



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

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

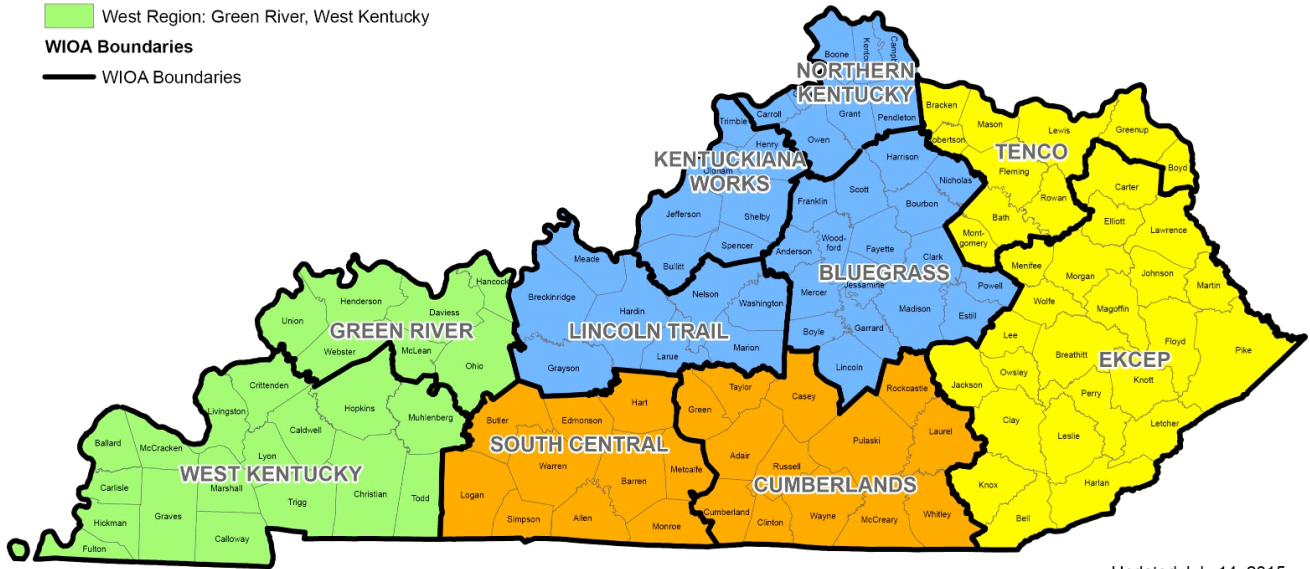
Kentucky Career Center

WIOA Regions

- Central Region: Bluegrass, Kentuckiana Works, Lincoln Trail, Northern Kentucky
- East Region: EKCEP, TENCO
- South Region: Cumberlands, South Central
- West Region: Green River, West Kentucky

WIOA Boundaries

- WIOA Boundaries



Updated July 14, 2015

www.kentuckycareercenter.com

KCEWS KENTUCKY CENTER FOR
EDUCATION & WORKFORCE STATISTICS

LWDB name: TENCO Workforce Development Board

Regional name: East Region

Chapter 1: Economic and Workforce Analysis

- A. ***(R) A description of the planning process undertaken to produce the regional plan, including a description of how all local areas were afforded the opportunity to participate in the regional planning process.***

EKCEP and TENCO reviewed and addressed updating the regional planning questions and data through email and phone consultations. The submission of this local/regional plan is an update of the plan submitted in 2017 (approved and currently in effect), which was created with the input and approval of the Chief Local Elected Officials (CLEOs) and local workforce boards of both EKCEP and TENCO.

Regional local elected officials and workforce development board members will have opportunity to review and provide input for the current plan through committee and board meetings. The document will be submitted electronically to the local elected officials and board members of each local workforce area prior to being posted for the public comment period. Any public input received will be reviewed and, if appropriate, corresponding modifications will be made.

Both local areas conducted data analysis on the region's strengths, obstacles, and opportunities. The analyses conducted to complete the Regional Plan concluded that although there are many similarities in the challenges and opportunities faced by the region, there are also many differences between the two local areas that comprise the region. The differences – including each local area's available funding levels, limitations, identified sectors, and accessibility to resources – are reflected throughout this regional plan.

- B. ***(R) Provide a regional 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 [20 CFR 679.560(a)]***

In 2017 Eastern Kentucky continued to lag behind the Commonwealth of Kentucky and the United States in job growth and economic expansion. However, the continued growth of the healthcare sector and the vast array of job opportunities that come with increased connectivity provide a new hope that the region can rise above its historical role as a geographically isolated economy and become a full and equal participant in the world's internet-based economy.

Although the average unemployment rate has steadily declined over the past three years, unemployment remains a major economic issue in the East Region. As reflected in the chart below, the East Region has seen a decline in the average unemployment rate by 2.75% over the past two years. The East Region's unemployment rate continues to be significantly higher than Kentucky's rate of 4.3% and the US rate of 3.9%. All thirty-three counties that make up the East Region have recorded higher unemployment rates than the state of Kentucky; however, all counties did reflect a decrease in unemployment when comparing annual 2017 data to 2018.

Average Unemployment Rate for the East Region:

2016	2017	2018
9.31%	8.39%	6.56%

www.kystats.gov

Job loss is also a major economic issue in the East Region. From 2015 to 2016, the region lost almost 3,700 jobs.

In the EKCEP area, the number of jobs fell from 112,246 in 2016 to 108,970 in 2018, a decrease of 3,276 jobs (-2.9%) (kystats.gov). Of the 23 counties EKCEP serves, 22 showed a net loss in jobs from 2012 through 2016, with 12 those counties posting four-figure job losses during that period.

As could be anticipated from the overall decline of the coal mining industry, the most job opportunities lost in the EKCEP area during recent years were in the employment category Mining, Quarrying, and Oil/Gas Extraction. However, other sectors of the EKCEP area's economy are growing, and there is potential for rapid growth in sectors that are just beginning to emerge. Healthcare and Information Technology are sectors that have shown growth in Eastern Kentucky and promise further expansion.

In the TENCO local area, the number of jobs decreased each year from 2013 (79,932) through 2018 (78,176). The Industries with the most significant decreases have been in Government (-1354), Wholesale Trade (-546), and Manufacturing (-353). However, as new Industries, such as AppHarvest, Braidy Industries, and Precision, Pulley, and Idler locate in the region, and current industries expand, it is projected that the TENCO local area will see a significant increase in available jobs throughout the next five years.

The industries in TENCO reflecting the highest growth between 2013 and 2018 are Accommodation and Food Service (+567), Healthcare and Social Assistance (+229) and Construction (+122).

The industries (North American Industry Classification System-NAICS) in the TENCO Workforce Development Area that has the highest number of employees in 2018 included: Health Care and Social Assistance (14,186 jobs – 18.2% of all jobs), Manufacturing (10,178 jobs – 13% of all jobs), and Retail Trade (10,117 jobs – 13% of all jobs). Throughout the next year, Health Care and Social Assistance is expected to be the fastest growing industry.

Current occupations (Standard Occupational Classifications) in the TENCO Workforce Development area with the highest wages based on 2018 quarter four data include:

1. Management – 5,573 jobs (avg. wage \$81,000)
2. Architecture and Engineering – 1,006 jobs (avg. wage \$71,100)
3. Healthcare Practitioners and Technical – 6,247 jobs (avg. wage \$67,900)
4. Legal -- 356 jobs (avg. wage \$63,700)
5. Computer and Mathematical -- 769 jobs (avg. wage \$59,800)

(www.chmuraecon.com/jobseq)

The healthcare sector (or “Healthcare and Social Assistance” employment category) is a major employer and economic driver that is still growing within the region. The employment categories General Medical and Surgical Hospitals and Services for Elderly and Persons with

Disabilities continue to show sustained growth, as do the job opportunities for Registered Nurses and Personal Care Aides. In the EKCEP area the top three businesses in terms of employees are all in healthcare: Pikeville Medical, Hazard ARH Regional Medical Center (and affiliates), and Pikeville Pharmacy.

Although it has represented a small percentage of jobs in the East Region in the past, Information Technology (IT) is a rapidly growing sector and appears to have an unlimited ceiling. The Internet-based economy has presented Eastern Kentucky with an unprecedented opportunity to compete upon a level playing field with the rest of the nation, because the Internet makes geography, transportation, and physical proximity to business centers irrelevant.

For over five years, EKCEP's Teleworks USA initiative has been preparing Eastern Kentuckians to meet the needs of employers worldwide for home-based workers. These Internet-based work-from-home jobs — largely in customer service — bring outside wages into the region and broaden the employment opportunities of Eastern Kentucky's workforce. Ongoing improvements in both the Teleworks USA workshops and relationships with employers have brought significant success to the initiative. Since January 2015, Teleworks USA has connected over 2,300 residents of the EKCEP service area to jobs with remote employers, representing more than \$45 million in new wages brought into the region. Most of these new teleworkers have been prepared and placed through the eight Teleworks USA hubs (in Jackson, Perry, Lee, Owsley, Harlan, Pike, Leslie, and Lawrence counties). EKCEP is exploring the possibilities of opening additional Teleworks Hubs and/or providing Teleworks USA assistance to other counties through a combination of a mobile "circuit-rider" hub operation and collaboration with selected schools. The current demand for reliable teleworkers is almost limitless and shows no sign of fading.

In March 2015, the White House named Eastern Kentucky as one of the original 21 TechHire Communities in the United States and designated EKCEP as its lead entity. The premise of the TechHire initiative is that many industries, not just IT, are struggling to find workers with proven tech skills. The initiative calls for TechHire Communities to forge partnerships between workforce development, education, and private employers to create pathways to accelerated training, work-based internships, and on-the-job training (OJT) opportunities for tech careers. These pathways will lead people to employment in middle-skill to high-skill IT occupations in H1-B-related industries, with the intent of reducing the need to import skilled foreign workers under the H1-B visa program. As in telework, there are a wealth of coding and programming jobs that can be performed as easily from Eastern Kentucky as from anywhere else in the world.

The planned construction of a high-capacity "dark fiber" trunk line into Eastern Kentucky will increase the remote-employment opportunities available to the local workforce, as well as making it more feasible to attract employers to physically locate within the region to take advantage of its connectivity, which will then be the equal of anywhere in the United States.

The EKCEP Workforce Innovation Board has recognized these current economic conditions by establishing the following four sectors as its priorities for training expenditures:

- Healthcare
- Skilled Trades
- Energy Production and Transmission
- Business Services, including Information Technology and Customer Service
- Manufacturing

The TENCO Workforce Development Board has established the following sectors as its priorities for training expenditures:

- Healthcare
- Skilled Trades
- Manufacturing
- Logistics/Transportation
- Business Support Programs
- Agriculture

In all sectors, employers consistently request training in soft skills in addition to specific occupational skills. Soft skills training – provided in conjunction with work-based learning — continues to be an important element in workforce development services in the region.

To meet the coming employment opportunities in these sectors, job seekers will need assistance with setting attainable career goals, focusing their job searches, and choosing appropriate training. Job seekers often are not aware of the range of available occupations in the region that can offer a living wage and economic stability — especially with the regular expansion of job opportunities available online. Job seekers also need guidance in planning and preparing for their job search and in executing the steps in their job search process, such as writing resumes, developing job search strategies, finding job leads, and learning interviewing techniques. In sum, job seekers need assistance with career exploration and guidance, occupational information, access to resources, information about and access to training options, job search assistance, work experience, and education in soft skills and workplace behaviors. These needs emphasize the important role professional career advisors play in job seekers’ successes.

Funds that enable the workforce system to remove the barriers that prevent some job seekers from employment success continue to be a strong need in the East Region. Along with increasing needs for services such as internships, on-the-job training, work experience, and other work-based learning placements that can open the doors to new career opportunities, EKCEP and TENCO anticipates an increasing need for the supportive services that make it economically feasible for adults to complete trainings for new careers. As the need to master new technologies and skills becomes increasingly important, workers will require support while pursuing training tied directly to employment opportunities.

