

# TENCO WORKFORCE DEVELOPMENT BOARD



## STRATEGIC PLAN

2012 – 2017

Updated 2014

Updated 2015

**Update 2015**

## **Mission**

Our mission is to assist community and industry leaders, as well as economic developers, to facilitate positive solutions for workplace issues, and to improve the economic well-being of the region.

## **Vision Statement**

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.

# EXECUTIVE SUMMARY

## **Purpose:**

The TENCO Workforce Development Board involved internal and external stakeholders in assessing the role our Board plays in workforce issues for our ten county area. Through community interaction and forums, TENCO developed a strategic plan, which builds on our past achievements and guides us to accomplish new goals. The purpose for TENCO's strategic plan is to identify the strengths and obstacles our communities face in regard to workforce issues, and identify the goals and action steps needed to ensure our communities have a competitive workforce with enhanced employability and quality of life for our citizens.

## **Planning Process:**

The TENCO Workforce Development Board began the strategic planning process in January 2012. The process was facilitated by John Chamberlain and included board, staff and community involvement through open discussion with business and community leaders in our ten county area. Three forums were held:

January 30, 2012.....Gateway

January 31, 2012.....FIVCO

February 1, 2012.....BTADD

A total of fifty (50) professionals participated in the community forums, representing post-secondary institutions, secondary schools, non-profit agencies, business, chambers, economic development, adult education, and area development districts. The forums allowed a sharing of knowledge, insight, and concerns about our current workforce. Actions needed to stimulate job growth, retain current employers, develop

work ready adults and youth, leverage resources, and market the TENCO Workforce Development Board activities and services, were generated.

Feedback from the forums were collected and analyzed with board members on February 3, 2012, to ensure the goals in our strategic plan met the overall needs of the community.

## **Overarching themes from the forum:**

### **Obstacles:**

- The lack of soft skills in employees and the need for soft skills training;
- The need to increase business awareness of board and One-Stop Career Center services;
- Change the perception of the One-Stop Career Center from being the “Unemployment Office”;
- Increase services to businesses;
- There is a need to locate alternative funding sources in order to maintain and/or increase services;
- Kentucky ranks 45<sup>th</sup> in the nation for having a skilled labor supply, TENCO needs to evaluate and support increasing a skilled workforce in high demand occupations;
- Remedial education for post-secondary, particularly math skills, is a concern.

### **Strengths:**

- Vocational and post-secondary opportunities are widely available in the TENCO area;

- Youth program activities have been successful at increasing skill level, credential rates, and obtaining employment;
- The TENCO Workforce Development Board prioritized funding based on sector strategies for several years. However, the outcome of the labor market analysis needs to be shared with all partners for a collective approach;
- Throughout the past several years, the TENCO Workforce Development Board has successfully achieved state derived performance standards.

## TENCO Workforce Development Board

The TENCO Workforce Development Board is comprised of 20 volunteer members representing the following ten county area: Bath, Bracken, Boyd, Fleming, Lewis, Greenup, Mason, Montgomery, Robertson, and Rowan. The Board's makeup includes business (minimum of 51% private sector businesses), labor, economic development and government, education and training, and workforce representatives within TENCO. There are five committees – Executive, Career Center, Accountability, Strategic Planning, and Youth - and one Disability Council. Each committee and/or council consists of board members and other interested parties. The goals developed from the strategic planning process are divided among the committees and council.

TENCO Workforce Development Board's responsibilities include:

- Assessment of the local area needs;
- Development of strategies to assist local businesses with key employment issues;
- Development of strategies to assist the local communities with educational and workforce needs;

- Identification of targeted sectors using labor market data;
- Selection of the One-Stop Career Center operators and oversight of One-Stop Career Center activities;
- Development of policies and procedures;
- Promote job training for adults, dislocated workers, and youth;
- Development, approval and oversight of funds for administration, contracts, training activities, and special projects in partnership with the local Chief Elected Official;
- Oversight of local workforce initiatives;
- Negotiation of local performance measures for program activity; and
- Evaluation of programs and initiatives.

**TENCO Board Officers:**

**Chair, Sam Howard** (Trace Creek Construction); **Vice Chair, Chet Smith** (Marathon Petroleum Company); **Secretary, Scott Keller** (Cooper Standard)

**TENCO WORKFORCE DEVELOPMENT BOARD MEMBERS**

**Business: 51% (11 members)**

Name	Business	County	Sector
Diana Kennedy	Meadowview Regional	Mason	Healthcare
Lori Ulrich	Fleming Mason Energy	Fleming	Energy
Jerry Bothman	SRG Global	Rowan	Manufacturing
Jennifer Carpenter	CTI	Bath	Manufacturing
Scott Keller	Cooper Standard	Montgomery	Manufacturing
Chet Smith	Marathon	Boyd	Manufacturing
George Jump	Clopay	Bracken	Manufacturing

Jerry Ugrin	Primary Plus	Regional – Lewis, Fleming, Mason	Healthcare
Sam Howard	Trace Creek Construction	Lewis	Skilled Trades/Construction
JP Bradley	AK Steel	Boyd	Skilled Trades
Alex Conrad	Sterling Health Solutions, Inc.	Montgomery	Healthcare

**Government and Economic Development (3 members – Wagner-Peyser, Rehabilitation, Economic Development)**

Name	Organization	County	Representation
Brent Sturgill	Vocational Rehab	Regional	Vocational Rehab
Jason Slone	Office of Employment	Regional	Wagner- Peyser
John Will Stacy	Morehead State University	Regional	Economic Development

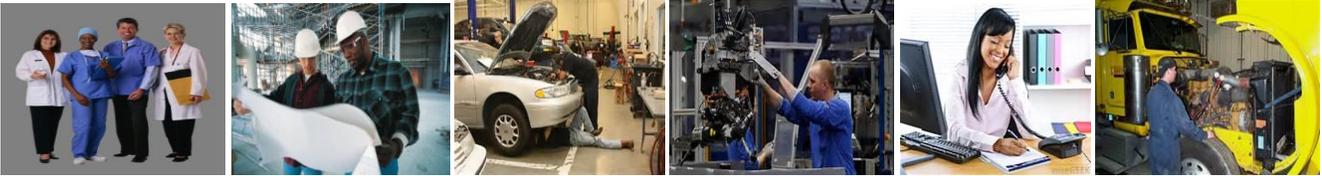
**Education and Training Representatives (2 members – Adult Education and Higher Education)**

Name	Organization	County	Representation
Dan Connell	MSU	Rowan	Post-secondary
Jacqueline Korengel	Adult Education	Regional	Adult Education

**Workforce Representative: 20% (4 members – Labor organizations, member of a labor organization or training director from a joint labor –management apprenticeship program or representative of an apprenticeship program.; or may be community based organizations (veterans/disabilities) and/or youth programs.**

Name	Organization	County	Representation
Kevin Libby	Labor	Boyd	Ironworkers
Jamie Rucker	Joint Labor/Management	Boyd	Plumbers/Steamfitters
Kay Moss	Business/Apprenticeship	Mason	Manufacturing
Kevin Howard	Apprenticeship/Youth	Boyd	Regional Council of Carpenters

**\*December 2015**



**Sector Strategies:**

In 2003, TENCO Workforce Development Board elected to prioritize financial resources by industry sector. Annually, the TENCO Workforce Development Board and staff analyze labor market information from local businesses, past WIA participants, Office of Employment and Training reports, and other sources to determine if the occupational sectors selected are still viable for the TENCO area. Representation from business, education, and public agencies are included in the sector review and recommendations made to the TENCO Workforce Development Board. The TENCO Workforce Development Board may choose to modify the occupational sectors based on economic changes in the community. For 2014-2015, TENCO has identified the following as targeted occupational sectors:

- Health Care
- Manufacturing
- Skilled Trades
- Energy

Furthermore, TENCO identified high- growth, high- demand, and high -wage employment opportunities within each sector. These are available on the TENCO website, <http://www.tencocareercenter.com>.

The TENCO Workforce Investment Board and Chief Elected Official have determined that the majority of TENCO’s funds (70%) will go to support occupational skills training in order to fill the skill gap reflected in our business needs versus skilled employees. Thirty percent (30%) will focus on work related training, such as on-the-job training, internships, and special projects associated with the above-identified sectors.





## Area Overview:

The TENCO workforce area is largely rural communities. TENCO borders three other workforce areas (Northern Kentucky, Bluegrass, and EKCEP) and two states, Ohio and West Virginia. Although, TENCO will still maintain the boundaries of the local workforce area, Kentucky has recently engaged in regional designations, as assigned by the Governor. The Eastern Region includes the TENCO local area and the twenty three counties served through the Eastern Kentucky Concentrated Employment Program (EKCEP)

Demographics of the TENCO area include:

- Total Population for TENCO – 204,353 (Cabinet for Economic Development, 2014). This is a reduction of the population from 2012, which was 204,611.
- Median Age – 40 years old (Cabinet for Economic Development, 2012)
- Median Household Income - \$38,834.00 (U.S. Census, 2013). This is an increase from 2011 U.S. Census data, which identified the median income being \$34,571.00
- Unemployment Rate – 8 (Cabinet for Economic Development, 2015). This is a reduction from an 8.77% rate in 2014.
- Percentage who commute outside of their county for employment – 65% (Cabinet for Economic Development, 2010)

- Percentage of persons living below the poverty level – 23% (2009 - 2013 Census data)
- Graduation rate – 93% (Kentucky Department of Education, 2012). This is a significant increase from the KDE 2012 report of 86.12%.

The TENCO Workforce Development Board oversees two full One-Stop Career Centers, Maysville and Ashland, with two affiliate sites in Morehead and Mount Sterling. The Career Centers offer many services for both individuals and businesses. Services for individuals include items such as: employment referrals and counseling, job preparation skills, scholarships for training, assessment for employment and/or training, vocational rehabilitation services, adult education services, rapid response activities for dislocated workers, and unemployment insurance.

Businesses utilize the One-Stop Career Center for services such as: Placing job orders, interview facility for potential hires, employment screenings, on-the-job training programs, assessments, referrals for customized training for employees, and workshops on employer issues.

TENCO has three public training institutions within the workforce area:

- Morehead State University offers Associate, Bachelor, and Master level programs, and one Doctorate program in Education. MSU's main campus is in Rowan County, but has offsite campuses in our ten county area in Boyd and Montgomery County.
- Maysville Community and Technical College, a KCTCS institution, offers Diploma, Certificate and Associate level programs. MCTC's main campus is in Mason County, but has offsite campuses in our ten county area in Rowan and Montgomery County.
- Ashland Community and Technical College, a KCTCS institution, offers Diploma, Certificate and Associate level programs, with multiple campuses located in Boyd County.

Currently, the majority of individuals in the TENCO area are employed in the following occupations: Health Care, Manufacturing, Retail/Service, Education, and Distribution.

## TENCO WORKFORCE DEVELOPMENT BOARD STRATEGIC GOALS

The Strategic Plan and goals may be updated throughout the year as needed and approved. The identified goals and objectives are evaluated, at a minimum, annually. The following is a summary of the TENCO Workforce Development Board's goals and action Steps. **Attachment one (1)** includes a more in-depth view, including the goals relevancy to Kentucky's Strategic Plan ([www.kwib.ky.gov](http://www.kwib.ky.gov)).

### Goal 1: Align Workforce Services with Key Sectors

Purpose: Provide the community and workforce partners with quality data and services in high growth, high demand industry sectors with opportunity for self-sustaining wages; assist in educational and employment consumer choices; and, utilize scarce resources most effectively.

- A. Analyze labor market data annually with input from business and educational representatives.
- B. Publicize the Board's outcomes of the labor market analysis.
- C. Improve the Board's visibility with employers in identified sectors.
- D. Align Board resources for on-the-job-training, post-secondary training, special projects, etc. with identified sectors.

### Goal 2: Identify Opportunities to Leverage Services

Purpose: Provide a more significant benefit to the consumer through increased knowledge of partner services; and, utilize scarce resources most effectively.

- A. Complete an Asset Map of local resources.
- B. Partner sharing through meetings and interaction.

### Goal 3: Extend/Increase Youth Services to a Population Including Youth Ineligible for WIA programs

Purpose: Develop a better skilled workforce by providing services to youth in basic skills, work readiness and work ethic training.

- A. Explore and pursue alternative financial resources.

- B. Evaluate the effectiveness of youth contracts with basic skill improvement
- C. Provide and/or ensure a workshop on work readiness training is provided to youth as a service to the local high schools.

#### Goal 4: Increase the Number of Individuals Trained in Soft Skills

Purpose: Develop a workforce trained in soft skills, leading to higher retention of employees.

- A. Develop and implement a soft skills training program as a pilot within the healthcare sector.
- B. Evaluate the success of the soft skills training pilot program and expand this service to other businesses within our identified sectors.

#### Goal 5: Align the One-Stop Career Center Operations to Better Meet the Needs of Our Local Workforce Community

Purpose: Assist the local workforce by supporting a skilled workforce in the sectors identified as high growth opportunities; and ensure the activities and services of the TENCO Career Centers meet community needs.

- A. Increase job placements and retention in targeted sectors through on-the-job training, case management activities, and communication with business in the local area regarding their workforce needs.
- B. Increase credential rate in the TENCO area by 10%.
- C. Develop procedures for the Career Centers to ensure consistency, accuracy, and commitment.
- D. Develop a Business Service Team and goals associated with the activity of the team.
- E. Complete the One-Stop Certification self-assessment and develop strategies to ensure a minimum of one (1) center meets the criteria necessary to apply for certification.

#### Goal 6: Develop a Well Informed and Engaged Workforce Board

Purpose: To provide the TENCO Workforce Development Board with the knowledge to be active members in identifying workforce issues, developing appropriate policy, procedures, and plans based on those issues, and achieving successful outcomes.

- A. Redesign the orientation process for new Board members.
- B. Board retreat to ensure board members is educated about their roles and responsibilities.
- C. Maintain a full Board.
- D. Review the standards as set by the High Impact WIB.
- E. Member's participation in Work Ready Community Initiative.

## Goal 7: Increase Community Awareness

Purpose: Provide business, community leaders, and agencies with an engaged partner in the development of workforce goals and standards.

- A. Develop updated brochures for business and individuals.
- B. Update the TENCO website.
- C. Participate in community meetings and activities, such as with chambers in the local areas.
- D. Utilize social media outlets for awareness.

## Goal 8: Develop Opportunities for Partnering with Economic Development

Purpose: 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.

- A. Inform and support the Work Ready Community initiative in the ten counties represented by TENCO.
- B. Develop relationships through common activities and goals with economic development representatives.

The TENCO Workforce Development Board will annually review the progress toward achieving the stated goals, and will include community input, adjusting the goals and action steps accordingly. The Strategic Plan is available on the TENCO Career Center website: <http://tencocareercenter.com>

\*Data collected for the strategic plan includes the following references:

<http://datacenter.kidscount.org>

<http://www.thinkkentucky.com>

<http://quickfacts.census.gov>

<http://workready.ky.gov>

<http://census.gov>

<http://www.kaca.org>



# TENCO

