



submitted
to TWC

Tarrant County

WIOA Plan Modification

2023-2024

March 1, 2023





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Part 1. Board Vision and Strategies

A. Strategic support of regional economic growth and self-sufficiency

This section describes the Board's strategic vision to support regional economic growth and economic self-sufficiency, including our goals for preparing an educated and skilled workforce, including early education services, services to youth and individuals with barriers to employment; and performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

The Board's strategic vision to support regional economic growth and self-sufficiency is to maintain and support a competitive, skilled workforce that attracts and retains industry and talent. The Board accomplishes this through cooperative effort between Tarrant and North Texas regional governmental agencies, community, economic and educational partners. This strategy utilizes the attractiveness of our location within the country and the North American continent as a trade and transportation hub, supportive of small business start-ups, with strong job and career opportunities that maintains the area's quality of life.

Our mission and vision statement reflect this strategic vision:

VISION Statement

The Vision of Workforce Solutions for Tarrant County is a well-trained, productive, equitable and fully employed workforce that supports the needs of local employers, promotes regional prosperity, and improves quality of life.

MISSION Statement

The Mission of Workforce Solutions for Tarrant County is to ensure the successful delivery of innovative workforce solutions and create economic, educational, and developmental opportunities that fully engage all employers and career seekers.

Some of our Regional partnerships include the following:

- ✓ A strong **Workforce Governing Board**, comprised of the county judge of Tarrant, and the mayors of our two largest cities, Fort Worth and Arlington, who work together and with other regional partners for the greater viability of North Texas.
- ✓ **Regional Workforce Leadership Council (RWLC)** comprised of the Executive Directors of the three regional workforce boards, major industry leaders, and Chambers of Commerce focused on regional approaches to serve large industry.
- ✓ **InterLink North Texas**, once statewide, this agency has remained in North Texas because the regional ISDs continued to fund it after the loss of state funding because of its importance to the school systems. This agency has always had a cooperative relationship with Tarrant County Board, allowing us to share important future industry skill needs for the talent of tomorrow collected by both agencies.
- ✓ **Region 11 Educational Service Center serves the professional development needs of school districts on the west side of the North Texas region. North Central Texas Council of Governments**

Some of the initiatives supported at our county level for **early education services** include

- ✓ Coordinating with other board programs to strengthen services including outreach/awareness for cross referrals with WIOA, Choices, and AEL participants to better serve the community.
- ✓ Development and maintenance of quality initiatives within community early learning partners.
- ✓ The Board's Child Care department is also expanding to include support the child care industry to expand their business services resources and target business outreach support to the child care industry.
- ✓ Supported the restructuring of the Texas Workforce Registry to support documenting training and advancement of child caregivers for a career pathway,
- ✓ Development and support the first Early Learning Professional Apprenticeship in Texas,
- ✓ Partner with ISD's, Head Start, and community child care facilities to better serve the pre-k population,
- ✓ Utilize the Texas Child Care Tools platform to help provide shared services for providers.

Some of the initiatives supported at our county level for **young adult** include:

- ✓ Summer Earn and Learn Program for students with disabilities. This program provides work-based learning opportunities for students with disabilities ages 14-22 with work readiness training and paid work experiences. This is a statewide strategy.
- ✓ External relationships within the community also benefit other target groups with special issues regarding employment, such as youth aging out of foster care, youth returning from jail or incarceration, etc.

Some of the initiatives supported at our county level for **individuals with barriers to employment** include:

- ✓ Adult Education Vocational Academies which combine resources from the WIOA program and the Adult Education and Literacy Program to provide educational and training leading to industry recognized credentials for individuals seeking a High-School Equivalency or students in English-as-a-Second Language class. The Academies are by industry and lead students to an industry recognized credential.
- ✓ Ancillary Contracts with community providers to provide niche services to our common customer base utilizing these agencies specialized knowledge and time for intense services for employment barriers for our customers with barriers to employment.
- ✓ The Non-Custodial Parent Program that works in cooperation with the Texas Attorney General's Office at our Tarrant County Court house to help coordinate staff training and information sharing for the purpose of helping those with back child support to gain employment and pay their child support.
- ✓ The Board is part of the Economic Mobility Team with the Fort Worth Housing Authority to help residents of a former Fort Worth Housing Development find economically mobile careers and jobs. This is part of a larger effort by the city with a Department of Human Services grant to re-envision and redevelop a lower-income neighborhood into a vibrant multi-family, single-housing neighborhood with shops and business attractors.
- ✓ The addition of Heavy Equipment Operators to the Board's Target List in the summer of 2020, to meet the high demand for operators for the multiple construction jobs taking place in the city and county

infrastructure. The partner in the development of this training in 2022-2023 is TxDOT and their contractors. They are concentrating on court-involved youth as well as others. The first class starts in March 2023 and will run until August 2023.

- ✓ ReEntry is a significant area for the Board in serving individuals with barriers to employment. The Board oversees a Wagner-Peyser grant to provide digital and financial literacy services, as well job preparation, training and job placement to persons returning to Tarrant County from jail or prison. But at the same time, this grant is vital in systematically integrating specific reentry services into the workforce centers and our WIOA Adult Program.

As well as the **Board's goals relating to the performance accountability measures** based on performance indicators described in WIOA 116 (b)(2)(A). The Board's goal is always to meet all performance indicators. In order to assure timely reporting of current performance, projected performance and/or corrective action directly to the Board, the Board's Workforce Delivery Systems Committee has an assigned agenda item for each meeting in which staff report out current performance against indicators set up by the state for the indicators described in WIOA 116 (b)(2)(A). The reporting of performance to a committee allows for much more in-depth discussion of the performance, issues that might have arisen and corrective actions than is often available in the full-Board. A report, containing any action recommended by the committee, is submitted to the full Board for vote at the next Board meeting.

B. Board Strategies for 2021-2024

Strategies to work with core program entities

The Board has a contractual relationship with a center management provider to deliver our core programs. Within this contractual relationship are the performance requirements for each core program, the provider's annual plan for implementing these programs, , the performance payment points, etc. The contractor attends the Workforce Delivery Systems meeting to hear discussion of program performance and to answer any Board questions.

Prior to state monitoring, the Board's internal monitoring team reviews files for any concerns within a program's performance, thus allowing opportunities for corrective action prior to any performance issues within individual programs.

The Board staff are collocated with the center contract management entity This allows each entity direct access meet to discuss issues before they become large issues.

If program performance does not improve corrective actions will come into play, up to and possibly include non-renewal of contract based on performance.

Strategies to work with required partners

As stated, required partners have contracts with the Board such as the Texas Department for Disabilities and Rehabilitation. Others often have Memorandums of Understanding that described the responsibilities of each Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

partner, mutual services to mutual customers and each organization's outcome expectation. The Board generally chooses to contract for financial exchanges for services such as the ancillary contracts discussed in the plan.

The Board's strategy within its contracts and Memorandum of Understanding is to align resources for the benefit of our shared customer. This exchange should be mutually beneficial to both organization's vision and mission. When the relationships are win-win, longer lasting trust and working relationships develop. An example of this would be one partner paying for training while another pays for support services, etc.

Genesis the plan's strategies

Background

On December 14, 2019, The Tarrant County Workforce Development Board, dba Workforce Solutions for Tarrant County (WSTC), hereafter referred to as the Board, met in a strategic retreat to review our goals against then current historically low unemployment rate of 2.9%, and employers stating they could not find the talent they needed to expand. Employers also held a view of our centers were not a place to find that talent-but a place with job seekers for entry-level jobs.

At this retreat, the Board reviewed its work and plan for 2020 and beyond. Specifically, the Board was reviewing its strategies within this expansive economy to ensure maximization of resources and to begin a discussion of what changes might better maximize this economic opportunity. A separate organization, the S&G Group, facilitated the work prior to and during the retreat.

Process

The Board members completed an initial SWOT exercise, surveying *Strengths, Weaknesses, Opportunities and Threats* perceived within the workforce system. Principal discussion points were around the following:

- *perceptions of the centers, both from employers and job seekers,*
- *the use of technology to enhance services and services to employers.*

A Summary of the 2019-2020 Board Strategy Review

- ✓ **December 2019**, the Board approved the summary discussion as their major strategic goals
- ✓ **In March 2020**, the full Board further discussed the strategies.
- ✓ **October 2020**, the Board had further reviewed these strategies and examples of current utilization in the system.
- ✓ **December 2020**, these strategies were brought back to the Board for final discussion and approval.

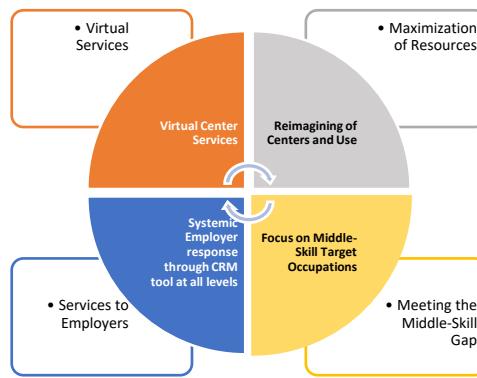
Of Note:

During 2019, two staff teams met to reimagine center system design and the use of technology to enhance the workforce experience for our customers thus enlarging the pool of users. Various pieces of their work became the Board's initial actions to carry out goals of customer focused technology and data driven analysis for the development of new avenues to connect Tarrant County employers with qualified job seekers. Because of the March 2020, COVID19 shut downs and impact on the economy, the development of further action against these goals took place in 2021/2022.

Strategies

These strategies resulted from the Board and staff work. They are the following:

- 1) Maximize our use of technology to attract a broader level of skilled workforce and resources.
- 2) Broaden our talent base, to attract higher skilled talent into our system to help address the need regional need for middle-skilled talent that employers continued to cite as a barrier to their growth. In 2023, the Board voted to incorporate the work of REWORK America, which focuses on skill-based resumes and job descriptions to meet employer demand for qualified job seekers. More information about this begins on page 13.
- 3) Broaden our employer base, consistently using the workforce system for higher skilled job seekers. Essentially, the system becomes a middle-skill talent source ; and
- 4) through data analytics, identify and target more specific services and locations to support our system in the 21st century, thus maximizing funding while focusing services.



As stated in the explanation of our process from the December 2019 strategic retreat, subsequent Board discussions in committee and Board meetings took place in January, October, and December of 2020. These new strategies were adopted and incorporated as strategies under committee goals with action step development in 2021. These strategies align well with those outlined by the Texas Workforce Investment Board plan.

How the Board integrates its goals into its on-going functions and committees.

Workforce Solutions for Tarrant County (WSTC) has integrated its Strategic Goals into the work of its Board Committees. These committees oversee areas of Board administration and policy. The committees then report out to the full Board meetings the work/action of the committee as consent agenda action items that can be pulled and discussed by a Board member at full meetings.

Additionally, any major action, such as policy change, contract approvals, etc. are reported out separately as an action item on the Board's agenda. These agendas are published, and any public comment is asked for by the Chair of the Board at the start of the Board meeting prior to any discussion or vote. This process makes it clear to any public interested in the action, be it policy or program recommendation, that such vote will take place as well as maintains an easily found historical record if needed. This was instituted to allow more time for discussion and deliberation of topics by board members in the committee setting than a Board meeting can provide.

By committee these are how the Board's goals are distributed:

