partner training and sharing. TENCO is planning a partner retreat in the Fall which will include all core and non-core partners being invited to attend a 1 ½ day training including topics such as communication between partners, case management, customer service, diversity, and partner sharing.

3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable and stackable). [WIOA Sec. 108(b)(3)]

The TENCO WDB will expand access to employment, training, education, and supportive services through the following services:

Access to employment:

- The TENCO WDB has recently established 30% of the A/DW funds be used for job-driven activities. As part of this initiative, TENCO WDB has established an internship program for Adults/DWs. The internship allows individuals to work up to a maximum number of weeks while the business evaluates the individuals work ethic, ability to communicate, ability to complete tasks, and general roles/responsibilities of the job. Direct employment or positive work experience and references for a resume are the expected outcome. TENCO continues to partner with local businesses in the development of On-the-Job training programs, which also provide direct employment opportunities to customers as well as fulfilling a business need.
- The TENCO WDB has a very active and involved business service team that includes core partner representatives. The Business Service team has established outreach materials for local businesses and is involved in numerous activities such as Chamber, Economic Development, and partner events.
- The Career Center manager and local partners are well known in our area for developing individualized career fairs designed to meet the specific guidelines of companies. These have resulted in many job placements throughout the local and regional area. Individuals are able to learn about the company, apply on-site, complete an assessment (such as NCRC or other company required assessment), drug test, and interview all in one day. The job fairs are very successful, with the key being partnership, coordination, and listening to the business.
- The Career Center manager has also recently developed a social media page where job postings are reported, job fairs are announced, and businesses are highlighted. There are currently over 1500 individuals connected to TENCO through social media.

Access to training/post-secondary education:

- The TENCO WDB is currently re-constructing the Career Center website for the TENCO area.

The website will become more interactive, more inviting, and provide links to partner services. The Career Center website will also provide opportunities for individuals to complete career assessments, learn about applying for financial resources, have access to labor market data, and complete on-line applications for services.

- Within the past year, TENCO WDB acknowledged the need for an additional Career Center to be located in Montgomery County. The Mt. Sterling OET office provides basic career services to over 2000 individuals (non-duplicated count) in a fiscal year. Assessments indicate that many of these individuals could benefit from training in order to gain employment, move up a career ladder, and/or earn a self-sufficient wage for their family. Our Career Center in Mt. Sterling is located on the Maysville Community and Technical College – Mt. Sterling campus. This partnership has been outstanding, as individuals who have skill gaps can be directly and immediately be connected to an educational institution.
- TENCO and the post-secondary training institutions in the area rely heavily on each other for programs and services that will decrease the skill gap between business needs and individual's skill levels. Post-secondary institutions have active roles on the TENCO WDB and committees. Referrals between the two entities are daily and include training referrals, assistance with financial aid, placement referrals, internship referrals, sharing of information on high-demand occupations, and workshops on career readiness.
- The TENCO WDB has recently included representatives from Career and Technical Education programs on WDB committees. Staff of the WDB is participating in an Education Alignment Committee where a focus is developing that alignment between high school, post-secondary, and employment. There are other opportunities where the TENCO WDB may become involved in this alignment – such as the Unbridled Careers initiative. WDB staff plans on enhancing relationships with local school districts in order to provide information on high-growth, high-demand occupations and opportunities for career pathways to start at the secondary school level.
- TENCO WDB is currently involved in one incumbent worker project which has provided opportunity to increase the competitiveness of the business in the workforce while providing advanced skill sets to current employees allowing them to maintain current positions and/or move up a career ladder. The opportunity would not have been possible without Morehead State University's collaboration and willingness to modify training curriculum. The project was an effort between a local business, local post-secondary institution, and two workforce areas. TENCO will continue to review the success of this project, and potentially use it for a model for other healthcare providers in the area.
- The Adult Education and Literacy programs have a representative on the TENCO WDB and on committees. Coordination and awareness of program services have grown tremendously as our ten counties work toward or have achieved Work Ready Community certifications. The TENCO WDB may serve individuals seeking GED and either employment or advanced education by assisting with the costs of the GED. Currently, discussion with an Adult Education and Literacy representative is taking place regarding the process to serve those seeking a GED. There are also referrals from multiple partner agencies, including WIOA, to Adult Education and Literacy for WorkKeys testing, other assessments, and remedial education services. There are other opportunities that the TENCO WDB will learn about by having partners actively engaged in WDB meetings, such as Accelerated Opportunities.
- TENCO plans to develop strategies to be actively involved and supportive of Pre-Apprenticeship and Apprenticeship programs for our local area. Currently, TENCO has a

company in the local area that is a leader in apprenticeship, Stober Drives. TENCO has an established relationship with representatives from Stober Drives, which includes membership on the TENCO WDB, and the Kentucky Workforce Innovation Board.

- TENCO staff and Vocational Rehabilitation staff also rely on each other to assist individuals with disabilities that have an interest in training. As Vocational Rehabilitation specializes in this population, TENCO staff refers individuals to their agency for assessments, specialized supplies or equipment that would make their training experience successful, and coordination of funds to be used for training expenses such as tuition, fees, and books. Individuals are co-enrolled in both programs and receive coordinated case management and follow-up services.
- The Office of Employment and Training is also an active partner with workforce. Co-enrollment makes both parties responsible for the successful outcome for our customers. OET and WIOA work closely with developing Individual Employment Plans for Trade customers, and refer individuals between agencies for specialized services to ensure the customer receives high quality, holistic services. OET and WIOA work together to provide information to customers through KEN and KCCGO workshops. The two agencies participate in job fairs, business services, career center certification, and follow-up services for customers.