C. (R) Provide an analysis of the regional 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 [20 CFR 679.560(a)]

The East Region is comprised of the Eastern Kentucky C.E.P., Inc. and the TENCO local workforce areas, consisting of 33 rural counties: Bath, Bell, Boyd, Bracken, Breathitt, Carter, Clay, Elliott, Fleming, Floyd, Greenup, Harlan, Jackson, Johnson, Knott, Knox, Lawrence, Lee, Leslie, Letcher, Lewis, Magoffin, Martin, Mason, Menifee, Montgomery, Morgan, Owsley, Perry, Pike, Robertson, Rowan, and Wolfe. The overall population for the East Region continues to decrease. The East Region makes up 15% of the total population of Kentucky.

East Region Population

2015	2016	2017
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652,883	647,618	639,810
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www.thinkkentucky.gov

Counties with the most significant decreases in population between 2016 and 2017 included: Pike (-1672), Floyd (-839), Perry (-790), Martin (-550), and Knox (-460). Pike, Floyd, and Martin County also recorded decreases in population between 2015 – 2016. Despite the general population decline, there are seven counties in the East Region that experienced minimal increases in population: Montgomery (+157), Wolfe (+105), Carter (+98), Rowan (+66), Jackson (+63), Bath, (+51), and Menifee (+47). Bath, Jackson, Menifee and Montgomery saw slight increases between 2015-2016 as well.

Pike County has the largest population in the East Region (58,883), while Robertson County has the smallest population (2,134).

Average Unemployment Rate for the East Region:

2016	2017	2018
9.3%	8.2%	6.9%

As reflected in the chart above, the East Region has seen a decline in the average unemployment rate by 2.4% over the past three years. The East Region’s unemployment rate continues to remain significantly higher than Kentucky’s rate of 4.3% and the U.S. rate of 3.9%. All thirty-three counties that makeup the East Region have recorded higher unemployment rates than the state of Kentucky; however, all counties did reflect a decrease in unemployment when comparing annual 2017 data to 2018. The five counties with the highest 2018 unemployment rates include:

COUNTY	UNEMPLOYMENT RATE 2018
Magoffin	13.2%
Elliott	9.3%
Carter	9.2%
Lewis	8.4%
Wolfe	7.7%

The five counties with the lowest 2018 unemployment rates include:

COUNTY	UNEMPLOYMENT RATE 2018
Bracken	4.9%
Robertson	4.9%
Rowan	5.2%
Fleming	5.4%

Mason	5.5%
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The poverty rate for the East Region has declined from 29.2% (2017) to 26.4% representing a decline of 2.8%. The East Region's poverty rate is 8.1% higher than the statewide poverty rate for Kentucky. The counties with the highest poverty rates include: Clay (39.5%), Wolfe (36.9%), Breathitt (36%), Harlan (35.6%) and Knox (34.7%). (www.chmuraecon.com/jobseq)

The secondary and post-secondary training institutions in the East Region continuously seek opportunities to improve upon the educational level in the geographical area. At a minimum, a high school diploma or its equivalent is necessary for entry level employment. In 2017, the East Region has an average high school graduation rate of 95%. As a part of its Work Ready Communities Initiative, Kentucky has established a goal to have counties raise their graduation levels to 98% by 2022. Counties throughout the East Region have expressed interest in achieving Work Ready status under this initiative and the leaders in each county including - workforce, economic development, secondary and post-secondary education, Adult Education, business, local elected officials and other interested parties - will develop plans to accomplish this graduation goal. The counties with 98% or greater graduation rates in 2017 include: Carter, Elliott, Knott, Leslie, Letcher, Lewis, Martin, Menifee, Montgomery, and Robertson. The counties with graduation rates below 90% include: Breathitt, Clay, Jackson, and Owsley.

Of the 33 counties in the East Region, there are 19 counties in which more than 20% of their residents ages 18 - 64 lack a high school diploma or the equivalent. Out of the 111,846 individuals without a high school diploma in the East Region, 24% have less than a 9th grade education, while 22% have a 9th through 12th grade education. The goal of Kentucky's Work Ready Communities Initiative is for counties to show a 5% reduction in the number of individuals without a high school diploma within five years.

The East Region includes nineteen counties (Bath, Boyd, Bracken, Carter, Fleming, Floyd, Greenup, Harlan, Johnson, Knott, Letcher, Lewis, Mason, Montgomery, Robertson, Rowan, Owsley, Perry, and Pike,) that have 20% of the population with an Associate degree or higher. Five counties have a post-secondary educational attainment (Associate or higher) rate of 15% or less (Clay, Elliott, Lee, Leslie, and Wolfe). The Work Ready Community Initiative has challenged Kentucky counties to achieve an educational level in which 32% of their residents age 25-64 have a two -year degree or higher within three years (Boyd 33.4% and Rowan 36%) , and to achieve an educational level of 39% with a two-year degree or higher within five years. (www.chmuraecon.com/jobseq)

From 2015 to 2016 in the EKCEP local area, the number of available workers at the higher levels of educational attainment decreased, in keeping with the drop of 4.2% in the region's population during the past five years (during which period the state's population grew by 1.7%). The exceptions were slight increases in workers holding an associate's degree or a high school diploma. The levels of educational attainment, and the numerical and percentage changes between 2015 and 2016 are:

- Graduate Degree or Higher: decreased from 16,848 to 16,276 (3.4%).
- Bachelor's Degree: decreased from 19,447 to 18,688 (4.01%).
- Associate's Degree: increased from 18,283 to 18,555 (1.48%).
- Some College (No Degree): decreased from 52,291 to 51,215 (2.16%).
- High School Diploma: increased from 116,405 to 116,564 (0.13%).

However, due to the overall change in population and workforce, none of these categories changed by a significant amount.

For 2016 in the TENCO local area, over half of the population falls into the educational attainment categories of High School Diploma (or Equivalent) and Some College, which includes occupational skills certificates. Over 79,000 working age people in the TENCO area hold these qualifications.

Many of the concerns affecting the East Region - including high poverty rates, low educational attainment levels, poor graduation rates, and the percentage of the population lacking a high school diploma or the equivalent - are being addressed through initiatives such as SOAR (Shaping Our Appalachian Region) and Work Ready Communities. Six counties in the East Region have been recognized and certified as Work Ready: Montgomery, Rowan, Fleming, Mason, Greenup, and Boyd. Another eighteen counties in the East Region have been certified as “Work Ready in Progress,” meaning that they have made significant progress toward meeting the standards required to be certified as Work Ready. These counties are: Lewis, Carter, Lawrence, Johnson, Martin, Magoffin, Floyd, Knott, Perry, Letcher, Owsley, Lee, Jackson, Knox, Bath, Harlan, Clay and Bell.

Another concern affecting the East Region is the aging workforce. The highest percentage of the region’s population falls into the 45-64 age range (www.thinkkentucky.gov 2017 data). This increases the concern of having the workforce needed both to supply local businesses once individuals retire from their current positions and to attract new, high-tech businesses to the region. Projections indicate that 28% of the region’s current workforce could retire within the next 10-20 years. Youth ages 16-24 make up only 11% of the region’s current population.

The percentages each age range represents in the population of East Region counties are shown in the table below:

County	Under 16	16-24	25-44	45-64	65-84	85+
Bath	22.5	10.9	22.8	27.3	14.7	1.8
Bell	18.5	10.6	24.1	27.9	16.8	2.1
Boyd	19.0	9.4	24.6	27.9	16.8	2.3
Bracken	21.1	10.0	23.8	29.0	14.5	1.6
Breathitt	18.0	10.5	24.9	29.9	15.2	1.5
Carter	20.0	11.4	23.1	27.2	16.5	1.7
Clay	18.7	10.1	28.9	27.5	13.5	1.3
Elliott	16.1	9.7	27.5	27.7	17.1	1.9
Fleming	21.3	10.8	23.0	27.3	16.0	1.6
Floyd	19.6	10.0	24.4	28.2	16.3	1.5
Greenup	18.9	9.6	23.1	27.7	18.3	2.4
Harlan	20.3	9.4	24.0	28.2	16.2	1.9
Jackson	20.1	10.0	24.6	28.6	15.4	1.3
Johnson	19.3	10.3	24.1	28.4	16.3	1.7
Knott	18.0	12.6	22.2	29.4	16.2	1.6
Knox	20.6	11.6	24.6	26.3	15.3	1.6
Lawrence	21.1	9.7	24.1	28.0	15.7	1.4
Lee	18.0	9.3	22.6	31.7	16.7	1.7
Leslie	19.5	9.2	25.0	29.1	15.6	1.7
Letcher	19.1	9.3	23.9	28.9	17.2	1.6

Lewis	19.2	10.0	23.8	28.9	16.3	1.8
Magoffin	19.8	9.9	24.2	29.6	15.1	1.4
Mason	20.6	10.8	23.0	27.6	16.0	2.0
Martin	17.3	9.6	30.3	26.9	14.3	1.6
Menifee	16.3	11.3	22.6	29.5	18.4	1.8
Montgomery	20.9	10.7	26.1	26.8	14.0	1.7
Morgan	16.4	10.1	28.8	28.7	14.3	1.7
Owsley	19.3	9.0	23.7	28.6	17.5	1.9
Perry	20.4	9.3	25.1	28.8	14.9	1.5
Pike	18.2	10.3	24.1	29.2	16.3	1.9
Robertson	18.7	9.6	20.9	29.2	18.3	3.3
Rowan	16.9	25.4	21.9	22.2	12.3	1.4
Wolfe	20.6	9.3	23.4	27.5	17.4	1.7

Other factors that characterize the regional workforce and affect the economic conditions of the East Region include:

- Disabilities** – Of the East Region’s residents of prime working age (18 to 64), 28.1% in EKCEP and 19% in TENCO acknowledge a disability which is higher than the overall percentage of Kentuckians with a disability (15.9%). Bracken (13.5%) and Mason (15%) counties have the lowest percentage of individuals with disabilities; Wolfe (36.4%) and Breathitt (36%) have the highest percentage of individuals with disabilities. (www.chmuraecon.com/jobseq)
- Offenders** - In 2017, there were 24,598 crimes in the East Region associated with Drug/Narcotics, Burglary, Assault, Vandalism, Larceny, Theft, Robbery, Stolen Property, Sexual Offenses, Kidnapping, Homicide, Arson, Fraud, Extortion, Forgery, Counterfeiting, Bribery, Pornography, Prostitution, and Human Trafficking that caused individuals to become involved in the adult correctional system. (Note: This is the number of crimes, not the number of individuals who committed crimes.) The top three offenses included: Drug/Narcotics (8,771 – an increase from 2016 by +1,669), Larceny (6,105 – an increase from 2016 + 140), Assault (3,596 – a decrease from 2016 by - 32). The five counties with the most criminal activity based on their population: Bell, Boyd, Knox, Montgomery, and Perry. (kystatepolice.org)
- Commuting Distances** - Due to limited employment opportunities in many of the region’s counties, a significant number of individuals must commute outside of the county in which they reside to find employment. An average of 63% of the residents in the East Region travel outside of their home county for employment. The counties with 75% or more of their employed population commuting outside of their county of residence for work include: Robertson (83%), Menifee (81.5%), Bath (78%), and Elliott (76.8%). (thinkkentucky.com)

TENCO has 58.4% of the population working within the local area. 15.2% of the population in TENCO are employed in Bluegrass, 12.8% outside of the state, 5.7% in EKCEP, 3.1 in Northern Kentucky, and 4.8% distributed among other local workforce areas.

EKCEP has 65.5% of the population working within the EKCEP local area. 8.1% of the population in EKCEP are employed in Bluegrass, 7.9% outside of the state, 7.2% in Cumberland, 5.9% in TENCO, and 5.4% distributed among other local workforce areas. (*2019 Commuting Patterns Report*)

- **Low Wages** - The average median wage for the 33 counties that comprise the East Region is \$32,471.00. This is \$14,064.00 less than the median income for the state of Kentucky and \$25,181.00 less than the median income for the United States.
(www.chmuraecon.com/jobseq)
- **Veterans** - There are 15,444 veterans living in the region in 2017 with the highest percentage of veterans based on population being in the counties of Boyd (7.4%), Fleming (5.8%), Montgomery (5.5%), Harlan (4.8%) and Bracken (4.7%).
(www.chmuraecon.com/jobseq)

D. (R) An analysis of workforce development activities, including education and training in the region. This will include an analysis of the strengths and weaknesses of workforce development activities an capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

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 workforce development activities in the East Region of Kentucky (EKCEP and TENCO) are focused on helping job seekers prepare for and obtain careers that pay a self-sufficient wage while helping employers — in both existing and emerging sectors — find or develop the workers they need to prosper and help grow the region’s economy. The WIOA and workforce development board staff in both local workforce areas work closely with the partner agencies required under WIOA and with other organizations to ensure that both job seekers and employers receive a full array of services to make it possible for these goals to be met.