Committee	Goal Assignments	
Leadership Committee- Comprised of Heads of Other Committees and Chair and Vice-Chair of the Board	Goal No. 1	Enhance Governing and Workforce Boards' leadership in meeting the mission of improving workforce quality to support economic development.
	Goal No. 2	Advance a Workforce Intelligence system to achieve vertical and horizontal alignment with Tarrant County employer and targeted industry demand.
Workforce Investment Committee	Goal No. 3	Exercise proper fiduciary stewardship, budget for new opportunities, and ensure adequate board oversight of financial concerns.
Workforce Improvement Committee	Goal No. 4	Improve the quality of the existing, potential, and future workforce in Tarrant County through strategic partnerships.
	Goal No. 5	Develop and offer responsive Business Services to help Tarrant County businesses, especially smaller businesses, meet their human resource needs and improve the quality of the workforce available to them.
Workforce Delivery Systems Committee	Goal No. 6	Improve the quality of the future workforce to ensure that Tarrant County businesses have a longer-term, vibrant, and qualified talent pipeline.
	Goal No. 7	Expand the talent pool available to Tarrant County employers by reaching, serving, and preparing untapped talent markets.
	Goal No. 8	Continue to improve the workforce services delivery system to increase the number of Tarrant County workforce system customers employed at higher wages.
Audit Committee		This committee's function is to procure financial auditors, provide audit oversight and receive the final audit report.

Please note: The Workforce Development Board Chair and Vice-Chair serve as ex-officio for all Committees.

Updated: 10/27/2020

2021-2024 Planning Cycle.

These strategies were woven into the Board's goals in 2021 and overseen by a Board committee which the goal is assigned.

1. Each committee will develop their own actions to achieve these strategies within their goals. They will develop performance measures for these actions, if needed.
2. Committees will then report to the full board in written communication their actions and performances which require the Board full approval. The Committees had more discussion and drafted actions through the summer of 2021, with ratification expected for all goals and strategies by October 2021. In committee, several goals were considered consistent and aligned with already established goals and became actions alone.
3. The Board had a full briefing on the progress against its plan strategies at the December 14, 2022, meeting. Because of the economic instability of 2021, the committees met via Zoom and discussed and

moved forward actions on the goals, which were reported out to the Board and public via written communications. However, the work progressed as described.

2023-2024 Report Out of Plan Strategies

Here is the timeline for the progression of the Center Revisioning, Technological Updates and Data Tracking



As seen, this implementation has been researched and begun in 2018-to present. The factor with a possible effect on our plan strategy implementation is largely staff turn-over which is high in all industries.

Board staff were meeting in 2018-19 to discuss reimagine our center system and how we could bring more virtual services into operation. This was to meet all job seekers at their preferred way of interacting with our system. This foresight was of great help, when COVID hit in March 2020. Now it remains a strongly used asset for initial interaction with our centers and services. We have a call center, on-line tutorials, and workshops. During COVID the call center had high call volume of individuals, not only navigating our system, but those who could not get through on the TWC Unemployment line.

Data Driven

In addition to tracking contracted performance measures and utilizing standard reports to manage the related outcomes, the Board is currently tracking real-time performance data as we put the new model in place. This data includes:

- ✓ Average Number of Days from Eligibility to First Service
- ✓ Percent Employed at Exit (Mandatory and Non-Mandatory Customers)
- ✓ Percent Training Related Placements
- ✓ Number of High Value services provided to Customers
- ✓ Percent of Virtual vs. In Person Customers

- ✓ Number of WIT Postings without Applicants

Each of these data points serve to direct the strategy team to establish a baseline and investigate further when needed. This data has already assisted the team to make adjustments to the model and will serve in the future to track the impact of the changes as staff become proficient in their roles.

Another important data point reviewed monthly is the NPS and associated comments from customers. NPS stands for Net Promoter Score, which measures the customer experience, specifically customer satisfaction, loyalty, and enthusiasm. Organizations use NPS scores for customer-related insights and to help them know which areas they need to focus on and improve.

With COVID funds concluding, not only for the Tarrant Board, but many partner organizations, we are now reviewing Center leases as the come due are not in need of as much space as the past. This is due to the virtualization of some aspects of our services that customers really enjoyed. All services continue to be available in the centers but on-line is the choice of many customers. It would seem facility costs could better serve job seekers in other avenues. This would be part of the strategies for both the re-alignment of centers and virtual services. Because of the virtualization obtained during COVD, we are exploring out stationing at a community partner location.

This is being explored this year in 2023 as center contract(s) come up. A group of Board staff are discussing how we would do implement this, who would be interested in partnership and help us reach more deeply targeted groups; and if so, how would we roll it out. We are discussing out-stationing small groups of staff at partner agencies. This seems to be a good no-wrong-door strategy that is a win-win for but needs more careful consideration.



Services to Employers

The emphasis is to truly integrate Employer Services across all entities working with employers throughout the Tarrant system. To that end, the following has taken place:

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

Board and Center Staff Alignment	Customer Relations Management Tool
Demand Industry Focus	Expansion of Services to Small & Medium Sized Businesses
Resources to Center Staff & Customers	Business Consortium Support
Work based Learning Opportunities	Apprenticeship Development Assistance
Job Order Control Unit	Incumbent Worker Training Funds

Focus on Middle-Skill Jobs-Update

Redefining our Approach to Job Seeker Preparation and Employer Vacancies in 2023 and beyond.

Through 2021-2022, local, regional, and national employers discussed responses to their job vacancies and turnover. New terms, such as “ghosting the job” became common.

The Workforce Improvement Committee discussed a report from EMSI, now Lightcast, about the DEMOGRAPHIC DROUGHT in 2021. Prior to this, in 2019, the committee had heard a report from staff regarding the coming global shortage of workers as we prepared for the next decade. Much of what transpired globally with the pandemic accelerated, this issue. These factors combined with the then 2 million middle-skill jobs that went unfilled in 2019 in the U.S., prompted the goal of focusing on middle-skill jobs.

As we met through 2022, our Workforce Improvement Committee , and the Board at large, discussed job seekers not showing up for interviews, or jobs and leaving jobs without notification. The time and effort employers were putting into hiring and maintaining a workforce was an issue. Some of our larger employers had already started innovative approaches to filling their openings, such as making one job into 2 part-time jobs with flexible hours around school as an example.

In October 2022 of this year, we learned about REWORK AMERICA, which was an Alliance of employers, workforce advocates, and governments working on this issue. Here are some of the partners:



Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

The Board was interested in their research and resulting strategies. At the December 2022, Board meeting, the Board adopted these two-fold strategies to help our area employers find the workforce they need. The Alliance developed “actions” and “tools” which are free to the public to help employers and job seekers transition to a more “skill-based” approach to filling occupations.

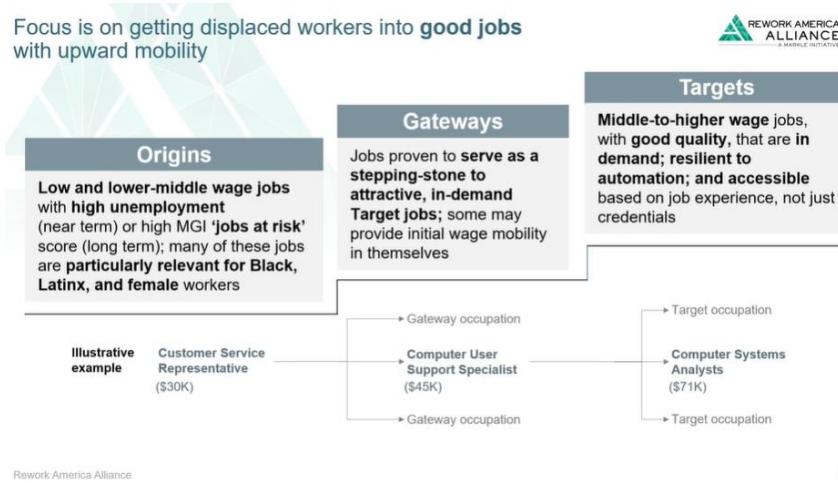
Here's how they developed these tools:

- Identifying promising job pathways for workers to pursue
- Identifying high-quality training programs aligned to skills needed for emerging jobs
- Developing digital tools to help career coaches and other support specialize better serve displaced workers
- Directly engaging employers to drive the adoption of inclusive sourcing and hiring practices and developing tools and resources to help them take actions.

Their basic analysis was that employers were overlooking qualified people who had the skills to do the job but didn't have the job advertised credentials that proved it. Their analysis of job postings also illustrated that employers were asking for credentials and experience that did not specifically fill the skill they needed, thus missing qualified individuals who did not apply because of how the job posting was written.

Simplifying this explanation, many employers developed higher qualifications and experience levels during the Great Recession to cull through a high number of job applicants during this period. These proxies remained in their resume scanning software and job postings; as well as how job seekers wrote their resumes. They were both looking for “proxies” that demonstrated a knowledge and skill they needed. In the second decade of the 21st Century, skills are now the market.

The Board was very intrigued with “gateway” jobs rather than “entry-level” jobs. Because of the job-posting analytics now available, EMSI/Burning Glass, now Lightcast, could actually provide data on what jobs moved on career pathways, and what entry-level jobs churned. This resonated as revisioning our centers for the 21st century, addressing the middle-skill gap by focusing on “gateway” jobs that moved along pathways with higher opportunity and wages. Below is an example of “gateway” versus “entry or origin jobs.” Origin implies that individuals don't necessarily start within an industry and stay on a pathway within one industry. They can and do take their skills laterally across industries. Tarrant County has over 600,000 residents with either some college or a high school education and underemployed residents that could possibly fill Tarrant employer positions. Please see Part 2 Economic and Workforce Analysis on page XX for more of this discussion.



Rework America Alliance

13

Comparison of TWIC, TWC and Board Strategies and Actions

<i>Goal Area 1: Focus on Employers</i>	
Strategy for TWC to Achieve System Goal: Use Third-party, industry-based certifications where relevant as an educational or training outcome to connect graduate competencies to job skill requirements. Start Date of 2020 and End Date of FY2023	
Tx. Workforce Commission Actions with start Date of 2020 and End Date of FY2023 <ul style="list-style-type: none"> • <i>Expand the number of apprentices in underserved populations</i> • <i>Provide training toward industry-based certifications to expand the number of work-ready individuals in high demand occupations.</i> • <i>Increase the number of employers who participate in work-based learning programs.</i> 	
Performance Measure Type and number of third-party, industry-based certifications successfully completed by program participants	
Goal 1, Strategy 1: Workforce Solutions for Tarrant County Actions Start Date of 2019 and End Date of FY2023	
<ul style="list-style-type: none"> ➤ Board's Business Services unit will continue to connect and expand Tarrant apprenticeships by connecting companies offering apprenticeships or apprenticeship type models with the centers to connect underserved populations. <p>2022 Update</p> <ul style="list-style-type: none"> ➤ The Board worked with Automobile Dealers to create an Automobile apprenticeship. ➤ The Board encourages and supports regional and local apprenticeship initiatives such as those at other boards in our area and at Tarrant County Community College. <ul style="list-style-type: none"> ➤ The Board's Workforce Improvement committee added middle-skilled jobs this summer and will continue to seek in-demand industry-based certifications that fill the middle-skill gap while encouraging more training providers to offer industry-based certifications in our initial conversations with potential training providers wanting to get on our training list. <p>2022 Update</p>	

- During 2022 Tarrant County College added 40 trainings to our training provider list. These programs have been in Continuing Education for skills.
- The Board approved the *REWORK AMERICA* strategy for helping employers find more workers with the skills they need. It is basically focusing on worker skill sets rather than traditional proxies such as education level or experience.

Goal 1, Strategy 1: Workforce Solutions for Tarrant County Actions Start Date of 2019 and End Date of FY2023 (continued)

- The Board's Business Services Unit will continue to expand work-based learning programs with employers in high-demand industries, using our successful model developed in the Adult Education and Literacy Program and currently in use in several demand industries. **2022 Update**
 - While Covid impacted this strategy in 2020 through part of 2021, our AEL program has successfully worked with employers
- The Board has purchased and developed a customer relations management (CRM) tool to align all work with employers, both at the Board and center levels, as well eventually with required and community partners, for a higher level of systemic response to employer needs. We also report this as an alignment of system elements.
- This has been very effective even during the past few years. Its greatest impact is on the coordination of contact and services between the Board's business services unit and the contractor's.

Goal Area 2: Engage in Partnerships

1 System Objective Strategy for TWC: Improve rehabilitation employment outcomes by establishing additional partnerships with secondary and postsecondary entities and employers.