Access to supportive services:

Although many services are available in the TENCO local area through the coordination of partners, barriers to employment still pose a hindrance in to those seeking employment and/or training. Support services provided through community agencies can make the difference in obtaining a successful outcome. Support services include:

- Transportation. In the rural areas of TENCO, it is difficult for individuals to have funds available to transport themselves to and from employment and/or training. The TENCO WDB provides support services through mileage reimbursement for occupational skills training.
- Child care. Although TENCO WDB has funds available to assist with child care costs, a referral is often made to community based services to assist with these costs, if the individual is eligible.
- Referrals are also made to Community Service Block Grant organizations for assistance such as with heating costs.
- Other partners that help alleviate the need for supportive services are the training institutions. Training institutions have a wide array of training opportunities online, alternate hours and off-site in multiple counties that allow individuals to attend training without concerns of transportation and/or child care issues.

3.4 Identify and describe (for each category below) the strategies and services that are and/or will be used to:

A. Meet needs and facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;

B. Support a local workforce development system described in element 3.2 that meets the needs of businesses;

C. Better coordinate workforce development programs with economic development partners and programs;

- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and
- E. Increase competitive, integrated employment opportunities for individuals with disabilities.

Include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or use of effective business intermediaries and other business services and strategies that support the local board's strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

TENCO WDB currently use the following strategies for meeting the needs of large and small employers:

- A. TENCO has a very active and Business Service Team that includes a variety of partners who provide services including but not limited to: Job Orders, Assistance with Screening applicants, Assessment testing such as NCRC, space for interviewing, On-the-Job Training, customized training, Incumbent Worker Training, Internships, Occupational Skills training, Basic Skill remediation, GED testing, ADA compliance assistance, job placement, development of retention strategies, outreach efforts for assist with company awareness through our social media, open houses, general and individualized job fairs, business specific workshops, rapid response activities, and job site development in coordination with economic development. These services are available for both large and small employers.

The current method to inform the business community is through the many organizations that our Business Service Coordinator participates in regularly. TENCO also has a very active social media page that is maintained and updated regularly. TENCO WDB participates in the Work Ready Community Initiative which has a direct impact on increasing the skilled workforce necessary to retain current businesses while also encouraging new businesses to the area. TENCO will continue these strategies to assist the business community.

Small employers have the opportunity to participate in all activities as mentioned above. As TENCO updates the Strategic Plan for the area, discussion on possible projects for small employers will take place.

Currently, TENCO WDB is supporting one (1) incumbent worker project, two (2) on-the-job training projects, has an on-going adult/DW internship program, links businesses to KCTCS programs for customized training opportunities, works closely with a company that utilizes apprenticeship programs, has included apprenticeship awareness in WDB trainings, is developing additional industry sector partnerships, and has one (1) career pathway project.

TENCO WDB will continue to provide information to companies regarding the benefits of registered apprenticeships. TENCO will also continue to work on career pathways through staff participation on the State Education Alignment Committee.

- B. As described in 3.2, alignment of services, partnership between entities and availability of holistic services for individuals and/or businesses is vital to workforce success. Through the completed Asset map, all partner agencies will be able to align and leverage resources, providing services without duplication. Earned trust and respect among partners, and not

being driven by boundaries, is a major accomplishment in the TENCO workforce area. The system will continue to excel due to these measures taken by the TENCO WDB, staff, and partner agencies.

- C. Coordination with local and state economic development partners is already in place in the TENCO local area. TENCO WDB understands the importance economic development plays in the success of our communities. TENCO has staff that is actively involved in local economic development meetings and/or training sessions. Economic development partners have voting rights on TENCO WDB and the Strategic Planning Committee and Youth Committee. TENCO WDB utilizes State economic development representatives to provide valuable information through training sessions at our annual WDB meeting. The Administrative Entity, Buffalo Trace Area Development District, involves workforce in their economic development plans, which has resulted in workforce being “at the table” when new businesses are considering locating to the TENCO area.
- D. THE TENCO Career Center staff, including workforce and unemployment insurance programs, has a strong connection and easily link services between the two programs. TENCO has a very involved co-enrollment plan that will greatly link the two programs, but staffing has been an issue in maximizing the potential of the plan. Individuals seeking unemployment insurance will be provided, at a minimum, with information regarding all Career Center services to assist with their job search. In the future, once staffing has been increased, TENCO plans to develop an individual employment plan with individuals seeking UI and make referrals to partner agencies based upon that assessment. TENCO will also follow-up with individuals who received services but remain unemployed to determine if additional services are needed. The workforce and UI programs often attend trainings together, work on functional teams together, and assist each other in many aspects of their roles. The partnership between the two programs is strong, and TENCO intends to continue that partnership to serve the customer in a holistic and professional manner.
- E. The TENCO WDB will work with our Vocational Rehabilitation and Office for the Blind partners to ensure individuals with disabilities are served through an integrated and coordinated partnership. Vocational Rehabilitation is represented on the TENCO WDB and a new Disability Committee has been formed to assist TENCO in better serving individuals with disabilities.

The TENCO Youth Committee is currently working with Vocational Rehabilitation in a partnership program for summer employment opportunities for youth. This program will provide work ethic skills, paid employment opportunities, and experience in the world of work for out-of-school youth with disabilities. If approved through the WDB and Vocational Rehabilitation, the program will begin the summer of 2017.

3.5 Describe local and regional efforts to support and/or promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

Efforts to support and/or promote entrepreneurial skill training include:

- Business Service representatives provide an array of services for large and small businesses,

including but not limited to referrals for incentive packages and/or loans, On-the-Job training, customized training, and internships.

- WIOA youth programs have an element on becoming an entrepreneur.
- There are multiple entrepreneur centers located in the TENCO area.
- There are classes and a degree that can be earned on entrepreneurial management through KCTCS and MSU.
- OET provides opportunities for entrepreneurs to utilize job orders to assist with hiring individuals.
- Opportunities in the future for TENCO WDB include visiting the EKCEP Teleworks program to determine if a similar project could be replicated in the TENCO area.
- Opportunities also exist to provide an entrepreneurial conference for youth in the area. Coordination would be with KCTCS, MSU, and other interested partners.

3.6 Describe the workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

Workforce activities are provided by all partners of the KY Career Centers, including but not limited to – Adult Education, Vocational Rehabilitation, Office for the Blind, OET (Wagner Peyser, Trade, UI, Veterans), Carl Perkins, and WIOA. These services are available for adults, Dislocated Workers, and Youth. Successful community workforce activities start with partnership and alignment of programs available in the community. Services may include: basic skill remediation, GED assistance, job placement, job referrals, out-of-area job searches, relocation, training, work readiness/work ethic skills training, development of employment plans, assisting individuals with disabilities with supplies and equipment necessary to be successful in school or employment, referrals to additional partner services, and etc.

Services specifically for youth served through WIOA (including youth with disabilities) include all of the elements as identified in Section 129(c)(2)(A – N). Youth also receive intensive case management, hands on experience in civic responsibilities, diversity, leadership, and work ethic. Services are holistic and other services have and will be provided when needed, such as assistance with housing, assistance in obtaining a driver’s license, parenting and independent living, career guidance and counseling.

Best practices include:

- 1) Having a staff person that works monthly with the contractors to ensure awareness of policy and/or Federal/State guidance changes; to offer technical assistance; to speak with youth customers and get feedback on the program; participate in workshops; acknowledge when issues arise and develop plans immediately to assist the contractors; and provide one contact that is familiar with the program, the contractors, and the youth customers.
- 2) Developing programs that are holistic which includes more than just the requirements of the Act. An example would be civic responsibility. Although not employment focused, it provides youth (with barriers) opportunities to learn about voting, their State, diversity and the role Kentucky plays in the history of our Nation. Currently, our in-school youth program visits the State Capital, History Museum, Rankin House, and Underground Railroad as part of the civic component.
- 3) Contractors are directly connected in the community and familiar with resources. They are

aware of job opportunities and can easily make connections with employers in the area. Youth and businesses in the TENCO area have actively participated in work experience prior to the Act mandating this involvement.

- 4) Community service projects are expected from all youth. This provides the youth with opportunities to learn about their community's needs, network, and allows the community to see the youth as contributors to their community. Projects in the past have included: Build a Bed, soup kitchen, setting up a community health fair, volunteering at nursing homes, assisting elderly by grocery shopping and delivering food, and assisting with the development of a Veteran's Memorial.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services. [WIOA Sec. 108(b)(10)]

Individuals representing each public post-secondary institution in our local area are either a member of our local WDB and/or a member of a WDB committee. Post-secondary representatives are also a vital partner on our Business Service Team. They are represented in the TENCO partner meetings and participate in a variety of ways in each aspect of our strategic planning process. The partnership and active involvement/participation allows us to easily coordinate and enhance services without duplication. Examples include: 1) MCTC partnered on the Strategic Plan for the local area, as well as the Economic Development plan for the BTADD area; 2) MCTC developed training programs based on business input and supported by the TENCO WDB to our local area (Lineman); 3) ACTC was first at the table in developing short term training programs through a partnership with TENCO WDB to ensure Trade affected workers are provided opportunities to start classes early and get back into the workforce; 4) MSU partnered with a major local business, EKCEP, and TENCO WDB to provide a flexible, fast-track BSN program to meet business needs; 5) MCTC invited and provided free space for the Kentucky Career Center to be part of their Mt. Sterling Campus. 6) MCTC, local business, and TENCO WDB was actively involved in the new FAME Chapter for the Maysville area; and 7) As a pilot for TENCO WDB, MCTC provided referrals and recommendations for the Adult/DW internship program.

The post-secondary institutions are involved in job fairs, career awareness activities, Work Ready Community Projects and are always available for partnership with the TENCO WDB, business, and other community agencies.

TENCO WDB will be enhancing the partnership between the secondary school districts in the local area. The Director of the TENCO WDB is a member of the Education Alignment Committee, where a strong focus is on Career and Technical Education. Secondary schools and Career and Technical Education are a vital part of the career pathway approach necessary for youth to have the knowledge and skills in making life-long career decisions. The TENCO WDB will be participating in meetings with secondary school principals, ATC/CTC staff, and other administrative staff to review local labor market information, strategic planning for youth, and services available through the TENCO WDB that could enhance career guidance at the secondary school level.

TENCO WDB is currently a supporter of the Work Ready Community Initiative. The WDB has been involved in numerous projects throughout the ten county area to assist with action steps developed in the Work Ready Community Plans. These include offering a Work Ethic Seal program to all public schools in the district; providing work readiness workshops and participating in career

fairs and other activities in the school; and facilitating a 'Teacher Academy' for secondary school administrators to physically go to worksites and learn about local high-demand careers.

Other opportunities for enhancing partnerships with secondary schools are currently being reviewed by our Youth Committee. The Youth Committee, led by a business representative, includes secondary school/CTE, post-secondary, business, vocational rehabilitation, office of employment and training, chamber, juvenile justice, and union representatives. These opportunities include: **Unbridled Careers** where the WDB will assist schools in developing an electronic mentoring program designed to provide career guidance through linkages with local business representatives. **Junior Leadership Horizons** where the school will transport youth during the school day once per quarter to learn "by seeing" about local high-demand career opportunities. Expand the **Work Ethic Seal** program to additional schools in the local area.

It is the TENCO WDB intent to be a resource for the secondary and post-secondary institutions in our local area.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area including facilitating childcare and transportation for customers. [WIOA Sec. 108(b)(11)]

The TENCO workforce area is extremely rural and supportive services can make a significant difference in an individual's ability to complete training/educational component. Although workforce funds are not the initial resource utilized for such services, funds are available to assist with childcare, transportation, and supplies as determined necessary for completion of a training, work experience, or internship program. The TENCO WDB has established policies on the amounts allowable for childcare and transportation. Supplies are purchased based on requirements of the program of study and/or employer.

The TENCO WDB may utilize funds to assist with the cost of tuition, fees, books, supplies, and supportive services. As resources are limited, the TENCO WDB attempts to partner with other agencies to assist with any costs relevant and allowable under their distinct program guidelines. This includes Department for Community Based Services, Community Action programs, Vocational Rehabilitation and KHEAA (Pell grants). The TENCO WDB will link individuals to partner programs and share in the total cost to provide the customer with holistic services. If other resources are unavailable for the customer, the TENCO WDB provides the supportive services (transportation/childcare) following policies of the board.

3.9 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by DWI's merit staff and the local board's contracted service providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

The TENCO WDB utilizes all partners in the KY Career Center to provide a holistic array of services available to customers. Each local partner has specific guidelines that must be followed for their respective program, and each local partner brings a service specialty to the table. Through partner sharing meetings and Workforce Partner retreats, each partner representative gains valuable knowledge about the allowable services and specialization.

Specifically the DWI's merit staff is the first to interact with individuals seeking employment, unemployment insurance, Trade, and Veterans services. DWI staff determine additional services needed in order to get the individual back into the labor market. DWI staff is aware that WIOA staff specializes in OJT, Internships, Training assistance, Out-of-Area Job Search, and Relocation Assistance. Therefore, referrals are made to WIOA staff upon the determination that the customer needs one or more of these services. DWI and WIOA share in the responsibility of assisting with resume writing, interviewing skills and workshops provided on job search and retention. Staff from DWI and WIOA participate together on functional teams and communicate daily due to the physical location of their office and the Center's design.

A Workforce Partner Retreat is being planned for the fall 2016. All partner agencies will be invited to attend a retreat where topics including communication between partners, case management, customer service, diversity, and partner sharing will be provided.

Partner meetings will continue to be offered locally to ensure agencies are familiar with goals of the Career Center, customer needs, and new partner projects/programs.

A Career Center Manager conducts customer satisfaction surveys, customer flow analysis, and oversees the functional teams to determine if Career Center goals are being met, and if any changes are needed in order to better meet customer needs.

The OET Regional Manager and Workforce Director meet regularly and review Career Center Strategies that would expand the level of services currently available.

All KY Career Centers in the TENCO area will be reviewed for Center Certification by June 30, 2016.

3.10 Describe how the local board will collaborate with WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232. [WIOA Sec. 108(b)(13)]

The TENCO WDB will coordinate services with Title II Adult Education and Literacy in the following ways.

- 1) WIOA, OET, and Vocational Rehabilitation serves individuals who are basic skill deficient, below grade level, and/or require a GED in order to have more employment opportunities. Referrals are made to Adult Education to assist with assessment, testing, and skill remediation. TENCO WDB has established a policy where remedial education taken at post-secondary institutions is not paid through workforce funds as Adult Education offers that service free of charge.
- 2) Adult Education partners with the Career Centers to provide the WorkKeys assessment (National Career Readiness Certificate).
- 3) Adult Education providers are represented in the TENCO WDB's Work Ready Community projects.
- 4) TENCO has established a policy that is in alignment with the Federal Act regarding priority of service for individuals who are basic skill deficient. TENCO will develop a strategy in

coordination with Adult Education providers that will enhance the WIOA enrollment and service level for those enrolled in AE programs.

- 5) As fees for GED test(s) have increased with out-of-pocket expense for customers, TENCO will assist with GED fees for those enrolled in WIOA in order to ensure successful credential completion. Individuals without a GED are not marketable in today's world of work. Therefore, it is essential to alleviate any barrier preventing a customer from seeking a GED.
- 6) TENCO WDB will request a presentation on Accelerated Opportunities from the Adult Education representative on the TENCO WDB in order to determine if there are opportunities for partnerships.
- 7) TENCO WDB will assist, as described in Section 107 (d)(11)(B)(i)(I-II)), review the applications to provide adult education and literacy activities under title II for the local area and make recommendations to promote the alignment with the local plan.

3.11 Identify the targeted populations that the local board plans to focus additional effort and resources toward and briefly describe the local board's objectives, goals, strategies, operational tactics and resources it will deploy and briefly describe associated investment strategies.

Targeted populations include:

- 1) Individuals without a high school diploma or GED;
 - 2) Low income individuals and Individuals utilizing Government assistance (KTAP/Food stamps);
 - 3) Working poor as identified by the TENCO WDB at earning less than \$12.00 per hour;
 - 4) Out-of-School Youth;
 - 5) Incumbent Worker population;
 - 6) Business Customer; and
 - 7) Felons.
-
- 1) Individuals without a high school diploma or GED: The TENCO WDB will coordinate with local Adult Education and Literacy providers to co-enroll and case manage individuals seeking their GED whose assessment indicates an employment or post-secondary goal. TENCO WDB recognizes that the first tier to a career pathway is a high school diploma or GED. As manufacturing and other employment fields advance in their operations, it is vital that individuals have the basic skills necessary to secure even entry level positions. The TENCO WDB may provide resources through staff time, payment for the GED expense, and assistance with On-the-Job training, internships, and/or post-secondary training opportunities.
 - 2) Low-income individuals and individuals utilizing Government assistance: TENCO WDB will continue to provide outreach to individuals who are low-income through brochures, participation in community activities, and partnerships with agencies serving this targeted population. Resources provided through the TENCO WDB may be outreach materials, facilitation of partner meetings, and staff time. Individuals, who are interested in services through the KY Career Centers –TENCO, would receive priority of service and be eligible to apply for all services available through the Career Center partners.

TENCO WDB is developing a stronger partnership with local DCBS offices, in order to share awareness of programs and to be a resource for the individuals served through their

agency.

- 3) TENCO WDB recognizes the need to serve low-income as defined in the WIOA. However, a significant number of working families in the TENCO area still suffer with poverty. TENCO WDB plans to provide priority to populations indicated in the Federal WIOA and develop strategies such as the two mentioned above to ensure compliance with State policy while continuing to serve those working poor in the local area. These families do not receive assistance with training, food, rent, or etc., and are often unable to break the poverty cycle with the skill level they currently possess. It is vital for the success of our communities that families who fall into this category are not “forgotten” when distributing WIOA dollars. Resources include staff time, training, On-the-Job, and Internship dollars. The goal will be to move individuals into higher paying, self-sustaining employment, defined by the TENCO WDB as \$12.00 or higher.
- 4) The youth of today is tomorrow’s workforce. TENCO, like most other local areas have an aging workforce with the largest population being those 45-64 (thinkkentucky.com). Providing an intensive focus and resources for our Out-of-School youth population is necessary for economic stability and growth. Our poverty stricken young people must see other avenues than Government assistance. Our youth whose choices make transitioning to employment difficult, must be provided support and opportunity. Our youth need to see that lack of experience and/or disabilities are obstacles to overcome. Our responsibility as a workforce system is to provide the support, encouragement, and holistic array of services that helps youth reach their full potential. As mentioned in 3.7, the TENCO WDB plans to increase numbers enrolled in WIOA funded programs, but also to serve those who are ineligible or where funds are limited by providing linkages to other resources and/or providing basic core employment services to groups. TENCO WDB is also working in partnership with Vocational Rehabilitation, Goodwill Industries, and potentially other agencies, to provide a summer employment program starting in the summer of 2017.
- 5) Incumbent Worker Population. TENCO has had significant layoffs and/or closures within the last two years. It is pertinent to provide our business customer with all the resources possible to ensure they remain competitive in the local economy. Currently, TENCO WDB and EKCEP partnered with St. Claire Regional Medical Center and Morehead State University to provide an incumbent worker training for staff who needed an upgrade in educational level in order for the business to remain competitive and reach their employment goals. TENCO committed \$100,000.00 to assist with training costs and one case manager to ensure program success. St. Claire Regional Medical Center committed financial and in-kind resources. MSU modified their BSN training program to be flexible, and more accessible to non-traditional students. Although this is a pilot program in the TENCO area, the WDB is evaluating a need for this type of program in other hospitals in the local area.
- 6) Business Customer. Many WDB and Career Center services are interchangeable as far as who receives benefit – the individual or the local businesses. The TENCO WDB recognizes that training and services are irrelevant if it does not meet the business need. Therefore, WDB staff will continue to be actively involved in business services and economic development activities. The WDB established a goal of 30% of funds to go toward job-

driven activities, such as OJT and internships. Incumbent worker programs, as mentioned above and basic business trainings (linkages with partner resources) will continue to be available. Services such as individuals job fairs, job growth, retention plans, and labor market information for economic development will also continue to be services provided through the TENCO WDB.

- 7) Offenders. Although not currently a targeted group, as the TENCO WDB continues to hear about the gap between available jobs and the labor force, it is important to provide services to populations that are not currently employed. Offenders often have a difficult time locating employment. Therefore, TENCO will reach out to our local detention center and prison to determine if job preparation training would be considered beneficial.

3.12 Identify one to three industries where a sector partnership(s) is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe and briefly describe the local investment strategy toward those targeted sectors.

TENCO WDB is supportive of an established a manufacturing industry partnership that expands over the ten county area. The partnership is business led (14 local businesses), with multiple partner involvement, and has resulted in a FAME Chapter being established in BTADD area. The first FAME class will open in August 2016. The TENCO WDB has committed \$80,000.00 to assist eligible customers with tuition, books, supplies, and supportive services.

The goal is to open additional classes in multiple locations within the next few years.

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the additional funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, describe any future plans to pursue that.

Although requested and operated by the State, the TENCO WDB currently has a Federal National Emergency Grant for individuals who are long-term unemployed or profiled as likely to exhaust unemployment benefits. The grant is set to expire September 30, 2016 unless an extension is approved. This grant provides individuals with a higher level of intensive basic and career services designed to get the customer back into the workforce. It provides a coordinated service delivery plan among the Career Center partners and mental health agencies. Services such as short and longer term training in the State and/or local high-demand sectors, internships, OJTs, and supportive services are available through the grant.

The TENCO WDB will have the opportunity to leverage resource to provide a summer employment program to youth starting summer 2017. These funds will be a combination of WIOA formula dollars, Vocational Rehabilitation funds, and Goodwill Industries. Other entities will have the opportunity to participate in the program.

Funds are currently being leveraged through an incumbent worker project with St. Claire Regional Medical Center. Funds for a project where career pathways developed as one of the focus points, has a combination of funds from the business, TENCO and EKCEP.

Funds are currently being leveraged to start a FAME Chapter and training in the local TENCO area. Funds leveraged are from local businesses and KCTCS.

Maysville Community and Technical College has approved the Tuition Guarantee program where students will be able to have the out-of-pocket cost of their tuition reimbursed when specific requirements are met, such as grades and full time status. Although not a direct leveraging of resources, it does provide an opportunity to leverage resources as TENCO WDB funds are limited.

TENCO shares a customer pool with Vocational Rehabilitation. Vocational Rehabilitation completes an assessment to determine if the customer's disability would prevent them from doing the intended job. Vocational Rehabilitation also provides funding for training expenses. When enrolled in both WIOA and Vocational Rehabilitation, the two agencies share the cost of training.

The TENCO WDB will continue to seek funds through multiple resources to ensure customer barriers are alleviated, and the workforce in TENCO provides the highest quality services possible.

Section 4: Program Design and Evaluation

4.1 Describe the one-stop delivery system in the local area including:

- A.** The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.
- B.** The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]
- C.** How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]
- D.** How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]
- E.** List all required and optional program partners (Trade Adjustment Assistance, Jobs for Veterans State Grant and Unemployment Insurance); indicate the program(s) each partner provides and the physical location the program(s) can be accessed. Describe the roles and resource contributions of the partners. [WIOA Sec. 108(b)(6)(D)]

- A.** The TENCO WDB works closely with businesses in the ten county area. The business customer is vital to the success for our individual customer; therefore, the TENCO WDB encourages active business participation on our WDB, committees, and through strategic

planning. TENCO WDB staff is involved in numerous community activities and organizations which include business. Business Service Teams are involved in outreach activities, economic development activities, community awareness activities. Services are described in detail to local businesses. These include OJT and internships, along with training their current workforce.

- B. TENCO WDB provides monthly contact/technical assistance to contracted providers. This is to ensure any issues or needs are addressed immediately. It also provides contracted providers with updates on policy, procedures, Federal and State guidelines that directly affect their programs. Staff meetings are every other month, which provides another avenue to learn about projects/programs and discuss topics of importance.

TENCO WDB staff assists the local training providers with their application to the DWI. Training providers will report their performance for each program to DWI, per the new procedures established by DWI. TENCO will review these performance measures with customers to ensure customer's have the information necessary to make an informed choice.

- C. TENCO is a very rural area with a lot of farm land remaining. TENCO accommodates individuals seeking WIOA services through flexibility of location. If an individual is unable to get to the one of the four Career Centers in the TENCO area, staff will meet individuals at a location that is more convenient for them. Staff has met individuals at Libraries, Extension Offices, and school systems in their local community. TENCO WDB purchased fourteen laptop computers to ensure flexibility and accessibility of staff.

TENCO will be utilizing technology to assist with completion of forms in the near future. Basic WIOA forms will be included on the TENCO website for access, and other means such as SKYPE, and electronic signatures may be utilized, if approved by DWI, for individuals unable to be seen at the Career Center.

- D. The TENCO WDB is in the process of purchasing updated software and equipment to ensure all Career Centers are ADA compliant. Vocational Rehabilitation assisted the TENCO WDB in determining the items necessary for ADA compliancy. All four of the Career Centers in TENCO are being reviewed for Center Certification. In order to meet the standards of the certification, the centers must meet ADA requirements for physical and programmatic accessibility. Vocational Rehabilitation will offer training on meeting the needs of individuals with disabilities to all Career Center partners, summer 2016.
- E. The partners of the Kentucky Career Center in the TENCO area, roles and responsibilities, and physical location, and resource contributions are located in the Memorandum of Understanding for each center.

4.2 Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]

Training Opportunities:

The TENCO WDB has multiple training opportunities within the ten county area and outlying commute area. These include public and private institutions for post-secondary training. TENCO

has two Kentucky Community and Technical Colleges (Ashland Community and Technical College and Maysville Community and Technical College). Both institutions have multiple locations making training services available to the entire ten county area. TENCO also has Morehead State University which offers Associate, Bachelor, and Master level programs. Morehead State University also has multiple locations within the TENCO area.

- ACTC – has 30 training programs including diploma, certificate, and Associate Degree
- MCTC – has 25 training programs including diploma, certificate, and Associate Degree
- MSU – has 10 Associate programs, 131 Baccalaureate programs, and 73 Graduate programs

All of the TENCO high-demand occupations are available at local training institutions.

Other training opportunities include the Kentucky Welding Institute which provides 3 levels of certificates in welding. Training is short-term and has a customized business based curriculum. Workforce Solutions available through public training institutions also provide skill upgrade, certificate/license renewal programs, and specialized short-term training such as Lineman and Plumbing.

Employment Opportunities:

There are numerous avenues individuals could use to locate employment in the TENCO area:

- Office of Employment and Training – The Office of Employment and Training provides access to a large number of current job orders. The system utilized to register individuals seeking employment has the ability to link individuals with job matches.
- Workforce Innovation and Opportunity Act – The WIOA program utilizes On-the-Job training and Internships as opportunities to link individuals directly with employment opportunities.
- Post-Secondary Training Institutions – Post-Secondary Institutions have multiple links to employers including through a Co-op, clinical, practicum, and student teaching.
- FAME – TENCO has a newly established FAME Chapter starting in August 2016. This provides opportunities for individuals to gain valuable work experience and attend training in the field at the same time.
- Apprenticeships – Similar to FAME, apprenticeships allow individuals to gain valuable work experience in their field of interest while pursuing their education.
- Vocational Rehabilitation – Vocational Rehabilitation can assist with job placement for individuals who meet their eligibility criteria.

There are activities available through the Kentucky Career Center to assist the job-seeker with job search, job readiness, resume writing, completing applications, interviewing skills, and job retention.

4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]

The TENCO WDB is currently amending the Local Rapid Response Plan to ensure compliance with State guidance. The Business Service Coordinator, staff to the TENCO WDB, organizes and

facilitates the Rapid Response activity. Partner agencies are requested to actively participate and share program information with all dislocated workers. Individuals attending a Rapid Response event will leave with information on all workforce services, from WIOA, Adult Education, Vocational Rehabilitation, Wager Peysner, UI, Trade (if applicable), Veterans, housing, health department services, and training opportunities.

4.4 Provide an analysis and description of youth workforce activities including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9)]

WIOA youth services in the TENCO area are provided through competitively procured contracts. TENCO has primarily out-of-school youth programs, with only a small number of youth enrolled in a WIOA in-school program. The in-school program services the highest poverty county in the TENCO area, Lewis County. The TENCO WDB has made out-of-school youth a priority for several years, and no additional strategies are required for increasing the minimum out-of-school youth expenditure rate.

Youth are determined eligible based on Federal, State and local guidelines, which includes youth with barriers such as disabilities, pregnant/parenting, foster, offenders, and etc. The youth contractors in coordination with the youth determine an employment plan which includes any/all of the elements identified in the WIOA. All youth receive job readiness services either individually or in a group setting. Out-of-School youth are linked to additional resources including the One-Stop Career Center. At a minimum, monthly case management is provided to assist youth in achieving their employment goal. Once youth have completed their employment plan, youth are completed from WIOA services. Follow-up services which link youth to additional resources if needed are provided for one year after completion.

TENCO WDB established a requirement in the youth contracts that each contract is responsible for expending 15% of their total funds on work experience activities. Youth contractors are very involved in the communities they serve, as well as very knowledgeable of the businesses in the communities. A significant part of their responsibilities is outreach to business and developing the relationships necessary to secure work experience sites for youth.

The TENCO Youth Committee has approved moving forward with a Summer Employment Program that is a partnership between WIOA, Vocational Rehabilitation, and Goodwill Industries. This program will not only assist TENCO's WIOA and Vocational Rehabilitation programs in meeting their work experience percentage required in the WIOA, but will provide youth with additional finances, work experience, work ethic skills, and references. The program will benefit the local entities by providing additional "staff" during the summer, and will benefit the economy through youth spending funds in their local hometowns. This project if approved by the TENCO WDB in August 2016 will officially start in the summer of 2017.

Promising practices includes partnership with multiple entities, including but not limited to adult education, Vocational Rehabilitation, secondary and post-secondary, health departments, libraries and extension offices, which provides referrals and valuable resources to the youth. WIOA

contractors will continue to expand resources available to youth through continued and enhanced partnerships and involvement in community activity.

Services are truly holistic. There have been numerous times when youth have needs that are outside of the scope of WIOA programs, but without assistance would not be successful in achieving their goal. One example is youth who do not have a driver's license. The TENCO area is very rural and transportation is a significant barrier to individuals seeking employment. Our youth programs have located driver's education classes, assisted with costs, and provided youth an opportunity to expand their employment options. Contractors assist youth with everything from financial planning, to learning about their community and civic responsibility, to getting out of abusive situations. TENCO's youth programs are not just about job placement, it is about the youth success.

Youth services are also provided through Vocational Rehabilitation and the Office for the Blind. The Office for the Blind provides specialized services for youth with sight impairments. These services are designed to enhance students' independent living skills and work potential. Services include job exploration, work based learning experiences, counseling on post-secondary opportunities, workplace readiness skills, and independent living skills. Services range from Bioptic Driving to self-advocacy instruction, and utilizing assistive technology.

Vocational Rehabilitation employs counselors to function as liaisons between the students and the schools. Vocational Rehabilitation Counselors are very involved in the success of the student through the Individual Employment Plan. The following school districts in TENCO participate in the Community Work Transition Programs: Greenup, Russell Independent, Bath, Montgomery, Fleming, Rowan, and Bracken. This outcome based program allows OVR to provide job coaches for eligible students who are not able to attend a post-secondary training program or military. This program's goal is for all participating students to leave high school with paid competitive employment or supported employment in the most integrated setting based on their abilities and interests. Vocational Rehabilitation also surveys all high school seniors to determine potential eligibility for VR services. Consultation and technical assistance is provided to assist in planning for students to transition from school to post-school activities.

4.5 Describe local board actions to become and/or remain a high-performing local board, consistent with the factors developed by the Kentucky Workforce Innovation Board.

The TENCO Workforce Development Board has completed the initial assessment and application for High Impact Board status. Many new processes were incorporated when the WDB completed this process in 2013 and earned High Impact Status. Examples include: Working with board members to modify the board orientation; development of a community led strategic plan with action steps and accountability; alignment of funds with sector strategy approaches; and development of an asset map. Currently, the TENCO WDB is enhancing the asset map to ensure resource awareness and leveraging. TENCO WDB is also validating the current strategic plan and ensuring community alignment and involvement. TENCO WDB is working to develop additional sector partnerships to determine commonalities in needs and strengths in specific sectors. The TENCO WDB is also expanding membership in WDB committees to include non-board members in order to gain more insight into community and business needs. The board and local elected

officials are active in projects, such as Work Ready Communities. It is staffs intent to ensure WDB member's awareness, involvement, and active participation in the development of strategies that will transcend our local workforce.

4.6 Describe how training services will be provided in accordance with WIOA Sec. 134(c)(3)(G), the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]

Training services are provided to eligible WIOA individuals who have met the need to train guidelines per State and local policy, are attending a training program on the Eligible Training Provider List, and are seeking training for an occupation deemed to be in high demand in the TENCO local area. Individuals must have completed an assessment/evaluation and interview and been determined to be unlikely to obtain or retain self-sustaining employment without training services. Barriers are identified during the assessment/interview and a plan of action for resolving the barriers are completed.

The individual must have an assessment that indicates an ability to successfully complete training. The TENCO WDB established a 10th grade reading and math level as a minimum requirement for training programs. The individual must also be able to complete their program of study within two years. Other sources of financial aid (Pell grant, etc.) are evaluated to determine if the individual requires additional financial resources to complete their training program.

The TENCO WDB utilizes Individual Training Accounts (ITA) for the provision of training services. Contracts are utilized for On-the-Job Training, customized training, and incumbent worker training.

Priority is given to recipients of public assistance, low income individuals and individuals who are basic skill deficient. The TENCO WDB has established a policy allowing funds to be utilized to assist the working poor (earning below \$12.00 per hour or \$25,000.00 annually) in training and employment needs.

TENCO WDB has a cap of \$4,000.00 per individual per fiscal year for occupational skills training. This cap includes tuition, fees, books, supplies, and support services.

4.7 If contracts for training services are used, describe processes used by the local board to ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

Contracts for training services are currently not utilized by the TENCO WDB.

4.8 Describe the process used by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]

The TENCO WDB maintains an updated Sector and Occupational Training List which derives from labor market information collected and analyzed on an annual basis. The Strategic Planning Committee of the WDB reviews data on past job placement, data on current trends and job openings, and projected growth and openings. Data that shows growth, openings, and/or

opportunities to significantly impact the local area is then provided to local businesses to validate. Local businesses have the opportunity to request other occupations be added to the training list based upon their need. Once this process is complete, the data is submitted to the TENCO WDB for approval.

The TENCO WDB may add or delete occupations from the list at any time during the year due to changing economic conditions. The TENCO WDB and CLEO have established that all training funds be spent on occupations deemed as high-demand and on the Occupational Training List.

4.9 Provide the current Trade Regional Plan. The plan must include:

- updated with the latest Trade Law, as amended.
- process employed from the point of Petition Certification to Trade participant post-exit follow-up.
- roles of both OET and WIOA and other partners as applicable; and
- compliance with 618.890 merit staffing regulations.

See Attached

Section 5: Compliance/Performance

Responses should be focused on the local area's compliance with federal or state requirements.

5.1 Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and Workforce Investment's Office of Vocational Rehabilitation (OVR) and Office for the Blind (OFB) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration and coordination. WIOA Sec. 108(b)(14)

The Memorandum of Understanding between partners delineates the efforts and services provided by the Office of Vocational Rehabilitation and Office of the Blind. Guidance will be requested for cooperative agreements. The TENCO WDB and OVR/OFB collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment and individuals living in poverty.

Vocational Rehabilitation staff is involved in the TENCO WDB and committees. Staff will be invited to attend any partner sharing and training provided through TENCO.

An example of a planned coordinated service between Vocational Rehabilitation and WIOA is a summer employment program that the Youth Committee will be recommending to the WDB by August 2016. Funds will be leveraged between the two partners to provide a more holistic and enhanced program summer employment program. The program will provide eligible youth with opportunities to gain work ethic skills, earn income and be responsible for finances, and provide public entities with much needed summer assistance. The program is currently planned for summer 2017.

5.2 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

The Buffalo Trace Area Development District was selected by the Governing Board of Judges as the Fiscal Agent in 2015 after following a State driven procurement process. The Chief Local Elected Official for the TENCO WDB provided a statement of award on October 12, 2015. The award is for one year, October 1, 2015 – September 30, 2016, with a two year renewal option.

5.3 Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes but is not limited to the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker and youth services. [WIOA Sec. 108(b)(16)]

Currently, The TENCO WDB utilizes the Request for Proposal (RFP) process for competitive bidding of youth services. RFP's are available on the website, announced in newspapers, and information is directly sent to individuals on a bidders list. Proposals received are reviewed and ranked by a review committee. The information is presented to the WDB for approval.

Currently, Adult/DW services are provided through the Administrative Entity, and through contracts with two Area Development Districts. TENCO's local area includes all counties in BTADD and two counties in the FIVCO ADD and three counties in the Gateway ADD. The TENCO WDB approved contracts for the adult and dislocated worker services in May 2016 based on past experience and performance.

The responsibilities of the One-Stop Operator are provided through a Consortium including representatives from OET, WIOA, and Vocational Rehabilitation. The Operator was designated by the TENCO WDB with agreement from the CLEO, and will remain in effect until further guidance is received from the State OET regarding procurement of this service.

The BTADD, Administrative Entity for the TENCO WDB, receives quotes on any equipment or service that is \$10,000.00 or higher. The Finance Department may approve purchases up through \$799.00. The Executive Director of the ADD has authority to approve purchases up through \$2499.00. Anything above that level must be approved by the ADD board. The Finance Department reviews costs from multiple vendors through an informal process for items below \$10,000.00.

5.4 Complete Appendix B with the local area's WIOA proposed local levels of performance for the federal measures and their implications upon the local workforce system. [WIOA Sec. 108(b)(17)]

See Appendix B

5.5 Describe the indicators currently used or intended by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), eligible providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

Note: This description may include when, how and by whom the indicators are being employed; and if the measured performance and effectiveness are used in a continuous improvement process.

The Judges and WDB has agreed on the following items to determine performance and effectiveness of the fiscal agent:

- 1) Clean Audit each year presented to the WDB at the TENCO WDB meeting following the completion of the audit.
- 2) No WIOA disallowed costs and/or findings during monitoring that cannot be corrected with minimal involvement of the local Judges/TENCO WDB, reported at the WDB meeting following the monitoring.
- 3) Finance Officer will complete WIOA financial training each year;
- 4) The fiscal agent has an approved budget by June 30th of each year. Governing Board of Judges, CLEO, and Executive Committee of the TENCO WDB is responsible for approving the budget;
- 5) Finance Officer provides a budget report at each WDB meeting that is clear and accurate. Questions from the Judges/Board are addressed within ten calendar days; and
- 6) The local Judges and/or Board members may request a meeting with the fiscal agent representatives which may include a random sample of expenditure records at any time. The fiscal agent has fifteen working days to schedule the meeting.

Contractors (service providers) are expected to maintain a full caseload as defined in their respective contracts. Contractors are also expected to meet and/or exceed performance measures as negotiated between TENCO WDB and the State DWI. Contractors will be monitored at a minimum, annually. Contractors are expected to meet all guidelines as established under their respective contracts.

The Career Centers have established goals that will be reviewed for satisfactory completion. Additional goals may be established through the Career Center Committee with approval of the TENCO WDB. The TENCO Career Center Manager will report Career Center performance at the Annual TENCO WDB meeting.

5.6 List the name, organization and contact information of the designated Equal Opportunity Officer for each Kentucky Career Center office within the local area.

The local Equal Opportunity Officer is Michael Thoroughman, Buffalo Trace Area Development District, 606-564-6894 or mthoroughman@btadd.com

5.7 By checking the box adjacent to each line item below the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.

Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.

Inter-local Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials

Agreement between the chief local elected official(s) and the fiscal agent, if a fiscal agent is designated

- Agreement between the local elected official(s) and the local workforce development board
- Memorandum of Understanding which includes KCC shared cost via Resource Sharing Agreement(s) and associated Resource Sharing Agreement Budget(s)
- Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- Partnership Agreement between the local board and the chief local elected official
- Grant administration training schedule

We the undersigned attest that this submittal is the Program Year 2016 Transitional Local Plan for our Local Workforce Development Area (LWDA) and certify that this plan has been prepared as required, and is in accordance with the applicable Workforce Innovation and Opportunity Act Transitional Local Plan Guidance PY 2016.

For the Local Workforce Development Board:	For the Local Elected Officials:
BOARD CHAIR	CLEO(s)
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

See additional page if more than one CLEO signature is required.

