

TENCO Workforce

2023



2028

STRATEGIC PLAN





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A MESSAGE FROM THE TENCO WORKFORCE DEVELOPMENT BOARD CHAIR



The TENCO Workforce Development Board is pleased to present you with a five-year Strategic Plan that will be the blueprint to address workforce issues in the TENCO region. We analyzed data, collaborated with partner agencies, gained insight from business representatives and job seekers to develop a robust plan that results in prioritizing the following: labor force participation, accessible and equitable services, career guidance and other intensive youth programming, economic development strategies for the region, fund diversification for holistic services, and aligning education with employment needs.

Although impossible to independently make significant differences, the power of partnership in the TENCO region has no limits to what we can accomplish. While the strategic planning process identified strengths and characteristics that make learning, living, and working in the area desirable, we must also acknowledge that we have challenges that must be addressed. It is these challenges that as a board and community partner, we face head on to ensure growth and opportunity for our employers, citizens, and communities.

Thank you to Dr. Robert Boone who facilitated community forums, and to those who participated via in-person, virtually, or through answering community surveys. The discussions that emerged were significant in our understanding of the strengths, gaps in services, and obstacles that make up the TENCO area. We continue to value your input as we move to the implementation phase of the Plan.

Respectfully,

Michael Thoroughman

TENCO Workforce Development Board Chair



The Workforce Innovation and Opportunity Act of 2014

President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014. It is designed to provide job seekers with labor market information, access to employment and educational/training opportunities, and support services to alleviate employment and training barriers. WIOA emphasizes the importance of assisting job seekers, prioritizing those with significant barriers to employment, in their journey to be successful in obtaining and retaining self-sufficient employment.

Serving the job seeker is only one component of WIOA. Holistic and high-quality business services are key for growth and economic opportunity. WIOA provides state and local workforce development boards with structured guidance to ensure competitiveness in a global economy, including programs such as on-the-job training, transitional employment, layoff aversion, career pathways, apprenticeships, and connecting business with highly skilled, motivated individuals seeking employment opportunities.

WIOA emphasizes the importance of local area uniqueness, flexibility, and design. WIOA utilizes local workforce boards and Chief Local Elected Officials to develop programs, implement policy, and provide oversight for programmatic and financial aspects of projects that meet the local needs. Board members represent local businesses, labor organizations, economic development, adult education and literacy, higher education, Wagner-Peyser, and Vocational Rehabilitation.

TENCO Workforce Development Board Roles and Responsibilities:

The TENCO Workforce Development Board, certified by the Governor, is a business led volunteer board. The board consists of 20 members who provide solutions to workforce issues through development of policy and strategic direction for our workforce system. The TENCO local area consists of the following counties: Bath, Bracken, Boyd, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson and Rowan.



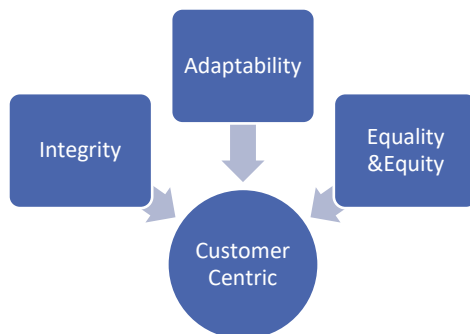
Vision

The TENCO WDB creates a highly skilled, knowledgeable, and creative workforce to attract new business and enhance the success of existing business resulting in additional employment opportunities with competitive wages.

Mission

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

STRATEGIC CORE VALUES



The TENCO WDB provides high quality services to the job seeker and business customer. It is vital that staff provide services and programs in a professional, confidential, and inclusive manner. The expectations mentioned led the board to establish the following Core Values.

Integrity – We strive to do the right thing for our customers, co-workers, and partner

agencies even when it takes additional work and/or when no one is watching. This establishes a trusting relationship which is necessary for success.

Adaptability – We are flexible. The workforce world is constantly evolving. Continuous improvement and adaptability are key in workforce development.

Equality & Equity – We ensure services are easily accessible. But accessibility is not enough. Customer's circumstances define their unique plan for services.

Those three values lead us to the over-arching value for our board – we are Customer Centric. We respect our customers, embrace their diversity, and understand the importance of self-determination.



DIVERSITY, EQUITY, INCLUSION, and ACCESSIBILITY STATEMENT

The need for diversity, equity, and inclusion in all programs provided by the TENCO Workforce Development Board and Kentucky Career Center – TENCO are vital components of the board's service delivery. The TENCO WDB will work diligently to ensure that services are delivered in an accessible, equitable, diversified and inclusive manner.

FUNCTIONS OF THE BOARD

The TENCO Workforce Development Board functions, as determined through the Workforce Innovation and Opportunity Act, and in coordination with the Chief Local Elected Official are as follows:

- Assessment of the local area needs;
- Development of strategies to assist local businesses with key employment issues;
- Development of strategies to assist the local communities with educational and workforce needs;
- Identification of targeted sectors using labor market data;
- Selection of the One-Stop Operator and oversight of Career Center activities;
- Certification of the One-Stop Career Centers;
- Development of policies and procedures;
- Promote job training for adults, dislocated workers, and youth;
- Development, approval, and oversight of funds for administration, contracts, training activities, and special projects;
- Oversight of local workforce initiatives;
- Negotiation of local performance measures for program activity; and
- Evaluation of programs and initiatives.

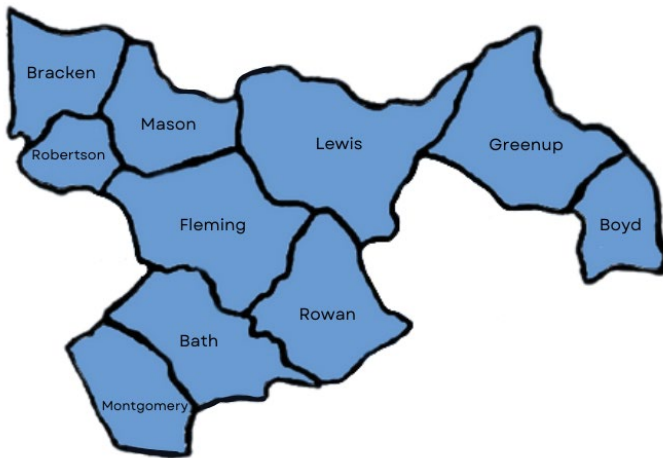


TENCO Workforce Development Board Members:

<p>Michael Thoroughman, Board Chair Primary Plus Bracken, Lewis, Fleming, Mason, Rowan & Boyd County</p>	<p>Tara McNight Marathon Petroleum Corporation Boyd County</p>
<p>Lori Ulrich Fleming Mason Energy Cooperative Fleming County</p>	<p>Hannah Young Berry Global Group, Inc. Bracken County</p>
<p>Amanda Clark American Electric Power, KY Power Boyd County</p>	<p>Jennifer Carpenter Sterling Health Solutions Montgomery County</p>
<p>Kyle Carter Meadowview Regional Medical Center Mason County</p>	<p>Bryan O'Neill Nestle USA Montgomery County</p>
<p>Stephan Harris King's Daughters Medical Center Boyd County</p>	<p>Beth Sponaugle CraftForce Mason County</p>
<p>Tonia Prewitt Career Development Office Regional</p>	<p>Mark Grundy Independent Stave Company Rowan County</p>
<p>Ben Collier Plumbers, Welders, Steamfitters, & HVACR Local 248 Boyd County</p>	<p>Kevin Howard INKYOH Regional Council of Carpenters Boyd & Greenup County, Kentucky</p>
<p>Russ Montgomery Ironworkers Local 769 Boyd County</p>	<p>Jill Butler Goodwill Industries of Kentucky Rowan County</p>
<p>Jason Slone Morehead-Rowan County Economic Development Council Rowan County</p>	<p>Brent Sturgill Office of Vocational Rehabilitation Regional</p>
<p>Dr. Larry Ferguson Ashland Community and Technical College Boyd County</p>	<p>Vacant (Adult Education Representative)</p>



TENCO LOCAL AREA OVERVIEW:



The TENCO workforce area is made up of ten rural communities. The area borders three other workforce areas (Northern Kentucky, Bluegrass, and EKCEP) and two states, (Ohio and West Virginia)

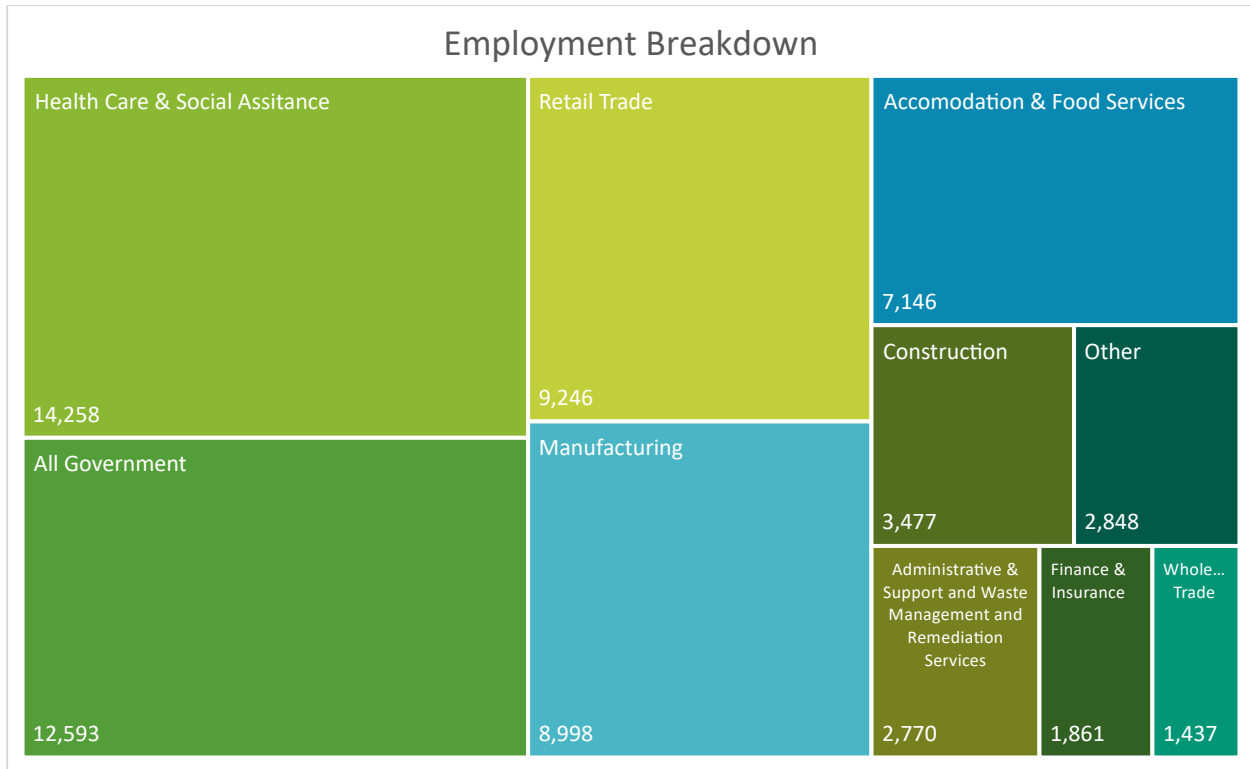
Although the area lags behind the Commonwealth of Kentucky in median household income, and overall has a higher poverty and unemployment rate, there are still many opportunities for the TENCO region to prosper. We have seen an

influx in business expansion and new businesses locating in our area. These businesses bring new hope by offering significant job opportunities, self-sustaining wages, and providing substantial community support. Employment trends reflect growth in the TENCO area, although not as significant as in other parts of the State, and a decrease in unemployment.

With this trend in economic growth, the typical way we do business is changing. The use of technology, such as robotics in manufacturing, drones in electrical line work, and computerized systems in health care, makes alignment of workforce, education, and economic development key to our economies' maintenance and growth. The TENCO area has multiple opportunities for residents to receive top-notch training through Morehead State University, Ashland Community and Technical College, Maysville Community and Technical College, and multiple private institutions, such as Kentucky Welding Institute. The high school graduation rate exceeds the State's average, but to compete locally, within the State, nationally, and globally, our TENCO Workforce Development Board has strategically prioritized funds for training in current and projected high-demand occupations. This prioritization of funds will assist in eliminating the skill gap between customer's skill sets and business needs, as well as provide economic developers with a well-versed, skilled, and competitive workforce.

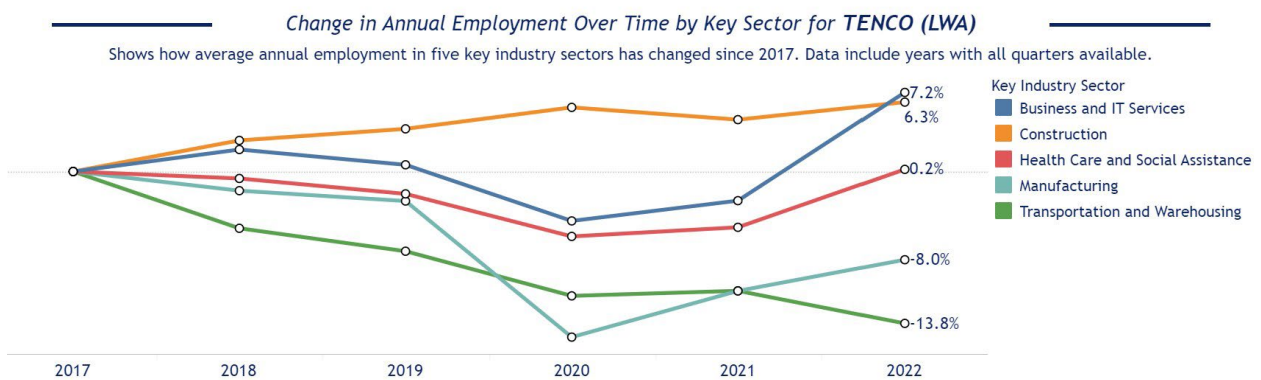


REGIONAL BUSINESS SNAPSHOT



The local area has a variety of employment opportunities, with our largest employment by industry being in Healthcare (employing 14,258), Government jobs (employing 12,593), Retail Trade (employing 9,246), Manufacturing (employing 8,998), and Accommodation and Food service (employing 7,146).

Key Sector Annual Employment Change from 2017 - 2022



KYstats.ky.gov (WORKR Report, February 2024)



The TENCO Workforce Development Board used the most recent data from Kentucky Center for Statistics, U.S. Census Bureau, Kids Count, and the Kentucky Cabinet for Health and Human Services to assist in designing a diversified strategic plan. WIOA prioritizes services to populations that are most in need with significant barriers to employment. As the board established goals to close skill gaps, encourage populations to enter or return into the labor force, ensure accessibility and equity, and help individuals break poverty cycles, data reflecting county characteristics was important for strategically designing service delivery.

TENCO REGION: INDIVIDUAL COUNTY PROFILE

COUNTY CHARACTERISTICS	BATH	BOYD	BRACKEN	FLEMING	GREENUP
Median Household Income	\$46,375	\$53,077	\$63,277	\$48,315	\$55,431
Total Population	12,680	48,477	8,394	14,966	35,996
Total Working Age Population	7,291	28,554	4,961	8,697	20,674
Labor Force Participation Rate	47.8%	46.3%	58.2%	51.2%	45.6%
Poverty Population	22.3%	17%	18.1%	15.5%	14.6%
Unemployment Rate 2022	5.2%	5.1%	4.3%	4.4%	5.8%
Working Age Individual's w/o High School Diploma/GED	12%	11%	10%	17%	9%
Individuals with Some College	42%	57%	44%	46%	58%
Individuals with an Associate Degree or Higher	21%	32%	22%	27%	32%
High School Graduation Rate	96.6%	91.4%	90.9%	93.1%	94.3%
Individuals Commuting Out of County for Employment	3,429	8,099	1,742	3,702	8,618
Average Age	39.5	42.1	41.7	40.8	43.8
Able-Bodied SNAP Recipients	17.1%	14.2%	11.5%	14.3%	11.6%
Veteran Population	4.5%	7.3%	4.7%	5.3%	6.2%
English Language Primary	95.5%	97.8%	98.7%	95.7%	98.8%
Disconnected Youth	No Data	15.8%	28.2%	30.2%	13.5%



COUNTY CHARACTERISTICS	LEWIS	MASON	MONTGOMERY	ROBERTSON	ROWAN
Median Household Income	\$32,402	\$48,106	\$49,313	\$53,833	\$45,681
Total Population	13,103	17,103	28,084	2,196	24,654
Total Working Age Population	7,663	10,055	16,832	1,289	16,431
Labor Force Participation Rate	46.8%	51.3%	53.0%	48.8%	48.5%
Poverty Population	26.7%	16%	17.5%	21.3%	22.3%
Unemployment Rate 2022	7.2%	4.8%	4.5%	5.0%	4.6%
Working Age Individuals w/o High School Diploma/GED	19%	13%	12%	16%	8%
Individuals with Some College	36%	56%	46%	45%	61%
Individuals with an Associate Degree or Higher	18%	32%	22%	21%	26%
High School Graduation Rate	95.6%	94.1%	89.8%	94.4%	96.4%
Individuals who Commute Out of the County for Employment	2,997	3,143	6,942	695	4,505
Average Age	42.5	42.1	40.5	39	30.6
Able-Bodied SNAP Recipients	20.5%	16.9%	14.1%	15.1%	15.4%
Veteran Population	4.6%	5.2%	6.4%	4.4%	4.4%
English as the Primary Language	99.6%	96.5%	96.1%	99.1%	97%
Disconnected Youth	23.8%	No Data	20.1%	No Data	8.7%

*kystats.ky.gov



WORKFORCE PROFILE TENCO Region

Total Population: 205,653

Poverty: 18%

Median Household income:
\$49,581

Unemployment Rate 2022:
5.1%

Labor Force Participation
Rate: 48.7%

Associate degree or higher:
27%

Commute: 43,872 people

Average Age: 40.3

Disconnected Youth: 20%

- TENCO has a higher poverty rate (18%) than Kentucky (15%) with a significantly lower median household income (TENCO's \$49,581) (Kentucky's \$60,183).
- The Labor Force Participation rate (48.7%) is significantly lower than Kentucky (58%) and ranks 9th out of the ten local workforce areas. There has been a slight decline each year in the labor force participation rate since 2017 when TENCO was at a 51.7%.
- While the unemployment rate in TENCO steadily decreased from 2020 (7.9%) through 2022 (5.2%), it has once again started to slightly increase with the annual report for 2023 showing a 5.6% unemployment rate. Unemployment in TENCO remains one of the highest in the state compared to Kentucky's unemployment rate of 4.2% in 2023.
- 53% of employed individuals in the TENCO area work in their county of residence. Robertson County has the lowest percentage (12%), while Boyd County has the highest at 49%.

KENTUCKY CAREER CENTER – TENCO:

The TENCO Workforce Development Board provides oversight to three One-Stop Kentucky Career Centers located in Ashland, Maysville, and Morehead. The Kentucky Career Centers consist of community partner agencies and provide a variety of services to business and individual customers. Individual services include employment referrals, career guidance/counseling, labor market information on high-demand, high – wage occupations, job readiness preparation, soft skills training, scholarships for training, vocational rehabilitation and blind services, basic skills remediation and GED services. The Kentucky Career Center also provides resources such as computers and telephones to assist customers with unemployment insurance.

Business customers may utilize the Kentucky Career Center to host trainings, place job orders, screen job applications, interview candidates, request on-the-job training funds, complete specified assessments necessary for employment, request customized training, gain valuable labor market information, employee retention assessments, and much more.



The TENCO Business Service Team consists of partner agencies that focus on current business needs, expansions, and new business locations. Our goal is to provide a single point of contact for the business, while working with a team of experts to provide high quality, efficient, and effective services to our business customers.

Kentucky Career Center Partners in WIOA

Post-Secondary Education – Within the TENCO local area, three public institutions provide training opportunities to the community. Ashland Community and Technical College (ACTC) and Maysville Community and Technical College (MCTC) has multiple campus locations and offers a variety of trainings leading to a Diploma, Certificate, and/or Associate degree. Workforce Solutions offers opportunities for continuing education, short-term training, and basic life education programs.

Morehead State University (MSU) also provides education and training opportunities through their main campus, as well as the numerous off-site campuses. Students attending MSU can select from programs leading to an Associate, Bachelor, Master, and Doctorate. MSU also provides continuing education programs for the community.

Office of Employment and Training – The Office of Employment and Training (OET) provides employment services to first time job seekers, displaced/dislocated workers, those seeking a career change, and those seeking to move up a career pathway. OET provides specialized employment programs for Veterans, Trade, Long Term Unemployed, and individuals receiving Unemployment Insurance.

Office of Vocational Rehabilitation – The Office of Vocational Rehabilitation supports individuals with disabilities through services such as: Training, Supported Employment, Technological and Devices, Job Placement, and Counseling/Guidance.

Department for the Blind - The Mission for the Office of the Blind to provide employment opportunities for individuals with visual disabilities. Services include: Job Development and Placement, Assistive Technology, Education and Training, Bioptic Driving, and Independent Living Services.

Workforce Title I: Adult/Dislocated Worker/and Youth Programs – Title I of WIOA, supports programs and activities necessary for individuals to find self-sustaining employment. This may include job readiness skills (resume writing, completing applications, interviewing skills), career guidance/counseling, scholarships for training in high-demand occupations, supportive services for those in training, intensive case management, on-the-job training, internships, and layoff aversion programs.

Kentucky Adult Education and Literacy – Services are available to assist individuals in math, reading, and/or language arts remediation, GED preparation, and computer technology skills. Individuals seeking the WorkKeys (NCRC) assessment may also complete this at the Adult Education centers in their own county.



Senior Community Services Employment Program/Title V – This program works specifically with eligible individuals age 55 or older to locate part-time employment. Title V also provides training opportunities for those enrolled.

Department of Housing and Urban Development (HUD) – HUDs mission is to have quality affordable housing for all. Programs include working with veterans, the homeless population, disaster relief programs, and transitional programs.

Department for Community Based Services – The Department for Community Based Services provides family support, child and adult protection, administers the state foster care and adoption systems, and eligible individuals/families can receive assistance with food benefits (SNAP) and income supplements (K-TAP).

Migrant and Seasonal Farmworker Programs – Migrant and Seasonal Farmworker Programs – The program partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor. Services include Career Guidance, training services, youth service, and housing assistance.

Goodwill Industries of Kentucky – Goodwill Industries of Kentucky operate with a mission to offer barrier-removal opportunities to repurpose the lives of the individuals served. Goodwill serves Kentuckians who are recovering from addiction, reentering society from incarceration, lacking education or transportation, unhoused or homeless, surviving chronic poverty or living with an intellectual or physical disability. Their moto is to give a hand up, not a handout, to help customers achieve and maintain employment to gain a better quality of life.



TENCO HIGH DEMAND, HIGH WAGE OCCUPATIONS:

The TENCO Workforce Development Board (WDB) assists the local area in narrowing the skill gap between employers and individuals by designating funds toward training in high-demand, high-wage occupations in the local area. Eligible individuals may apply for scholarship dollars to assist with tuition, books, required supplies, and supportive services such as transportation and/or childcare costs. Annually, the board analyzes labor market data, trends, past participant performance, and a ten-year projection of employment to determine sectors and develop an occupational training list. Representatives from business, education, and public agencies are included in the sector/occupational review. The following high-demand, high wage occupations require some form of training for job seekers to be competitive and meet the economic needs of the region. Appendix A gives a deeper dive into each sector.



TENCO OCCUPATIONS IN DEMAND

Health Care	Manufacturing & Distribution	Skilled Trades	Transportation & Logistics	Business & Support Programs
Registered Nurse	Engineering	Carpentry & Construction	CDL	Accounting (2 or 4 year)
Certified Nurse Aide	Industrial Maintenance	Electrical Technician		Management (4 year)
Certified Medical Assistant	Advanced Manufacturing Technician	Pipefitters		Administrative Assistant
Licensed Practical Nurse		HVAC & Refrigeration		Computer Support Specialist
Medical Lab Technician		Plumbing		Elementary Education
Radiologic Technologist & Specialization		Welding		Middle Grades Education (Core and Special Ed.)
Respiratory Technologist & Therapist		Lineman		Secondary School Ed. (Core and Special Ed.)
Dental Hygienist		Heavy Equipment Operator		
Medical Records/Office		Automotive Service Technician		
Social Work		Diesel Engine Mechanics		
Occupational Therapy Assistant				
Physical Therapy Assistant				
EMT & Paramedic				



TENCO WORKFORCE AREA OCCUPATIONAL HIGHLIGHTS 2020- 2030

The top ten occupations with the largest projected number of **annual job openings** between 2020 – 2030 due to growth and/or separation include the following:

Occupation	Openings	Median Wages	Education Required
Fast Food Workers	7,020	\$20,137	High School
Cashiers	4,858	\$22,585	High School
Retail Salesperson	2,590	\$24,242	High School
Home Health Aide	2,231	\$24,357	High School
Laborers/Freight Mover	2,221	\$31,509	High School
Stockers/Order Fillers	2,143	\$29,332	High School
Office Clerks	1,661	\$30,096	High School
Janitors/Cleaners	1,397	\$25,140	High School
Registered Nurse	1,265	\$62,739	Bachelor's Degree
Assemblers	1,201	\$31,500	High School

The top ten occupations with the highest projected **wages** in the TENCO local area include the following:



Occupation	Openings	Median Wages	Education Required
Physicians	5	\$171,584	Doctorate
Pharmacist	75	\$130,520	Doctorate
Dentists	6	\$121,258	Doctorate
Nurse Practitioner	180	\$102,360	Master's Degree
Captains, Mates, Pilots of Water Vessels	266	\$97,541	Post-Secondary non-degree
Physical Therapist	61	\$82,106	Doctorate
Educational Administrators	157	\$79,046	Master's Degree
Speech Language Pathologist	101	\$77,571	Master's Degree
Lawyer	89	\$75,424	Doctorate
Electrical Engineering Tech	35	\$75,140	Associate degree

EXECUTIVE SUMMARY

In 2023, The TENCO Workforce Development Board contracted with Dr. Robert Boone to complete a local workforce study of the ten-county area. Dr. Boone launched the initiative by gathering and analyzing data from economic development agencies and partner plans, as well as local county and state demographics. Virtual and in-person community forums, one-on-one interviews, and surveys were used to identify emerging economic sectors, workforce assets, and challenges facing the local area. Stakeholders included: Business, Post-secondary, Secondary, Local Elected Officials, Economic Development, Workforce Partner Agencies, Recovery, Re-entry, and Individual Customers.

The TENCO local area strives to have a competitive workforce with enhanced employability and quality of life for the citizens. This can only be accomplished by strategically aligning programs where we collectively work toward a common goal, support a lifetime continuum of learning, prepare the workforce for the current and new promising job markets, provide local businesses with support services and a skilled/education workforce, and invest in our citizens. The following topics emerged from input solicited from the TENCO community.



Emerging Topics of Concern in the Local Area:

Educational Services

Close the Occupational Skill Gap: Data supports that Eastern Kentucky continues to have a significant skill gap between the high demand occupations and individuals who hold credentials necessary to secure jobs in those fields. The TENCO WDB should execute a sector-based strategy that addresses workforce shortages in high-demand occupations. In addition, with continuous enhancements in technology, skill upgrades are vital for success.

Accessibility: Closing the skill gap includes improving accessibility to skill upgrades and post-secondary training by increasing and promoting virtual training opportunities, supporting additional programs at offsite locations, increasing enrollments in dual credits in high school, and providing funding for training and supportive services.

Responding to Economic Shifts: The economy in Eastern Kentucky has started to shift to employment positions that require knowledge in advanced technology and provide environmentally friendly designs. The TENCO Workforce Development Board should be aware of and prepared to support alignment in education to prepare for advanced employment opportunities in EV, robotics, drones, aerospace, and distillery occupations. As manual occupations are outsourced and/or reduced, workers will need skill upgrading, training, and direct linkage to other employment opportunities. The TENCO Workforce Development Board will need to identify occupations that are more susceptible to reduction or elimination due to automation and prepare a fast-track skill-up workforce plan, including short-term training, upskilling, on-the-job training, incumbent worker training, and customized training.

Supportive Services:

The community forum identified support services as a significant need when trying to increase the labor force and retain employees. The top supportive services that are barriers in Eastern Kentucky include:

- ❖ Affordable housing
- ❖ Childcare Options
- ❖ Transportation
- ❖ Benefit cliff for those on public assistance
- ❖ Drug use and abuse
- ❖ Lack of easily accessible data on support services available within the local area

The TENCO WDB should be involved in conversations with community stakeholders, state, and federal programs regarding accessible and available resources to individuals.



Employer Services:

Essential Employability Skills Availability: Employers in Eastern Kentucky indicate that many job seekers do not have the essential work ethic skills necessary to obtain and retain employment. These are skills that can be utilized in different sectors and occupations.

Training institutes, secondary and post-secondary, and Career Centers should offer workshops and programs that support the identified essential employability skills.

- ❖ COMMUNICATION
- ❖ CUSTOMER SERVICE
- ❖ PROBLEM SOLVING
- ❖ LEADERSHIP SKILLS
- ❖ PROFESSIONALISM AND RESPONSIBILITY
- ❖ INITIATIVE
- ❖ DIGITAL LITERACY

Job Search Presentation Skills: While essential skills are necessary for job retention, job seekers must be able to sell themselves to a potential employer before they are considered for a position. Many East Kentucky job seekers have a difficult time articulating their value when applying for jobs. Career Centers should diligently work with job seekers to understand and present their transferable skill sets and value to a company. Individuals should be prepared when applying for jobs. The Career Center – TENCO should develop a training curriculum (virtual and in-person) to assist with the following job preparedness topics.

- ❖ How to search for a job.
- ❖ How to utilize social media effectively
- ❖ How to job search during a virtual and/or in-person job fair
- ❖ What your social media says about you to perspective employers
- ❖ Writing a resume, cover letter, and follow-up
- ❖ How to interview remotely and in-person
- ❖ Remote work 101
- ❖ Work preparation 101 (Essential Skills)
- ❖ Sell your skill set
- ❖ Understanding transferable skills

Inability to Retain Talent:

Employers identified difficulty in retaining highly qualified and experienced employees. The pandemic affected the TENCO local area similarly to other areas of the Commonwealth of Kentucky; we saw local businesses close, reduce staffing, transition to online services, and we saw job seekers change their prioritizations when it came to their personal and professional lives. While wages have increased in almost all sectors, job seekers are looking for something more. Job seekers identify the following items as important factors when applying and accepting job offers:



- ❖ Virtual, work from home options
- ❖ Supportive Services, such as on-site daycare
- ❖ Increased wages
- ❖ Flexibility in hours and work time
- ❖ Career ladders
- ❖ Value and appreciation

Career Center services are not valued: During the forum, partners identified that job seekers and businesses were 1) not aware of services available, 2) career centers could not compete with outside sources that provide similar services, such as Indeed (even though these private sources could be costly), or 3) the centers were not utilized to their full potential which led staff feeling devalued. It is vital that Career Centers have well trained staff who are equipped with resources and technology that allows them to assess, address barriers, and make quality referrals to businesses. Career Center staff should be able to run reports that identify customers who are seeking employment by their skill set and career interest.

Businesses identified their concern with utilizing the public workforce system as timeliness and quality referrals. Private sources often respond quicker and can support their needs through a database that easily matches the customer to the employer. The Career Center should track business customer satisfaction and service delivery outcomes. The TENCO WDB should review data collected and establish procedures/plans to ensure business needs are met.

Untapped Labor Pools

Partner agencies also identified that services for untapped labor pools need to be expanded in the TENCO local area. While there are programs specifically designed to address barriers for untapped labor pools available in some TENCO counties, these programs need to be replicated and extended to the remaining counties. Partner relationships with core WIOA agencies are highlighted as a strength, but additional efforts need to be made to include non-WIOA mandated partners to ensure a holistic array of services are available. Flexibility in service delivery is vital in the success of reaching untapped labor pools.

- ❖ Substance Use Disorder
- ❖ Recovery
- ❖ Disability
- ❖ Veterans
- ❖ Public Assistance



Quality Referrals

It is vital that Career Center staff make quality referrals to meet the business need. Staff should maintain high levels of training in areas such as assessments, business familiarity, resource awareness for customers and businesses, customer service, strategies for working with individuals with significant barriers to employment, and case management of both business and individual customers. Development of a staff training plan should be completed, and training should be implemented throughout the year. The TENCO WDB should have a database of resources for business and individual customers that is easily accessible.

Communication and Outreach

Inaccurate Perception of Specific Careers: Employers expressed difficulty in receiving applicants for positions and believe that current and upcoming job seekers have inaccurate perceptions of the duties associated with certain types of jobs. This primarily includes manufacturing and skilled trade jobs. The recommendation is to support those professions through outreach and promotional activities, and through education/business special events targeting specific professions.

Lack of Businesses and Job Seeker Awareness of Program and Services Available:

It was evident during the forum that there continues to be a need for outreach and communication among non-core partners, job seekers, and businesses. Outreach efforts should be targeted and specific to ensure inclusivity, including youth populations. Efforts should be made to provide outreach services in multiple formats, such as LinkedIn, Apps, YouTube videos, Facebook, websites, open houses, and etc.. A series of key messages about the regional workforce could be used to promote unique workforce development programs and/or opportunities.

Accessibility

Accessible and Equitable Program Service Delivery: Eastern Kentucky struggles with accessible and equitable support services that is necessary for job seeker and business success, such as broadband/internet accessibility, transportation, and childcare services. While the KY Career Center – TENCO has four locations (2 comprehensive, 1 affiliate, and 1 access point), it is important to have additional points of contact, provide services where the people are located, and have virtual services available. In order to provide virtual center services, open more educational opportunities, and extend partner services, the local area must be inclusive in access to the internet, internet service, and equipment such as computers, tablets, phones, etc. Virtual applications and services must be developed so they are easily accessible on a variety of devices.



Youth Services

Youth Preparation for Employment and/or Training After Highschool: Youth should receive targeted services to ensure they are prepared for the world of work and/or training. The TENCO WDB should ensure there are opportunities for youth to explore career choices, gain essential and job readiness skills, and have access to educational programs.

Lack of Career Awareness: Many youth are unaware of career choices, career ladders, high-demand occupations within the local area, and job opportunities. Evidence suggests that the TENCO WDB should develop detailed career awareness programs that exist throughout K-12.

Align Education and Workforce: School systems should welcome opportunities for businesses to mentor students, be on advisory councils, and participate in events that connect business representatives to youth. The TENCO WDB can align employers and educators through activities such as providing resources and supporting a business advisory council, employer/educator partnership events, hosting a youth summit, facilitating a youth job fair, partner with educational entities to provide youth activities such as "dirty jobs", "cultural diversity in employment", "entrepreneurship", "virtual mentoring programs", and other activities.

Work-Based Learning

The TENCO WDB should focus attention on the benefits of work-based learning efforts. This may include youth work experience, transitional employment for justice involved or individuals in recovery, on-the-job training for adults and dislocated workers, and/or incumbent worker training for employers and employees. The TENCO WDB should consider incorporating an essential skills curriculum as part of work-based learning.

Funding

Locate Funding Necessary for Diversifying Programs, Services, and Deliverables: While the core WIOA Title I program brings in approximately \$5.7 million dollars of funding for the local area, most dollars come with specific target groups and/or stringent eligibility requirements. While appreciative of the funding levels provided to TENCO, finding diversified funds to support more customers and businesses in the local area will increase service delivery and assist both the job seeker and business service customer.



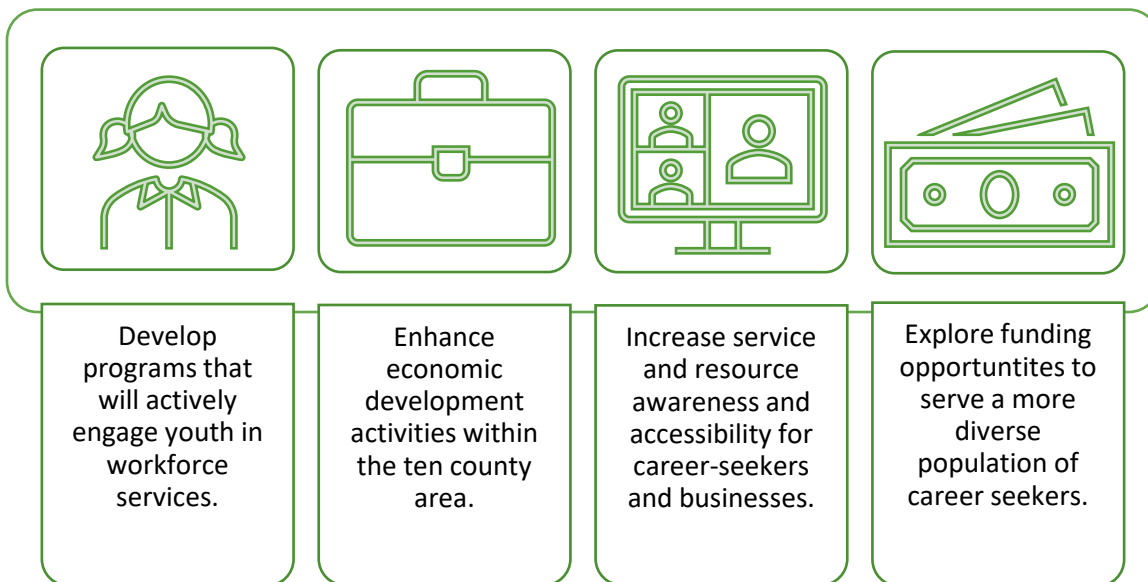
Forum Themes:

The following local area strengths were identified for the TENCO region:

- Area is inviting to business expansion and new locations due to reasonable accessibility by train, Interstate/AA, river, and airports;
- Partnership and cooperation among local entities/agencies;
- Quality customer services provided to business and individuals;
- Business leaders' participation in the local community;
- Increased accessibility for individuals to attend training and education;
- Resource availability, and
- Economic growth.

STRATEGIC GOALS:

Over the next five years, the TENCO Workforce Development Board and local partner agencies will dedicate time and funds to support the strategic goals outlined in this plan.





TENCO Workforce Development Board **GOALS** and **OBJECTIVES**:

GOAL 1:

STRATEGIC OBJECTIVES

Develop programs that will actively engage youth in workforce services.

- ❖ Design a virtual mentorship program that will provide youth with career guidance and exploration. Determine interest from secondary school districts regarding utilizing the program. The goal is to have one school system committed to participate by August 2024.
- ❖ Develop a curriculum of interactive workshops and career guidance opportunities for secondary schools through business services. Provide first set of workshops/guidance by December 2024.
- ❖ Create additional work-based learning opportunities in high demand industry sectors for in-school and out-of-school youth. Note: This may require diversifying funds from WIOA to provide services to more in-school youth. Plan completed by August 2024.
- ❖ Revise and update youth outreach materials, including virtual tools that would reach the greatest number of youth. Materials will be completed by August 2024.
- ❖ Explore opportunities to host and/or participate in events that encourage alignment of education and workforce, including entrepreneurship, apprenticeships, and training. Connect with partner agencies and develop a plan of action by December 2024.
- ❖ Expand programs to include career exploration activities for K-12. Develop a pilot career exploration K-12 program by August 2025.



GOAL 2:

STRATEGIC OBJECTIVES

Enhance economic development activities within the local community.

- ❖ Designate a Business Service Team member to quarterly meet with economic development organizations within the ten-county region to plan for current and projected talent needs. August 2024.
- ❖ Design and implement an outreach campaign that includes highlighting high demand occupations and local businesses. December 2024.
- ❖ Develop an Industry Sector Partnership Collaborative for each high demand sector recognized by the TENCO WDB and/or promote, support, and actively be engaged in a current project such as Talent Pipeline Management. July 2025
- ❖ Maintain updated labor market data that is pertinent to economic development and workforce programming that is easily accessible. December 2024
- ❖ Maintain a relationship with Kentucky led economic development organizations. July 2024.

GOAL 3:

STRATEGIC OBJECTIVES

Increase service and resource awareness and accessibility for career-seekers and businesses.

- ❖ Develop a communication plan for the TENCO WDB, Career Center Services, and Special Projects. The Plan should include the creation of outreach materials and use of media platforms that would appeal to all age groups and be accessible for all populations. September 2024
- ❖ Develop a training plan for Career Center staff and contractors to be held quarterly covering at a minimum the topics of Diversity, equity, and inclusion, assessments, resource alignment, serving first-generation career seekers and other targeted/hard to serve populations, and case management. Workshops will start by August 2024.



- ❖ Develop and implement a method for access mapping that is shareable between staff, partners, and the community and will identify resources and skill gaps. August 2025.
- ❖ Design and implement a plan to reach underserved populations such as justice involved, substance use disorder, long-term unemployed, individuals with disabilities, and veterans. December 2024.
- ❖ Implement work-based learning plan for adults and dislocated workers, with a target on the underserved population. December 2024

GOAL 4:

STRATEGIC OBJECTIVES

Explore funding opportunities to serve a more diverse population and/or expand services to career seekers.

- ❖ Explore opportunities to enhance and/or expand supportive service programming to customers in addition to those seeking training, such as those in work-based learning. A support service planning group will be established by December 2024.
- ❖ Designate a TENCO WDB staff person that will be trained in grant writing to research and apply for federal, state, and private grant opportunities. Designation will take place by January 2024.
- ❖ Application for a minimum of one grant and/or Governor Reserve dollars will be completed by June 30, 2024.



APPENDIX A

TENCO WORKFORCE DEVELOPMENT BOARD SECTORS:

Overall, the TENCO region should expect to see an influx of job openings within the next five years. Based on kystats.ky.gov, the Future Skills Report shows a five-year span that includes 43,496 future job openings.

HEALTHCARE

Employment opportunities in the healthcare sector in the TENCO region is expected to increase within the next five years, resulting in a total of 4,779 openings. While there are many types of occupations that fall within the healthcare sector, the majority require some post-secondary education. This ranges from certificate programs to master's degree programs. The following chart identifies openings, projected growth, entry, median and experienced wages, and education required for a significant number of occupations within healthcare. Additional occupational data can be found at kystats.ky.gov.

Description	Openings	Projected Growth	Entry Wages	Median Wages	Experienced Wages	Education
Registered Nurse	549	+ .75%	\$58,837	\$76,568	\$99,241	Bachelor's Degree
Certified Nurse Assistant	No data	0.00	\$25,081	\$31,181	\$40,180	Post-secondary certificate
Certified Medical Assistant	417	+6.59%	\$29,156	\$35,249	\$39,266	Post-secondary certificate
Licensed Practical Nurse	238	+ .79	\$40,001	\$48,784	\$58,508	Post-secondary Certificate
Physical Therapy Assistant	72	+12.5%	\$47,379	\$64,266	\$78,548	Associate Degree
Laboratory Technician	73	0.00	\$28,535	\$52,777	\$76,734	Associate or Bachelor Degree



Radiologic Tech/ Specialization	37	-.71%	\$48,298	\$59,895	\$79,956	Associate Degree
Respirator Tech/Therapist	34	+3.15%	\$50,793	\$63,978	\$74,445	Associate Degree
Dental Hygienist	30	+3.23%	\$52,268	\$67,634	\$83,772	Associate Degree
Medical Records	81	+1.40%	\$30,343	\$46,044	\$62,989	Certificate
Social Work	152	+8.39	\$27,641	\$37,850	\$63,698	Bachelor's Degree
Occupational Therapy Assistant	18	+8.70	\$51,938	\$66,054	\$76,588	Associate Degree
Paramedic	24	+1.94%	\$34,848	\$41,475	\$45,876	Certificate
EMT	51	+2.42%	\$25,369	\$30,901	\$36,059	Certificate
Pharmacy Technicians	221	-0.54	\$28,929	\$34,503	\$45,422	High School or Certificate
Surgical Technologist	18	0	\$38,945	\$49,193	\$51,645	Certificate or Associate Degree
Dental Assistant	105	+3.68	\$28,792	\$37,929	\$48,616	Certificate
Physician Assistant	42	+12.37%	\$73,514	\$104,970	\$133,546	Master's Degree
Nurse Practitioner	139	+18.52%	\$85,755	\$108,654	\$133,973	Master's Degree
Speech Language Pathologist	45	+7.63	\$53,408	\$81,648	\$107,864	Master's Degree



MANUFACTURING AND DISTRIBUTION

Employment opportunities in the manufacturing and distribution sector in the TENCO region is expected to increase within the next five years, resulting in a total of 3,718 openings. While there are many types of occupations that fall within the manufacturing/distribution sector, the majority require some post-secondary education. The following chart identifies openings, projected growth, entry, median and experienced wages, and education required for a significant number of occupations within manufacturing/distribution. Additional occupational data can be found at kystats.ky.gov.

Description	Openings	Projected Growth	Entry Wages	Median Wages	Experienced Wages	Education
Industrial Maintenance	142	+7.42	\$41,621	\$52,688	\$68,089	Certificate
Advanced Manufacturing	94	+3.47	\$30,225	\$47,440	\$60,929	High School or Certificate
Industrial Engineering/Tech	51	+9.84	\$57,688	\$84,753	\$129,056	Bachelor Degree
Industrial Engineering Tech	21	+1.64	\$62,203	\$62,203	\$92,891	Associate Degree
Civil Engineers	21	+1.75	\$52,770	\$78,312	\$125,879	Bachelor Degree
Civil Engineer Tech	61	0.00	\$40,627	\$46,923	\$62,574	Associate Degree
Electrical Engineer	16	0.00	\$71,225	\$83,144	\$128,025	Bachelor Degree
Electrical Engineer Tech	14	0.00	\$47,367	\$81,765	\$98,532	Associate Degree



SKILLED TRADES

Employment opportunities in the skilled trades/construction sector in the TENCO region is expected to increase within the next five years, resulting in a total of 3,602 openings. While there are many types of occupations that fall within the skilled trades/construction sector, the majority require some post-secondary education. The following chart identifies openings, projected growth, entry, median and experienced wages, and education required for a significant number of occupations within skilled trades/construction. Additional occupational data can be found at kystats.ky.gov.

Description	Openings	Projected Growth	Entry Wages	Median Wages	Experienced Wages	Education
Power Line Installers -Lineman	41	+4.71	\$61,795	\$82,155	\$97,698	High School or Certificate
Construction	451	-0.11	\$28,625	\$42,918	\$67,609	High School
Carpenter	199	-1.56%	\$30,950	\$47,712	\$83,467	High School
Electrician	157	+2.06	\$32,549	\$55,311	\$79,118	Post-secondary certificate/ Associate
Plumbers and Pipefitters	241	-0.55	\$32,357	\$66,576	\$85,566	High School or Certificate
Heating and Air	88	+1.44	\$31,563	\$51,043	\$68,207	Certificate
Welder	131	+4.17	\$32,514	\$41,139	\$61,006	Certificate or License
Construction Equipment Operator	181	0	\$36,946	\$52,625	\$91,133	High School, Certificate, and/or License
Automotive Service Tech & Mechanics	148	+1.57	\$25,667	\$37,625	\$60,949	Certificate
Diesel Engine Mechanics	74	+2.65	\$32,649	\$45,948	\$65,904	Certificate



TRANSPORTATION AND LOGISTICS

Employment opportunities in the transportation/logistics sector in the TENCO region is expected to increase within the next five years, resulting in a total of 4,946 openings. While there are many types of occupations that fall within the transportation/logistics sector, the majority require some occupational skills training. The following chart identifies openings, projected growth, entry, median and experienced wages, and education required for two of the highest growth occupations within transportation/logistics. Additional occupational data can be found at kystats.ky.gov.

Description	Openings	Projected Growth	Entry Wages	Median Wages	Experienced Wages	Education
Heavy Tractor Trailer Truck Drivers	525	+2.44	\$32,719	\$49,154	\$76,728	License
Light Truck Drivers	341	+3.87	\$22,680	\$38,899	\$64,393	License



SUPPORT PROGRAMS

TENCO identifies several occupations that are support programs for the approved local sectors. The following chart identifies openings, projected growth, entry, median and experienced wages, and education required for support programs as identified by the TENCO WDB. Additional occupational data can be found at kystats.ky.gov.

Description	Openings	Projected Growth	Entry Wages	Median Wages	Experienced Wages	Education
Accountant	149	+2.17	\$41,871	\$61,791	\$103,610	Bachelor's Degree
Bookkeeping	569	-3.20	\$26,098	\$38,359	\$58,519	High School or Certificate
Management	43	-0.65	\$46,969	\$75,910	\$134,362	Bachelor's Degree
Executive Administrative Assistant	36	-9.88	\$35,576	\$48,471	\$69,767	High school or Certificate
Computer Support Specialist						
Elementary Education (except Special Education)	293	-0.67	\$40,247	\$54,280	\$61,975	Bachelor's Degree
Middle Grade Education (Core classes except Special Education)	130	-0.55	\$40,218	\$51,409	\$63,495	Bachelor's Degree
Secondary School Education (Core classes except Special Education)	169	-0.39	\$40,968	\$53,787	\$64,976	Bachelor's Degree
Special Education	60	-1.19%	\$42,189	\$54,899	\$65,682	Bachelor's Degree

[Kystats.ky.gov](http://kystats.ky.gov), Future Skills Report



APPENDIX B

POST SECONDARY PROFILE

MOREHEAD STATE UNIVERSITY

Morehead State University (MSU) is located in Rowan County with off-site campus locations in Ashland, Mt. Sterling, and Prestonsburg. MSU offers over 140 undergraduate programs and over 60 Master and Doctoral programs. The University offers Associate's Bachelor's, Master's, and Doctoral degrees.

In 2022, MSU had an enrollment of 8,807 students from 106 Kentucky counties, 42 states, and 19 countries with 92% of students receiving financial aid including grants and scholarships. The University has a 47% graduation rate.

In 2023 MSU was named as a College of Distinction, Kentucky College of Distinction, and Public College of Distinction. MSU is also ranked as one of the South's best regional public universities. MSU is the only University located in the TENCO local area.

MAYSVILLE COMMUNITY AND TECHNICAL COLLEGE

Maysville Community and Technical College (MCTC) offers Associate Degrees, Diplomas, and Certificate programs in more than 25 areas of study. The main campus is located in Maysville, but MCTC has off-site locations in Morehead, Mt. Sterling, and Cynthiana. MCTC offers many virtual training options and serves as a dual credit option for high school students.

MCTC has an enrollment of 3,974 with 99% receiving financial aid. The College has a graduation rate of 49%.

ASHLAND COMMUNITY AND TECHNICAL COLLEGE

Ashland Community and Technical College (ACTC) offers Associate Degrees, Diploma, and Certificate programs with more than 31 occupational areas of study. ACTC has three campus locations, two in Boyd County and one in Carter County. ACTC also offers many virtual opportunities as well as dual credit options with 839 high school students enrolled.

ACTC has an enrollment of 2,515 (2022/2023) with 43% being full time students. 93% of students are receiving financial aid to complete their educational goals. The College has a graduation rate of 47%.

In 2025, ACTC was recognized for being in the top 150 for Community College Excellence by the Aspen Institute.

*Data for public post-secondary institutions derived from the National Center for Education Statistics, College Navigator



KENTUCKY WELDING INSTITUTE

Kentucky Welding Institute (KWI) is a privately owned welding training center located in Flemingsburg, KY. KWI is starting their 10th year of being a training provider. Since that time the training center has served 900 individuals with a 91% graduation rate. Students are served from 88 Kentucky counties and 44 states.

KWI offers three-tiered training options but can also customized training to meet business needs. Current options include the following: Certified Pipe Welder (960 clock hours), Certified Structural Welder (640 clock hours), and Certified Fabricator Welder (480 clock hours). KWI offers more than 25 certifications within the three tiers of training options and have a 94% job placement. KWI is a Pell and Kentucky Educational Excellence Scholarship (KEES) eligible school and is on the Eligible Training Provider list for Workforce Innovation and Opportunity Act (WIOA) scholarship.