Tx. Workforce Commission Actions with Start Date of 2020 and End Date of FY2023

- *Convene representatives from Vocational Rehabilitation, local workforce boards, and workforce center contractors to review current practices and identify effective practices in implementing a coordinated approach to serving employers, and to identify opportunities and strategies for improved coordination and enhanced participant outcomes based on that review.*
- *Develop a plan to implement the effective practices and strategies*
- *Implement the plan, including as necessary, dissemination of guidance, training, and resources*

PERFORMANCE MEASURE: Percentage of consumers participating in integrated work-based learning activities.

Goal 2, Strategy 1: Workforce Solutions for Tarrant County (WSTC) Action with Start Date of 2021 and End Date of FY2023

- **Actively participate in review of current practices and identification of effective practices for a coordinated approach to serving employers, opportunities and strategies for improved coordination and enhanced participant outcomes.**

2 System Objective Strategy for TWC: Create greater access and effective services by promoting collaboration and regional planning.

Tx. Workforce Commission Actions with Start Date of 2020 and End Date of FY2023
<ul style="list-style-type: none"> • <i>Participate in regional discussions with the Texas Education Agency about career pathway expansion opportunities for high school students.</i> • <i>Continue coordination among adult education and literacy, vocational rehabilitation, and local workforce board providers to promote information sharing and integration of program services.</i> • <i>Procure and implement a case management system that further integrates data among multiple programs.</i> • <i>Convene multiple state and community agencies for enhancing services to foster youth.</i> • <i>Rewrite Texas Consumer Resource for Education and Workforce Statistics with expanded analytic tools and more user-friendly navigation.</i>
PERFORMANCE MEASURE: Percentage of individuals co-enrolled in vocational rehabilitation and workforce programs
Goal Area 2: Engage in Partnerships cont.
Goal 2, Strategy 2: Workforce Solutions for Tarrant County (WSTC) Action On-going through 2024
<ul style="list-style-type: none"> • <i>Participate in regional discussions with the Texas Education Agency about career pathway expansion opportunities for high school students.</i> <p>2022 Update</p> <p>The Board staff actively participate with area ISDs on career pathways as well as Region 11. Board staff member</p> <ul style="list-style-type: none"> • <i>Continue to coordinate and expand Industry Academies for adult education and literacy, vocational rehabilitation, and local workforce center participants. board providers to promote information sharing and integration of program services.</i> • <i>Participate in information sharing and integration of program services with TWC</i> • <i>Participate in any new integrated case management system for integrated data use among partners</i> • <i>Participate, if asked, in enhancing services to foster youth convening</i>
3 System Objective Strategy for TWC: Increase access to, referral between, and outcomes of Adult Education programs and services.
<ul style="list-style-type: none"> • <i>Continue coordination among adult education and literacy, vocational rehabilitation, and local workforce board providers to promote information sharing and integration of program services.</i> • <i>Connect more ex-offenders with adult education programs through better developed referral processes and appropriate short-term integrated training options.</i>
PERFORMANCE MEASURE: Percentage of individuals co-enrolled in adult education and workforce programs
Goal 2, Strategy 3: Workforce Solutions for Tarrant County (WSTC) Action on-going and End Date of FY2024
<ul style="list-style-type: none"> • <i>Continue to coordinate and expand Industry Academies for adult education and literacy, vocational rehabilitation, and local workforce center participants. board providers to promote information sharing and integration of program services.</i> • <i>Continue to direct more ex-offenders into middle-skill occupations are in-demand and provide short-term integrated training options such as Heavy Equipment Operators</i>

Goal Area 3: Align System Elements

4 System Partner Strategy for TWC: Enhance transition services for students and youth with disabilities to competitive integrated employment or to postsecondary education and training followed by competitive integrated employment.

- Achieve full implementation of the Pathways to Careers Initiative, including implementation of additional strategies to facilitate delivery of preemployment transition services to students with disabilities.
- Review policy, strategies, and services implemented from fiscal years 2016–2021 to refine policy, and to identify best and promising practices.
- Develop a plan to replicate best and promising practices and, as necessary, to refine policy, strategies, and services.

Goal Area 3: Align System Elements

- Implement plan to replicate best and promising practices and refine policy, strategies, and services.

PERFORMANCE MEASURES:

- Percentage of students and youth with disabilities who participated in transition services and subsequently enrolled in postsecondary education and training
- Percentage of students and youth with disabilities who participated in transition services and subsequently entered competitive integrated employment

Goal 3, Strategy 4: Workforce Solutions for Tarrant County (WSTC) Action on-going

- Continue to coordinate with Voc-Rehab for the mutual benefit of our customers as well as introduce our on-line opportunities such as Career Coach to help students and youth explore career pathways and choose training and postsecondary education opportunities as well as training that is Board supported.

Goal Area 4: Improve and Integrate Programs

1 System Partner Strategy for TWC: Employ enhanced or alternative program and service delivery methods.

System Objective Strategy for TWC: Identify and implement new, relevant technology and service delivery operations to expand program and service outcomes.

- Continue self-service options for professional development for child care providers.
- Expand rural service delivery options through the use of mobile units and new affiliate sites.
- Direct students to multiple available training and career path options with onsite support at public middle and high schools.
- Expand the use of technology for providing online services such as job fairs, eligibility determination, or other interactions.

PERFORMANCE MEASURE:

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<ul style="list-style-type: none"> • Utilization of labor market information products • Utilization of self-service options • Utilization of online professional development courses
Goal 4, Strategy 1: Workforce Solutions for Tarrant County (WSTC) Action on-going and End Date of FY2024
<ul style="list-style-type: none"> • Continue self-service options Child Care • Introduce and continue to promote Career Coach portion of our Board website to public middle and high school through Region 11 and 21 ISDs; as well as other virtual services • Continue the use of online job fairs, eligibility determination and other interactions begun in 2020.

Goal Area 4: Improve and Integrate Programs
2 System Partner Strategy for TWC: Employ enhanced or alternative program and service delivery methods
System Objective Strategy for TWC: Increase competitive integrated employment outcomes by increasing awareness of vocational rehabilitation services and better serving underserved populations.
<ul style="list-style-type: none"> • With the Rehabilitation Council of Texas, jointly conduct the triennial comprehensive statewide needs assessment to assess vocational rehabilitation services to currently identified underserved populations and identify new underserved populations, if any. • Build provider capacity to effectively serve underserved populations through identification of new providers where needed for specific services, populations, and/or geographic areas. • Revise provider standards as needed to increase efficiency and effectiveness of services to underserved populations. • Increase training and communication to providers to support implementation of revised standards and build provider capacity. • Develop new or revised services and/or service delivery methods to increase effectiveness of service delivery and achievement of employment outcomes for underserved populations. • Implement new or revised services and/or service delivery methods.
PERFORMANCE MEASURE:
<ul style="list-style-type: none"> • <i>Percentage of consumers served who have identified as veterans with disabilities</i> • <i>Percentage of consumers served with intellectual and developmental disabilities, mental health conditions, autism, and deaf blindness who subsequently enter competitive integrated employment</i>
Goal 4, Strategy 2: Workforce Solutions for Tarrant County (WSTC) Action
<ul style="list-style-type: none"> • Participant as requested in the above actions

- Enhance and expand the Board's virtual program and service delivery methods envisioned in 2019 and brought forth in 2020. These include virtual labor market data, career exploration and within the center virtual case management and paperless systems where possible to make services and communication exchange as effortless as possible while maximizing interaction and hopefully outcomes. Data is being gathered at the current time for reporting to the Board later this year.

Goal Area 4: Improve and Integrate Programs

23System Partner Strategy for TWC: Employ enhanced or alternative program and service delivery methods

3 System Objective Strategy for TWC: Enhance quality of and increase access to quality child care to support parents in obtaining and retraining employment

- Increase the number of child care providers certified as meeting Texas Rising Star or other recognized quality rating and improvement system standards in the child care system.
- Facilitate the employment outcomes of parents receiving subsidized child care services.
- