

# Workforce Solutions of Central Texas



## 2017-2020 Strategic Plan with 2019 Modifications





## **MESSAGE FROM THE CENTRAL TEXAS WORKFORCE BOARD**

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Workforce Development Board (Board) to develop and submit to the state of Texas a comprehensive four-year plan (Local Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan.

This Local Plan was developed openly and made available to the public for comment for 30 days. The particular goal was to gain input from members of the business and educational communities as well as various other labor organizations. Input gathered from interested parties was considered prior to the approval and submission of this plan. Additionally, along with submission of this Local Plan to the Texas Workforce Commission (TWC), the Board submitted all public comments of disagreement to TWC.

It is anticipated that the demand and targeted occupations will be regularly reviewed using input from members of the business and educational communities. Further, at a minimum, following the end of the first two-year period, Central Texas Chief Elected Officials and the Workforce Board will review this Local Plan and prepare and submit modifications to reflect:

- ☆ Changes in the labor market and economic conditions,
- ☆ Factors affecting the implementation of the plan,
- ☆ Changes in financing,
- ☆ Changes to the structure of the Board, and/or
- ☆ The need to revise strategies to meet local performance goals.

## **MISSION**

**Workforce Solutions of Central Texas provides quality education, training, and labor market services that give employers and job seekers of the region a competitive advantage in the global economy.**

# STRATEGIC PLAN

## For Fiscal Years 2017-2020

**Statement of Approval**  
**Workforce Solutions of Central Texas**  
**Strategic Plan 2017-2020**

*The signatures below certify that the Workforce Solutions of Central Texas Strategic Plan, FY 2017-2020, has been reviewed and approved by the Board of Directors for Workforce Solutions of Central Texas, the Chief Elected Official, and the Board's Fiscal Agent. The Plan was approved by the Board of Directors for Workforce Solutions of Central Texas at its regularly scheduled business meeting on February 23, 2017.*

Judge Jon Burrows  
Chief Elected Official

Signature

2/24/17

Date

Larry Anglin  
Board Chair

Signature

2/24/17

Date

Jim Reed  
Executive Director  
Central Texas Council of Governments  
Fiscal Agent

Signature

2/24/17

Date

Susan Kamas  
Executive Director

Signature

2/24/17

Date

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## **Part A: Strategic Elements**

### ***Boards' Vision***

*A.1.1 The following provides:*

- ★ *A description of the Board's strategic vision to support regional economic growth and economic self-sufficiency.*
- ★ *Workforce Solutions of Central Texas' goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.*
- ★ *Workforce Solutions of Central Texas' goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).*



### **Board Response:**

Based upon Central Texas' economic strengths, opportunities, and employment needs, the Board of Directors for Workforce Solutions of Central Texas defined the following strategic components. The Board's strategic vision supports regional economic growth and self-sufficiency by setting and achieving high-level goals and strategies that cascade into operational goals, deliverables, and priority service segments. To accomplish the vision of the Board, the following vision, mission, purpose, values, goals, priorities, and commitments were developed. The resulting one-page Strategic Framework communicates the foundation for achieving the Board's vision (page 9).

#### **Vision:**

- ★ Workforce Solutions of Central Texas represents a regional partnership of business, education, labor and community organizations that provides high-quality information and labor market services to local employers and residents.
- ★ We are the system of choice – we bring people and jobs together for a better regional economy.
- ★ All of our customers have access to the same high-quality labor market information and services regardless of where they are located in the region or how they come in contact with the workforce system.
- ★ Individuals are able to learn and work in their home, in school and on the job to realize their greatest economic potential and individual wellbeing.
- ★ The system is highly valued by both employers and job seekers. It is well known, has a positive image throughout the region, and is widely recognized as the premier local workforce system in Texas.
- ★ The system enjoys a growing and increasingly diversified funding base and is not dependent upon any one source of revenue for its survival.
- ★ By using our services, employers gain the competitive advantage that comes with an adequate supply of educated and highly productive workers, and job seekers of the region find jobs and earn incomes that make them economically self-sufficient, lifelong learners.
- ★ The system creates a well-educated, highly skilled workforce that attracts high-wage employers to the region.

**Mission:** The mission of Workforce Solutions of Central Texas is to provide quality education, training, and labor market services that give employers and job seekers of the region a competitive advantage in the global economy.

**Purpose:** Workforce Solutions of Central Texas creates futures by bringing people and jobs together.

### **Values:**

In all our actions and decisions, Workforce Solutions of Central Texas values:

- ★ **Accountability.** We act efficiently, respectfully, and ethically to produce positive results for Central Texas' businesses and job seekers. We are accountable to the system's owners — the taxpayers and our communities. As stewards of the public trust, we take responsibility for accomplishing our organization's mission, vision, and goals.
- ★ **Customer Focus.** We concentrate our efforts on exceeding customer expectations. Recognizing that such a focus is essential to our success, we listen to our customers and work diligently to develop realistic customer-driven solutions. Our systems foster an environment supporting continuous improvement. We are innovators – inspiring rather than limiting those we serve.
- ★ **Integrity.** We choose to operate openly, honestly, and ethically. While representing Workforce Solutions of Central Texas, we do not compromise the principles of the organization. We do what is right in all circumstances, take pride in what we do, and set an example for others. We earn the trust of those we serve. We are trustworthy.
- ★ **Quality.** In everything we do, we strive for excellence. We provide high-quality, customer-driven workforce services that assist businesses and job seekers in their efforts to be competitive in a global economy. We empower staff to act appropriately and consistently, exceeding customer expectations. We are committed to systematically evaluate our efforts to ensure opportunities for improvement and innovation are identified and implemented.
- ★ **Teamwork.** We work in teams to achieve common goals. We promote communication, networking and collaboration as the chosen method for problem solving. Working together in cohesive units, we work hand-in-hand to create solutions and implement customer-driven strategies. Common goals and desires are elevated above that of individual team members.

### **Commitments**

- ★ We choose to operate openly, honestly, and ethically and expect our customers, partners, contractors, and employees to do the same.
- ★ We believe innovation is essential to our survival and recognize the risks that come with it. We reward success and foster an environment supporting innovation and continuous improvement.
- ★ We know that only by providing high-quality workforce services can we build and maintain relationships of mutual trust and respect with our customers, partners, and contractors. We recognize Central Texas businesses as our primary customers and believe that job seekers' workforce needs can best be met by first meeting businesses' needs.
- ★ We act efficiently, prudently, and ethically to produce results that make a difference for businesses and job seekers of Central Texas. We are accountable to the system's owners — the taxpayers and their representatives, the elected officials who appointed us — and to the

entities that help fund our efforts. As stewards of the public trust, we expect the same level of accountability from all of those with which we associate.

- ★ We expect and maintain an integrated workforce system that:
  - ★ Ensures equal access to quality information and workforce services throughout the seven-county region we serve,
  - ★ Promotes investments in education, training, and productive employment as critical to the self-sufficiency of individuals and families as well as to the economic vitality of the region as a whole,
  - ★ Creates and maintains strategic alliances with its partners and contractors to ensure the high quality of the workforce services we make available,
  - ★ Recognizes and rewards performance at all levels, and
  - ★ Continuously improves itself and the services it offers.

### **Priority Business Segments**

- ★ New businesses,
- ★ High volume businesses (hire large numbers of employees),
- ★ High-skill, high-wage businesses,
- ★ Job growth businesses, and
- ★ Community/Economic priority businesses.

### **Priority Job Seeker Segments**

- ★ Veterans,
- ★ Exiting/Transitioning Military,
- ★ Military Spouses,
- ★ Recipients of Public Assistance, Other Low-income Individuals, and Individuals Who are Basic Skills Deficient,
- ★ Out of School Youth and Youth with Disabilities, and
- ★ Targeted Workforce Program and Partner Customers with Barriers to Employment.

### **Deliverables**

- ★ Funding from Non-Allocated Sources,
- ★ Exceptional Services and Products,
- ★ Work-Ready Job Seekers, and
- ★ Service Coordination Resulting from Collaborative Relationships.

### **Primary Work Systems and Measures**

- ★ Job Matching/Job Seeker Development – Entered Employment, Employment Retention (Q2 and Q4 Post Exit), Credential Rate, Median Earnings (Q2 Post Exit), Employed/Enrolled (Youth), Staff Guided Entered Employment, Employment Retention, Educational Achievement, Children in Care, Choices Full Work Rate;
- ★ Business Services – Claimant Reemployment, Job Postings Filled, and Employer Workforce Assistance;
- ★ Information technology – refresh to plan, network traffic, IT staff response rate to “Tech Support” requests; and
- ★ Admin, project management, research – audit, monitoring, project management timelines, employee satisfaction and engagement.

**High Level System Goals:**

- ☆ Business Goal – Meet the human resource needs of Central Texas businesses
- ☆ Job Seeker Goal – Connect qualified people to jobs in a timely manner
- ☆ Public/Stakeholder Goal – Increase public awareness and support of Workforce Solutions of Central Texas and its services
- ☆ Partner/Employee Goal – Expand and maintain a diversified funding base

**Operational Goals**

- ☆ Increase Skills,
- ☆ Grow Jobs,
- ☆ Reduce Unemployment,
- ☆ Increase Service Options and Strategies for Priority Businesses,
- ☆ Increase Service Options and Strategies for Targeted Job Seekers, and
- ☆ Exceptional Performance.

**Goals for Long Term Stakeholder Value**

- ☆ Stronger Economy,
- ☆ Qualified Workforce Availability,
- ☆ Self-Sufficiency,
- ☆ Public Support of the Workforce System, and
- ☆ Financial Stability.

## WORKFORCE SOLUTIONS OF CENTRAL TEXAS STRATEGIC FRAMEWORK

Target Customer Group and Related Goal			
Business Goal	Public/Stakeholder Goal	Partner/Employee Goal	
<b>Meet the Human Resource needs of Central Texas businesses</b>	<b>Increase public awareness and support of the Central Texas Workforce System and its services</b>	<b>Expand and maintain a diversified funding base</b>	
Job Seeker Goal	Strategies to Attain Goals		
<b>Connect qualified people to jobs in a timely manner</b>	<ul style="list-style-type: none"> <li>★ Identify the labor market needs of businesses and job seekers.</li> <li>★ Develop and market high-quality services to meet customer needs.</li> <li>★ Recognize that businesses are our primary customers and the employment and training needs of job seekers can best be met by first meeting employer needs.</li> <li>★ Recognize that competitive advantage in the global economy lies in the ability of people to think, to identify and analyze problems and to work cooperatively to solve them.</li> <li>★ Ensure systems support an integrated service delivery model with the ability to leverage funds across programs</li> <li>★ Ensure access to information and workforce services for rural and urban Central Texas customers.</li> <li>★ Ensure Workforce Solutions of Central Texas staff are supported by appropriate telecommunication and computer-based resources as necessary to respond to customer needs and program requirements.</li> <li>★ Make investments in education and training that will make Central Texas students and job seekers more productive and the employers they work for more competitive.</li> <li>★ Provide staff training and cross-program employee orientations to help Workforce Solutions of Central Texas staff members and partners understand basic program requirements and service opportunities for business and job seeker customers.</li> </ul>		
Success Measures			
<ul style="list-style-type: none"> <li>★ Repeat usage of standard and customized services.</li> <li>★ Use of technology, including: Central Texas Website, <a href="http://www.workforcelink.com">www.workforcelink.com</a> and Work in Texas.</li> <li>★ Service use by target market-segments most in need and eligible for enrolled program services.</li> <li>★ Employment of registered job seekers.</li> <li>★ Customers co-enrolled in multiple Central Texas Workforce programs.</li> <li>★ Adult and youth job seeker customers achieving educational gain, credential, career advancement, or earnings gains.</li> <li>★ Job seekers on career pathway or trained in high-skill, high-wage occupations and/or transportable skills.</li> <li>★ Available apprenticeship training programs.</li> <li>★ Availability of employer driven training opportunities</li> <li>★ Completion of career exploration activities.</li> <li>★ Availability of highly skilled, dedicated, and engaged Workforce Solutions of Central Texas employees.</li> </ul>	<ul style="list-style-type: none"> <li>★ Completed and executed Memorandums of Understanding.</li> <li>★ Awareness/coordination of workforce programs through plan sharing and development.</li> <li>★ Availability of funding from non-allocated sources.</li> <li>★ Community leaders and partners participating in Workforce sponsored activities.</li> <li>★ No findings in audit and monitoring reports.</li> <li>★ Efficiencies as demonstrated through service coordination and reduced duplication.</li> <li>★ Availability of timely, accurate labor market information confirmed by local wisdom.</li> <li>★ Youth partnerships promoting and supporting career pathways or post-secondary education.</li> <li>★ Loyal, engaged, and dedicated Workforce</li> <li>★ Solutions of Central Texas employees focused on customers and continuous improvement.</li> </ul>		

*A.1.2 The following is a description of the Board's strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local area, to achieve the vision and goals of the Board.*

**Board Response:**

Workforce Solutions of Central Texas has extensive experience coordinating and working with internal workforce program and external program partners. Internal core workforce programs include:

- ☆ WIOA Title I Adult,
- ☆ WIOA Title I Dislocated Worker,
- ☆ WIOA Title I Youth, and
- ☆ Wagner-Peyser Act.

Other internal workforce programs provided by Workforce Solutions of Central Texas include:

- ☆ Child Care Services,
- ☆ Temporary Assistance for Needy Families, Choices,
- ☆ Non-Custodial Parents, Choices,
- ☆ Supplemental Nutrition Assistance Program, Employment and Training,
- ☆ Trade Adjustment Act,
- ☆ Military Family Support Pilot Program, and
- ☆ When Available, National Dislocated Worker Grant Funding.

For new and existing external core programs, agreements demonstrate partnership strategies as defined through Memorandums of Understanding /Agreement. External core programs include the:

- ☆ Senior Employment Services,
- ☆ Texas Workforce Commission's Adult Education and Literacy, and Rehabilitation Act Title I Programs, and
- ☆ Texas Veterans Commission's Veterans Employment Services.

Regarding optional partners, Workforce Solutions of Central Texas does not have a significant Migrant and Seasonal Farmworkers or Native American populations.

Memorandums of Understanding/Agreement (MOUs) with Workforce partners describe the overall roles and responsibilities for each entity. Further, the MOUs define work parameters, service obligations, target populations, shared responsibilities, areas of coordination and related efficiencies gained, and, if appropriate, financial obligations.

For all Workforce programs, Workforce Solutions of Central Texas will continue to serve job seekers with specific emphasis on assisting targeted customer groups. Services will be provided through two full-service Workforce Centers in Killeen and Temple and two satellite/branch Centers in Lampasas and Rockdale. The Workforce Centers in Killeen and Temple are strategically located to serve the majority of the Workforce Area's business and job seeker populations. Further, targeted customers' services are provided by staff who leave the Workforce Centers and provide service access through alternative service sites.

Building upon current service practices, Workforce Solutions of Central Texas will continue to explore opportunities to gain efficiencies and improve service options. As one example of our continuous improvement efforts, during this 4-year planning cycle, we anticipate transitioning into a next-generation Workforce Center in Temple. The new Center will rely heavily upon wireless service options and a paperless work environment that results in “anyplace, anytime—on-demand” service solutions.

### **Information added through 2019 Plan Modification**

Workforce Solutions of Central Texas has developed an integrated service process that improves access to services and training for local job seekers. As described in the current Plan Modification, Workforce Solutions of Central Texas closed an outdated Workforce Center and opened a State-of-the-Art Workforce Center in Temple.

The new Center is a key partner in Temple’s Santa Fe Business Center which is also home to the Temple Economic Development Corporation and the Temple Chamber of Commerce. This unique partner combination enhances Central Texas’ business attraction, business retention/development, and workforce/talent development.

The new Workforce Center also enhances Workforce services using a variety of innovative service delivery strategies. As examples:

Workforce Center staff work in multi-program teams that utilize an integrated service delivery model. This approach ensures that customers have access to a wider variety of services utilizing the experience of the members of each team, which can then be customized to meet their individual needs. The team approach allows customers to meet with experienced staff from each program/partner already embedded in the team without having to meet each staff person in separate meetings. Further, the team approach shares knowledge and resources across programs and enhances customer service with a higher standard of excellence.

The Workforce Center in Temple also uses an open design to facilitate customer flow with a focus on gaining employment, with assistance as needed by Career Center staff. The open design is supported by Bluetooth technologies that allow staff to go to customers using tablets to provide services rather than desktop computers that anchor staff to one location. Additionally, the Career Center and all training rooms allow customers and partners to use Workforce technologies or their own technology tools (i-pads, tablets, smart phones, etc.).

In addition to the partnerships/coordination activities already described, Workforce Solutions of Central Texas has unique, highly productive partnerships with Fort Hood, community leaders, local Independent School Districts representatives, and community college and universities. Some of the many examples of resource expansion and service coordination include support for and active participation in:

- Fort Hood’s Transition Assistance Soldier for Life,
- U.S. Chamber of Commerce Hiring Our Heroes Program,
- Career Technology Education Programs,

- P-20 Council, and
- 60x30 Texas.

Further demonstrating Central Texas' efforts to work in coordination with key partners, the Texas Workforce Commission designated two local programs as best in the state for Service to Workers and Service to Community. Following are brief descriptions of the two award winning partnerships:

**Service to Workers** was received for our NonCustodial Parents program. Originally established as part of a national demonstration grant, the Workforce Solutions of Central Texas (WSCT) NCP Choices PEER project began in April 2013. Goals were similar to other Boards that had already established NCP Choices programs in Texas: (1) partner with the Office of the Attorney General (OAG) and IV-D (child support) courts, and (2) help unemployed/underemployed Non-Custodial Parents (NCPs) find work and financially support their children.

The differences between the WSCT NCP Choices PEER project and the other Boards' programs were: (1) the WSCT NCP Choices PEER project was one of eight programs across the U.S. involved in a five-year study that compared outcomes of NCPs who received program services to those that did not receive them, and (2) the innovative use of the Parent, Employment, Education, and Responsibility (PEER) curriculum developed by the Texas OAG which was designed to enhance NCP's parenting/father/motherhood skills.

While many educational curricula for parents exist, PEER is unique because it targets NCPs who are behind in child support, and, as a consequence of that noncompliance, are ordered by the IV-D court, to participate in NCP Choices. PEER has the following goals: (1) to benefit children by increasing their noncustodial parents' emotional and financial support, (2) to strengthen co-parenting relationships between NCPs and custodial parents (CPs), and (3) to promote NCPs parenting skills.

When the WSCT NCP Choices PEER research project ended in September 2016, additional funds were allocated by TWC to continue providing NCP Choices services. PEER workshops for NCPs were continued as a core component of WSCT's NCP services; it was determined that the workshops positively contribute to improved family and employment outcomes.

Collaborating with our assigned NCP Choices Site Coordinator, WSCT staff facilitate PEER workshops on a monthly basis. The workshops have contributed to a 5-year OAG child support collection total of \$3,235,979. Exiters' obtained employment outcomes are: 5-year: 87.77%; PY18: 83.68%; PY17: 84.34%

**Service to Community** was received for our Go-to-Work program. Residents living in East Temple, Texas face substantial barriers to employment. They have high unemployment rates (12-21%), low median household incomes (\$15,402-\$19,309), and a higher percentage of residents living below the poverty level (31.4%-36.3%). In

comparison, the entire city of Temple experienced average per-resident earnings of \$57,000 in 2016.

To address these barriers, Workforce Solutions of Central Texas (WSCT) joined Temple ISD, Temple EDC, Temple College, United Way, and Hospitality/Food Service Industry representatives. The unique partnership considered solutions and ultimately formed Go2Work which included strategies to fund and provide in-demand training that leads to employment for Temple's most barrier-impacted residents.

In addition to helping residents, Go2Work addresses Hospitality and Food Services businesses' need for a trained workforce. Through Go2Work, prepared employees are connected with local employers who often hire the graduates immediately upon training completion. Based on industry growth, the new workforce pipeline created by Go2Work is particularly important. As with the rest of the nation, local Hospitality/Food Service Industry employers cannot find skilled labor (in 2016 the industry had 3,373 openings). Further, local jobs have increased by 16.6% in this industry over the last five years, 2% higher than the national average.

Helping underemployed/unemployed participants overcome their personal situations and better their lives, Go2Work's goals are to engage, train, and employ qualified job seekers to meet local employer needs. The one week, eight hours per day (40 hours) training program teaches hospitality and customer service skills. It also includes prerequisite workshops: Interviewing Skills, Application Editing, and Resume Writing.

Partner responsibilities: (1) WSCT: pre-screening, application completion, and pre-training workshops; (2) United Way and Temple EDC: materials/curriculum costs, (3) Temple College: training facilities and instructors. Innovations: (1) using industry-endorsed curriculum: Start Right, Stay Right; and (2) connecting businesses and training graduates through "speed interviews" (employers are onsite at graduation to immediately hire trainees).

Go2Work participants overcame barriers, secured stable, long-term employment, and they have opportunities for advancement. Results:

- August 2017 training class: 12 of 15 graduates (80%) hired;
- March 2018 training class: 12 of 18 (67%) graduates hired to date;
- Total: 24 of 33 (73%) graduates hired.

Regarding Workforce services linking business/industry and educators, in 2018 Workforce Solutions of Central Texas created a new staff position specifically designed to improve coordination between educators and businesses, thus improving access to a locally in-demand, employment-focused worker pipeline. The position, Director of Industry Education Partnerships, provides local ISDs, colleges, and universities with local labor market information, actively participating in efforts to align training options with skills that make students exemplary competitors for local high-skill, high-wage jobs. The Director's efforts are expected to increase training opportunities, expand employer outreach, and ultimately place more job seekers in training-related employment.

## **Economic and Workforce Analysis**

*A.2.1 The following regional analysis provides a description of the Regional Economy including:*

- ☆ *Economic conditions, including existing and emerging in-demand industry sectors and occupations, as well as targeted occupations; and*
- ☆ *The employment needs of employers in existing and emerging in-demand industry sectors and occupations.*

*Note: The initial analysis is expanded with more detail in Central Texas' demand/target occupations response area.*

### **Board Response**

The Central Texas Workforce Area includes the seven Texas Counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba.

### **Industries Super Sectors and Employees**

Regarding employment by major industry sectors, Central Texas grew 1,801 jobs when comparing the first quarter of 2013 with the first quarter of 2014. Job growth related primarily to the construction sector which increased by 869 during the time period. The financial activities and leisure and hospitality sectors also showed marked growth by 552 and 522 jobs respectively. Other super sectors showed slight increases in jobs between 2013 and 2014 with the exception of the information, education and health services, other, and public administration sectors which lost 98, 223, 147, and 285 jobs respectively. Job losses for the impacted super sectors totaled - 753.

The Texas Workforce Commission reports 7,314 business reporting units operating in Central Texas in the first quarter of 2014 with an average of 19.15 workers per unit. The Texas average is 18.07 workers per unit. This is consistent with the fact that Central Texas' economy is dominated by many small and a few very large employers.

Further confirming the prevalence of smaller employers, InfoGroup, Inc published corroborating findings in its Employer Database 2014 2nd Edition. The InfoGroup database indicates that the area had approximately 2,809 establishments which employed 10 or more employees. Compared to the Texas Workforce Commission's data, it appears that there are 4,383 local employers with less than 10 employees. Of Central Texas' employers, approximately:

- ☆ 0.3 percent employed over 1,000 employees;
- ☆ 0.4 percent employed between approximately 500 and 999 employees,
- ☆ 7.1 percent employed between approximately 100 and 499 employees,
- ☆ 11.5 percent employed between 50 and 99 employees,
- ☆ 31.3 percent employed between 20 and 49 employees, and
- ☆ 49.4 percent employed between approximately 10 and 19 employees.

### **Commuting Pattern Impact**

As will all Workforce Areas in Texas, some Central Texas communities function as major employment centers and others serve as "bedroom communities." Recognizing that residents may work in one community but live, pay taxes, and spend most of their income where they live, draws attention to the importance of exploring commuting patterns. Using "residence adjustment" as a means to assess the degree to which the Central Texas regional area serves as a bedroom community, the change from \$244,911 in 2010 to \$194,153 in 2011 indicates that the Workforce Area experienced substantial loss of local income. A negative number implies that Central Texas workers commute into the region to earn income but do not reside here. Growth over time of negative residence adjustments generally implies an eroding tax base for the region. Similarly, a positive figure implies that on balance the region exports jobs and income to residents of other regions.

Regarding the impact of commuting patterns, one should note, that the loss occurred during the recent "great recession" and at a time when active duty military on Fort Hood were being deployed around the world in a variety of defense efforts. Further, loss of income occurred through Army downsizing efforts and related civilian and contractor layoffs on Fort Hood.

## **Fort Hood**

Reflecting the potential economic impact associated with Fort Hood, IRS outmigration statistics indicate that 21,545 military households with incomes totaling \$731,865,000 left the Central Texas region. Notwithstanding transfers to bases within Texas, 51.7 percent moved to a different state and 5.6 percent left the country. These moves are likely to be associated with the military. Similarly, IRS in-migration statistics report that 21,833 households moved to Central Texas bringing a total earnings of \$674,335,000. In-migration included 53 percent moving from a different state and 6.1 percent coming to Central Texas from another country.

Covering 342 square miles, Fort Hood is the world's largest armored military installation. According to Fort Hood's Garrison Command, in January 2017, there were 61,311 individuals living on the post. Compared to Central Texas Counties' populations, Fort Hood has the second largest population, with Bell being the only county with more residents than Fort Hood.

In addition to its population size, Fort Hood is the largest employer in Texas. The State Comptroller reported that the installation had a \$35.4 billion impact on Texas' economy in 2015. There are a variety of factors regarding local and statewide support contracts as well as actual wages that result in this high-dollar impact. For example, the military income, excluding federal civilian income, in Central Texas grew from \$3,072,137,000 in 2004 to \$3,549,253,000 in 2005 (the latest available data). The growth reflects a 15.5 percent increase compared to a statewide change of no increase during the same period.

Regarding Fort Hood's needs as an employer, the base supports 35,966 active duty military, 5,671 civil service employees, and 13,737 support and defense contractor personnel. There are also about 1,292 retail sales jobs on the base as well as 760 education service personnel who work on Fort Hood through a partnership with the Killeen Independent School District.

*A.2.2, and A.2.4. Following is a descriptive analysis and list of Central Texas' in-demand industry sectors and occupations. The description includes an analysis of the knowledge and skills needed to meet the employment needs of the employers in the Central Texas, including employment needs in in-demand sectors and occupations.*

### **Board Response:**

This information was developed as part of a comprehensive study of Central Texas' demand and target occupations conducted by R.C. Froeschle Consulting. The data not only considers demand and occupations, it also explores options for career lattices (pathways). Further the data reflect results which were confirmed by group and individual meetings with local employers.

### **Industry Sector Framework**

Based on the initial analysis of Central Texas Industries, three industry groupings were proposed. It was believed that the identified industries would potentially benefit from efforts to enhance worker employability through skill certifications. Those groupings were:

- ☆ Manufacturing,
- ☆ Health Care, and
- ☆ Information Technology.

The analysis then revised the initial groupings and performed a more in-depth Central Texas sector analysis covering all of the seven counties within the Central Texas Workforce Solutions Area. The objective was to identify the most robust industry sector targets that constitute key regional economic and employment drivers while also aligning with an industry sector strategy for prioritizing skill training initiatives. The analysis includes a regional economic overview, a sector and industry analysis, a review and discussion of the initial three industry sectors, and final recommendations and targets for the certification initiative.

### **Regional Background Analysis**

Comprising seven counties in the central region of Texas, the Area is dominated by Bell County which contains the major cities of Belton, Harker Heights, Killeen, and Temple. Regional population growth has been consistent but below state averages with 21,910 net new residents entering the area at a pace of just under 1 percent per year between 2010 and 2015. The bulk of that growth has been in Bell County with some additional growth in Lampasas County.

### **Annual Estimates of the Central Texas Population: 2010 to 2015**

<b>County Name</b>	<b>2010</b>	<b>2015</b>	<b>ABS CHG 2010-2015</b>	<b>PER CHG 2010-15</b>
<b>Central Texas LWDA</b>	452,595	474,505	21,910	4.8%
<b>Bell County, Texas</b>	312,978	334,941	21,963	7.0%
<b>Lampasas County, Texas</b>	19,755	20,588	833	4.2%
<b>Coryell County, Texas</b>	75,604	75,503	-101	-0.1%
<b>Milam County, Texas</b>	24,687	24,513	-174	-0.7%
<b>Mills County, Texas</b>	4,950	4,900	-50	-1.0%
<b>San Saba County, Texas</b>	6,133	5,901	-232	-3.8%
<b>Hamilton County, Texas</b>	8,488	8,159	-329	-3.9%

The Central Texas regional economy had roughly 199,642 jobs in 2016 and grew at roughly six percent between 2013-2016, adding 12,067 net jobs. The regional economy is undeniably dominated by Fort Hood, the largest active duty armored post in the U.S. Armed Forces. As the largest single economic driver of the Central Texas economy, Fort Hood supports 66,492 people on-post, including 21,221 civilian employees and contractors. According to a July 2016 release by the Texas Comptroller's Office, Fort Hood is responsible for \$35.4 billion in Texas statewide economic activity and over 200,000 total jobs – a majority of which fall in Central Texas.

Although these latest figures show a decline in jobs and economic impact from 2011 estimates, they are substantial none-the-less. As the largest Army Reserves training center in the Army, Fort Hood is estimated to economically touch 1 in 4 residents of Bell and Coryell counties in some manner. All support industries, from local school districts, to housing to retail trade, leisure and hospitality, owe some measure of activity from Fort Hood. Even with moderate population growth, the housing industry has continued to be strong in the region with the Heavy and Special Trade Construction sector adding 2,203 jobs between 2013 and 2016.

An analysis of the region by industry sector reveals the significance of Fort Hood, which is included within, and dominates, the Corporate HQ, Administrative and Government sector. While the economic influence of Fort Hood cannot be understated, military employment is often hard to quantify using traditional data sets. The Quarterly Census of Employment and Wages (QCEW) data from Unemployment Insurance wage records provided to the Texas Workforce Commission does not include employment numbers related to the army base. Thus for this analysis, data from EMSI was used because of their additional efforts to backfill missing and disclosed industry employment.

The second largest industry sector in the region is Education, Training and Personal Development. This category dominated by Elementary and Secondary Schools (63% of sector employment), with another 16.6 percent or roughly 3,950 jobs coming from higher education institutions. Although a large employer in the region, the staffing pattern is bifurcated with roughly 45 percent of all employment in teaching professions, which require Bachelor's degrees or higher, and another 15 percent falling in lower skill, low wage service occupations with little certification-based upskilling likely.

The next three industry sectors showing the greatest level of growth over the three-year period between 2013 and 2016 were:

- ★ Heavy and Special Trade Construction, dominated by:
  - NAICS 2362 Commercial Building Construction (32.4% of sector employment), and
  - NAICS 2382 Building Equipment Contractors (22.6%);
- ★ General Line Store Retailers comprised mainly of:
  - NAICS 4529 Warehouse Clubs & Super Centers (25.6% of sector employment), and
  - NAICS 4451 Grocery Stores (21.8%); and
- ★ Biotechnology, Life Sciences and Medical which includes, and is dominated by:
  - NAICS 6221 General Medical and Surgical Hospitals with 10,484 jobs in 2016 and 63.9% of sector employment, and
  - NAICS 6211 Offices of Physicians with an additional 25.6% of sector employment.

Collectively, these five sectors among the 18 sectors in the TWC/LMCI industry sector taxonomy accounted for almost 60 percent of Central Texas' 2016 total regional employment, and 76.7 percent of net job growth between 2013 and 2016.

In addition to a sector analysis, it is always useful to identify individual industries that are distinguished through either overall size, high relative employment concentrations (Location Quotient), or strong and above average regional job growth – regardless of the size or growth of the sector to which they belong. Below is a list of those individual industries that meet these criteria. Not surprisingly, many of these industries fall within one of the sectors referenced above. Other industries worthy of additional investigation include:

- ★ Leisure & Hospitality sector industries:
  - NAICS 7225 Restaurants, and
  - NAICS 7211 Traveler Accommodations (hotels and motels); and
- ★ Transportation Equipment sector industries including:
  - NAICS 8111 Automotive Repair and Maintenance, and
  - NAICS 4411 Automotive Dealers.

Although these industries employ large numbers of workers in the region, many of the key occupations, such as those in restaurants, are lower skill without substantial pay and growth options. There is a small but vibrant grouping dealing with automobile and truck sales, maintenance, and repair that is worth further investigation. Inclusion of any of these industries into the final analysis will focus on key occupations within the industry rather than the entire industry itself.

## **Occupational Impacts of Identified Industry Sectors**

Each targeted industry sector is composed of specific occupations that are critical to the basic operations of providing the designated good or service. In the case of the Biotechnology, Life Science, and Medical sector the nine detailed industries taken together have a common collection of such occupations. For purposes of this analysis, the industries comprising the healthcare related sector were processed through the Strategic Workforce Assessment Program (SWAP)

from the Texas Workforce Commission. Each industry was weighted based on 2016 employment levels. The target occupations for the sector are shown below.

<b>Occupational Distribution of Biotechnology, Life Sciences and Medical Sector</b>				
<b>SOC</b>	<b>SOC Title</b>	<b>Growth Staffing</b>	<b>Education</b>	<b>Achieve Texas Career Cluster</b>
29-1141	Registered Nurses	22.2	Associate's Degree	Health Science
43-6013	Medical Secretaries	8.9	High School Diploma or GED	Business, Mgmt, and Admin
31-9092	Medical Assistants	5.8	Postsecondary Non-Degree Award	Health Science
31-1014	Nursing Assistants	4.2	Postsecondary Non-Degree Award	Health Science
29-2061	Licensed Practical and Vocational Nurse	2.8	Postsecondary Non-Degree Award	Health Science
43-3021	Billing and Posting Clerks	1.9	High School Diploma or GED	Transportation and Logistics
29-2034	Radiologic Technologists	1.9	Associate's Degree	Health Science
29-1069	Misc. Physicians and Surgeons	1.9	Doctor or Professional Degree	Health Science
31-9091	Dental Assistants	1.6	Postsecondary Non-Degree Award	Health Science
29-2071	Medical Records and Health Info Techs	1.6	Postsecondary Non-Degree Award	Health Science
29-2055	Surgical Technologists	1.5	Postsecondary Non-Degree Award	Health Science
43-9061	Office Clerks, General	1.5	High School Diploma or GED	Marketing, Sales and Service
29-2011	Medical and Clinical Lab Technologists	1.5	Bachelor's Degree	Health Science
29-1126	Respiratory Therapists	1.5	Associate's Degree	Health Science
11-9111	Medical and Health Service Managers	1.5	Bachelor's Degree	Business, Mgmt, and Admin

Each of these occupations has multiple possible potential certifications associated with it, some of which have more value than others. In an ideal workplace scenario, those persons working in one occupation which have some crossover skills will be able to leverage each additional certification/credential to build an upward career progression (stackable credentials).

The same analysis was done for the Heavy and Special Trade Construction industry sector using a similar employment-weighted industry distribution. While seemingly very different, both of these sectors have administrative and managerial occupations in which incumbent workers could benefit from specific certifications including project management, technical sales or customer service skills.

The skill transferability concept allows the worker to potentially leverage a given skill set or certification related to one of these occupations into other job possibilities and a career progression. The construction sector is also fertile ground for apprenticeships and licensing-based educational programs.

#### **Occupational Distribution of Heavy and Special Trade Construction Sector**

<b>SOC</b>	<b>SOC Title</b>	<b>Growth Staffing</b>	<b>Education</b>	<b>Achieve Texas Career Cluster</b>
47-2061	Construction Laborers	13.8	Less than High School	Architecture and Construction
47-1011	Supervisors, Construction Trades	7.0	High School Diploma or GED	Architecture and Construction
47-2031	Carpenters	5.8	High School Diploma or GED	Architecture and Construction
11-9021	Construction Managers	5.3		Architecture and Construction
47.2111	Electricians	5.1	High School Diploma or GED	Architecture and Construction
47-2152	Plumbers, Pipefitters, and Steamfitters	3.5	High School Diploma or GED	Architecture and Construction
11-1021	General and Operations Managers	3.1	Bachelor's Degree	Business, Mgmt. & Admin.
43-9061	Office Clerks, General	3.0	High School Diploma or GED	Marketing, Sales & Services
47-2051	Cement Masons and Concrete Finishers	2.8	Less than High School	Architecture and Construction
43-6014	Secretaries and Admin. Assistants	2.5	High School Diploma or GED	Business, Mgmt. & Admin.
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics	2.4	Postsecondary Non-Degree Award	Architecture and Construction
47-2141	Painters, Construction, and Maintenance	2.2	Less than High School	Architecture and Construction
13-1051	Cost Estimators	1.7		Architecture and Construction
41-4012	Non-technical Sales Reps, WH, and Man	1.6	High School Diploma or GED	Marketing, Sales & Services
53-3032	Heavy and Tractor-Trailer Truck Drivers	1.5	Postsecondary Non-Degree Award	Transportation and Logistics

#### **Review of Initial Proposed Industry Sectors**

As mentioned previously, the initial analysis listed manufacturing, healthcare, and information technology as Central Texas' three target industry sectors. The following section offers a review and discussion of the vibrancy and potential of those suggestions.

The Central Texas manufacturing sector is comprised of roughly 245 small and mid-sized businesses with a small but significant group of large manufacturers that dominate select industries. Employing roughly 7,853 employees in the first quarter 2016, the sector has added 131 net new employees over the past three years. The region as a whole does not specialize in manufacturing, as indicated by a location quotient of 0.47.

Three industries dominate Central Texas' manufacturing sector with almost 60 percent of 2016 employment. Each of these industries has a dominant company responsible for the bulk of industry employment:

- ☆ Wilsonart LLC manufactures plastics and high pressure laminates (NAICS 32261),
- ☆ Pactiv manufacturing packaging materials (NAICS 3222), and
- ☆ Indeco Sales, manufacturing cabinets and educational furniture and operating as both a manufacturing and sales company.

As large employers in the region, these companies likely offer significant insights into the kinds of skills and certifications valued by large businesses in the region. However, because manufacturing is a relatively small part of the region's employment base, it does not match the criteria as a 'robust industry sector target'. With that in mind, individual meetings were held with key human resources and operations managers at these major companies to learn their perspectives on workforce demand and related training needs..

The second target grouping initially proposed was the healthcare sector. Using QCEW data, the combined Education and Healthcare industry group (NAICS 61 and 62) is the largest grouping in the Central Texas economy with 49,461 jobs in the first quarter 2016. The sector grew by 2,007 jobs between 2013 and 2016 and includes 939 businesses. The Healthcare sector alone represents over 28,740 jobs and it expanded by 1,287 over the past three years. When viewed through the lens of the TWC/LMCI sector taxonomy, a slightly different aggregation of detailed industries, the Biotechnology, Life Science & Medical sector totaled 16,408 jobs in 2016 and added 1,604 net jobs between 2013 and 2016. From any perspective, the Healthcare sector is a prominent and growing part of the Central Texas economy.

While the sector also includes many individual small dentist and physician offices and ambulatory care facilities, it is dominated by NAICS 6221 General Medical and Surgical Hospitals and led by:

- ☆ Baylor, Scott & White,
- ☆ Carl R. Darnall Army Medical Center,
- ☆ Metroplex Health System,
- ☆ Olin E. Teague Veterans' Medical Center, and
- ☆ Seton Medical Center.

These larger facilities are part of a significant healthcare network that also includes smaller hospitals such as Little River Healthcare and Hamilton General Hospital. Given the importance of the healthcare sector to the Texas and Central Texas economy, the wide range of occupational opportunities available in the sector, the highly skilled nature of many jobs in the industry that require formal education, licenses and certifications, and future job growth prospects, the Healthcare sector is an ideal partner for Central Texas skills training and related initiatives.

The third initial targeted industry sector was information technology (IT). IT permeates every industry, occupation and workplace environment. From a workforce preparation perspective, it is better characterized as *a set of skills that allow one to fully engage with any type of digital equipment or leverage computers to execute business processes*. Because information technology skills transcend so many different types of industries, occupations, equipment and processes they are ideally suited to be confirmed through industry recognized certifications.

As an industry sector in Central Texas, however, the IT cluster is neither dominant nor growing significantly. Generously elaborating on the sector definition promoted by the Labor Market and Career Information department of the Texas Workforce Commission, the ‘IT sector’ might include both the Electronics and Applied Computer Equipment sector and the Telecommunications & Information Services sector. Together, employment in these sectors went from 3,500 in 2013 to 3,572 in 2016 and represented among the smallest sectors in the region. A list of IT sector industries and employment information is provided below.

Central Texas Information Technology Sector Composition						
NAICS	Industry	2013 Emp	2016 Emp	ABS CHG	% CHG	2016 Bus. Est.
	<b>Total Combined IT Sectors</b>	<b>3,500</b>	<b>3,573</b>	<b>73</b>	<b>2.1%</b>	<b>313</b>
4234	Computer, Office & Other Commercial Equipment Merchants	427	385	-42	-9.8%	25
4236	Electric Goods Merchant Wholesalers	179	320	141	78.8%	18
4431	Electronics, Camera and Appliance Stores	424	470	46	10.8%	38
8112	Electronic Equipment Repair/Maint.	95	67	-28	-29.5%	13
	<b>Electronics &amp; Applied Computer Equipment</b>	<b>1,125</b>	<b>1,242</b>	<b>117</b>	<b>10.4%</b>	<b>94</b>
4251	Electronic Markets and Agents/Brokers	200	165	-35	-17.5%	56
4541	Electronic Shopping, Auctions, and Mail-Order Houses	5	25	20	400.0%	8
5111	Newspaper, Book, and Directory Publishers	260	231	-29	-11.2%	20
5112	Software Publishers	118	132	14	11.9%	3
5121	Motion Picture and Video Industries	296	285	-11	-3.7%	11
5151	Radio and Television Broadcasting	85	79	-6	-7.1%	10
5171	Wired Telecommunications Carriers	322	335	13	4.0%	15
5182	Data Processing and Related Services	5	43	38	760.0%	6
5415	Computer Systems Design and Related Services	1,084	1,034	-50	-4.6%	92
	<b>Telecommunications &amp; Information Services</b>	<b>2,375</b>	<b>2,330</b>	<b>-46</b>	<b>-1.19%</b>	<b>219</b>

The largest of the industries in the combined sector grouping is NAICS 5415 Computer Systems Design Services, which is traditionally found within the Professional, Technical, and Business Services grouping and which is a growing industry in Texas statewide and particularly in the Austin MSA. The industry includes an array of managed IT services, web application development, and related business software solutions. Sample companies in the Central Texas region include CGI, Professional Data Solutions (PDI), Microsoft, and McLane Advanced Technologies.

The largest industry in the Electronics & Applied Computer Equipment sector is NAICS 4234 Computer, Office and Other Commercial Merchants with 31 percent of 2016 employment. In the region, this industry is characterized by roughly 40 small to mid-sized businesses with concentrations in providing office and copying equipment (CTWP and Texas Document Solutions) and providing electronic equipment to the medical community (Lee Healthcare Medical Supply and Care Cycle Solutions with a focus on telehealth).

The second largest industry in this sector with 2016 employment of 470 is NAICS 4431 Electronics, Camera and Appliance stores. This industry is dominated by small companies providing satellite, cell phone and consumer electronics with the largest businesses being Best Buy and AT&T/Apple Stores.

Again, from an industry viewpoint, Central Texas does not specialize in the IT sector. The net change of 73 jobs over the most recent three-year period and two percent growth rate does not justify IT as a robust regional employment driver. However, because IT skills, and certifications documenting those skills, are in demand across many different industries and occupations, Central Texas chose to seek out specific high value skills and any related industry training and certifications that are linked to technology-related occupations. A recent study from *Money Magazine*, in collaboration with compensation and benefits company *PayScale*, identified 21 ‘skills’ that commanded a wage premium, all of which have some degree of training and/or certification linked to them.

Specific to potential IT certifications, the proliferation and categorization of certifications has expanded significantly in recent years. The federal ONET Career OneStop office has even created a ‘certification finder’ that allows a user to filter through thousands of available certifications by industry, occupation and skill keyword. As examples:

- ☆ Entering the skill keyword ‘business analytics’ yields 1,272 possible certifications offered by 290 organizations, and
- ☆ Entering the entry-level occupational title ‘Home Health Aide’ results in seven possible certifications offered by seven different certifying entities.

Thus, Central Texas will also focus on specific business and information technology skills that can be documented through industry-recognized methods that expand beyond the stricter industry sector certification approach. This is especially true for IT since these skills are found across many different occupations making them more transferable than those tied to a single industry.

### **PayScale Wage Premium Skills 2016**

SAS stat package	Risk control/management
Data mining/warehousing	SAP material management
Search engine marketing	Business analysis
Data modeling	IT security/infrastructure
Contract negotiation	LEAN manufacturing
Software development	Business Forecasting
Strategic project management	Health/clinical education
Strategic planning	CAD/CAM drafting
Technical product sales	Systems troubleshooting
Customer service metrics	New business development
Financial analysis	

The PayScale high premium skills are generally found across multiple industries and occupations, but are certainly found in occupations within the Business and Financial Services sector. This sector includes 25 detailed industries and over 1,400 business establishments in the Central Texas region. Expanding from 13,574 jobs in 2013 to 14,258 in 2016 as a group, these industries grew by 682 jobs or 5.0 percent. The largest two industries were in retail banking and lending services. NAICS 5222 Nondepository Credit Intermediation, an industry which includes mortgage lending, lending for agriculture, construction, and autos but also pawn shops and payroll check cashing businesses, was the largest industry both in terms of size and growth over the three-year period. The industry is comprised of many small institutional lenders, with no dominant company in the region.

The industry with the highest location quotient in the Business and Financial Services sector, signifying high relative concentrations of employment, is NAICS 5612 Facilities Maintenance and Support Service which provides administrative, maintenance and general operation support to primarily government operations; in this case mostly on Fort Hood.

### **Findings and Next-Steps**

Central Texas believes that most effective approach to upskilling new and incumbent workers may be to look at the key work activities within each occupation critical to the industry and identify training and/or certifications that demonstrate competence in those work activities. Additionally, Central Texas strategies for core and partner workforce programs/services will continue to build upon and adhere to the following framework:

- ★ Retain healthcare in the form of the Biotechnology, Life Sciences and Medical sector as a target cluster. Within the sector, focus on the core industries of Hospitals and Offices of Physicians. In turn, concentrate on entry level occupations that are in high demand and which can lead to increased earnings and advancement potential.
- ★ Target the Heavy and Special Trade Construction sector and those key industries within that sector. Focus on apprenticeship opportunities, safety and related qualifications, and key trades certifications wherever possible.
- ★ Identify and parse specific IT and business process skills that are found across many industries – especially those in the Telecommunications and Information Services and the Business and Financial Services sectors. Start with the PayScale list of premium skills and

- validate these with Workforce Solutions business services staff and private sector representatives from these industries. Identify and catalog valuable certifications related to the skills and cross reference to occupational titles within various select industries.
- ★ Target two mini-sectors of Automotive Repair and selected Manufacturing industries and identify critical occupations and potential qualification-enhancing certifications. Because these sectors are highly concentrated (automotive repair has many small businesses but extreme homogeneity of activity and Central Texas manufacturing is dominated by several large companies), individual interviews may be the best approach to solicit input and validate useful certification requirements or preferences.

Central Texas' labor-based sectors approach is built around the belief that groups of detailed occupations can be identified will include common core precepts and/or occupation and certification requirements. If connected with an existing, integrated and aligned educational systems, especially ones that offers Competency Based instruction (CBI), promoting training and certifications within labor-based sectors can become a win-win-win scenario for all stakeholders.

Central Texas will strive to leverage scarce state and federal financial resources and target them where the opportunity exists for maximizing social outcomes, e.g. fewer mismatches between worker skills and employer hiring requirements result in reduced unemployment, greater worker mobility, and less social welfare. The business community benefits because they gain access to a larger, better and more appropriately skilled workforce with greater potential to enhance productivity and profitability. Industry recognized certifications will be used, when appropriate, to help document and communicate skill mastery and qualifications. Agencies charged with basic education and workforce preparation also win because they are able to target their efforts toward focused objectives and better leverage regional resources through improved communication and collaboration. It is anticipated that the result will be increased placements, improved wage at placement, and less cycling between employment and unemployment.

Most importantly, Workforce and partner's job seeker customers will be exposed to career options that encourage career progression/career pathways. To support this effort, Central Texas has developed Career Progression Frameworks which are provided in Part E of the 2017-2020 Strategic Plan.

Central Texas job seeker customers will be offered the opportunity, with additional education and on-going knowledge, skills and ability (KSA) acquisition, to develop a personalized career progression that places them on the road to self-sufficiency. Moreover, newly trained individuals or struggling incumbent workers will form a pool of potential labor for industries that have a likelihood of becoming key growth poles or economic drivers of future growth and prosperity. This helps build the future talent pipeline from which existing and future Central Texas businesses can draw a productive workforce, succeed and expand.

*A.2.3 Based on data analysis and application of local wisdom, the following Central Texas' target industry sectors and occupations were identified in August 2016. The analysis is scheduled for a second review by local business and education representatives on March 23, 2017.*

**Board Response:** Detailed Analysis is provided in the accompanying Excel Workbook (Part F).

### **2016-2017 Central Texas Targeted Occupations List (Based on Wages, Growth, Job Openings, and Training Time Requirements)**

Target Occupation Job Title (Name)	Percent Growth 2014-2024	Entry Wage per hour	Experienced Wage per hour	Typical Education Needed for Entry into Occupation
<b>Dental Hygienists</b>	21.4%	\$25	\$32	Associate, License
<b>Diagnostic Medical Sonographers</b>	33.3%	\$23	\$34	Associate, Certificate
<b>Network and Computer Systems Administrators</b>	20.0%	\$22	\$40	Bachelor, Certificate
<b>Registered Nurses</b>	18.0%	\$21	\$34	Associate, Bachelor, License
<b>Radiologic Technologists</b>	10.8%	\$20	\$29	Associate, Certificate
<b>Secondary School Teachers (Math &amp; Science)</b>	23.3%	\$20	\$27	Bachelor, License
<b>Middle School Teachers (Math &amp; Science)</b>	23.1%	\$20	\$26	Bachelor, License
<b>Aircraft Mechanics/Service Techs</b>	1.1%	\$20	\$27	Associate, Certificate
<b>Police and Sheriffs Patrol Officers</b>	17.8%	\$18	\$28	Associate, License
<b>Licensed Practical/Voc Nurses</b>	12.4%	\$18	\$22	Associate, Certificate
<b>Exec Secretaries/Admin Assists</b>	7.9%	\$18	\$26	Associate, Certificate
<b>Surgical Technologists</b>	18.5%	\$16	\$24	Associate, Certificate
<b>Fire Fighters</b>	17.2%	\$15	\$23	Certificate
<b>Social and Human Service Assistants</b>	21.6%	\$13	\$20	Associate, Certificate
<b>Machinists</b>	7.9%	\$12	\$23	Certificate
<b>Truck Drivers, Heavy/Tractor-Trailer</b>	21.0%	\$12	\$24	Certificate
<b>Welders/Cutters/Solderers/Brazer</b>	18.8%	\$12	\$19	Certificate
<b>Medical Records and Health Information Technicians</b>	17.1%	\$12	\$23	Associate, Certificate
<b>Computer User Support Specialists</b>	23.8%	\$12	\$26	Associate, Certificate
<b>Auto Service Techs/Mechanics</b>	13.2%	\$10	\$23	Associate, Certificate
<b>Maintenance and Repair Workers, General</b>	20.5%	\$10	\$19	Associate, Certificate
<b>Bookkeeping/Accounting/Auditing Clerks</b>	7.5%	\$9	\$18	Associate, Certificate
<b>Nursing Assistants (formerly Nursing Aides, Orderlies, Attendants)</b>	18.1%	\$9	\$13	Certificate
<b>Truck Drivers, Light or Delivery</b>	18.8%	\$8	\$16	Certificate

**Information above is replaced with the following**

**2019-2020 Central Texas Targeted Occupations List (Based on Wages, Growth, Job Openings, and Training Time Requirements)**

Target Occupation Job Title (Name)	Percent Growth 2014-2024	Entry Wage Per Hour	Experienced Wage per hour	Typical Education Needed for Entry into Occupation
Automotive Service Technicians and Mechanics	2.2%	\$11	\$29	Postsecondary nondegree award
Career/Technical Education Teachers, Secondary School	11.4%	\$20	\$30	Bachelor's degree, Postsecondary nondegree award
Computer Network Support Specialists	10.0%	\$20	\$34	Associate's degree
Computer Systems Analysts	17.5%	\$25	\$55	Bachelor's degree, Postsecondary nondegree award
Computer User Support Specialists	18.8%	\$14	\$49	Some college, no degree
Diagnostic Medical Sonographers	19.3%	\$22	\$44	Associate's degree
Dental Hygienists	63.3%	\$17	\$46	Associate's degree
Elementary School Teachers, Except Special Education	13.8%	\$19	\$29	Bachelor's degree
Emergency Medical Technicians and Paramedics	4.8%	\$10	\$24	Postsecondary nondegree award
Firefighters	2.1%	\$15	\$29	Postsecondary nondegree award
Health Technologists and Technicians	10.8%	\$13	\$29	Postsecondary nondegree award
Surgical Technologists	3.2%	\$16	\$31	Postsecondary nondegree award
Heavy and Tractor-Trailer Truck Drivers	7.6%	\$13	\$34	Postsecondary nondegree award
Licensed Practical and Licensed Vocational Nurses	8.2%	\$18	\$25	Postsecondary nondegree award
Police and Sheriff's Patrol Officers	-5.1%	\$18	\$37	Postsecondary nondegree award
Medical Records and Health Information Technicians	10.5%	\$12	\$30	Postsecondary nondegree award
Medical Assistants	27.4%	\$11	\$19	Postsecondary nondegree award
Pharmacy Technicians	7.3%	\$13	\$23	Postsecondary nondegree award
Machinists	7.4%	\$12	\$24	Postsecondary nondegree award
Radiologic Technologists	7.1%	\$20	\$37	Associate's degree

Registered Nurses	9.5%	\$19	\$42	Bachelor's degree/Postsecondary nondegree award
Respiratory Therapists	12.1%	\$21	\$37	Associate's degree
Secondary School Teachers	16.4%	\$19	\$29	Bachelor's degree, Postsecondary nondegree award
Web Developers	27.0%	\$12	\$40	Associate's degree
Welders, Cutters, Solderers, and Brazers	11.8%	\$12	\$25	Postsecondary nondegree award

Workforce Solutions of Central Texas follows a standard data model in its periodic review of the region's key industries and occupations for planning purposes. The process consists of identifying growth industries, analyzing industry staffing patterns, and then filtering and validating occupations. After the first step is complete, the data are reviewed by local education and business representatives; when appropriate, adjustments are made based upon such local wisdom. This model and the supporting software were developed by the Texas Workforce Commission's Labor Marker and Career Information Department.

For the purposes of the analysis, Workforce Solutions of Central Texas defined the above targeted occupations as those jobs with the best potential for growth and quality employment. The jobs are occupations that require higher skills that, in return, offer higher wages. The targeted average hourly wage for 2016 was \$15.59, a wage that is based on the 2016 Poverty and 2015 70% Lower Living Standard Guidelines. This wage assumes that Central Texas families are prospering, not just working. This is an **average** wage for the occupation, **not** a starting wage.

*A.2.5 An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*

### **Board Response:**

In 2010, Central Texas' 6,605 square mile Workforce Area had an estimated population of 449,641. The Texas Workforce Commission's LMCI Department reported a Central Texas Unemployment Rate of 4.3 percent in December 2016. The rate is up slightly from the November 2016 rate of 4.1 percent and the December 2015 rate of 4.2 percent. However, it is lower than the statewide rates of 4.6 percent for December 2016 and 4.2 percent for November 2016 and December 2016. National rates for the same periods were 4.5, 4.4, and 4.8 percent respectively.

### **Population and Demographics**

The Central Texas area has a population density of 68.08 residents per square mile compared to a statewide density of 95.92; it has one urban county with a population density of 285.14 residents per square mile and six rural counties with a combined population density of 25.27 residents per square mile.

According to the county-based population estimates from the United States Census Bureau, the

Central Texas Workforce Area population changed from 374,518 in April 2000 to an estimated 449,641 in April 2010, growing by 75,123 residents. This reflects an increase of 20.1 percent in population. The population change was primarily in Bell County which increased by 72,261 growing from 237,974 to 310,235 during the same time period. Combined, the remaining six counties' populations grew by 2,861 residents with Lampasas gaining 1,915, Coryell adding 410, and Milam growing by 519 residents; Mills and San Saba Counties' populations decreased by 270 residents.

Based on State Demographer projections, the 7-county area will continue to grow reaching a population of 671,288 by the year 2040. Between 2000 and 2010, the United States Census Bureau reported that the state's population changed by 4,293,741 residents from 20,851,820 to an estimated 25,145,561 persons representing a comparative change of 20.6 percent.

Residents 16 and older are fairly evenly balanced with 49 percent male and 51 percent female; 69 percent of the population is white, 17 percent is black, and 14 percent is classified as *other*; Hispanic is reported for 18 percent of the population. The potential full-time, work-eligible population (over 18 years old) for Central Texas is approximately 324,793 or 72.2 percent of the total population. According to the U.S. Bureau of Census, ex-military veterans made up 20.2 percent of the Central Texas population.

## **Income**

In 2011, according to the Bureau of Economic Analysis, the Central Texas Workforce Area had a total personal income, excluding farm, of \$17,928,024,000. The reported amount reflects an increase of \$1,184,762,000 when compared to the 2010. The rate of change was 7.1 percent compared to the statewide rate of change of 6.8 percent for the same period. Additionally, income from all government/government enterprises totaled \$8,103,780,000 in 2011. The amount reflects an increase of 7.2 percent compared to 2010. The statewide increase for the same time period was 1.8 percent.

Total personal income is a widely used measure of regional economic health while per capita income is generally used to compare the relative well-being of residents across areas (not accounting for differences in area cost of living). Central Texas' personal income by place of residence, based on the 2011 Bureau of Economic Analysis (BEA) estimates was roughly \$57,416 compared to \$70,777 statewide. Central Texas' average per capita personal income for 2011 was \$39,421 while Texas' statewide per capita income was \$40,270. The personal income figure is much higher than the per capita income level because it includes all wage earners living within a single household. Also, the Bureau of Economic Analysis includes income data from other sources such as farm wages, dividends, interest, rent and transfer payments.

For Central Texas, the Texas Workforce Commission reported an average weekly wage of \$756.24 during the 1<sup>st</sup> quarter 2013 (all covered wages and salaried employment). The average weekly wages for 1<sup>st</sup> quarter 2014 were \$787.31, an increase of 4.1 percent. This is compared to a decrease of 4.6 percent statewide for the same period of time.

The U.S. Census Bureau estimated the 2011 poverty population to be 62,571 in Central Texas. The number includes people of all ages. Central Texas' poverty population represents 14.9 percent of its non-institutional population compared to a Texas percentage of 17.0 percent for people of all ages.

- ☆ The estimated number of people under the age of 18 who are living in poverty in Central Texas was 27,247 in 2011. This figure was 6.5 percent of all people under 18 in the area compared to Texas statewide which was 6.7 percent of all people under 18.
- ☆ The numbers of families living below poverty in 2011 was 12,105 which were 19.3 percent of all families in Central Texas compared to 19.5 percent of all families statewide.
- ☆ The total number of individuals living below poverty status was 27,296 in 2011 which was 6.1 percent of all individuals in the Workforce Area. This compares to 7.1 percent of all individuals living below poverty status statewide.

## **Education**

The Central Texas Workforce Area is home to 31 Independent School Districts. Also, supporting local employers' training and development needs, the region is home to four higher education institutions; Central Texas College, Temple College, the University of Mary Hardin Baylor, and the newly established Texas A&M University - Central Texas.

School enrollment data from the 2008-2012 American Community Survey, Bureau of the Census showed that there were 126,110 persons in the population who were 3 years of age and older and enrolled in school in the study area during the census collection period. Of this population, the following table shows a breakdown of what types of schools persons were enrolled compared to similar statewide information:

Type of School	Count	Area Percent	Statewide Percent
Nursery school or preschool	8,437	6.7	6.2
Kindergarten	7,115	5.6	5.7
Elementary School (grades 1-8)	52,911	42.0	42.8
High School (grades 9-12)	25,799	20.5	21.0
College or graduate school	31,848	25.3	24.3

The total number of persons 25 years of age or older who responded to the level of educational attainment during the 2008-2012 Census was 271,677. Of those persons, the following presents levels of educational attainment for Central Texas compared to statewide percentages:

Educational Attainment	Count	Area Percent	Statewide Percent
Less than 9th Grade	13,646	5.0%	9.7%
9 <sup>th</sup> to 12 <sup>th</sup> Grade, No Diploma	19,097	7.0%	9.6%
H.S. Graduate (Inc. Equiv.)	83,426	30.7%	25.3%
Some College, No Degree	76,405	28.1%	22.8%
Associate Degree	25,975	9.6%	6.4%
Bachelor's Degree	35,135	12.9%	17.5%
Graduate or Prof. Degree	17,999	6.6%	8.7%

Based upon the above data, 12.0 percent of the population has no high school diploma or equivalent compared to 19.3 percent statewide. Thus, the percent of high school graduates or higher was 88.0 percent for Central Texas compared to 80.7 percent for Texas. The percent with bachelor's degree or higher was 19.5 percent as compared to 26.2 percent for Texas.

*A.2.6 An analysis of workforce development activities in the region, including education and training. Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board's capacity to provide workforce development activities to address the identified education and skills needs of the workforce. The analysis must include individuals with barriers to employment. The analysis also must address the employment needs of employers.*

### **Board Response:**

Workforce Solutions of Central Texas has a variety of mechanisms designed to monitor and adjust programs and systems that are meeting the needs of associated customer groups. Central Texas' multi-pronged approach is used to promote positive outcomes and program and service effectiveness.

- ★ First, Central Texas has a Leadership Team made up of the system's key leaders and subject matter experts. The Leadership Team meets monthly to review performance and make adjustments based on outcomes and program directives from the Texas Workforce Commission.
- ★ Second, Central Texas has a Performance Improvement Team consisting of Workforce Center Administrators, Supervisors, Subject Matter Experts, and partner representatives including AEL and Veterans Services. Vocational Rehabilitation staff will be integrated into the Performance Improvement Team when co-location begins in March 2017. The Performance Improvement Team reviews detailed performance in relation to projected targets and considers opportunities to better serve our targeted customer groups.
- ★ Third, Central Texas procures third party monitors to review performance as part of the overall monitoring process. The third party monitors do a risk analysis and select programs and performance areas that are most likely to require additional attention. Recommendations from the third party monitors are used to improve internal processes and overall outcomes.

A primary strength of the Workforce System in Central Texas is the availability of a wide array of education options. As stated previously, the Area has 31 Independent School Districts, two local community colleges, and two four-year universities. There are also several training options available through contingent Workforce Areas. The Area's greatest weakness is the somewhat limited number of Certified Training Provider options. Staff members work side-by-side with our local education agencies to help facilitate the Certified Training Provider application process. The work done to encourage training that leads to employment and ultimately to self-sufficiency follows.

### **Training to Support Target Occupations**

The Board has strong partnerships and will continue to use its regional community colleges for workforce training, along with proprietary schools both inside and outside the region as

appropriate when funding permits. Additionally, regional Education Service Centers will be used for training related to teacher certification when appropriate. All training providers must be approved through the Eligible Training Provider System, certified by the Texas Workforce Commission.

When training for a targeted occupation is not available or classrooms are at capacity, the Workforce Board works to assist regional community colleges and proprietary schools to develop or expand training opportunities in these areas. As needed, the Board provides labor market information and assists with the Eligible Training Provider System process for approval.

To further expand training opportunities, Workforce Solutions of Central Texas encourages efforts to create training which results in skills gains and certifications that enhance employability. Such training is generally provided through Central Texas College or Temple College. However, other training providers are also identified when appropriate. Skills-focused training usually involves short term or single-semester, stand-alone programs rather than traditional two-years programs. Often class registration is open entry/open exit or regularly scheduled based on classroom capacity throughout the year. Through these programs, students may continue with the next course and exit with an industry-supported skills certificate. For this type of training, Workforce Solutions of Central Texas provides colleges and training providers with research and labor market information related to specific industry skills requirements.

Additionally, Central Texas promotes efforts to use the Texas Workforce Commission's Detailed Work Activities strategies to develop stackable skills certifications that progressively improve the employability of participating students. The Board is building upon the concept of "bundling" or "stacking" of short-term courses and credentials at local colleges to better equip customers for success in the workforce. Stackable skills and related credentialing are believed to be a valuable asset that will promote efforts to progress along a career pathway or framework (Central Texas' Career Progression Frameworks are Available under Part E).

Since hospitals and related health care institutions are a substantial industry super sector in Central Texas, these represent the greatest number of current and emerging in-demand jobs. Therefore, health care occupations continue to be on the Central Texas targeted occupations list. The area is acutely aware of the need for increased training opportunities in the medical field. We find that training in lower-wage health care support jobs can generally be completed without a capacity issue. However, because of licensure requirements and lack of teachers in the field, capacity issues related to training for licensed treatment professionals are the most difficult to address. The issue for needed health care professionals has grown since Darnell Army Community Hospital on Fort Hood recently transitioned into a Regional Medical Facility and the Seton Harker Heights Medical Center has grown to meet its projected patient capacity.

To increase training capacity and identify medical professionals to meet our growing demand, several years ago Central Texas completed an industry specific Labor Force Impact Study. Plans for increasing capacity built upon the Study's analysis of Texas' training infrastructure. The analysis focused on training specific to medical jobs analyzing training opportunities both in the region and around the state. Based on recommendations from the work already done, Central Texas will continue to expand training capacity efforts by relying upon the below listed strength

areas since they have the most potential to increase training capacity in the medical industry:

- ☆ Temple Health & Bioscience District,
- ☆ Temple College Health Professions Training,
- ☆ Texas A&M Univ. Health Science Center College of Medicine at Scott & White Hospital,
- ☆ Central Texas College Nursing Center partnership with Texas A&M University Central Texas and Metroplex Hospital including training for paramedics and EMTs,
- ☆ Baylor campus – sciences building (500,000 sq ft; investment \$103M),
- ☆ McLennan Community College – 10 health-science occupational programs,
- ☆ New university medical campuses in various stages of development:
  - ★ Texas A&M University medical school in Round Rock,
  - ★ University of Texas System medical school in Austin, and
  - ★ University of Texas Health Science Center campus to be sited at the Mueller Airport redevelopment;
- ☆ Austin Community College at full capacity with expansion planned,
- ☆ Seton Hospital working with University of Texas School of Nursing to promote health careers and provide residency training,
- ☆ MD Anderson Expanding research capacity in Bastrop County,
- ☆ UTMB-Galveston to expand residency program in Austin, and
- ☆ University of Texas Imaging Research Center.

## **State Training Resources**

Workforce Solutions of Central Texas works closely with local education representatives, business partners, and Texas Workforce Commission staff to support and promote State operated programs and development funds such as Skills Development Fund, Skills for Small Business, Self-Sufficiency Fund, Work Opportunity Tax Credit, training funds/programs targeting Veterans, Apprenticeship Programs and others. To encourage active local participation, Central Texas' Business Solutions staff, job seeker staff, and community college employees work closely with the Workforce Commission staff representing these programs to stay up-to-date on program information and benefits. Further encouraging support for the State initiatives, Business Solutions staff interact with businesses and provide key business partners with information on the wide variety of resources and programs available to assist employers. For interested businesses, Business Solutions staff then facilitate connections that "open the door" for these businesses to take advantage of programs that will meet their needs.

Further encouraging use of State programs and funds, Central Texas works closely with community partners including local community colleges, Chambers of Commerce, Economic Development Corporations, city and county employees, and elected officials to develop viable partnerships with business customers that can benefit from these state operated programs. As one example, when a business looks at Central Texas as a potential site to open a new business, Workforce Solutions of Central Texas provides information on all of the available state operated programs and resources that could benefit a new business.

### **Information added through 2019 Plan Modification**

Finances have remained relatively stable with no substantial changes predicted.

Therefore, the strategies to the original plan remain supported.

Further, as with the original plan, additional funding is available to serve high impact populations and priority service strategies. Examples of non-allocated resources include but are not limited to the Texas Workforce Commission's:

- National Dislocated Worker Grant from the Department of Labor supporting dislocated workers associated with Fort Hood,
- Military Spouse Grant, and
- Apprenticeship Texas Grant.

In addition to additional funding already received, Workforce Solutions of Central Texas continues to explore opportunities to support local, state, and national priorities.

Specific to Apprenticeships, Workforce Solutions of Central Texas applied for and received an Apprenticeship Texas grant from the Texas Workforce Commission to support Apprenticeship Texas in 2018. Apprenticeships and pre-apprenticeship opportunities will be promoted and expanded to more efficiently and effectively link job seekers with Apprenticeship employment opportunities. Apprenticeship opportunities include employer-guided classroom training and certifications that are linked to employer-supported apprenticeships (competency based on-the-job training).

Apprenticeship efforts in Central Texas are directly linked to the most in-demand industries including: Medical, Manufacturing, and Information Technology.

Occupations/job openings that are expected to be impacted by Apprenticeships are: Medical Coding, Construction Trades (Electrical, Plumbing, OSHA), Truck Driving, Auto Body Technicians, Manufacturing Production Technicians, Logistics, and Cyber Security.

## Local Training Resources

Workforce Solutions of Central Texas continuously works to identify, prioritize and devote resources to training. As in the past, when available, Workforce Solutions of Central Texas will support local training opportunities through WIOA Adult and Dislocated Worker funds, Trade Adjustment Act resources, National Dislocated Worker Grants, and competitive grants for special projects. To further expand and support training opportunities, the local Workforce System works in partnership with (1) local community colleges in their applications for Skills Development Funds through the Texas Workforce Commission, and (2) economic development agencies and chambers of commerce in their pursuit of training incentives for new and potential businesses such as the Governor's Enterprise Fund and Texas Economic Development Bank.

Coordination between business needs and education offerings is also enhanced by Board member representation. The Board of Directors for Workforce Solutions of Central Texas includes, in addition to its 51% business representation, top representatives from Central Texas College, Temple College, Texas A&M University Central Texas, School Boards, and the Belton Independent School District. By having educational representatives on the Board, all board

members are kept abreast of current and future workforce and training needs through monthly business meetings that generally include, as examples, demographic information, business cluster priorities, education trends and issues, community strategic plans, colleges' future-focused strategies, and planned approaches for addressing relevant changes.

To further ensure devotion of resources to appropriate training opportunities, in 2017, as in previous years, Workforce Solutions of Central Texas will conduct a public meeting to review targeted occupations and the analysis process. Invitees include educators and business and community representatives. The meeting (1) confirms the Area's target occupation list, (2) recommends adjustments, and (3) discusses opportunities to train tomorrow's workforce.

### **Eligible Training Provider Continuous Improvement**

Workforce Solutions of Central Texas strives to ensure continuous training provider expansion and improvement. In this regard, we encourage training that will meet the employment needs of Central Texas' employers. Further, our actions include a general focus on monitoring for and promoting success and removing support from under-performers. While we do not have the authority to force change, we stress the fact that we will only sponsor training to prepare job seekers for demand and target populations. Further, such training must be of a quality that demonstrates success through a reasonable percentage of graduate employment. When providers do not meet initial and ongoing training provider expectations, the choice to require improvements or remove them from the eligible training provider list is considered.

To promote continuous improvement, Workforce Solutions of Central Texas also provides labor market information and advice to our providers concerning (1) their training programs, and (2) training that would make them more responsive to local labor conditions. Such support is provided through direct contact and visits to training provider facilities. The on-site visits are used to make sure that providers have (1) infrastructure necessary to accomplish the training, and (2) instructors available who are qualified to teach the subject. If staff members identify opportunities for improvement, they work with the training providers to develop a mutually beneficial solution.

Improvements are accomplished through the Eligible Training Provider System process which includes reviewing the catalog (curriculum) and denying applications that are not consistent with Central Texas' job market. This approach focuses on the provider's review of the program. Staff members may also work with training providers to consider how programs might be adjusted to meet the changing skills requirements in our area. In this regard, providers are invited to be a part of the determination of demand and targeted occupations process already described.

To fully encourage training provider improvement, local Workforce staff will not refer job seeker customers to programs and providers whose training is considered outdated or below the quality necessary to meet the needs of Texas jobs seekers and employers. This judgment is made based up training outcomes as shown by program or provider performance data. As stated previously, when underperforming training programs and providers do not make necessary improvements, they will be removed from our Eligible Training Provider list. The impacted

providers are contacted to inform them as to the reason for such removal.

*A.2.7: The following discusses the needs of Central Texas' businesses, job seekers, and workers including individuals with barriers to employment. The narrative also describes Workforce Solutions of Central Texas' planned strategies for addressing these needs.*

In Central Texas, as across the state, businesses want skilled workers with strong work ethics, and job seekers want a good paying job, preferably doing work they enjoy. Central Texas recognizes the importance of balancing needs and adjusting services to address businesses', job seekers', and workers' requirements/expectations. Reflecting our multi-customer philosophy, the local Workforce Board has identified the following approaches to support efforts to fill in-demand, target jobs. As reflected in Central Texas Strategic Framework (Page 9), each customer group has specific operational strategies that align resources with stakeholder requirements.

Customer	Goal
Business/Worker	Meet the human resource needs of Central Texas businesses
Job Seeker/Worker	Connect qualified people to jobs in a timely manner
Public	Increase public awareness and support of WSCT and its services
System & Partners	Expand and maintain a diversified funding base

Services are adjusted to meet the needs of each customer-group's requirements based on skills levels and business training requirements.

Business training requirements segmented by skills-levels are:		
Low Skill/Entry Jobs	Specialized Skill	High-Skill
<ul style="list-style-type: none"><li>• Work ethics</li><li>• Work skills</li><li>• Work Experience</li></ul>	<ul style="list-style-type: none"><li>• Skills upgrade</li><li>• New skills</li><li>• Transferable skills</li></ul>	<ul style="list-style-type: none"><li>• Job Specific training</li><li>• Skills credentials</li><li>• Vocational training</li><li>• Post-Secondary Degree</li></ul>

Job Seeker training and support requirements segmented by need are:		
Experience	Training	Employment
<ul style="list-style-type: none"><li>• Work ethics</li><li>• Work experience</li><li>• Volunteer work</li><li>• Work skills</li><li>• Entry level jobs</li><li>• Child care and/or transportation asst, etc.</li></ul>	<ul style="list-style-type: none"><li>• Work ethics</li><li>• Skills upgrade</li><li>• New skills</li><li>• Transferable skills</li><li>• Work experience</li></ul>	<ul style="list-style-type: none"><li>• Connection to training that matches employer-defined needed skills and experience</li><li>• Connection to employment that matches employees' skills and experiences</li></ul>

## Services for Universal and Targeted Job Seeker Populations

Using the above matrices, Central Texas aligns business requirements with job seekers' skills levels and matches the employee or job seeker to local employment demands. The combined experience, training, and employment service strategies are designed to prepare and match job

seekers and workers to meet the needs and address skill gaps of local employers. The strategies are mutually beneficial for all customer groups. The approach is designed to meet common customer goals by filling and retaining local jobs with appropriately skilled local workers.

In support of our customer-groups' requirements, Central Texas will use the Career Progression Frameworks provided under Part E. The Frameworks can be used by Workforce staff and partners to support career counseling and promote efforts to develop skills along career pathways/lattices.

For emerging, in-demand occupations, Workforce Solutions of Central Texas plans and coordinates business and economic development strategies in partnership with local Economic Development entities. In addition to Workforce Solutions of Central Texas, members of the Fort Hood Economic Region include the Fort Hood, Belton, Copperas Cove, and Killeen Economic Development organizations. The cross-regional representatives consider and build upon current and future strategies and priorities. The Workforce Board then aligns strategic employment and training initiatives with those of economic development. Through a partnership with economic development, the local chambers of commerce, local colleges, and Workforce Solutions of Central Texas, coordinated training initiatives are implemented, as needed, to address the industry's critical skills shortages. Finally, staff members in local satellite offices are available to support economic development organizations in Central Texas' rural counties.

### **Services for Individuals with Barriers to Employment**

Central Texas has a variety of resources for serving individuals with barriers to employment. For individuals with disabilities, staff have begun working with the Texas Workforce Commission to procure and install adaptive technologies. The following assistive devices to help staff and customers with disabilities will be available when Vocational Rehabilitation staff are co-located in the Workforce Centers in March 2017:

- Accessible workstations,
- ☆ Height adjustable desks and chairs,
- ☆ Screen Magnifier Software (MAGIC),
- ☆ Screen Reader Software (JAWS),
- ☆ Large print and reverse color keyboards (MAGIC),
- ☆ 19" or larger monitors,
- ☆ Headphones/Speakers,
- ☆ Trackball mouse,
- ☆ Telephones with volume control and hearing aid compatible,
- ☆ Written materials for orientations, workshops, trainings, etc., and
- ☆ Automatic door openers, as needed.

For TWC Vocational Rehabilitation staff who have not co-located in the local Workforce Centers, space for itinerant services will be provided. This collaboration allows for greater ease of referrals as well as immediate on-site consultations for workforce customers who may require those services. In addition, staff have begun to participate in joint training to begin working together to meet the needs of our common customers. Additionally, resources are available to access sign language interpreter services thus enabling those with hearing impairments to receive the same information and guidance being provided to other populations.

For individuals who have limited English proficiency, Central Texas works closely with the TWC's AEL grant recipients to promote literacy, education, and employment options. Additionally, Workforce ensures the availability of staff who are able to translate for Spanish-speaking persons. Further, for languages other than Spanish, staff rely upon staff translators or digital language translators.

### **Services for Businesses – Central Texas' Business Solutions Unit**

Workforce Solutions of Central Texas relies upon long-term projections (annual activities), combined with shorter-term projections (ongoing affiliations with economic development/Chambers of Commerce) and immediate projections (day-to-day contact) to identify and assess employer needs.

In support of the local strategic planning efforts, Business Solutions staff also support efforts to promote and convene local businesses and educators to discuss skills shortages, instructor shortages, demographic challenges, and ideas about how Workforce can help to encourage students to pursue demand career/skill areas. Business Solutions staff members are key participants in the process. They participate during the formal review of proposed demand/target occupations and provide vital information into the planning document. The nature of the formal review of proposed demand/target occupations gives the local Workforce system a broad look at:

- ☆ Industries and occupations in the region,
- ☆ How those change between planning cycles,
- ☆ What new occupations may be expected based on changes in industries,
- ☆ What needs employers are experiencing at their worksites, and
- ☆ How the Board may best position itself to respond to expected changes.

The Business Solutions Unit in Central Texas was identified as a model that others in the state could replicate. As recent as 2013, through a contract with the Brazos Valley Workforce Board, Central Texas provided business services training for business services staff in located in Bryan, Texas.

Further meeting local business needs, Central Texas Business Solutions unit coordinates efforts to find qualified employees. Specifically, because job seekers are registered in Work in Texas, the local Business Solutions Unit is able to:

- ☆ Fully define and describe its available applicant pool for local and potential employers,
- ☆ Identify opportunities for short- or long-term training that will make those with declining skills more likely to match local job openings, and
- ☆ Match available skills with similar or emerging businesses' job openings.

Through partnerships with local economic development agencies, community colleges and Chambers of Commerce, Workforce Solutions of Central Texas works collaboratively to fully support business needs. Workforce Solutions and local Economic Development organizations have long-term relationships that strengthen efforts to market Central Texas as a region. The partnerships engage in joint regular review processes ensuring the most accurate information is available to support economic recruitment and expansion efforts. As one example, a local wage

and benefits study was useful when working with new businesses and it also assisted businesses as they competed for local employees by furthering their understanding of local prevailing wage data.

## **Part B: Operational Elements**

The Operational Elements of the Guidelines are as follows:

*B.1.1: A description of the workforce development system in the local area that identifies the programs that are included in the system.*

### **Board Response:**

Workforce Solutions of Central Texas is a publically funded, not-for-profit organization that provides employment and training assistance for local businesses and job seekers. Funding for services is received as a formula-based allocation from the U.S. Department of Labor and passed through the Texas Workforce Commission. Workforce Solutions of Central Texas staff provide services that:

- ☆ Connect businesses with skilled employees, and
- ☆ Assist job seekers by ensuring they have the skills and abilities necessary to be competitive in the global job market.

Workforce Solutions of Central Texas is under the leadership of a local Workforce Board. The 27-member Board includes representatives from local businesses, education agencies and community-based organizations. The Board is made up of 51% business representation including local large, medium and small business members. Governor George W. Bush certified the local Workforce Board on July 22, 1996. The Workforce Board received not-for-profit, 501(c)3, designation in 1997.

### **Mission**

To provide quality education, training and labor market services which give employers and job seekers of the region competitive advantage in the global economy.

### **Service Area**

The Texas Counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba

### **Roles and Responsibilities**

- ☆ **Workforce Solutions of Central Texas' Workforce Centers:** Locations providing workforce services for local businesses and job seekers.
- ☆ **Workforce Solutions of Central Texas' Workforce Board:** Local agency acting as the administrative entity that provides planning, oversight, and evaluation of all Department of Labor and Texas Workforce Commission funded workforce development programs and services; the Workforce Board provides technical assistance and information system support to local Workforce Centers.
- ☆ **Central Texas Chief Elected Officials Consortium Board:** Local Elected Officials recruit and certify local Workforce Development Board members. They sit as ex-officio members of the local Workforce Development Board and are responsible for ensuring fiscal accountability.
- ☆ **Central Texas Council of Governments:** Staffing agent for Workforce Solutions of Central Texas Centers. Fiscal agent for Workforce Solutions of Central Texas.

- ☆ **Texas Workforce Commission:** State agency acting in capacity of fiscal agent and administrative entity to provide technical assistance, oversight and evaluation, and information system support to local, certified Workforce Development Boards.
- ☆ **Vendors** – Colleges, universities, and/or private training facilities providing education or training to customers of Workforce Solutions of Central Texas Centers.

### **Workforce Solutions of Central Texas provides Services at:**

#### **Workforce Center in Killeen**

300 Cheyenne  
Killeen, TX 76542  
Phone: (254) 200-2000

#### **Workforce Center in Temple**

Phone: (254) 742-4400  
102 E. Central, Suites 200 & 300  
Temple, TX 76501  
Fax: (254) 771-2822

#### **Workforce Center in Lampasas**

1305 S. Key, #102  
Lampasas, TX 76550  
Phone: (512) 556-4055

#### **Workforce Center in Rockdale**

313 N. Main  
Rockdale, TX 76567  
Phone: (512) 446-6440

#### **Business Services**

Killeen/Fort Hood/Copperas Cove:  
254-200-2020  
Temple/Belton: 254-773-4200  
Others: 1-888-433-6268

#### **Internet Access**

- Workforce Solutions of Central Texas website: [www.workforcelink.com](http://www.workforcelink.com)
- Texas' Job Matching website: [www.workintexas.com](http://www.workintexas.com)

### **Workforce Solutions of Central Texas Youth Services are provided at:**

#### **Killeen High School**

500 N. 38<sup>th</sup> Street  
Killeen, TX 76541  
(254) 699-7939

Lampasas, TX 76550  
Phone: (512) 556-4055

#### **Killeen Ellison High School**

909 Elms Road  
Killeen, TX 76541  
(254) 634-4994

#### **Belton New-Tech High School @ Waskow**

320 N. Blair  
Belton, TX 76513  
(254) 939-3668

#### **Workforce Center in Lampasas**

1305 S. Key, #102

#### **Temple College**

2600 S. 1<sup>st</sup> St.  
Temple, TX 76504  
(254) 773-3111

### **Workforce Programs and Funding Sources:**

- ☆ Workforce Innovation and Opportunity Act Title 8: Adult, Youth, and Dislocated Worker Programs,
- ☆ Wagner-Peyser Employment Services,
- ☆ Child Care Services,
- ☆ Temporary Assistance for Needy Families, Choices,

- ☆ Non-Custodial Parents, Choices,
- ☆ Supplemental Nutrition Assistance Program, Employment and Training,
- ☆ Trade Adjustment Act,
- ☆ Military Family Support Pilot Program, and
- ☆ When Available, National Dislocated Worker Grant Funding and Competitive Grant Funding (when available).

#### **Partner Programs and Funding Sources:**

- ☆ Senior Employment Services,
- ☆ Veterans Employment Services,
- ☆ Adult Education and Literacy Services, and
- ☆ Vocational Rehabilitation Services.

### **Summary of Services Available Through Workforce Solutions of Central Texas**

#### **Employer Services**

- ☆ Labor Market Information
- ☆ Wage and Labor Law Information
- ☆ Recruitment / Referral of Quality Applicants
- ☆ Employee / Employer Job Matching
- ☆ Quality Testing / Prescreening
- ☆ Space for On-Site Interviewing
- ☆ Technological Access from Office / Home
- ☆ Personalized / Customized Service Options
- ☆ Job Posting
- ☆ On-Line Resume Search
- ☆ New Business Start-up Assistance
- ☆ Assistance to Expand Business Market, Access to Financial Assistance for Training Current Employees

#### **Educator Services**

- ☆ Labor Market Information
  - ★ Demand, Target and Emerging Occupations
  - ★ Teacher/Counselor Guide
- ☆ Career Testing and Exploration
- ☆ Matching Students and/or Education Programs to Quality Employer Learning Environments
- ☆ Scholarship Matching/Financial Assistance

#### **Job Seeker Services**

- ☆ Labor Market Information
  - ★ Demand, Emerging and Target Occupations
  - ★ Local Jobs and Salaries
  - ★ Jobs in Demand
  - ★ Financial Aid for Education and Training Information
  - ★ Training Providers and Success Rate Information
- ☆ Preliminary Assessment / Prescreening

- ☆ Employment Information Including Registration with State Employment Service for Job Matching and Referrals
- ☆ Education and Training Assistance
- ☆ Customer-Driven Service Access
- ☆ Career and Self-Exploration Tools
- ☆ Career and Job Search Advice from Professionally Trained Career Specialists
- ☆ Internet Access
- ☆ Counseling Support to Eligible Students in Education or Training Programs
- ☆ Child care and Transportation Assistance to Eligible Students in Education or Training Programs

*B.1.2: A description of how the Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)E).*

#### **Board Response:**

The Texas Workforce Commission's Combined State Plan, 2016-2019 (July 1, 2016 –June 30, 2020) lists programs available through and funded under the Workforce Commission. Those programs include the following required one-stop partners:

- ☆ Workforce Innovation and Opportunity Act (WIOA, formerly Workforce Investment Act (WIA),
- ☆ Wagner-Peyser Employment Service (ES),
- ☆ Unemployment Insurance (UI) Benefits Information,
- ☆ Choices, the Temporary Assistance for Needy Families (TANF) employment and training Program,
- ☆ Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T),
- ☆ Subsidized child care,
- ☆ Trade Adjustment Assistance (TAA), and
- ☆ Adult Education and Literacy (AEL) programs.

Of the above required programs, the Workforce Centers in Central Texas are funded and directly providing integrated services for everything with the exception of the Adult Education and Literacy (AEL) programs. For AEL services, the Workforce Center in Killeen has an AEL Lab staffed by Central Texas College. Additional AEL classes and labs are available throughout the Workforce Area. Workforce Solutions of Central Texas works closely with the Workforce Commission's contracted AEL providers and monitors progress through regularly scheduled Literacy Consortium Meetings. To promote a system with consistent coordination and a direct Workforce influence, the Chair of the Central Texas Literacy Consortium is a Workforce Board member.

The State Plan also notes that Texas Labor Code recently transferred several Department of Assistive and Rehabilitative Services programs to the Texas Workforce Commission. The programs were:

- ☆ VR (WIOA, Title IV) programs,
- ☆ Business Enterprises of Texas,
- ☆ Grant for Independent Living Services for Older Individuals Who are Blind, and
- ☆ The Criss Cole Rehabilitation Center.

Central Texas had begun working with the Texas Workforce Commission staff leading this transition. Initial integration will begin with the Workforce Center in Killeen in March 2017.

Finally, the State Plan also encourages Boards to enter into MOUs with required and optional partners for programs that are not under the direct oversight of the Board including:

Required:

- ☆ Adult Education and Literacy (WIOA, Title II),
- ☆ Apprenticeship programs,
- ☆ National and Community Services Act Program,
- ☆ Non-Certificate Postsecondary Career and Technology Training programs, and
- ☆ Senior Community Service Employment Program.

Optional:

- ☆ Career and technical education programs authorized under the Carl D. Perkins Act of 2006,
- ☆ Job counseling, training, and placement services for veterans, 38 USC 41,
- ☆ Education and vocational training program through Job Corps administered by DOL,
- ☆ Native American programs authorized under Title I of WIOA,
- ☆ HUB-administered employment and training programs,
- ☆ Employment and training activities carried out under the Community Services Block Grant Act,
- ☆ Reintegration of offenders programs authorized under the Second Chance Act, 2007, and
- ☆ Migrant and Seasonal Farmworker programs authorized under Title I of WIOA.

Formal MOUs are in place with Workforce Solutions of Central Texas and:

- ☆ Fort Hood's Army Community Services,
- ☆ Central Texas Support Services (United Way),
- ☆ JobsEQ (Chmura),
- ☆ Department of Assistive and Rehabilitative Services,
- ☆ Austin Resource Center for Independent Living,
- ☆ Heart of Texas Defense Alliance and Killeen Chamber of Commerce – BRAC Partnership,
- ☆ Central Texas College and Greater Killeen Chamber of Commerce – Business Resource Center Partnership,
- ☆ Bureau of Apprenticeship Training (DOL),
- ☆ Central Texas College and Temple College – Adult Education and Literacy,
- ☆ Central Texas Council of Governments, Housing Division,
- ☆ Central Texas Youth Services Bureau,
- ☆ Texas Department of Criminal Justice,
- ☆ Region 12, Education Service Center,
- ☆ Experience Works, Inc. (Senior Community Service Employment Program),
- ☆ Texas Department of Family and Protective Services,

- ☆ Greater Killeen Homeless Network,
- ☆ Hill Country Community Action Agency,
- ☆ Job Corps,
- ☆ Office of Attorney General, Child Support Division and NonCustodial Parents Program,
- ☆ Central Counties Center for Mental Health Mental Rehabilitation,
- ☆ Texas State Technical College, and
- ☆ United States Chamber of Commerce.

Regarding optional partners, Central Texas, either has agreements or works closely with providers of:

- ☆ Career and technical education programs authorized under the Carl D. Perkins Act of 2006 (Central Texas College and Temple College),
- ☆ Job counseling, training, and placement services for veterans, 38 USC 41 (Texas Veterans Commission),
- ☆ HUB-administered employment and training programs (component of Central Texas' Business Resource Center at the Workforce Center in Killeen and of the Business Incubator at Temple College),
- ☆ Employment and training activities carried out under the Community Services Block Grant Act (United Way and other programs when available),
- ☆ Reintegration of offenders programs authorized under the Second Chance Act, 2007 (agreement with Texas Department of Criminal Justice), and
- ☆ Education and vocational training program through Job Corps administered by DOL.

There is no significant population, and, therefore, no agreements/programs available for:

- ☆ Native American programs authorized under Title I of WIOA, and
- ☆ Migrant and Seasonal Farmworker programs authorized under Title I of WIOA.

## *B.2*

*Description of how the Board will work with entities carrying out core programs to:*

- a. *expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*
- b. *facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*
- c. *improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

## **Board Response:**

As described in B.1(a), core and other Workforce services are funded through the Board and provided by the Workforce Centers Contractor. Central Texas' integration includes a strong collaborative model that encourages a Workforce System approach. Under the Central Texas model, Board and Center staff jointly plan service options and seek and identify opportunities to expand access. Demonstrating the strength of the collaboration, Board and Center staff actively participate on Central Texas' Leadership Team.

To promote expanded access to individuals with barriers to employment, local collaborative efforts have been extended to include Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) partners. As examples, AEL and VR staff are invited to Workforce all-staff training events and AEL staff has begun participation on Central Texas' Performance Improvement Team.

Facilitating the use of career pathways, Central Texas recently completed a comprehensive local labor market study that identified in-demand industry sectors and occupations. Additionally, the information gained from the study was used to create Career Progression Frameworks for the most in-demand jobs/sectors (see Part E: Central Texas' Career Progression Frameworks).

Regarding blind and disabled Texans, and Texans with low literacy or reduced English language fluency, options to coordinate services and expand options continue to be explored. An issue that remains a concern is performance tracking for special populations. Since each program relies upon a different customer management system, common measures and joint service strategies are limited. For Workforce, our ability to monitor performance is limited to the data elements capture by Texas' TWIST and Work in Texas Systems. Limitations for these systems related to the fact that:

- ☆ Work in Texas allows customers to self-attest that they are disabled but does not require them to make such a declaration, and
- ☆ TWIST only captures basic skills deficient and deficient basic literacy for the Workforce Innovation and Opportunity Act programs.

Therefore, staff members' ability to track and monitor the outcomes of low literacy, reduced English language, and blind/disabled Texans is significantly limited and very likely to reflect an inaccurate picture of what actually occurs.

Workforce Solutions of Central Texas has adaptive devices to support the general needs of individuals with disabilities. As noted previously, additional adaptive options are being added to the Workforce Center in Killeen, and similar improvements will be made at the Workforce Center in Temple prior to colocation of the Texas Workforce Commission's Vocational Rehabilitation staff.

Specific of Texans with low literacy or reduced English language fluency, Workforce Solutions of Central Texas has staff members who are bi-lingual and available to provide services as needed. To facilitate this process, a desk aid has been developed that identifies each of the bi-lingual staff and lists the languages in which they are proficient. Languages supported by these staff include: Spanish, German, Czech (read and write only), Korean, Russian, Tagalog (Philippine national language), Visayan, and American Sign Language. Staff and partners also have access to translation apps available on smart phones to facilitate communication. When the available resources fail to meet the needs of customers, staff and partners contact the Board's EEOC officer who arranges for a translator or alternative solution.

For individuals interested in improving their English language skills, Central Texas' largest Workforce Center in Killeen has a computer-based Adult Basic Education lab that is equipped with software supporting English language development. The lab, which is offered by Central

Texas College, also offers English as a Second Language classes. A similar lab is also available at the Temple College campus.

*B.3 A description of the strategies for coordinating programs and services for target populations.*

**Board Response:**

As described under Central Texas Workforce Vision, Commitments, “we maintain an **integrated** workforce system that:

- Ensures equal access to quality information and workforce services throughout the seven-county region we serve.,
- Promotes investments in education, training, and productive employment as critical to the self-sufficiency of individuals and families as well as to the economic vitality of the region as a whole,
- Creates and maintains strategic alliances with its partners and contractors to ensure the high quality of the workforce services we make available,
- Recognizes and rewards performance at all levels, and
- Continuously improves itself and the services it offers.”

To accomplish our goals and commitments, the Central Texas Workforce System provides services for all job seekers and businesses requesting assistance. Services available to all job seekers include:

***Employer Services***

- ★ Labor Market Information,
- ★ Wage and Labor Law Information,
- ★ Recruitment / Referral of Quality Applicants,
- ★ Employee / Employer Job Matching,
- ★ Quality Testing / Prescreening,
- ★ Space for On-Site Interviewing,
- ★ Technological Access from Office / Home,
- ★ Personalized / Customized Service Options,
- ★ Job Posting,
- ★ On-Line Resume Search,
- ★ New Business Start-up Assistance, and
- ★ Assistance to Expand Business Market, Access to Financial Assistance for Training Current Employees.

***Job Seeker Services***

- ★ Labor Market Information:
  - ★ Demand, Emerging and Target Occupations,
  - ★ Local Jobs and Salaries,
  - ★ Jobs in Demand,
  - ★ Financial Aid for Education and Training Information, and
  - ★ Training Providers and Success Rate Information;

- ☆ Preliminary Assessment / Prescreening,
- ☆ Employment Information Including Registration with Work in Texas,
- ☆ Customer-Driven Service Access,
- ☆ Career and Self-Exploration Tools,
- ☆ Group services/workshops (resume development, dress for success, etc.),
- ☆ Career and Job Search Information, and
- ☆ Internet Access.

In Central Texas, targeted populations are those which barriers that require additional assistance to prepare for employment, find a job, advance in a career, and/or retain employment. Central Texas provides coordinated service options for the following targeted populations.

- ☆ Veterans and Military Spouses (service priority),
- ☆ Low Income Adults,
- ☆ Dislocated Workers,
- ☆ Disadvantaged Youth,
- ☆ Unemployment Insurance Claimants,
- ☆ Individuals on Public Assistance,
- ☆ Individuals with Disabilities, and
- ☆ Individuals with Low Literacy and Limited English Proficiency.

Services available to targeted populations include all services listed above and:

- ☆ In Depth Assessment/Prescreening,
- ☆ One-on-one assistance with employment information Including guidance for registration on Work in Texas,
- ☆ Education and Training Guidance and Funding,
- ☆ Career and Job Search Advice from Professionally Trained Career Specialists,
- ☆ Counseling Support to Students in Education or Training Programs, and
- ☆ Child care and Transportation Assistance to employees entering the workforce and students in Education or Training Programs.

The following service and coordination strategies are available to assist Central Texas targeted customer groups.

#### ***Coordination and Services for Veterans and Military Spouses***

With Fort Hood in the heart of Central Texas, veterans are a substantial part of our population and planned strategies are focused on meeting the needs of the high-priority group. In addition to our veterans population, we also have service strategies and resources targeting military spouses and exiting veterans.

The following is a short summary of activities supported by Workforce Solutions of Central Texas on and around Fort Hood. The list presents current collaborations and opportunities for continued mutual support.

Currently, WSCT has two grants designed to expand employment opportunities for veterans, exiting military, military spouses, civil service employees, and individuals laid off at Fort Hood.

1. The first grant is a National Dislocated Worker Grant targeted to individuals who are laid-off on Fort Hood. Specifically, funds can be used to assist civil service employees, defense contractor employees, military spouses, and military soldiers who are impacted by budget reductions. Available services include one-on-one assistance, funding for college, childcare and transportation assistance, and staff-guided job search.
2. The second grant is from the Texas Workforce Commission. This grant provides additional resources to serve military spouses. Funding from this grant can sponsor job search assistance, on the job training, internships, or college tuition, books and fees.

***Employment Assistance for Military Spouses and Exiting Military***

- ★ **Job Search Assistance** including guidance with resumes, translating MOS to civilian jobs, support with job matching through Work in Texas, and a variety of workshops to prepare job seekers with skills. Examples of workshops include: How Do You Look on Paper-Perfecting your Application; Resumes that Get Interviews; Soft Skills-The New Tie Breaker.
- ★ **Vocational Training Scholarships** provide funding for college tuition, books and fees for income-eligible job seekers and workers who were laid off from previous jobs. Spouses who leave employment to come to Fort Hood with soldiers are generally eligible for vocational training scholarships.
- ★ **Child Care and Transportation Subsidies** are available for income-eligible job seekers who are working or in training or college.
- ★ **Fort Hood Corporate Fellowship Program (Hire Our Heroes)** specifically targets transitioning military. It is a 13 week program that combines classroom training and internships to give active duty, transitioning military hands-on exposure to high-level civilian jobs. Currently, there are 32 recruiters representing 16 companies and 27 fellows (soldiers) in the program. The first cohort begins classroom training on August 10<sup>th</sup>.
- ★ **Veterans Inventory** is a survey of soldiers exiting the military from Fort Hood. The survey assesses the intentions, educational levels, skills, employment interests, and suggestions to improve the Fort Hood region's "quality of place" for soldiers. The survey, which began in 2007, is supported by a partnership between Workforce and the Heart of Texas Defense Alliance, Greater Killeen Chamber of Commerce, Texas Veterans Commission, and the Soldier for Life Transition Assistance Program.
- ★ **National Association for the Education of Young Children (NAEYC) Accreditation** for local Child Care Centers was identified as a BRAC criteria priority in early 2012. Since that time, local and state Workforce Funds have been dedicated to encouraging local child care providers to pursue accreditation and WSCT staff assisting the Centers' efforts to complete the rigorous requirements. When the initiative began, there were four NAEYC Accredited Child Care Center on Fort Hood. Today, Central Texas is home to 32 NAEYC Accredited Child Care Centers with 18 more Centers in the Accreditation process.

***Unique collaborations supporting veterans and military spouses:***

**Army Community Service Employment Readiness Branch Partnership:** Military spouses often begin their job search on Fort Hood at Army Community Service. In an effort to expand their service options and help them become familiar with the local community area, WSCT provides space for Employment Preparation Workshops at the Workforce Center in Killeen.

**Business Resource Center** is a joint initiative supported by WSCT, Central Texas College, and the Greater Killeen Chamber of Commerce. The Business Resource Center provides high-quality business counseling, training, and assistance to potential business owners, new entrepreneurs and existing business owners. Assistance and workshops are provided at little or no cost. Because the Business Resource Center is co-located at the Workforce Center in Killeen, job seekers and exiting military beginning their job search have direct access to start-up business guidance and tools. Since inception, the BRC has grown in scope and service structure. Between July 2013 and June 2014, the BRC assisted 1,150 individuals, provided small business counseling for 508 people, and conducted 87 workshops and events which were attended by 761 individuals (unduplicated counts).

***Workforce Solutions of Central Texas' Support of Military-Focused Organizations and Events***

- ☆ **Central Texas-Fort Hood Chapter**, AUSA membership with WSCT Executive Director serving on the Chapter's Executive Committee, and the WSCT Workforce Center Director serving on the Board of Governors.
- ☆ As a sponsor for **BLORA's Nature in Lights** event, WSCT attends the annual kick-off event.
- ☆ **Legislative Day** is a Greater Killeen Chamber of Commerce annual event. The day is designed to expose state legislators to Fort Hood's extensive contribution to Texas. Legislators begin at Texas A&M Central Texas campus and the day concludes with a hosted tour of Fort Hood. Participants ride helicopters, tour training facilities, and even fire assault rifles. WSCT attends the event and hosts leaders and legislators from Austin.

Regarding performance, although veterans are co-enrolled in many programs, there are some veteran-specific data that we can track to determine whether services are successful. Central Texas' outcomes and trends at the end of performance year 2016 included:

Veterans Measures	End of Current Year	One Year Earlier	Two Years Earlier
<b>Number Served</b>	6,888	7,906	9,124
<b>Entered Employment</b>	52.58%	55.21%	59.92%
<b>Employment Retention</b>	82.08%	88.69%	84.78%
<b>Average Earnings</b>	\$16,730.15	\$17,656.69	\$17,138.75
<b>Earnings Change</b>	-\$2,828.63	-\$2,462.64	-\$1,158.09

Disabled Veterans Measures	End of Current Year	One Year Earlier	Two Years Earlier
<b>Number Served</b>	1,761	1,851	1,973
<b>Entered Employment</b>	47.34%	50.94 %	57.13%
<b>Employment Retention</b>	82.00%	90.49%	85.88%
<b>Average Earnings</b>	\$18,051.79	\$19,845.35	\$18,303.61
<b>Earnings Change</b>	-\$4,531.28	-\$2,950.43	-\$3,297.72

## **Blind and Disabled Texans, and Texans with Low Literacy/Poor English Language Fluency**

As already described, Workforce Solutions of Central Texas has adaptive devices to support the general needs of individuals with disabilities. Additionally, coordination and accommodation efforts are being expanded following the guidance provided by the Texas Workforce Commission's Vocational Rehabilitation transition plan.

For individuals with low literacy or poor English language fluency, Workforce Solutions of Central Texas has bi-lingual staff and service options are coordinated with Central Texas' Adult Education and Literacy providers. Workforce Solutions of Central Texas works closely with AEL providers including participation on the Central Texas Literacy Consortium and availability of AEL/ESL classes and labs at a variety of days, times, locations across the Workforce Area.

## ***Reemployment Strategies for Dislocated Workers*** including but not limited to those who received Rapid Response assistance:

The focus for reemployment strategies is on early engagement and development of understanding of assistance available. Within a week of filing for Unemployment Insurance, all applicants are invited and strongly encouraged to attend an orientation titled "Show Me the Money". At this session staff explain the difference between the Texas Workforce Commission's Unemployment Insurance Department and the Workforce Center as well as what each organization can assist with and ensure applicants know where to go to get answers from each organization. Customers may also complete a general assessment to identify any basic education skills upgrade or refresher needs. When claimants come in to complete the worker profile orientation, staff develop individual employment plans with worker profiled customers.

One strategy used to rapidly reengage dislocated workers is the identification of workers' transferrable skills. To identify workers' transferrable skills in our local Workforce Centers, surveys and assessments are used. Examples include: job search self-assessment, resume job title and related skills descriptions, rapid response orientations and surveys, workforce programs enrollment, and assessment of training opportunities in related-experience jobs.

When working with dislocated workers identified by TWC as being most likely to exhaust their Unemployment Insurance benefits, individuals are registered in Work in Texas which collects past and current skills and occupations. When appropriate, Workforce Solutions of Central Texas develops an Employment Plan (EP) with these individuals. The EP identifies employment goals, employment barriers, and an action plan to achieve the goals and address the barriers.

Workers' abilities to become rapidly employed are enhanced as they complete the tasks identified in their Employment Plans. Further, because the workers are registered in Work in Texas, the local Business Services Unit is able to:

- ☆ Fully define and describe its available applicant pool to local and potential employers,
- ☆ Identify opportunities for short- or long-term training that will make those with declining skills more likely to match local job openings, and
- ☆ Match available skills with similar or emerging businesses' job openings.

Finally, Workforce Solutions of Central Texas is exploring the use of the Detailed Work Activities identified by the Texas Workforce Commission as an easier way to compare

occupational skills. While still in early stages of exploration, there does appear to be potential to provide a simpler and faster method to identify and match skills from one occupation to another, with a greater level of occupation-specific skills available for comparison.

#### ***UI Claimant Exhaustees***

Claimants who exhaust their regular Unemployment Compensation benefits are outreached and scheduled to attend the “What’s the Emergency?” orientation. At this Reemployment Services and Reemployment and Eligibility Assessment session, employees provide labor market information, perform an individual customer assessment and complete an eligibility review.

**UI Claimant Reemployment Strategies:** In Central Texas, Career Center employees focus their efforts on assisting Unemployment Insurance Claimants. Staff members lead the “Show Me the Money” orientation several times each week and provide one-on-one assistance in an attempt to engage target claimants as quickly as possible. Claimants that attend the orientation can also access a series of workshops on job search, resume writing, soft skills, and interviewing skills. Further, they can receive individual appointments for resume review and job development if needed. Workforce staff members also continue to actively assist/maintain contact with claimants during the first 10 weeks of their job search process. If the claimants are still unemployed at this time, they will be referred to employees who provide ongoing support and assistance.

#### ***Entrepreneurial Assistance***

As an aid to job seekers and claimants that may be interested in starting their own business, start up assistance for new businesses is available through the Business Resource Center located at the Workforce Center in Killeen or Temple College’s Business Incubator. Employees identify potential entrepreneurs during one-on-one meetings and refer those who indicate they have a desire to start their own business.

#### ***Services for Central Texas Youth***

Under the Workforce Innovation and Opportunities Act, priority for funding is given to Out-of-School Youth. To meet this priority, substantial outreach is conducted through the local Workforce Centers and through partner referrals. To accomplish this priority in Central Texas, youth services, especially those mandated and funded through the Workforce Innovation and Opportunity Act, are coordinated and provided by Workforce Center staff housed in local school districts and colleges. Youth staff members work with partnering agencies such as the school districts, Communities in Schools, and the Central Texas Youth Services (including specific services for Foster Youth), PAL (Preparation for Foster Youth Transitioning to Adult Living), programs to provide Workforce Investment and Opportunity Act eligible youth with appropriate services as listed in their Individual Service Strategies.

Staff members provide one-on-one counseling and workshops and assistance regarding all parts of the employment process including preparing for employment – job getting and job keeping skills. Staff members also broker employment and training opportunities for the youth customers including monitoring of work experience sites to ensure youth are receiving quality work experiences that will enhance their abilities to get and keep jobs in the future. In addition to coordinated services and support as well as employment experiences, educational services are

provided to encourage efforts that lead to high school and college credentialing. Such services could include, but are not limited to, mentoring, tutoring, and basic skills upgrades through educational labs or traditional schools.

### ***Services for Youth with Disabilities***

In partnership with Texas Workforce Commission Vocational Rehabilitation staff, Central Texas will participate in a summer program targeting youth with disabilities. Beginning in the summer of 2017, youth with disabilities will participate in a paid work experience program. Youth with disabilities, ages 14-22, who are in school and are either current or potential Vocational Rehabilitation customers will be eligible. Participants will receive employability skills training, either prior to or during their work experience placement. Local Vocational Rehabilitation counselors will assist in identifying students who may participate in Summer Work Experience and will refer them to Workforce Youth staff. The Board and Vocational Rehabilitation staff will partner to identify the students who can best benefit from participation, this will be especially important since it is anticipated that there are more potential participants than work experience opportunities. In addition, youth will have the opportunity to participate in learning activities such as informational interviews to research employers, job site tours, job shadowing, and mentoring opportunities by an employer in the community.

### ***Trade Adjustment Act Assistance***

Benefits and services available to certified trade-impacted workers vary depending upon the Trade law in effect at the time of DOL certification. If training is determined to be appropriate for the customer, vocational and/or remedial training are explored. The maximum duration of TAA-supported training varies between 104 and 156 weeks, depending upon the TAA petition number.

When a customer is identified as a trade impacted customer, staff members work with the customer to provide a full array of service options. As examples, TAA impacted workers receive skill assessments, career counseling, job search assistance, and information on training. Staff members also provide intake services for all potential TAA eligible customers and forward the intake information to the Workforce Commission's TAA department for individual training plans approvals. In addition, staff, as part of the TAA orientation for customer, will discuss the following benefits for these customers:

- Trade Readjustment Allowances (TRA) – Wage subsidies for workers who are enrolled in full-time training no later than their waiver/in training deadline date. The maximum duration of TRA support will vary between 104 and 156 weeks, depending upon the TAA petition number and course of training.
- Health Coverage Tax Credit (HCTC)- A tax credit covering 72.5% of the worker's monthly premium for qualified insurance.
- Reemployment Trade Adjustment Assistance (RTAA)- A wage subsidy for up to 2 years available to workers age 50 or over who are reemployed at annual wages of \$50,000 or less.
- Job Search Allowance- A reimbursement for job search costs outside of the worker's local area.
- Relocation Allowance- A reimbursement for relocation costs for a job outside of a worker's local area.

Following services and training, Central Texas staff members work closely with TAA customers to promote their successes. The staff goal is to encourage active efforts that quickly lead to employment following service completion.

### ***Use of Technology to Support Services for Businesses and Job Seekers***

Primarily, Workforce Solutions of Central Texas relies upon Work in Texas as the essential tool for addressing businesses' hiring needs through matches with qualified jobs seekers. This tool is not only used by staff, it has proven value as demonstrated by the significant amount of direct access by businesses' human resource representatives, job seekers, and local community partners.

In addition to this invaluable tool, job search staff members encourage job seekers to leverage personal and social networks using systems such as LinkedIn or even Facebook. The social network site LinkedIn is also used to facilitate UI Claimant follow up. Job seeker assistance is also enhanced using the internet to provide webinars or training which is constantly available at job seekers' conveniences. Relying upon technology, staff members also engage in *live-chat* during office hours. Topics include but are not limited to (1) Job Searching & Networking, (2) Navigating WorkinTexas.com, (3) Soft Skills in today's workforce, and (4) Virtual Job Fairs. Finally, Workforce Solutions of Central Texas uses Twitter to announce *hot jobs* and connect Job Seekers to tips, postings and hiring events

#### ***B.4 A description of the strategies and services that will be used in the local area:***

- a. *To facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors and occupations*
- b. *To support a local workforce development system that meets the needs of businesses in the local area*
- c. *To better coordinate workforce development programs and economic development*
- d. *To strengthen linkages between the one-stop delivery system and unemployment insurance programs*

***Note:*** This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.

### ***Employer Services and Engagement***

Building upon previous descriptions of Central Texas Employer Service and Engagement Strategies, employers in Central Texas are served by a dedicated Business Solutions Unit with additional support from staff stationed in the area's rural counties. Three staff members work within their assigned communities to promote services available to local businesses and identify business service needs and solutions. Two staff members work behind the scenes taking job postings, answering employers' questions, supporting fee-for-service activities such as pre-employment assessment and screening, tracking performance, and providing labor market information for businesses, economic development and chambers of commerce. With just five staff members, all must work in the community to promote services available to local businesses

and identify business service needs and solutions. In the rural areas, staff are involved in all aspects of business assistance to include both “inside” and “outside” activities described above.

The Business Solutions Unit staff and supporting members are equipped with the technology necessary to facilitate timely and accurate documentation of business customer information for delayed, automated entry into Workforce System access points. Such technology allows staff to quickly input data while at businesses’ sites and download the information into the Workforce network at a more convenient time. Day-to-day contact with employers encourages action by identifying and addressing employers’ needs in real time. If adjustments are needed immediately, those can be made, or if longer-term adjustments are required, those are incorporated during the annual activities described below.

The Business Solutions Unit increases outreach to employers through targeted marketing initiatives such as co-sponsored large job fairs quarterly and targeted job fairs as appropriate throughout Central Texas. The job fairs provide a forum for business sponsors to tell workforce staff and job seekers about their organization and their workforce needs and ultimately, it connects qualified people to local job openings.

Highlighting specific strategies that have proven successful in Central Texas, local employers are especially pleased with our support efforts related to hiring and screening to fill jobs for a new location. Additionally, our Hiring Our Heroes program provides paid internships for exiting military and military spouses. The program has been very successful with over 80% being hired at the end of the internship; demonstrating equal benefit to the interns, many of the new hires have starting salaries over \$100,000.

#### ***Workforce Coordination with Economic Development (Also See B.5)***

The local Workforce system has partnerships with local economic development agencies, community colleges and chambers of commerce to identify and address business needs.

Reflecting the value placed on our business services, in 2016, the local system received \$62,542 for providing resources and customized services for local businesses. Because of Central Texas’ reputation for working with local businesses, representatives of the local workforce system participate when new businesses are being recruited by economic development agencies. These affiliations provide workforce leadership with the opportunity to know about expected changes in advance so that proactive adjustments can be made quickly rather than adhering to activities developed on an annual basis. At these meetings, staff members provide up to date labor market information, training resource options, applicant pool data, access/training on Work in Texas, customized workforce service menus, and information promoting Central Texas as the place to work and live.

#### ***Linkage Between the One-Stop Delivery System and Unemployment Insurance***

Workforce Solutions of Central Texas use the following strategies and services to strengthen linkages between the One-Stop Delivery System and Unemployment Insurance Claimants.

Workforce Center staff:

- ☆ Provide Unemployment Insurance contact information for interested job seekers;
- ☆ Provide telephone and computer access to the Workforce Commission’s Unemployment Insurance Program.

- ☆ Distribute printed materials which to every job seeker inquiring about Unemployment Insurance.
- ☆ Send mailed invitations to all Unemployment Insurance Claimants to attend an Unemployment Insurance/Workforce Orientation at their local Workforce Center (scheduled weekly or daily depending upon demand).
- ☆ Gather training related information and enter the information into TWIST to assist Unemployment Insurance staff to determine eligibility related to job search exemptions.
- ☆ Report potential job search issues to Unemployment Insurance staff; and
- ☆ Invite Unemployment Insurance Claimants who are worker profiled to a second one-on-one orientation where an Individualized Employment Plan is developed.

*B.5 An explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Board will promote entrepreneurial-skills training and microenterprise services.*

**Board Response:**

There are several methods that are used to promote coordination between Workforce Solutions of Central Texas and our local economic development entities. First, Workforce Solutions of Central Texas is a member of the Grand Central Texas Economic Development group. This group includes Economic Development organizations from the Central and Heart of Texas Workforce Regions. Member Economic Development organizations represent the cities of:

- ☆ Belton,
- ☆ Cameron,
- ☆ Harker Heights,
- ☆ Killeen,
- ☆ McGregor,
- ☆ Temple, and
- ☆ Waco.

The Grand Central Texas Economic Development group works jointly to market the region to expanding and potential new businesses. They agree to jointly work together with an understanding that internal competition may occur for businesses seeking to locate in Central Texas. Workforce Solutions of Central Texas (WSCT) supports the group and individual efforts by providing regional, county, and city-specific labor market information. For new business prospects, WSCT also provides information about available workforce training funds such as Skills Development and Skills for Small Business resources available through the Texas Workforce Commission. Additionally, WSCT provides an overview of services available through its Business Solutions of Central Texas. Examples of services for new businesses include:

- ☆ Use or identification of facilities for employee identification/recruitment that can be used until the new business location is available,
- ☆ Work in Texas training,
- ☆ Job posting and matching,
- ☆ Business-driven employee prescreening and assessments, and
- ☆ Targeted job fairs.

In its support capacity, Workforce Solutions of Central Texas maintains a neutral position and does not share information between competing economic development entities.

In addition to the activities described above, Workforce Solutions of Central Texas promotes coordination and communication with economic development entities by ensuring a presence on the local Workforce Board. Currently, representatives from local Economic Organizations serve on the Workforce Board from the Cities of Belton (urban county) and Cameron (rural county).

During the recent recession, the U. S. Department of Labor encouraged entrepreneurship as a way to stabilize the economy and put people back to work. Leaders in Central Texas agreed. Further, the leaders knew that new business owners need (a) a strong business foundation, (b) finance, marketing, and implementation strategies, and (c) market-driven, quality products. As a result of their efforts the following two resources were developed to promote **entrepreneurial-skills training**.

- ☆ The Business Incubator program, hosted at Temple College, was developed and sponsored by the Temple College Foundation, the City of Temple, the Temple Economic Development Corporation, Temple College, and the Temple Chamber of Commerce, and
- ☆ The Business Resource Center, which is hosted at the Workforce Center in Killeen, was developed and funded through a formal partnership between Workforce Solutions of Central Texas, Central Texas College, and the Greater Killeen Chamber of Commerce.

The Business Incubator is under the Business and Education Department at Temple College. As the name implies, the Business Incubator is a place for new and existing businesses to grow. Businesses “graduate” in one to five years, as they stabilize and grow to become a self-sufficient part of the local business community. The incubator has 11 fully equipped offices for qualified new businesses at reasonable costs. In addition to the spaces to lease, a satellite office of the Small Business Development Center is located on premises with a full-time counselor provided at no cost. The counselor provides assessments and intensive one-on-one counseling to both existing business owners and prospective, new entrepreneurs. The incubator is a nonprofit economic development program.

The Business Resource Center is located in the Workforce Center in Killeen. The Business Resource Center provides high-quality business counseling, training, and assistance for new entrepreneurs and existing business owners with services/training provided at little or no cost. Because of its close proximity to Fort Hood, the Business Resource Center also provides counseling and workshops for exiting military through the Transition Assistance Program on Fort Hood. The co-location and integrated service structure facilitates referral of job seekers who are interested in starting a new business. Physical proximity promotes efficient communication and referral between Workforce Specialists and Business Resource Center staff. The location also gives job seekers access to a full range of services such as childcare and transportation all in one location. A comprehensive array of services through a single location follows Workforce Solutions of Central Texas’ mission is to provide ease of access where individuals can seek out and receive all of the services needed to become self-sufficient and productive.

*B.6 A description of the one-stop delivery system in the local area, including explanations of the following:*

- a. How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers;*
- b. How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means;*
- c. How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188, if applicable, and with 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 who have disabilities; and*
- d. The roles and resource contributions of the one-stop partners.*

**Board Response:**

***Continuous Improvement***

Workforce Solutions of Central Texas currently uses a managing director/staffing agency model for the delivery of services for employers and job seekers. The model provides stability for staff even if the Managing Director changes; thus, Central Texas has consistently maintained greater numbers of higher-tenured, knowledgeable Workforce professionals. Further, under this model, Central Texas Board and contractor staff work jointly to identify opportunities and implement improvements based upon continuous feedback loops between business and job seeker customers, frontline staff, supervisors, and the Central Texas Leadership Team (made up of Workforce Center and Board leadership).

Demonstrating the success of our coordinated, systemic improvement approach, for 12 consecutive years, Central Texas has successfully competed with Texas businesses to be listed as one of the 100 Best Places to Work for in Texas. Workforce Solutions of Central Texas is the government organization in Texas to have made the list in the 12 years since the program began. Further, it should be noted that results from the Best Companies Employee Surveys and results from Texas Survey of Employee Engagement are used to guide an annual Organizational Improvement Day which produces 3-5 high level improvements that are implemented using cross-organizational teams.

Specific to contracted and program performance measures, Central Texas has a Performance Improvement Team made up of representatives and subject matter experts from all programs. Adult Education and Literacy Program representatives joined the team last year, and Vocational Rehabilitation representatives will be invited to join after colocation in early 2017. This team monitors performance, identifies issues, discusses solutions, and recommends/implements process changes. On the rare occasions requiring technical assistance from the Texas Workforce Commission, the Performance Improvement Team works directly with Workforce Commission staff to address issues/concerns.

### ***Access to Services***

Direct access to Workforce services are provided through two full-service Workforce Centers serving businesses and job seekers in our most populated cities/surrounding areas and two satellite Centers serving our rural customers in the east and west sides of the Central Texas Workforce Area.

For all Central Texas business customers, WorkInTexas.com provides an on-line portal for posting job openings and searching for a match to local job seekers. For job seekers the WorkInTexas system provides a mechanism for defining skills and developing a resume, identifying desired employment parameters, and searching for job openings within that parameter. WorkInTexas is a system providing 24-7 access. For those requiring additional assistance, Business Solutions and Workforce Center staff are available by telephone, email or in person to answer questions and provide guidance.

In addition to WorkInTexas, technology enabled service access includes information and guidance provided through the Workforce Solutions of Central Texas website [www.workforcelink.com](http://www.workforcelink.com). The website is compliant with applicable ADA guidelines. The following are examples of information/services provided at [workforcelink.com](http://workforcelink.com).

- ☆ Explanation/definition of programs and services,
- ☆ Guidance on how to access services,
- ☆ On-line Orientations for the Workforce Innovation and Opportunities Act, TANF Choices, and Claimant Reemployment programs,
- ☆ Job search guidance including but not limited to:
  - 450 job descriptions describing specific work-related skills to use to develop resumes, and
  - “How to” guides for marketing oneself as a product including, as examples, skills identification, resume development, knowing the “product,” and “closing the sale”
- ☆ Information on types and schedules for workshops,
- ☆ News and events,
- ☆ Workforce Board info including schedules, meeting materials, minutes, and annual report.
- ☆ Vendors and Bid opportunities,
- ☆ Careers within Workforce Solutions of Central Texas,
- ☆ Links to local education and training providers,
- ☆ Contact information including the ability to submit questions and receive real-time responses, and
- ☆ Privacy policy, terms, and conditions of use.

In addition to information for all Central Texas businesses, job seekers, and residents, workforcelink.com also provides specific information for targeted populations. The following dedicated pages provide program/population specific guidance:

- ☆ Disabilities Resources,
- ☆ Veterans,
- ☆ Youth,
- ☆ Child care and training ops for child care providers, and
- ☆ Business Solutions.

### ***Accessibility and One-Stop Partner Contributions***

As previously described, Workforce Solutions is working with Texas Workforce Commission Vocational Rehabilitation guidance to ensure accommodations are appropriate for customers with special needs. In this regard, identified accommodations are being purchased using funding provided by the Texas Workforce Commission and procured/purchased by Workforce Solutions of Central Texas. Specific accommodations are listed under “Services for Individuals with Barriers to Employment,” page 32.

Workforce Solutions of Central Texas’ Equal Opportunity Officer/Section 504 Coordinator reviews program and physical accessibility annually to ensure services and facilities are accessible to individuals with disabilities. Further, reviews are conducted to ensure the Workforce Administrative Office and Workforce Centers are compliant with federal, state, and local Equal Opportunity requirements. Central Texas Workforce policy describes requirements for providing equitable access and ensuring facilities and services accessibility, including accommodations to support the use of mobility devices. The policy covers:

- ☆ Reasonable accommodations/modifications,
- ☆ Prohibition against denying customers access to services or benefits because of a disability or need for reasonable accommodation(s),
- ☆ Requirements to provide services, as appropriate, for individuals with disabilities in integrated settings, and
- ☆ Admittance of service animals.

### ***B.7 A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.***

#### **Board Response:**

The Workforce Innovation and Opportunity Act (WIOA) describes two service levels for eligible Adults and Dislocated Workers. The two levels are (1) career services, and (2) training.

Career services are intended to connect individuals with local jobs through self-help, information assistance, and staff-assisted guidance. Career services will generally be provided through the Career Centers (resource rooms) which are equipped with technologies and staff providing a variety of service options. For the career services level WIOA eligibility determination is not required. As stated previously, the following career services are available at all Central Texas Workforce Centers:

- ☆ Labor market information,
  - ★ Demand, emerging and target occupations,
  - ★ Local jobs and salaries,
  - ★ Jobs in demand,
  - ★ Financial aid for education and training information, and
  - ★ Training providers and success rate information;
- ☆ Preliminary assessment/prescreening,
- ☆ Employment information including registration with state employment service for job matching and referrals,

- ☆ Self-exploration tools,
- ☆ Group services/workshops (resume development, dress for success, etc.),
- ☆ Outreach/orientation for Workforce programs/targeted populations,
- ☆ Entrepreneurial training, and
- ☆ Technology support including but not limited to internet access.

To receive individualized career services, training assistance, and follow-up, Adults and Dislocated Workers must be determined WIOA eligible. Following eligibility determination available services include:

**Individualized Career Services** requiring substantial/on-going staff assistance. Individualized services are designed to assist individuals who have barriers to obtaining/retaining employment. Individualized career services include:

- ☆ In depth assessment / prescreening,
- ☆ One-on-one assistance with employment information including staff guidance for registration on work in Texas,
- ☆ Career and job search advice from professionally trained career specialists,
- ☆ Counseling support to students interested in education or training programs,
- ☆ Child care and transportation assistance to employees entering the workforce and students entering education or training programs, and
- ☆ Education and Training Guidance.

Training services are provided for WIOA eligible Adults and Dislocated Workers who require/will benefit from vocational training and/or skills certification. Central Texas training services generally include:

- ☆ Occupational skills/Vocational training,
- ☆ Workplace training and cooperative education programs,
- ☆ Private sector training programs,
- ☆ Skills upgrading and retraining (including stackable credentials),
- ☆ Job readiness training provided in combination with other training described above, and
- ☆ Internships/Work-based training.

Additional training options, when available, may include:

- ☆ On-the-job training,
- ☆ Registered apprenticeship,
- ☆ Incumbent worker training, and
- ☆ Customized training.

Referral for Adult Education and Literacy Activities training assistance may include:

- ☆ English as a second language, and
- ☆ Integrated education and training programs.

Follow-Up Services are available for all WIOA enrolled customers. Follow-up is used as a method to promote job retention and increase the potential for wage gains/career progression. Specifically, staff will attempt to remain engaged for customers following employment and

program exit with the goal of helping customers who experience unforeseen challenges. If appropriate, post-participation support services will be considered. Based on WIOA guidance Central Texas' follow-up services may include but are not limited to:

- ☆ Career planning and counseling,
- ☆ Assistance with work-related problems,
- ☆ Information about educational and skills development opportunities, and/or
- ☆ Consideration for support services.

*B.8 A description of how the Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities described in WIOA §134(a)(2)(A).*

**Board Response:**

***Rapid Response Services and Coordination with Other Workforce Programs***

In general, Workforce Solutions of Central Texas uses a multi-stage process to ensure that Rapid Response activities are supported appropriately and efficiently. The process follows the following steps:

1. Rapid Response coordinator communicates State notices of employer layoffs to appropriate members of the Rapid Response team,
2. Rapid Response coordinator meets with Workforce Centers staff members to plan Rapid Response event for unemployed individuals,
3. Rapid Response coordinators and Workforce staff and partners provide information to unemployed individuals regarding all Workforce Center Services, and
4. Rapid Response coordinators and Workforce staff coordinate with State UI representative.

To fully illustrate the underlying processes, the following detailed description is provided.

Central Texas' Rapid Response coordinators work directly with employers and staff from the Workforce Commission to communicate information accurately and appropriately. Rapid Response coordinators ensure that everyone involved knows which entities are having layoffs, how many people will be impacted, and when the layoffs will occur.

Rapid Response activities begin with employee orientations which are scheduled through the employer if possible. Additionally, if lead time is available, pre-orientation visits are made to determine employer needs and discuss the possibility of averting a lay-off through Workforce Commission endorsed activities such as the state's Shared Work program. Workforce Solutions of Central Texas' program supervisors and subject matter expert staff contribute to the planned employee orientations by providing a broad array of information about potential services and assistance that is available to re-engage the effected employees. Workforce supervisors have front-line staff available at the orientations to discuss the overall process as well as activities, services, and avenues for accessing local Workforce assistance. Essentially, employees are strongly encouraged to rely upon the services available through local Workforce Centers. Additionally, special or customized approaches may also be arranged based upon the expressed needs of the employer and employees.

*B.9 A description and assessment of the type and availability of workforce investment activities for youth in the local area, including activities for youth who have disabilities. This description must include an identification of successful models of such activities.*

**Board Response:**

B.23 provides a description of Central Texas' award winning youth program. As the Texas Workforce Commission's 2016 recipient of the statewide Youth Inspiration and Career Awareness Award, the local program has been identified as a "successful model." However, local Workforce Staff continuously strive to improve programs and service options by exploring opportunities and seeking strategies that combine work experience with a training emphasis. Additionally, staff strive to stay abreast of employer expectations and adjust training models to prepare future workers to meet employer demand.

Demonstrating the effectiveness of Central Texas' continuous improvement strategies, it should be pointed out that every exiting youth in 2015 left the experience with a job. There are few if any programs that can claim such a success rate. Additionally, there are few midsized Workforce Areas that have such high employer engagement. Adding to the unique nature of the strategy, Central Texas brings together employers with future workers with one goal in mind ... help young people understand what is expected of them on the job and give them the skills they need to rapidly enter the workforce.

Further demonstrating the goal to build upon best practices, Central Texas Workforce believes this model could be adjusted to assist adult job seekers. Options for expansion relate to layoff aversion, shared employment, and even leadership development and shadowing. The opportunity to use this model as a framework has substantial potential for organizations that are interested in transforming their old systems into revitalized models.

*B.10 A description of how the Board will coordinate relevant secondary- and postsecondary-education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.*

**Board Response:**

Workforce Solutions of Central Texas has a variety of strategies designed to coordinate with relevant secondary- and postsecondary-education. The approaches are developed to coordinate strategies, enhance services, and avoid duplication of services in Central Texas.:

First, the Workforce Board membership includes the Presidents of Central Texas College, Temple College, and Texas A&M University, Central Texas. The Superintendent of the Belton Independent School District is also on the Workforce Board. These members provide updates to the Board on secondary and postsecondary programs, career/technology training initiatives, best practice/award winning programs, and challenges requiring Workforce assistance. Further enhancing coordination and expanding opportunities, Board members and Workforce staff serve on School and College Boards and Advisory Committees.

Workforce efforts to gather input from secondary- and postsecondary-education representatives regarding the 2017-2020 Strategic Plan, and, specifically, local demand and targeted occupations centers around Central Texas' Annual Business and Education Forum. As mentioned previously, the event brings employers and educators together to review the Workforce Targeted Occupations list and provide local wisdom regarding the proposed list. Employers and educators are encouraged to identify emerging demands that may not appear through data analysis, and they also provide insight about jobs that have grown in the past but may no longer have a worker shortage. Following the Forum, education representatives and Workforce staff use the resulting demand and targeted lists to adjust/expand education options and pursue Training Provider Certification for newly identified training demands.

Encouraging coordination through Training Provider Certification, Workforce Solutions of Central Texas provides outcome data for our post-secondary education partners regarding (1) their training programs, and (2) training that would make them more responsive to local labor conditions. Such support is provided through direct contact and visits to training provider facilities. The on-site visits are used to make sure that providers have (1) infrastructure necessary to accomplish the training and (2) instructors who are qualified to teach the subject. While we do not have the desire or authority to force change, staff stress the fact that we will only sponsor training to prepare job seekers for demand and target populations.

Workforce staff are also members of the Centroplex P-20 Regional Council. The local P-20 Council meets regularly to discuss opportunities to improve secondary and post-secondary education/training systems with a focus on preparing students for jobs. They also share best practices and have an annual training event that brings economic information and best practice strategies from other areas and states. The P-20 Council membership includes representatives from:

Academy ISD	Killeen ISD
Bartlett ISD	Lampasas ISD
Belton ISD	Mullin ISD
Boys & Girls Club of Central Texas	Priddy ISD
Buckholts ISD	Richland Springs ISD
Cameron ISD	Rockdale ISD
Central Texas College	Rogers ISD
Cherokee ISD	Salado ISD
Copperas Cove ISD	San Saba ISD
Education Service Center Region 12	Seton Hospital
Evant ISD	Temple College
Gatesville ISD	Temple Economic Development
Goldthwaite ISD	Temple ISD
Greater Killeen Chamber of Commerce	Texas A&M University-Central Texas
Heart of Texas Defense Alliance	Thorndale ISD
HEB Distribution	Troy ISD
Holland ISD	University of Mary Hardin-Baylor
Jonesboro ISD	Workforce Solutions of Central Texas

Finally, Workforce Solutions inspires coordination with secondary and post-secondary educators through Texas Workforce Commission funded Teacher Externships. The overarching goal of Central Texas' Teachers Externship Program is to give teachers an understanding of work requirements so they can develop/revise curriculum that links learning and work demands and thus answers the age-old questions from students, "Why am I learning this? When will I ever use it?" To accomplish its goal, Workforce Solutions of Central Texas in partnership with the Centroplex P-20 Regional Council selects teachers to participate in a teacher externship for 4.5 days during the summer. Participating instructors are given an incentive for presenting results from their classroom experiences at local P-20, Workforce Board, or School Board meetings. The model promotes real-world of work understanding and motivates teachers to create curriculum-based, work-related education opportunities that are taught in a project-based classroom setting

*B.11 A description of how the Board will provide transportation, including public transportation, and other appropriate support services in the local area in coordination with WIOA Title I workforce investment activities.*

#### **Board Response:**

In Central Texas, the support services most requested by targeted populations are child care and transportation. On rare occasion, customers require and receive services related to work related expenses. Support services are provided to support:

- ☆ Training completion,
- ☆ Job search/participation requirements, and
- ☆ Job retention.

Support services are authorized based upon:

- ☆ The need to resolve emergency situations preventing the completion of participation requirements,
- ☆ The verification of an employment interview,
- ☆ Reimbursement for weekly or monthly completion of paid or unpaid employment,
- ☆ The verification of a merit pay raise or promotion, or
- ☆ The verification of subsequent employment at a higher wage.

Specific to **transportation**, Workforce Solutions of Central Texas' strategy for the coordination of transportation resources and other supportive services involves taking advantage of both internal and external community resources to ensure the accessibility and affordability of services. Hill Country Transit District (HCTD) operates the HOP, a regional public transit system that serves a large multicounty area. The HOP provides fixed route transportation and it coordinates many types of trips, including service to passengers with disabilities. The HOP partners with many area social service agencies, including Workforce Solutions of Central Texas, to provide transportation to clients who lack this resource.

For transportation-related expenses funded by Workforce Solutions of Central Texas, transportation is paid in the form of gas cards for customers enrolled in Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP)

employment programs. This approach promotes immediate access to resources for our most in need customers.

Individuals enrolled in Workforce Innovation and Opportunity Act programs, may be reimbursed for miles driven in their own automobile to attend training activities. For this customer group:

- ☆ Transportation payments are based on mileage; pre-paid cards are not used,
- ☆ Transportation requests for activities other than training such as workshops, job search, and interviews are on a case by case basis and approved in advance by the administrator,
- ☆ Purchase of bus fare or other forms of available public transportation is allowable. Taxi fares are not paid,
- ☆ Travel reimbursement is made at established per mile rates,
- ☆ Training customers must turn in attendance records before receiving payment,
- ☆ Proof of participation is required for travel involving other activities,
- ☆ Miles are recorded to the nearest whole mile and round trip mileage is computed by adding together and rounding both one way trips and then multiplying the mileage by the number of days as applicable,
- ☆ The MapQuest Internet mapping service ([www.mapquest.com](http://www.mapquest.com)) is used to determine mileage using the customer's address of departure and the address of the destination,
- ☆ Reimbursement for mileage is submitted when the total payment exceeds \$20.00, and
- ☆ For TAA customers commuting to a training site outside the Board's established commuting area of 50 miles, Texas Workforce Commission rules apply. If training is within the commute area, WIOA/other grant rules will apply.

Targeted customers requesting **childcare assistance** will be referred to the Workforce Centers' Child Care Specialists. Parents who are referred from the following programs are immediately authorized based on the referral.

- ☆ TANF/Choices,
- ☆ Child Protective Services, and
- ☆ Department of Family and Protective Services.

Workforce Innovation and Opportunity Act (WIOA) eligible customers are referred and served using the following process:

- ☆ Referral to Child Care Specialist;
- ☆ For the first 30 training days, WIOA funds, if available, may be used for child care costs with no parent fee and no eligibility requirements. The customer will be informed that the care is temporary, for 30 days only;
- ☆ If WIOA funds are not available to cover the first 30 days, child care cannot be provided until Child Care "at risk funding" eligibility is determined;
- ☆ If the first 30 days are funded, the specialist will determine income eligibility during the first 30 days;
- ☆ If eligible, the Specialist will notify the customer and parent fees will apply if warranted.
- ☆ The goal is for the customer to become child care income eligible (at risk) by the end of the 30-day period;
- ☆ If the customer is eligible, child care at risk funding will be used;
- ☆ If the customer is not child care eligible, WIOA support services eligibility may be established and grant funding used for child care (based on availability of funding). The

- administrator must approve and funds must be available;
- ☆ Workforce specialists must notify Child Care Specialists immediately if a customer receiving child care is terminated or leaves the activity requiring childcare;
  - ☆ Customers receiving training and living outside the Central Texas Workforce Area may be referred to a childcare service provider in the area where the training activity is taking place; and
  - ☆ Note: Regular Child Care eligibility shall not apply to grant customers funded from a National Dislocated Worker Grant or other grants with special conditions.

Support services for **work related expenses** are available, as determined by need, for individuals enrolled in Workforce Innovation and Opportunity Act customers. Examples of work related expenses include but are not limited to:

- ☆ Health cards,
- ☆ Licensing expense,
- ☆ Job-related equipment and clothing/uniforms,
- ☆ Minor car repair, and
- ☆ Emergency housing/utilities.

*B.12 A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.*

#### **Board Response:**

Workforce Solutions of Central Texas follows the Texas Model for the delivery of Wagner-Peyser/Employment Services. Under the Texas Model, Employment Service staff are integrated in the local Workforce System. They are managed and/or they manage as any other staff in a similar position; they perform job tasks and functions similar to their locally-employed workforce counterparts.

Although Central Texas has a limited number of Employment Services staff they are vital assets to our local system. In the local area, they provide direct service to employers and in rural areas they also assist with services to job-seekers. Daily management and supervision of Employment Services staff is the responsibility of the Central Texas Workforce Centers Director and the local Workforce Centers Administrators. The Director and Administrators ensure equal treatment and responsiveness. The complete integration of Employment Services staff into the local Workforce System eliminates the likelihood of duplication of Wagner-Peyser services with other one-stop services.

*B.13 A description of how the Board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.*

## **Board Response:**

Temple College and Central Texas College receive funding from the Texas Workforce Commission to provide Adult Education and Literacy classes. As described previously, Central Texas' work with local Adult Education and Literacy includes communication and joint strategy development through the Central Texas Literacy Consortium. Members of the Central Texas Literacy Consortium provide the following representation:

- ☆ Judy Bowen, Workforce Solutions of Central Texas Board Member, Consortium Chair;
- ☆ Susan Kamas, Workforce Solutions of Central Texas Executive Director;
- ☆ Linda Angel, Workforce Solutions of Central Texas Board Staff;
- ☆ Becky Bradley, Temple College;
- ☆ Patrick Finnegan, Temple College;
- ☆ Lorraine Juarez, Central Texas College;
- ☆ Mark Pollett, Central Texas College;
- ☆ Charrise Robertson, Goodwill;
- ☆ Dee Kirkland, Temple Literacy Council;
- ☆ Don Stiles, Temple Literacy Council;
- ☆ Jonathan Mize, Texas Workforce Commission, VR/Blind Services;
- ☆ Susan Pommerening, Cameron ISD;
- ☆ Shirley Quick, Army Community Services;
- ☆ Jahsmann Richard, Army Community Services;
- ☆ Brenda Smith, Killeen Independent School District;
- ☆ Jerry Stegall, Corrections;
- ☆ Janice Taylor, Housing Authority; and
- ☆ Lisa Youngblood, City of Harker Heights Library.

The broad representation from key stakeholders provides a forum for identifying best practices and strategies to best serve individuals facing barriers to employment associated with lower literacy and English proficiency. In addition to coordination, the Literacy Consortium reviews current enrollment, performance trends, service expansion efforts, and issues that limit service options for AEL providers. In this regard, Central Texas is in the process of exploring options to:

- ☆ Increase the availability to AEL/ESL teachers,
- ☆ Expand classrooms and/or distance learning options for rural areas, and
- ☆ Improve efforts to connect classroom education and training to related work experiences.

In addition to efforts to coordinate with the work being done by our local AEL providers, they are invited to participate in Workforce All-Staff Meetings which focus on preparing our staff for upcoming changes and identifying improvements for our local system. In February 2017, the meeting will include a session specifically designed to encourage coordination, increase appropriate referrals, and reduce duplication. At a minimum, it is anticipated that a staff desk guide will result from the coordination effort. AEL providers are also invited to review this Strategic Plan and they will be encouraged to participate and provide input during the Employer and Educator Forum planned for March 2017.

Regarding “*how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.*” It is understood that

applications for AEL services will be solicited by the Texas Workforce Commission (TWC) in 2017 after the approval of Board local plans. Central Texas expects guidance to be issued by TWC explaining the Board's role in the review process. Central Texas will adhere to the guidance provided by TWC.

*B.14 Provide copies of executed cooperative agreements that explain how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than §112 or part C of that title (29 U.S.C. 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.*

**Board Response:**

A Texas Workforce Commission email on January 3, 2017 indicated that no response to this element is required.

*B.15 An identification of the entity responsible for the disbursal of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected officials or the governor under WIOA §107(d)(12)(B)(i).*

**Board Response:**

The Fiscal Agent for Workforce Solutions of Central Texas is the Central Texas Council of Governments (CTCOG). CTCOG was selected by the Central Texas Chief Elected Officials Consortium Board. Specific responsibilities for the Fiscal Agent are defined in the local Workforce Board and Chief Elected Officials Partnership Agreement.

*B.16 A description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

**Board Response:**

Central Texas contracts with procured service providers for the provision of workforce and child care services. RFP documents are designed to ensure fair competition and allow for contracting with an entity for up to four years, based on the Board's discretion. Based on past experience, the Board will assess/evaluate the contract after the first year and each year thereafter, not to exceed a total of four years. The Board's competitive process complies with the procurement requirements in the Texas Workforce Commission's Financial Management Grants and Contracts and in the Agency-Board Agreement.

Regarding the specific process, Central Texas will develop contracts following a formal Request for Bids/Proposals/Quotes. The Request will be published on the Workforce website and distributed using the Workforce vendors list. A Bidders' Conference will be held, when deemed appropriate, at the Workforce Administrative Office in Belton. Proposals will be rated using a pre-identified weighted scale that aligns with the requirements of the initial Request. The process will include a written Question/Answer period with all responses provided to all bidders.

*B.17 A description of the local levels of performance negotiated with TWC and the chief elected officials consistent with WIOA §116(c), to be used to measure the performance of the local area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.*

**Board Response:**

Workforce Solutions of Central Texas received proposed targets from the Texas Workforce Commission by email. The targets included detailed documentation describing past performance trends and explaining the impact of the WIOA regression model. The email was followed by two conference calls further explaining the targeting process and resulting proposed targets. It was noted that, under the regression model, the targets are adjusted as the year progresses based on the actual barriers of the individuals being served. After reviewing the information provided by the Texas Workforce Commission, Central Texas accepted the targets as proposed.

The following performance measures were set in accordance with WIOA § 116(c):

- ★ Adult Employed Q2 Post Exit
- ★ Adult Median Earnings Q2 Post Exit
- ★ Adult Employed Q4 Post Exit
- ★ Adult Credential Rate
- ★ Dislocated Worker Employed Q2 Post Exit
- ★ Dislocated Worker Median Earnings Q2 Post Exit
- ★ Dislocated Worker Employed Q4 Post Exit
- ★ Dislocated Worker Credential Rate
- ★ Youth Employed/Enrolled Q2 Post Exit
- ★ Youth Employed/Enrolled Q4 Post Exit
- ★ Youth Credential Rate

*B.18 A description of the actions the Board will take toward becoming or remaining a high-performing Board.*

**Board Response:**

Workforce Solutions of Central Texas uses a tiered, team-based approach to monitoring and improving performance. Demonstrating the success of this approach, for the most recent Performance Year, the Workforce Area met or exceeded all performance measures contracted by the Texas Workforce Commission. Further demonstrating excellence in performance, Workforce Solutions of Central Texas (WSCT) was honored with the following three awards at the at the Texas Workforce Commission's 20th Annual Texas Workforce Conference in December 2016:

- ☆ WSCT was awarded first place for Workforce Investment and Opportunity Act Exemplary Performance Recognition;
- ☆ The organization also received a \$30,000 Performance Incentive award for Workforce Investment Act Dislocated Worker Training-Related Employment; and
- ☆ WSCT received a \$100,000 Youth Inspiration and Career Awareness award to support career awareness and exploration for young adults.

To continue to perform at the highest levels, Central Texas will maintain and expand upon its current strategies. Specific activities include availability of high level reports and regularly scheduled review of performance issues by the:

- ☆ Workforce Board,
- ☆ Leadership Team,
- ☆ Workforce Center Administrators and Supervisors, and
- ☆ Functional Teams, Subject Matter Experts, and Supervisors.

Further improving performance, Central Texas has an integrated Performance Improvement Team (PIT). Led by Board staff, the Performance Improvement Team also includes Workforce Center Administrators and Supervisors, Program and Eligibility Subject Matter Experts, and partner program representatives (AEL and Veterans Employment Services). Leadership relies upon PIT members to:

- ☆ Study performance definitions and changes,
- ☆ Identify potential strengths and negative trends,
- ☆ Make recommendations for process improvements, and
- ☆ Respond, if necessary, to technical assistance issues brought forward by the Texas Workforce Commission.

Finally, since 2017 is the first year focusing on and negotiating for the new Workforce Innovation and Opportunity Act measures and targets, Central Texas has begun a dialogue with experts from the Texas Workforce Commission. A well-known consultant has been engaged to present information with the Texas Workforce Commission to help staff understand the new measures and to help Texas Workforce Commission leaders/experts identify potential barriers and issues related to continued high performance.

*B.19 A description of how training services outlined in WIOA §134 will be provided through the use of Individual Training Accounts (ITAs), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.*

#### **Board Response:**

Training services outlined in WIOA §134 will be provided using Individual Training Accounts (ITAs). Unless exceptions associated with funding are applicable, ITAs are required for all vocational training customers in all grants containing training elements. Further, vocational training will only be authorized and an ITA will only be written for training providers listed on the Statewide List of Eligible Training Providers.

Should a circumstance occur requiring the use of contracted training services, such contract will be authorized by the Board's Executive Director and the Workforce Center's Director. To ensure coordination with the use of ITAs, contracted training services will be discussed and procedures developed by the Leadership Team with an expectation that each Workforce Center Administrator would have a similar implementation instruction with impacted supervisors and front-line staff.

Requirements for receiving ITA supported training services include:

- ☆ Determination of eligibility;
- ☆ Assessment of skills, abilities, aptitudes, and barriers;
- ☆ Completion of training pre-requisites;
- ☆ Development of a Career Development Plan; and
- ☆ Documentation of need/justification for training services.

To promote informed customer choice, staff begin with a review of local labor market information. They explain the difference between in-demand and targeted occupations noting that entry and some mid-level jobs can be in-demand by local employers but they pay a lower wage and/or have lower training requirements. Customers will learn that in-demand jobs are appropriate for many customer groups and are good options for employment. However, targeted occupations are those that are in-demand locally, pay a higher-wage, and generally require more training. Customers will have options to choose from the Central Texas targeted occupations list and they will also have options related to the selection of Certified Training Providers related to their occupational choice (assuming more than one training provider has been certified). Training services will only be sponsored for programs on the:

- ☆ Central Texas Targeted Occupations List, or
- ☆ The Targeted Occupations List of other Workforce Areas where the customer will commute or relocate.

*B.20 A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.*

#### **Board Response:**

Workforce Solutions of Central Texas relies upon the Texas Workforce Commission's automated systems for intake, case management, job posting/matching, data collection/reporting, and financial reporting. Specifically, Central Texas uses:

- ☆ TWIST for integrated intake, eligibility, case management, and reporting for Texas Workforce Commission funded programs and Texas Workforce Commission designated partners,
- ☆ Workforce Center Customer Tracking is an initial intake system that is used to track/count customer service access. The system is useful in efforts to adjust staffing to match service demand, and

- ★ Texas' labor exchange system is automated through WorkInTexas.com. WorkInTexas provides a portal for automated job postings, job matching, job application/resume development, and Workforce tracking/reporting.

*B.21 The Board policy to ensure that priority for adult individualized career services 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 §134(c)(3)(E) and §680.600 of the Final Regulations.*

**Board Response:**

Consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations the following is the Board's policy for ensuring that priority for adult individualized career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

WIOA Adult Program customers are prioritized according to whether they meet criteria for one of the three priority groups—low income, public assistance, or basic skills deficient. Based on available guidance, following eligibility and priority determination, staff provide services to priority groups in the following order:

1. Eligible veterans and eligible spouses—as defined in WD Letter 25-15—who are also recipients of public assistance, low-income, or basic skills deficient. WIOA Guidelines 15 September 26, 2016.
2. Foster youth and former foster youth—as defined in WD Letter 43-11, issued on November 3, 2011, and entitled, “Priority of Service for Eligible Foster Youth”—who are also recipients of public assistance, low income, or basic skills deficient.
3. All other individuals who are recipients of public assistance, low-income, or basic skills deficient.
4. All other eligible veterans and eligible spouses.
5. All other foster youth and former foster youth.
6. All other individuals, including local Board priority groups. Each Board must establish a policy to ensure priority for the populations described above.

With Central Texas' close proximity to Fort Hood and our unusually large number of local Veterans, Workforce Solutions of Central Texas gives first priority to Veterans and qualified military spouses. Such priority/preference is mandated through Title 5 and Title 38 of the United States Code, Section 2108; the Defense Authorization Act of Fiscal Year 1998, and the Veterans Employment Opportunity Act. Veterans and qualified military spouses receive front-of-line priority for:

- ★ Job Search Assistance,
- ★ Vocational Training, and
- ★ Support Services.

Having noted requirements for priority assistance, next-level priority will be given for adult individualized career and training services to recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, and foster care youth. Such priority will be

based upon availability of funding, individual ability to benefit from such training, and program eligibility.

For Workforce Innovation and Opportunity Act (WIOA) Adult Program customers, Central Texas' initial eligibility selection targets low income individuals including those on public assistance. Individuals who are basic skills deficient are generally referred to Adult Education and Literacy training programs and partners (previously described); when their skills are improved through initial training they receive priority consideration for additional training assistance sponsored through WIOA.

The Board's policy may include a process that also gives priority to other individuals, as long as priority for those individuals comes after the first three groups described above.

For example, Boards may establish local priority groups for older workers (age 40 or older) or employed individuals whose income is below the Board's self-sufficiency level, but these local priority groups do not replace the statutory priority given to individuals who are recipients of public assistance, low-income, or basic skills deficient. The Board's local priority groups must fall within Group #6, "All other individuals, including local Board priority groups," as listed above.

WIOA Dislocated Program customers must meet Dislocated Worker Program eligibility. Recognizing that dislocated workers may also have priority as recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, it is noted that the same priority order used for the WIOA Adult Program applies to the Dislocated Worker Program.

*B.22 Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Local Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies.*

#### **Board Response:**

Workforce Solutions of Central Texas generally sponsors training for two year degrees and certificate programs. Central Texas does not commonly apply additional limitations of the duration and amount of Individual Training Accounts. However, caps may be imposed from time to time based on the budget and the cost of individual training programs. Central Texas' Workforce Centers Administrators and the Workforce Centers Director have authority to set caps.

*B.23 A description of the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the Final Regulations are to be made available within that framework.*

## **Board Response:**

Workforce Solutions of Central Texas provides youth with opportunities for year-around and summer work experiences. Although slight variations occur from year to year, following is a description that presents the general framework for youth programs. The description reflects the services and outcomes associated with Central Texas' In- and Out-of-School Youth for 2015 Youth Programs. It should be noted that Central Texas Youth Programs received the Texas Workforce Commission's statewide 2016, Youth Inspiration and Career Awareness Award.

During Program Year 2015, Workforce Solutions of Central Texas served 345 In- and Out-of-School youth, ages 16 to 21. These future workers were introduced to careers through Occupational Vocational Training, Internships, Job Search Assistance, and/or Summer Employment.

- ☆ 41.44% exited programs with a job, others continued education,
- ☆ 79.66% achieved educational gains,
- ☆ 68% were Out of School Youth (235 Out-of-School; 110 In School),
- ☆ 35% were basic skills deficient,
- ☆ 18% of the Out of School Youth were basic skills deficient,
- ☆ Youth worked or received occupational training in the following Demand Occupations: Auto Service Tech/Mechanics; Maintenance & Repair – plumbing, helper-electrician; Machinist; Executive Secretary/Administrative Assistant; Bookkeeping/Accounting/Auditing; Surgical Technician; Dental Hygienist; and Computer Specialist,
- ☆ 22% participated in Leadership Development, and
- ☆ Summer youth work/training sites included 62 Employers at 91 Training Sites.

Regarding the summer program, WSCT enrolled 147 youth in the 2015 Creating Futures Summer Program. The youth explored careers at various training sites throughout the seven Texas counties of Bell, Coryell, Milam, Lampasas, Mills, Hamilton, and San Saba. In addition to working, some youth participated in workshops such as Resume Writing, Dress for Success, and Interviewing Tips and a full day CPR training. The Training Site Supervisors served as Adult Mentors. Enhancing the work experience, youth interviewed for the training/work experience in our six rural counties, and in our urban county, youth participated in a Job Fair during which they dressed for interviews and competed for selection with the employers with whom they wanted to work.

The goals of the Creating Futures summer work program are:

- ☆ Prepare youth to succeed in employment by providing quality work-related experiences in realistic work situations,
- ☆ Improve educational achievement and academic standards,
- ☆ Encourage school completion, or enrollment in supplementary or alternative school programs, and
- ☆ Connect what youth learn in school to the world of work.

In-School and Out-of-School youth began the summer program on June 8, 2015. They worked up to 40 hours per week based on employer/youth participants' mutually agreed upon schedules. Out-of-School youth participated for eight weeks and In-School youth participated for six weeks earning the wage of \$8.00 per hour or approximately \$320 per week per student.

Workforce staff recruited worksites, trained work site supervisors, and identified eligible youth workers. For the youth, staff prepared them with resume and interviewing skills. Additionally, staff members facilitated the Job Fair for youth in the urban area.

Central Texas' Youth at Work has an unquestionable, beneficial impact on the youth who gain a better understanding of the world of work. Additionally, they obviously benefit from gaining work experience and related skills through summer employment. In fact, 138 students exited the program and every one of them had a job. It is virtually unheard of to have a program with such a high employment/continued education rate! A unique feature of the Central Texas program is our emphasis on helping young workers understand the importance of an exceptional work ethic. Therefore, the youth benefit for work experiences that focus on "the Big 20" things local employers look for in their employees. Through their work experience and Workforce staff guidance they learn appropriate behaviors related to:

- ☆ Good Attendance,
- ☆ Punctuality,
- ☆ Teamwork,
- ☆ Problem Solving,
- ☆ Meeting Deadlines,
- ☆ Planning Processes (may include budgeting, researching etc.),
- ☆ Proper Personal Appearance,
- ☆ Taking Initiative,
- ☆ Getting along with other Co-workers,
- ☆ Communication Skills,
- ☆ Leadership Skills,
- ☆ Setting/Meeting Goals,
- ☆ Good Work Attitude,
- ☆ Following Instructions,
- ☆ Honesty,
- ☆ Ability to Delegate,
- ☆ Self-responsibility,
- ☆ Decision Making Skills,
- ☆ Respecting Authority, and
- ☆ Time/Resource Allocation.

In Central Texas, the 14 required program elements are addressed as follows:

1. Academics—evidence based program—we partner with Communities in School and AEL programs—tutoring, study skills training,
2. Alternate School Offerings
3. Paid/Unpaid Work Experience—Summer Employment, Internships, and Work Experiences
4. Occupational Skills Training—WIOA Adult program administers
5. Leadership Development—Employability, Life Skills Training (Citizen Skills), etc. we use the curriculum from the DOL—“Skills to Pay the Bills”
6. Workforce Preparation—Work Readiness Skills, Personal Presentation, Application Completion, Resume—Staff provides the training
7. Financial Literacy—FDIC—Money Smart curriculum
8. Entrepreneurial Skills Training—Business Resource Center
9. Labor Market Information—provided by staff and quarterly newsletter

10. Transition Services to Post Secondary—FASFA, College Applications, Assessments – Staff assist with completion of FASFA application and coordinate with the College Financial Aid office.
11. Support Services—Child Care partnered with Child Care Services, transportation, Assistance with work attire/work related tool costs
12. Adult Mentoring—All worksite supervisors are Adult Mentors
13. Follow up Services—Staff provided to include leadership development activities, tracking the progress of youth in employment, Assistance in finding employment again or securing a better paying job, quarterly newsletter
14. Comprehensive Guidance/Counseling—Drug/Alcohol abuse counseling—referral to counseling.

*B.24 A description of how the Board will encourage Registered Apprenticeship programs in its area to register with the eligible training provider system in order to receive WIOA funding.*

**Board Response:**

Workforce Solutions of Central Texas has had Registered Apprenticeship programs in the area from time to time, but there is no consistent program in place. In 2016, Workforce staff began working with the Texas Workforce Commission to bring an established Registered Apprenticeship program to the area. In that regard, initial contact has been made with the Austin Area Plumber/Pipefitters. Our goal is to provide job seekers to support their established employer base that is already working with registered apprentices in Central Texas Counties.

In addition to the work already done with the Austin Area Plumber/Pipefitters, Central Texas recently learned that the Texas Workforce Commission is working with Independent Electrical Contractors (IEC) that actually have a classroom in Harker Heights. Finally, Central Texas Workforce will continue to support any local business' efforts to pursue creating a registered apprenticeship thus building a stronger workforce and strengthening their pipeline of highly skilled workers.

*B.25 A description of the Board's strategy and commitment to support ApprenticeshipTexas efforts across the state, as applicable.*

**Board Response:**

*ApprenticeshipTexas* is a relatively new grant received by the Texas Workforce Commission from the Department of Labor. As stated in B.24, Central Texas began working with the Texas Workforce Commission's Office of Apprenticeship staff regarding Registered Apprenticeship opportunities last year. The additional resources provided through *ApprenticeshipTexas* further encourage local efforts to look forward to continued efforts to explore Registered Apprenticeship opportunities. As one example of a potential opportunity, Texas Workforce Commission staff have identified *ApprenticeshipTexas* as a potential resource for Registered Apprenticeships connecting Harker Heights High School's career and technology program with the Independent Electrical Contractors (IEC) described in B.24.

## **Part C: Public Comment**

*A description of the process used by the Board, consistent with WIOA §108(d), to provide a 30-day public comment period before submission of the plan, including an opportunity to have input into the development of the Local Plan, particularly for representatives of businesses, education, and labor organizations. Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the Local Plan.*

Board Response:

### **Opportunity to Review and Comment**

Workforce Solutions of Central Texas encourages public input using the following methods:

- Public Notice in local newspapers;
- Email invitations to Public Meeting including elected officials, businesses, educators, economic development, chambers of commerce, and interested community members/stakeholders;
- Open Workforce Board business meeting including posting notice of meeting in the Texas Register, on the Workforce Board Administrative Building, and at the County Court House in the County where the meeting was held; and
- Draft plan posted on the Workforce Solutions of Central Texas website, [www.workforcelink.com](http://www.workforcelink.com) for review and comment.

In 2017, publication and solicitation of public comment for the Workforce Solutions of Central Texas Strategic Plan included:

Publication: January 23, 2017

- Public Notice of availability of Workforce Solutions of Central Texas strategic plan modification, 2017-2020, for review and comment at the administrative office of the Workforce Board
- Announcement of 30-Day Comment Period in the area's two largest newspapers on January 20 and 22, 2017. 30-Day Comment period: January 23 through February 23, 2017
- Posting of the Workforce Solutions of Central Texas plan on the Workforce Solutions of Central Texas website, [www.workforcelink.com](http://www.workforcelink.com) for review and comment.

Public meeting: February 23, 2017

- Public comment was solicited as an agenda item of the business meeting for the Workforce Solutions of Central Texas Board of Directors.

The 2017 process and activities surrounding the Workforce Solutions of Central Texas Strategic Plan included the following Public Notice was published in two local newspapers on Friday, January 20 and Sunday, January 22. Workforce Solutions of Central Texas issued the following public notice of the publication of its strategic plan.

The Board of Directors for Workforce Solutions of Central Texas (WSCT) is responsible for the planning and oversight of workforce programs throughout the Texas counties of Bell, Coryell,

Hamilton, Lampasas, Milam, Mills, and San Saba. As part of its planning responsibility, WSCT releases this public notice announcing opportunity for the public to review its strategic plan covering fiscal years 2017-2020. This announcement is published in the area's two largest newspapers and on the Workforce website. Dates of publication are January 20 and 22, 2017. The plan is available to the public beginning on January 23, 2017. The 2017-2020 Strategic Plan covers:

### **Board's Vision**

- Strategic Vision
- Partnership Strategies

### **Economic and Workforce Analysis**

- Regional Analysis
- Demand Industries and Occupations
- Target Industries and Occupations
- Knowledge and Skills Requirements
- Regional Workforce Overview
- Regional Workforce Development Activities

### **Operational Elements**

- Description of Central Texas' Workforce System
- Coordination and Integration of Workforce Programs
- Strategies for Coordinating Programs/Services for Target Populations
- Integrated Technology-Enabled Intake and Case Management Systems
- Description of One-Stop Delivery System and Strategies for Providing Services
- Type and Availability of Adult, Dislocated Worker, and Youth Services/Programs
- Training Services, Limitations, and Duration of Individual Training Accounts
- Registered Apprenticeships and ApprenticeshipTexas
- High Performance Strategies and Actions
- Coordination with Secondary/Postsecondary Education
- Copies of Executed Cooperative Agreements
- Coordination of Workforce and Economic Development Activities

### **Administrative Elements**

- Identification of Fiscal Entity
- Competitive Process
- Performance Negotiation
- Policy for Service Priority for Targeted Groups
- Texas Workforce Investment Council Requirements
- Comments and Adjustments Resulting from Public Comments

**Public Input:** A public comment period will begin on January 23, 2017 and end at the close of business on February 23, 2017. WSCT will also accept public comments in an open meeting on February 23, 2017, 9:30 a.m., at the Workforce Center in Killeen. Comments will be accepted as an agenda item of the Board's regularly scheduled business meeting; business meetings are open

to the public. Adjustments to the Plan, including demand and target occupations will be made, as appropriate, based on input gathered during the comment period and public meeting. All comments and adjustments will be submitted to the Texas Workforce Commission as part of the Board's strategic plan on February 24, 2017.

The public may access the draft strategic plan on the Workforce website, [www.workforcelink.com](http://www.workforcelink.com), or interested parties may request the draft plan document at: 200 N. Main, Belton, TX, 76513. Public comments must be submitted in writing – by mail: P. O. Box 450, Belton, TX. 76513; by fax: 254-939-3207; or by e-mail: [linda@workforcelink.com](mailto:linda@workforcelink.com). The deadline for receipt of comments is 5:00 p.m. on February 23, 2017. For more information, call Linda Angel at 254-742-4524.

The Central Texas Workforce Board is an equal opportunity organization. Auxiliary aids or services are available upon request to those individuals with disabilities. For extra assistance, please contact us at 254-939-3771, ext. 3310.

**Public Input:** A public comment period began on January 23, 2017 and it ends at the close of business on February 23, 2017. Specific to the demand/target occupation list, comments were accepted as an agenda item of the Board's February 23, 2017 business meeting and the demand and target occupations were adjusted, as appropriate based on input gathered during the Forum. Business members, educators, and community representatives were sent email invitations to attend the Forum at the Killeen Workforce Center, 300 Cheyenne. All comments will be submitted to the Texas Workforce Commission and incorporated as part of the Board's strategic plan on February 24, 2017.

### **Specific Activities**

Public notice was published in the Workforce Area's two major newspapers, the Killeen Daily Herald and the Temple Daily Telegram on Friday and Sunday, January 20 and 22, 2017. Notice of availability of the Workforce Solutions of Central Texas plan for review and comment at the administrative office of the Workforce Board on January 23, 2017 was published in the above Public Notice. During the comment period, the Workforce Solutions of Central Texas Strategic plan, 2017-2020, was posted on the Workforce Solutions of Central Texas, [www.workforcelink.com](http://www.workforcelink.com) for public and stakeholder review and comment.

In addition to the 30-day comment period, the Workforce Solutions of Central Texas Strategic Plan remains as a link on the local Workforce website, [www.workforcelink.com](http://www.workforcelink.com), throughout the year to further encourage on-going public review and comment.

### **Comments**

Publication and solicitation of public comments were completed with no comments received.

### **Board Approval**

The Workforce Board's open business meeting was held at the Workforce Center at 300 Cheyenne in Killeen, Texas, at 9:00 a.m. on February 23. The Board approved the Workforce Solutions of Central Texas Strategic Plan, 2017-2020, having received no public comments for incorporation into the final document.

## **Part D: Texas Workforce Investment Council Requirements**

### **Local Workforce Development Board Strategic Planning**

The Texas Workforce Investment Council (TWIC) is charged under Texas Government Code §§2308.101(5), 2308.302(a), and 2308.304(a)(b)(4) and the Workforce Innovation and Opportunity Act of 2014 (WIOA) (Public Law 113–128) with recommending the plans of Local Workforce Development Boards (Boards) to the governor for final approval. TWIC reviews each Board Plan to ensure that local goals and objectives are consistent with the statewide goals and objectives in the system strategic plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, which can be found at

[www.gov.texas.gov/files/twic/Texas Workforce System Strategic Plan \(FY2016-FY2023\).pdf/](http://www.gov.texas.gov/files/twic/Texas%20Workforce%20System%20Strategic%20Plan%20(FY2016-FY2023).pdf/).

Additionally, state law charges TWIC with reporting annually to the governor and to the Texas Legislature on the implementation of the system strategic plan and monitoring the operation of the state's workforce system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, TWIC also reviews Board Plans and plan modifications to determine each Board's progress in implementing strategies that align with the strategic plan for the Texas workforce system.

A summary of Boards' responses and strategies is provided to TWIC before TWIC considers the plans for approval and recommendation to the governor. Boards' responses to the following planning elements are reviewed by TWIC for alignment with the strategic plan for the Texas Workforce system and are the basis for recommending approval.

#### **Part 1—Demonstrating Alignment with Texas' Strategic Plan for the Workforce System**

The four sections below list and describe the four system goals from *The Texas Workforce System Strategic Plan FY 2016–FY 2023* that identify critical, high-priority system issues. For each goal, provide a detailed description of one significant board strategy or initiative that, both fulfills the intent of the goal and that could be considered a best or promising practice. Also, include the anticipated quantitative outcomes to be achieved as a result of implementation.

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#### **System Goal and Rationale**

##### **Focus on Employers:**

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate timeframe and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

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## **Board Strategy or Initiative and Quantitative Outcomes**

Workforce Solutions of Central Texas (WSCT) received grant funding to pursue an Industry-Recognized Certification Initiative. To meet the designated grant objectives, WSCT worked with Texas State Technical College's Center for Employability Outcomes (C4EO) to assist in the design and execution of that Initiative. Under the scope of the agreement, C4EO and its designated subcontractors provided the following deliverables. As described, employers were engaged in the initial planning stage, as follows:

- ★ Presented a general overview of Central Texas' Labor Market at the Workforce Board Business meeting,
- ★ Produced an industry sector analysis that identified three target industry sectors in the Central Texas Workforce Area,
- ★ Identified and developed profiles for entry-level occupations that served as anchor occupations for developing career progressions within the identified industry sectors,
- ★ Developed and graphically mapped career progressions for each anchor occupation using transferable skills based on Detailed Work Activities (DWA),
- ★ Conducted an interactive session with Central Texas Workforce Board members to discuss and confirm initially identified sectors and gather local wisdom related to possible licensure and credential requirements,
- ★ Used DWAs to create a skills-based relationship between identified entry level occupations and other occupational opportunities as connected through similarity of transferable skill statements,
- ★ Scheduled and facilitated one-on-one and group interviews with key business leaders,
- ★ Conducted personal follow-up meetings with key business stakeholders to solicit additional, contextualized input,
- ★ Summarized meeting input in a written report, modify career progressions (as necessary),
- ★ Presented findings to key stakeholders in Workforce Solutions of Central Texas,
- ★ Identified 3 Industry Sectors having the greatest impact on Central Texas, and
- ★ Created 20 Career Progression Frameworks for use in identifying pathways for preparing/identifying "next-level" positions. The Frameworks will be valuable to Central Texas employers, educators, counselors, job seekers, program partners, and residents.

The following "next steps" are planned:

- ★ Facilitate an in-person Business and Education Forum to solicit primary input on the targeted industries and proposed progressions, including any in-demand certifications or licenses, the importance of practical experience, critical hiring or advancement criteria preferred or required by employers at each level of the progression, and preferred primary source for worker recruitment; and
- ★ Explore the possibility of developing a minimally viable product (MVP) web-based software utility that allows individuals to select any given SOC-based anchor occupation and view multiple levels of a skill-based career progression based on transferable skill statements in the form of DWAs.

## **System Goal and Rationale**

### **Engage in Partnerships:**

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

### **Board Strategy or Initiative and Quantitative Outcomes**

Workforce Solutions of Central Texas’ Strategic Plan 2017-2020 draws attention to the fact that Fort Hood is the largest employer in Texas and the single most important employer in the Workforce Area. In recognition of the substantial economic impact of the military installation and in support of the veterans, spouses, and active duty military in Central Texas, the following partnership strategies are used:

WSCT has two grants designed to expand employment opportunities for individuals employed on Fort Hood. The first grant is a Department of Labor National Dislocated Grant specifically targeted to individuals who are laid-off on Fort Hood. The funds are used to assist civil service employees, defense contractor employees, military spouses, and military soldiers who are impacted by budget reductions. Available services include one-on-one assistance, funding for college, childcare and transportation assistance, and staff-guided job search.

The second grant is from the Texas Workforce Commission. The grant provided additional resources to serve military spouses. The funding represents recognition that military spouses are WIOA eligible but the military spouse population is not included in the WIOA Allocation Formula.

Through the two funding sources, Central Texas has the following service options and partnerships providing employment assistance for eligible dislocated workers including military spouses and exiting military:

- ★ Job Search Assistance including guidance with resumes, translating MOS to civilian jobs, support with job matching through Work in Texas, and a variety of workshops to prepare job seekers with skills. Examples of workshops include: How Do You Look on Paper-Perfecting your Application; Resumes that Get Interviews; Soft Skills-The New Tie Breaker.
- ★ Vocational Training Scholarships provide funding for college tuition, books and fees for income-eligible job seekers and workers who were laid off from previous jobs. Spouses who leave employment to come to Fort Hood with soldiers are generally eligible for vocational training scholarships.
- ★ Child Care and Transportation Subsidies are available for income-eligible job seekers who are working or in training or college.
- ★ Fort Hood Corporate Fellowship Program (Hire Our Heroes) specifically targets transitioning military. It is a 13 week program that combines classroom training and internships to give active duty, transitioning military hands-on exposure to high-level civilian jobs. Currently, there are 32 recruiters representing 16 companies and 27 fellows (soldiers) in the program. The first cohort begins classroom training on August 10<sup>th</sup>.
- ★ Veterans Inventory is a survey of soldiers exiting the military from Fort Hood. The survey

assesses the intentions, educational levels, skills, employment interests, and suggestions to improve the Fort Hood region's "quality of place" for soldiers. The survey, which began in 2007, is supported by a partnership between Workforce and the Heart of Texas Defense Alliance, Greater Killeen Chamber of Commerce, Texas Veterans Commission, and the Soldier for Life Transition Assistance Program.

- ☆ Quality child care was identified as a top military priority during the most recent Base Realignment and Closure (BRAC) review in 2012. Supporting the national priority, Central Texas began promoting the national, military-endorsed, National Association for the Education of Young Children (NAEYC) Accreditation for local Child Care Centers. Since 2012, local and state Workforce Funds have been dedicated to encouraging local child care providers to pursue accreditation and WSCT staff assisting the Centers' efforts to complete the rigorous requirements. When the initiative began, there were 4 NAEYC Accredited Child Care Center on Fort Hood. Today, Central Texas is home to 32 NAEYC Accredited Child Care Centers with 18 more Centers in the Accreditation process.
- ☆ Community Service Employment Readiness Branch Partnership: Military spouses often begin their job search on Fort Hood at Army Community Service. In an effort to expand their service options and help them become familiar with the local community area, WSCT provides space for Employment Preparation Workshops at the Workforce Center in Killeen.

Workforce Solutions of Central Texas also supports the following Military-Focused Organizations and Events:

- ☆ Central Texas-Fort Hood Chapter, AUSA membership with WSCT Executive Director serving on the Chapter's Executive Committee, and the WSCT Workforce Center Director serving on the Board of Governors.
- ☆ As a sponsor for BLORA's Nature in Lights event, WSCT attends the annual kick-off event.
- ☆ The Heart of Texas Defense Alliance (HOTDA) is a regional nonprofit corporation formed in 2003 in response to an expressed need by communities of Central Texas most affected by the activities of Fort Hood. HOTDA promotes the importance and sustainability of Fort Hood and all defense related industries, organizations and institutions in the Killeen-Temple-Fort Hood Metropolitan Statistical Area. The WSCT Executive Director is on the HOTDA Board of Directors.
- ☆ Legislative Day is a Greater Killeen Chamber of Commerce annual event. The day is designed to expose state legislators to Fort Hood's extensive contribution to Texas. Legislators begin at Texas A&M Central Texas campus and the day concludes with a hosted tour of Fort Hood. Participants ride helicopters, tour training facilities, and even fire assault rifles. WSCT attends the event and hosts leaders and legislators from Austin.

Performance outcomes through the end of December 2016 for the National Dislocated Workforce Grant are:

Participants: 538

Exitors: 354

Entered Employment: 252 (71%)

## **System Goal and Rationale**

### **Align System Elements:**

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

### **Board Strategy or Initiative and Quantitative Outcomes**

Workforce Solutions of Central Texas (WSCT) has a close working partnership with the Central Texas College and Temple College AEL program. Demonstrating our commitment to work together, a member of the Workforce Board Chairs the local AEL Consortium. Further, embracing the concept of shared performance, meetings of the Workforce Performance Improvement Team include AEL representatives from each College.

Demonstrating the strength of our partnership, the Workforce Center in Killeen is home to a computer-based Adult Education Lab (AEL) supported by an Instructor and GED Classroom Assistant paid by Central Texas College. The lab uses WSCT-sponsored Plato software and computer equipment that prepares job seekers for their GEDs. The AEL Lab is open Monday–Friday, 8:30 a.m.–4:30 p.m. Central Texas knows of no other co-located, full-time AEL Lab. Usually, AEL courses are provided using limited classroom schedules and part-time instructors (e.g. Monday and Friday, 5:00-6:30 p.m.).

The co-located AEL Lab at the Workforce Center in Killeen provides obvious advantages and produces better outcomes. Specifically, in 2015-2016, the lab had 277 students participating in GED preparation – compared to the total 290 students in Central Texas College's 13 regular AEL class locations (125 students if Workforce Center students are excluded).

WSCT's best practice integrated model should be replicated, especially considering the Texas Workforce Commission's (TWC) emphasis on increasing Workforce/AEL coordination/integration. Additionally, since TWC accepted responsibility for Texas' AEL programs, there is a renewed emphasis on increasing education levels AND employment outcomes. Employment is vital for AEL students who receive Temporary Assistance for Needy Families (TANF).

Finally, WSCT's integrated Workforce/AEL Lab is also beneficial for Temporary Assistance for Needy Families (TANF) Choices customers and Workforce staff. The lab is unique in the following ways:

- ☆ Workforce staff work directly with GED Instructor/Assistant to address barriers and promote success,
- ☆ Choices customers can access to AEL lab at flexible, convenient times,
- ☆ Choices customers easily combine education and employment-related activities, and
- ☆ Weekly instructor led classroom instruction provides additional assistance and improves success rates.

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## **System Goal and Rationale**

### **Improve and Integrate Programs:**

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

### **Board Strategy or Initiative and Quantitative Outcomes**

In April 2013, the Non-custodial Parent Program Choices PEER project began as part of a national study with oversight by the Office of Child Support Enforcement. In the study, non-custodial parents (NCPs) receiving workforce services were compared with NCPs who did not receive workforce services over a one-year period. Most NCPs ordered to participate by the local child support court are parents who are severely behind in paying child support, have a history of non-payment, and otherwise would not pay child support.

Effective collaboration from multiple organizations was critical. The partnership between Workforce Solutions of Central Texas (WSCT), the state and local Offices of the Attorney General (OAG), and Bell County Judge Michael Nelson was vital to the success of the NCP Choices PEER project. The partners jointly established processes through the Child Support court system,

Presiding over the Child Support IV-D court, Judge Michael Nelson’s commitment to the project and his willingness to expand the number of court dates to accommodate project goals was instrumental in moving forward successfully. Outcomes and processes were reviewed monthly by WSCT and OAG teams to identify improvements.

At the end of 2016, as a result of the three (3) year partnership, the NCP Choices PEER project has served over 330 NCPs attaining entered employment rates over 70% and garnering over \$1 million in total child support payments. Most importantly, over 825 children in Bell County, who otherwise may not have received child support, have been impacted by child support collections. Demonstrating the positive impact of the NCP Choices PEER program, it was funded by the OAG for another year in October 2016.

## **Part 2—Identifying Industries of Significance to the Regional Economy**

Texas has continued to exhibit economic success over the past decade, and local Workforce Boards have contributed to regional economic success through the establishment of industry sector or cluster strategies in partnership with employers. These strategies help to drive job creation and stimulate economic growth by providing job candidates with the skills and knowledge that employers require to be competitive. Texas' targeted industry cluster initiative supported this work. WIOA continues that support by encouraging sector partnerships and strategies to ensure that the skills of the workforce meet the needs of local industries. The questions below focus on industry clusters and sectors within the region.

### **Describe the top three industry clusters/sectors and occupations.**

1. *Identify the three key industry clusters or sectors within your local workforce development area and provide an explanation as to why those clusters or sectors are important to your region and the regional economy. Please indicate for each whether it is an industry cluster or sector.*

#### **Board response:**

The following is an excerpt from Central Texas' 2017-2020 Strategic Plan. The information is taken from the Plan's ***Review of Initial Proposed Industry Sectors***:

Initial analysis listed manufacturing, healthcare, and information technology as Central Texas' three target industry sectors. The following section offers a review and discussion of the vibrancy and potential of those suggestions.

The Central Texas manufacturing sector is comprised of roughly 245 small and mid-sized businesses, with a small but significant group of large manufacturers that dominate select industries. Employing roughly 7,853 employees in the first quarter 2016, the sector has added 131 net new employees over the past three years. The region as a whole does not specialize in manufacturing, as indicated by a location quotient of 0.47.

Three industries dominate Central Texas' manufacturing sector with almost 60 percent of 2016 employment. Each of these industries has a dominant company responsible for the bulk of industry employment:

- ☆ Wilsonart LLC manufactures plastics and high pressure laminates (NAICS 32261),
- ☆ Pactiv manufacturing packaging materials (NAICS 3222), and
- ☆ Indeco Sales, manufacturing cabinets and educational furniture and operating as both a manufacturing and sales company.

As large employers in the region, these companies likely offer significant insights into the kinds of skills and certifications valued by large businesses in the region. However, because manufacturing is a relatively small part of the region's employment base, it does not match the criteria as a 'robust industry sector target'. With that in mind, individual meetings were held with key human resources and operations managers at these major companies to learn their perspectives on workforce demand and related training needs.

The second target grouping initially proposed was the healthcare sector. Using QCEW data, the combined Education and Healthcare industry group (NAICS 61 and 62) is the largest grouping in the Central Texas economy with 49,461 jobs in the first quarter 2016. The sector grew by 2,007 jobs between 2013 and 2016 and includes 939 businesses. The Healthcare

sector alone represents over 28,740 jobs and it expanded by 1,287 over the past three years. When viewed through the lens of the TWC/LMCI sector taxonomy, a slightly different aggregation of detailed industries, the Biotechnology, Life Science & Medical sector totaled 16,408 jobs in 2016 and added 1,604 net jobs between 2013 and 2016. From any perspective, the Healthcare sector is a prominent and growing part of the Central Texas economy.

While the sector also includes many individual small dentist and physician offices and ambulatory care facilities, it is dominated by NAICS 6221 General Medical and Surgical Hospitals and led by:

- ☆ Baylor, Scott & White,
- ☆ Carl R. Darnall Army Medical Center,
- ☆ Metroplex Health System,
- ☆ Olin E. Teague Veterans' Medical Center, and
- ☆ Seton Medical Center.

These larger facilities are part of a significant healthcare network that also includes smaller hospitals such as Little River Healthcare and Hamilton General Hospital. Given the importance of the healthcare sector to the Texas and Central Texas economy, the wide range of occupational opportunities available in the sector, the highly skilled nature of many jobs in the industry that require formal education, licenses and certifications, and future job growth prospects, the Healthcare sector is an ideal partner for Central Texas skills training and related initiatives.

The third initial targeted industry sector was information technology (IT). IT permeates every industry, occupation and workplace environment. From a workforce preparation perspective, it is better characterized as a set of skills that allow one to fully engage with any type of digital equipment or leverage computers to execute business processes. Because information technology skills transcend so many different types of industries, occupations, equipment and processes they are ideally suited to be confirmed through industry recognized certifications.

As an industry sector in Central Texas, however, the IT cluster is neither dominant nor growing significantly. Thus, Central Texas will also focus on specific business and information technology skills that can be documented through industry-recognized methods that expand beyond the stricter industry sector certification approach. This is especially true for IT since these skills are found across many different occupations making them more transferable than those tied to a single industry.

As noted the Central Texas' IT sector or pseudo sector is identified to promote technology skills that span all industries. While the IT industry sector does not have substantial demand in Central Texas, there are some IT specific businesses/employers. For these jobs, there are employment opportunities in Central Texas and within commutable distance of the Central Texas Workforce Area.

2. *For each cluster or sector identified in Question 1, identify the top five occupations for which employer-demand exceeds the number of available workforce or education-program graduates or skilled applicants. Provide labor-market-information data, including the number of jobs, wages, the education required, and projected growth.*

**Board response:**

The following information is taken from the 2017-2020 Strategic Plan under “Occupational Impacts of Identified Industry Sectors.”

The top five occupations listed for Biotechnology, Life Sciences and Medical Sector are:

<b>Occupational Distribution of Biotechnology, Life Sciences and Medical Sector</b>				
<b>SOC</b>	<b>SOC Title</b>	<b>Growth Staffing</b>	<b>Education</b>	<b>Achieve Texas Career Cluster</b>
29-1141	Registered Nurses	22.2	Associate's Degree	Health Science
43-6013	Medical Secretaries	8.9	High School Diploma or GED	Business, Mgmt and Admin
31-9092	Medical Assistants	5.8	Postsecondary Non-Degree Award	Health Science
31-1014	Nursing Assistants	4.2	Postsecondary Non-Degree Award	Health Science
29-2061	Licensed Practical and Vocational Nurse	2.8	Postsecondary Non-Degree Award	Health Science

The top five occupations listed for Heavy and Special Trade Construction are:

<b>Occupational Distribution of Heavy and Special Trade Construction Sector</b>				
<b>SOC</b>	<b>SOC Title</b>	<b>Growth Staffing</b>	<b>Education</b>	<b>Achieve Texas Career Cluster</b>
47-2061	Construction Laborers	13.8	Less than High School	Architecture and Construction
47-1011	Supervisors, Construction Trades	7.0	High School Diploma or GED	Architecture and Construction
47-2031	Carpenters	5.8	High School Diploma or GED	Architecture and Construction
11-9021	Construction Managers	5.3		Architecture and Construction
47.2111	Electricians	5.1	High School Diploma or GED	Architecture and Construction

As acknowledged, IT sector jobs are not in high demand in Central Texas. Specific occupations include:

- ☆ Central Texas' largest industries IT occupations are: Managed IT services, Web application development, and Business software solutions;
- ☆ The Area's largest Electronics & Applied Computer Equipment sectors are: office and copying equipment sales/support, and medical electronic equipment sales/support; and
- ☆ IT sector occupations related to Electronics, Camera and Appliance stores are sales/support for satellite, cell phone and consumer electronics.

Again, from an industry viewpoint, Central Texas does not specialize in the IT sector. The net change of 73 jobs over the most recent three-year period and 2 percent growth rate does not justify IT as a robust regional employment driver. However, because IT skills, and certifications documenting those skills, are in demand across many different industries and occupations, Central Texas chose to seek out specific high value skills and any related industry training and certifications that are linked to technology-related occupations.

3. *Identify the planned strategies to address the worker shortages in the occupations identified in Statement 2.*

#### **Board response:**

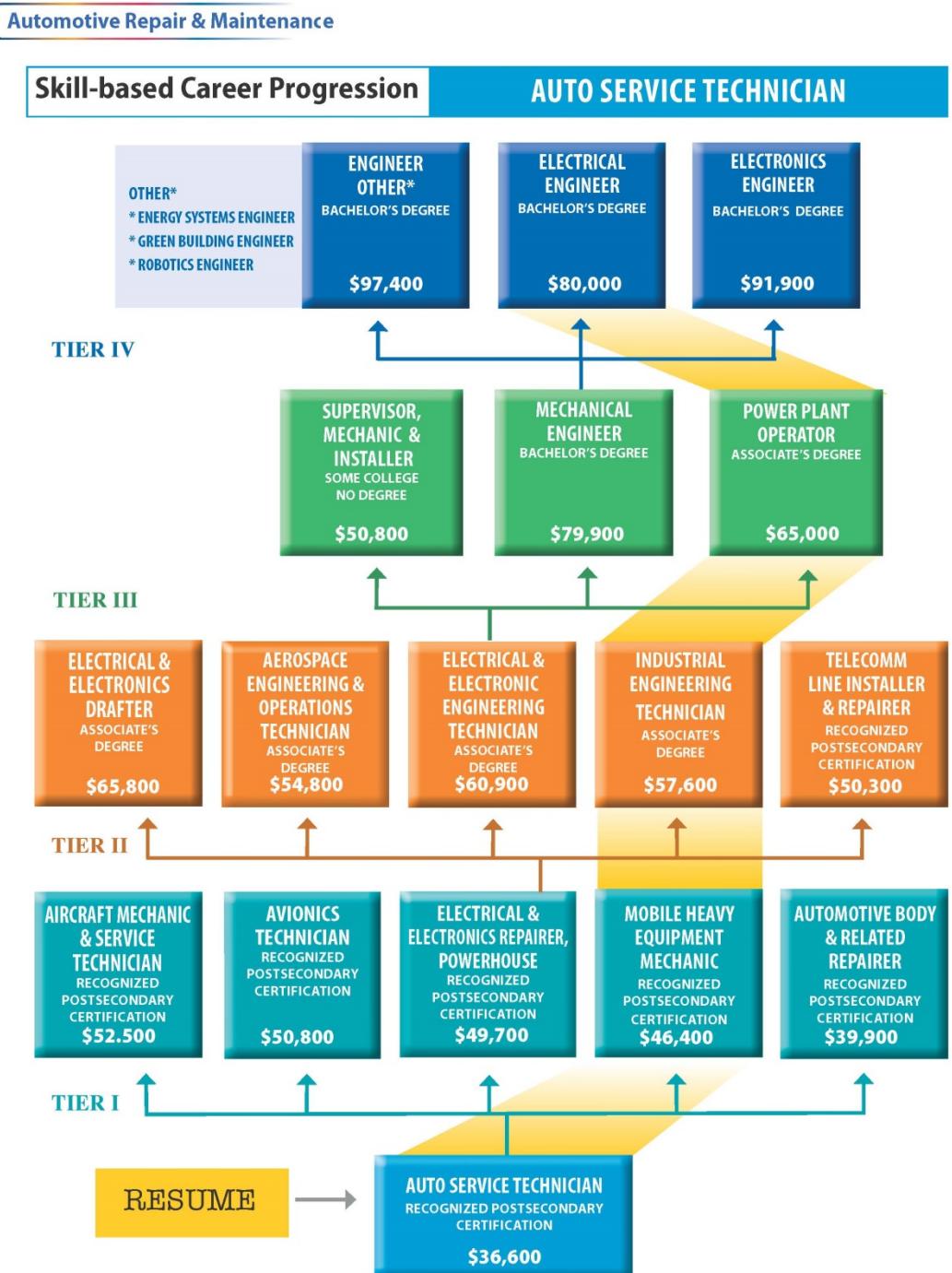
For Central Texas' top three industry clusters/sectors and occupations the following planned strategies are identified. Specific to in-demand occupations with entry and mid-level opportunities, career progression through Central Texas' Career Progression Frameworks will be encouraged (see Part E of the 2017-2020 Strategic Plan). It is anticipated that the Career Progression Frameworks will prove invaluable for educators/counselors and ultimately job seekers who are attempting to work with their current skills levels while developing new skills that improve their employability and economic standing. The expected positive impact for local employers will be an expanded applicant/employee pool and a pipeline of employees preparing for next level jobs.

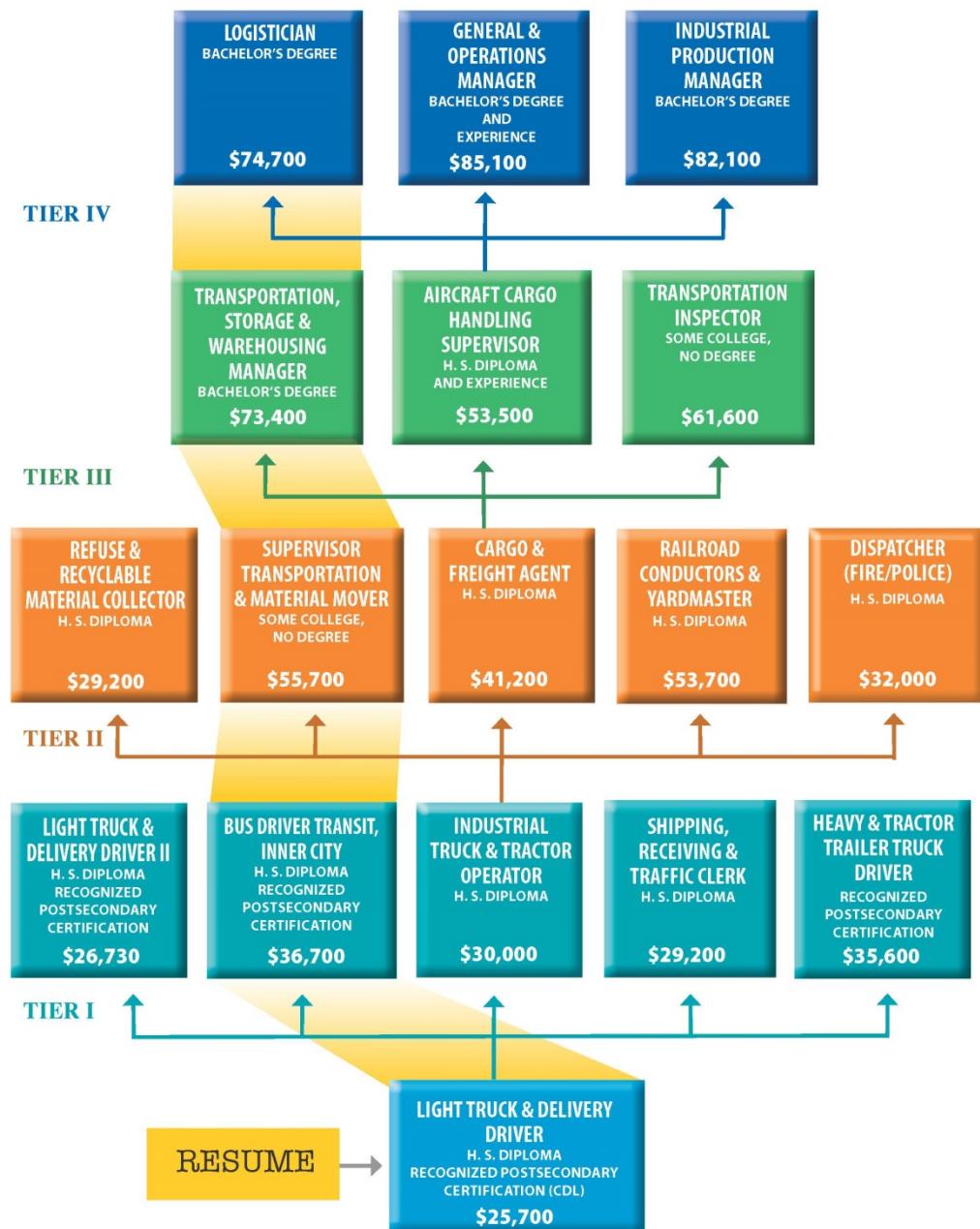
As an integrated Workforce system, Workforce Solutions of Central Texas has a multi-pronged, core program and partnership approach for addressing the needs of Central Texas businesses and job seekers. Specific to targeted occupations for which Workforce Innovation and Opportunity funds will be used to support vocational training, the following list of occupations will be supported.

Target Occupation Job Title (Name)	Percent Growth 2014- 2024	Entry Wage per hour	Experienced Wage per hour	Typical Education Needed for Entry into Occupation
Dental Hygienists	21.4%	\$25	\$32	Associate, License
Diagnostic Medical Sonographers	33.3%	\$23	\$34	Associate, Certificate
Network and Computer Systems Administrators	20.0%	\$22	\$40	Bachelor, Certificate
Registered Nurses	18.0%	\$21	\$34	Associate, Bachelor, License
Radiologic Technologists	10.8%	\$20	\$29	Associate, Certificate
Secondary School Teachers (Math & Science)	23.3%	\$20	\$27	Bachelor, License
Middle School Teachers (Math & Science)	23.1%	\$20	\$26	Bachelor, License
Aircraft Mechanics/Service Techs	1.1%	\$20	\$27	Associate, Certificate
Police and Sheriffs Patrol Officers	17.8%	\$18	\$28	Associate, License
Licensed Practical/Voc Nurses	12.4%	\$18	\$22	Associate, Certificate
Exec Secretaries/Admin Assists	7.9%	\$18	\$26	Associate, Certificate
Surgical Technologists	18.5%	\$16	\$24	Associate, Certificate

Fire Fighters	17.2%	\$15	\$23	Certificate
Social and Human Service Assistants	21.6%	\$13	\$20	Associate, Certificate
Machinists	7.9%	\$12	\$23	Certificate
Truck Drivers, Heavy/Tractor-Trailer	21.0%	\$12	\$24	Certificate
Welders/Cutters/Solderers/Brazer	18.8%	\$12	\$19	Certificate
Medical Records and Health Information Technicians	17.1%	\$12	\$23	Associate, Certificate
Computer User Support Specialists	23.8%	\$12	\$26	Associate, Certificate
Auto Service Techs/Mechanics	13.2%	\$10	\$23	Associate, Certificate
Maintenance and Repair Workers, General	20.5%	\$10	\$19	Associate, Certificate
Bookkeeping/Accounting/Auditing Clerks	7.5%	\$9	\$18	Associate, Certificate
Nursing Assistants (formerly Nursing Aides, Orderlies, Attendants)	18.1%	\$9	\$13	Certificate
Truck Drivers, Light or Delivery	18.8%	\$8	\$16	Certificate

## Part E: Central Texas Career Progression Frameworks

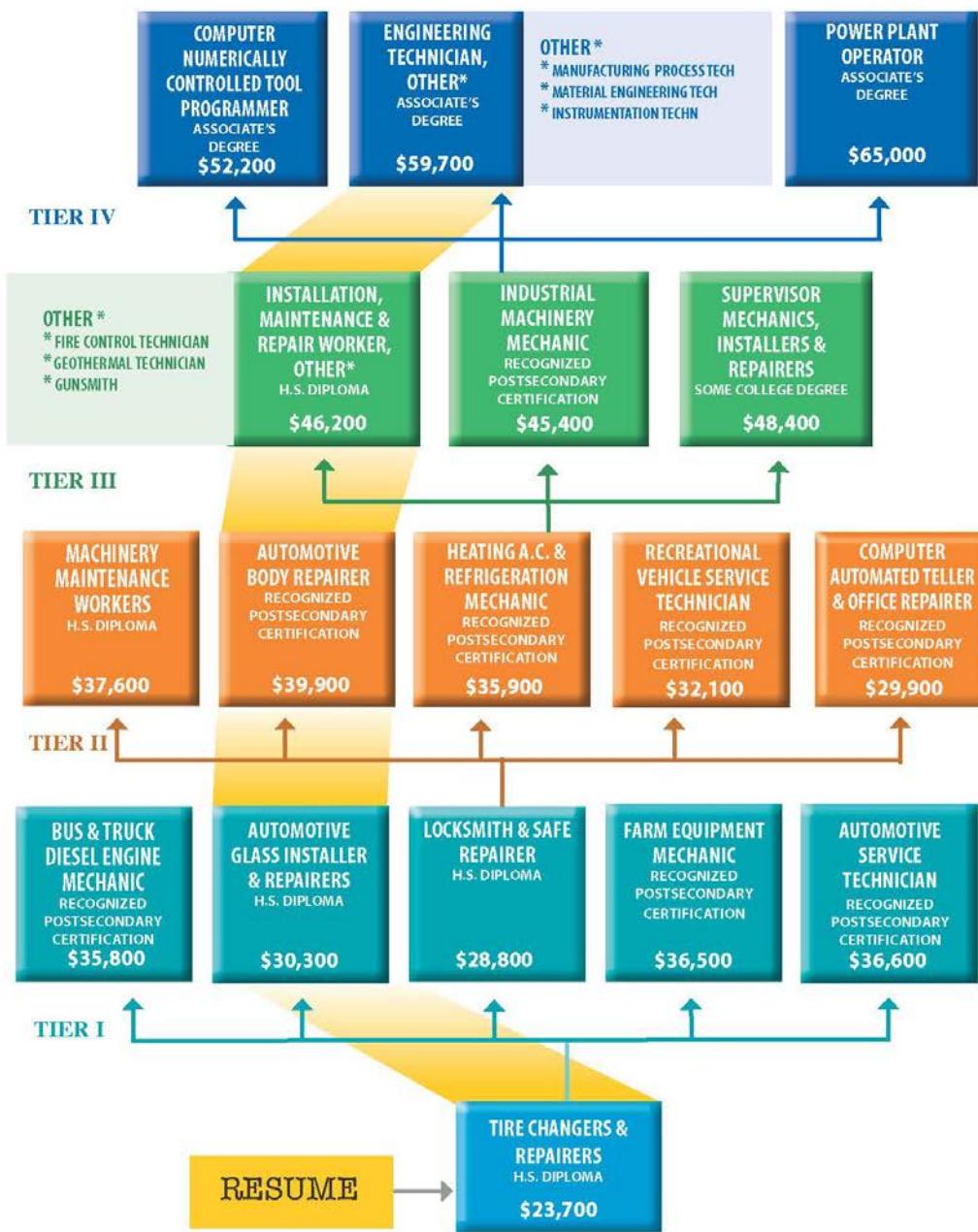


**Skill-based Career Progression**      **LIGHT TRUCK & DELIVERY SERVICES DRIVER**


## Automotive Repair & Maintenance

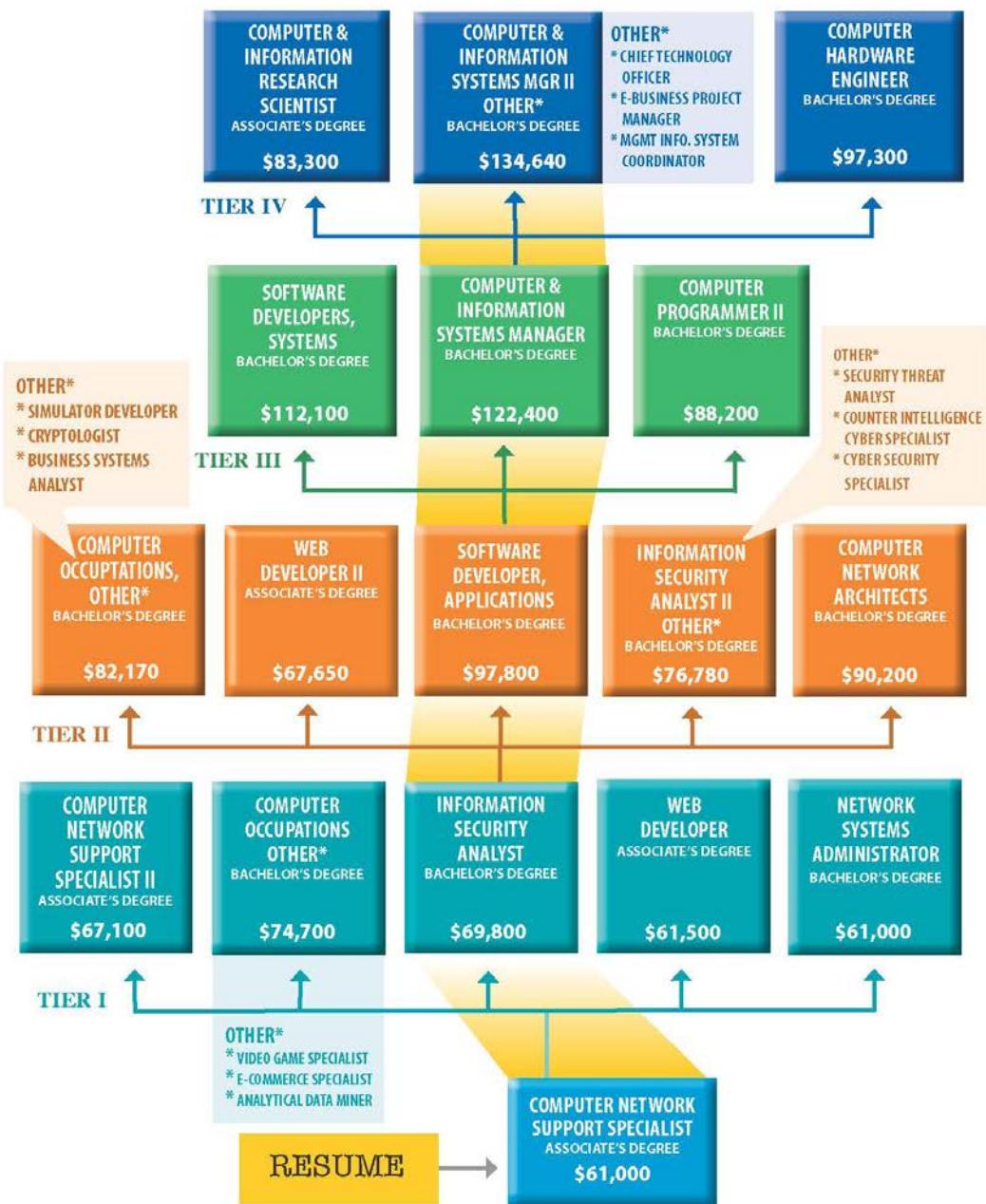
### Skill-based Career Progression

### TIRE CHANGERS AND REPAIRERS

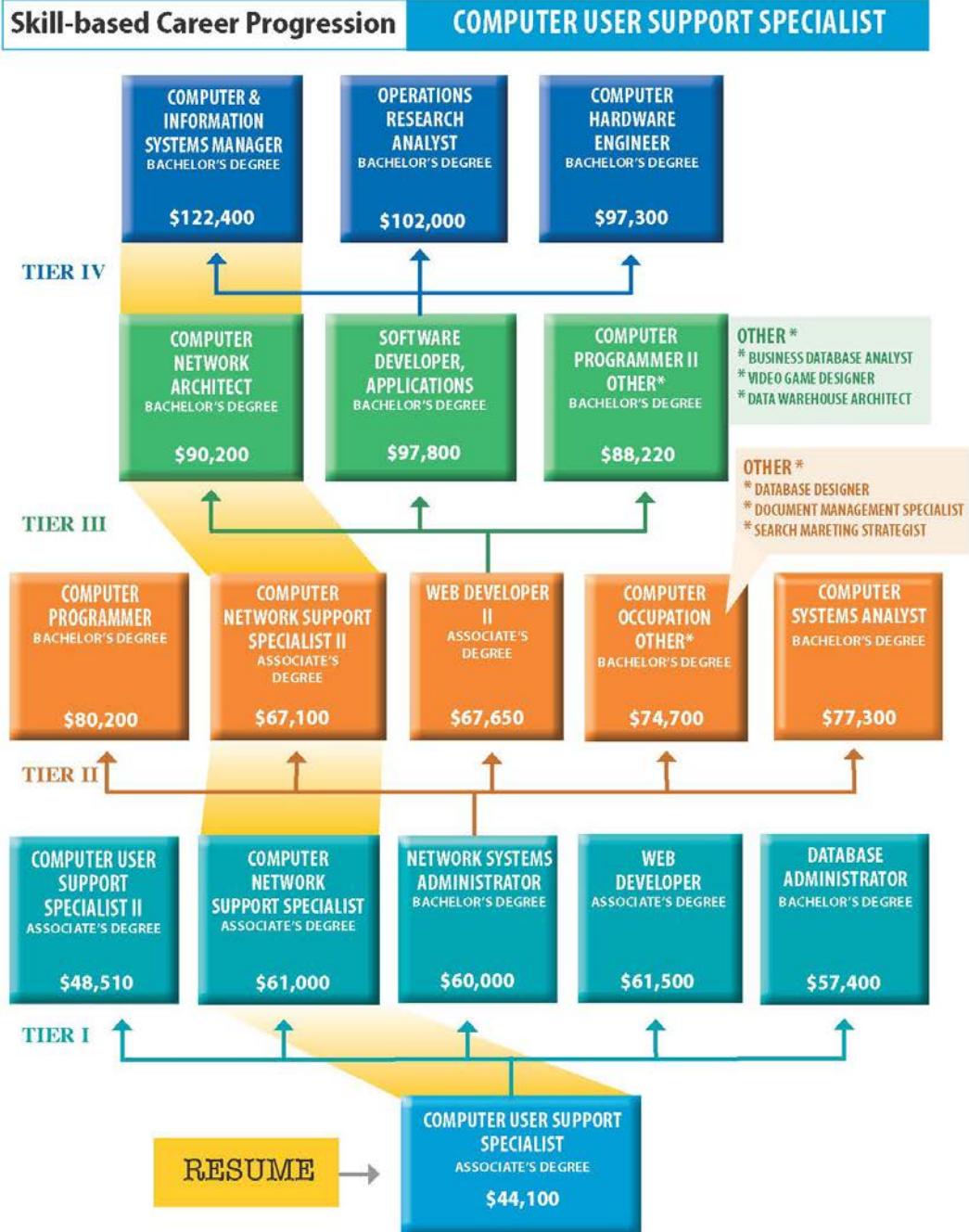


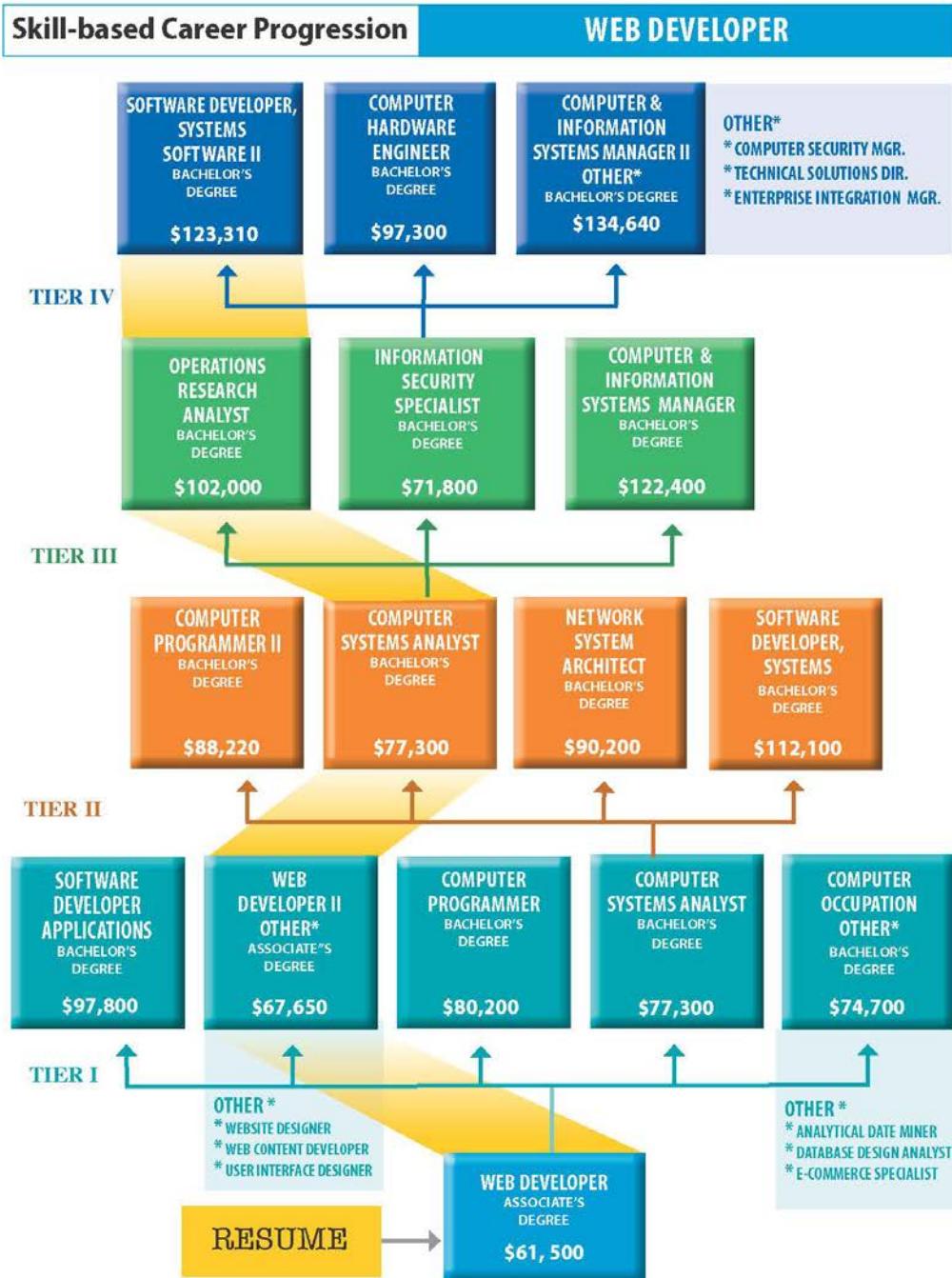
## Skill-based Career Progression

## COMPUTER NETWORK SUPPORT SPECIALIST



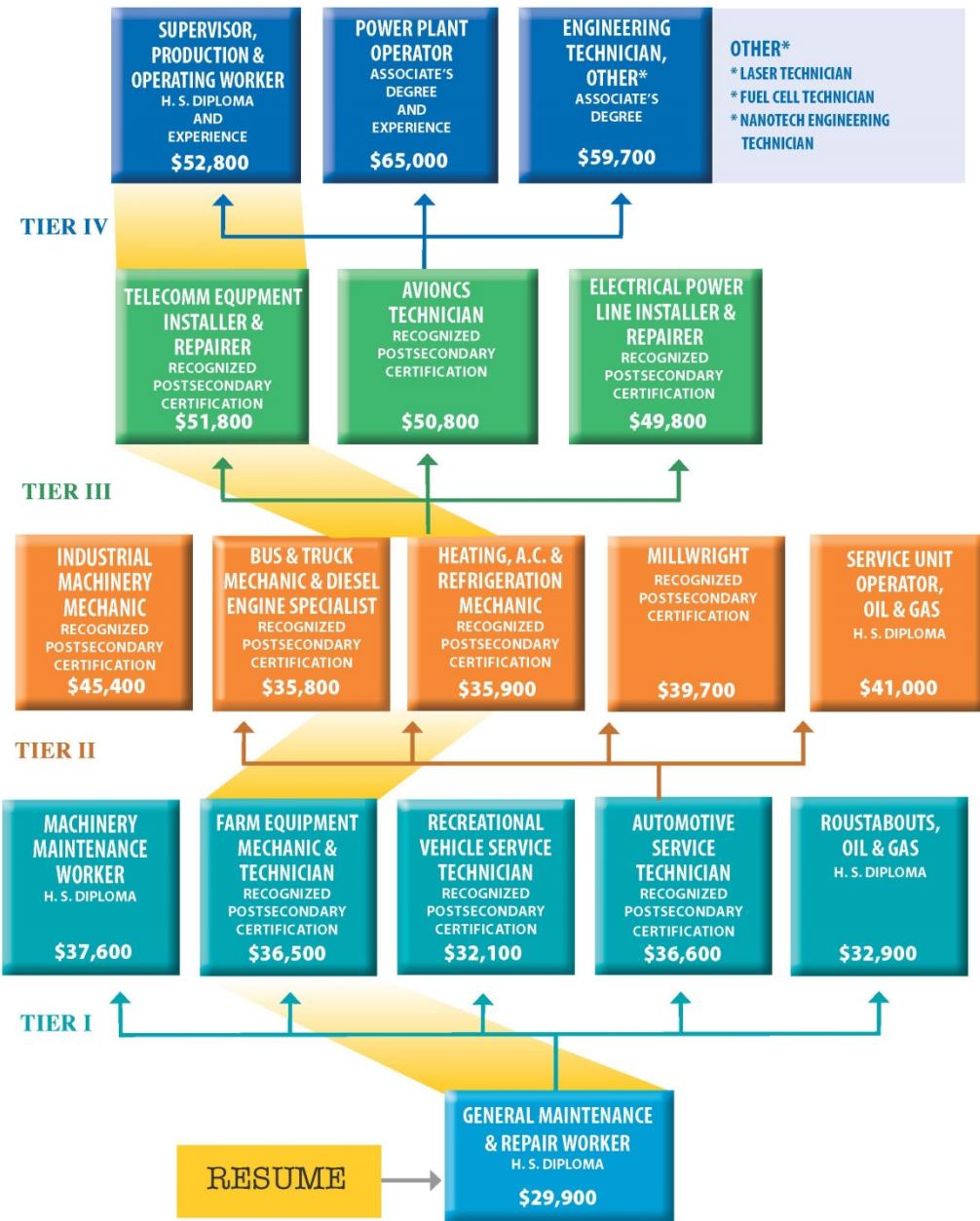
## Computer Systems Design Services



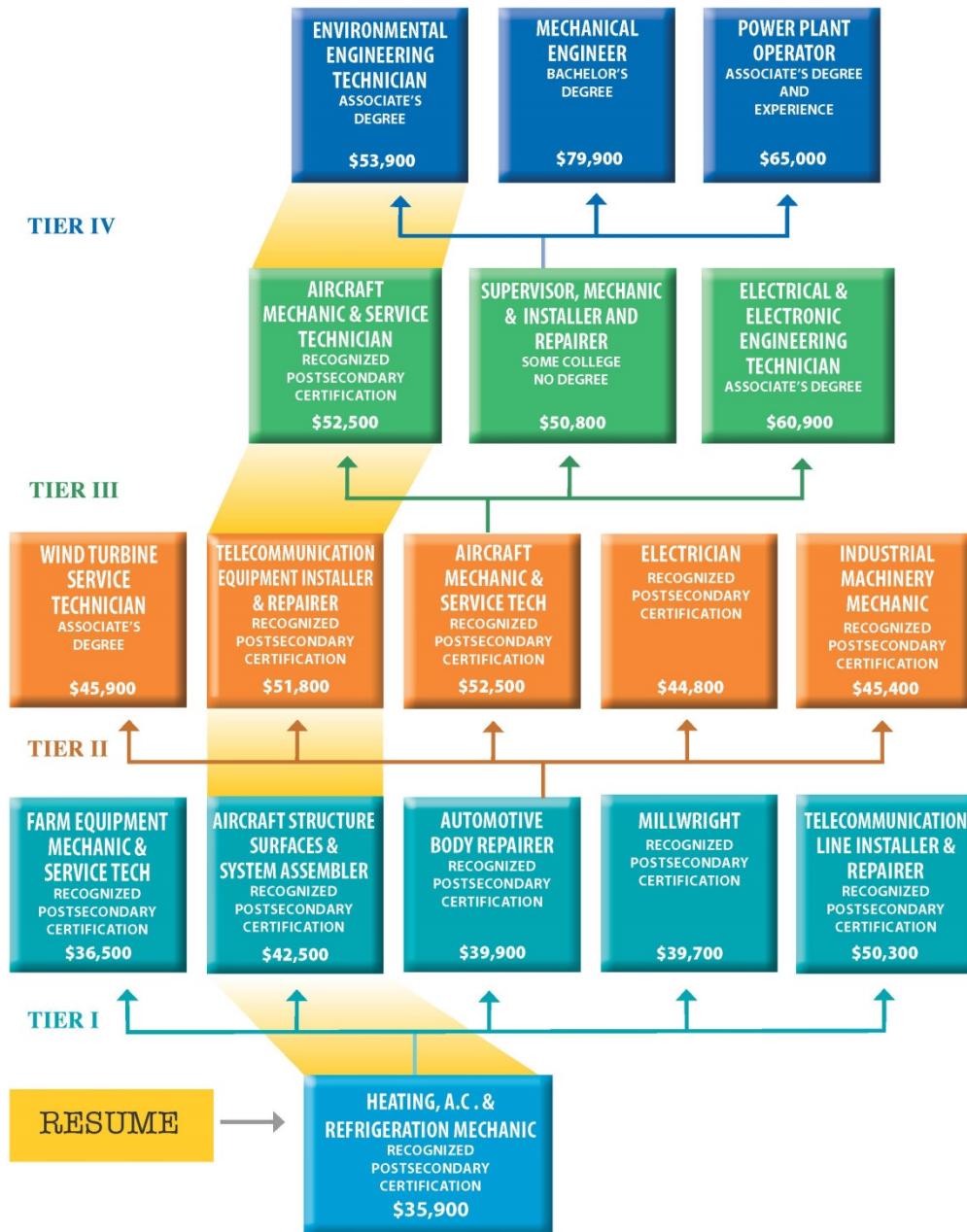


**Construction Sector**

**Skill-based Career Progression GENERAL MAINTENANCE & REPAIR WORKER**

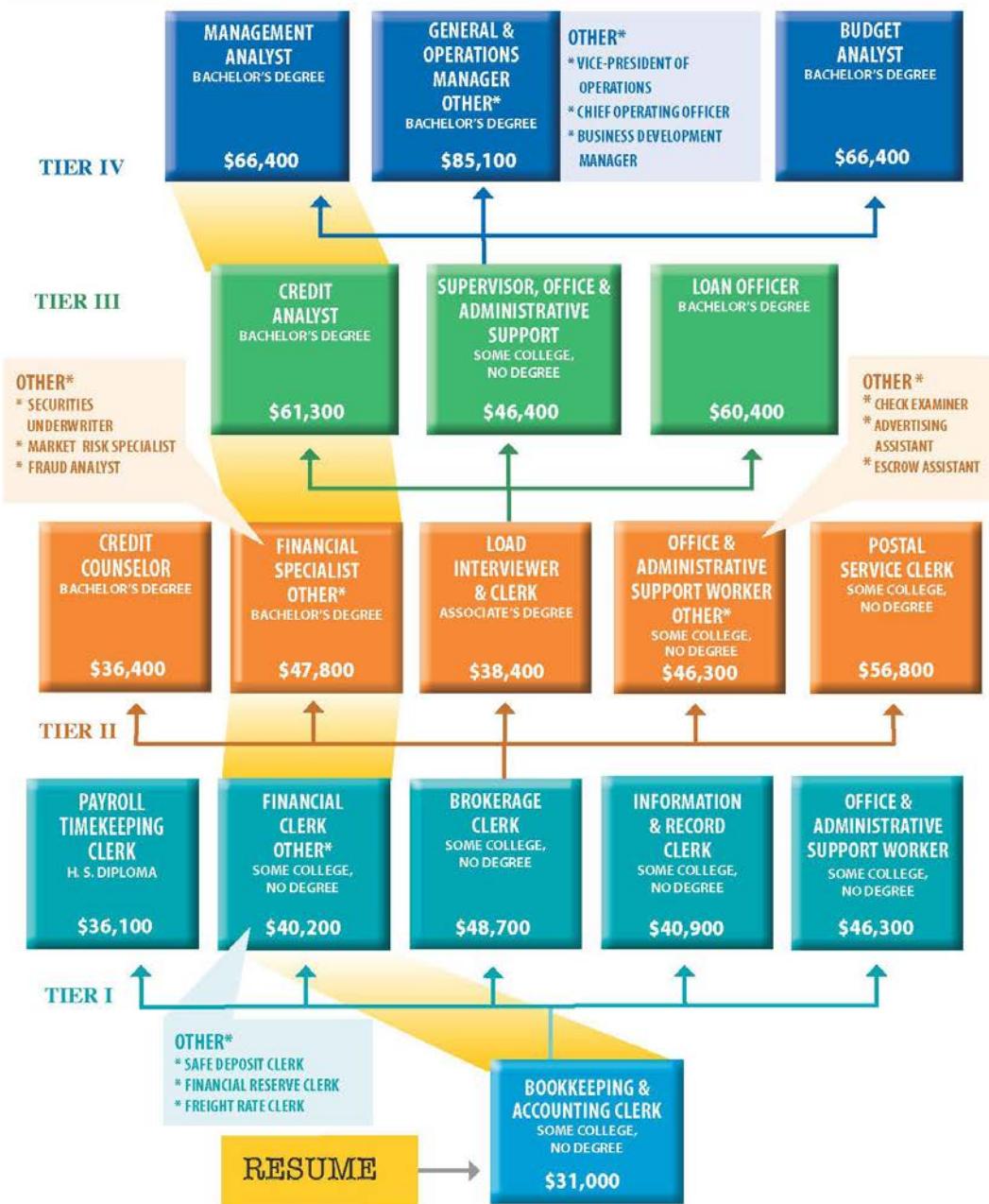


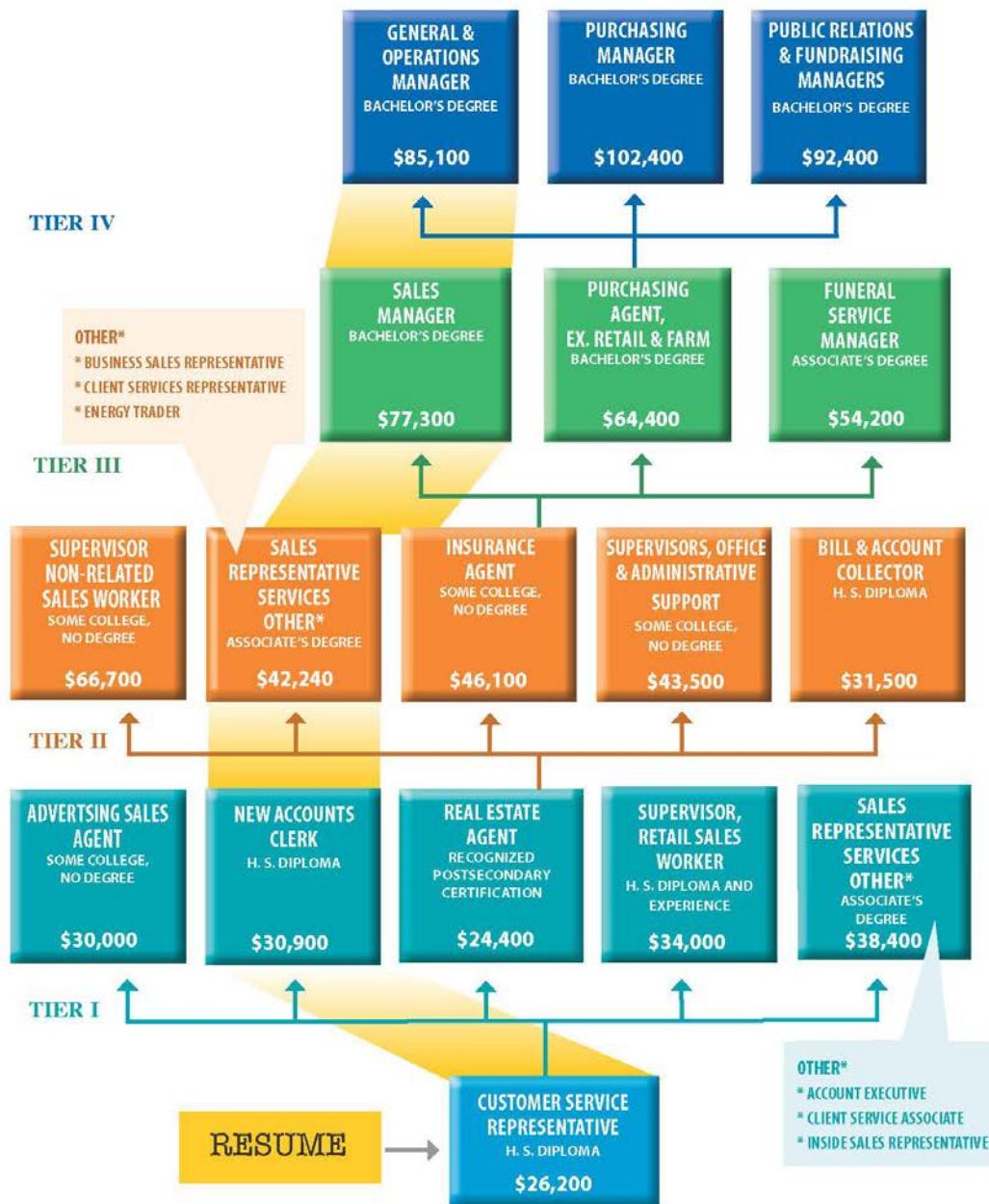
## Skill-based Career Progression HEATING A.C. & REFRIGERATION MECHANIC



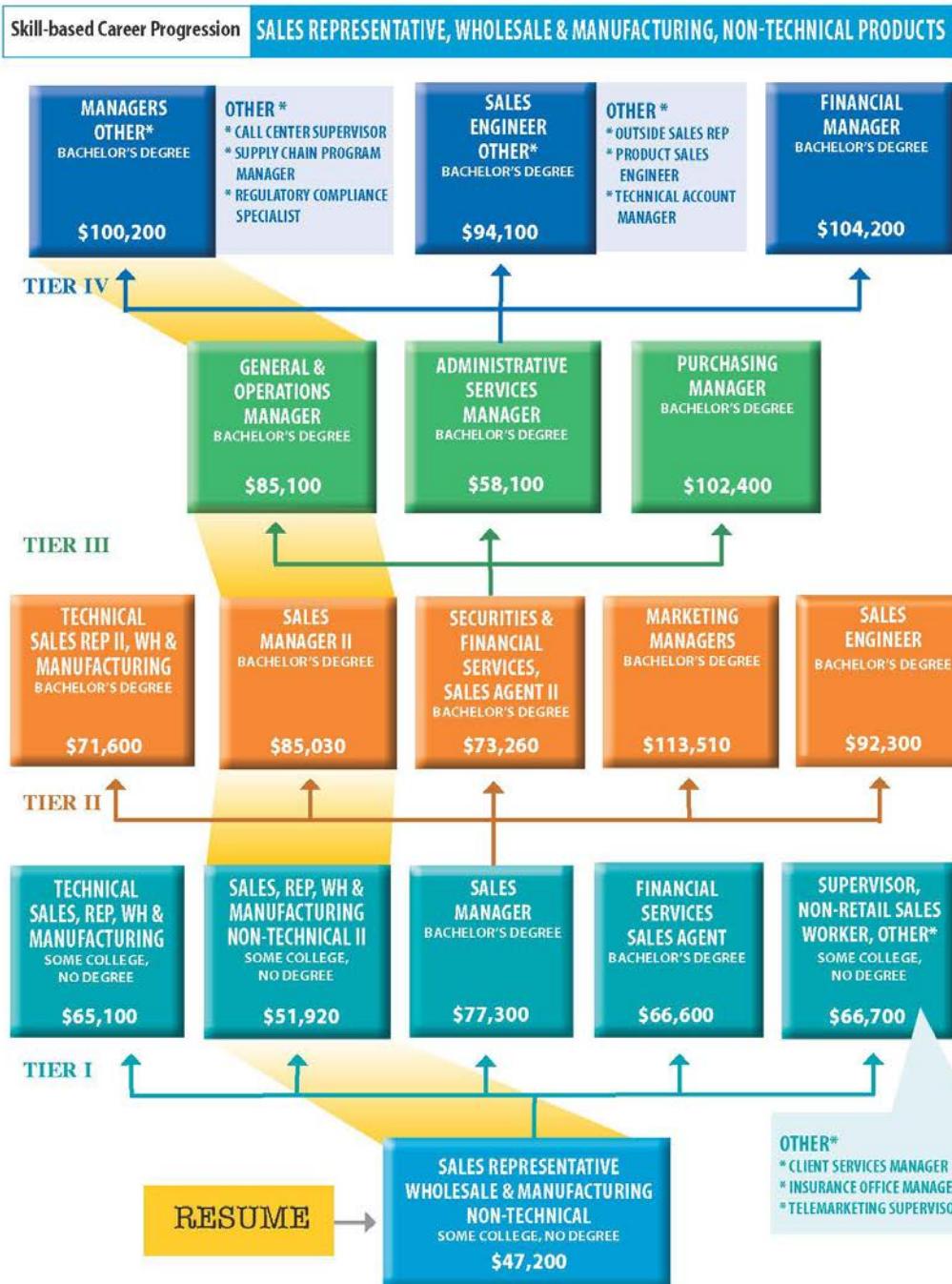
## Electronic Goods Wholesalers

### Skill-based Career Progression BOOKKEEPING & ACCOUNTING CLERK

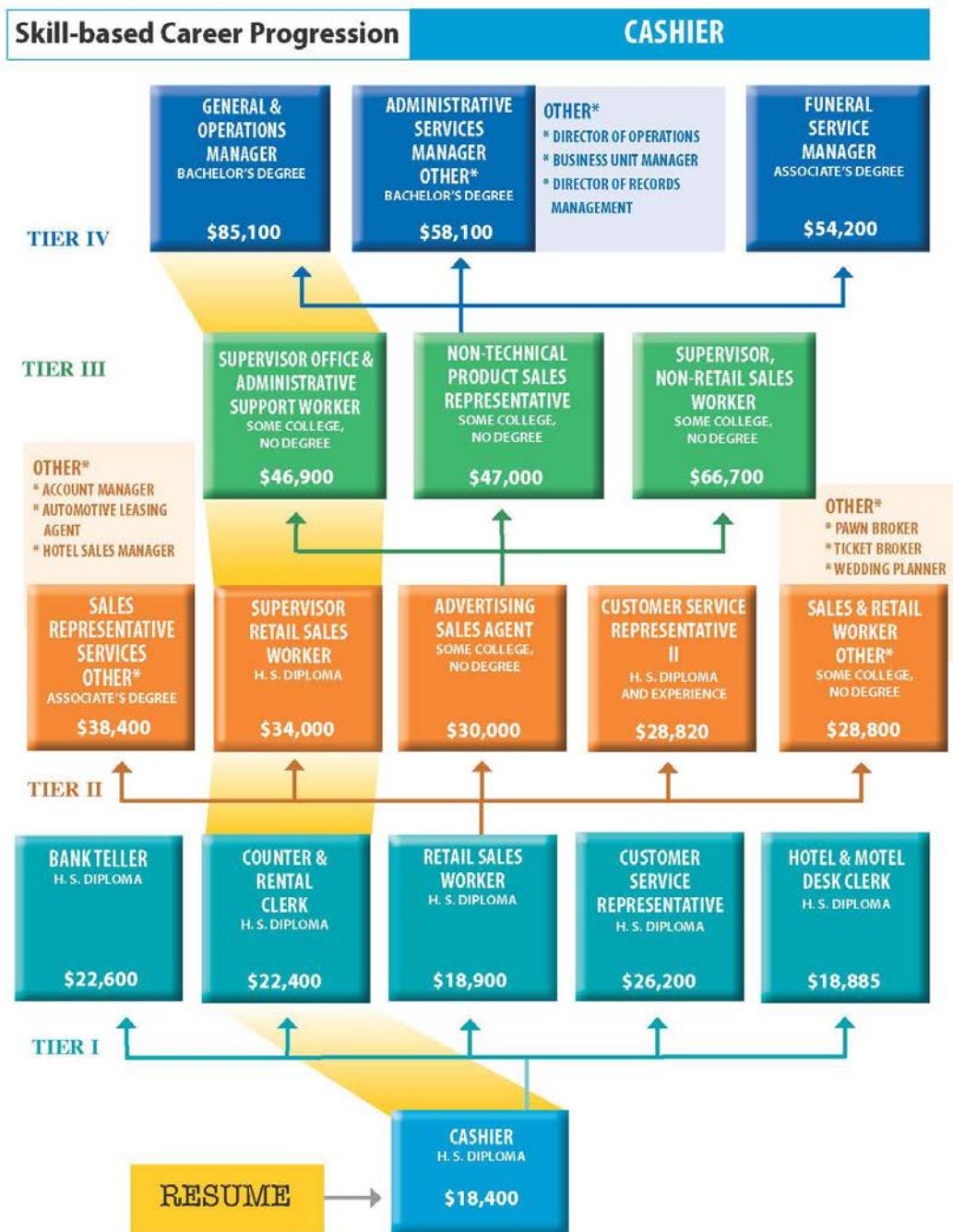


**Skill-based Career Progression**      **CUSTOMER SERVICE REPRESENTATIVE**


## Electronic Goods Wholesalers

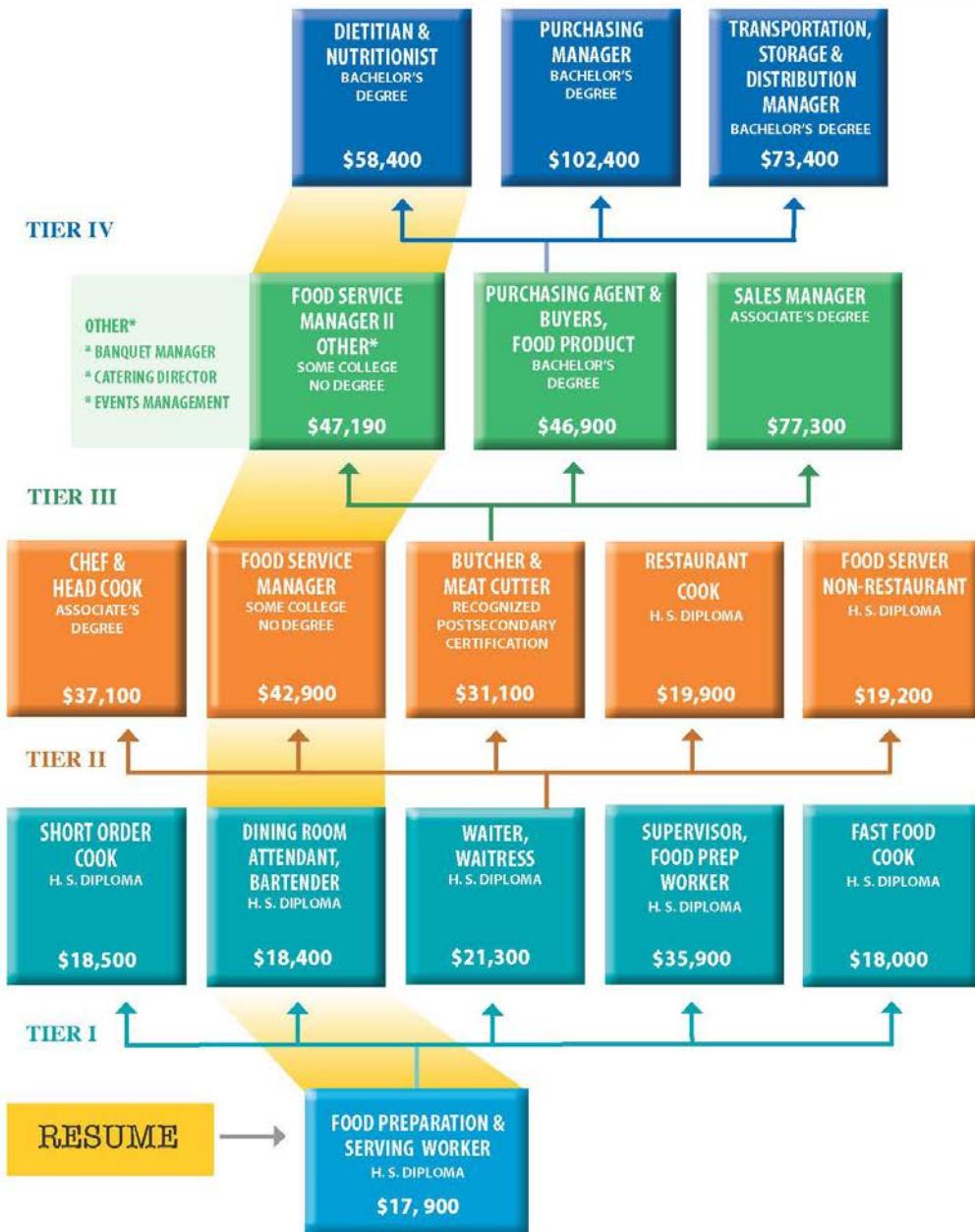


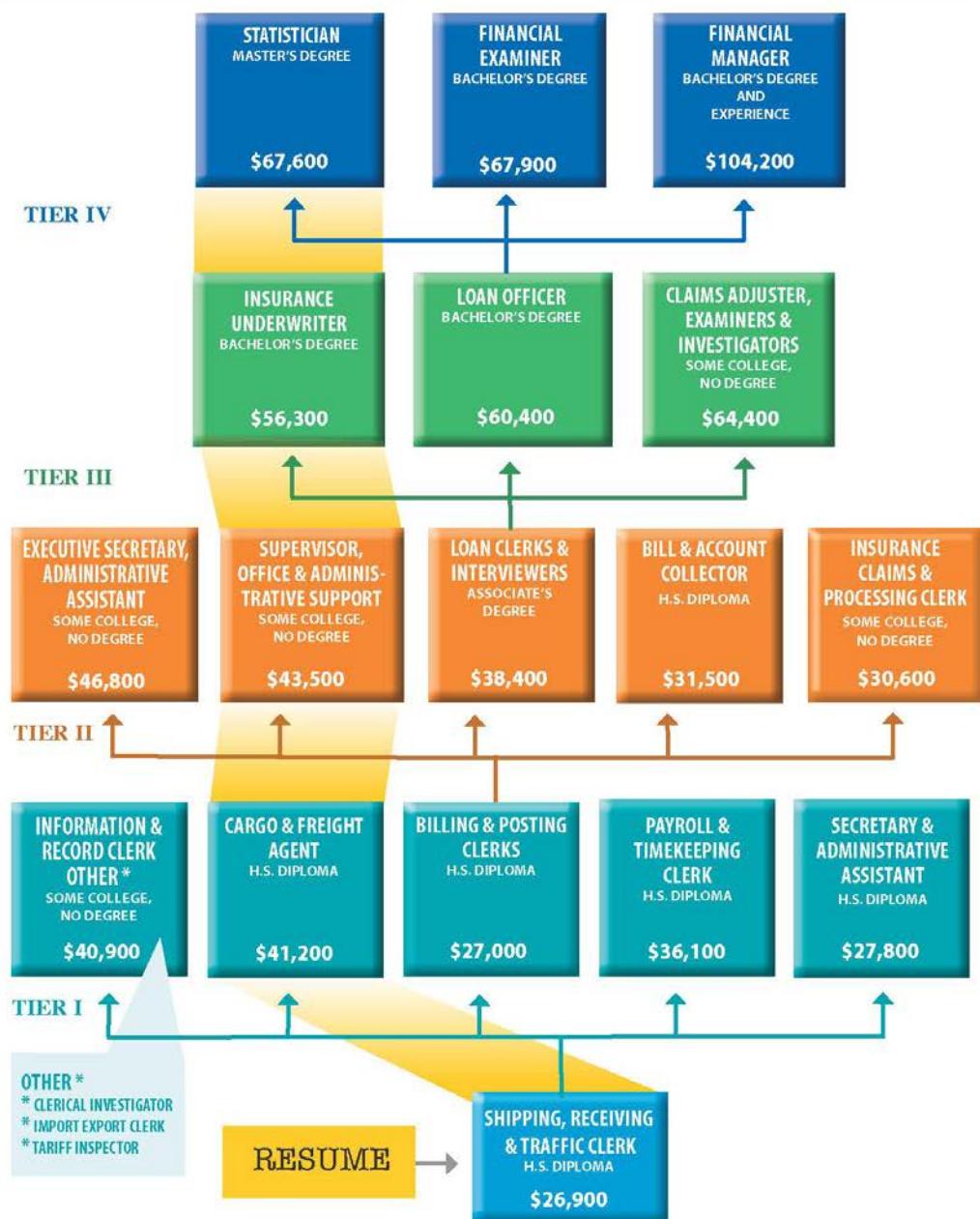
## General Line Store Retailers Sector



**General Line Store Retailers Sector**

**Skill-based Career Progression FOOD PREPARATION & SERVING WORKER**

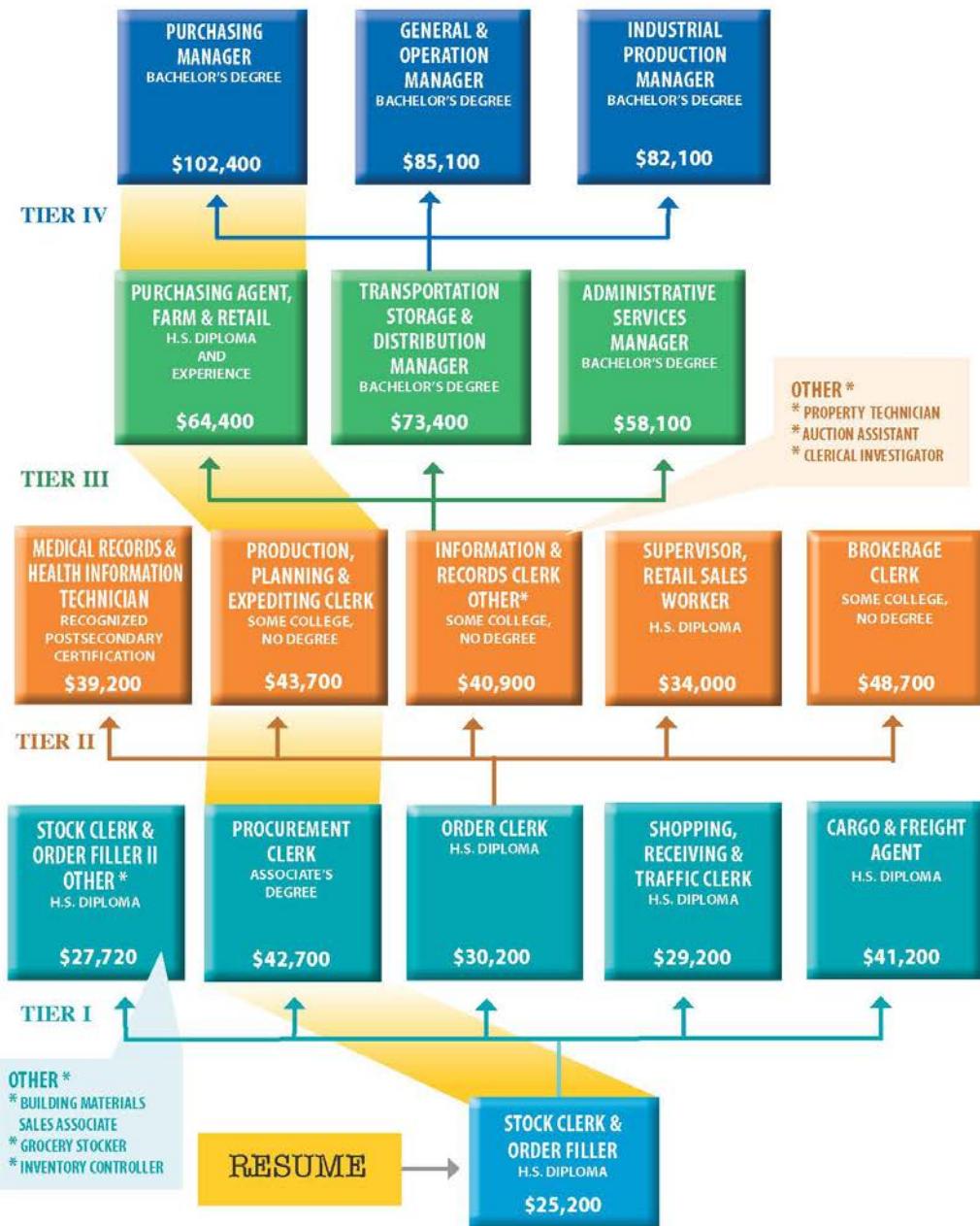


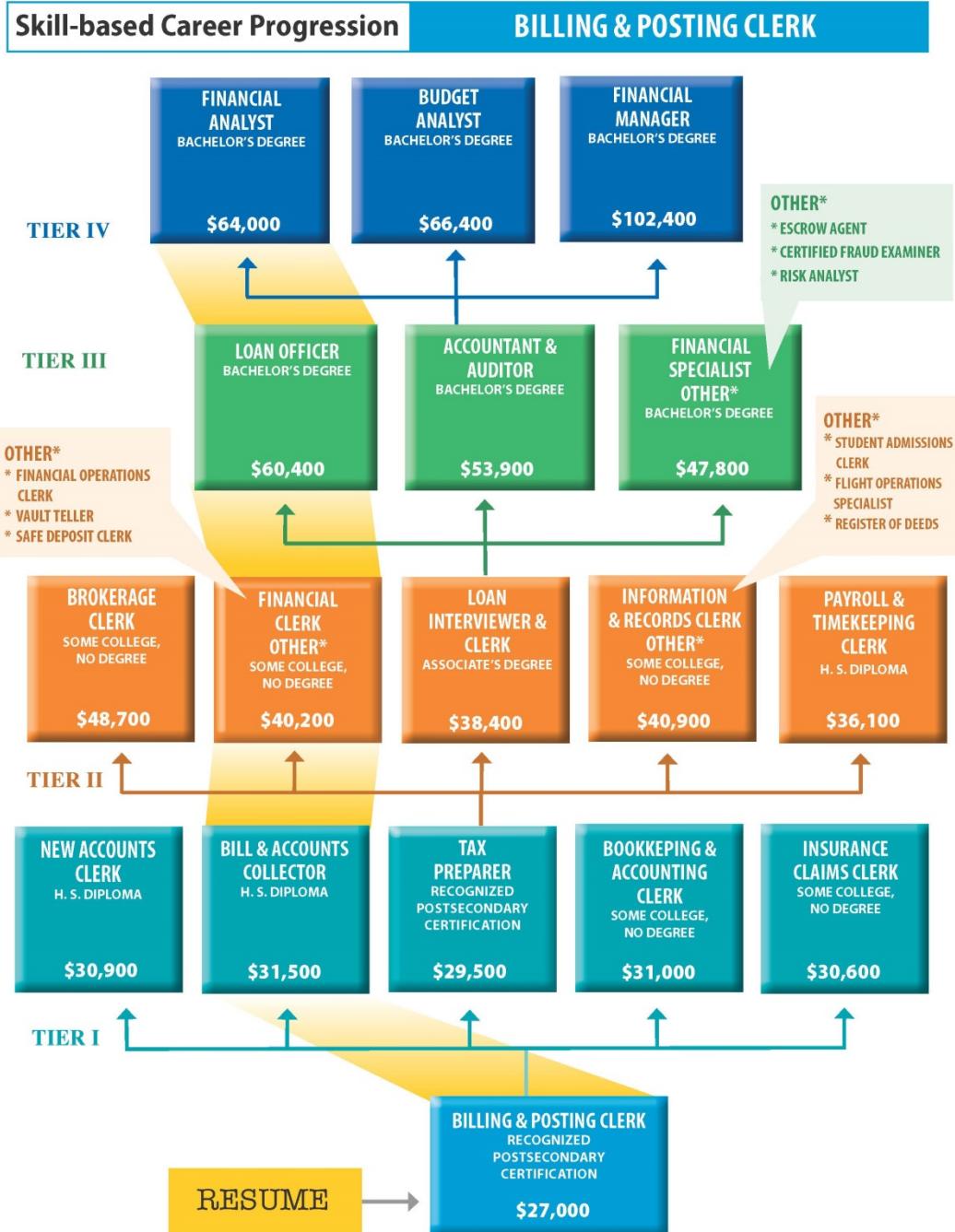
**Skill-based Career Progression**      **SHIPPING, RECEIVING, & TRAFFIC CLERK**


## Grocery Merchant Wholesalers

### Skill-based Career Progression

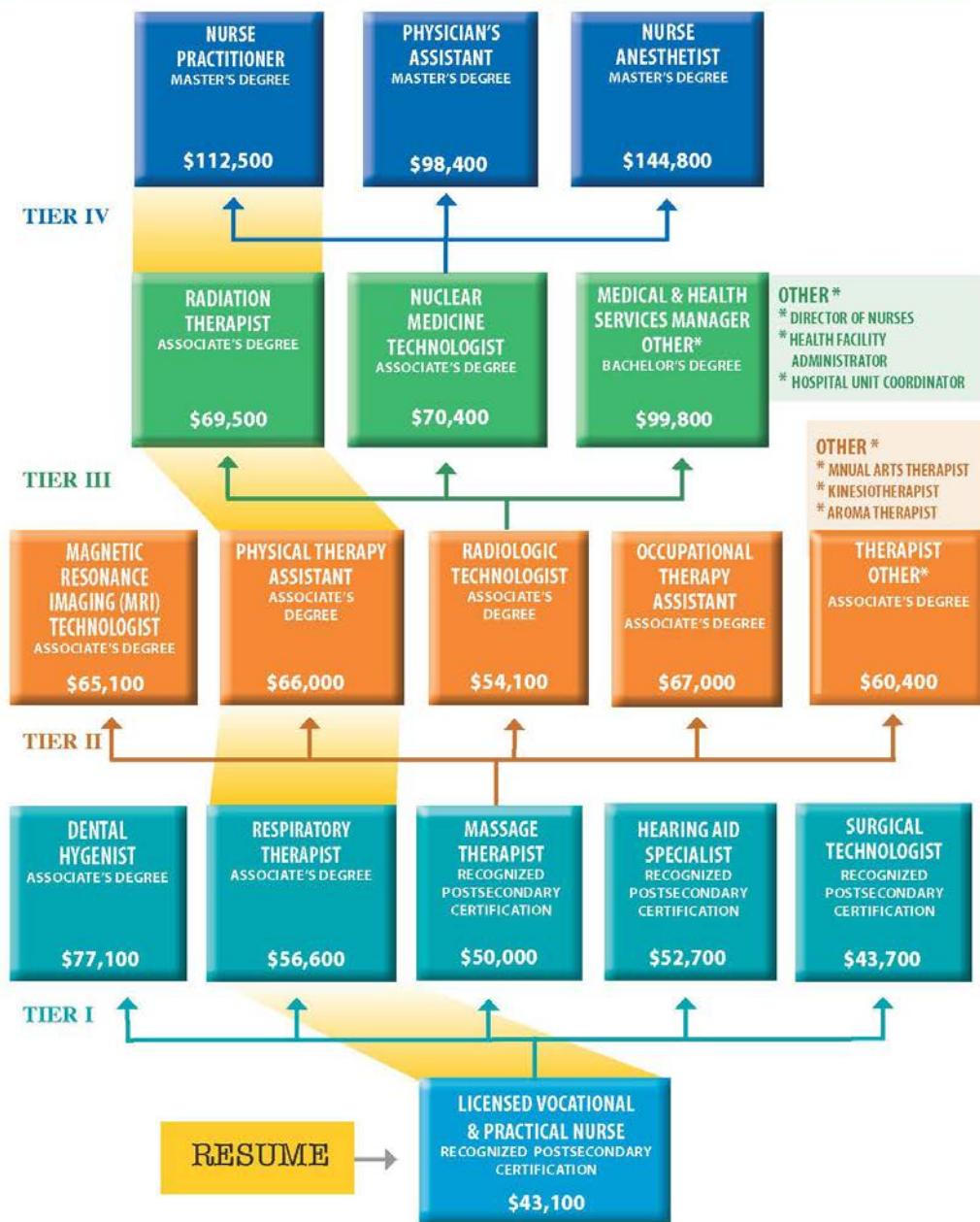
### STOCK CLERK AND ORDER FILLER

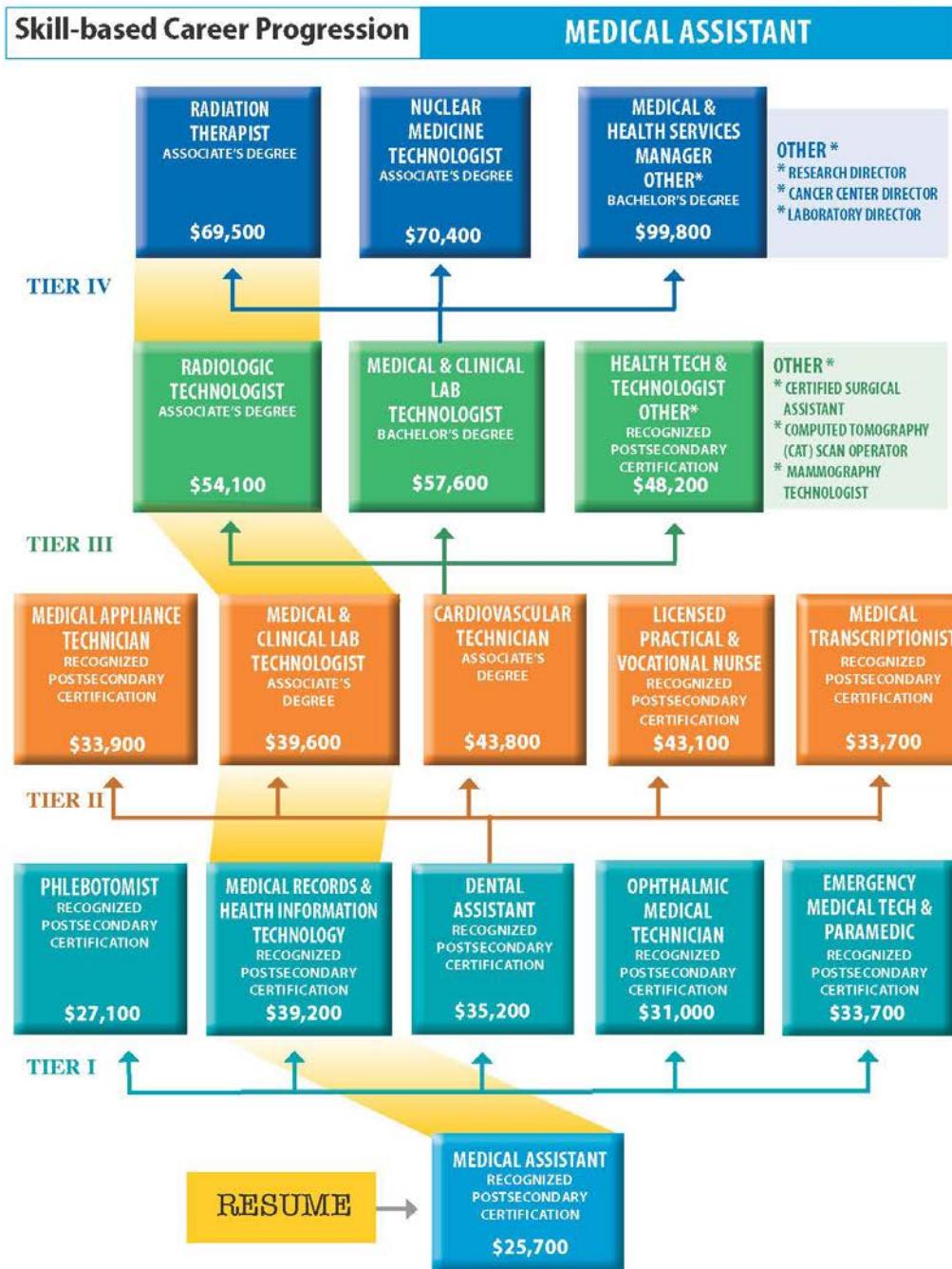




Healthcare Sector

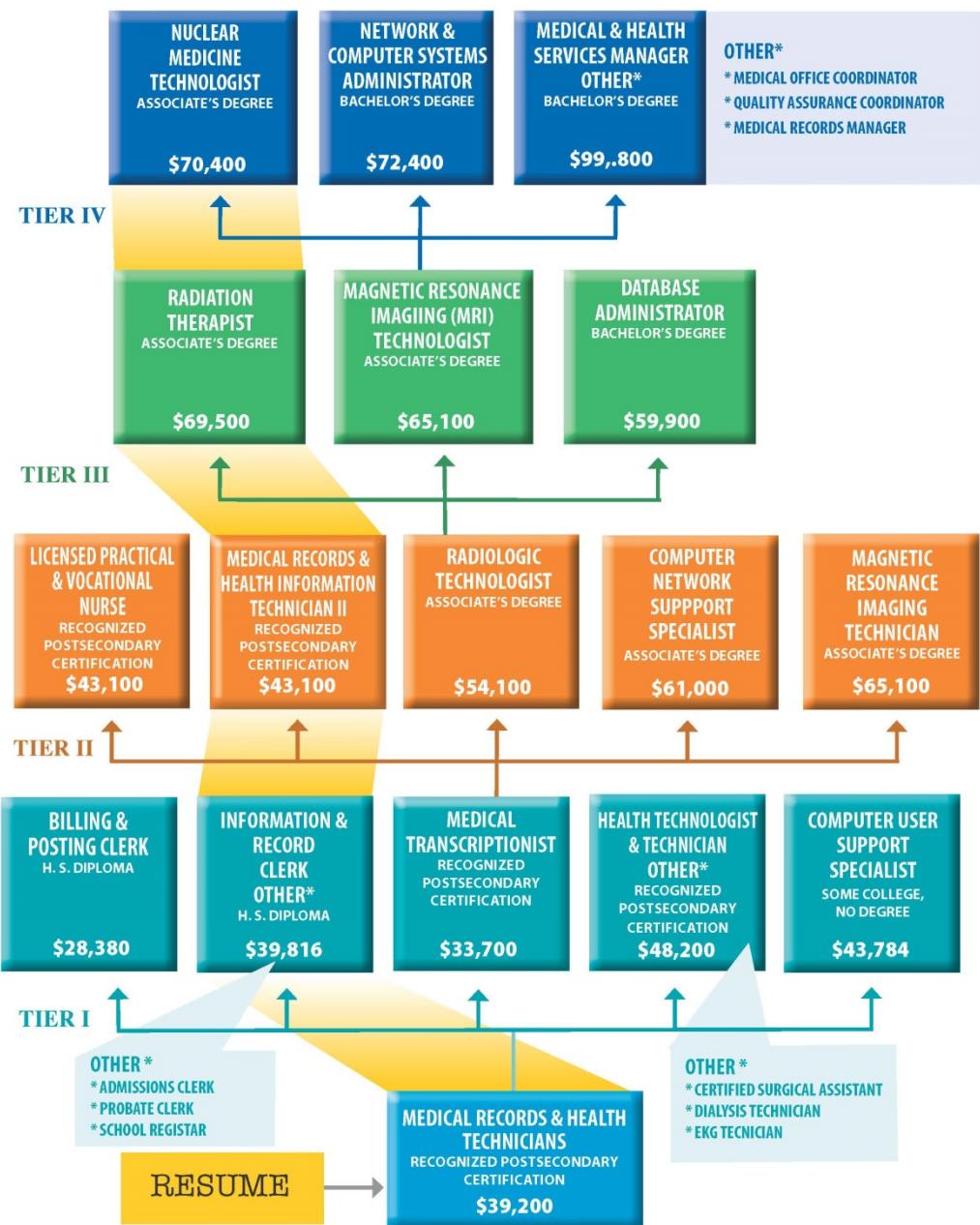
**Skill-based Career Progression | LICENSED VOCATIONAL & PRACTICAL NURSE**

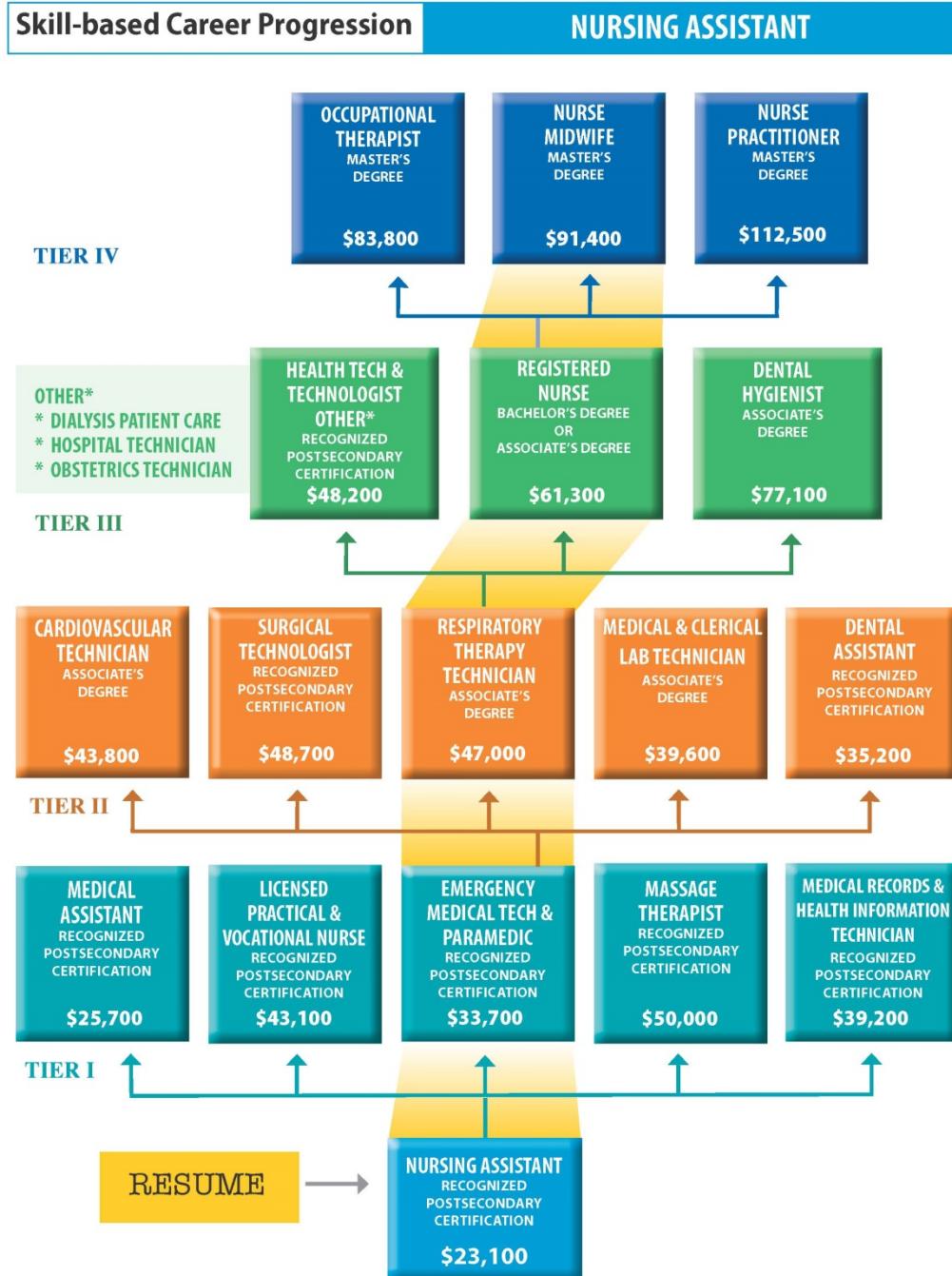




## Healthcare Sector

### Skill-based Career Progression MEDICAL RECORDS & HEALTH INFORMATION TECHNICIANS





**Part F: Target Occupations**

**Data Analysis Worksheets.....**See Accompanying Excel Workbook

# Workforce Solutions of Central Texas

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