

WIOA Regional & Local Strategic Plan

PROGRAM YEAR 2025 - 2028



EASTERN KENTUCKY

EKCEP

CONCENTRATED EMPLOYMENT PROGRAM, INC.



Eastern Kentucky Concentrated Employment Program (EKCEP)

and

TENCO Workforce Development Board (TENCO)

The guidance for local and regional plans can be found here: [Guidance 21-007](#) released 1/1/2025. With the accompanying [Local and Regional Plans Toolkit](#) that provides statewide strategic objectives, programs, and initiatives that are referenced in the Combined WIOA State Plan.

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.

The planning process undertaken by the East Region included opportunities for both the Eastern Kentucky Concentrated Employment Program local area and the TENCO Workforce Development local area to participate in regional planning.

EAST REGION PLAN TIMELINE

ACTIVITY	DATE	NOTES
EKCEP and TENCO representatives	February 17, 2025	Joint Virtual meeting
EKCEP and TENCO representatives	February 28, 2025	Joint Virtual meeting
Draft release; Public comment period starts	March 27, 2025	Place on website; Notify on social media pages.
Virtual Forum	April 9, 2025	Open for all partners, board members, LEOs, and interested parties
Public comment period ends	April 25, 2025	
Plan is finalized	No later than April 30, 2025	Submit plan to DWD

Regional local elected officials and workforce development board members have an opportunity to review and provide input for the plan prior to and during the public comment period as well as through committee and board meetings. The completion of the draft Plan will be advertised and available for review from all interested parties and will be placed on the following websites: EKCEP website, www.ekcep.org, and Kentucky Career Center – TENCO website, www.tencocareercenter.com. A thirty (30) day public comment period will be available which will include one virtual forum. Public input received will be reviewed by Board staff and, if appropriate, corresponding modifications will be made to the Plan.

Both local areas conducted data analyses on the region's strengths, obstacles, and opportunities. The analyses concluded that while 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 data in the following sections reflect these similarities and differences which are utilized locally to determine programming, service delivery, funding allocations, performance measures, high-demand sectors and resource accessibility.

The Kentucky Workforce Innovation Board (KWIB) also conducted statewide listening sessions between July and October 2023. EKCEP and TENCO local areas participated and contributed to the discussion on the strengths and concerns of the current workforce system and a reimagined future workforce system. The intention was to learn best practices and identify challenges and opportunities in the local area.

- A.** 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 C.F.R. § 679.560(a)]

While the East Region continues to lag behind other regions in the Commonwealth of Kentucky in job growth and economic expansion, there are still many opportunities in multiple sectors.

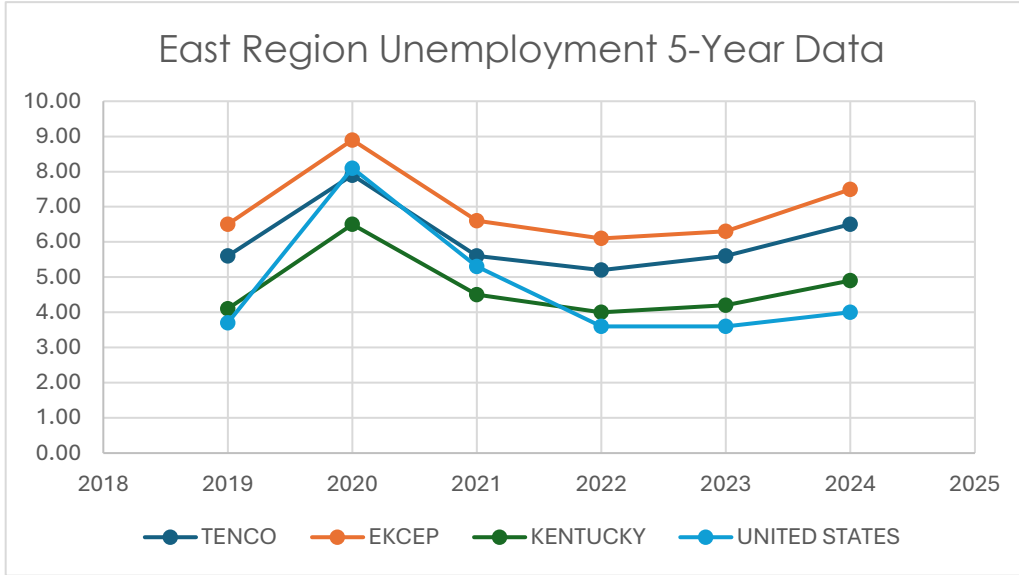
The continued growth of the healthcare sector and the vast array of job opportunities that come with increased connectivity provide hope that the region can rise above its historical role as a geographically isolated economy and become a full and equal participant in the world's internet-based economy.

Unemployment Data

The 5-year data revealed the unemployment rate for the East Region was at its highest peak in 2020 (EKCEP at 8.9% and TENCO at 7.9%), with both areas seeing a decrease in unemployment in 2021 and 2022. However, throughout the last two years, the unemployment rate in the East Region has steadily increased. East Kentucky has a persistently higher unemployment compared to statewide and national rates. Employment opportunities, while improving, provide minimal new jobs and many offer lower than the average living wage. It is projected that high unemployment, low labor participation, and high poverty will continue in East Kentucky until economic conditions significantly improve. Both EKCEP and TENCO local workforce boards work diligently with businesses and economic development entities to provide services in recruitment, retention, layoff aversion, and workforce data.

The chart below compares unemployment rates during the past five years for the East Region, EKCEP, TENCO, and Kentucky.

Unemployment Rate for the East Region:



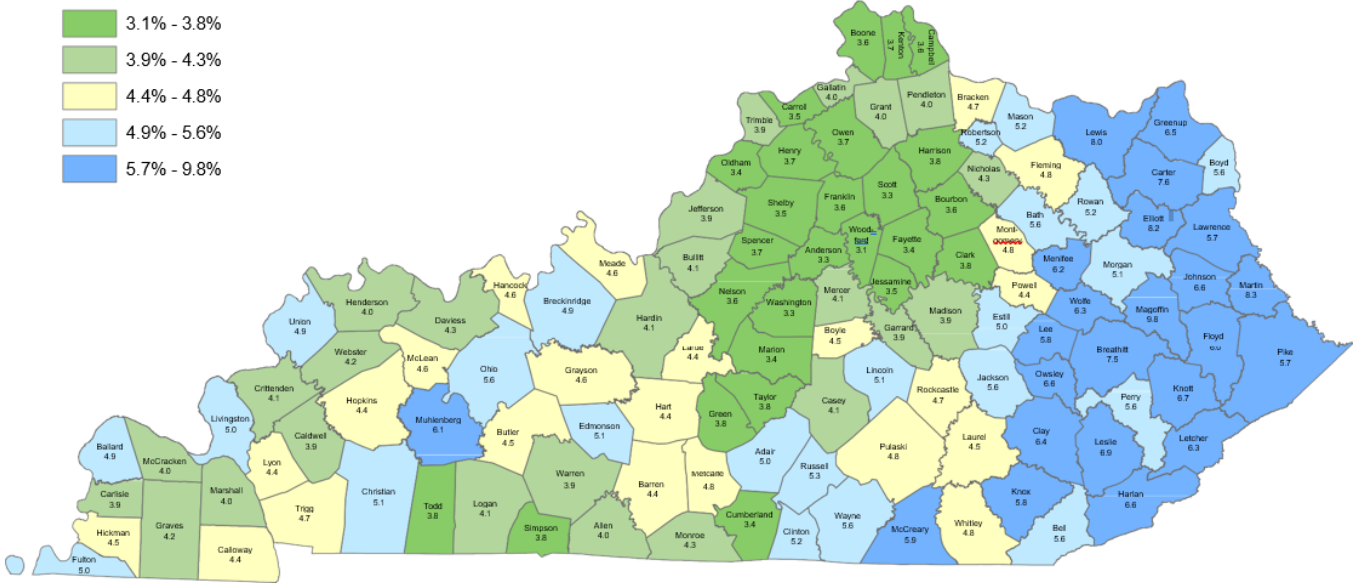
UNEMPLOYMENT %						
	2019	2020	2021	2022	2023	2024
TENCO	5.60	7.90	5.60	5.20	5.60	6.50
EKCEP	6.50	8.90	6.60	6.10	6.30	7.50
KENTUCKY	4.10	6.50	4.50	4.00	4.20	4.90
UNITED STATES	3.70	8.10	5.30	3.60	3.60	4.00

kystats.ky.gov

While the local and regional UI data paints a bleak picture of a serious obstacle facing the East Kentucky Region, county-specific data reflects that there are “pockets” in East Kentucky that are the most distressed in the Commonwealth of Kentucky. *The Annual 2023 Unemployment Rates by County: Local Area Unemployment Statistics* produced by the Kentucky Center for Statistics reflects the county-specific unemployment rates compared to the rest of the Commonwealth.

Annual 2023 Unemployment Rates* by County Local Area Unemployment Statistics

Date Produced: April 19, 2024



*Unemployment rates are not seasonally adjusted

Kentucky: 4.2%
United States: 3.6%

County	Local Area	Unemployment Rate %
Bath County	TENCO	5.6
Bell County	EKCEP	5.6
Boyd County	TENCO	5.6
Bracken County	TENCO	4.7
Breathitt County	EKCEP	7.5
Carter County	EKCEP	7.6
Clay County	EKCEP	6.4
Elliott County	EKCEP	8.2
Fleming County	TENCO	4.8
Floyd County	EKCEP	6.0
Greenup County	TENCO	6.5
Harlan County	EKCEP	6.6
Jackson County	EKCEP	5.6
Johnson County	EKCEP	6.6
Knott County	EKCEP	6.7
Knox County	EKCEP	5.8
Lawrence County	EKCEP	5.7
Lee County	EKCEP	5.8
Leslie County	EKCEP	6.9
Letcher County	EKCEP	6.3

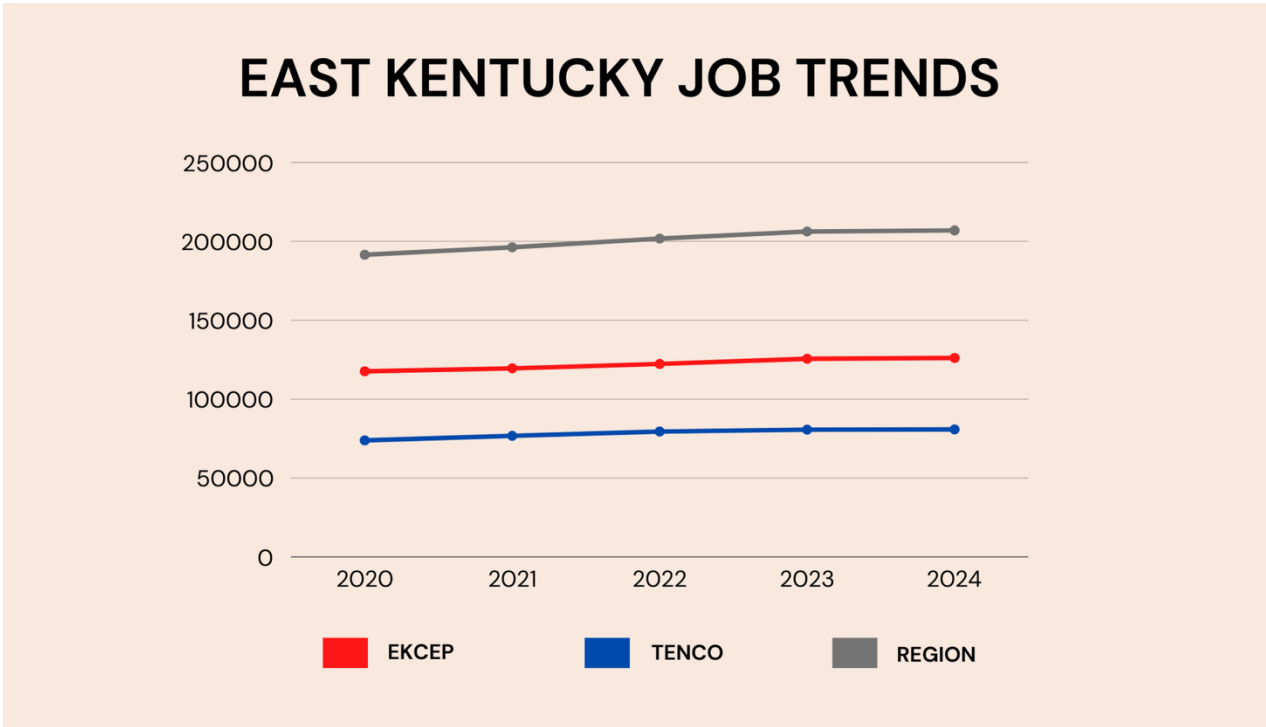
Lewis County	TENCO	8.0
Magoffin County	EKCEP	9.8
Martin County	EKCEP	8.3
Mason County	TENCO	5.2
Menifee County	EKCEP	6.2
Montgomery County	TENCO	4.8
Morgan County	EKCEP	5.1
Owsley County	EKCEP	6.6
Perry County	EKCEP	5.6
Pike County	EKCEP	5.7
Robertson County	TENCO	5.2
Rowan County	TENCO	5.2
Wolfe County	EKCEP	6.3
Kentucky		4.2
United States		3.6

All East Region counties had a higher unemployment rate in 2023 than Kentucky and the United States. Four counties had a rate of 8.0% or higher. Those counties include Lewis, Elliott, Martin, and Magoffin. The three counties with the lowest unemployment were still slightly above the state rate, with unemployment between 4.7%—4.8%. These counties included Bracken, Fleming, and Montgomery.

This data reflects the urgency in which we, as the Commonwealth of Kentucky, need to act to attract new business and support economic growth in current businesses within the East Region. This demonstrates the need for sustained state and federal funding to align job-seeker skills with business demands.

Job Trends

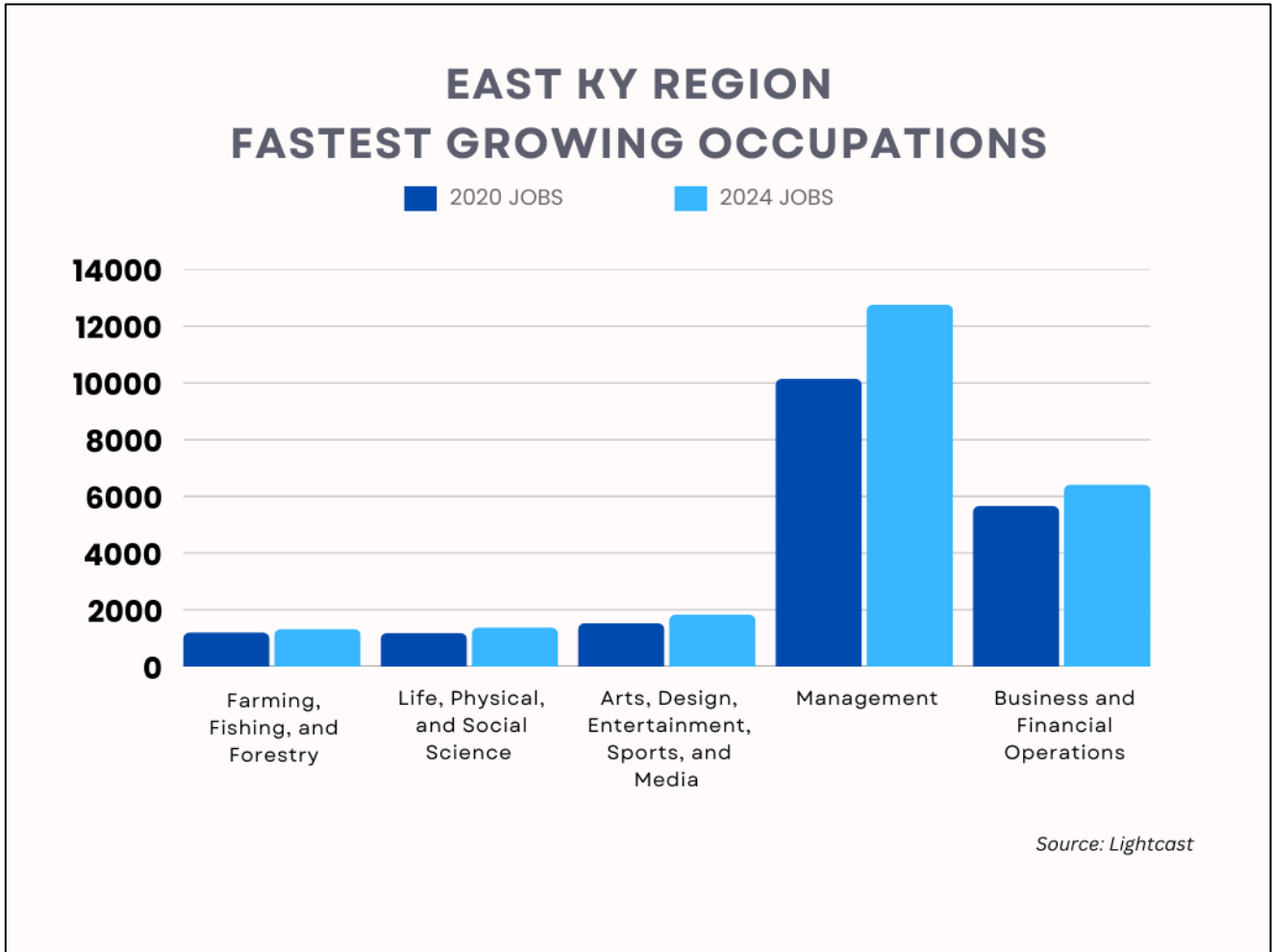
While job loss was a major economic issue in the East Region from 2015 through 2020, job trends in the East Region are positive over the past five years. The region has seen an increase in employment opportunities with a five-year total gain of 15,436 jobs (approximately 8.06% increase).



Job Data for 2020 – 2024

Year	2020	2021	2022	2023	2024
EKCEP	117,643	119,529	122,318	125,599	126,131
TENCO	73,876	76,745	79,473	80,671	80,824
Region	191,519	196,274	201,791	206,270	206,955

The following chart shows the occupations that experienced high growth between 2020 and 2024:



The following chart indicates the top five occupations that have been identified by KYStats as projected to grow through 2032 for the Region:

TENCO	EKCEP
Healthcare Practitioners and Tech	Healthcare Practitioners and Tech
Healthcare Support	Healthcare Support
Food Preparation and Serving	Home Health and Personal Care Aides
Transportation and Material Moving	Transportation and Material Moving
Home Health and Personal Care Aides	Management Occupations

Based on the 2024 LWA Occupational Employment and Wage Estimates, the occupations (Standard Occupational Classifications) in the Region with the highest wages include:

1. Management Occupations – \$37.46 median hourly earnings (9,780 jobs in 2024)
2. Legal Occupations – \$31.23 median hourly earnings (820 jobs in 2024)
3. Healthcare Practitioners and Technical – \$31.10 median hourly earnings (16,870 jobs in 2024)

4. Architecture and Engineering – \$29.90 median hourly earnings (1,820 jobs in 2024)
5. Computer and Mathematical – \$29.86 median hourly earnings (1,570 jobs in 2024)

In-Demand Sectors

The EKCEP Workforce Innovation Board recognizes the following occupational sectors as priorities.

Healthcare	Manufacturing	Construction	Education	Professional, Scientific and Technical Services
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The TENCO Workforce Development Board has established the following high-demand priority sectors:

Healthcare	Skilled/Construction Trades	Manufacturing, Distribution & Logistics	Transportation	Professional Services and Support Programs
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To meet the current and projected 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 are not often aware of the range of available occupations in the region that can offer a living wage and economic stability — especially with the steady 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 essential skills and workplace behaviors. These needs emphasize the important role the EKCEP and TENCO professional career advisors play in job seekers' successes.

In all sectors, employers consistently identify a lack in essential job readiness skills in addition to specific occupational skills. Essential job readiness skills provided in conjunction with work-based learning opportunities continue to be vital elements in workforce development services in the region.

The East Region workforce system diligently works to remove barriers that prevent job seekers from employment success. Along with 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 anticipate an increasing need for supportive services such as transportation, childcare, supplies, housing, and specialty programs. As technologies and skills become increasingly more developed, individuals will require a higher level of occupational, career pathway, and work-based training opportunities. Structured supportive services while pursuing high-demand training is vital for success.

B. (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 C.F.R. § 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 14% of the total population of Kentucky.

Regional Analysis

635,574

Total Population

Population decreased over the last 5 years.

379,134

Working Age Population

The working age makes up 59% of the total (635,574) population.

41.5%

Workforce Participation Rate

The overall workforce participation rate has increased slightly from 39.8% in 2020. This percentage shows that only 157,341 individuals who are working age (379,134) are in the labor force.

46%

Some College or Higher

24% (90,992 individuals) have an Associate Degree or higher.

42


Average Age

The average age of the population has increased from 40 in 2021 to 42. This is 1% higher than Kentucky's median age.

Breakdown of the Regional Analysis:

East Region Population Comparison of 2020 -2024

Year	2020	2021	2022	2023	2024
Region	635,716	630,880	625,813	622,596	619,379
EKCEP	430,178	425,973	421,022	417,643	414,264
TENCO	205,538	204,907	204,791	204,953	205,115

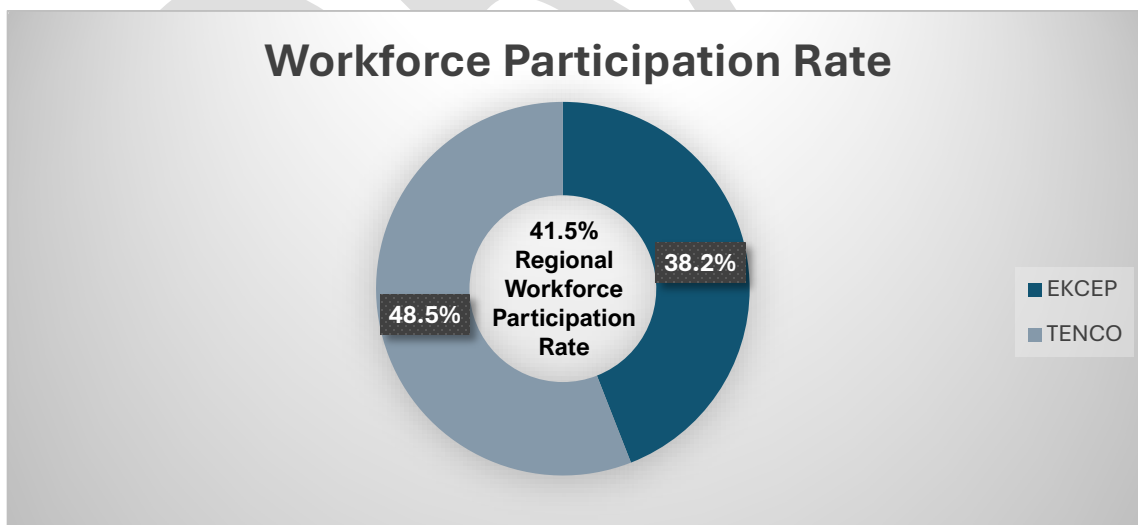


Overall, the East Region's population has declined by -.97% from 2020. EKCEP and TENCO have both experienced population declines in many of their counties.

Half of TENCO's ten counties experienced population decline, with Boyd (-8%), Greenup (-1.8%), Lewis (-.9%), Mason (-1.7%), and Rowan (-1.3%) all showing losses. Greenup County saw the most significant decrease at -1.8%. Conversely, Robertson County had the highest growth at 5.9%. Although TENCO's population slightly increased from 2023 to 2024, it remains below 2020 levels.

Since 2020, EKCEP has seen a consistent annual population decline. Nineteen of its twenty-three counties experienced population loss, with Breathitt (-5.4%), Leslie (-5.8%), and Harlan (-5.3%) showing the most significant decreases. Only Jackson (+1.1%), Menifee (+2.3%), Morgan (+4.0%), and Owsley (+.8%) saw population increases.

Workforce Participation Rate



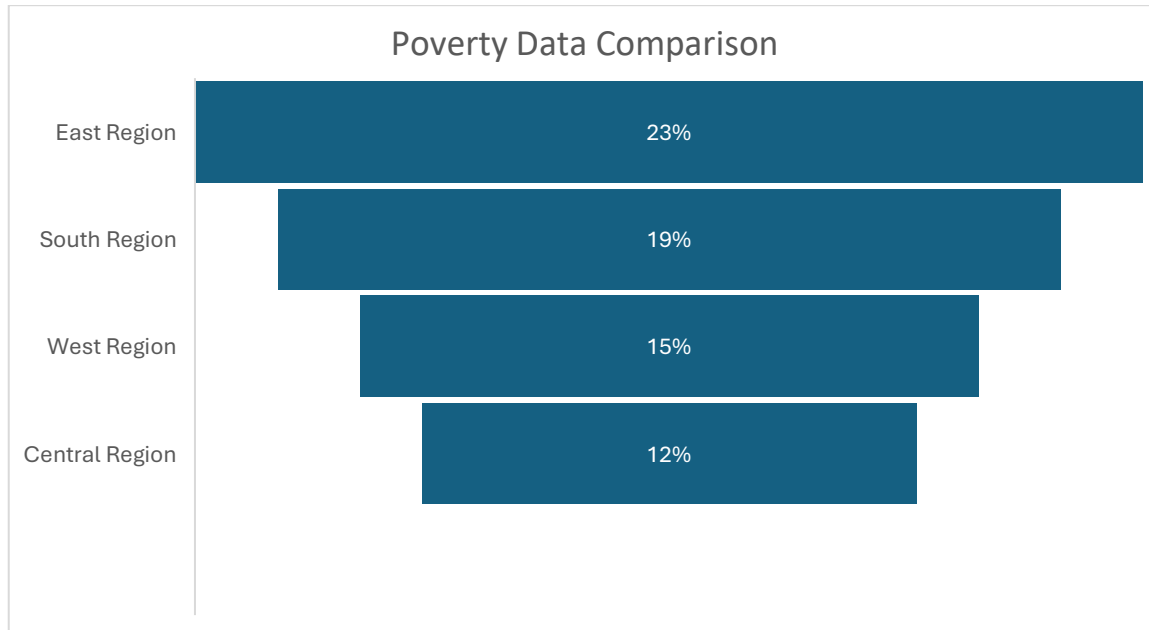
The East Region of Kentucky exhibits a significantly low workforce participation rate of 41.5%, the lowest in the state. Fifteen counties within the region fall below this average, with Martin County having the lowest rate at 27%. Other counties with notably low participation include Breathitt (29%), Leslie (30%), and Harlan (31%).

In contrast, Bracken (57%), Montgomery (54%), Fleming (50%), and Robertson (50%) counties demonstrate the highest labor market participation rates in the region.

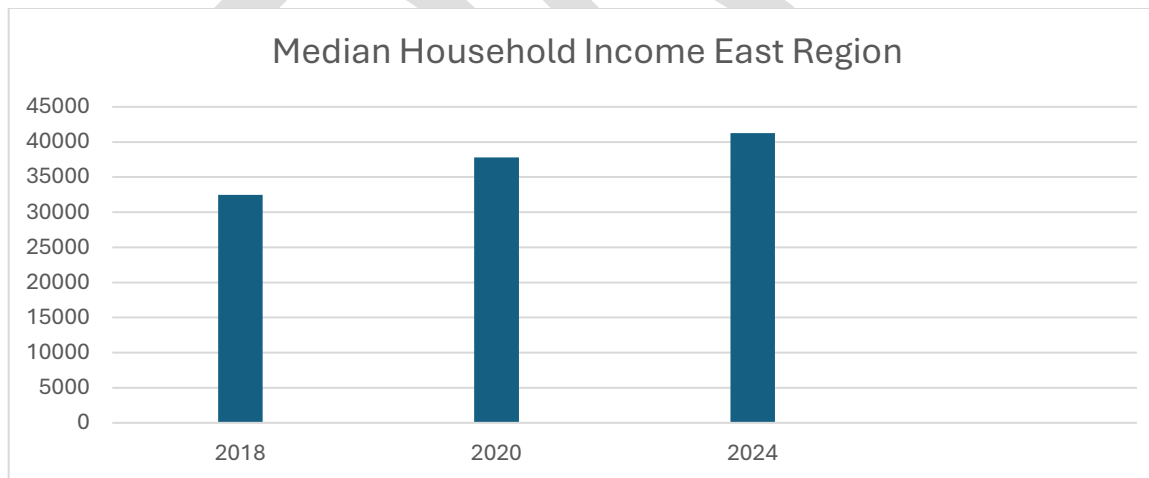
Poverty Levels

The East Region's poverty population is 150,226 or 23%. This is higher than any other region in Kentucky. The counties with the highest poverty rates include the following: Leslie (36%), Harlan (35%), Bell (34%), Breathitt (34%), Lee (33%), and Perry (34%).

(KYStats)



Median Household Income



The average median household income for the 33 counties that comprise the East Region has steadily increased from \$32,471.00 in 2018 to \$37,798.54 in 2020 and \$41,271.00 in 2024. Although this shows an increase for families in the East Region, the median household income continues to be significantly below Kentucky's overall median income of \$60,183.00.

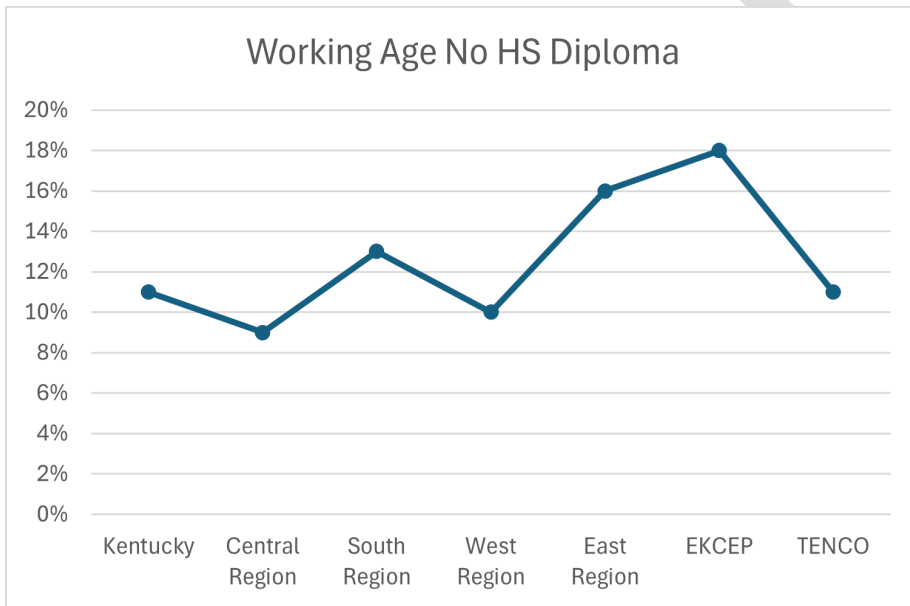
(KYStats: WORKR)

Education

The secondary and post-secondary training institutions in the East Region continuously seek opportunities to improve upon the educational level of the geographical area. At a minimum, a high school diploma or its equivalent is necessary for entry level employment. Current KY Stats data indicates the East Region has an average high school graduation rate of 95%. Only two counties fall below a 90% high school graduation rate – Bath at 89.2 and Lee at 89.2.

Work Ready Communities; October 2022

While high school graduation rates in recent years have been consistently in the mid-90% range, the East Region still faces a challenge with a substantial working-age population lacking high school diplomas. The 2018-2022 American Community Survey (ACS) 5-year estimates reveal that ten counties have 20% or more of their working-age population without a diploma. These counties include Clay (25%), Harlan (21%), Jackson (21%), Knott (22%), Lawrence (22%), Lee (21%), Lewis (20%), Magoffin (23%), Owsley (22%), and Wolfe (30%). Rowan and Greenup counties have the lowest percentages of working-age individuals without a high school diploma, at 8% and 9% respectively.

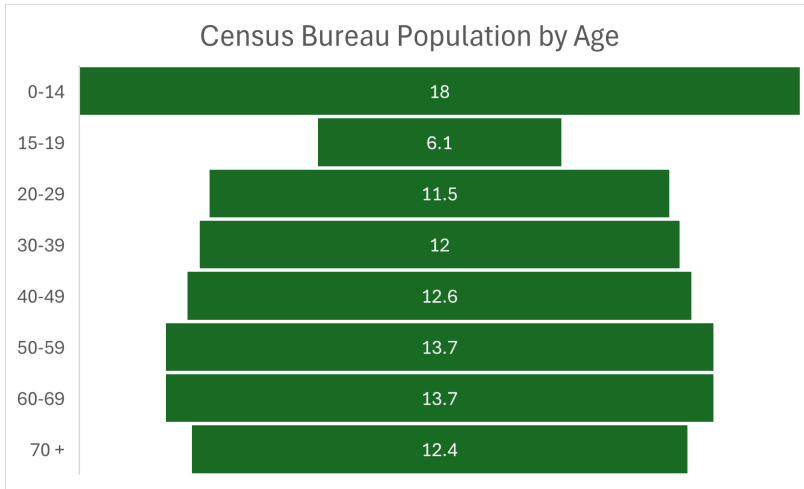


All counties in the East Region show 30% or more residents that have some college credits, which includes certifications and licenses. The East Region shows a slight increase in individuals who have an Associate degree or higher. In 2021, eighteen counties met that threshold compared to twenty-three counties in 2024. The counties that have 20% or more of the population with an Associate degree or higher include: Bath, Boyd, Bracken, Breathitt, Fleming, Greenup, Harlan, Jackson, Johnson, Knott, Letcher, Martin, Mason, Montgomery, Robertson, Rowan, Perry, and Pike.

Five counties have a post-secondary educational attainment (Associate or higher) rate of 15% or less: Lawrence, Owsley, Lee, Magoffin, and Wolfe.

Population by Age

Another concern affecting the East Region is the aging workforce. While Kentucky’s median age is 39, the East Region’s median age is 42. Rowan County has the youngest average population of 31, while Owsley has the oldest average at 48.



Projections indicate that 27% of the region’s current workforce could retire within the next 10-15 years. Youth ages 6-19 make up 18.5% of the region’s current population based on census data. Existing businesses may suffer even greater concerns in filling new and vacant positions due to a projection of 8.5% more individuals exiting the workforce than joining it.

Other characteristics of the East Region

	Total Population	Veteran Population	Poverty Population	Median Household Income	Foreign Born	Foster Youth	Homeless	Justice Involved	Person with Disability
EKCEP	430,132	16,354	112,428	38,466	3,074	955	112	3,747	114,939
TENCO	205,442	11,131	37,798	52,453.50	2,253	602	190	2,005	42,312

Offenses/Justice Involved

In 2023, there were 20,411 crimes committed 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, Weapons Violations, 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 - 10,180 which has steadily increased since 2017 (8,771); Assault - 4,569 which has increased slightly since 2017 (3,596); and Larceny/theft/burglary - which declined from 6,105 in 2017 to 2,815 in 2023. The five counties with the most criminal activity in 2023 based on their population are Harlan, Perry, Knox, Bell, and Floyd. (kystatepolice.org)

COUNTY	# OF ARRESTS	POPULATION	PER CAPITA
HARLAN	1613	25652	0.063
PERRY	1380	27367	0.050
KNOX	1491	29773	0.050
BELL	1045	23611	0.044
FLOYD	1539	34918	0.044
ELLIOTT	320	7292	0.044
LESLIE	398	10049	0.040
PIKE	2137	56317	0.038
OWSLEY	138	4001	0.034
JOHNSON	748	22235	0.034
MAGOFFIN	374	11348	0.033
WOLFE	211	6416	0.033
MASON	554	16903	0.033
ROWAN	780	24372	0.032
LAWRENCE	502	16097	0.031
CARTER	814	26343	0.031
BREATHITT	408	13358	0.031
FLEMING	464	15278	0.030
JACKSON	392	12989	0.030
MENIFEE	182	6236	0.029
BOYD	1387	48059	0.029
CLAY	549	19874	0.028
LETCHER	549	20827	0.026
LEE	188	7273	0.026
MORGAN	313	14283	0.022
KNOTT	300	13847	0.022
LEWIS	275	12937	0.021
BATH	235	12828	0.018
MARTIN	192	11096	0.017
MONTGOMERY	470	28357	0.017

BRACKEN	119	8435	0.014
ROBERTSON	30	2247	0.013
GREENUP	314	35375	0.009
	20,411		

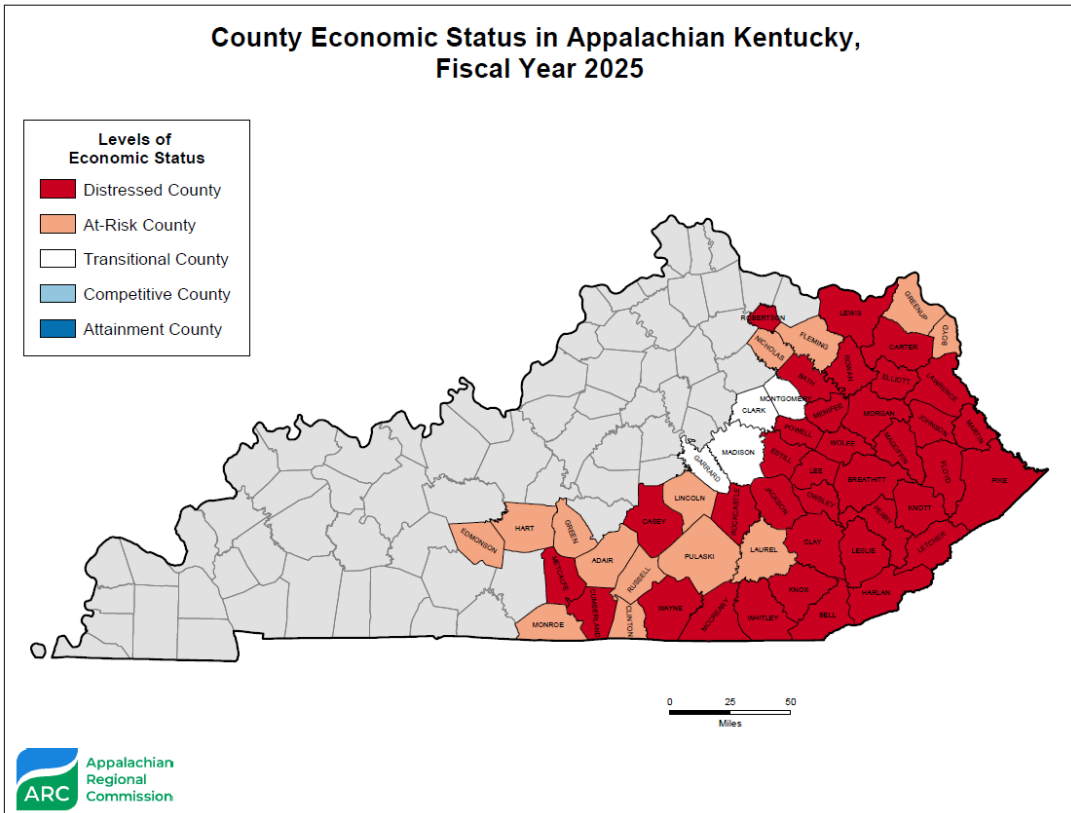
Kystatepolice.org, Crime in Kentucky 2023

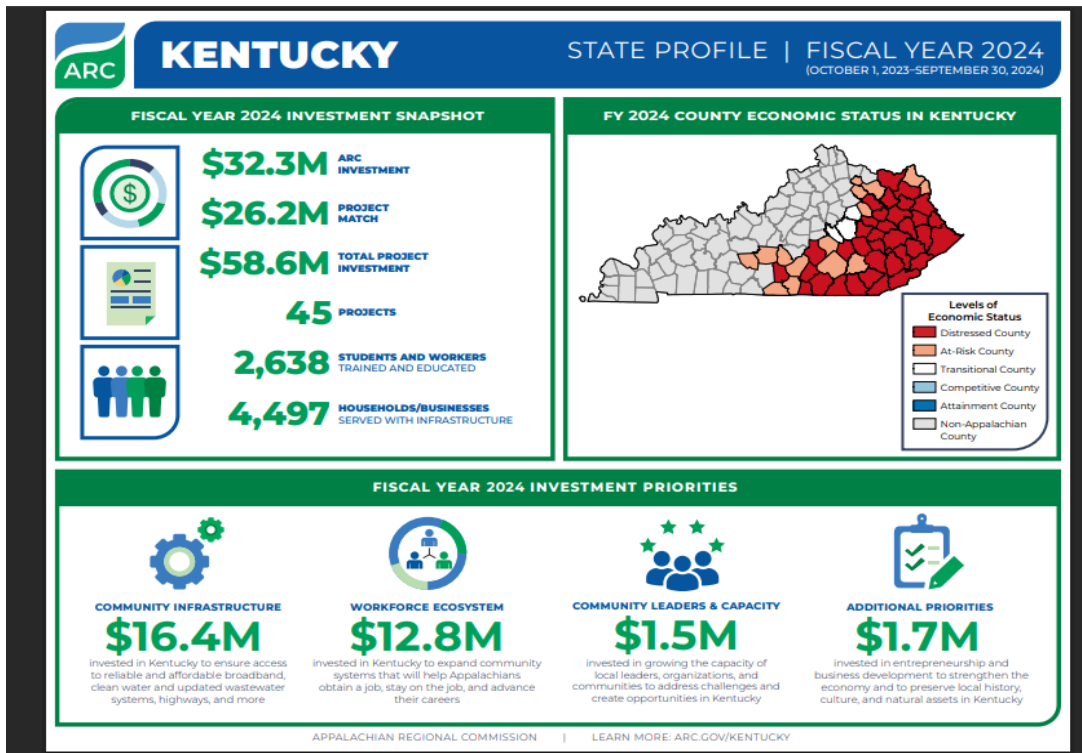
Commuting Distances - Due to limited employment opportunities in many of the region’s counties, a significant number of individuals must commute outside of the county in which they reside to find employment. An average of 61% of the residents in the East Region travel outside of their home county for employment. This indicates a need for additional job opportunities at a higher wage in the East Region.

(2020 Commuting Patterns Report)

Appalachian Regional Commission and Distressed Eastern Kentucky Counties

The Appalachian Regional Commission (ARC) has identified all but two counties (Bracken and Mason) within the East Region as “distressed or at-risk counties.” Distressed counties rank as the most economically depressed 10% of the nation’s counties. At-risk counties are those most at-risk of becoming economically distressed without intervention and rank between 10% and 25% of the nation’s counties. Transitional counties are those that are transitioning between strong and weak economies. The economic indicators used by the ARC are three-year average unemployment rates, per capita market income, and poverty rates. While the ARC identifies those counties most in need, they also provide valuable investments into the area as presented below.





In conclusion, the East Region has significant obstacles to overcome, but with the right resources, partnerships, and determination, those obstacles can be turned into region wide opportunities.

C. (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 and 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.

Career Advisors are the central and most important element of the WIOA-funded workforce development system. Career advisors use interviews and assessment tools with customers to understand their circumstances, aptitudes, interests, barriers, and career objectives. Career Advisors use this information to develop a career action plan (Individual Employment Plan) which may include job placement, training and/or

supportive service plans, work-based learning programs, or direct referrals to partner services. Intensive case management and follow-up services increases the likelihood of success. The intent is to empower customers to make realistic decisions about their employment goals and assist them in implementing action to reach those goals.

The role of the Career Advisor/Career Counselor is crucial in the region's workforce development system.

Services provided include, but are not limited to the following:

- ✚ Career advising including information such as educational requirements, job projections, and wages for careers and helping the customer set attainable career goals
- ✚ Choosing appropriate training to meet their financial, personal, and employment needs.
- ✚ Analysis of assessments completed by the customer to determine basic skills levels, career interests, personal resources, supportive service needs, past work and educational history, strengths, and obstacles the customer is facing.
- ✚ Planning and preparing for job search and executing the steps in the job search process including completing applications, developing resumes, and interviewing techniques.
- ✚ Access to partner and community resources.
- ✚ Provide work-based learning opportunities through on-the-job training, transitional employment, customized training, career pathway development, work experience, internships, co-ops, apprenticeships, and summer jobs.
- ✚ Workshops in essential work readiness skills including communication, workplace principles, job search techniques
- ✚ Provide eligible training provider data
- ✚ Provide funding for occupational skills training in high-demand occupations
- ✚ Provide funding for support services such as occupational/training supplies, transportation, and childcare.
- ✚ Direct links to employment opportunities
- ✚ Entrepreneurship skill development
- ✚ Youth fourteen program elements

These services not only provide individual job seekers the assistance needed for new and projected job opportunities, but provide employers with highly skilled, job ready employees. The Business Service Representatives of both local areas work closely with employers to stay abreast of the workforce needs in the region. Each local area has a Business Service Team made up of agency partners and community leaders that craft training solutions for identified workforce issues. These include the following:

Work-Based Learning

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 a variety of 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, apprenticeship, on-the-job training) in which they can earn while learning and prove their 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-based learning opportunities provide businesses of all sizes to "road test" potential employees while ensuring that they get the precise and specific training that they need to benefit both the worker and the employer.

Post-Secondary Training

Individuals seeking post-secondary training have a wide selection of postsecondary institutions that are located 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 works closely with these institutions as well as other training facilities that are on the Eligible Training Provider List. These post-secondary institutions offer multiple avenues to access post-secondary training. These include in-person, virtual, hybrid, customized workforce solutions programs, and have adapted locations and/or times to meet the need. Individuals seeking training in high-demand occupations can choose schools that meet their expectations and needs. These institutions offer a variety of credentialing such as industry recognized certifications, licenses, certificates, diplomas, associate degrees, bachelor degrees, master degrees, and Ph.D.

The local areas of the East Region set aside funding to support the individual's goal of obtaining an initial credential and/or move through a career pathway. Funding may also include supportive service reimbursement, career guidance, and intensive case management activities geared toward successful

completion of their training goal. This provides businesses in many high-demand, high-wage occupations with a necessary skilled workforce.

Essential Skills

The specific job skills employers require for current and emerging employment opportunities in the East Region vary widely by occupation. In some sectors, the path is clearly defined. For example, the healthcare sector has defined academic training programs and credentials job seekers must obtain to qualify for employment opportunities. Other occupational sectors do not have as clear of a career path and may consist of several alternate routes. However, most if not all, occupations require basic essential skills including skills in math, reading and comprehension, basic computer literacy, communication, accountability, problem solving, teamwork, reasoning, and human relations. EKCEP and TENCO recognizes the importance of a high school credential or equivalent and the importance of essential employment skills. The East Region works closely with local Adult Education and Literacy programs through direct referrals, co-enrollment, and inclusion in hiring events, business service teams, rapid response activities, and career center activities. Essential skills are provided through a variety of resources such as RESEA, local workshops, WIN program, and opportunities through partner agencies such as SOAR who offers computer literacy services.

Direct Links to Employment

The East Region uses multiple resources to assist customers with locating employment. While each local area may be unique in the delivery, the purpose of our programs is to ensure individuals obtain self-sustaining employment and providing a skilled and prepared workforce for employers. Therefore, the East Region understands the importance of assessing a customer's goals, past, resources, strengths, and obstacles prior to developing an Individual Employment Plan. The Career Advisor/Counselor has a plethora of resources available to prepare a customer for success in obtaining and retaining employment. There are multiple ways WIOA supports the employment goal through work-based learning, business service activities, and partnerships with the Career Development Office. These connections allow staff to be aware of employer needs and make direct connections for customers.

One of the primary factors affecting workforce development services in the East Region is funding. As shown in the East Region demographics, the economy continues to struggle making it difficult for individuals and businesses to succeed. There is an increasing need for funding to ensure services are available to more East Region Kentuckians and businesses. Customers facing multiple significant barriers require more staff time and resources to be successful. As WIOA funding declines overall, it is vital that a commitment be made to support those who are most in need.

East Region Strengths

In conclusion the East Region has many strengths as identified by community involvement and forums. There is a strong *partnership* among organizations, educational institutions, and businesses. Technical and

professional **skills training** is readily available and easily accessible through multiple on-site locations and virtual opportunities. **Outreach** has significantly improved with more uniform web-based and virtual opportunities for customer accessibility to services. **Awareness** of programs such as apprenticeships, internships, and other work-based learning programs has dramatically increased participation. The **Business Service Team** regularly relays information to businesses on bonding, incentives, and WIOA services. The East Region has made a commitment to ensure WIOA staff have **quality training** and resources available to ensure high **quality customer service**. There is an awareness of the importance to **be inclusive for all groups** of people to meet business need. Therefore, WIOA programs are offered in a variety of ways to adults, dislocated workers, and youth – virtual, in-person, and off-site locations.

East Region Obstacles

The East Region is strong in many areas, but as the demographics reflect, there are many obstacles facing the region. One of the biggest obstacles facing the region is **economic depression**. The area needs to be prepared for new business by ensuring the **infrastructure**, including **internet access**, meets business expectations. **Career awareness and exposure** through work-based learning, virtual reality devices, and mentoring are needed for all populations, but especially for youth. The East Region has the necessary workforce, but will need to resolve issues around **rural transportation issues, costs of and lack of childcare**, and **occupational skill advancement** in variety of high-demand occupations. While unemployment is high and can provide a selection of workers, there is also a significant number of individuals who are not in the workforce. East Kentucky's **labor force participation rate is 41.5%**. Many things contribute to this rate including **low paying jobs** that prevent individuals from being self-sustaining and forcing them to continue to rely on supplemental government programs. The **Opioid crisis** continues to overshadow the East Region which often results in a lower workforce due to individuals being **incarcerated**. The **"benefit cliff"** has a significant role in individuals not seeking employment, as the government subsidies are more than the wages they'd earn if employed.

The local Workforce Development Boards ensure program services are available to individuals and businesses by providing holistic career, individualized, and training opportunities. Partnerships with multiple agencies are a priority. These partnerships allow the Workforce Development Boards to recognize and utilize the regional/local strengths and obstacles to produce independent strategic plans that support business service activity, partner services, community projects, school events, and individual customer services.

Regional Coordination of Services

- A. (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) and 20 C.F.R. §§ 679.550-580]**

Because of the unique characteristics of the two local areas and the differences in budget and capacity identified by the analyses of the region, the local workforce development boards of the EKCEP and TENCO areas see no advantage in attempting to standardize the provision of supportive services across

the region. The workforce boards 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 its area.

Compliance/Performance/Administrative Cost

(Responses below should focus 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) with respect to efforts that will enhance the provision of services to individuals with disabilities. Also, include 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 agreements that define and manage interactions between the East Region's local workforce development boards (LWDBs) and the Kentucky Office of Vocational Rehabilitation (OVR) with respect to collaborative efforts to enhance the provision of workforce services to individuals with disabilities are the one-stop center Memoranda of Understanding (MOUs), along with their attendant Infrastructure Funding Agreements (IFAs). These signed MOUs enable and provide 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 business 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 would not provide any advantage or improvement in delivering 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 board 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 the chief elected official the responsibility to negotiate performance levels for the specific local area Sec.116 (c)(2).

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:

See additional page if more than one Chief Local Elected Official or Local Elected Official signature is required.

Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:
Local Elected Official	Local Elected Official
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:
Local Elected Official	Local Elected Official
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WIOA Regional & Local Strategic Plan

PROGRAM YEAR 2025 - 2028

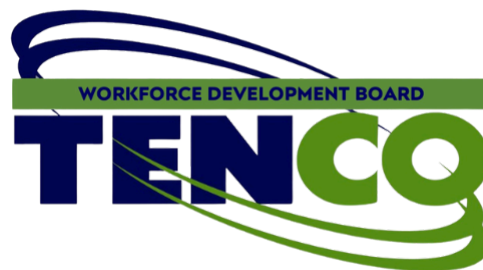




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TENCO WORKFORCE DEVELOPMENT BOARD LOCAL COMPREHENSIVE PLAN

Chapter 1 A-D: Workforce and Economic Analysis are addressed through the Regional Plan.

Chapter 1E: Workforce and Economic Analysis

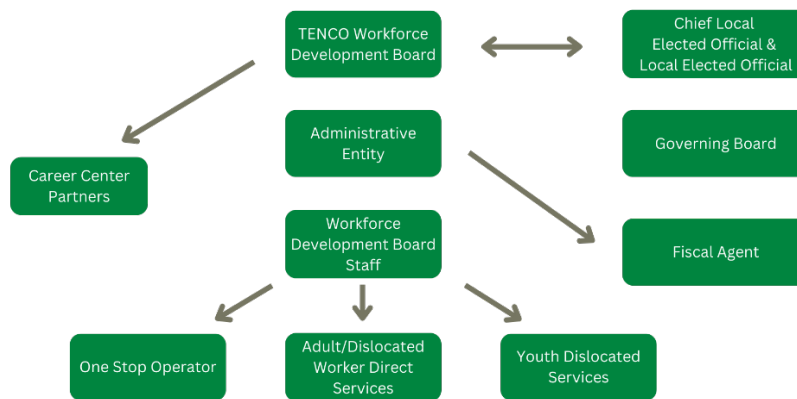
TENCO Workforce Area Structure

The TENCO Workforce Development Board (WDB) is a business led volunteer board that consists of 20 members who provide solutions to workforce issues through development of policy and strategic direction for the workforce system. The TENCO WDB serves ten Northeastern rural counties of Kentucky. With a total population of 205,442, TENCO makes up 4% of the population for the Commonwealth of Kentucky. The TENCO workforce area borders two states, Ohio and West Virginia, and three other local workforce areas including Bluegrass, Eastern Kentucky Concentrated Employment Program (EKCEP), and Northern Kentucky.



The TENCO WDB has a strong administrative structure that ensures programmatic and financial transparency and integrity.

TENCO WDB WIOA Administrative Flow Chart



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 C.F.R. § 679.560(a)]

The following business demographics are vital to understanding the required knowledge and skills levels employers in the local area need to be successful.

The TENCO local area consists of 7,858 businesses (2024). As identified in the chart below, many are small self-owned businesses with less than 25 employees. While a significant number of these businesses are outside of our high-demand, high-wage sectors, they are still vital for economic growth in our region. A TENCO initiative is to identify and ensure that small businesses are aware of and can easily access workforce services. The TENCO WDB has included a dedicated section within our website, www.tencocareercenter.com, for business owners to find resources.

COUNTY	<25	26-50	51-100	101-200	201-300	301-400	401-500	501+
BATH	304	1	1	2	1	1	0	0
BOYD	2095	53	45	8	5	1	1	4
BRACKEN	300	5	0	1	0	0	0	0
FLEMING	573	7	3	3	0	1	0	0
GREENUP	1051	26	16	7	5	0	1	0
LEWIS	316	5	0	4	0	0	0	0
MASON	781	14	14	7	3	0	0	0
MONTGOMERY	1061	25	21	7	2	1	0	3
ROBERTSON	46	0	1	0	0	0	0	0
ROWAN	958	31	26	6	0	2	1	2
TOTAL	7485	167	127	45	16	6	3	9

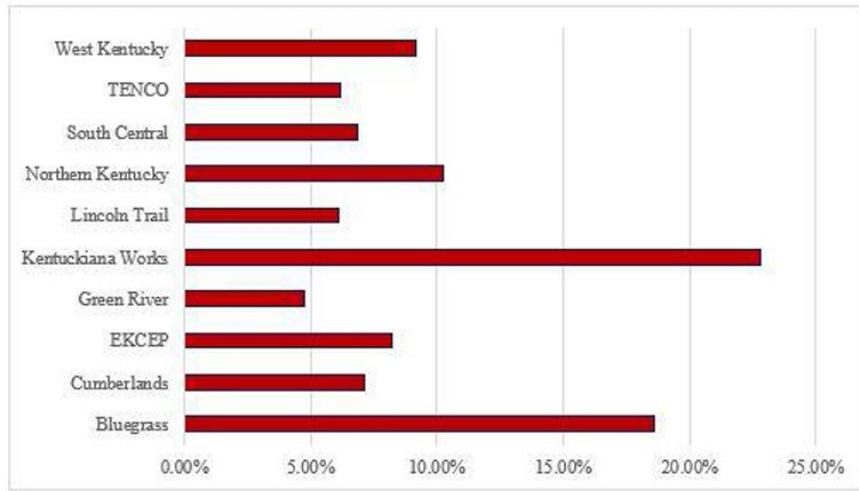
The high-demand sectors make up only 36% of the total businesses registered in the TENCO local area: Healthcare (743 businesses), Manufacturing and Logistics (543 businesses), Construction (684 businesses), Education (234 businesses), and Professional, Scientific, and Technical Services (618 businesses).

During the timeframe of July 1, 2021 – June 30, 2024, the area saw 757 new jobs and a capital investment of \$309,730,487. Most jobs were in manufacturing with eight new businesses and fourteen business expansions. While there were layoffs in food and retail establishments during the timeframe identified above, only two WARN notices were recorded. A layoff in the service industry affecting 136 individuals and a closure in production affecting 79 workers.

Source: <https://locationexpansionsearch.ced.ky.gov>
 Source: <https://layoffdata.com/kentucky>

The chart below shows the percentage of TENCO's jobs located in Kentucky in comparison to other local workforce areas.

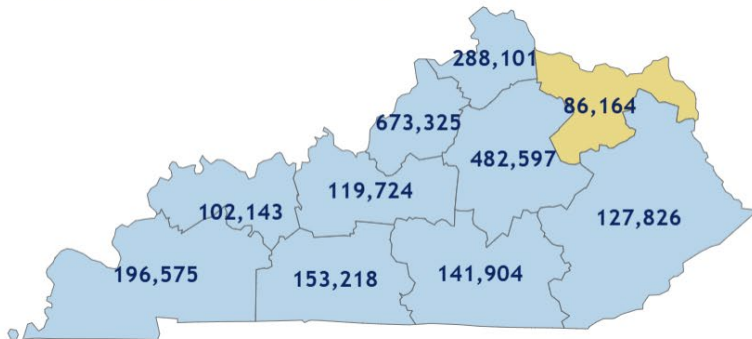
Percent of Kentucky Jobs Located in Each LWDA



Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics (BLS), 2022

Opportunities are available in a significant number of occupations due to projected growth from exits, transfers, and openings.

Total Openings by Local Workforce Area



The sum of Total Openings in the map will not sum to the total for the state due to suppression.

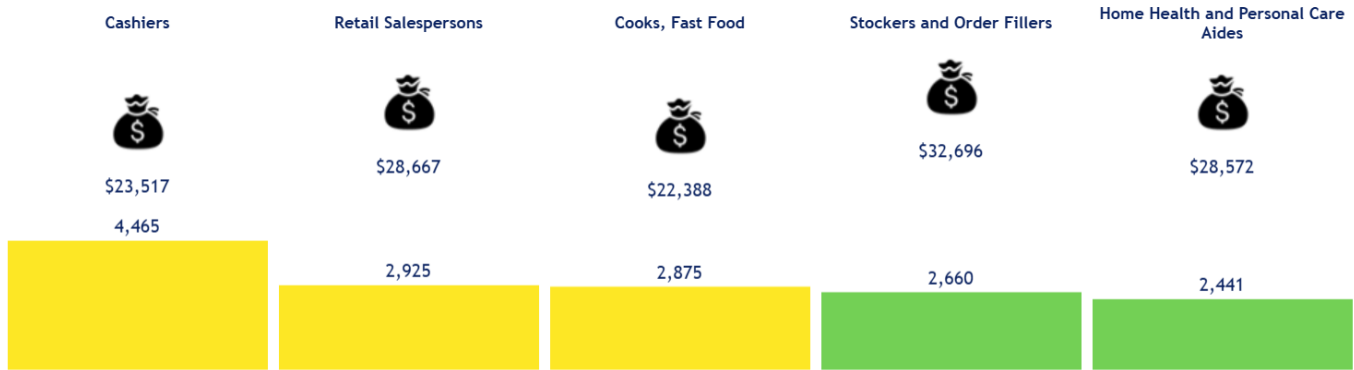
Breakout of Total Openings



Individuals leaving the workforce (Exits) or moving on to work in another occupation (Transfers) are both examples of events that can create job openings. Overall economic growth (Change) can also create openings.

The most significant employment growth is in occupations including cashiers, retail, cooks/fast food, stockers/order fillers, and home health aides that often pay below self-sufficiency standards (\$14.00 per hour for a family of one) as determined by the TENCO WDB.

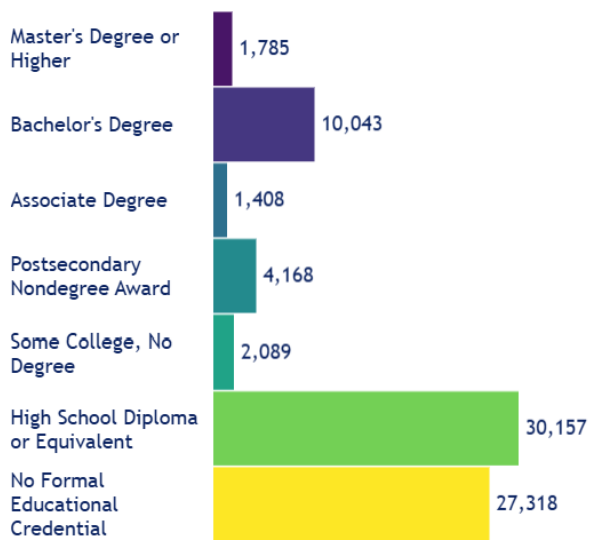
Top 5 Openings by Educational Attainment



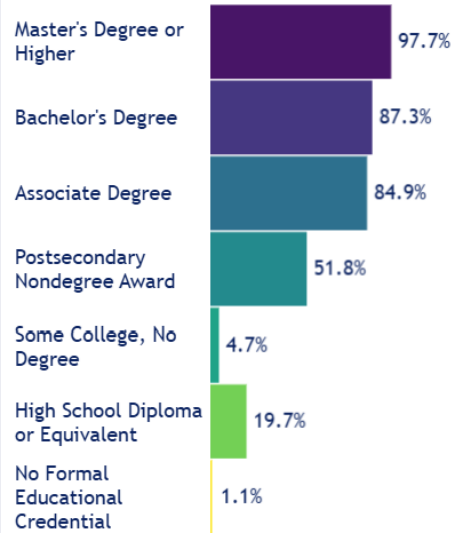
Source: kystats.ky.gov

When analyzing the total openings by high-wage jobs, the occupations that require a bachelor's degree or post-secondary/non-degree (such as occupations certificates, diplomas, or licenses) rank within the top for total openings and earnings.

Total Openings by Educational Attainment



Percentage Earning More Than \$43,730 (KY Median Wage All Occupations) by Attainment Level



Source: kystats.ky.gov/latest/occ

Therefore, the TENCO WDB dedicates funding on an annual basis to support occupational skills training and supportive services in high-demand, high-wage occupations. The Strategic Planning Committee of the TENCO WDB annually reviews employment and occupational projection data provided by the Center for Kentucky Statistics and validates the data through local businesses. The TENCO WDB does an intensive data analysis prior to considering recommendations to update the high-demand, high-wage occupational list for the local area. This data analysis includes occupational projections, current and past job postings, entry level and median wages, career pathway opportunities within the field, education and/or credentials required, and job placements through the KY Career Center – TENCO.

TENCO WDB's current occupational high-demand, high-wage training list includes the following:



TENCO OCCUPATIONS IN DEMAND

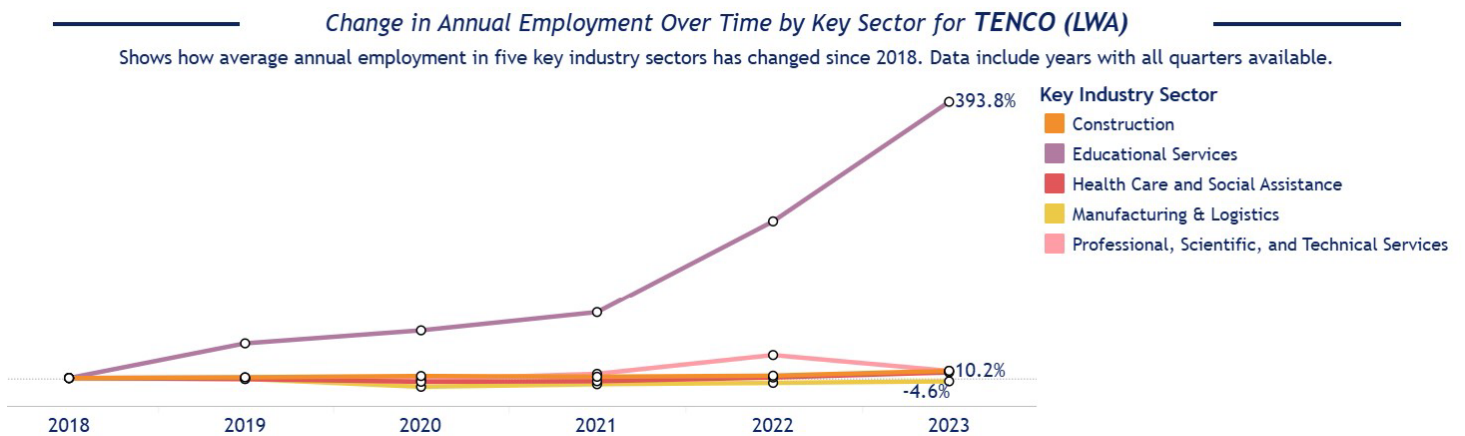
Health Care	Manufacturing & Distribution	Skilled Trades	Transportation & Logistics	Business & Support Programs
Registered Nurse	Engineering	Carpentry & Construction	CDL	Accounting (2 or 4 year)
Certified Nurse Aide	Industrial Maintenance	Electrical Technician		Management (4 year)
Certified Medical Assistant	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				

The following chart shows the change in annual employment for a five-year period for the high-demand industry sectors. Education services have grown by 393.8% over a 5-year period. The TENCO WDB recognized the need for educators in the local area and modified the Occupational Training List to include Education as a high-demand occupation, allowing funds to be awarded to eligible individuals who are attending training in an education field. Funding is also available for selective construction/skilled trades, professional, transportation and health care occupations. While

the chart below shows fluctuation throughout the five-year span, the following occupations still reflect an overall increase from 2018.

- ✚ Educational Services (393.8%)
- ✚ Construction trades (10.3%),
- ✚ Professional, Scientific, and Technical services (10.2%), and
- ✚ Health care (8.1%).

Manufacturing and Logistics showed a decline of 4.6% from 2018. However, within the TENCO local area there are still specific jobs such as Industrial Maintenance, Robotic technicians, Industrial Engineering, that have high projections or are identified as a need by local business. Therefore, the TENCO WDB continues to support these occupations through training funds, on-the-job training, apprenticeships, and/or other work-based learning opportunities.



Source: kystats.ky.gov/latest/WORKR; Covered Employment and Wages

Below, reflects the average monthly employment for quarter 2, 2024 by industry and has a comparison for each local workforce area in Kentucky.

Employment by Industry

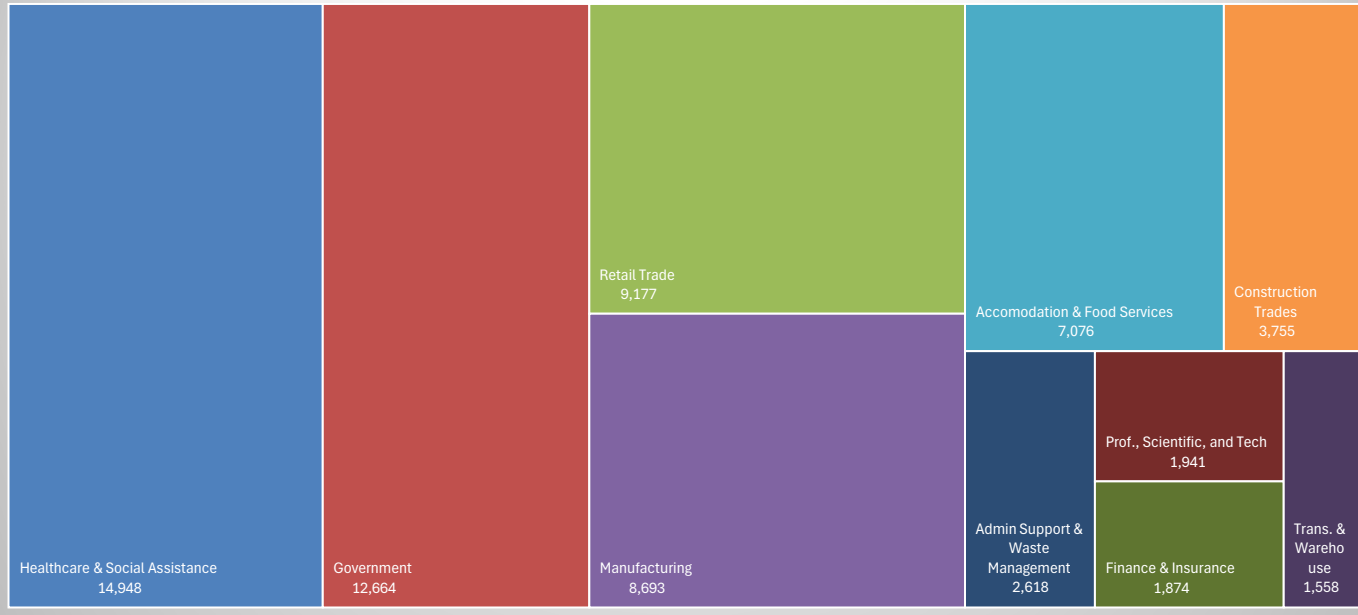
Average Monthly Employment for quarter 2, 2024 by industry and area is presented in the table below.

	Kentucky	Bluegrass	Cumberlands	EKCEP	Green River	Kentuckiana Works	Lincoln Trail	Northern Kentucky	South Central	TENCO	West Kentucky
All Industries	1,956,489	397,899	107,227	107,163	85,074	554,251	99,688	225,562	123,800	69,694	158,011
All Government	298,001	80,760	18,894	26,493	12,083	55,381	18,233	25,585	18,039	12,664	28,135
Accommodation and Food Services	181,241	39,355	9,568	8,986	7,490	48,732	9,135	22,466	12,252	7,076	16,040
Administrative and Support and Waste Management..	112,604	24,580	6,125	2,928	4,255	35,581	4,511	14,829	4,925	2,618	6,748
Agriculture, Forestry, Fishing and Hunting	8,846	4,496	383	47	853	620	306	104	562	10	1,464
Arts, Entertainment, and Recreation	28,857	5,773	1,244	385	695	11,499	598	4,138	1,999	692	1,782
Construction	92,726	19,969	3,864	3,070	4,232	27,057	5,619	9,026	6,077	3,755	8,636
Educational Services	15,208	3,911	214	315	495	6,774	242	1,460	581	88	660
Finance and Insurance	72,305	9,579	2,731	2,493	3,054	30,770	2,447	6,815	3,096	1,874	3,731
Health Care and Social Assistance	281,552	48,920	20,827	26,231	12,940	80,780	11,662	25,158	16,574	14,948	22,556
Information	19,609	3,708	1,302	1,038	458	7,212	731	1,640	886	549	1,258
Management of Companies and Enterprises	20,344	4,247	96	169	121	7,936	933	3,516	2,076	194	482
Manufacturing	254,718	47,377	14,942	4,927	18,429	63,583	22,475	26,502	26,128	8,693	21,242
Mining, Quarrying, and Oil and Gas Extraction	5,075	261	158	3,524	47	152	156	0	37	92	562
Other Services (except Public Administration)	48,523	11,144	1,901	2,465	2,135	14,974	1,999	5,973	2,663	1,586	3,446
Professional, Scientific, and Technical Services	86,789	21,317	2,569	2,811	1,706	29,225	3,054	10,134	3,358	1,941	6,123
Real Estate and Rental and Leasing	21,604	4,832	901	703	734	7,353	967	2,775	1,024	432	1,177
Retail Trade	207,646	40,207	14,228	16,423	9,427	49,252	11,464	20,894	14,978	9,177	20,346
Transportation and Warehousing	118,842	12,893	3,499	2,013	2,736	49,736	2,223	31,878	4,028	1,588	8,021
Utilities	3,804	674	260	388	224	1,222	139	416	30	268	183
Wholesale Trade	77,620	13,796	3,481	1,752	2,947	26,243	2,757	12,149	4,456	1,448	5,354

Source: kystats.ky.gov/latest/WORKR; Covered Employment and Wages

The top ten industries in TENCO with the highest employment for Q2, 2024 include:

TENCO WDB Top 10 Average Monthly Employment for Q2, 2024 by Industry



Source: kystats.ky.gov/latest/WORKR; Employment by Industry; Average Monthly Employment Qtr 2, 2024

The ten largest businesses in TENCO by number of employees is identified in the chart below.

Business Name	Sector	County	Number of Employees
Ashland Hospital Corporation	Healthcare	Boyd	2000
Morehead State University	Education	Rowan	1180
Catlettsburg Refinery, LLC	Manufacturing/Logistics	Boyd	1041
Kings Daughters Medical Center	Healthcare	Boyd	812
Ashland Community and Technical College	Education	Boyd	801
St. Claire Medical Center	Healthcare	Rowan	650
Aisan Industry Kentucky, LLC	Manufacturing/Logistics	Montgomery	562
Nestle Prepared Foods Company	Manufacturing/Logistics	Montgomery	529
Compass Group, USA	Manufacturing/Logistics	Boyd	425
Bath County Schools	Education	Bath	396

Source: Econovue

The following chart reflects the largest business in each TENCO County.

Business Name	Sector	County	Number of Employees
Bath County Schools	Education	Bath	396
Ashland Hospital Corporation	Healthcare	Boyd	2000
Magnera	Manufacturing/Logistics	Bracken	174
Fleming County Schools	Education	Fleming	340
Russell Board of Education	Education	Greenup	297
Superior Composites	Manufacturing/Logistics	Lewis	120
Meadowview Regional Medical Center	Healthcare	Mason	300
Aisan Industry Kentucky, LLC	Manufacturing/Logistics	Montgomery	562
Robertson County Schools	Education	Robertson	54
Morehead State University	Education	Rowan	1180

Source: Econovue

Through community forums, employers also identified a need for work-based learning opportunities as not all employment requires occupational skills certificates or degrees. WIOA Programs such as On-the-Job Training, Work Experiences, Apprenticeships, and Transitional Employment provide employers opportunities to train their workforce while having wage supports to offset the costs associated with in-house training.

Employers seek individuals who have the essential employability skills necessary to obtain and retain employment. These are skills that are transferable between sectors and occupations. The TENCO WDB offers customers an in-person and/or virtual workshop option that is related to essential work preparation skills through a variety of sources, such as Career Edge and WIN Career Readiness Courseware & Credentials.

As local businesses advance in their technology, many high-demand, high-wage occupations require some type of post-secondary training. TENCO WDB continues to face the challenge of decreasing the skill gap between business need and constituent's educational attainment. The development of a prepared and skilled workforce is vital for local economic growth. The TENCO WDB has focused resources toward high-demand occupational awareness, recruitment efforts, and funding awards for training and supportive services designed to ease the financial burden many individuals face when attempting to complete training.

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

The following charts reflect credential data in the TENCO local area.

Five-Year Historic Supply (2017-2021) by Local Workforce Area (LWA)

Historic supply refers to credentials or credentialed people between the above timeframe. *Credentials* are the total number of credentials issued within each area and credential category. Some people may have earned more than one. *Credentialed People* are unique counts of individuals earning a specific credential and are only counted once in each region or credential category.

Select Credentials or People with Credentials to filter the dashboard.

People with Credentials

Select an Area to filter the dashboard

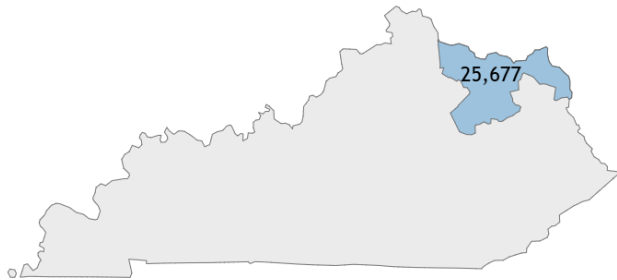
TENCO

Total People with Credentials Earned in TENCO

25,677

Total Credentials Earned in TENCO

32,781



Total Historical Supply in TENCO

	People with Credentials	Credentials
Doctoral	76	76
Master	1,371	1,394
Bachelor	5,629	5,680
Associate	4,023	4,328
Cert/Diploma	3,462	6,669
CTE Certificate	2,531	6,049
HS Diploma/GED	8,585	8,585

Source: kystats.ky.gov/latest/KFSR; Kentucky Future Skills report

Credentials can be redacted when the count of people is not redacted, this happens when the difference between the total count of people and count of credentials is less than 10.

People with Credentials Grid by Major Group and Credential Level

Major Group	Credential Level					
	CTE Certificate	Postsecondary Cert/Diploma	Associate	Bachelor	Master	Doctoral
Arts and Humanities	Redacted	Redacted	50%	20%	11%	
Business	17%	4%	7%	18%	21%	
Education	9%			10%	51%	100%
Health	25%	30%	24%	11%	2%	
Social and Behavioral Sciences and Human Services	Redacted	Redacted	2%	18%	9%	
STEM	22%	5%	9%	23%	7%	
Trades	25%	59%	9%			

A person with multiple degrees can be attributed to many major groups and therefore the percentages for this section will not align exactly with the counts above. For example a dual major in biology and business will be included in the percentages for STEM and Business major groups. Additionally due to rounding some majors may not total 100%.

Source: kystats.ky.gov/latest/KFSR; Kentucky Future Skills Report

The TENCO WDB recognizes the need to ensure individuals that are new to the labor market receive the skills necessary to obtain desired careers but also recognize the importance of supporting the current workforce. Through TENCO's Incumbent Worker and Career Pathway projects, individuals have opportunities to expand existing skills while maintaining their current employment.

The economy in Northeastern Kentucky has started to shift to employment positions that require knowledge in advanced technology and provide environmentally friendly designs. The TENCO WDB is 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 WDB utilizes resources such as Kentucky Center for Statistics, Econovue, and Dunn and Bradstreet to identify occupations that are more susceptible to reduction or elimination and with KCTCS partnerships, prepare a fast-track skill-up workforce plan,

including short-term training, upskilling, on-the-job training, incumbent worker training, and customized training.

TENCO WDB acknowledges the importance of identifying and supporting career pathways within high-demand sectors. It is vital that individuals understand that entry level positions can be valuable to their success ladder. TENCO WDB has developed policies dedicating funding for eligible individuals who are transitioning up the occupational ladder.

TENCO has developed initiatives revolving around career exploration for youth at an early age and throughout their secondary educational experience in career awareness, career mentoring, and work-based learning opportunities. TENCO WDB has purchased virtual career exploration headsets as part of their career explorations tools. Social media platforms are used to highlight careers, partner services, and available jobs.

Chapter 2: Strategic Vision and Goals

- A.** Describe the local board's strategic vision and goals to support regional economic growth and self-efficiency.

Include goals in preparing an educated and skilled workforce (including youth and individuals with barriers to employment).

As applicable, include a description of any plans to generate new strategic vision and goals in the coming year and indicate the timeframe for such activities to occur.

To the extent possible, strengthen 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)] TEGL 7-20

TENCO WDB Vision and Goal Fostering Regional Economic Growth and Self-Sufficiency

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**".

Members of the Business Service Team works closely with Industrial Authorities, Chambers, Work Ready Community groups, and other local and state entities. Workforce staff are updated weekly regarding job opportunities which include upcoming expansions and potential new employers locating in the area. The Business Service Team utilizes local and state data to develop a workforce plan and strategy for potential employers. This plan includes data on credentials, workforce availability, skill sets of the local area, and incentives for locating within the area.

TENCO supports multiple Business Service positions within the ten counties to ensure companies have a local point of contact that are familiar with needs of the area. These positions require experience working in a high-demand occupation to ensure rapport can be built quickly and effectively with local businesses. Designated staff provide resources such as 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.

Goals established for the Business Service Coordinators funded under WIOA Title I contracts have the following expectations set by the TENCO WDB.

- 1) Serve fifty unique businesses per quarter
- 2) Forty percent (40%) of businesses served will receive an intensive service
- 3) Participate in one work-based learning project each fiscal year
- 4) Participate in at least one hiring event each fiscal year
- 5) Business service satisfaction rate of ninety percent (90%) or higher

Intensive Business Services as defined by the TENCO WDB include the following:

- ✓ Assessments provided on behalf of a business request (Work-Keys, TABE, Etc.)
- ✓ Strategic Planning
- ✓ Economic Development/Labor Market Information for grants and/or strategic planning
- ✓ Rapid Response Activities including Layoff Aversion
- ✓ Work-Based Training, including co-ops
- ✓ Incumbent Worker
- ✓ On-the-Job Training
- ✓ Registered Apprenticeship
- ✓ Transitional Employment
- ✓ Work Experience and Internships
- ✓ Workforce Recruitment efforts including off-site or on-site Job Fairs and Hiring Events
- ✓ Application Screening
- ✓ Providing Company Tours
- ✓ Assist with Writing Job Description
- ✓ Recruitment and Retention Analysis Plans
- ✓ Direct Referrals to Employment Opportunities
- ✓ Vocational Rehabilitation services for businesses and/or individuals placed in employment opportunities
- ✓ Career Coaching services
- ✓ Adult Education services for employees
- ✓ Trainings/Workshops provided to assist businesses in meeting their needs
- ✓ Customized training for employees
- ✓ Assisting business with utilizing incentives, bonding, or tax credits

Goal two of the TENCO WDB Strategic Plan identifies objectives necessary for enhancing economic development activities within the local community. The TENCO WDB Strategic Plan in its entirety can be found at www.tencocareercenter.com.

TENCO WORKFORCE DEVELOPMENT 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.

- ❖ Design and implement an outreach campaign that includes highlighting high demand occupations and local businesses.
- ❖ 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.
- ❖ Maintain updated labor market data that is pertinent to economic development and workforce programming that is easily accessible.
- ❖ Maintain a relationship with Kentucky led economic development organizations.

Plans to Prepare and Educated and Skilled Workforce

The TENCO local area is committed to positively impacting the local workforce by dedicating funds to reduce the educational skill gap in Northeastern Kentucky. In fiscal year 2024, 51.8% of WIOA Title I Adult/Dislocated Worker/Youth funds were utilized to provide financial assistance in the form of training (tuition and/or books), supportive services (supplies, transportation, and/or child care), and/or intensive case management for eligible individuals to complete license, certificate, or degreed programs in high-demand occupations.

County	Enrollment	Measurable Skill Gains	GEDs
Bath	26	18	5
Boyd	99	48	33
Bracken	4	4	3
Fleming	17	10	10
Greenup	70	45	15
Lewis	11	9	8
Mason	47	28	18
Montgomery	31	21	13
Robertson	2	2	2
Rowan	94	50	23
Totals	401	133	130

Adult Education and Literacy (AEKY) not only provides individuals with basic skill remediation and GED attainment, but throughout the three contracts serving the TENCO local area, AEKY provides services to incarcerated individuals, customers seeking an occupational skills license, and digital literacy. They also provide customized assessments for companies to utilize when evaluating applicants for job specifications. In fiscal year 24, Adult Education enrolled 401 students, with 130 GEDs obtained.

TENCO WDB Strategic Plan

The TENCO WDB recently implemented a new Comprehensive Strategic Plan for 2023 – 2028 (found under Attachment 1). This plan established goals specifically for Engaging Youth in Workforce Services, Enhancing Economic Development Activities, Access and Awareness of Services and Resources, and Diversifying Services through Funding Opportunities.

The goals, objectives, and status of the Plan are reviewed at each Board meeting. Annually, the Strategic Planning Committee determines if modifications are necessary, including prioritization of and/or inclusion of additional goals/objectives. Data received from KY Stats is updated in the Plan

annually to help guide the decision making. The Plan and status of each goal can be found virtually at www.tencocareercenter.com.

Goals Relating to the Performance Accountability Measures

TENCO WDB evaluates the 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, 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.

The TENCO WDB has established the following objectives:

Employment:

- ❖ Serve more individuals in work-based learning programs.
- ❖ Actively participate in expungement fairs, bonding, and other services to assist at-risk individuals gain employment.
- ❖ Provide in-person and virtual job preparation and retention workshops.
- ❖ Utilize social media to promote quality employers, highlight job opportunities, and establish career awareness.

Credential Obtainment:

- ❖ Increase current credentials in high-demand occupations by providing customers with certificate options within Associate/Bachelor level programs.
- ❖ Encourage customers to apply for credentials throughout their Associate/Bachelor level program.
- ❖ Provide career counselors to educate high school students on career choices.

Business Penetration Rate:

- ❖ Increase the number of businesses served by having a business service coordinator at each KY Career Center - TENCO.
- ❖ Expectation of 50 unique businesses will receive core or intensive services per quarter.

Business Retention Rate:

- ❖ Analyze business customer satisfaction.

TENCO WDB Program Year 23 performance data is included below.

ADULT PERFORMANCE

PERFORMANCE MEASURES	TIMEFRAMES	PY23 NEGOTIATED RATES	PY23 RATES
Employment Rate 2 nd Qtr After Exit	7/1/2022 – 6/30/2023	80%	91.2%
Employment Rate 4 th Qtr After Exit	1/1/2022 – 12/31/2022	81%	96.1%
Median Earnings 2 nd Qtr After Exit	7/1/2022 – 6/30/2023	\$8,000	\$11,695
Credential Attained Within 4 Qtrs After Exit	1/1/2022 – 12/31/2022	79%	79.2%
Measurable Skill Gains	7/1/2023 – 6/30/2024	60%	86.7%

DISLOCATED WORKER PERFORMANCE

PERFORMANCE MEASURES	TIMEFRAMES	PY23 NEGOTIATED RATES	PY23 RATES
Employment Rate 2 nd Qtr After Exit	7/1/2022 – 6/30/2023	81%	88.9%
Employment Rate 4 th Qtr After Exit	1/1/2022 – 12/31/2022	80%	85.7%
Median Earnings 2 nd Qtr After Exit	7/1/2022 – 6/30/2023	\$11,000	\$11,505
Credential Attained Within 4 Qtrs After Exit	1/1/2022 – 12/31/2022	74%	85.7%
Measurable Skill Gains	7/1/2023 – 6/30/2024	72%	85.7%

YOUTH PERFORMANCE

PERFORMANCE MEASURES	TIMEFRAMES	PY23 NEGOTIATED RATES	PY23 RATES
Employment Rate 2 nd Qtr After Exit	7/1/2022- 6/30/2023	69%	82.5%
Employment Rate 4 th Qtr After Exit	1/1/2022 – 12/31/2022	81%	81.8%
Median Earnings 2 nd Qtr After Exit	7/1/2022 – 6/30/2023	\$5,000	\$6,500
Credential Attained Within 4 Qtrs After Exit	1/1/2022 – 12/31/2022	62%	76.5%
Measurable Skill Gains	7/1/2023 – 6/30/2024	52%	51.4%

PY4 (July 1, 2024 – June 30, 2025) and PY25 (July 1, 2025 – June 30, 2026) Expected Performance rates for TENCO are reflected below.

Adult Program	PY 24 State Rate	PY 24 Revised Projected Rate	Local Area Rate		PY 25 State Rate	PY 25 Revised Projected Rate	Local Area Rate
Employment Rate 2 nd Quarter After Exit	76%	82%	Agree		77%	83%	Agree
Employment Rate 4 th Quarter After Exit	77%	84%	Agree		78%	85%	Agree
Median Earnings 2 nd Quarter After Exit	\$8,722	\$9,532	Agree		\$8,722	\$9,532	Agree
Credential Attainment within 4 Quarters After Exit	73%	73%	Agree		74%	74%	Agree
Measurable Skills Gains	55%	55%	Agree		60%	60%	Agree
Dislocated Worker Program							
Employment Rate 2 nd Quarter After Exit	79%	79%	Agree		80%	80%	Agree
Employment Rate 4 th Quarter After Exit	79%	79%	Agree		80%	80%	Agree
Median Earnings 2 nd Quarter After Exit	\$9,951	\$10,495	Agree		\$9,951	\$10,495	Agree
Credential Attainment within 4 Quarters After Exit	73%	73%	Agree		74%	74%	Agree
Measurable Skills Gains	74.3%	74.3%	Agree		74.3%	74.3%	Agree
Youth							
Employment Rate 2 nd Quarter After Exit	70%	70%	Agree		71%	71%	Agree
Employment Rate 4 th Quarter After Exit	73%	75%	Agree		74%	76%	Agree
Median Earnings 2 nd Quarter After Exit	\$5,035	\$5,179	Agree		\$5,035	\$5,179	Agree
Credential Attainment within 4 Quarters After Exit	63%	63%	Agree		64%	64%	Agree
Measurable Skills Gains	50%	50%	Agree		50%	50%	Agree

B. Describe how the local board's vision and goals are intricately aligned with the Commonwealth's goals, initiatives and priorities as outlined in the WIOA State Plan. This alignment is crucial in ensuring the success of the collective efforts.

Although the TENCO WDB strategic plan is uniquely designed to meet the needs of the local workforce area, the Kentucky Workforce Innovation Board's (KWIB) Strategic Plan was taken into consideration throughout the development phase to ensure alignment with Kentucky's goals.

**KENTUCKY WORKFORCE INNOVATION BOARD STRATEGIC GOALS
TENCO WDB ALIGNMENT OF OBJECTIVES**

Kentucky's vision is to "create a workforce development system that is value-driven for employers, aligns education with industry demands, prepares Kentuckians for the future of work, and drives economic development". The TENCO WDB's goals and objectives align with the statewide Plan. Below, the Kentucky Workforce Innovation Board (KWIB) four primary goals are indicated in Blue and TENCO's objectives and initiatives are indicated in green to reflect local alignment.

<p style="text-align: center;">Actively engage employers to drive Kentucky's Workforce Development System</p>	<p style="text-align: center;">Align and integrate primary, secondary, adult, and post-secondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.</p>	<p style="text-align: center;">Focus resources on the most effective initiatives and improve the return on our workforce investment, then continually utilize that data to improve workforce development in Kentucky.</p>	<p style="text-align: center;">Increase Kentucky's workforce participation by creating opportunities, incentivizing workforce participation, and removing employment barriers.</p>
<ul style="list-style-type: none"> ❖ Develop a virtual business led mentorship program that will provide career guidance and exploration for youth. ❖ Identify high-demand industry certificates that can be obtained in secondary education ❖ Expand work-based learning opportunities. ❖ Include businesses in the annual validation of occupations in demand within the TENCO local area. ❖ Partner with business and entities in developing and 	<ul style="list-style-type: none"> ❖ Identify high-demand industry certificates that can be obtained in secondary education. ❖ Provide interactive career exploration and guidance from K-12. ❖ Increase work-based learning projects. ❖ Develop a career mentoring program for high school youth. ❖ Provide virtual and/or in-person workshops through the Kentucky Career Center -TENCO. ❖ Dedicate funding for career pathway opportunities. ❖ Support life-long training opportunities 	<ul style="list-style-type: none"> ❖ Utilize the Center for Kentucky Statistics data to support programming and funding needs. ❖ Develop achievement expectations for all sub-contractors that provide direct, operator, fiscal, or administrative services. Evaluate contracts annually for success. ❖ Share successful programming, ideas, and stories with other local areas and the Department of Workforce Development. ❖ Funds are dedicated to reducing the skill gap between the labor force that is needed and the 	<ul style="list-style-type: none"> ❖ Business Service Team representatives work with businesses to create a positive environment for at-risk individuals. ❖ Virtual services have been increased to provide job readiness, job search, and job links for those with transportation barriers. ❖ The WDB supports Work-based learning projects for adults, dislocated workers, and youth. ❖ The TENCO WDB staff will actively participate in KWIB committees that focus on workforce participation.

<p>implementing the Work Ready Communities Plan.</p> <ul style="list-style-type: none"> ❖ Implement a service awareness plan for Business Services including the following: Presenting at Chamber and Industrial Authority functions, develop a social media page specifically designed for business, highlight services on the TENCO WDB website, encouraging business representations to participate in youth specific job fairs, on-the-job training, incumbent worker, transitional employment, and other work-based learning. ❖ Increase business participation on local workforce board committees. ❖ Develop an industry sector partnership collaborative for each locally approved high-demand sector. 	<p>through incumbent worker programs.</p> <ul style="list-style-type: none"> ❖ Dedicate funding for occupational skills training in high-demand occupations. ❖ Offer supportive services for individuals who are unable to attend training due to barriers such as childcare and transportation. ❖ Develop and implement a method for access mapping that is shareable between staff, partners, and the community and will identify resources and skill gaps. ❖ Increase awareness and support for apprenticeship programs. 	<p>labor force currently residing in the local area.</p>	<ul style="list-style-type: none"> ❖ Interactive career exploration and active business involvement with youth programming will be provided from K-12. ❖ Ensure Career Center – TENCO receive quality training regarding customer services, serving hard to serve populations, and resource awareness.
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C. Describe how the local board's vision and goals are considered and provide an analysis of the strategies for working with the required partners and other entities to carry out the core programs and align resources.

The TENCO WDB 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 partner entity.

The Board's vision and goals are shared with all partners. Partners work collectively to address the objectives as designated in the Board's Strategic Plan. For example, the Board has identified the expectation of having resourceful staff who provide high quality services. TENCO partners are building a virtual resource map for the area to support customers who are seeking services and provide staff with a guide when making referrals. Partners also collectively plan career center training and development opportunities for all front line staff.

TENCO has established a team management approach where core partners meet monthly to discuss, strategize, and resolve local issues. Local partners are also actively involved in the TENCO WDB and board committees. Below are examples of partner participation.

- ❖ Develop Strategic Plan Vision, Mission, Goals and Objectives.
- ❖ Take leadership roles in achieving Strategic Plan objectives.
- ❖ Develop policies and procedures for co-enrollment, staff development, customer service, and case management.
- ❖ Serve on the
- ❖ Accountability Committee which develops and reviews policy/procedure and performance standards.
- ❖ Design a method to collect Customer Satisfaction data.
- ❖ Review Career Center Certification criteria.
- ❖ Participate in Team Management meetings where Career Center activities, projects, needs and more are addressed.
- ❖ Members of the Business Service Team.
- ❖ Participate in quarterly partner meetings where resources and projects are shared
- ❖ Participate in an Annual Partner Retreat.
- ❖ Assist in the development of the Memorandum of Understanding and Infrastructure Funding Agreement.

TENCO partners participate in the development of the Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA). The local area uses information in the MOU and IFA to identify specialization services provided by each partner, describe the referral process, and detail allocated funding per partner for career center services and operations. The MOU/IFA can be found at www.tencocareercenter.com.

Through active collaboration, there has been an increase in resource awareness resulting in co-enrollments, quality referrals, and holistic customer services.

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

- A. 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 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 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, the Kentucky Adult Education and Literacy program, 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.*

Strategy used to ensure program alignment:

WIOA partners, including Carl D. Perkins Career and Technical Education and local 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 on 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.

The TENCO WDB interacts with multiple secondary and post-secondary career and technical education providers to review the Perkins Comprehensive Local Needs Assessment. At the meetings, staff share the high-demand occupational training list approved and supported by the TENCO WDB. Staff also share information regarding career pathway projects funded by the Board.

The TENCO WDB utilizes data to assist in validating and recommending career and technical programs of study available through the local secondary schools.

The Director of Career Center Operations has implemented a team management approach with the Career Development Office, Vocational Rehabilitation, and WIOA Title I Adult, DW, and Y. The team meets monthly, but corresponds weekly, and reviews career center goals, customer flow, staff training, center certification standards, customer satisfaction, center programs, activities, and services. The team approach allows creative decision making with input from core partners.

Annually, the Director of Career Center Operations hosts a Partner Retreat where all required partners as well as non-required community partners and leaders are invited to attend. The day event includes free training opportunities on topics such as customer service, effective communication, business led panels, partner led panels, working with individuals who have significant barriers to employment, social media's effect on obtaining and retaining employment, train-the-trainer on resume, application, and interview techniques, and resource awareness. Each retreat

includes activities to facilitate partner interaction. For example, attendees must “draw” a seat and then interactive round table discussions occur throughout the training. Small groups are utilized, as well as “speed meeting” where an organized ice breaker includes introducing yourself and your program to someone new every five minutes.

The TENCO WDB staff interact regularly with post-secondary institutions. Together, programs are developed and sponsored for youth, adults, and dislocated workers. Programs in the past have included entrepreneur day, career exploration activities, rapid responses, work-based learning, and program awareness. Morehead State University is a direct service provider for a youth program that serves six of the TENCO counties. The President of Ashland Community and Technical College serves on the TENCO WDB and Executive Committee. Representatives from Maysville Community and Technical College’s Workforce Solutions are active members of the Youth Committee and Business Service Team.

The TENCO WDB staff also work frequently with secondary institutions which includes guidance counselors, Jobs for America’s Graduates, Youth Resource Centers, and Career and Technical Education coordinators. Along with the fourteen youth elements, TENCO provides support for youth focused job fairs, career exploration activities, job preparation and essential skills, and labor market information.

The data management system, KEE Suite, co-enrolls all Title I and Title III participants, however, other core programs are not recorded in KEE Suite. Therefore, through the Memorandum of Understanding process, it was identified that partner programs need a consistent method of referral that can be easily tracked. Currently, staff refer individuals to partner programs such as Adult Education and Vocational Rehabilitation through direct contact which may be in-person, email and/or phone.

Descriptive overview of the workforce development system:

To understand the workforce development system in TENCO, you must first understand the dynamics of the local area. TENCO consists of ten rural counties (Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson, and Rowan) with a total population of 205,200 which makes up only 4% of the Commonwealth’s population. TENCO has 2,634.30 square miles of land area which equates to 78 people per square mile. The counties range from the smallest in Kentucky to a University town that is a “hot spot” for economic growth.

A local forum held by the Kentucky Workforce Innovation Board (KWIB) identified opportunities to improve the workforce development system in the following areas:

Educational Services

- ✓ Closing the occupational skill gap – Execution of a sector-based strategy that addresses workforce shortages in high-demand occupations.
- ✓ Accessibility – Promoting offsite Career Center services and offering virtual options
- ✓ Career Exploration and Guidance for Youth
- ✓ Responding to Economic Shifts – Knowledgeable on resources for upskilling the workforce and providing services to dislocated and transitioning workers.

Supportive Services

- ✓ Affordable Housing
- ✓ Affordable and accessible childcare

- ✓ Transportation programs for rural counties
- ✓ Tiered approach to the Benefit Cliff
- ✓ Programs for justice involved and individuals in recovery
- ✓ Develop a resource map available to the community and staff

Service Awareness

- ✓ Design an awareness campaign to include social medial platforms, community involvement with the Career Centers, and active participation in community events
- ✓ Share best practices and success stories

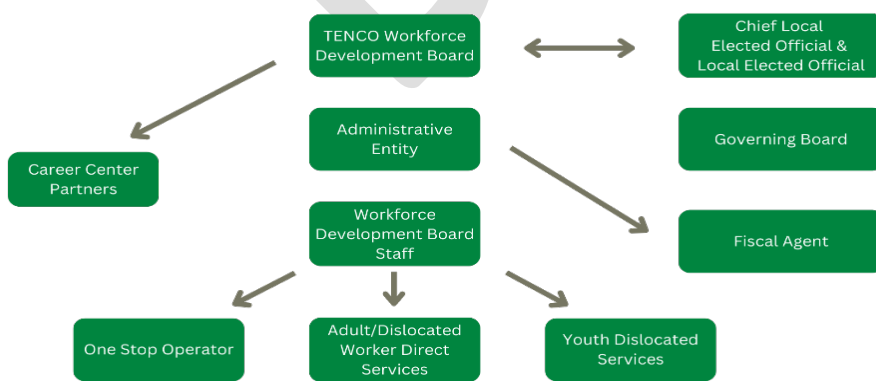
TENCO oversees the workforce development systems' six core programs through an innovative strategic plan, meeting common performance accountability measures, and following the requirements governing the one-stop delivery system. TENCO emphasizes collaboration and coordination to ensure a streamlined service delivery system for job seekers, including those with disabilities and barriers as well as employers in the area.

The TENCO WDB responds to job seekers, employers, training needs, economic development, and workforce development through the four TENCO Career Centers - two comprehensive (Morehead and Ashland), one affiliate (Maysville), and one access point (Montgomery). All Career Centers are certified. To ensure access in counties without physical Career Centers, TENCO has recently added brochures, kiosks, and other materials representing career center services in local libraries and civic centers. Customers have an opportunity to learn more and apply for services through social media platforms. Career Counselors and Business Service Coordinators also make arrangements to meet customers in their county, school, or place of business to complete basic services.

Kentucky Career Center – TENCO includes both basic and individualized career services and are provided to youth, adults, and dislocated workers. Services range from labor market information and information on partner programs to comprehensive skill assessments, various work-based learning opportunities, supportive services, barrier removal services, career planning, the development of individual employment plans, and direct links to employment. Funding for occupational skills training may be available to participants after an assessment and evaluation determines that the individual requires training to obtain self-sustaining employment or remain employed.

The following flow chart describes the TENCO WDB administration of the workforce system.

TENCO WDB WIOA Administrative Flow Chart



Local Elected Officials: The ten-county local elected officials (LEOs) are engaged in the workforce programs offered through the TENCO WDB. They attend board meetings, are party to the Interlocal Cooperative Agreement, and receive financial and programmatic reports quarterly. They are involved in many community activities that include workforce development, such as Chamber/Alliance events, Business Services activities, and Work Ready Communities. The LEOs select a Chief Local Elected Official (CLEO) to be the sub-grant recipient of WIOA Title I funds. Three Judge/Executives make up the Governing Board of Judge Executives (Governing Board) for TENCO. The Governing Board ensures the appropriate use and management of funds to maximize performance and quality services. Their main functions include:

- ✚ Designate the Fiscal Agent
- ✚ Approve the One-Stop Operator
- ✚ Approve the Annual WDB Budget
- ✚ Agree to Coordinate and Collaborate with other Judge Executives from the TENCO local area through an Interlocal Cooperative Agreement

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. The CLEO plays a significant role with the TENCO WDB and board staff. The CLEO participates in local board meetings, as well as the Executive and other committees of the board. He/she participates in community partner meetings and activities that are state affiliated. The CLEO approves all WDB nominations/recommendations made by the Chambers, partner agencies, or other economic development entities. The CLEO is active in the development and approval of the annual projected budget for the workforce board and participates in the selection of the contracts for the Fiscal Agent, Operator and Direct Service Provider. Other responsibilities that are shared with the TENCO WDB include:

- ✚ As the grant recipient for the funds, the CLEO oversees the budget and program activities in coordination with the LWDB.
- ✚ Assists in the development of and approves the Regional and Local Plan, in coordination with the LWDB.
- ✚ Participates in the review and request for local area designation.
- ✚ In coordination with the local LWDB and the Governor, assists board staff in reaching appropriate negotiated performance accountability measures.
- ✚ Assist the LWDB in assessing effectiveness, efficiency, and accessibility of the Kentucky Career Centers in the TENCO area.
- ✚ Completion of Career Center Certifications
- ✚ Selection of the Administrative Entity
- ✚ Enters into a Memorandum of Understanding and Infrastructure funding agreement with one-stop career center partners.

Fiscal Agent: The fiscal agent is selected by the Governing Board and approved by the CLEO. The contract is reviewed annually for performance, fiscal responsibility, transparency, and effectiveness. The following criteria are currently utilized to evaluate the Fiscal Agent:

- ✚ An annual independent audit will reflect accurate and allowable workforce expenditures. The audit findings are reported to the TENCO WDB and CLEO annually.
- ✚ State and/or Federal monitoring will not result in financial findings because of negligent, illegal, or fraudulent activity. All findings will be reported to the TENCO WDB and CLEO.

- ✦ The Finance Officer will complete financial training annually that directly relates to the Workforce Innovation and Opportunity Act.
- ✦ The fiscal agent has an approved budget submitted to the Education and Labor Cabinet by July 15th of each year.
- ✦ The Finance Officer and/or WIOA staff provides a clear, accurate, and detailed budget report at each WDB meeting. Questions concerning the budget from the WDB and/or Judge/Executives are addressed within ten business days.
- ✦ The Governing Board of Judge/Executives receive a monthly financial report reflecting expenditures made against the fiscal agent contract.
- ✦ The Fiscal Agent has 15 business days to supply requested reports and/or convene a meeting as requested by any of the Local elected Officials and/or Workforce Development Board members.
- ✦ The Fiscal Agent will conduct quarterly financial reviews with the Director of the TENCO WDB. Twice per year, the reviews will be an in-depth evaluation of processes, documentation, timeliness, accuracy, and other items at the discretion of the Workforce Director.
- ✦ All responsibilities outlined in the contract are provided in an efficient and accurate manner.
- ✦ All staff involved in the delivery of Fiscal Agent services will comply with confidentiality, records retention, accessibility of records, and discrimination provisions as it relates to local, state, and federal funding as described in the WIOA MOA with the Commonwealth of Kentucky.

The Fiscal Agent is responsible for oversight of workforce funds and any additional local, state, and/or federal dollars awarded to TENCO WDB for workforce services. To provide oversight, the fiscal agent works closely with board staff in reviewing all funds available, obligations, and expenditures. Reports are presented quarterly (and anytime upon request) to the local workforce board and/or Judge/Executives. 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 staff are trained on allowable workforce expenditures, mandatory obligation rates, and other specific workforce criteria 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. TENCO has 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. A member's term expires in 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 in their position for one, two-year term. The TENCO WDB is governed by By-Laws that are available on the www.tencocareercenter.com website.

The TENCO WDB provides the following functions

- ❖ Provide oversight for the Career Center system, WIOA Title I A/DW/Y program and financial oversight
- ❖ Competitively procure the One-Stop Operator and A/DW/Y Direct Service Provider(s)
- ❖ Approve the annual budget
- ❖ Develop, review and approve policy

- ❖ Approve and implement the Boards's Strategic Plan
- ❖ Leverage resources for community support
- ❖ Develop Local and Regional Plan
- ❖ Analyze local and regional labor market demographics and economic conditions
- ❖ Convene, broker, and leverage resources with community stakeholders
- ❖ Ensure employer engagement
- ❖ Develop career pathway opportunities
- ❖ Identify, promote, and disseminate proven and promising practices
- ❖ Maximize accessibility and effectiveness through technology, open meetings, and community interaction
- ❖ Negotiate performance rates
- ❖ Ensure a sufficient number of Eligible Training Providers and programs are available to customers
- ❖ Ensure accessibility for individuals with disabilities

Committees of the TENCO WDB: 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. Committee Chairs 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. Contracts are awarded for one year, with a three-year renewal option. The Director of Career Center Operations manages and provides oversight for services and activities offered through the Kentucky Career Centers and coordinates service delivery of the one-stop partners and service providers. The Director of Career Center Operations also reviews customer flow and customer satisfaction, ensuring that services are provided in an efficient and effective manner. Specific Career Center tasks that the operator is responsible for include the following: Career Center Certification, Career Center goals, development and implementation of the Memorandum of Understanding and Infrastructure Funding Agreement, facilitate partner meetings, conduct 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 Director of Career Center Operations, by design, will regularly and actively be involved with core partners, community leaders, local workforce board, and local elected officials. He/she will provide quarterly reports on activities, best practices, and concerns to the Managers/Directors of the core programs. The Operator will also assist with the facilitation of the Career Center Committee of the local workforce development board and provide reports to the TENCO WDB.

Direct Service Contractor: The local workforce development board competitively procures for Direct Services for the Adult/DW/Trade programs. Contracts are awarded 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 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 TENCO WDB Director 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 Direct Service Contractors: Youth services are competitively procured. The primary focus is out-of-school youth (minimum of 75%). TENCO supports an in-school youth program that serves high school seniors living in a high poverty county. Youth providers are involved with the board staff, community partners, and direct service providers for adult/DW/Trade programs. These partnerships are 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 either through direct activities or through referrals to community resources.

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

Administrative Entity: The TENCO WDB, Governing Board of Judges, and CLEO agreed to designate an entity to be the employer of record for board staff. Board staff supports the TENCO WDB in implementing the functions of the board as outlined in Section 107(d) of WIOA. TENCO local policy #45 outlines the responsibility of the WDB to hire, evaluate, and terminate (if necessary) the Director and/or board staff. The TENCO Administrative Entity 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 in which multiple KCC partners actively participate. A non-inclusive list is included below.

- ❖ Work Ready Community Initiative,
- ❖ Strategic Plan development,
- ❖ Career Pathway projects,
- ❖ participation on Re-entry Councils,
- ❖ Homeless Coalition,
- ❖ Business Service Teams,
- ❖ Referrals and co-enrollment between agencies,
- ❖ Unemployment Insurance Support,
- ❖ Coordination of workshops and 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.

KCC partners, as identified in the examples above, strongly believe collaboration and coordination is vital to the success of our local area. One entity alone will struggle to provide services necessary to move our area forward in workforce development, however, collectively our possibilities are unlimited.

- B.** 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.

Include 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. This includes 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 regular partner collaboration and referral. Partners are aware of available services and ensure through provisions of basic career services, co-enrollment, and resource awareness that customers have access to job preparation information, job boards, direct employment referrals, career exploration, training information and funds, adult education, and supportive services. The following are examples of how TENCO is committed to expanding these opportunities for customers.

Employment:

- ❖ Implement policies and/or procedures for work-based learning opportunities including work experience, transitional employment, career pathways, on-the-job training, and incumbent worker programs. These locally driven policies allow the board to provide flexibility in determining enrollments, expand work-based learning opportunities, and encourage business participation by minimizing bureaucracy. Programs and policies are shared among local partners for the purpose of raising awareness and strengthening referrals.
- ❖ Provide job search essential skills workshops through the Kentucky Career Center – TENCO as well as through Youth Direct Service Providers.
- ❖ The Business Service Team, which is comprised of multiple partner representatives, is involved in numerous activities such as hiring events, recruitment strategies, outreach campaigns, screening applicants, general and specialized job fairs. These events assist partners in networking and directly referring qualified candidates to open job positions.
- ❖ Maintain active social media accounts where job postings are reported, job fairs/hiring events are announced, and businesses are regularly highlighted.
- ❖ The Kentucky Career Center staff virtually meet weekly to go over businesses that are hiring and identify potential candidates that have utilized a center service.
- ❖ 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 programs 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.
- ❖ Through partner meetings a relationship has been developed between the Career Center staff and entities serving the re-entry and recovery population. Referrals and resources are shared between programs.

- ❖ AEKY have recently introduced their recovery and re-entry program, Putting Kentuckians First, in the TENCO local area. This initiative is designed to offer a collection of tools to transition justice involved individuals into employment.

Education and training:

- ❖ TENCO WDB supports four Career Centers where individuals can learn about and apply for education and/or training funds. Programs such as Vocational Rehabilitation, Adult, DW, and Youth programs have multiple locations outside of the Career Centers where staff can conduct in-person meetings with customers. Virtual applications for funding are also available for WIOA Title I.
- ❖ The TENCO WDB has dedicated funds in support of decreasing the skill gap between business needs and individual's skill levels. Eligible individuals can access financial resources for occupations deemed to be in high demand in the local area. Additionally, KY Career Center – TENCO staff are versed on other financial aid opportunities, including Vocational Rehabilitation and Work Ready Scholarship. Education and training institutions utilize Career Counselors to share information regarding available funds for many of their occupational skills programs.
- ❖ While the TENCO WDB supports occupational skills training, the Board is aware of and dedicated to life-long learning programs. The Board (which has representation from all core partners) has developed policies to enhance On-the-Job training, Incumbent Worker Training, Career Pathways, Transitional Employment, and Work-Based Learning.
- ❖ The TENCO WDB highlights high demand occupations and partner agencies, including post-secondary institutions and Adult Education and Literacy programs on social media accounts.
- ❖ The post-secondary institutions in the local area include three public schools - Ashland Community and Technical College, Maysville Community and Technical College, and Morehead State University and one private – Kentucky Welding Institute. Each of these institutions has intensive recruitment strategies and assist in preparing individuals for their educational journey.
- ❖ 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 childcare issues.
- ❖ Kentucky Adult Education (KYAE) has three local providers in the TENCO area that serve all ten counties: Morehead State University, Maysville Community and Technical College and Kentucky Educational Development Corporation. Through these providers, individuals can earn a high school equivalency diploma, improve basic reading, math, and language skills, participate in English as a second language, gain digital literacy skills, and prepare for specific occupational licensing programs such as a Commercial Driver's License.
- ❖ Individuals with disabilities are referred to Vocational Rehabilitation for assessment, specialized services and/or equipment, and training funds to make their experience successful.

Access to supportive services:

Although many services are available in the TENCO local area through the coordination of partners, barriers to employment still poses a hindrance to those seeking employment and/or training. Support services can be the difference in the customer achieving his/her employment goal. The TENCO WDB developed a resource resource map, available on the www.tencocareercenter.com website, that provides the job seeker, Career Center staff, and partner agencies with awareness of the resources available in the community.

Currently, the TENCO WDB through WIOA Title I and Title IV provides reimbursement assistance for transportation, childcare, and occupational skills supplies that are required to complete the training program.

- C. Identify and describe (for each category below) the strategies and services that will be used to:
(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, use of effective business intermediaries and other business services and strategies that support the local board's strategy [WIOA Sec. 108(b)(4)(A) and (B)].
- 1. Meet the needs and facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs and targeted sector strategies.

The TENCO WDB takes a multi-faceted approach to working with employers. The Business Service Team consists of a variety of partners who understand the uniqueness each business brings to the table. There are four primary components to the Business Service strategy.

- ❖ Partner buy-in to the business service vision of one united team to support the workforce needs of our current and incoming businesses.
- ❖ Awareness and accessibility to services. Members of the team regularly attend and present at Chambers, Industrial Authorities, and other events that cater to business. During these events, team members introduce available services, share business success stories, and interact with employers.
- ❖ Listen, ask relevant questions, and validate the business's experience and expertise.
- ❖ Understand that one solution does not fit all and customize the plan of action to fit the business customers' needs.

The TENCO WDB has a Business Service Specialist as part of the administration team, and has three Business Service Coordinators located in the Ashland, Maysville, and Morehead Centers. The board strategically placed each coordinator to maximize service delivery.

TENCO WDB actively recruits business leaders to participate in the development of the TENCO WDB Strategic Plan, validate occupational projection data, and participate in Board driven initiatives. Each committee of the TENCO WDB has business representation. Participation in these initiatives helps to keep small and large business representatives engaged in workforce development activities.

A wide variety of services are available to the business customer, including but not limited to the following.

- ✓ Listing and making referrals based on Job orders
- ✓ Assistance with screening applicants
- ✓ Basic Skill Assessments

- ✓ Location 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
- ✓ Business and job awareness via TENCO's social media platforms
- ✓ Hosting open houses
- ✓ General and individualized job fairs/hiring events
- ✓ Business specific workshops
- ✓ Apprenticeship opportunities
- ✓ Tax credits, incentives, and Federal Bonding
- ✓ Lay off Aversion and Rapid response activities, and
- ✓ Job site development in coordination with economic development.

Ninety-three percent (93%) of TENCO's business population has 25 or less employees. Many of these are self-owned and operated businesses. Three percent (3%) have 26 to 300 employees. Four percent (4%) have 301 + employees. Through this data, TENCO understands the importance of ensuring small businesses have the resources necessary to thrive.

D. Support a local workforce development system that meets the needs of businesses in the local area;

Coordination and collaboration between partners provide a holistic set of services for small and/or large businesses. The TENCO WDB utilizes information such as occupational projections, wage analysis, labor force participation rates, unemployment rates, and local demographics to set policy and procedures to support local business needs. Business Service coordinators are strategically located throughout the TENCO area to ensure the business community has a local contact person that is familiar with the workforce needs of the area. Business Service coordinators receive continuous training and guidance on all the services available including, but not limited to re-entry/recovery programs, vocational rehabilitation services, adult education activities, expungement fairs, incumbent worker projects, work-based learning, customized training programs, career pathway initiatives, and sector strategies. The TENCO WDB website www.tencocareercenter.com includes a business resource tab which describes programs and services that are available by contacting the KY Career Center's Business Service Coordinator.

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

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. Board staff is actively involved in local economic development meetings and/or

training sessions. Economic development partners participate on the TENCO WDB and Strategic Planning Committee. The Area Development Districts and Industrial Authorities include workforce in their economic development plans, which has resulted in board staff being “at the table” when new businesses are considering locating in the TENCO area.

F. Strengthen linkages between the One-Stop Delivery System and Unemployment Insurance programs; and

The TENCO Career Center staff, including WIOA A/DW/Y, the Career Development Office and Unemployment Insurance programs, have a strong connection and easily coordinate services. TENCO has a very involved co-enrollment plan that will greatly link the 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. Where and when possible, individuals are directly assisted in accessing services and systems such as ID me, the UI claims filing, benefits requests and understanding potential issues within their claim. Additionally, staff work to ensure there are ample opportunities to meet the five work search activities per week as required by OUI. Staff work to ensure those profiled as likely to exhaust benefits are provided with intensive services, full assessments, individual employment plans, goal setting assistance and referrals to partners for services and/or quality referrals to suitable employment. KY Career Center – TENCO staff will also follow-up and provide additional assistance to individuals who after receiving Career Center services remain unemployed.

G. Increase competitive, integrated employment opportunities for individuals with disabilities.

The Office of Vocational Rehabilitation is housed in three of our four Career Centers located in TENCO. Vocational Rehabilitation staff are available by appointment at the one Career Center location where they do not have staff housed full time. Vocational Rehabilitation staff are available to meet with customers by phone, virtually, and in-person depending on the preference of the customer. The Regional Manager actively participates on the TENCO WDB and Career Center Committee. Collaboration with Vocational Rehabilitation programs often result in co-enrollment of services and/or full program referrals. The KY Career Center – TENCO has established plans for outreach, recruitment, and serving at-risk populations with the result being self-sustaining employment.

**H. Describe local and regional efforts to support and promote entrepreneurial skills training and microenterprise services in coordination with economic development and other partners.
[WIOA Sec. 108(b)(5) and 20 C.F.R. § § 679.550-580]**

Entrepreneurs and small business owners are the catalyst to economic growth in the region. In the TENCO workforce development area, there are several programs and networks designed to promote and support entrepreneurship, including the following.

- ✚ Three Area Development Districts assists small businesses and entrepreneurs with a revolving loan fund used by the ADDs to stimulate economic growth, development and job creation.
- ✚ Morehead State University’s Small Business Management and Entrepreneurship Bachelor’s Degree program. The program is a hybrid in-person and virtual classes that prepare individuals to start, own, and run a small business.

- ✦ Morehead Kentucky also has a Small Business Development Center which provides a business guide, helps individuals set goals and priorities, and connects upcoming entrepreneurs with multiple partner resources.
- ✦ Innovation Launchpad in Morehead KY which provides office space and shared business services while clients have access to on-site business expertise.
- ✦ Ignite Ashland in Ashland, KY which provides opportunities for entrepreneurs to reach their full potential through connections to local resources such as the Kentucky Innovation Network and Northeast Kentucky Chamber.
- ✦ Local Chambers and Industrial Authorities are essential assets to entrepreneurs in the local community, as well as a variety of online resources, such as TEAM KENTUCKY Cabinet for Economic Development.
- ✦ The Business Service Team utilizes the many services available through partner programs to assist entrepreneurs with recruiting, hiring, and retaining employees. The BST also provides informational resources on incentives, bonding, apprenticeship, on-the-job training, hiring events, and more.
- ✦ In the TENCO workforce area, childcare is a common self-owned business. The Gateway ADD recently conducted a childcare study that indicated a strong need for additional high quality childcare providers. The ADD Board will be implementing objectives to increase the number and quality of childcare providers in the area.
- ✦ Youth Direct Service providers promote entrepreneur activity by including workshops and having guest speakers on what it's like to be an entrepreneur, setting up mentoring opportunities with entrepreneurs, and hosting an entrepreneurial youth conference.
- ✦ The Kentucky Small Business Development Center in Eastern Kentucky serves Bell, Boyd, Breathitt, Floyd, Greenup, Harlan, Johnson, Knott, Lawrence, Lee, Leslie, Letcher, Magoffin, Marting, Owsley, Perry, Pike and Wolfe counties. It provides Eastern Kentucky with one-on-one coaching at no cost to existing and potential entrepreneurs. The Kentucky SBDC also offers a variety of low-cost training programs taught by industry experts and SBDC coaches. The SBDC is located in Paintsville, Kentucky.

- I. 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, essential work skills, occupational skills training, transitioning to employment, mentoring, and intensive case management. The TENCO WDB hired a Youth Program Coordinator that identifies youth specific needs and/or barriers in the community and develops and implements projects that will maximize services and resources for youth.

Youth Direct Service providers are selected through a competitive procurement process and provide services to customers aged 16 – 24 in all TENCO counties. While priority is given to out-of-school youth as required in WIOA, TENCO currently serves a small portion of in-school youth that are in the highest poverty and distressed or at-risk counties. The goal is to provide essential skills, provide a support network, and establish work ethics prior to the youth becoming disengaged with school and/or the labor force. The Career Counselors hired under the Youth Direct Service contracts are engaged with the Career Centers – TENCO and very familiar with partner resources to provide a holistic approach in serving youth. These services are customized to assist youth who are parenting, foster, involved in the justice system, homeless, or have other specific barriers such as lacking a driver's license.

TENCO operates an intensive Youth Employment Program. The short-term program provides valuable essential work skills, incorporates financial literacy and leadership activities and evaluates youth success through paid work-based learning placements. After completion of the program, youth are linked to additional resources such as the WIOA Title I program, employment opportunities, and/or training opportunities following successful completion of the work experience.

All youth are made aware of the elements identified in Section 129(c)(2)(A-N) of the WIOA Law. Youth Career Counselors, in coordination with the eligible applicant, 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
Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to the completion of a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential.	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.	Youth Direct Service Providers Post-secondary institutions Adult Education and Literacy
Alternative secondary school services, or dropout recovery services.	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.	Board of Education Job Corp.
Paid and unpaid work experiences that have academic and occupational education as a component of the work experience and may include <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 	Youth 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.	Youth Direct Service Providers

	During work experience activities, youth will be connected to an academic and occupational education component.	
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 continue to have a financial need. Youth 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.	<p>Kentucky Community and Technical Colleges</p> <p>Morehead State University</p> <p>Kentucky Welding Institute</p> <p>Other Private and Public Institutions approved on the Statewide Eligible Training Provider List.</p>
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.	Apprenticeship providers.
Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.	Leadership development takes many forms including workshops, guest speakers, field trips, activities and projects.	Youth Direct Service Providers develop and manage programs/projects that include Leadership Development. Providers 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 other resources, if applicable. Support services in TENCO include Transportation,	<p>Youth Direct Service Provider</p> <p>Community Action Programs</p> <p>Department for Community Based Services</p> <p>Title I Adult/DW programs</p>

	occupational training supplies, and/or Child Care.	
Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation.	Youth will be linked with mentors selected by the Youth Direct Service Provider. The selection will include adults who pass a background check and are able to effectively guide youth in their educational and employment goals. The Youth 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.	Direct Service Providers Business Partners
Follow-up services for not less than 12 months after the completion of participation as provided in 681.580	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.	Direct Service Providers
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.	Relationship, family dynamics, stress management, and self-esteem counseling is available through the Youth Direct Service Providers or referred out to other professionals. Drug/alcohol, anger management, or other mental health needs are referred to appropriate resources in the community.	Direct Service providers who hold guidance and counseling or social work degrees. Comprehend Secondary School Resource Center staff Post-secondary counseling staff Private counseling services
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	Youth 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 resources, 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.	Youth 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.	Youth Direct Service Providers Post-Secondary Institutions

Best practices in TENCO's youth programs include:

- ✚ A dedicated staff who provides monthly technical assistance to the Youth Direct Service providers, reviews quarterly performance and data quality assurances, implements projects and programs that positively influence youth success.
- ✚ Youth Career Counselors are directly connected to the Career Centers and community partners. They actively participate in secondary and post-secondary events, are engaged in partner meetings, and included in developing youth resources.
- ✚ TENCO is made up of high poverty, distressed counties where youth struggle with poverty, and getting a job often means needing transportation that is not readily available. TENCO WDB has dedicated funding toward an intensive Youth Employment Program (YEP) that focuses on youth who never held a full-time job and are ill-prepared to transition to either employment and/or training. The YEP provides an opportunity for youth to explore careers, gain basic employment essential skills, improve financial literacy, work in their own hometown, and be successful in their transition to employment and/or training. Many YEP providers offer transportation and lunch through school programs when possible. The program provides a paid work experience where they exhibit the skills they are learning. Evaluations throughout the program allow Career Counselors an opportunity to further guide the youth in the areas

needing improvement. Youth can receive incentives for successfully meeting the educational and/or employment goals of the program.

- J. 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 to avoid duplication of services. [WIOA Sec. 108(b)(10)]

Individuals representing each public post-secondary institution in our local area are either members of our local WDB and/or members 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 each aspect of our strategic planning process. The partnership and active participation allow us to easily coordinate and enhance services without duplication.

The TENCO WDB has two youth all service providers, Morehead State University and Lewis County Board of Education. These providers serve youth ages 16 – 24 in all ten counties served by the board. They provide or refer youth customers to partner agencies to ensure all fourteen youth elements are available. Through the exceptional work of the Career Counselors, secondary schools' welcome services such as career exploration and guidance, essential employment skills, labor market information, youth job fairs and hiring events, paid work-based learning opportunities, occupational skills and support service funding. The Career Counselors are familiar with programs available through secondary education, such as Jobs for America's Graduates, and work seamlessly together to support one another.

As in any local area, some secondary schools need more assistance than others based on school funding levels. When needed, the TENCO WDB has established a Work Ethic program for high school youth to demonstrate their essential employability skills. Board staff assist with College and Career Days, facilitate job readiness workshops, and are utilized as a resource for labor market information.

The Business Service Team plans to continue a Teacher Academy program for secondary school administrators where those who have the greatest impact on student success including, Guidance Counselors, Principals, Instructors, and Coaches, physically go to businesses and learn about local high-demand careers. TENCO WDB plans to utilize mobile and virtual career exploration techniques to assist school administrators in guiding youth toward high-demand occupations.

Other opportunities for enhancing partnerships with secondary schools are currently being reviewed by our Youth Committee. These opportunities include the following: Virtual career mentoring program, "What's in your Community" where once per quarter youth will learn about local job opportunities, Entrepreneur events, and expanding our Youth Employment Program.

The TENCO WDB and Youth Committee continues to support and set the bar high for coordination and collaboration with secondary and post-secondary schools in the development of youth career and leadership projects and activities.

- K. (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) and 20 C.F.R. §§ 679.550-580]

This response is regarding regional coordination and can be found in the Regional section of the Plan.

- L.** Describe strategies to implement the operational goals of the local One-Stop System, maximizing coordination of services provided by DWD merit staff and the LWDBs contract providers to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

The local partnerships across the workforce development system are well-positioned 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, partner representatives gain valuable knowledge about the allowable services and specializations within each department.

- ✚ A strategy that is considered a best practice is an annual Partner Retreat. Representatives from all partner agencies actively participate in the one-day retreat. During the retreat there are specific topics of interest presented (such as Communicating Effectively, Serving Hard to Serve Customers, Customer Satisfaction, and more), round table discussions for partner agencies on their roles and services, and organized activities and/or sessions that are designed to learn more about each partner.
- ✚ Another best practice strategy in TENCO is the team management approach used in the Career Centers. Regional CDO and Vocational Rehabilitation managers, the Operator, and the LWDB Director meet monthly to discuss items such as customer flow, customer satisfaction, center goals, center-wide staff training, infrastructure, center policy and procedures, and staff strengths and/or concerns. These meetings allow the management staff to work as a team, be familiar with roles and responsibilities, and agree on action items that will enhance the services of the center.
- ✚ A third strategy is TENCO's Wednesday morning calls. Every Wednesday morning at 8:15, the Operator hosts a virtual call that is shared between career center staff and partners. During this call, time is dedicated to solution-based ideas for business services, individual customer services, career center services, and staff needs. All departments are encouraged to participate and share what they are working on for the week.
- ✚ And fourth, the TENCO management team takes pride in co-training departments in topics such as core services for customers, business services, basic customer intake, being aware of resources to make quality referrals and assisting customers in the resource room. The management team is transparent in expectations for the center.

Through the examples set by management interactions, these strategies have built a strong network of resources for business and individual customers, as well as emphasizing the importance of teamwork for staff.

- M.** 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 consistently

review local applications submitted under Title II consistent with WIOA sec. 107(d)(11) (A) and (B) (i) and WIOA sec. 232.

TENCO has established a policy that is in alignment with the Federal Act regarding priority of service for individuals who are basic skill deficient. Individuals who are basic skill deficient, lack a GED/High School Diploma are considered at a greater risk of not completing training and/or finding self-sustaining employment and therefore receives priority of service for appointments, determining eligibility, and services.

Adult Education and Literacy representatives participate in multiple activities with the KY Career Center – TENCO.

- ✓ Annual Partner Retreat (was on last year's panel)
- ✓ Quarterly Partner meetings
- ✓ Member on the TENCO WDB
- ✓ Rapid Response Team
- ✓ Reemployment Services and Eligibility Assessment (RESEA) presenter
- ✓ Business Service member
- ✓ Participate in setting the local Board's Strategic Plan goals and objectives
- ✓ Partner in the Career Center MOU/IFA
- ✓ Provide Adult Education services at the Career Center
- ✓ Implement "Putting Kentuckians First" and "Jobs on Day One" initiatives
- ✓ Goals and achievements are highlighted at the TENCO WDB's Annual Meeting

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.

- N.** Please describe the direction plans to follow the strategies of the state 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 individuals 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 Direct Service providers, as well as 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. Direct Service providers receive policy training and fully understand the expectations for priority of service. Direct service management staff review Career Counselors scheduled appointments and pending eligibility documents weekly to ensure priority of service. Administratively, this is monitored quarterly by workforce board staff. A corrective action plan will be requested if the Direct Service providers fail to comply with the policy.

- O.** Please describe how the Kentucky Career Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop Partners.

Customers can request a virtual or in-person meeting with staff and/or complete an initial intake form virtually through www.tencocareercenter.com. Conference rooms and staff in the Ashland, Morehead, and Maysville Centers are set up with advanced Zoom capabilities where trainings and/or case management activities can be held.

KEE Suite, a web-based eligibility and database system, allows document uploads which is helpful for individuals with transportation issues. KEE Suite is the primary source for customer case management, as required by the Education and Labor Cabinet.

Chapter 4: Program Design and Evaluation

A. 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.

The TENCO WDB collaborates with local partners to provide a holistic, comprehensive product to better serve the businesses in our ten-county area. The Business Services Team (BST) strives to develop specialized training programs to fit the needs of businesses. The BST meets bi-weekly to review the ever-changing business ecosystem of our area, as well as discuss current outreach and training opportunities. Examples of the TENCO BST's activities are below.

- Created an Incumbent Worker Training program at Nestle, Inc in Montgomery County, working with their Industrial Maintenance Program. This program, developed in collaboration with KCTCS, currently has 19 employees involved in the program.
 - Hosts several College/Career Fairs throughout the area where local businesses and jobseekers can network to fulfill talent gaps. Since the start of 2024, events have been held in Boyd, Bracken, Greenup, Lewis, Mason and Rowan Counties, with events scheduled in Fleming, Montgomery, and Robertson Counties.
 - In coordination with the University of Kentucky's WORCS program, pre- apprenticeships are currently being planned with the City of Russell (Boyd County) and the Judy Water District (Montgomery County), with several others in discussion.
 - In conjunction with Lewis County Fiscal Court, develop a Small Business Symposium where local government and business leaders can network to share ideas and discuss resolution for workforce issues.
 - Promote awareness and access to services through presentations and active involvement with local chambers, industrial authorities, Fiscal Courts, networking events and through social media.
2. The local board's efforts to ensure the continuous improvement of eligible providers 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)]

TENCO WDB staff and contracted providers communicate monthly to ensure the employment needs of employers, workers, and jobseekers are met. Technical assistance is provided quarterly on the following items:

- Performance data
- Contract specific expectations
- File monitoring/KEE Suite data (Direct Service contracts)
- Enrollment and Exit data
- Follow-up and outcome data
- Contract quarterly financial overview
- In-School/Out-of-School expenditure percentages (youth Direct Service)
- Work-based learning expenditure percentages (youth Direct Service)

The purpose behind monthly and quarterly interaction with contract providers is to ensure issues are addressed and resolved timely. The data is reflective of services provided and through the data, corrective action plans and/or necessary modifications to programs are identified and implemented. TENCO WDB staff also uses this time to provide updates on policy, procedures, Federal and State guidelines that directly affect their programs.

TENCO WDB staff informs and assists local training providers with their Eligible Training Provider application process when necessary. The Department for Workforce Development is responsible for contacting eligible training providers regarding updates and/or new applications, requesting and entering submitted data, setting performance expectations, and reviewing applicants for initial or subsequent approval. TENCO will share performance expectations as presented by DWD to the local area to ensure customers make informed educational choices.

- 3.** How the local board will facilitate access to services provided through the One-Stop Delivery System in remote areas, using technology and other means. [WIOA Sec. 108(b)(6)(B)]

TENCO is comprised of ten very rural counties. Individuals seeking WIOA services are accommodated through having four strategically located centers that are in the highest populated areas but within 60 miles of each other. Even though this accommodates most individuals, flexibility in service location is still valuable. Every county within TENCO has a location where Career Center resources such as a kiosk can be accessed and/or staff can be available via zoom or in-person through a designated meeting area. These locations include libraries, extension offices, civic centers, health departments, schools, and businesses. Direct Service staff have mobile devices to ensure flexibility and accessibility of service delivery.

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. Assessments and basic employability skills are also available online through web-based programs such as Career Edge, WIN, and My Next Move.

Customers can request a virtual or in-person meeting with staff and/or complete an initial intake form virtually through www.tencocareercenter.com. Conference rooms and staff in the Ashland, Morehead, and Maysville Centers are set up with advanced Zoom capabilities where trainings and/or case management activities can be held.

4. How entities within the One-Stop Delivery System, including One-Stop Operators and 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)]

Each TENCO Career Center, the catalyst for workforce services, has met the requirements for Certification. To achieve this recognition, the Center must be in compliance with Section 188 and with the Americans with Disabilities Act of 1990 for physical and programmatic accessibility of programs and services. An ADA compliance review is conducted annually. As part of the management team, VR staff gives input on resources needed to ensure the centers have the necessary technology and equipment for inclusion of individuals with disabilities.

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. Local Areas are expected to provide accessible meetings for individuals with disabilities in this public hearing component.

A notice of the Regional and Local Plan will be posted on the TENCO WDB and local ADD's websites. A notice will be emailed to all partner agency representatives, board members, committee members, local elected officials, legislatures, and other identified interested parties, including secondary and post-secondary institutions. The Business Service Team will announce the public comment period for the East Region at local events, such as Chamber functions. A notification will be placed at the front desk of each KY Career Center – TENCO.

The public comment period will be offered for thirty (30) days. During the thirty-day period, a virtual community forum will be available. Comments received will be reviewed by the local Workforce Development Board to determine if edits to the Plan are necessary.

- B. 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) and 20 C.F.R. §§ 679.550-580].

Training Activities:

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 accessible to the entire ten county area. The KCTC system includes Workforce Solutions as a customizable training approach to serving businesses and individuals in the local area. Programs that are high demand but do not require a certificate or degree, are designed specifically for a business, and continuing education units are available through Workforce Solutions.

TENCO also has Morehead State University which offers Associate, Bachelor, Master, and Ph.D level programs in multiple locations. All three institutions take a hybrid approach to training, serving those who prefer in-person classes but also those who need a virtual or hybrid option.

The Kentucky Welding Institute (KWI) is a privately owned training center located in Fleming County that focuses on a three-tiered training options: Certified Pipe Welder, Certified Structural Welder, and Certified Fabricator Welder. The training center has served over 900 individuals with a 91% graduation rate.

See attachment 3 for a detailed view of post-secondary data for Ashland Community and Technical College, Maysville Community and Technical College, and Morehead State University.

Employment Activities:

Individuals have numerous avenues they can use to be “job prepared” and connect to employment opportunities.

- ✚ Career Development Office – The Office of Career Development provides access to a significant number of current job orders. The KY Career Centers - TENCO maintains a list of available openings in the local area. Many Career Development staff serve on the Business Service Team and can readily make quality direct job referrals. Career Development staff, and other Career Center staff, assist job seekers with completing job applications, writing resumes, and interviewing techniques.
- ✚ WIOA Title I - The WIOA authorizes Title I A, DW, and Y services to include a plethora of work-based learning services. Career Counselors can assist job seekers with labor market information, career exploration, funding for occupational skills and support services, find resolution to employment barriers and link directly to programs such as On-the-Job training, Transitional Employment, and Work Experiences.
- ✚ Office of Vocational Rehabilitation - OVR provides support for specific and appropriate job-related education and training to prepare individuals with a disability for a vocational goal. OVR can provide occupational skills support, sign language interpreting, tutoring services, rehabilitation technology, work-based learning, and other appropriate supports determined necessary for employment success. OVR assists consumers with disability related work issues in the workplace which promotes job retention. Disability awareness training is available for employers.
- ✚ Senior Community Services Employment Program/Title V – This program works specifically with individuals aged 55 or older to locate part-time employment.
- ✚ Ready to Work – The Ready to Work (RTW) program is a partnership between the Kentucky Community and Technical College System and the KY Cabinet for Health and Family Services, Department for Community Based Services. It is designed to assist low-income parents who are or have been enrolled in KCTCS find employment through work study opportunities. Individuals who are working toward a GED or have a barrier to enrolling at KCTCS may also be eligible.

- ✚ Post-secondary training institutions – Training institutions such as KCTCS and MSU offer opportunities to “get a foot in the door” for many of their students through co-ops, clinicals, practicums, student teaching, apprenticeships and other work-based learning activities.
- ✚ Adult Education and Literacy – Putting Kentuckians First assists those emerging from drug treatment or incarceration with work preparedness skills while linking successful participants directly with employment opportunities.
- ✚ Goodwill Industries – Goodwill Industries career coaches provide eligible individuals with a variety of resources to meet their educational and/or employment goals. Goodwill has partnered with the Kentucky Career Center – TENCO to ensure holistic services are available to job seekers in the local area.

C. 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) and 20 C.F.R. §§ 679.550-580].

The Business Service Specialist, staff to the TENCO WDB, organizes, and acts as the Local Area Rapid Response Coordinator (LARRC) and facilitates all Rapid Response (RR) activity. RR activity related to company layoffs 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:

- ✓ 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 because of the disaster.
- ✓ 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.)
- ✓ Contact is made with workforce and community partners to establish probable reemployment, training, and/or basic human services that will be needed by workers.
- ✓ A date, time, and location are established to provide RR services to employees.
- ✓ Services are organized by the LARRC and provided to employees.
- ✓ Intensive assessment, case management, and career counseling services are started to link employees to appropriate employment opportunities.
- ✓ The LARRC and other business service team members will work with businesses in the local area to offer hiring events.

- ✓ Employees will be referred to workshops to support reemployment efforts.
- ✓ Enrollment in training and support services will be an option for dislocated workers who are unable to locate suitable employment.
- ✓ 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.

D. Provide a description and analysis 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.

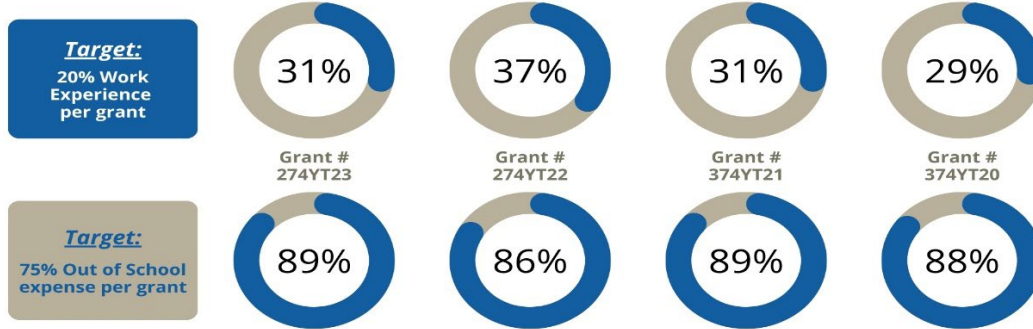
Describe strategies the LWDA will use for increasing the WIOA minimum Out-of-School Youth expenditure rate to 75 percent. Provide information on types of work-based learning activities planned for youth. [WIOA Sec. 108(b)(9) and 20 C.F.R. §§ 679.550-580]

Title I youth services are provided through competitively procured contracts. As required by WIOA, TENCO primarily serves out-of-school youth, but supports two projects that include a minimal number of in-school services. The in-school projects are in high poverty, distressed, or at-risk counties and provide a tiered approach for gaining independent living skills, financial literacy, transitioning to post-secondary or employment activities, work-based learning opportunities, and referrals to other partner programs as they achieve their in-school goal.

As required by WIOA, in-school youth cannot exceed 25% of the youth grant expenditures. Therefore, each youth contract has language that caps the number of in-school youth allowed. In-school youth may still receive career center and business services without enrollment into Title I programs. Examples of these services include youth job fairs, career awareness and exploration activities available to a school, labor market information workshops, and other types of presentations that are available for schools to access.

The following depicts TENCO WDB's funding expenditure rates for work experience and meeting the 75% out-of-school requirement.

Youth Work Experience Funding Requirements



Title I WIOA youth are determined eligible based on Federal, State, and local guidelines, which includes youth with barriers such as disabilities, pregnant/parenting, foster, offenders, homeless, basic skill deficient, and requires additional assistance. Youth Career Counselors, in coordination with the youth, determine an appropriate and individualized employment plan which includes, but is not limited to, the elements as identified in the WIOA (Section 129). Youth are linked to additional community resources including the One-Stop Career Center. Intensive case management, providing holistic services, resource awareness, and active engagement with the youth make the Title I programs a tremendous asset to the TENCO local area. Youth who have exited Title I programs receive one year of additional services to ensure they have the resources to stay on track to achieve their employment goal.

While the Title I Youth Direct Service providers connect youth with any or all fourteen elements listed in WIOA Section 129(c)(2), the following is a non-inclusive list of highlighted services through the TENCO workforce system:

- ✓ Youth specific job fairs
- ✓ Group Workshops on Labor Market Information, Employability Skills, and Utilizing Social Media Effectively
- ✓ Virtual Career Exploration
- ✓ Virtual Mentoring
- ✓ Specialized activities such as Entrepreneurship events and Cultural Diversity in Employment events
- ✓ Youth Employment Program designed to develop essential work skills through workshops and paid work-based learning
- ✓ Putting Young Kentuckians to Work

Putting Young Kentuckians to Work - TENCO is funded through the Kentucky Legislature and allows the local area to fill the gap left by WIOA in serving in-school youth. While providing intensive services for out-of-school youth is important, the TENCO WDB highly emphasizes preventative services for youth to keep them from experiencing at-risk barriers identified in WIOA Title I.

Putting Young Kentuckians to Work – TENCO is a state initiative that focuses on in-school juniors and seniors who do not plan on enrolling in post-secondary education. Eligible youth receive career guidance, mentoring, job preparation skills, and work-based learning opportunities leading to self-

sustaining employment. TENCO WDB staff work with each school district to identify, assess, and enroll eligible youth.

Vocational Rehabilitation assists youth with disabilities through career assessment, career guidance and counseling, and setting attainable goals. All services are individualized and determined jointly by the Career Counselor and the youth. The Counselor ensures the youth have the tools necessary to successfully transition from secondary school to adult life.

- E. Describe local board actions to become and remain a high-performing local board, consistent with the factors developed by the Kentucky Workforce Innovation Board (KWIB).

The TENCO Workforce Development Board was certified as High Impact in 2013. Many new processes were incorporated when the WDB completed this process. The TENCO board and staff continues to utilize the criteria established in 2013 to ensure they exceed high quality standards. Examples include the following: Detailed board orientation, development and evaluation of a community led strategic plan, and alignment of funds with sector strategy approaches.

- F. 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)]
 - 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.

Once the Career Counselor has completed a thorough assessment of skills, strengths, and obstacles and has assisted the individual in resolving barriers to successful completion, occupational skills training can be considered. Training services may be provided to eligible WIOA individuals who 1) have met the need to train guidelines per DWD and local policy, 2) are attending a training program on the Eligible Training Provider List 3) are seeking training for an occupation deemed to be in high demand in the TENCO local area, and 4) have completed an assessment, evaluation, and/or interview and been determined to be unlikely to obtain or retain self-sustaining employment without training services. TENCO recognizes the importance of funding occupations that are in local high-demand and therefore provides funding for two years or less of post-secondary training or the last two years of a four-year degree. The TENCO WDB has the authority to modify this policy and/or the occupations in demand list based on changing economic conditions.

Assessment: Career Counselors utilize tools such as TABE (Test of Adult Basic Education) for basic skill identification, My Next Move for career interest inventories, and interviews to determine past work history, past educational history, current resources, strengths, obstacles, and goals. Based on the assessment, Career Counselors determine if training is needed to obtain or retain self-sustaining employment. The Career Counselor discusses training options, provides career guidance, offers information on providers in the local area, and discusses budget planning if training were to be approved. The Quality Control Specialist reviews and approves all eligibility documentation prior to enrollment in a funded WIOA Title I service.

Individual Training Accounts (ITAs): All training is paid through Individual Training Accounts. The Career Counselor is responsible for discussing a preliminary budget (not to exceed \$4,000.00 per fiscal year based on current local policies with exception to approved short-term, 6-month or less programs) with the enrolled customer. During this discussion, the Career Counselor will review all financial aid available to the customer, the training schedule, and support service needs. The Career Counselor will determine the customer's unmet need and finalize a budget that may include tuition, books, and support services such as supplies, transportation and/or childcare. The budget may be updated as necessary.

Vouchers: The Obligation to pay for training is completed through a voucher process. Payment is issued for the actual cost after receiving a receipt for the items noted on the voucher. Supportive services may be paid through voucher or reimbursed to the customer.

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 self-sufficiency policy allowing utilization of funds to assist individuals earning an annual salary of \$29,121.00 or below in training and employment needs.

Contracts: Contracts and/or Agreements are utilized for specialized training such as On-the-Job Training, Customized training, and Incumbent Worker Training.

Chapter 5: Compliance/Performance/Administrative Cost

- 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) with respect to efforts that will enhance the provision of services to individuals with disabilities. Also, include 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).

This question is regarding a regional question and can be found in the Regional Plan.

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

This question is regarding a regional question and can be found in the Regional Plan.

- 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.

This question is regarding a regional question and can be found in the Regional Plan.

- D. Identify the local grant recipient of Title 1 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.

- E. 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)]

The TENCO WDB utilizes the Request for Proposal (RFP) process for competitive procurement of youth services, direct services, and the one stop operator. RFPs are available on social media platforms, announced at local meetings, and a notice sent directly to individuals on a bidder's list. Proposals received are reviewed and ranked by a TENCO WDB committee. The information is presented to the full Board for approval. The TENCO WDB adheres to DWD policies governing competitive procurement which can be found at www.kwib.ky.gov.

Contracts, such as the One-Stop Operator and A/DW/Y Direct Service Provider, are cost reimbursement and require each provider to submit monthly invoices with supporting documentation before payment can be issued. The invoice is reviewed and approved by Board staff and submitted to the Fiscal Agent for a second approval. Approval is based on the costs being allowable, reasonable, necessary, and allocable.

As allowable under DWD, policy #17-001, the TENCO WDB, Chief Local Elected Official, and Governing Board of Judge Executives designated Buffalo Trace Area Development District (BTADD) as the Administrative Entity for Board staff and as the Fiscal Agent for the Local Elected Officials. The Administrative Entity contract is reviewed annually for renewal. Below outlines the role of the Administrative Entity.

- ✓ In coordination with the TENCO WDB and in alignment with the TENCO WDB policy, hire the Workforce Development Director and other board staff.
- ✓ Ensure staff are paid a fair wage and provide a benefit package in alignment with BTADD policies
- ✓ Oversee earned and leave time for staff
- ✓ Provide adequate and appropriate office space
- ✓ Ensure staff have supplies, equipment, and training necessary to conduct their job
- ✓ In coordination with the Board Chair, conduct an annual performance evaluation of the Workforce Development Director
- ✓ Ensure all workforce staff have an annual performance evaluation
- ✓ Advocate for program services and financial resources outside of the Federal award
- ✓ Promote workforce services
- ✓ Be the signatory for contracts and agreements
- ✓ Ensure staff follow Federal, State, and Local Board guidance
- ✓ Follow BTADD and TENCO WDB policy and procedures for reprimanding and/or termination of staff
- ✓ Follow state guidelines for staff travel allowances
- ✓ Follow the Code of Federal Regulations, WIOA Law, Regulations, and DWD policy.

The TENCO WDB follows the Procurement Procedure included as attachment 4.

- F. 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.*

Fiscal Agent Performance and Effectiveness Indicators (7/1/22 – 6/30/25):

- ✦ An annual independent audit will reflect accurate and allowable workforce expenditures. The audit findings are reported to the TENCO WDB and CLEO annually.
- ✦ State and/or Federal monitoring will not result in financial findings because of negligent, illegal, or fraudulent activity. All findings will be reported to the TENCO WDB and CLEO.
- ✦ The Finance Officer will complete financial training annually that directly relates to the Workforce Innovation and Opportunity Act.
- ✦ The fiscal agent has an approved budget submitted to the Education and Labor Cabinet by July 15th of each year.
- ✦ The Finance Officer and/or WIOA staff provides a clear, accurate, and detailed budget report at each WDB meeting. Questions concerning the budget from the WDB and/or Judge/Executives are addressed within ten business days.
- ✦ The Governing Board of Judge/Executives receive a monthly financial report reflecting expenditures made against the fiscal agent contract.
- ✦ The Fiscal Agent has 15 business days to supply requested reports and/or convene a meeting as requested by any of the Local elected Officials and/or Workforce Development Board members.
- ✦ The Fiscal Agent will conduct quarterly financial reviews with the Director of the TENCO WDB. Twice per year, the reviews will be an in-depth evaluation of processes, documentation, timeliness, accuracy, and other items at the discretion of the Workforce Director.
- ✦ All responsibilities outlined in the contract are provided in an efficient and accurate manner.
- ✦ All staff involved in the delivery of Fiscal Agent services will comply with confidentiality, records retention, accessibility of records, and discrimination provisions as it relates to local, state, and federal funding as described in the WIOA MOA with the Commonwealth of Kentucky.

A/DW Direct Service Providers Performance and Effectiveness Indicators (7/1/24 – 6/30/28):

- ✓ Meet or exceed negotiated performance rates for measures established under WIOA.
- ✓ Accurate data entry and monthly case notes completed in detail and within 10 days of activity.
- ✓ A minimum of 80% of the records reviewed during the quarterly quality control are accurate, timely and do not contain errors.
- ✓ Each Career Counselor shall maintain a quarterly caseload of at least 50 active individuals.
- ✓ All ten counties within the TENCO local area will be served.
- ✓ Customer satisfaction will be collected quarterly and is expected to meet a minimum of 90% satisfaction.
- ✓ Substantiated complaints or grievances are resolved within thirty days.
- ✓ The contract shall not have more than three (3) valid complaints throughout a fiscal year.

- ✓ Findings based on program and/or financial monitoring shall not result in a disallowed cost exceeding \$5,000.00. All findings will require a corrective action plan within 30 days.
- ✓ Federal, state, and local policies and guidance must be followed.
- ✓ Each Business Service Coordinator will provide a core or intensive service for a minimum of 50 unique businesses per quarter.
- ✓ Forty percent (40%) of businesses served will receive an intensive service as defined by the TENCO WDB.
- ✓ The contract will have at least one work-based learning project each fiscal year.
- ✓ Each Business Service Coordinator will participate in at least one hiring event each fiscal year.
- ✓ Each quarter there will be three Secret Shopper or Customer interviews at each Career Center location to evaluate Customer Service and Satisfaction.
- ✓ Resource room Assistants will receive a 90% or higher satisfaction rate from Secret Shoppers, customer interviews, and customer satisfaction survey results.

The TENCO WDB Director reviews performance data quarterly with the Direct Service Provider. Discussion on corrective action or resolution to issues are noted, if applicable.

Youth Direct Service Provider Performance and Effectiveness Indicators (7/1/22 – 6/30/26)

- ✓ The contract will be at full capacity.
- ✓ Meet or exceed federal performance measures.
- ✓ Accurate data entry and monthly case notes completed in detail and within 10 days of activity.
- ✓ All TENCO counties will be served.
- ✓ Substantiated complaints or grievances are resolved within thirty days.
- ✓ The contract shall not have more than three (3) valid complaints throughout a fiscal year.
- ✓ A minimum of 80% of the records reviewed during the quarterly quality control are accurate, timely and do not contain errors.
- ✓ Findings based on program and/or financial monitoring that result in disallowed costs shall be minimal, defined as no more than \$1,000.00.
- ✓ No more than three findings per local monitoring per fiscal year.
- ✓ A minimum of 15 training hours in workforce-related topics must be completed per fiscal year per counselor.

One-Stop Operator Performance and Effectiveness Indicators (7/1/24 – 6/30/28):

- ✓ Customer satisfaction with Career Center services reflects a 90% or higher rate
- ✓ Three secret shoppers and/or customer satisfaction interviews will be conducted each quarter and each Career Center location.
- ✓ Ensure all partner services required by the WIOA Law are represented and available for customers to access at each KY Career Center – TENCO
- ✓ Schedule, plan and facilitate quarterly partner meetings
- ✓ Schedule, plan and facilitate an annual Partner Retreat
- ✓ Ensure all centers are certified by the established deadline
- ✓ Ensure certification standards are reviewed and updated annually, if necessary.
- ✓ Any substantiated Career Center complaint or grievance is documented and reported to the TENCO WDB Director.
- ✓ There are no more than two findings based on local program and/or financial monitoring that result in disallowed costs.

- ✓ Develop a tool to evaluate the Career Center image semi-annually and make recommendations for purchases, cleaning, modifications, and maintaining staff professionalism.

The TENCO WDB Director reviews performance data quarterly with the One-Stop Operator. Discussion on corrective action or resolution to issues are noted, if applicable.

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:

DRAFT

TENCO WORKFORCE DEVELOPMENT BOARD

LOCAL PLAN

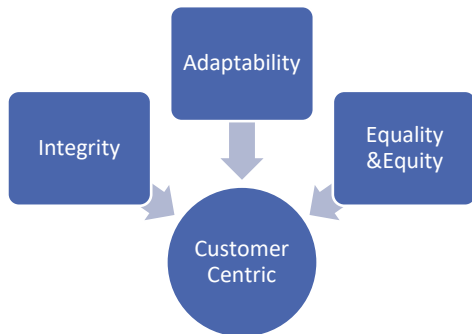
ATTACHMENTS

- 1) TENCO WDB Strategic Plan Board members and Strategic Goals
- 2) TENCO WDB Procurement Procedure
- 3) National Center for Education Statistics College Navigator; Data for Ashland Community and Technical College, Maysville Community and Technical College, and Morehead State University.
- 4) Kentucky Center for Statistics Workforce Overview Report for Kentucky Regions (WORKR) County Unemployment Data
- 5) Kentucky Center for Statistics Workforce Overview Report for Kentucky Regions (WORKR) County Demographic Data
- 6) Kentucky Center for Statistics Workforce Overview Report for Kentucky Regions (WORKR) 2024 Top Ten Occupations by Projected Job Openings per Educational Attainment Level
- 7) Kentucky Center for Statistics Kentucky Commuting Patterns Report for TENCO local area
- 8) 2021 American Community Survey 1-year data, U.S. Census Bureau TENCO Labor Force Data by Specific Populations

Attachment 1

TENCO Workforce Development Board Strategic Goals

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.

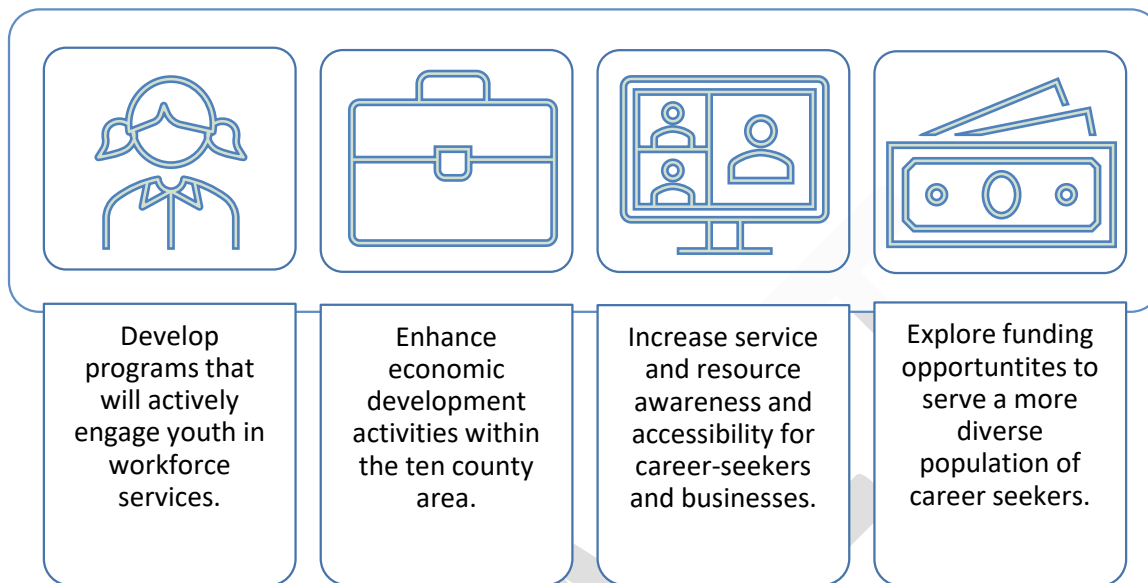
Those three values lead us to the over-arching value for our board – we are Customer Centric. We respect our customers, embrace their diversity, and understand the importance of self-determination.

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>Dustin Grooms MCTC – Adult Education Bracken, Fleming, Lewis, Mason, & Robertson County</p>

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.
- ❖ Develop a curriculum of interactive workshops and career guidance opportunities for secondary schools through business services.
- ❖ 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.
- ❖ Revise and update youth outreach materials, including virtual tools that would reach the greatest number of youth.

- ❖ Explore opportunities to host and/or participate in events that encourage alignment of education and workforce, including entrepreneurship, apprenticeships, and training.
- ❖ Expand programs to include career exploration activities for K-12.

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.
- ❖ Design and implement an outreach campaign that includes highlighting high demand occupations and local businesses.
- ❖ 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.
- ❖ Maintain updated labor market data that is pertinent to economic development and workforce programming that is easily accessible.
- ❖ Maintain a relationship with Kentucky led economic development organizations.

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.
- ❖ 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.

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

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.
- ❖ Designate a TENCO WDB staff person that will be trained in grant writing to research and apply for federal, state, and private grant opportunities.
- ❖ Application for a minimum of one grant and/or Governor Reserve dollars.

Attachment 2

TENCO Workforce Development Board Procurement Procedure

Methods of Procurement:

Competitive – More than one source submits an offer and either a fixed price or cost-reimbursement contract is awarded to the responsible entity with the proposal most advantageous to the program with price and other factors considered.

Sealed Bids – Bids are publicly solicited and a firm fixed price contract is awarded to the bidder whose bid is the lowest in price.

Sole Source – Must be documented that competition is non-existent or inadequate or the services provided are necessary immediately and competitive procurement would delay implementation.

Planning

The committee designated by the TENCO WDB to provide oversight of the RFP process is provided with guidance regarding the methods of procurement.

The committee determines the method of procurement.

The committee determines the roles and responsibilities of the project/program.

A cost analysis, if necessary, is conducted.

Process for Competitive Procurement:

Request for Proposal (RFP) Publication:

The RFP will be issued for a period of 30 days.

RFP Approval

- ❖ Evaluation criteria for the proposal is established by the TENCO WDB.
- ❖ The RFP is approved by the Committee and the TENCO WDB.

Release and Evaluation

- ❖ RFP is released to the public through a bidders list which includes local, state, and national entities; newspapers; and on social media.
- ❖ A Bidder' s Conference is conducted.
- ❖ Questions are submitted and answered by email to all parties in attendance to the bidder' s meeting.
- ❖ Proposals are received and reviewed by the TENCO WDB staff to determine if the proposal is a reasonable and responsible bid.
- ❖ Committee is provided the documents necessary to review and evaluate the proposal.
- ❖ If less than two proposals are received, committee members will be provided with the documents necessary to ensure the proposal meets the objectives and goals of the TENCO WDB.
- ❖ Recommendations will be presented to the TENCO WDB and/or Executive Committee of the board for approval/denial. Members of the Committee and/or Board must disclose any conflict of interest that they may have regarding the entity and/or proposal submitted and must refrain from voting and/or influencing other members votes.

Negotiation/Selection Phase

- ❖ Upon approval of the TENCO WDB, the selected bidder will be notified by board staff and a date for negotiations will be determined.
- ❖ Negotiations may include program, performance, and fiscal. Any items that significantly changes the proposal will require board approval.
- ❖ Upon completion of the negotiation process, a contract will be established by TENCO WDB staff and signatures of all parties will be received.
- ❖ The contract will be executed.

Implementation Phase

- ❖ Delineation of roles and responsibilities of each party under this contract will be specified.
- ❖ Monitoring will be conducted annually, at a minimum, with technical assistance provided as needed and/or requested.

Close-Out Phase

- ❖ Costs will be reconciled at the end of each fiscal year.

- ❖ Performance goals will be evaluated.
- ❖ Close-out documentation will be completed.

Sealed Bids:

Sealed bids will only be accepted when an adequate and realistic specification or purchase description is available. It will require two or more bidders to compete for the award. The award can be made solely on price.

- ❖ Bids will be solicited from an adequate number of known suppliers through newspapers, a bidders list (if applicable), and social media.
- ❖ Solicitation of bids will be available from fourteen (14) through (30) days to ensure a sufficient response time.
- ❖ The TENCO WDB will ensure the description of services, roles of each entity, and performance expectations of the project and/or program are specific and detailed.
- ❖ All bids will be opened publicly by the Director of the Workforce Development and/or the TENCO WDB Chair.
- ❖ A firm, fixed price contract will be written to the lowest responsive and responsible bidder.
- ❖ The TENCO WDB may reject any and all bids if there is a sound documented reason.

Sole Source:

Non-competitive procurement is through solicitation of a proposal from only one source.

- ❖ The TENCO WDB and/or Administrative Entity for the TENCO WDB will establish a potential bidders list for the project, program, and/or service. If a list is unable to be established due to the item being available from only one provider, and/or only one bid is received after due diligence is made to ensure adequate awareness and availability to bid, Sole Source procurement may be used.
- ❖ Sole Source may also be used if competitive procurement will delay the project, program, and/or service in an emergency situation.
- ❖ The TENCO WDB must maintain documentation of the attempts to competitively procure and must document the reason for the sole source selection.

Protests, Appeals, and Disputes:

If a proposal is denied, a written appeal regarding the non-award of funds may be submitted within 10 calendar days of the date of the non-award notice. The

appeal may include a request for reconsideration of funding. The written appeal shall be submitted to:

Director of Workforce Development
Buffalo Trace Area Development District
P.O. Box 460
Maysville, KY 41056

The Director will submit the appeal to the TENCO WDB/Executive Committee for consideration. A written decision will be provided to the applicant within 15 calendar days.

Further requests for appeals shall follow the TENCO WDB grievance procedures. Bidding organizations may request a copy of the grievance procedures available on the TENCO Career Center website – www.tencocareercenter.com

Conflict of Interest:

A conflict of interest occurs when an employee, officer, agent or member of his/her immediate family, partner, or organization which employs any of the parties indicated has a financial or other interest or personal benefit from a firm considered or contract issued.

The RFP will require bidders to disclose any real or apparent conflict of interest.

The TENCO WDB and committee members complete a disclosure form annually. Any member who has a conflict of interest shall not participate in the review, discussion, and/or approval/denial or any proposals.

No entity that drafts and/or develops the RFP shall be allowed to compete for the award.

Firewalls for Entities Serving More than one Role:

Entities that have been designated and/or selected to serve more than one role through multiple contracts shall maintain separate invoicing, timecodes, staff with separate job descriptions and provide other firewalls as requested outlining the separation of the two roles.

Record Retention:

Retention of procurement records will follow the Records Retention Policy. These records include: Documentation of Selection of the Procurement Method, advertising, bidders list, questions received, questions answered, the RFP, sign in sheet for bidders meeting, minutes of the review committee meeting, rating sheets, recommendations, minutes of the board selection and any reclusions, and documentation of any ineligibility or non-responsive bids. Records will be maintained with the Program Coordinator and/or placed in locked storage with content details recorded for easy access.

Sub-Grant Contracts:

All sub-grant contracts shall include detailed information on the following items:

- ❖ Contract Type
- ❖ Extensions/Amendments/Modification
- ❖ Terminations/Breach of Contract
- ❖ Conflict of Interest
- ❖ Disputes/Grievance Procedures
- ❖ Record Retention/Record Access
- ❖ Priority Provisions
- ❖ Equal Opportunity/Discrimination Clauses
- ❖ Reporting Requirements
- ❖ Outreach Distribution
- ❖ Copyrights
- ❖ Lobbying
- ❖ Performance
- ❖ Contract Compliance/Monitoring
- ❖ Purchasing/Inventory Records
- ❖ Standard of Conduct
- ❖ Confidentiality Standards
- ❖ Assurances and Certifications of Compliance
- ❖ Roles and Responsibilities of each party

Attachment 3

POST-SECONDARY DATA

Source: College Navigator; <https://www.nces.ed.gov>

Ashland Community and Technical College Data

COMPLETIONS (NUMBER OF AWARDS CONFERRED) 2022-2023

Completions are the number of awards conferred by program and award level.

▼PROGRAM	<12 WEEK CERTIFICATE	12 WEEK TO <1 YEAR CERTIFICATE	1 TO <2 YEAR CERTIFICATE	2 TO <4 YEAR CERTIFICATE	ASSOCIATE
<ul style="list-style-type: none"> Data shown are for first majors. (-) Program is not offered at this award level. ^d identifies programs and award levels that are offered as a distance education program. For program category totals, ^d is shown if one or more programs in the category are offered as a distance education program. 					
Area, Ethnic, Cultural, Gender, and Group Studies					
Regional Studies (U.S., Canadian, Foreign)	-	0 ^d	-	-	-
Category total	-	0^d	-	-	-
Business, Management, Marketing, and Related Support Services					
Business Administration and Management, General	0	56	0	-	16 ^d
Business/Commerce, General	-	0 ^d	-	-	-
Category total	0	56^d	0	-	16^d
Computer and Information Sciences and Support Services					
Computer and Information Sciences, General	48	71	-	-	18 ^d
Category total	48	71	-	-	18^d
Construction Trades					
Electrician	35	163	59	-	-
Category total	35	163	59	-	-
Culinary, Entertainment, and Personal Services					
Cosmetology/Cosmetologist, General	-	0	31	-	-
Culinary Arts/Chef Training	-	24	43	-	7
Category total	-	24	74	-	7
Engineering/Engineering-related Technologies/Technicians					
Drafting and Design Technology/Technician, General	-	15	4	-	-
Electromechanical Technologies/Technicians, Other	1	6	-	-	2
Energy Systems Technology/Technician	-	26	-	-	-
Occupational Safety and Health Technology/Technician	16	-	-	-	-
Plastics and Polymer Engineering Technology/Technician	-	3	-	-	-
Category total	17	50	4	-	2

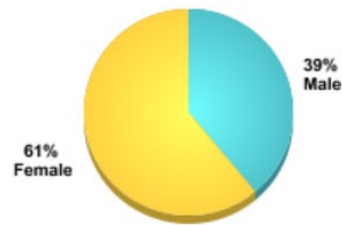
▼PROGRAM	<12 WEEK TO CERTIFICATE	12 WEEK TO <1 YEAR CERTIFICATE	1 TO <2 YEAR CERTIFICATE	2 TO <4 YEAR CERTIFICATE	ASSOCIATE
Family and Consumer Sciences/Human Sciences					
Child Care Provider/Assistant	3 ^d	8 ^d	12 ^d	-	6 ^d
Category total	3^d	8^d	12^d	-	6^d
Health Professions and Related Programs					
Allied Health and Medical Assisting Services, Other	29	-	-	-	-
Clinical/Medical Laboratory Technician	75	-	-	-	-
Emergency Medical Technology/Technician (EMT Paramedic)	38	-	-	-	-
Health Services/Allied Health/Health Sciences, General	-	-	-	-	10
Licensed Practical/Vocational Nurse Training	268	-	29 ^d	-	-
Medical Administrative/Executive Assistant and Medical Secretary	-	75 ^d	85	-	20 ^d
Medical/Clinical Assistant	0	-	0 ^d	-	-
Nursing Assistant/Aide and Patient Care Assistant/Aide	-	8	-	-	-
Radiologic Technology/Science - Radiographer	-	-	-	-	0
Registered Nursing/Registered Nurse	-	-	-	-	56 ^d
Respiratory Care Therapy/Therapist	-	-	-	-	3 ^d
Surgical Technology/Technologist	-	-	3	-	3
Category total	410	83^d	117^d	-	92^d
Homeland Security, Law Enforcement, Firefighting and Related Protective Services					
Criminal Justice/Law Enforcement Administration	-	15 ^d	-	-	11 ^d
Category total	-	15^d	-	-	11^d
Liberal Arts and Sciences, General Studies and Humanities					
Liberal Arts and Sciences/Liberal Studies	-	-	-	-	151 ^d
Category total	-	-	-	-	151^d
Mechanic and Repair Technologies/Technicians					
Automobile/Automotive Mechanics Technology/Technician	28	5	-	1	-
Diesel Mechanics Technology/Technician	-	113	20	-	-
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	-	6	18	-	-
Industrial Mechanics and Maintenance Technology/Technician	-	19	2	-	3
Category total	28	143	40	1	3
Multi/Interdisciplinary Studies					
Multi-/Interdisciplinary Studies, Other	-	-	-	-	72
Category total	-	-	-	-	72
Precision Production					
Machine Shop Technology/Assistant	-	15	4	-	-

▼PROGRAM	<12 WEEK CERTIFICATE	12 WEEK TO <1 YEAR CERTIFICATE	1 TO <2 YEAR CERTIFICATE	2 TO <4 YEAR CERTIFICATE	ASSOCIATE
Welding Technology/Welder	85	46	8	-	-
Category total	85	61	12	-	-
Science Technologies/Technicians					
Chemical Technology/Technician	-	22	9	-	11
Category total	-	22	9	-	11
Transportation and Materials Moving					
Truck and Bus Driver/Commercial Vehicle Operator and Instructor	140	-	-	-	-
Category total	140	-	-	-	-
Grand total	766	696	327	1	389

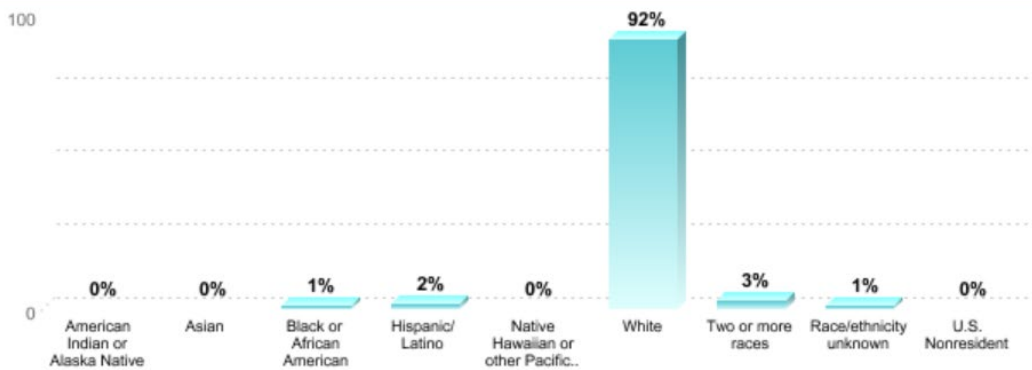
ATTENDANCE STATUS



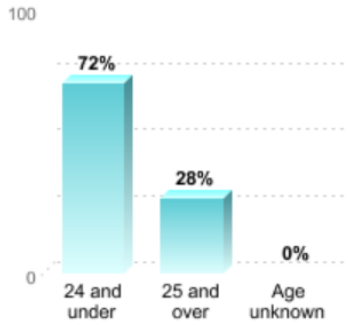
STUDENT GENDER



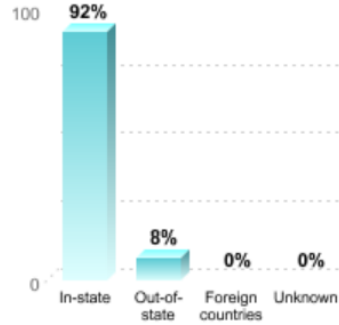
STUDENT RACE/ETHNICITY



UNDERGRADUATE STUDENT AGE

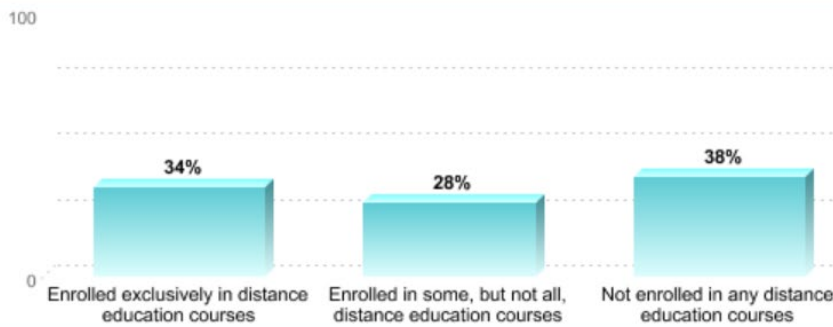


UNDERGRADUATE STUDENT RESIDENCE



Residence data are reported for first-time degree/certificate-seeking undergraduates, Fall 2022.

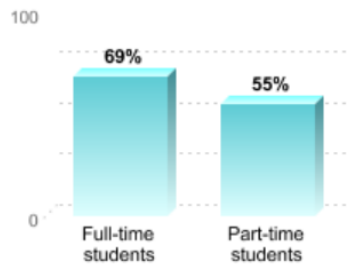
UNDERGRADUATE DISTANCE EDUCATION STATUS



FIRST-TO-SECOND YEAR RETENTION RATES

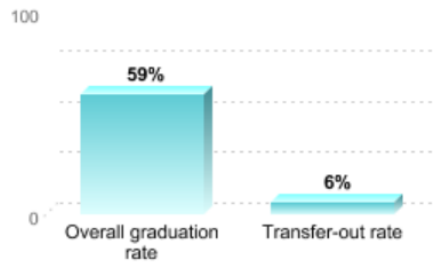
Retention rates measure the percentage of first-time students who return to the institution to continue their studies the following fall.

RETENTION RATES FOR FIRST-TIME STUDENTS



Percentage of Students Who Began Their Studies in Fall 2022 and Returned in Fall 2023

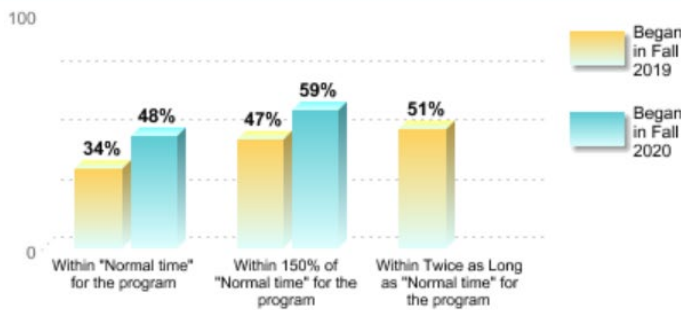
OVERALL GRADUATION AND TRANSFER-OUT RATES FOR STUDENTS WHO BEGAN THEIR STUDIES IN FALL 2020



Percentage of Full-time, First-Time Students Who Graduated or Transferred Out Within 150% of "Normal Time" to Completion for Their Program

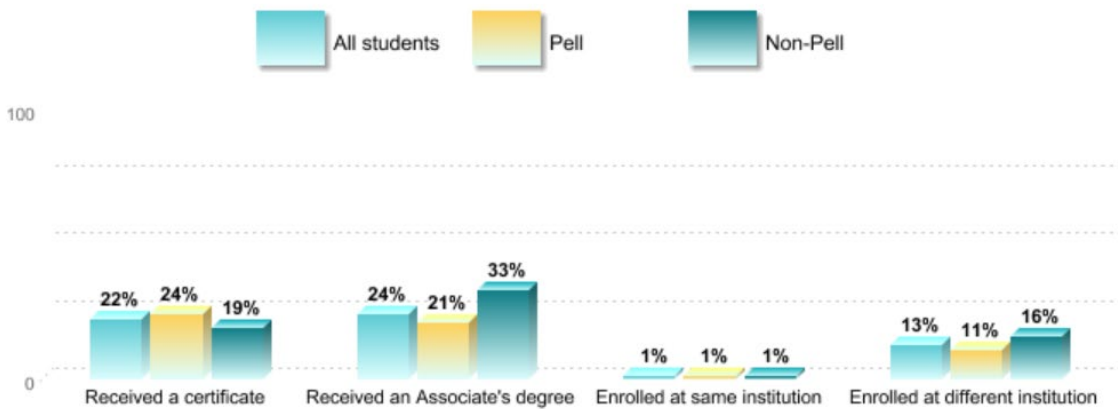
Graduation rates measured for "normal time" or the typical amount of time it takes full-time students to complete their program. For example, and associate's degree program is typically two years.

GRADUATION RATES FOR STUDENTS WHO BEGAN THEIR PROGRAM IN FALL 2019 OR FALL 2020, BY TIME TO COMPLETION



Percentage of Full-time, First-time Students Who Graduated in the Specified Amount of Time

FULL-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16



PART-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16

100

All Undergraduate Students

TYPE OF AID	NUMBER AWARDED AID	PERCENT AWARDED AID	TOTAL AMOUNT OF AID AWARDED	AVERAGE AMOUNT OF AID AWARDED
Degree/certificate-seeking				
Grant or scholarship aid ¹	1,461	91%	\$8,850,497	\$6,058
Pell grants	1,082	67%	\$5,058,008	\$4,675
Federal student loans	557	34%	\$3,251,134	\$5,837
Non-degree/non-certificate-seeking				
Grant or scholarship aid ¹	747	83%	\$1,030,146	\$1,379

¹ Grant or scholarship aid includes aid awarded, from the federal government, state or local government, the institution, and other sources known by the institution.

Maysville Community and Technical College

COMPLETIONS (NUMBER OF AWARDS CONFERRED) 2022-2023

Completions are the number of awards conferred by program and award level.

▼PROGRAM	<u><12 WEEK CERTIFICATE</u>	<u>12 WEEK TO <1 YEAR CERTIFICATE</u>	<u>1 TO <2 YEAR CERTIFICATE</u>	<u>2 TO <4 YEAR CERTIFICATE</u>	<u>ASSOCIATE</u>
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- Data shown are for first majors.
- (-) Program is not offered at this award level.
- ^d identifies programs and award levels that are offered as a distance education program. For program category totals, ^d is shown if one or more programs in the category are offered as a distance education program.

Business, Management, Marketing, and Related Support Services					
Business Administration and Management, General	6 ^d	175 ^d	-	-	31 ^d
Executive Assistant/Executive Secretary	32 ^d	35 ^d	7 ^d	-	4 ^d
Logistics, Materials, and Supply Chain Management	-	0 ^d	-	-	-
Category total	38^d	210^d	7^d	-	35^d
Computer and Information Sciences and Support Services					
Computer and Information Sciences, General	61 ^d	71	-	-	13 ^d
Information Technology Project Management	0 ^d	-	-	-	-
Category total	61^d	71	-	-	13^d
Construction Trades					
Carpentry/Carpenter	-	64	11	-	-
Electrician	23	87	29	-	-
Plumbing Technology/Plumber	0	0	0	-	-
Category total	23	151	40	-	-
Culinary, Entertainment, and Personal Services					
Culinary Arts/Chef Training	-	20	2	-	3
Category total	-	20	2	-	3
Education					
Teacher Assistant/Aide	-	-	-	-	4 ^d

▼PROGRAM	<u><12 WEEK CERTIFICATE</u>	<u>12 WEEK TO ≤1 YEAR CERTIFICATE</u>	<u>1 TO ≤2 YEAR CERTIFICATE</u>	<u>2 TO ≤4 YEAR CERTIFICATE</u>	<u>ASSOCIATE</u>
Category total	-	-	-	-	4 ^d
Engineering/Engineering-related Technologies/Technicians					
Drafting and Design Technology/Technician, General	-	0	0	-	-
Electromechanical Technologies/Technicians, Other	0	0	-	-	-
Occupational Safety and Health Technology/Technician	0	-	-	-	-
Quality Control and Safety Technologies/Technicians, Other	-	0	-	-	-
Category total	0	0	0	-	-
Family and Consumer Sciences/Human Sciences					
Child Care Provider/Assistant	19 ^d	38 ^d	22	-	11
Category total	19^d	38^d	22	-	11
Health Professions and Related Programs					
Allied Health and Medical Assisting Services, Other	2	-	-	-	-
Clinical/Medical Laboratory Technician	23	-	-	-	4
Emergency Medical Technology/Technician (EMT Paramedic)	12	-	0	-	-
Health Services/Allied Health/Health Sciences, General	-	-	-	-	0
Licensed Practical/Vocational Nurse Training	146	-	19	-	-
Medical Administrative/Executive Assistant and Medical Secretary	-	48 ^d	28 ^d	-	13 ^d
Medical/Clinical Assistant	0	31	4	-	-
Nursing Assistant/Aide and Patient Care Assistant/Aide	-	0	-	-	-
Physical Therapy Assistant	-	-	-	-	5
Registered Nursing/Registered Nurse	-	-	-	-	32
Respiratory Care Therapy/Therapist	-	-	-	-	10
Category total	183	79^d	51^d	-	64^d
Homeland Security, Law Enforcement, Firefighting and Related Protective Services					
Criminal Justice/Law Enforcement Administration	-	16	-	-	6 ^d
Fire Science/Fire-fighting	-	0	0	-	0
Category total	-	16	0	-	6^d
Liberal Arts and Sciences, General Studies and Humanities					
Liberal Arts and Sciences/Liberal Studies	-	-	-	-	160 ^d
Category total	-	-	-	-	160^d
Mechanic and Repair Technologies/Technicians					
Aircraft Powerplant Technology/Technician	-	0	0	-	0
Automobile/Automotive Mechanics Technology/Technician	52	11	-	4	-

▼PROGRAM	<u><12 WEEK CERTIFICATE</u>	<u>12 WEEK TO <1 YEAR CERTIFICATE</u>	<u>1 TO <2 YEAR CERTIFICATE</u>	<u>2 TO <4 YEAR CERTIFICATE</u>	<u>ASSOCIATE</u>
Avionics Maintenance Technology/Technician	0	0	-	-	-
Diesel Mechanics Technology/Technician	-	108	12	-	-
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	-	90	62	-	-
Industrial Mechanics and Maintenance Technology/Technician	0	39	10	-	11
Category total	52	248	84	4	11
Multi/Interdisciplinary Studies					
Multi-/Interdisciplinary Studies, Other	-	-	-	-	72
Category total	-	-	-	-	72
Precision Production					
Machine Shop Technology/Assistant	-	14	3	-	2
Welding Technology/Welder	176	162	15	-	-
Category total	176	176	18	-	2
Public Administration and Social Service Professions					
Human Services, General	-	0 ^d	-	-	2 ^d
Category total	-	0^d	-	-	2^d
Science Technologies/Technicians					
Chemical Technology/Technician	-	8	-	-	-
Category total	-	8	-	-	-
Transportation and Materials Moving					
Truck and Bus Driver/Commercial Vehicle Operator and Instructor	6	-	-	-	-
Category total	6	-	-	-	-
Grand total	558	1,017	224	4	383

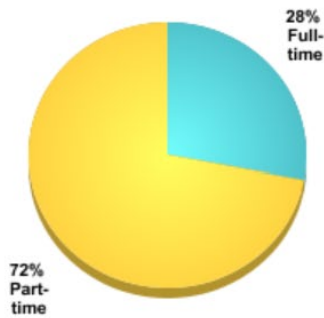
TOTAL ENROLLMENT (ALL UNDERGRADUATE)

4,296

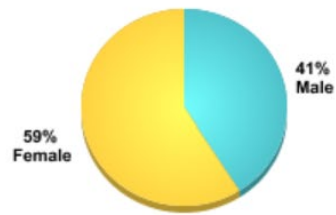
Undergraduate transfer-in enrollment

155

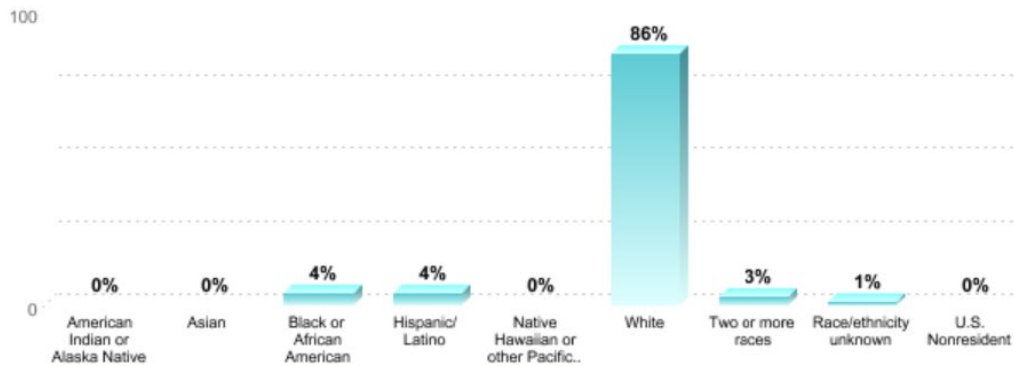
ATTENDANCE STATUS



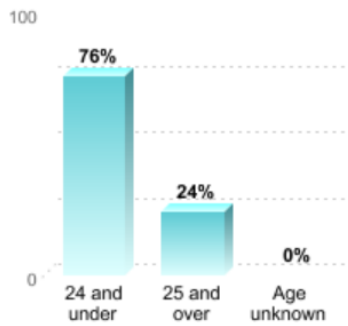
STUDENT GENDER



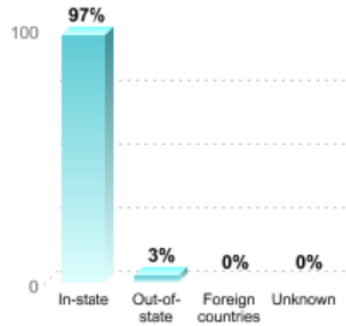
STUDENT RACE/ETHNICITY



UNDERGRADUATE STUDENT AGE

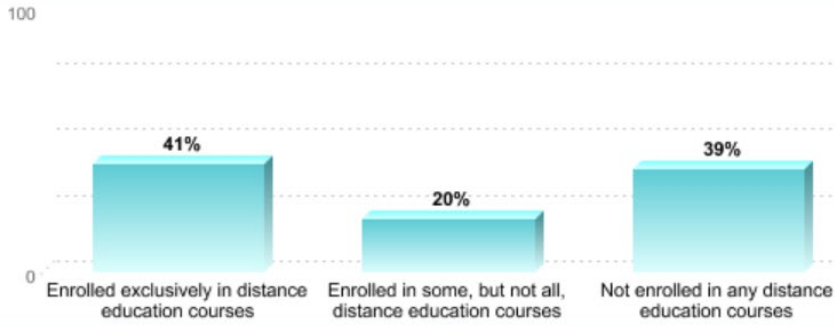


UNDERGRADUATE STUDENT RESIDENCE



▪ Residence data are reported for first-time degree/certificate-seeking undergraduates, Fall 2022.

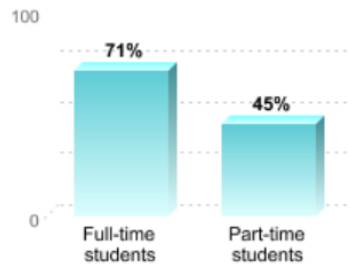
UNDERGRADUATE DISTANCE EDUCATION STATUS



FIRST-TO-SECOND YEAR RETENTION RATES

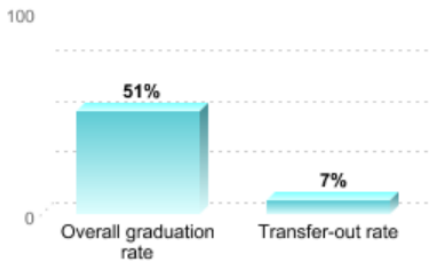
Retention rates measure the percentage of first-time students who return to the institution to continue their studies the following fall.

RETENTION RATES FOR FIRST-TIME STUDENTS



Percentage of Students Who Began Their Studies in Fall 2022 and Returned in Fall 2023

OVERALL GRADUATION AND TRANSFER-OUT RATES FOR STUDENTS WHO BEGAN THEIR STUDIES IN FALL 2020

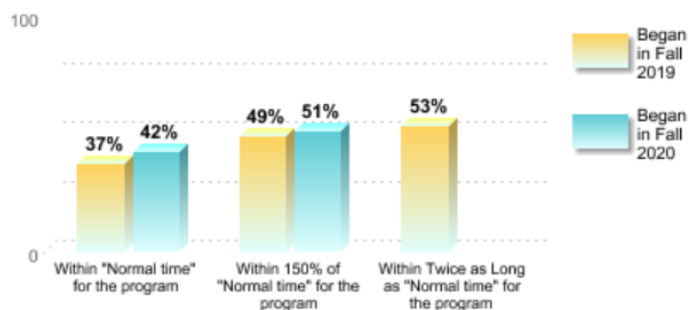


Percentage of Full-time, First-Time Students Who Graduated or Transferred Out Within 150% of "Normal Time" to Completion for Their Program

GRADUATION RATES BY TIME TO COMPLETION

Graduation rates can be measured over different lengths of time. "Normal time" is the typical amount of time it takes full-time students to complete their program. For example, the "normal" amount of time for many associate's degree programs is 2 years. Not all students complete within the normal time, so graduation rates are measured by other lengths of time as well, including "150% of normal time" (e.g., 3 years for a 2-year program) and "200% of normal time," or twice as long as the normal time (e.g., 4 years for a 2-year program).

GRADUATION RATES FOR STUDENTS WHO BEGAN THEIR PROGRAM IN FALL 2019 OR FALL 2020, BY TIME TO COMPLETION

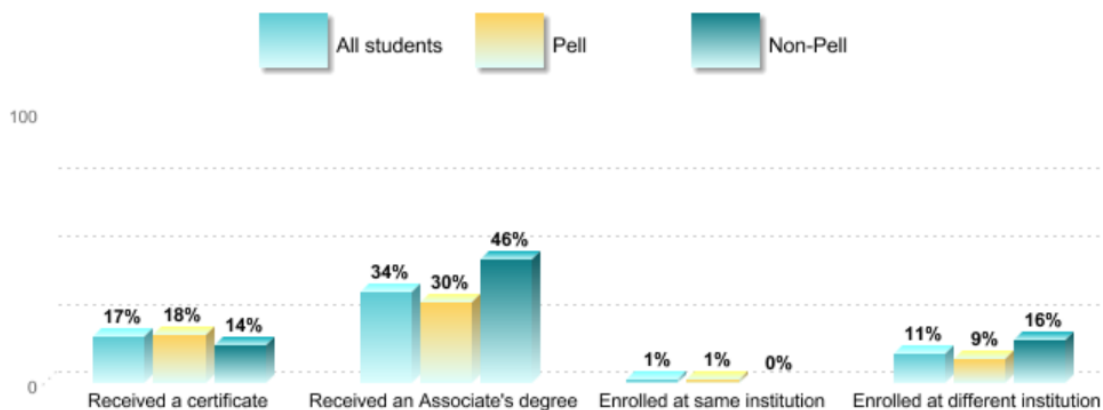


Percentage of Full-time, First-time Students Who Graduated in the Specified Amount of Time

OUTCOME MEASURES

- Alternative measures of student success are reported by degree-granting institutions to describe the outcomes of degree/certificate-seeking undergraduate students who are not only first-time, full-time students, but also part-time attending and non-first-time (transfer-in) students. These measures are also reported for students receiving Pell grants and those students that do not receive Pell grants. These measures provide the 8-year award-completion rates by award level (certificates, associate's and bachelor degrees) after entering an institution. For students who did not earn any undergraduate award after 8-years of entry, the enrollment statuses are reported as either still enrolled at the institution, or subsequently transferred out of the institution. Unlike the Graduation Rates data, all reporting institutions must report on their transfer outs regardless if the institution has a mission that provides substantial transfer preparation.

FULL-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16



PART-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16

All Undergraduate Students

TYPE OF AID	NUMBER AWARDED AID	PERCENT AWARDED AID	TOTAL AMOUNT OF AID AWARDED	AVERAGE AMOUNT OF AID AWARDED
Degree/certificate-seeking				
Grant or scholarship aid ¹	1,811	94%	\$9,877,999	\$5,454
Pell grants	1,368	71%	\$5,610,520	\$4,101
Federal student loans	576	30%	\$3,364,435	\$5,841
Non-degree/non-certificate-seeking				
Grant or scholarship aid ¹	1,977	97%	\$2,582,773	\$1,306

- ¹ Grant or scholarship aid includes aid awarded, from the federal government, state or local government, the institution, and other sources known by the institution.

PROGRAMS/MAJORS

COMPLETIONS (NUMBER OF AWARDS CONFERRED) 2022-2023

Completions are the number of awards conferred by program and award level.

PROGRAM	<u>UNDERGRADUATE CERTIFICATE</u>	<u>POSTGRADUATE CERTIFICATE</u>	<u>ASSOCIATE</u>	<u>BACHELOR</u>	<u>MASTER</u>	<u>DOCTOR</u>
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- Data shown are for first majors.
- (-) Program is not offered at this award level.
- ^d identifies programs and award levels that are offered as a distance education program. For program category totals, ^d is shown if one or more programs in the category are offered as a distance education program.

Agricultural/Animal/Plant/Veterinary Science and Related Fields						
Agricultural/Animal/Plant/Veterinary Science and Related Fields, Other	-	-	-	45	-	-
Veterinary Sciences/Veterinary Clinical Sciences, General	-	-	-	14	-	-
Veterinary/Animal Health Technology/Technician and Veterinary Assistant	-	-	23	11	-	-
Category total	-	-	23	70	-	-
Biological and Biomedical Sciences						
Biology/Biological Sciences, General	-	-	-	17	0	-
Biomedical Sciences, General	-	-	-	51	-	-
Neuroscience	-	-	-	3	-	-
Category total	-	-	-	71	0	-
Business, Management, Marketing, and Related Support Services						
Accounting	-	-	-	26	-	-
Business Administration and Management, General	-	-	-	35	-	-
Business/Commerce, General	0	-	-	29	20 ^d	-
Finance, General	-	-	-	7	-	-
Management Information Systems, General	-	-	2	6	-	-
Marketing/Marketing Management, General	-	-	-	15	-	-
Category total	0	-	2	118	20^d	-
Communication, Journalism, and Related Programs						
Communication and Media Studies, Other	-	-	-	19	-	-
Public Relations, Advertising, and Applied Communication, Other	-	-	-	19	-	-
Speech Communication and Rhetoric	-	-	-	-	7 ^d	-
Category total	-	-	-	38	7^d	-
Computer and Information Sciences and Support Services						
Computer and Information Sciences, General	-	-	-	18	-	-
Category total	-	-	-	18	-	-
Education						
Adult and Continuing Education and Teaching	-	0 ^d	-	-	14 ^d	-
Counselor Education/School Counseling and Guidance Services	-	0 ^d	-	-	18 ^d	-

▼PROGRAM	<u>UNDERGRADUATE CERTIFICATE</u>	<u>POSTGRADUATE CERTIFICATE</u>	<u>ASSOCIATE</u>	<u>BACHELOR</u>	<u>MASTER</u>	<u>DOCTOR</u>
Curriculum and Instruction	-	15 ^d	-	-	-	-
Early Childhood Education and Teaching	-	-	-	8	-	-
Education, General	-	-	-	-	34	-
Educational Administration and Supervision, Other	-	-	-	-	0	-
Educational Leadership and Administration, General	-	-	-	-	-	14 ^d
Educational/Instructional Technology	-	-	-	-	9 ^d	-
Elementary Education and Teaching	-	-	-	41	0	-
Health Teacher Education	-	-	-	12	-	-
Junior High/Intermediate/Middle School Education and Teaching	-	-	-	11	0	-
Physical Education Teaching and Coaching	-	-	-	-	1 ^d	-
Secondary Education and Teaching	-	-	-	-	2	-
Special Education and Teaching, General	-	-	-	32	5	-
Teacher Education and Professional Development, Specific Subject Areas, Other	-	-	-	-	7	-
Category total	-	15^d	-	104	90^d	14^d
Engineering						
Aerospace, Aeronautical, and Astronautical/Space Engineering, General	-	-	-	18	0	-
Systems Engineering	-	-	-	1	-	-
Category total	-	-	-	19	0	-
Engineering/Engineering-related Technologies/Technicians						
Engineering Technologies/Technicians, General	-	-	2	44	-	-
Engineering/Engineering-Related Technologies/Technicians, Other	-	-	-	14	-	-
Engineering/Industrial Management	-	-	-	2	8 ^d	-
Manufacturing Engineering Technology/Technician	-	-	-	0	-	-
Category total	-	-	2	60	8^d	-
English Language and Literature/Letters						
Creative Writing	-	-	-	4	-	-
English Language and Literature, General	-	-	-	10	13 ^d	-
Category total	-	-	-	14	13^d	-
Foreign Languages, Literatures, and Linguistics						
Spanish Language and Literature	-	-	-	2	-	-
Category total	-	-	-	2	-	-
Health Professions and Related Programs						
Family Practice Nurse/Nursing	-	-	-	-	9 ^d	-
Health/Health Care Administration/Management	-	0	-	-	-	-
Medical Radiologic Technology/Science - Radiation Therapist	-	-	30	28	-	-

▼PROGRAM	<u>UNDERGRADUATE CERTIFICATE</u>	<u>POSTGRADUATE CERTIFICATE</u>	<u>ASSOCIATE</u>	<u>BACHELOR</u>	<u>MASTER</u>	<u>DOCTOR</u>
Registered Nursing/Registered Nurse	-	-	49	50	-	-
Respiratory Care Therapy/Therapist	-	-	2	-	-	-
Category total	-	0	81	78	9^d	-
History						
History, General	-	-	-	8	-	-
Category total	-	-	-	8	-	-
Legal Professions and Studies						
Legal Studies	-	-	-	16	-	-
Category total	-	-	-	16	-	-
Liberal Arts and Sciences, General Studies and Humanities						
General Studies	-	-	27 ^d	140 ^d	-	-
Category total	-	-	27^d	140^d	-	-
Mathematics and Statistics						
Mathematics, General	-	-	-	10	-	-
Category total	-	-	-	10	-	-
Military Technologies and Applied Sciences						
Strategic Intelligence	0	-	-	-	-	-
Category total	0	-	-	-	-	-
Multi/Interdisciplinary Studies						
International/Globalization Studies	-	-	-	6	-	-
Category total	-	-	-	6	-	-
Parks, Recreation, Leisure, Fitness, and Kinesiology						
Exercise Science and Kinesiology	-	-	-	28	-	-
Sport and Fitness Administration/Management	-	-	-	22	4 ^d	-
Category total	-	-	-	50	4^d	-
Philosophy and Religious Studies						
Philosophy	-	-	-	0	-	-
Category total	-	-	-	0	-	-
Physical Sciences						
Chemistry, General	-	-	-	2	-	-
Geology/Earth Science, General	-	-	-	2	-	-
Physics, General	-	-	-	10	-	-
Category total	-	-	-	14	-	-
Psychology						
Clinical Psychology	-	-	-	-	5	-
Psychology, General	-	-	-	28	-	-
Category total	-	-	-	28	5	-
Public Administration and Social Service Professions						
Public Administration	-	-	-	-	2 ^d	-
Social Work	-	-	-	50	-	-

▼PROGRAM	<u>UNDERGRADUATE CERTIFICATE</u>	<u>POSTGRADUATE CERTIFICATE</u>	<u>ASSOCIATE</u>	<u>BACHELOR</u>	<u>MASTER</u>	<u>DOCTOR</u>
Category total	-	-	-	50	2 ^d	-
Social Sciences						
National Security Policy Studies	0	-	-	-	-	-
Political Science and Government, General	-	-	-	6	-	-
Research Methodology and Quantitative Methods	0	-	-	-	-	-
Social Sciences, General	-	-	-	5	-	-
Sociology, General	0	-	-	29	8	-
Category total	0	-	-	40	8	-
Visual and Performing Arts						
Drama and Dramatics/Theatre Arts, General	-	-	-	4	-	-
Fine/Studio Arts, General	-	-	-	10	2	-
Music Performance, General	-	-	-	-	4	-
Music, General	-	-	-	22	2 ^d	-
Music, Other	-	-	-	2	-	-
Category total	-	-	-	38	8^d	-
Grand total	0	15	135	992	174	14

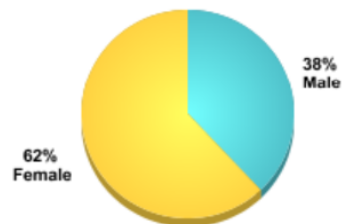
FALL 2023

TOTAL ENROLLMENT	8,618
Undergraduate enrollment	8,058
Undergraduate transfer-in enrollment	233
Graduate enrollment	560

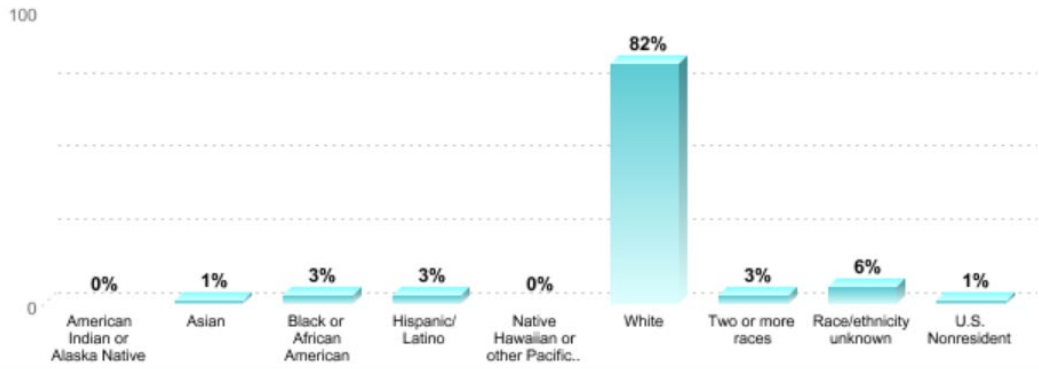
UNDERGRADUATE ATTENDANCE STATUS



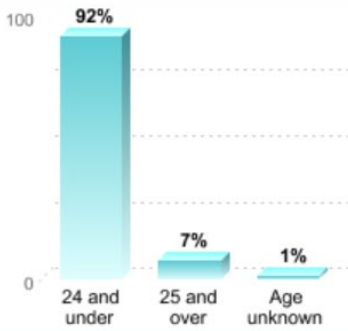
UNDERGRADUATE STUDENT GENDER



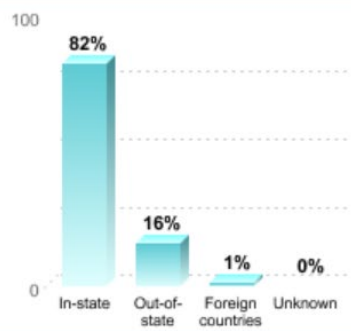
UNDERGRADUATE RACE/ETHNICITY



UNDERGRADUATE STUDENT AGE

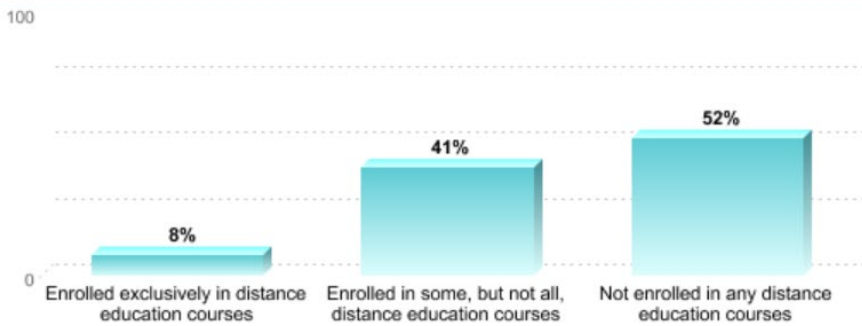


UNDERGRADUATE STUDENT RESIDENCE



▪ Residence data are reported for first-time degree/certificate-seeking undergraduates, Fall 2022.

UNDERGRADUATE DISTANCE EDUCATION STATUS

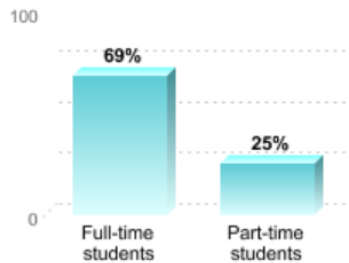


RETENTION AND GRADUATION RATES

FIRST-TO-SECOND YEAR RETENTION RATES

Retention rates measure the percentage of first-time students who are seeking bachelor's degrees who return to the institution to continue their studies the following fall.

RETENTION RATES FOR FIRST-TIME STUDENTS PURSUING BACHELOR'S DEGREES

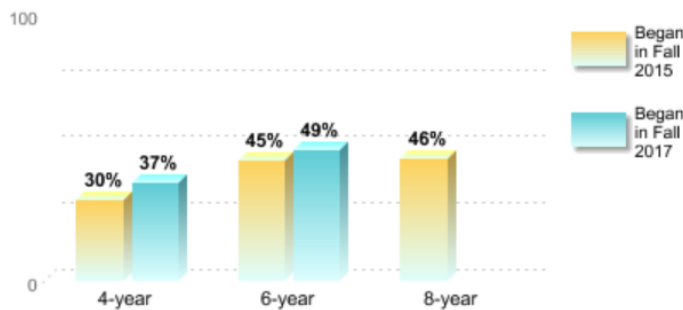


Percentage of Students Who Began Their Studies in Fall 2022 and Returned in Fall 2023

BACHELOR'S DEGREE GRADUATION RATES

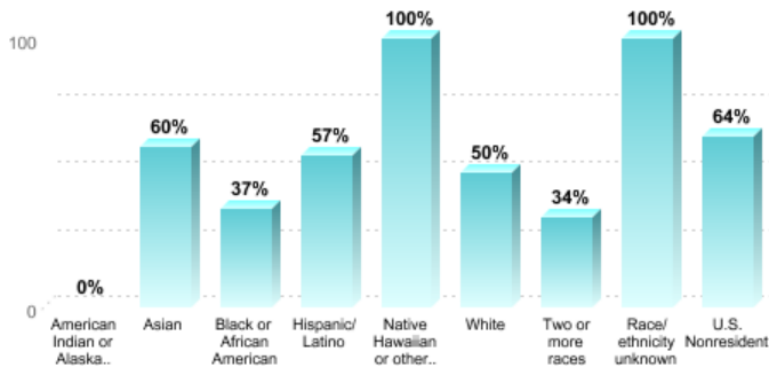
Bachelor's degree graduation rates measure the percentage of entering students beginning their studies full-time and are planning to get a bachelor's degree and who complete their degree program within a specified amount of time.

GRADUATION RATES FOR STUDENTS PURSUING BACHELOR'S DEGREES



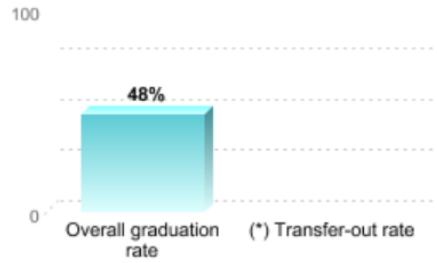
Percentage of Full-time, First-time Students Who Graduated in the Specified Amount of Time and Began in Fall 2015 or Fall 2017

6-YEAR GRADUATION RATE BY RACE/ETHNICITY FOR STUDENTS PURSUING BACHELOR'S DEGREES



Percentage of Full-time, First-time Students Who Began Their Studies in Fall 2017 and Received a Degree or Award Within 150% of "Normal Time" to Completion for Their Program

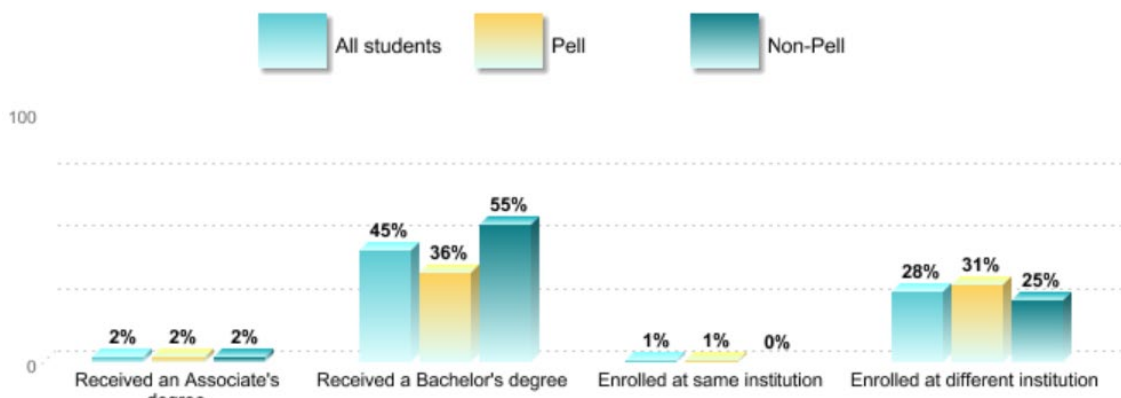
OVERALL GRADUATION AND TRANSFER-OUT RATES FOR STUDENTS WHO BEGAN THEIR STUDIES IN FALL 2017



Percentage of Full-time, First-Time Students Who Graduated or Transferred Out Within 150% of "Normal Time" to Completion for Their Program

(*) Not all institutions report transfer-out rates.

FULL-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16



PART-TIME, FIRST-TIME DEGREE/CERTIFICATE-SEEKING UNDERGRADUATES WHO ENTERED IN 2015-16

All Undergraduate Students

TYPE OF AID	NUMBER AWARDED AID	PERCENT AWARDED AID	TOTAL AMOUNT OF AID AWARDED	AVERAGE AMOUNT OF AID AWARDED
Degree/certificate-seeking				
Grant or scholarship aid ¹	4,410	91%	\$51,592,815	\$11,699
Pell grants	2,360	48%	\$11,985,465	\$5,079
Federal student loans	2,816	58%	\$16,262,821	\$5,775
Non-degree/non-certificate-seeking				
Grant or scholarship aid ¹	2,608	78%	\$3,776,978	\$1,448

¹ Grant or scholarship aid includes aid awarded, from the federal government, state or local government, the institution, and other sources known by the institution.

Attachment 4

Workforce Overview Report for Kentucky Regions (WORKR) Unemployment Information

Labor Force Estimates as of September 2024

Estimates for September 2023 and September 2024 (not seasonally adjusted). Select a WPR or LWA above to change the level of detail.

	Civilian Labor Force		Employment		Unemployment		Unemployment Rate	
	September 2023	September 2024	September 2023	September 2024	September 2023	September 2024	September 2023	September 2024
Bath County	4,505	4,668	4,277	4,365	228	303	5.1%	6.5%
Boyd County	17,009	17,269	16,126	16,167	883	1,102	5.2%	6.4%
Bracken County	3,689	3,784	3,541	3,588	148	196	4.0%	5.2%
Fleming County	5,771	5,943	5,517	5,598	254	345	4.4%	5.8%
Greenup County	12,817	12,954	12,032	12,082	785	872	6.1%	6.7%
Lewis County	4,290	4,392	4,012	4,054	278	338	6.5%	7.7%
Mason County	6,437	6,591	6,112	6,163	325	428	5.0%	6.5%
Montgomery County	11,533	11,791	11,026	11,148	507	643	4.4%	5.5%
Robertson County	778	811	742	765	36	46	4.6%	5.7%
Rowan County	10,313	10,587	9,825	9,935	488	652	4.7%	6.2%

September 2024 Labor Force Totals for TENCO (LWA)

Civilian Labor Force

 78,790

Employment

 73,865

Unemployment

 4,925

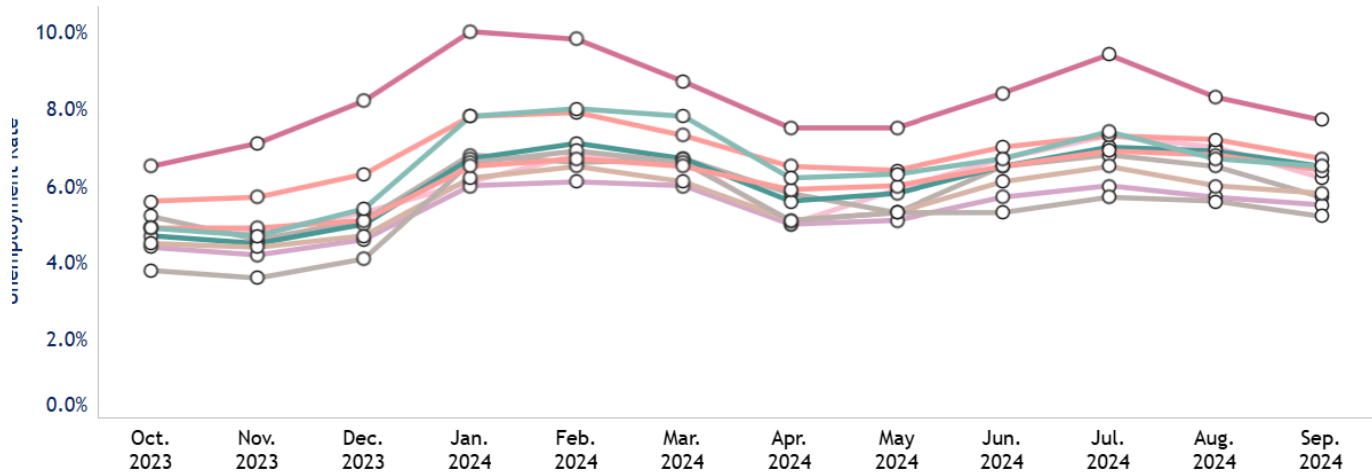
Unemployment Rate

 6.3%

Area Legend

- Bath County
- Boyd County
- Bracken County
- Fleming County
- Greenup County
- Lewis County
- Mason County
- Montgomery County
- Robertson County
- Rowan County

Unemployment Rates (not seasonally adjusted) Over Time



Attachment 5

Demographic information is from the American Community Survey (ACS 2018- 2022 5 – year estimates)

Area Comparison Detail

Demographic information is from the American Community Survey (ACS) 2018-2022 5-year estimates.

	Total Population	Veteran Population	Poverty Population	Median Household Income	Workforce Participation Rate	Total Working Age Population	Working Age No HS Diploma	Working Age Some College Plus	Working Age Associate Plus
Bath County	12,739	428	2,916	\$51,471	48%	7,377	13%	41%	21%
Boyd County	48,242	3,335	8,071	\$58,327	46%	28,242	10%	58%	33%
Bracken County	8,420	438	1,410	\$59,911	57%	5,007	12%	47%	28%
Fleming County	15,111	709	3,167	\$46,885	50%	8,665	16%	44%	26%
Greenup County	35,853	2,145	5,323	\$58,562	46%	20,487	9%	56%	33%
Lewis County	13,063	635	3,428	\$36,662	45%	7,608	20%	36%	20%
Mason County	17,068	826	3,142	\$48,460	49%	9,928	13%	54%	32%
Montgomery County	28,188	1,588	4,525	\$53,436	54%	16,916	11%	47%	24%
Robertson County	2,207	107	450	\$53,798	50%	1,252	15%	46%	21%
Rowan County	24,551	920	5,366	\$50,038	49%	16,348	8%	62%	27%

Subpopulation Totals for All Areas

Area	Foreign Born	Foster Youth	Homeless	Justice Involved	Persons With a Disability	Unemployed Persons	Veterans
Bluegrass	46,759	1,736	1,000	6,164	124,070	13,909	43,252
Cumberlands	4,353	746	112	3,242	64,162	5,460	17,815
EKCEP	3,074	955	410	3,747	114,939	7,514	16,513
Green River	5,064	427	258	2,811	40,994	3,846	11,899
Kentuckiana Works	74,532	1,355	1,129	9,496	139,722	17,304	56,873
Lincoln Trail	6,965	659	59	2,643	48,761	4,682	24,348
Northern Kentucky	16,591	1,114	378	4,007	60,660	7,879	26,473
South Central	14,482	878	193	3,341	52,577	5,153	16,104
TENCO	2,253	602	190	2,005	42,312	3,867	12,029
West Kentucky	7,771	856	282	5,012	80,163	7,036	25,121

Source: kystats.ky.gov

Key Performance Indicators (KPIs) - TENCO

Select a Geographical Area ▼

Select an Outcome Group ▼

Select a Metric ▼

TENCO

Labor Market Health

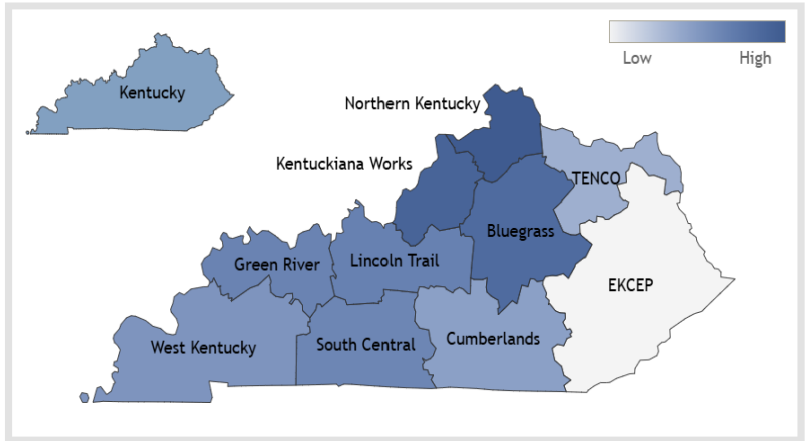
Workforce Participation Rate

Latest Workforce Participation Rate

Hover for Metric Definition

	Number or Amount	Target Population	Rate
Kentucky	2,036,942	3,512,683	58.0%
Bluegrass	416,740	664,746	62.7%
Cumberlands	128,937	249,903	51.6%
EKCEP	129,123	336,783	38.3%
Green River	95,316	166,558	57.2%
Kentuckiana Works	518,386	804,812	64.4%
Lincoln Trail	121,775	211,283	57.6%
Northern Kentucky	241,889	360,850	67.0%
South Central	138,451	244,245	56.7%
TENCO	78,545	161,140	48.7%
West Kentucky	167,780	312,363	53.7%

Latest Number/Amount	Highest Number/Amount	Lowest Number/Amount
78,545	81,640	78,545
Latest Rate	Highest Rate	Lowest Rate
48.7%	51.7%	48.7%



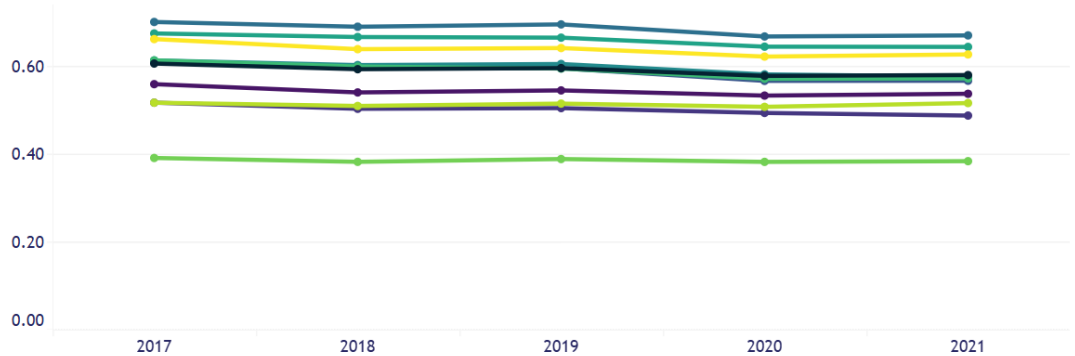
Data Source(s): LAUS and ACS, 5-year estimates

Legend

Click to Highlight.

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

Workforce Participation Rate Trends by Area



TENCO (LWA) Overview



Total Population
205,442



Veteran Population
11,131



Poverty Population
37,798



Median Household Income
N/A



Workforce Participation Rate
48.5%



Total Working Age Population
121,830



Working Age No HS Diploma
11%



Working Age Some College Plus
52%



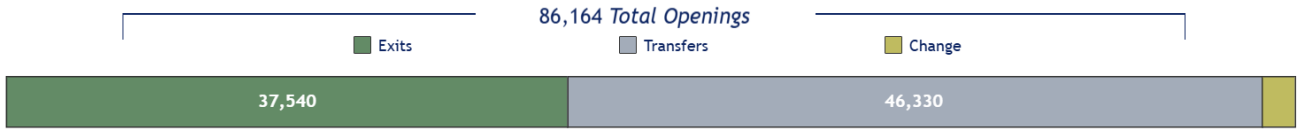
Working Age Associate Plus
29%

Source: kystats.ky.gov

Attachment 6

Top 10 Occupations by Projected Job Openings for TENCO per Education Attainment

Source: kystats.ky.gov

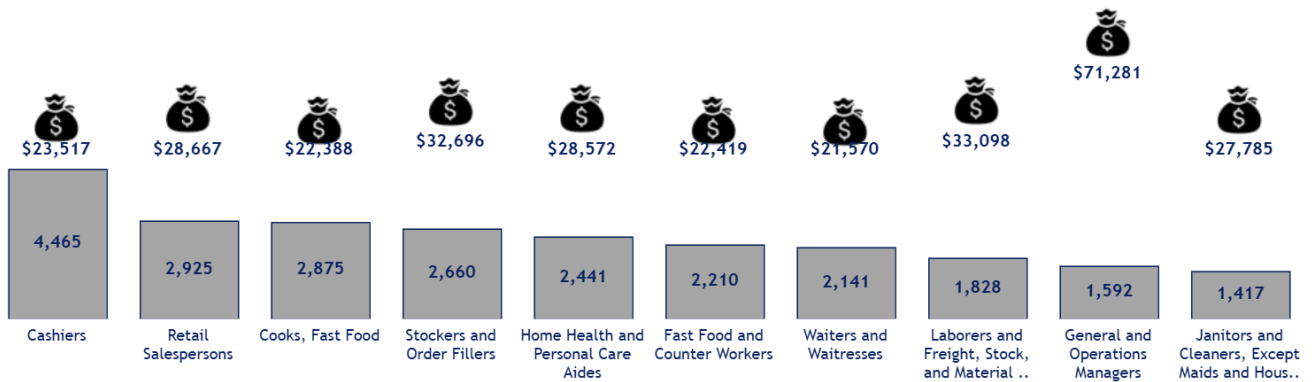


Top 10 Occupations by Number of Projected Job Openings for TENCO (LWA)

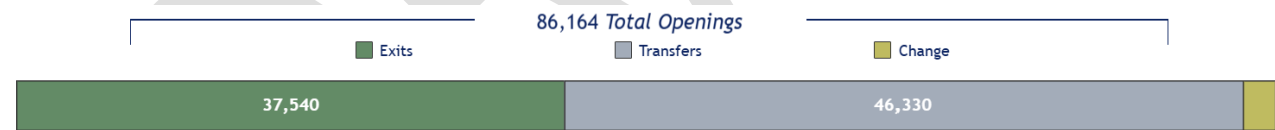
Projected job openings are the total job openings in the projected 2022-2032 time period. Wages are the 2024 median annual wage for an occupation.

Typical Education Required For Entry

(All)



Note: Median Annual Wage is not available at the WPR level and will instead be shown as "N/A"

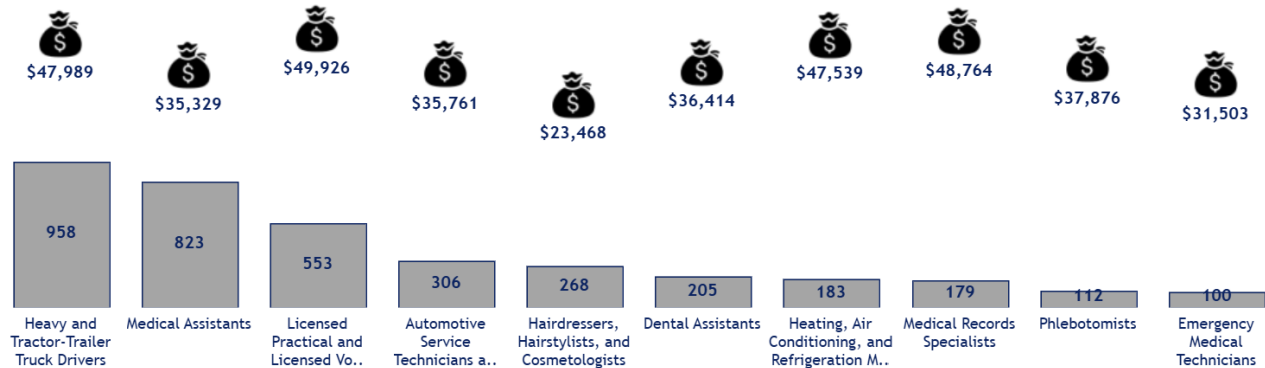


Top 10 Occupations by Number of Projected Job Openings for TENCO (LWA)

Projected job openings are the total job openings in the projected 2022-2032 time period. Wages are the 2024 median annual wage for an occupation.

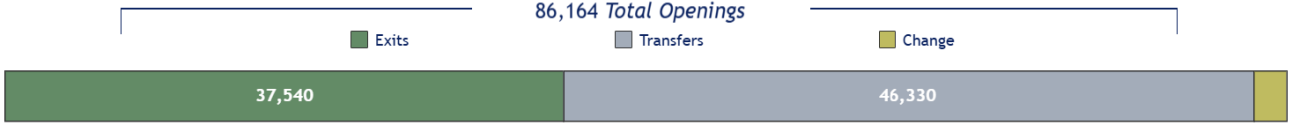
Typical Education Required For Entry

Postsecondary nondegree award



Note: Median Annual Wage is not available at the WPR level and will instead be shown as "N/A"

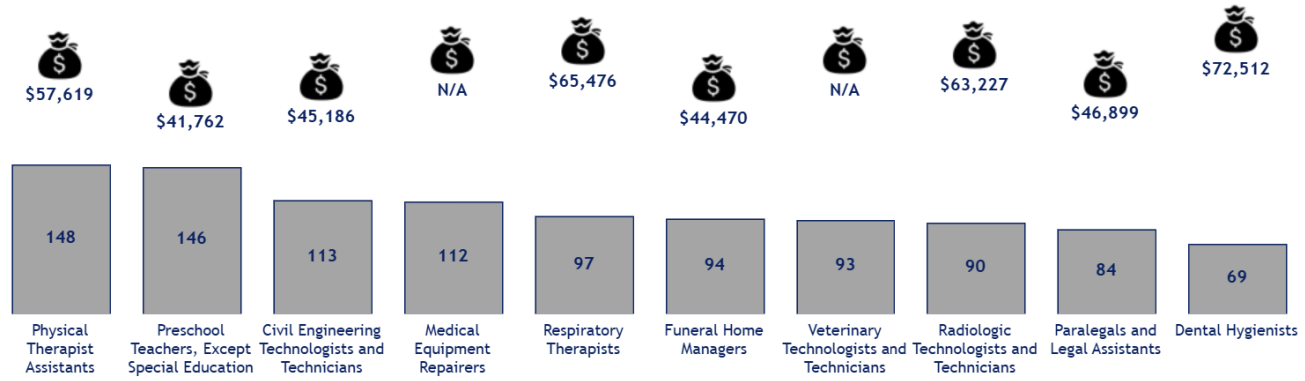
86,164 Total Openings



Top 10 Occupations by Number of Projected Job Openings for TENCO (LWA)

Projected job openings are the total job openings in the projected 2022-2032 time period. Wages are the 2024 median annual wage for an occupation.

Typical Education Required For Entry
Associate degree



Note: Median Annual Wage is not available at the WPR level and will instead be shown as "N/A"

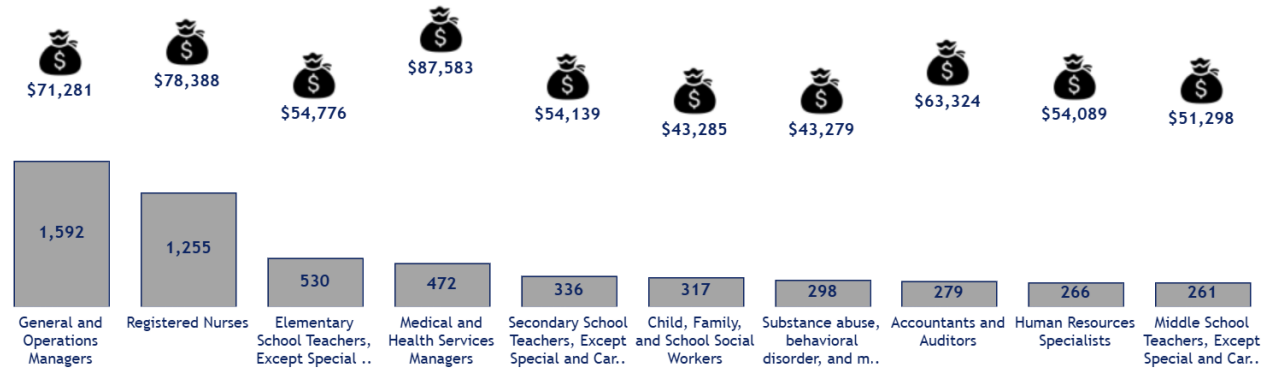
86,164 Total Openings



Top 10 Occupations by Number of Projected Job Openings for TENCO (LWA)

Projected job openings are the total job openings in the projected 2022-2032 time period. Wages are the 2024 median annual wage for an occupation.

Typical Education Required For Entry
Bachelor's degree



Note: Median Annual Wage is not available at the WPR level and will instead be shown as "N/A"

Attachment 7

Commute Patterns for TENCO Counties



-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



Fleming County, KY



-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



Greenup County, KY



-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



Lewis County, KY



-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



People Live and Work in Mason County, KY



Mason County, KY



4,582
Workers Commute to Mason County, KY



3,379
Workers Commute from Mason County, KY

-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



People Live and Work in Montgomery County, KY



Montgomery County, KY



6,393
Workers Commute to Montgomery County, KY



7,198
Workers Commute from Montgomery County, KY

-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



People Live and Work in Robertson County, KY



Robertson County, KY



127
Workers Commute to Robertson County, KY



688
Workers Commute from Robertson County, KY

-  Commuters Traveling to County for Work
-  Commuters Living and Working in County
-  Commuters Leaving County for Work



People Live and Work in Rowan County, KY



Rowan County, KY



5,819
Workers Commute to Rowan County, KY

4,796
Workers Commute from Rowan County, KY

Attachment 8

Labor Force Participation Data by Population

Labor Force Status of Prime-age Individuals by LWDA

Workforce Development Area	Population 25-54	Labor Force Status		
		Employed	Unemployed	Not in labor force
Bluegrass	320,215	78.6%	3.3%	18.1%
Cumberlands	119,272	65.2%	3.8%	31.0%
EKCEP	136,620	55.0%	5.2%	39.8%
Green River	79,805	76.8%	2.4%	20.8%
Kentuckiana Works	404,877	80.3%	3.7%	16.0%
Lincoln Trail	107,224	74.2%	3.8%	22.0%
Northern Kentucky	183,995	81.7%	3.0%	15.2%
South Central	114,589	73.8%	3.8%	22.4%
TENCO	102,018	63.6%	4.2%	32.2%
West Kentucky	146,055	71.0%	3.5%	25.5%
Total	1,714,670	74.3%	3.6%	22.0%

Source: 2021 American Community Survey 1-year data, US Census Bureau. Accessed via IPUMS USA, University of Minnesota, www.ipums.org

Labor Force Status of Individuals Who Are 16-24 Years Old by LWDA

	Total population	Percent of population	Labor force status		
			Employed	Unemployed	Not in labor force
Bluegrass	829,122	11.9%	56.3%	6.5%	37.3%
Cumberlands	318,621	10.8%	48.0%	8.6%	43.3%
EKCEP	366,516	10.7%	38.4%	8.8%	52.8%
Green River	216,531	11.2%	53.7%	6.9%	39.4%
Kentuckiana Works	1,020,775	11.0%	57.7%	7.1%	35.2%
Lincoln Trail	279,200	10.9%	55.7%	6.4%	37.8%
Northern Kentucky	466,483	11.0%	63.7%	5.1%	31.2%
South Central	309,730	13.8%	59.3%	6.3%	34.4%
TENCO	275,985	11.3%	46.0%	5.9%	48.0%
West Kentucky	411,178	12.6%	58.9%	5.9%	35.2%
Total	4,494,141	11.9%	55.2%	6.7%	38.1%

Source: 2021 American Community Survey 1-year data, US Census Bureau. Accessed via IPUMS USA, University of Minnesota, www.ipums.org

Employment Status of Prime-age Workers with Self-identified Disability

Workforce Development Area	Prime-age population	Self-identified disability	<i>Labor force status</i>		
			Employed	Unemployed	Not in labor force
Bluegrass	320,215	11.8%	39.4%	4.8%	55.8%
Cumberlands	119,272	17.8%	23.7%	3.5%	72.8%
EKCEP	136,620	23.7%	19.0%	4.9%	76.1%
Green River	79,805	15.8%	41.0%	3.0%	56.1%
Kentuckiana Works	404,877	10.5%	40.7%	5.3%	54.0%
Lincoln Trail	107,224	15.3%	35.3%	9.3%	55.4%
Northern Kentucky	183,995	10.3%	43.1%	4.5%	52.4%
South Central	114,589	14.1%	36.5%	6.3%	57.2%
TENCO	102,018	16.7%	29.8%	4.7%	65.4%
West Kentucky	146,055	17.8%	43.4%	2.6%	54.0%
Total	1,714,670	14.1%	35.1%	4.8%	60.0%

Source: 2021 American Community Survey 1-year data, US Census Bureau. Accessed via IPUMS USA, University of Minnesota, www.ipums.org.

Veteran and Labor Force Status by LWDA

Workforce Development Area	Prime-age population	Veteran	<i>Labor force status</i>		
			Employed	Unemployed	Not in labor force
Bluegrass	320,215	4.4%	78.6%	3.3%	18.1%
Cumberlands	119,272	3.4%	64.9%	3.8%	31.3%
EKCEP	136,620	2.6%	54.8%	5.2%	20.9%
Green River	79,805	4.0%	76.6%	2.5%	20.9%
Kentuckiana Works	404,877	4.4%	80.4%	3.7%	16.0%
Lincoln Trail	107,224	8.8%	73.7%	3.8%	22.4%
Northern Kentucky	183,995	4.5%	81.8%	3.0%	15.2%
South Central	114,589	4.5%	73.8%	3.7%	22.5%
TENCO	102,018	4.0%	63.5%	4.2%	32.3%
West Kentucky	146,055	5.3%	71.1%	3.4%	25.5%
Total	1,714,670	4.5%	74.2%	3.6%	22.1%

Source: 2021 American Community Survey 1-year data, US Census Bureau. Accessed via IPUMS USA, University of Minnesota, www.ipums.org.

Never Married Parents Living with Their Own Children by LWDA

Workforce Development Area	Percent of parents who were never married living with their child	<i>Labor force status</i>		
		Employed	Unemployed	Not in labor force
Bluegrass	11.0%	70.0%	7.1%	23.0%
Cumberlands	4.0%	43.0%	20.2%	36.7%
EKCEP	5.3%	45.7%	7.0%	47.3%
Green River	5.1%	67.3%	3.9%	28.8%
Kentuckiana Works	11.8%	73.3%	4.8%	22.0%
Lincoln Trail	6.9%	58.0%	10.4%	31.7%
Northern Kentucky	10.4%	71.2%	12.2%	16.7%
South Central	8.7%	68.1%	10.4%	21.6%
TENCO	11.6%	50.5%	16.5%	33.0%
West Kentucky	6.0%	52.2%	10.3%	37.5%
Total	5.2%	60.5%	9.7%	29.7%

Source: 2021 American Community Survey 1-year data, US Census Bureau. Accessed via IPUMS USA, University of Minnesota, www.ipums.org.

DRAFT