Job seekers need assistance with setting attainable career goals, focusing their job searches, choosing appropriate training, and removing the barriers that might keep them from succeeding in their training or new employment. Job seekers are often not aware of the range of available occupations in the region that can offer a living wage and economic stability — especially with the constant expansion of job opportunities available online. Job seekers also need guidance in planning and preparing for their job search and in executing the steps in their job search process, such as writing resumes, developing job search strategies, finding job leads, and learning successful interviewing techniques. In sum, job seekers need assistance with career exploration and guidance, occupational information, access to resources, information about and access to training options, job search assistance, work experience, and education in soft skills and workplace behaviors. For these reasons, the role of the Career Advisor is crucial in the region’s workforce development system.

Career Advisors are the central and most important element of the WIOA-funded workforce development system. Career advisors work with clients to understand their circumstances, aptitudes, interests, barriers, and career objectives, use this information to place or refer those clients into the services that will take them to their career objective, and work with clients every step of the way as the clients pursue and attain their objective. The career advisor will evaluate each client’s needs and circumstances, then develop a career action plan of assessments,

services, and guidance that will empower clients to make realistic decisions about their employment goals and enact those decisions to reach those goals.

Although career advisors may use their knowledge of and relationships with partner agencies and organizations to connect clients with many services through referrals, the career advisors stay in close touch with clients and participate in the client's decision-making and problem solving.

The services career advisors can use to help a client reach his/her job goal include:

- Career Advising
- Assessments
- Basic Skills Instruction
- Workshops (e.g, soft skills)
- Work Experience/Internships
- Training (either ITA or Non-ITA)
- On-the-Job Training (OJT)
- Customized Training (CT)
- Referrals to Partner Programs
- Referrals to Employment

In cases where it is appropriate, career advisors also can help job seekers become their own boss through entrepreneurship training. In alignment with the emphasis of the Workforce Innovation and Opportunity Act, much of the training facilitated by the East Region's workforce development system involves work-based learning opportunities. Often the best path to acquiring the skills a job seeker needs for a new career is a work-based learning placement (i.e., work experience, internship, on-the-job training) in which they can earn while learning and proving their value and work ethics to their employer. This is especially true for many Eastern Kentuckians who have been displaced from their previous jobs by the region's economic downturn. Work experience, internships, and on-the-job training are major elements in the region's services, providing an opportunity for businesses of all sizes to "road test" potential employees while ensuring that they get the precise and specific training that they need to best benefit both the worker and the employer.

The business services representatives of both local areas work closely with employers and the other members of the Employer Services Teams (comprised of the business services representatives of KCTCS institutions, OET, and other workforce system partners) to stay abreast of the workforce needs of the region's employers and to collaborate with employers and each other to craft training solutions that meet those needs.

In addition to supporting employment in existing business sectors, the EKCEP local area has invested significant resources in creating earn and learn opportunities in the region's nascent Information Technology (IT) sector. One early example was the group of 10 computer coders whose on-the-job training at Bit Source was supported by EKCEP. (Bit Source is a small coding startup business based in Pikeville, KY, and founded by two former coal executives.) A more recent example is EKCEP's partnership with Four18 Intelligence Corp. to train Eastern Kentuckians to fill the rapidly growing demand for qualified cyber-security workers. This project

will use rapid immersive training — delivered both in person and remotely — to prepare local workers for high-wage cyber-security jobs that can be done remotely. Placements for workers who successfully complete the training will be facilitated by Four18, using its connections and credibility with the industry. Through these and other efforts, EKCEP is using earn-and-learn training to build new IT job opportunities in the region. The IT sector not only creates employment opportunities within the sector itself, but also opens the door for economic growth for the entire region. TENCO intends to review EKCEP's involvement and contribution in supporting the IT sector to determine if the TENCO local area could replicate a similar project for the northern part of the East Region.

In the nascent — but growing and potentially huge — IT sector, traditional two-year and four-year academic training programs are becoming increasingly less important to some tech-centric employers, who prefer specific skills-based certifications, internships, and other work-based learning situations that allow workers to produce actual products while demonstrating their abilities, capacity to learn, and creativity to potential employers and/or customers. (The Four18 cyber security training is an example of this.) Some of these high-tech internships may last over a year — such as programs that train computer programming/coding interns — while at the lower end of tech-based careers, unskilled job seekers can learn enough basic computer skills and customer service skills in a four-week training to land home-based telework jobs working for remote employers. EKCEP is supporting a variety of these work-based learning opportunities.

The East Region also has an opportunity to support the continually expanding aerospace industry. Like the IT sector, the East Region currently has limited employment in the aerospace industry, but it has potential to become one of the largest industries in the region. Currently, Kentucky is second in the United States for aerospace exports, which over a five-year period has increased by 145%. Recently, the One East Kentucky region successfully achieved their AEROREady Certification from Common Sense Economic Development. This certification informs industrial site selectors that the area has met the criteria — including availability of local training in technical skills and an available skilled workforce — necessary to support aerospace industries. The support for Eastern Kentucky to be an “aerospace corridor” is wide-spread, with AEP, One East Kentucky and Ashland Alliance leading the charge. With coal and steel industries decreasing in the area, Eastern Kentucky has the workforce necessary for the aerospace industry to excel, including eight times the national average of metal workers. The opportunities in the aerospace industry are already starting to be recognized through companies such as Rajant Corporation (Rowan County) and Braidy Industries (Greenup County).

Morehead State University (MSU) provides a unique opportunity for the region to participate in space exploration through the Ronald G. Eaglin Space Science Center, which opened in 2009. Students in the Space Science program at MSU, are actively involved in planning, designing, construction and operation of satellites, and work closely with NASA and other aerospace agencies. Other training institutions, such as Maysville Community and Technical College, have plans to modify the curricula of certain programs to include training such as construction, maintenance, and operation of drones.

When job seekers need more traditional classroom training, there is a wide selection of postsecondary institutions that are located or offer instruction in the region, including:

- Kentucky Community & Technical College System (KCTCS) institutions, including:
 - Southeast Kentucky Community & Technical College
 - Hazard Community & Technical College
 - Big Sandy Community & Technical College
 - Ashland Community & Technical College
 - Maysville Community & Technical College

- Regional State Universities, including:
 - Morehead State University
 - Eastern Kentucky University

- Private Colleges, including:
 - Union College
 - University of Pikeville
 - Alice Lloyd College
 - Frontier Nursing University
 - Kentucky Christian University
 - Galen College of Nursing
 - Kentucky Welding Institute

The workforce development system in the East Region has worked closely with most of these institutions, especially in preparing workers for careers in the growing healthcare sector. Many of these institutions have proven very willing to adapt their class schedules, teaching methods, and even locations to meet the needs of regional employers and/or the region's job seekers. Examples of this include: the substantial changes Morehead State University made in its nursing program to accommodate the associate to baccalaureate nursing program for incumbent nurses at St. Claire Regional Medical Center, which was initiated by TENCO and supported jointly by TENCO and EKCEP; and the creation and adaptation of the electrical lineman training program at Hazard Community & Technical College and Maysville Community and Technical College in response to a need identified by EKCEP and the industry.

The specific job skills employers require for current and emerging employment opportunities in the East Region vary widely by occupation. In some sectors, the paths to the necessary skills are clearly defined. (For example, almost every job in the growing healthcare sector has a defined academic training program and certification that provides job seekers with the skills that qualify them for work.) In other sectors, the career path is less precisely defined and may offer several alternate routes. However, all occupations require basic skills in math, reading and comprehension, written and oral communications, problem solving, reasoning, and human relations. For this reason, both TENCO and EKCEP recognize the importance of the GED and works closely with Adult Education providers throughout its region, including supporting the KWIB's Accelerating Opportunities initiative, which creates effective pathways to credentials

for low-skilled adults by integrating basic skills education with technical training and wrap-around services.

Basic computer literacy is becoming a requirement for a steadily increasing percentage of the jobs in today's economy, and especially in the home-based customer service jobs.

Regardless of sector, employers consistently request training in soft skills (e.g., work ethics, attendance, punctuality, teamwork) in addition to specific occupational skills. Soft skills training – in conjunction with work-based learning — must remain an important service element in the East Region.

The primary factor affecting workforce development services in the East Region is funding, especially in the TENCO local area. Additional funds to enable the workforce system to eliminate the barriers that prevent some job seekers from employment success continue to be a strong need in our region. As the region's economy struggles and more workers are displaced, there will be an increasing need for the supportive services that make it economically feasible for these former workers to meet their obligations and survive while they complete trainings for new careers. As the need to master new technologies and skills becomes increasingly important, workers will require support while pursuing training tied directly to employment opportunities.

Additionally, the proven strategy of work-based learning is expensive, often requiring supportive services as well as wage subsidies during the training period. As the WIOA law recognizes, internships, on-the-job training, work experience, and other work-based learning placements can very effectively open the door to new career opportunities – but they require adequate funding in order to have a significant economic impact.

In conclusion the following are the identified strengths of the TENCO local area:

- A) Partnership among organizations, educational institutions, and business;
- B) Unemployment Rates, although still higher than most areas of the state, have steadily decreased in the East Region;
- C) Business opportunities through entrepreneurship, business expansion, and business location have increased;
- D) Professional and technical skills training is easily available through multiple on-site locations and virtual opportunities;
- E) Outreach is provided more uniformly with web-based, virtual opportunities;

The obstacles facing the regional area include the following:

- A) Transportation is limited across the region which restricts at-risk job seekers from obtaining and retaining employment;
- B) Opioid crisis heavily affects Eastern Kentucky individuals and businesses;
- C) The 'benefit cliff' effect, social acceptance, and a cultural belief of entitlement keeps generations of families on government assistance;
- D) Transition to employment is very difficult for at-risk populations such as individuals with disabilities, offenders, those lacking high school diplomas/GED, veterans, and youth;

- E) Work experience opportunities (summer employment, apprenticeships, On-Job-Trainings, and internships) are limited which negatively affects job seekers from reaching their employment goal;
- F) Lower wages encourage significant shortages in high-demand, high-wage occupations such as health care where job seekers continuously move between businesses that pay a higher wage and/or provide better benefits; Lower wages also makes it difficult to attract skilled employees;
- G) Poverty levels are high, skilled and professional educational levels are increasing but at a slower rate than most of the state, and labor force participation rates are at an average of 50%.
- H) Preparation in job readiness has been identified as a need by businesses in the region.

The Workforce Development Board ensures program services are available through each career center by providing basic career services, individualized services, and training opportunities. Partnerships with multiple agencies are a priority for individual and business success as career center staffing continues to decrease. These partnerships allow the Workforce Development Boards to recognize and utilize the regional/local strengths to produce independent strategic plans that support business service activity, partner services, community projects, school events, and individual customer services. See Attachment 1: "TENCO Strategic Plan".

E. (L) 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 [20 CFR 679.560(a)]

Although the TENCO area has experienced layoffs/closures in the manufacturing and skilled trade industries, there is also economic growth in these industries, including new and expanding businesses. Funding dedicated to developing a highly skilled workforce in these occupations is critical for support to current business and for attracting new business.

There are emerging occupations in the TENCO local area such as Aerospace Technologies. Although the number of employers and job seekers in this field are not significant to date, there are unlimited opportunities in this occupation. Two counties, Greenup and Boyd, have recently earned the AEROREady certification, indicating the county has met stringent criteria necessary for economic growth in the aerospace industry. The development of a skilled workforce in this occupation is vital for local economic growth.

The TENCO WDB analyzes the labor market data for high-growth, high-demand occupations within the identified sectors for the local area on an annual basis. Data from past employment placements, current employment openings, projections of future growth, and business validation are all utilized to determine the following sectors and occupations supported by the TENCO WDB.

Health Care:

Nurse Aide/Assistant (Career Pathway to LPN/RN)
 Registered Nurse
 Licensed Practical Nurse
 Medical Office
 Physical Therapy Assistant
 Certified Medical Assistant
 Physician Assistant
 Medical Lab Technician
 EMT/Paramedic
 Nurse Practitioner
 Radiological Technologist
 Surgical Technology
 Social Worker

Skills Needed:

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

Manufacturing and Distribution:

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

Tech (Associate), Bachelor/Master's degree
 Associate Degree
 Certificate/Associate Degree
 Certificate/Associate Degree
 Associate Degree
 Associate Degree

Skilled Trades:

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

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

Transportation:

CDL – Heavy Tractor Trailer Truck Drivers
 Diesel Engine Mechanics

License
 Certificate/Associate Degree

Business/Support Programs:

Accounting
 Management
 Computer System Analysts
 Administrative Assistant
 Paralegal/Legal Assistant

Bachelor Degree
 Associate/Bachelor Degree
 Certificate/Associate
 OJT/Certificate/Associate
 Certificate/Associate

Chapter 2: Strategic Vision and Goals

- A. (L) Describe the local board's strategic vision and goals to support regional economic growth and self-efficiency. Including goals or 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. Strengthen 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's vision is to "create a highly skilled, knowledgeable and creative workforce that attracts new business and enhances the success of existing businesses, resulting in additional employment opportunities at competitive wages".

TENCO has focused and prioritized funds to ensure the vision is achieved. TENCO continues to support the needs of new and existing businesses through regional and local job fairs, specialized hiring events, recruitment efforts, individualized retention plans, wage analysis reports, and maintaining regular business service meetings to learn about specific companies and sector needs. TENCO has a successful track record and regularly partners with local chambers, economic development, and industrial authorities to provide information to potential businesses regarding the current labor force and available workforce services. TENCO has embraced the Talent Pipeline Management (TPM) initiative. Three local individuals serve on both the TPM and our local Business Service Teams which allows us to coordinate efforts toward reaching a similar goal. The TPM works directly with local businesses to identify current and projected workforce needs in order to ensure training funds are utilized to fill in the workforce gap. TPM members have developed industry forums with healthcare and will continue to develop industry forums in the other high-demand sectors.

The Workforce Development Board and Governing Board of Judges for the TENCO area have prioritized funds to assist with skill gaps and/or skill upgrades needed to support the local business community. As employers in the TENCO local area demand job seekers with advanced level skills, it is extremely important to produce a highly qualified, skilled workforce that meets the business need. The TENCO Workforce Development Board highly supports career pathway opportunities in the local area. In order to promote economic growth, it is vital that individuals are encouraged and incentivized to move up the career ladder.

Funding is available through the TENCO WDB for job-driven initiatives. Job-driven programs such as On-the-Job Training, work experience, Federation of Advanced Manufacturing Education, and internships, assist individuals with direct employment opportunities. The TENCO WDB encourages all youth to participate in a work experience opportunity.

The TENCO WDB published the 2018 five-year Strategic Plan in October. The Plan is developed through several community forums and partner comments. The Plan is in alignment with multiple partner agency plans, including the Kentucky Workforce Innovation Board's Strategic Plan. The Goals and Action steps in the Plan are reviewed and updated quarterly in the TENCO WDB meeting. Currently, the TENCO WDB has achieved and/or is working on achieving the following goals:

Goal 1: Increase the labor force participation rate by developing programs that focus on the obstacles facing five specific target groups: Individuals utilizing government assistance and not currently employed, individuals with a disability, ex-offenders, individuals who do not possess a high school diploma/equivalency, and Veterans.

Goal 2: Align education and workforce while supporting career pathways and apprenticeship opportunities.

Goal 3: Increase programs/projects that offer soft skills and job preparation services to youth in the TENCO local workforce area with an emphasis on career guidance and/or employment opportunities.

Goal 4: Increase the coordination and communication between programs.

Goal 5: Ensure the workforce system services are easily accessible to individuals and business customers in the TENCO local area.

Goal 6: Provide workforce support to economic development partners at the State and local level by maintaining highly skilled and knowledgeable staff that offer valuable and easily accessible system resources.

*Attachment 1 includes the Action Steps associated with each goal.

The TENCO WDB Strategic Plan identifies goals that are above and beyond the federal primary indicators of performance. However, TENCO WDB evaluates performance of the primary indicators each quarter. The Accountability Committee sets strategy and develops procedures to guide staff on successful achievement of the primary indicators. The WDB strengthens successful achievement by encouraging partnership of programs, funding projects such as FAME (Federation of Advanced Manufacturing Education), focusing on work-based learning opportunities, emphasizing the importance of customer service and thorough case management activities, providing staff development opportunities, facilitating/coordinating job readiness workshops, and supporting high quality business service activities.

B. (L) 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. The goals established in 2018 are reviewed quarterly at each board meeting. Annually, the business led WDB and community partners review the outcomes and identify new goals and/or action steps needed to achieve the overall mission/vision of the local board.

Although the TENCO WDB strategic plan is uniquely designed to meet the needs of the local workforce area, the TENCO WDB Strategic Plan does support the goals established in the State Strategic Plan, "Kentucky Work Ready: An Urgent Call to Action". The Strategic Plan includes goals and action steps to increase the Labor Market Participation rate, align education and workforce, support work-based learning, actively engage business participation, and improve the workforce system by embracing true partnerships that will assist in the achievement of the Federal benchmarks and State metrics. See Attachment 1 and 2.

TENCO strives to be efficient, innovative, and flexible in the service delivery to business and individual customers. 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, team-based 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, FAME, Adult/Dislocated Worker internships, youth work experiences 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 has highly qualified, professional staff with workforce certifications.

As these initiatives and projects are accomplished, alignment of workforce, education and economic development will occur.

C. (L) Describe how the local board's vision and goals take into account an analysis of the strategies in working with the other entities in carrying out the core programs and the required partners in the alignment of resources.

The TENCO Workforce Development Board recognizes that they cannot determine, nor successfully meet the workforce needs of the area unless they coordinate and collaborate services among community partners. It is necessary to “pool” resources and to maximize outcomes by focusing on the specific strength of each entity.

Local partner agencies regularly participate on business service teams, quarterly partner meetings, Operator Management Team meetings, Memorandum of Understanding discussions, and are actively engaged with the board and board committees. Annually, TENCO provides a partnership retreat, where local agencies, including core partners, will be invited to participate in trainings and have an opportunity to build relationships between the agencies.

Chapter 3: Alignment of Local and Regional Area Partnerships and Investment Strategies

- A. (L) Describe the local board’s strategy to work with the entities that carry out the core programs and other workforce development programs to support alignment in order to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E); H. R. 803—442.1. 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. *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.***

The TENCO WDB and board support staff participate regularly in activities within their community and local area. Many business members of the board are involved in local chambers, industrial authorities, and alliances. Members, staff, and local elected officials participate in secondary and post-secondary school functions, are active in developing plans to achieve the Work Ready Community initiative, and participate in other partner agency boards. The relationships built simply through community involvement, assists the board in carrying out and aligning the core programs to provide services.

WIOA partners, including Carl D. Perkins Career and Technical Education, and chambers are all represented on the board and/or on committees supporting the board. Each regularly scheduled board meeting allows time for core partners to share items of interest and/or concern with the board. Core partners, community agencies, post-secondary, and Career and Technical Education also play significant roles in the business services team, as well as participating in career center partner meetings. TENCO takes great pride in the relationship it has built with local and state partners, and feel these partnerships are the key to the success of the provision of services.

Services are provided through three Kentucky Career Centers (Ashland, Maysville, and Morehead), and throughout the community when necessary to meet the customer’s needs. TENCO will continue to implement steps to make services accessible to all customers (individuals and business) through physical locations, offsite locations, and virtually.

Key Stakeholders:

Local Elected Officials: The Judge/Executives in the TENCO area receive quarterly reports on workforce services. The Workforce Development Director is available to meet with local elected officials upon their request to review any items of interest in detail. Judge/Executives in the TENCO area are invited to attend all board meetings. They are involved in many community activities that include workforce development, such as Chamber/Alliance events, Business Services activities, and Work Ready Communities.

There are three Judge/Executives that are members of the Governing Board of Judges for TENCO. These individuals select the Chief Local Elected Official, provide oversight and approve the annual workforce budget,

and select the fiscal agent. There is continuous interaction between the Workforce Development Board, the board support staff, fiscal agent, and local elected officials.

Chief Local Elected Official: The Chief Local Elected Official (CLEO) is selected by the majority vote of the Judge/Executives representing the ten-county area of TENCO. The CLEO plays a significant role with the TENCO WDB and board support staff. The CLEO is invited and participates in local board meetings, as well as the Executive and other committees of the board. He/she also participates in community partner meetings and activities that are state affiliated. The CLEO approves all WDB nominations/recommendations made by the Chambers/Alliance or other economic development entity. The CLEO is active in the development and approval of the annual projected budget for the workforce board and participates in the approval of the contracts for the fiscal officer, operator and direct service provider. Other responsibilities include:

1. As the grant recipient for the funds, the CLEO oversees the budget and program activities in coordination with the LWDB.
2. Assists in the development of and approves the Regional and Local Plan, in coordination with the LWDB.
3. Participates in the review and request for local area designation.
4. In coordination with the local LWDB and the Governor, assists board support staff in reaching appropriate negotiated performance accountability measures. The LWDB and CLEO will assist in the development of and approve a Memorandum of Understanding with and Infrastructure Funding Agreement with one-stop career center partners.
5. Assist the LWDB in assessing effectiveness, efficiency, and accessibility of the Kentucky Career Centers in the TENCO area.

Fiscal Agent: The fiscal agent is competitively procured by the Governing Board of Judges and approved by the CLEO. An award was given for one year, with a two-year renewal option based on performance, fiscal responsibility, and effectiveness of the fiscal agent. The following criteria is utilized for contract renewal:

1. A clean audit from an independent auditor presented to the WDB annually;
2. Minimal financial findings from a State and/or Federal monitoring review which is shared with the WDB annually;
3. Fiscal training regarding activities relatable to WIOA will be attended by the Fiscal Agent on an annual basis;
4. An approved administrative entity budget is completed by June 15th annually;
5. Clear and accurate reporting, with questions and/or concerns addressed within 10 business days;
6. A monthly report reflecting expenditure rates for the fiscal contract is submitted to the Judge/Executives;
7. The Fiscal Agent is responsive to all requests made by the TENCO WDB and/or Judge/Executives;
8. Quarterly financial reviews are conducted with the Workforce Development Director; and
9. Services are provided as outlined in the Fiscal Agent contract.

The Fiscal Agent is responsible for oversight of programmatic and administrative workforce funds and any additional local, state, and/or federal dollars granted for workforce services. In order to provide oversight, the fiscal agent works closely with board support staff in reviewing all funds available, obligations, and expenditures. Reports are presented quarterly (and anytime upon request) to the local workforce board. Annually, the fiscal agent presents a projected fiscal year budget for approval of the WDB and Governing Board of Judges. The fiscal agent and board support staff are trained on allowable workforce expenditures, mandatory obligation rates, and other specific workforce criteria in order to perform their role successfully. Responsibilities of the fiscal agent are outlined in the contract with the Governing Board of Judges.

TENCO Workforce Development Board: The Workforce Development Board (WDB) is comprised of 20 members with 51% representing business, and 49% representing economic development, post-secondary education, adult education, Labor, and workforce. Business members are nominated through the local area Chambers and/or Alliance. TENCO attempts to have members represented from the three Area Development Districts included in the local workforce area (FIVCO, Gateway, and Buffalo Trace ADD). Business members must be in the local, regional, and/or state high-demand sectors. The Chief Local Elected Official (CLEO) approves all memberships. Members serve for three years, with options to renew their membership. Attendance is reviewed quarterly. Upon missing two consecutive regular board meetings, individuals are contacted regarding

their interest and ability to remain on the TENCO WDB. The CLEO will converse with the Chair of the Board regarding removal of members for attendance. TENCO has three officers for the Board: Chair, Vice Chair, and Secretary (all business members). Officers serve two-year terms. The TENCO WDB is governed by By-Laws.

The TENCO WDB provides the following functions in coordination with the Chief Local Elected Official: Program and financial oversight, selecting One-Stop Operator and Direct Service Provider, approving the annual budget, negotiating performance rates, developing and approving Local/Regional plans, and developing and approving Career Center Memorandum of Understanding. The WDB develops and oversees policy, projects, and activities identified in the strategic plan. Other functions of the board include: Regional Labor Market Analysis, Leveraging resources, Employer Engagement, Developing Career Pathway Opportunities, Maximizing accessibility and effectiveness through technology, coordinate services with education providers, and ensure accessibility to services for individuals with disabilities.

TENCO WDB has an Executive Committee that has authority to act on behalf of the board. There are four other standing committees: Accountability, Strategic Planning, Career Center and Youth. Committees are made up of board and community members. Individuals representing Career and Technical Education, Chambers, Libraries, and other businesses are included in community members. The Committee Chair makes recommendations to the board on activities conducted through their committee. Partner agency and board staff provide reports at each board meeting.

TENCO WDB members have opportunities to participate in State and National conferences where they interact with board staff, career center operators, local elected officials, contract staff, and state and federal representatives.

One Stop Operator: The One Stop Operator is competitively procured by the TENCO WDB in 2017. The Operator will manage and provide oversight for services and activities provided through the Kentucky Career Centers and coordinate service delivery of the one-stop partners and service providers. The One Stop Operator will also review customer flow and customer satisfaction, ensuring that services are provided in an efficient and effective manner. Specific Career Center tasks that the operator will be responsible for providing includes: Career Center Certification, Career Center goals, development and implementation of the Memorandum of Understanding and Infrastructure Funding Agreement, facilitate partner meetings, conduct Operator Management Team meetings, ensure center accessibility, assist in the coordination and implementation of staff development, and improve/increase the use of technology for outreach and services.

The One Stop Operator, as designed in the roles and responsibilities, will be regularly and actively involved with core partners, community leaders, local workforce board, and local elected officials. The One Stop Operator will provide quarterly reports on activities, best practices, and concerns to the Managers/Directors of the core programs. The One-Stop Operator will also assist with the facilitation of the Career Center Committee of the local workforce development board.

Adult/Dislocated Worker/Trade Contractors: The local workforce development board competitively procures for Direct Services for the Adult/DW/Trade programs. FIVCO ADD currently provides the contract for the Direct Services. The contract is for one year, with a three-year renewal option. Services provided to A/DW/Trade customers will include but is not limited to: Career Advising, Assessments, Job Readiness Workshops, Internships, On-the-Job training, customized training, and oversight of funding for occupational skills training. The Career Counselors work daily with community agencies in order to refer and provide holistic services to customers. Career Counselors and the Direct Service Contractor participate in partner trainings and attend partner meetings. The Direct Service provider works with the Director of the TENCO WDB to ensure adequate training has been provided to Career Counselors regarding policy, procedures, performance, funding levels, priority populations, and WIOA/Regulations content. Direct service providers can also participate in state and national trainings.

Youth Contractors: The TENCO WDB currently has two youth contracts (Morehead State University and Lewis County Board of Education) that are competitively procured. The ten counties of TENCO are served through these contracts. The primary focus is out-of-school youth (minimum of 75%). TENCO does support one in-school youth program that serves high school seniors living in a high poverty county. Youth providers are very

involved with the board staff, local workforce board, community partners, and direct service providers for adult/DW/Trade programs. This partnership is critical in the provision of referrals for services not provided directly through the youth contracts. Youth service providers offer the elements as identified in the WIOA.

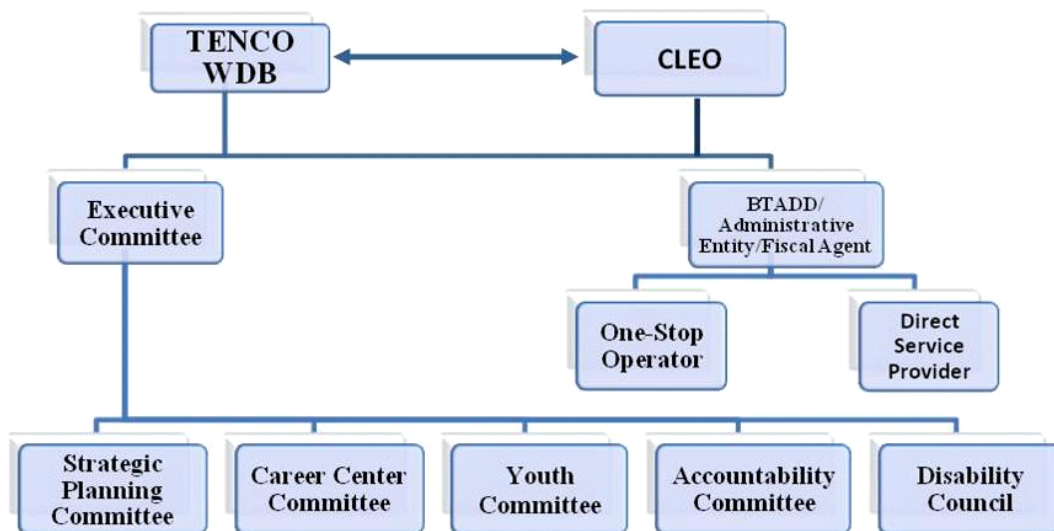
Referrals are provided to partner agencies, including all services available through the Kentucky Career Centers. Youth Contractors participate in staff meetings, partner trainings, and report to the local Youth Committee and/or TENCO WDB as requested.

Administrative Entity: The Workforce Innovation and Opportunity Act allows the local workforce boards to select an entity to employ staff, or independently hire staff to support the functions of the board as outlined in the Act. The local workforce development board hires, evaluates, and terminates (if necessary) the Director. The TENCO Administrative Entity (Buffalo Trace Area Development District) works closely with the board to ensure the strategic initiatives and performance measures meet the board's expectations.

The board staff continuously interacts with partner agencies, community leaders, local elected officials, board members, local and regional businesses, contractors, and customers. This relationship is necessary for a seamless and efficient delivery of service to customers.

Partners and Community Leaders: TENCO takes great pride in the partnership between our board, board staff, local elected officials, business community, and community agency partners. The partnership is evident in projects such as the Work Ready Community Initiative, Strategic Plan development, FAME (Federation of Advanced Manufacturing Education), Career Pathway project with St. Claire and Morehead State University, co-enrollment between agencies, coordination of services through the RESEA grant, specialized youth job fair, policy development to assist with costs for GED applicants, Re-entry project development, expungement activities, participation on the board and committees of the board, and partnership meetings and retreats. Collaboration and coordination of effort is vital to the success of our local area. One entity alone will struggle to provide the services necessary to move our area forward in workforce development; however, collectively our opportunities are unlimited.

The following is the TENCO WDB's organizational flow chart.



- B. (L) Describe how the LWDB, 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:

Access to employment:

- 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 and Business Service Team has partnered with many local businesses and the local KCTCS to offer the FAME (Federation of Advanced Manufacturing Education) apprenticeship program to qualified customers. This allows customers to earn wages while learning the job and receiving valuable credentials through KCTCS.
- The youth providers have an extensive work experience program that dedicates, at a minimum 20% of their funding for work experience activities.
- 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 Business Service Coordinator and local partners are well known in our area for developing individualized hiring events designed to meet the specific guidelines of companies. These have resulted in many job placements throughout the local and regional area. Individuals 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. Business partners have identified the hiring events as being very successful, with the key being partnership, coordination, and listening to the business.
- The Business Service Coordinator also maintains a social media page where job postings are reported, job fairs/hiring events are announced, and businesses are highlighted. There are currently over 4800 individuals connected to TENCO through social media.

- The Kentucky Career Centers maintain job boards for easy access, as well as Focus accounts for job postings in the local area. Individuals who utilize either the job board or Focus are provided with information regarding job opportunities, given direction on job requirements and how to apply.
- The staff at the Kentucky Career Centers utilize their partnership to provide holistic services to individuals participating in the RESEA (Reemployment Services and Eligibility Assessment) grant. This program provides customers receiving Unemployment Insurance with the full gamut of program and services available through the Kentucky Career Center and links them directly to employment and/or provides additional job readiness services to alleviate any identified barrier to employment.

Access to training/post-secondary education:

- The TENCO WDB website continues to be updated to ensure customer interaction, accessibility to services, 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.
- Due to the high volume of individual and business customers in the Montgomery County area, TENCO WDB acknowledged the need for an additional Career Center. Currently, customers from Montgomery County are served through other centers. 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 Montgomery County is expected to open in the summer of 2019 and will be located in the Industrial Park at 200 Oak Grove Drive in Mt. Sterling.
- 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.
- The TENCO WDB is comprised of 51% business in the approved high-demand sectors. Board staff provides high-quality business services to a significant number of local employers. The TENCO WDB uses these business connections to recommend high-demand industry certifications to local Area Technology Centers/Career and Technical Centers.
- TENCO WDB has recently completed one incumbent worker project which 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, the TENCO WDB approved policy outlining coordinated efforts between Adult Education services and TENCO. There are also referrals from multiple partner agencies, including WIOA, to Adult Education and Literacy for WorkKeys testing, assessments, and remedial education services.
- 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 local business that is a leader in apprenticeship, Stober Drives, Inc.. TENCO has an established relationship with representatives from Stober Drives, Inc. and actively participates in many projects together.
- TENCO staff and Vocational Rehabilitation staff also rely on each other to assist individuals with disabilities. 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 Career Development Office (CDO) is also an active partner with workforce. Co-enrollment makes both parties responsible for the successful outcome for our customers. CDO and WIOA Career Counselors 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. Both entities work together to provide information to customers through the resource room and workshops. The two agencies participate in job fairs/hiring events, RESEA coordination, 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 can make the difference in the customer achieving their employment goal. Support services provided by TENCO WDB 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.
- Referrals are also made to Community Service Block Grant organizations for assistance such as with heating costs.
- Other options for customers are to utilize resources that help alleviate the need for supportive services. 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. Direct Service providers may also be flexible in their provision of services through off-site eligibility, assessment, and case management activities. TENCO will continue to update and improve the local area website to include virtual service delivery options for all partners.

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

1. 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;
2. Support a local workforce development system described in element 3.2 that meets the needs of businesses in the local area;
3. Better coordinate workforce development programs with economic development partners and programs;
4. Strengthen linkages between the one-stop delivery system and unemployment insurance programs; and
5. 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)].

The following strategies are used to meet the needs of large and small employers:

1. TENCO has a very active 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, funds for Occupational Skills training, basic skill remediation, GED testing, ADA compliance assistance, job placement, development of retention strategies, outreach efforts, social media platform,

open houses, general and individualized job fairs/hiring events, 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 business community is made aware of the many services through the Career Center through participation in the many organizations that our Business Service Coordinator attends, such as Chamber, Alliance and Industrial Authority meetings. 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 may 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.

Throughout the past year, TENCO WDB has supported one (1) incumbent worker project, one (1) on-the-job training projects, an on-going adult/DW internship program, FAME (Federation of Advanced Manufacturing Education) project, linked businesses to KCTCS programs for customized training opportunities, worked closely with a company that utilizes apprenticeship programs, has included apprenticeship awareness in WDB trainings, and has developed additional industry sector partnerships.

TENCO WDB will continue to provide services to employers (large and small) through goals developed around the workforce business penetration and retention rates. TENCO has three local Business Service Team representatives serving on the statewide Talent Pipeline Management team. This is an asset to our area as we focus on meeting the needs of the small and large employers in our region.

2. 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 Memorandum of Understanding, 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.
3. 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 on projections, expansions, new business, and dislocations. 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.
4. THE TENCO Career Center staff, including workforce and unemployment insurance programs, have 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.
5. 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.

6. The TENCO WDB actively participates with the Vocational Rehabilitation programs to ensure individuals with disabilities are served through an integrated and coordinated partnership. Vocational Rehabilitation is represented on the TENCO WDB and participates in many committees and teams of the WDB.

D. (L)(R) 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)]

Both the Eastern Kentucky and TENCO workforce boards believe the East Region would benefit from additional micro-enterprise training and entrepreneurial trainings. The local boards agree with the KWIB that entrepreneurship and small business growth can play a major role in driving the economic recovery of the East Region and the entire Commonwealth.

When appropriate, regional projects to assist entrepreneurial businesses with services will be developed. The TENCO LWDB will plan to visit businesses served by EKCEP's entrepreneurial initiatives to determine when and how similar projects could be replicated in the northern part of the region.

Locally, TENCO's business service representative provides a wide array of opportunities for large and small businesses, including but not limited to regional job fairs, referrals for incentive packages and/or loans, on-the-job training, customized training, and internships. Emerging and existing entrepreneurs are encouraged to expand and grow their workforce through on-the-job training, which allows businesses to be reimbursed for up to 50% of the employee's wages during their training period.

Morehead State University (MSU) provides entrepreneurs services throughout the East Region through the Small Business Development Center, which provides consultations at no cost for current and potential entrepreneurs in Eastern Kentucky. As a companion to this service, MUS also provides a bachelor's degree in Business Administration with a track in Small Business Management/Entrepreneurship.

Other efforts to support and promote entrepreneur activity in the TENCO area include:

- Youth programs include an element/workshop component on becoming an entrepreneur;
- There are multiple entrepreneur centers located in the TENCO area; and
- Entrepreneurs are encouraged to use the Career Centers to locate skilled employees.

Opportunities also exist to provide an entrepreneurial conference for youth in the area. Coordination would be with KCTCS, MSU, and other interested partners.

When appropriate, EKCEP continues to offer its PlusOne program that supports emerging and existing entrepreneurs by encouraging small businesses to use WIOA on-the-job training to expand and grow their workforce. The PlusOne program targets businesses in the sectors of healthcare, IT, energy, business services, manufacturing and skilled trades that have been in existence for five years or less. These businesses can request reimbursement of up to 75% of the wages of new employees during their on-the-job training period.

One example of local collaborative efforts to support an entrepreneurial startup company is the work of the Eastern Kentucky Business Network to assist SilverLiner, an aluminum tanker truck manufacturing company in Pikeville that could eventually hire up to 200 people. The majority of these 200 employees will need to be skilled in aluminum welding. Under the direction of EKCEP, a consortium of training providers was formed, which included two of Eastern Kentucky's Kentucky Community & Technical Colleges, to put together an aluminum-welding curriculum under the direction of SilverLiner's CEO. The curriculum will teach the skills and techniques required by the business.

The Kentucky Highlands Investment Corporation is working with EKCEP to establish Entrepreneur Resource Centers that provide entrepreneurial training and resources to the public.

E. (L) Describe the type and availability 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. [WIOA Sec. 108(b)(9)]

Successful workforce activities start with partnership and alignment of programs available in the community. Programs established to assist youth emphasize career advisement, work ethic, training, and transition to employment.

Youth programs are provided through contracts that serve the ten-county area. Contracts currently serve a small portion of in-school youth (no more than 25%) that are in high poverty areas, and eligible out-of-school youth. 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.

TENCO is currently operating an intensive Youth Employment Program. Youth will have an opportunity to gain valuable work ethic skills, learn financial literacy, develop skills necessary to transition to post-secondary training, and receive valuable real-life work-based learning.

All youth are made aware of the elements identified in Section 129(c)(2)(A-N) of the WIOA Law. WIOA direct service staff, in coordination with the youth, determine the specific program services based on an objective assessment and individual service strategy/individual employment plan. The following outlines the fourteen required youth elements, examples of services within the element, and the provider of the element.

Youth Elements

Services Provided

Provider

<p>Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a completion of a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential.</p>	<p>Youth may receive tutoring for general education classes and/or classes that are specific to an occupation. This element assists youth in getting back on track and/or staying on track to reach their educational goal.</p>	<p>Direct Service Providers Post-secondary institutions Skills U programs</p>
<p>Alternative secondary school services, or dropout recovery services.</p>	<p>Assistance for youth who struggle in traditional secondary education and/or who have dropped out of school. In-school youth who request or show a need for alternative education based on credit recovery or behavior issues are referred to the Alternative program within the school system.</p>	<p>Board of Education (In-school program) Skills U YouthBuild Job Corp.</p>
<p>Paid and unpaid work experiences that have academic and occupational education as a component of the work experience and may include</p> <ul style="list-style-type: none"> • Summer employment and other year-round employment opportunities • Pre-Apprenticeship programs • Internships and Job shadowing • On-the-job training opportunities 	<p>Youth can gain valuable “real life” experiences through paid or unpaid work experience activities. After a thorough assessment of skills, goals, barriers, and strengths, youth are linked with the type of work experience that best meets their needs. Summer employment is offered as an opportunity to gain work ethic/readiness skills. On-the-Job Training and Pre-Apprenticeships lead to direct employment opportunities. Internships are utilized for career exploration, as well as direct employment opportunities.</p> <p>During work experience activities youth will be connected to an academic and occupational education component. This component may be part of a class offered through the direct service provider and/or as part of the work site experience. The contractual agreement between</p>	<p>Direct Service Providers WIOA Staff</p>

	TENCO WDB and the direct service provider will include how the component will be delivered.	
Occupational Skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local WDB determines the programs meet the quality criteria described in WIOA sec. 123.	A youth who identifies an employment goal that requires occupational skills training in a high demand occupation will have access to WIOA funds to assist with the cost of such training. WIOA funds may be utilized after all of sources of training funds have been established and the youth continues to have a financial need. Direct Service Providers approve WIOA funds for occupational skills training; however, the training is provided through private and public training institutions on Kentucky's Eligible Training Provider list.	Kentucky Community and Technical Colleges Morehead State University Kentucky Welding Institute Other Private and Public Institutions approved on the Statewide Eligible Training Provider List.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation of occupational cluster	This element may be provided to individuals who participate in apprenticeship programs. Funding for the education component would follow the same outline as occupational skills.	Kentucky Community and Technical Colleges
Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.	Workshops Community Service Projects Field trips to the Capital and other sites in Frankfort, Underground Railroad, Toyota plant and other locations deemed appropriate for social and civic leadership development.	Direct Service Providers develop and manage programs/projects that include Leadership Development. Contractors may coordinate efforts with on-going projects/services being provided in the local area.
Supportive services, including the services listed in 681.570	Direct Service Providers identify support service needs through an individualized assessment. The Direct Service Provider may access funds through the Administrative Entity/Fiscal Agent for the TENCO WDB, and/or may refer the youth to	Direct Service Provider Community Action Programs Department for Community Based Services Title I Adult/DW programs

	<p>other resources, if applicable. Support services in TENCO include Transportation and/or Child Care.</p>	
<p>Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation.</p>	<p>Youth will be linked with mentors through programs such as Unbridled Careers, and/or directly with adults who are able to effectively guide youth in their educational and employment goals. The Direct Service Provider must ensure that the selected mentors have criminal background checks and meet the standards of their respective agency. Mentors must also be appropriately oriented to the expectations of the mentoring program.</p>	<p>Direct Service Providers Business Partners</p>
<p>Follow-up services for not less than 12 months after the completion of participation as provided in 681.580</p>	<p>Youth receive follow-up services for one year after completing the program. TENCO WDB provides non-monetary support during the follow-up period, such as: Career guidance/counseling, job retention strategies, problem-solving, planning and preparation, organization and time management.</p>	<p>Direct Service Providers</p>
<p>Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referral to counseling as appropriate to the needs of the individual youth.</p>	<p>Relationship, family dynamics, stress management, and self-esteem counseling is available through the Youth Direct Service Providers or referred out to other professionals.</p> <p>Drug/alcohol, anger management, or other mental health needs are referred to appropriate resources in the community.</p>	<p>Direct Service providers who hold guidance and counseling or social work degrees.</p> <p>Comprehend</p> <p>Secondary School Resource Center staff</p> <p>Post-secondary counseling staff</p> <p>Private counseling services</p>

Financial literacy education	The Youth Direct Service Providers ensure workshops are offered in basic financial literacy, such as: How to read your paystub, Setting up a checking account, Managing your checking account, Staying clear of credit card debt, and How to improve credit scores.	Direct Service Providers may provide or may link to local Banks to teach components of the Financial Literacy workshops.
Entrepreneurial skills training	Direct Service Providers ensure youth are aware of services available by providing workshop material, inviting guest speakers who are entrepreneurs, visiting job sites, utilizing services through local entrepreneur incubators, and developing entrepreneur projects.	Entrepreneurial Centers Morehead State University Local Entrepreneurs
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration	Youth are provided with labor market information throughout their enrollment in the program. Youth participate in career and personality assessments. While the Direct Service Providers offer career guidance, counseling and exploration, they connect youth to the KY Career Center for specific employment opportunities.	Direct Service Providers KY Career Center Staff
Activities that help youth prepare for and transition to post-secondary education and training.	Youth are directly connected to the post-secondary institution that meets their educational and long-term employment goal. The local post-secondary institutions have open houses, freshman orientation, and other transition resources.	Direct Service Providers Post-Secondary Institutions

Best practices in TENCO's youth programs include:

- A dedicated staff person provides monthly assistance to the contractors to ensure awareness of policy and/or Federal/State guidance changes; offer technical assistance; 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.
- Holistic programs are developed 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.
- 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.
- 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.

F. (L) Describe how the LWDB 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 healthcare provider, EKCEP, and TENCO WDB to provide a flexible, fast-track BSN program to meet business needs; 5) MCTC, local business, and TENCO WDB was actively involved in the new FAME Chapter for the Maysville area; and 6) The TENCO WDB supports career pathways through analyzing data on high-demand industry certifications and linking secondary and post-secondary institutions directly with local business.

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

TENCO WDB also facilitated an informational session on House Bill 3 (KRS Chapter 158). Attendance included representatives from secondary schools, economic development, and business. After a brief summary of House Bill 3, each area presented best practices. The school systems were then encouraged to build programs/projects in coordination/collaboration with local business.

TENCO WDB supports 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.

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

The unique characteristics of the two local areas and the differences in budget and capacity identified by the analysis of the region makes it difficult to standardize the provision of supportive services across the region or coordinate the way supportive services are provided between the two local areas. The Workforce Boards for the EKCEP and TENCO have determined that each local area will be responsible for policies and procedures governing the type and level of supportive services provided to the customers in their respective area.

Locally, the TENCO Workforce Development Board recognizes that support services can make a significant difference in an individual's ability to complete a 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.

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.

H. (L) Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by DWI merit staff and the LWDB'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 specializations.

Specifically, the DWI's staff are often 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 of 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 Title I A/DW/Y share in the responsibility of assisting with resume writing, interviewing skills and workshops provided on job search and retention. Staff from DWI and WIOA Title I A/DW/Y participate together on functional teams and communicate daily due to the physical location of their office and the Center's design.

The One Stop Operator facilitates an annual Workforce Partner Retreat. All partner agencies will be invited to attend a retreat where topics including communication between partners, case management, customer service, diversity, and other topics, including partner sharing/best practices will be provided.

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

A One Stop Operator 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 Operator Management Team, made up of representatives from the core WIOA programs, meet monthly and review Career Center Strategies that would expand the level of services currently available.

I. (L) 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)]. This will include a discussion of how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232. Adult Education and Literacy grant review training and process oversight to be provided by Kentucky Adult Education.

- 1) TENCO has established a policy that is in alignment with the Federal Act regarding priority of service for individuals who are basic skill deficient. **As demonstrated in the TENCO WDB Strategic Plan, individuals who lack a GED/High School Diploma are a priority at-risk population that will receive training, support, and work experience opportunities.**
- 2) 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.
- 3) TENCO WDB will assist, as described in Section 107 (d)(11)(B)(i)(I-II)), in reviewing 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.
- 4) **The TENCO WDB will provide outreach to support GED goals and acknowledge local GED achievement through the TENCO website and Facebook. Data provided by Adult Education/Skills U leadership will be utilized to support action steps necessary to achieve the local 2023 Strategic Plan goals.**
- 5) **Adult Education/Skills U are active participants in Partner Meetings, Board committees, and Business Service Teams where resources, services, and activities are shared to ensure alignment of partner programs.**

J. (L) Please describe the direction given by the Governor and the local WDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients

of public assistance, other low-income individuals, and individual who are basic skills deficient consistent with WIOA

Sec. 134 (c)(3)(E).

The TENCO WDB has developed a policy consistent with WIOA sec. 134 (c)(3)(E) to ensure all staff are fully aware of the requirement to give priority of career and training services to recipients of public assistance, low-income individuals, and individuals who are basic skill deficient. This is monitored regularly by workforce board staff.

TENCO board staff continuously provides information on WIOA requirements for high priority populations to agencies/entities that provide services to similar populations. Referral processes have been developed through the Memorandum of Understanding.

K. (L) Please describe how the Kentucky Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

Currently, TENCO's website is being re-constructed to support intake forms, referrals, On-the-Job training and incumbent worker applications. This will provide better accessibility to services throughout the TENCO area. Other possibilities such as video conferencing is being utilized when necessary to complete case management activities.

The Career Development and WIOA Title I, Adult/DW/Y staff, utilize a new web-based state system, KEE Suite, in order to co-enroll and share records. Customers can access a citizens account through KEE Suite and learn about local workshops, trainings, and other opportunities that assist them in job preparation and/or employment.

Chapter 4: Program Design and Evaluation

A. (L) Describe the one-stop delivery system in the local area including:

- 1) The local board's efforts to collaborate with employers, to provide continuous improvement of business services and to operate a "Job-driven" delivery system.
- 2) 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)]
- 3) How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, using technology and through other means. [WIOA Sec. 108(b)(6)(B)]
- 4) 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)]
- 5) Provide a description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses

and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of this plan.

1. 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, economic development, and community awareness activities. The Board staff and Business Service Team members participate and provide information to Chambers, Alliances, and Industrial Authorities. Staff utilize FaceBook and the TENCO webpage to highlight local businesses and events.
2. 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 customers have the information necessary to make an informed choice.

3. TENCO is a very rural area. TENCO accommodates individuals seeking WIOA services through flexibility of location. If an individual is unable to get to a Career Centers in the TENCO area, staff will meet individuals at a location that is more convenient for them. Staff has served individuals at Libraries, Extension Offices, and school systems in their local community. TENCO WDB purchased multiple laptop computers to ensure flexibility and accessibility of staff. TENCO staff utilizes technology such as the state's web-based data and case management system, KEE Suite, to assist with completion of electronic forms and uploading required eligibility documents. Customers have access to KEE Suite through Citizen Connect and can upload their own documents, as well as complete assessments and locate opportunities through virtual access.
4. The TENCO WDB has purchased 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. In order to meet the Career Center certification standards, 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 2019.
5. A notice of the Local Strategic plan was submitted to the local newspapers, **partners, and placed on the TENCO website on June 5, 2019 for** public comment. All public comments were to be sent to the Workforce Development Director by June 19, 2019 for review and possible inclusion into the final version of the Plan. There were no comments submitted.

The Regional section of the plan was submitted to the local newspapers, partners, and placed on the TENCO website on September 17, 2019. All public comments were to be sent to the Workforce Development Director by October 1, 2019. There were no comments submitted.

- B. (L) 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 144 undergraduate, 23 pre-professional, and 72 graduate programs

The TENCO high-demand occupations are all 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:

- Career Development Office – The Office of Career Development provides access to a significant number of current job orders. The Focus system utilized to register individuals seeking employment can 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 – 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 a variety of 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.

- C. (L) 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 Business Service Coordinator, staff to the TENCO WDB, organizes, and acts as the Local Area Rapid Response Coordinator (LARRC). facilitates all Rapid Response (RR) activity. RR activity related to company layoff or closure is utilized to transition affected employees to new employment as quickly as possible. The LARRC will collaborate with partner agencies to actively participate and share program information with all dislocated workers. A full range of materials providing information on employment, training, and meeting basic needs will be provided to workers.

The Rapid Response process includes:

- A) LARRC will establish contact with the employer immediately (within 2 days) upon notification of a potential layoff/closure; In the case of a disaster, immediately after the State is made aware of mass job dislocation as a result of the disaster.
- B) Initial contact includes gaining awareness of the layoff plan – including dates of dislocations, numbers affected, demographics of workers, and other available opportunities provided by the business (compensation package, insurance, call-back opportunities, and etc.)
- C) Contact is made with workforce and community partners to establish probable reemployment, training, and/or basic human services that will be needed by workers.
- D) A date, time, and location are established to provide RR services to employees.
- E) Services are organized by the LARRC and provided to employees.
- F) Employees are encouraged to register in Focus. Intensive assessment, case management, and career counseling services are started in order to link employees to appropriate employment opportunities.
- G) The LARRC and other business service team members will work with businesses in the local area to offer hiring events.
- H) Employees will be referred to workshops to support reemployment efforts.
- I) Enrollment in training and support services will be an option for dislocated workers who are unable to locate suitable employment.
- J) Employees will also be informed of out-of-area job search and/or relocation services available.

The TENCO WDB will utilize data provided by the State Division of Workforce and/or Economic Development to identify early warning signs of potential layoffs and opportunities for layoff aversion services. Layoff aversion strategies may be informational, planning, training, and/or assistance in accessing available federal, state, and/or local resources.

The provision of services as part of an emergency disaster will be adapted to the specific characteristics of the layoff.

- D. (L) 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 serves 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 as identified in the WIOA (Section 129). 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.

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. Youth contracts are responsible for expending 20% of funding on work experience activities.

The TENCO and Northern KY local area partners with business and community leaders to host an annual Youth Job Fair. The job fair includes local and regional businesses who are actively seeking entry level employees. Youth have the opportunity to discuss their interests, learn about job opportunities, and interact with a significant number of professionals during the job fair.

TENCO works with several secondary school systems to promote and provide direction on Work Ethic Seal programs. As our communities strive to be "Work Ready", and our schools strive to be College and/or Career Ready the Work Ethic Seal program has become increasingly important. TENCO provides information on innovative best practices, development of metrics, and evaluating student progress.

The TENCO WDB has approved a youth employment program to serve primarily out-of-school youth. This program will provide youth with finances, work experience, work ethics, skills in financial literacy, job readiness, and transitioning to post-secondary education.

Services for youth are truly holistic. The needs of the youth in the TENCO WIOA programs do not always fit neatly into one of the required program elements. 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 are provided to assist in planning for students to transition from school to post-school activities.

E. (L) 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 was certified as High Impact in 2013. 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, and alignment of funds with sector strategy approaches. 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 the intent to ensure WDB member's awareness, involvement, and active participation in the development of strategies that will transcend our local workforce.

F. (L) 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)] This should include how contracts will be coordinated with the use of Individual Training Account's and how the LWDB will ensure informed customer choice in the selection of training programs.

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. The Workforce Career Counselor reviews all funding sources to determine an individual's eligibility for the

ITA. The ITA is developed for the training period, not to exceed two years. The ITA 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. The ITA is reviewed per training semester, with actual expenditures recorded, and modifications made as necessary.

Obligation to pay is completed through a voucher process. Vendors are provided with a voucher for services such as training, books, and/or supplies. Payment is issued for the actual cost after receiving a receipt for the items noted on the voucher.

Contracts are utilized for On-the-Job Training, customized training, and incumbent worker training.

Priority for career and training services are 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.

Chapter 5: Compliance/Performance/Administrative Cost

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

- A. **(R) 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 primary agreement that defines and manages interactions between the local workforce boards and the Kentucky Office of Vocation Rehabilitation (OVR) with respect to collaborative efforts to enhance the provision of workforce services to individuals with disabilities is the one-stop center Memoranda of Understanding (MOU), along with the attendant Infrastructure Funding Agreement (IFA). The signed MOU enables and provides the matrix for enhancing such services through collaborative efforts such as cross-training of staff, technical assistance, collecting and sharing of information, and coordinated work with employers.

The regional OVR manager is an active member of both the EKCEP and TENCO workforce boards and plays an integral role in ensuring career centers are accessible and user friendly to individuals with disabilities. Representatives of OVR also provide valuable employer services through their active participation in the local employer service teams.

- B. **(R) Describe the establishment of the administrative cost arrangement including the pooling of funds for administrative costs, as appropriate for the region.**

The workforce development boards of the EKCEP and TENCO local workforce areas find no reason to pool funds for administrative costs. Such pooling of funds would not provide any improvement in the delivery of services to meet the needs of the region's employers or job seekers. Therefore, each local area will be responsible for the administration of their local funds, projects, and programs.

- C. **(R) Describe the establishment of an agreement concerning how the planning region will collectively negotiate on and reach an agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.**

The local workforce development boards of the EKCEP and TENCO local areas agree that there would be no advantage in collectively negotiating uniform performance levels for the East Region. Such uniform performance levels would be inappropriate because of the unique characteristics of the two local areas and their differences in budget, capacity, and priorities.

Additionally, both boards believe their position is supported by the Act, which specifically assigns to each local workforce development board and its chief elected official the responsibility to negotiate performance levels for its local area in Sec. 116(c)(2).

D. (L) Identify the local grant recipient of Title I 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 after following a State driven procurement process. The award is for two years with a renewal option.

E. (L) 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, direct services, and the one stop operator. RFP's are available on the website, announced in newspapers, submitted to state and national organizations 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.

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.

**F.(L) 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 under subtitle B 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. A clean audit from an independent auditor presented to the WDB annually;
2. Minimal financial findings from a State and/or Federal monitoring review which is shared with the WDB annually;
3. Fiscal training regarding activities relatable to WIOA will be attended by the Fiscal Agent on an annual basis;
4. An approved administrative entity budget is completed by June 15th annually;
5. Clear and accurate reporting, with questions and/or concerns addressed within 10 business days;

6. A monthly report reflecting expenditure rates for the fiscal contract is submitted to the Judge/Executives;
7. The Fiscal Agent is responsive to all requests made by the TENCO WDB and/or Judge/Executives;
8. Quarterly financial reviews are conducted with the Workforce Development Director; and
9. Services are provided as outlined in the Fiscal Agent contract.

Direct Service providers are expected to meet and/or exceed performance measures as negotiated between TENCO WDB and the State DWI. Contractors are expected to meet all guidelines as established under their respective contracts. Contractors will be monitored at a minimum, annually.

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 One Stop Operator will report Career Center performance to the TENCO WDB.

ATTACHMENT 1

TENCO Strategic Local Plan Goals and Action Items

The TENCO WDB Committees regularly review the strategic goals that fall within their expertise. Each committee then reports information back to the TENCO WDB. Timelines for action items are reviewed at each quarterly TENCO WDB meeting.

Strategic Planning Committee:	Goal 1, 2, 4
Youth Committee:	Goal 3
Career Center Committee:	Goal 5, 6
Accountability Committee:	Performance Goals

The TENCO WDB will conduct an intensive annual review of the action steps, goal status, and projected timeline for achievement. At the annual review, additions, deletions, and revisions will be incorporated into the Plan. The review will be facilitated by the Strategic Planning Committee and will include community input.

TENCO Workforce Development Board
 Effective: July 1, 2018

STRATEGIC PLANNING GOALS AND ACTION STEPS

Goal 1: Increase the labor force participation rate by developing programs that focus on the obstacles facing five specific target groups: Individuals utilizing government assistance, individuals with a disability, (ex) offenders, individuals who lack a high school diploma/equivalency, and Veterans.

Measurement of Success: The Labor Force participation rate for TENCO will increase from 53% to 63% within five years.

Timeline for Achievement: June 30, 2023

Action Steps	Responsible Party	Timeline
Locate/develop a curriculum to provide soft skills, job preparation skills, and labor market information to the targeted population. Classes will be available on a monthly basis. Referrals will be recorded by category and evaluated on a monthly basis. Workshops will be delivered to a minimum of 100 individuals by June 30, 2020.	Board Staff OCD Staff Veteran Staff Re-Entry DCBS Vocational Rehab Adult Education	May 2019 June 30 2020
All CDO/WIOA Title I Career Center staff will be trained on conducting and following through with thorough assessments, customer service, case management, employer needs/expectations, and providing job preparation skills. Trainings will be recorded and maintained in staff personnel files. Virtual trainings will be available by June 2020 for staff to access.	Board Staff	August 2019 June 2020
Survey/collect data from the four core partner agencies currently serving the targeted population to	Office of Voc. Rehab	February 2019 June 2020

determine the level of services available in order to ensure coordination. The survey will be analyzed for gaps in services by June 2020. Once gaps in services have been determined, action steps will be developed and incorporated into the plan.	Re-entry Council Veterans Rep Skills U Contract Staff	
Career Center staff will participate in council/committees representing the target population. Representatives of programs serving the targeted population will be invited to attend and participate in local Workforce Development Board/Committee meetings.	Board Staff Direct Service Staff	December 2018
The local area will determine hiring restrictions for ex-offenders in order to provide employment resources to customers. A spreadsheet of "felon" friendly companies will be maintained and updated annually.	Reentry Council (Lead) Business Services	May 2019
The Business Service Team will remain aware of the labor force participation goal and provide information to the board and partner agencies on companies seeking employees.	Business Services Team	On-Going
At a minimum, three staff and/or partner agency staff will attend training focused on serving the targeted populations.	Operator	On-Going
The TENCO WDB will have a written initiative plan to support outreach, referrals, services, and re-employment activities for court involved individuals by February 2020; GED applicants by May 2020; individuals on Government assistance by August 2020; Disabilities by October 2020; and Veterans by December 2020.		December 2020

Goal 2: Align education and workforce while supporting career pathways and apprenticeship opportunities.

Measurement of Success: Increase the number of high school students entering post-secondary training institutions in the high-demand occupations. FY18 will be a baseline year to determine the current number by utilizing KCEWS data. After evaluation of the current number of youth entering high-demand occupations, the Strategic Committee will set a measurable goal to reflect the expected increase.

Timeline for Achievement: June 30, 2020

Action Steps	Responsible Party	Timeline
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Provide opportunities for a “Teacher/Administrator Academy” where secondary school counselors, teachers, and administrator are actively involved in career awareness through hands-on experiences within high demand sectors/Occupations. At a minimum, three school systems will participate.	Business Service Team	May 2020
Provide “industry days” where educators from secondary and post-secondary are invited to attend business led sector driven workshop on specific occupations.	Business Service Team	June 2020
Collect and analyze data on sectors and occupations within sectors on an annual basis. Information will be shared with secondary, post-secondary, ATC, and other partner agencies. The data will be utilized to determine funding for training opportunities. A new Occupational Training List will be completed by December of each year.	Strategic Planning Committee/WDB	December (annually)
A list of businesses in the TENCO local area will be maintained in a spreadsheet. TENCO will select a minimum of ten businesses from each high demand sector to validate occupations in demand and industry certifications.	Business Service Team	Reviewed annually by June 30th
Career and Technical Education representatives will be invited to TENCO WDB committee and board meetings; A representative will serve on the Strategic Planning Committee and Youth Committee.	Board Staff	February 2019
Apprenticeship will be a topic incorporated into the TENCO WDB meetings on an annual basis.	Business/Industry Representatives	May 2019
Policies governing the TENCO WDB’s involvement in career pathways will be developed and/or evaluated to ensure funds are executed for moving individuals up a career ladder to higher wages and advanced job opportunities.	Accountability Committee	May 2019
Business Service Teams will consist of partner agencies, including those in Career and Technical Education, and will include collecting data and/or information regarding specific businesses needs in the local area, with tours and presentations being used to provide valuable information to partners.	Business Service Coordinator	On-Going

Goal 3: Increase programs/projects that offer soft skills and job preparation services to youth in the TENCO local workforce area with an emphasis on career guidance and/or employment opportunities.

Measurement of Success: Increase the number of youth receiving soft skills, job preparation services, career guidance and work experience by 25% (current 150 youth).

Timeline for Achievement: June 2019

Action Steps	Responsible Party	Timeline
Develop a youth employment program in coordination with partner agencies and businesses to provide job readiness skills, soft skills, and work-based learning.	Youth Committee	May 2019
Develop/implement a mentoring program, such as unbridled careers, with local school systems directly connecting youth to business leaders in the community through electronic resources. Youth Coordinator will be hired by January 31, 2020. A virtual mentoring program will be developed in one county by December 2020.	Youth Committee	June 2019 December 2020
Develop a resource for youth seeking entrepreneurial opportunities. Youth Coordinator will develop a resource map for entrepreneurial assistance for youth. The resource map will be available to Guidance Counselors, Career Centers and other Partner Agencies. The Resource Map will be utilized to link youth with opportunities to learn about being an entrepreneur. Twenty-five youth will be linked to entrepreneurial opportunities by June 2021.	Youth Committee	June 2019 June 2021
Determine an interest and need for a specialized youth job fair. If an interest and need exist, facilitate job fair. Increase school involvement by one additional school for 2020.	Business Service Coordinator (Lead) Youth Committee	July 2019 July 2020

Goal 4: Increase Coordination and Communication between Programs.

Measurement of Success: Within 5 years, TENCO Will have a unified community plan that includes goals and objectives for all participating partner agencies.

Timeline for Achievement: June 30, 2023

Action Steps	Responsible Party	Timeline
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Board and partner agencies actively participate in community activities, such as Work Ready Community Initiatives.	Executive Committee	May 2019
Identify a group of leaders to start the process of unifying the Strategic Plan for the Community.	Morehead State University (Lead)	January 2020
Revamp and utilize the local workforce system website to share information among all programs, including success stories, events, projects, and other information.	Operator (Lead) OET OVR OFT Skills U WIOA Title I	December 2018 On-Going
Partner meetings will be scheduled quarterly with an annual retreat.	Operator (Lead) OET OVR OFB Skills U WIOA Title I	August 2018 On-Going

Goal 5: Ensure the workforce system services are easily accessible to individuals and business customers in the TENCO local area.

Measurement of Success: After a one-year baseline (June 30, 2019), the Accountability committee will develop standards for determining flexibility and accessibility. One full career center will achieve the Career Certification status by July 1, 2018.

Timeline for Achievement: July 2020

Action Steps	Responsible Party	Timeline
Improve the use of technology to provide basic services, informational services, and program specific applications and forms. General applications, program and performance information, job readiness services, and career exploration/guidance will be available through the TENCO website by May 2020.	Operator (Lead)	On-Going May 2020
Increase flexibility in the service delivery area. Staff will provide services off-site monthly.	Board Staff/Direct Service Contractor	May 2019
Provide one outreach activity per month to ensure customers are aware of service availability, such as utilizing social media, newspapers, website, customer appreciation days, etc.	Business Service Coordinator One-Stop Operator	Start January 2020
OFB and OVR will annually provide information on ADA and accessibility needs in the career centers for partners.	OVR (Lead) OFB Operator	Annually - December

ADA Compliance reviews will be conducted for all Career Centers.	OVR (Lead) OFB Operator	Annually
Develop strategies and opportunities for partners and businesses to utilize the career centers for services, activities, meetings, etc.	One-Stop Operator Career Center Committee	On-Going

Goal 6: Provide workforce support to economic development partners at the State and local level by maintaining highly skilled and knowledgeable staff that offer valuable and easily accessible system resources.

Measurement of Success: The Comprehensive Center in Morehead will achieve Career Center Certification by July 1, 2018.

Twenty-five percent (25%) of staff located in the KY Career Centers – TENCO will have credentials and/or Continuing Education Credits relevant to the workforce system.

Timeline for Achievement: July 2020

Action Steps	Responsible Party	Timeline
All CDO/WIOA Title I Career Center staff will be trained on conducting and following through with thorough assessments, customer service, case management, employer needs/expectations, and providing job preparation skills.	Operator (Lead)	May 2019
25% of Career Center Staff will obtain/maintain workforce recognized credentials and/or Continuing Education Units	Operator OET OVR/OFB WIOA Title I	June 30, 2020
Regular communication will be sent to the board, committee members, partners, and workforce staff regarding relevant information for the local area.	Board Staff	On-Going
Three Career Center staff per year will participate in economic development conferences, workshops, meetings, and activities at the local, state, and national level. Each Career Center will have a dedicated staff person working toward business services/economic development.	Operator Workforce Director OET OVR/OFB	On-Going

**Attachment 2: Federal Performance Goals and Action Steps
Goal 1: Obtain Employment**

Measurement of Success: TENCO will serve a minimum of 30 Adult/DW/Trade customers in Work-Based Learning programs annually. Youth Providers will meet the Work Experience requirements in WIOA – 20% of funds.

TENCO will reflect 100 non-training, but WIOA enrolled (co-enrolled included) job seekers as obtained employment per fiscal year.

Timeline for Achievement: June 30, 2020/Annual review

Action Steps	Responsible Party	Timeline
A minimum of monthly case management. Follow-up services. Monthly notes in KEE Suite.	Direct Service Staff	On-Going
Job Board/Job Opportunities and other Business Service activities will be shared with all Direct Service Staff.	Direct Service Staff; Business Service Coordinator	On-Going
Involve partner agencies in RESEA activities.	OCD - Lead WIOA Direct Service Staff	On-Going
Analyze data on posted jobs within our area, skills required for jobs, and data on customers seeking employment through the KCC to better link job seekers to employment opportunities.	Board Staff	December 2019
Expungement, bonding, tax credits and other business services will be made available on the TENCO Website. Staff will review material annually.	Operator	August 2019
Direct Service Staff, Business Service Teams and Partner Agencies will be informed on OJT, Apprenticeship, and Work Experience Opportunities. An OJT application will be developed and placed on the TENCO website.	Board Staff	August 2019 May 2020
Direct Service and/or Board staff will contact businesses with job openings regarding work-based programs available. OJTs will be written for 10 businesses.	Direct Service Staff	On-Going December 2020

Goal 2: Obtain Credential

Measurement of Success: Credential rate will be within **10%** of the negotiated rate.

Timeline for Achievement: June 30th/Reported in October

Action Steps	Responsible Party	Timeline
A minimum of monthly case management services noted in KEE Suite	Direct Service Staff	On-Going

Staff will review customer transcripts and inform customers of available certificates within their field of study.	Direct Service Staff	On-Going
Board staff will conduct a review of all WIOA customers enrolled in training that is not successful in achieving a credential. If greater than 20%, a corrective action plan will be presented to the board.	Accountability Committee Board Staff	Annually/October

Goal 3: Obtain Measurable Skill Gains

Measurement of Success: Measurable Skill Gains will be within 10% of the negotiated rate.

Timeline for Achievement: June 30th/Reported in October

Action Steps	Responsible Party	Timeline
Monthly Case Management noted in KEE Suite.	Direct Service Staff	On-Going
Staff will be aware of the criteria necessary to assist customers in successfully obtaining a measurable skills goal.	Board Staff Direct Service Staff	July 1, 2019
Partner meetings will be designed to share information with Direct Service Staff on resources available in the community to assist with Measurable Skills achievement.	One-Stop Operator Skills U Vocational Rehabilitation	On-Going
Board Staff will conduct a review of all WIOA customers enrolled in training who are not successful in achieving Measurable Skills Gains. If greater than 20%, a corrective action plan will be presented to the Board.	Accountability Committee Board Staff	Annually - October

Goal 4: Business Penetration Rate

Measurement of Success: As of July 1, 2019, TENCO will increase the business penetration rate of intensive services annually for the next four years (baseline of March 31, 2019).

.05% - June 2020 (66 new businesses)

.05% - June 2021 (69 new businesses)

.03% - June 2022 (43 new businesses)

.03% - June 2023 (45 new businesses)

Total of 223 new business services

Timeline for Achievement: June 30, 2023/Reviewed Annually.

Action Steps	Responsible Party	Timeline
Develop spreadsheet with data on local businesses in the TENCO/State Sectors.	Board Staff	October 2019

Business Service Team will define intensive services.	Business Service Team	March 2020
Business Service Coordinator will quarterly report on Salesforce use. Business Services Coordinator will develop a separate method of collecting data for those without a Sales Force license.	Business Service Coordinator	February 2020
Business Service Coordinator will determine if training on Sales Force is necessary for users and facilitate such training, if applicable.	Business Service Coordinator	August 2019
Business Service Procedures will be developed to identify expectations and activities that will increase the number of businesses provided with intensive services. Procedures will be implemented in all Career Centers.	Board Staff	June 2020
Team members will schedule 5 contacts qtrly with currently non-engaged businesses in the local area.	Business Service Team Members	Start January 2020. Qtrly through June 2023. Annual goal reviewed in October.

Goal 5: Business Retention Rate

Measurement of Success: TENCO will have a 60% or higher retention rate within the performance year.

Timeline for Achievement: June 30, 2020

Action Steps	Responsible Party	Timeline
The Business Service Team will develop procedures for determining customer satisfaction.	BST	February 2020
Business Service Coordinator will review the data on Business Penetration and Retention Rates quarterly with the Workforce Development Board.	Business Service Coordinator	Quarterly/on-going
Businesses that have not utilized the center within six-months of a past service, will receive a follow-up contact by members of the BST.	BST	Starting January 2020

We the undersigned attest that this submittal is the Regional and 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 Regional Innovation and Local Comprehensive Plan Guidance.

Local Workforce Development Board BOARD CHAIR	Chief Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date: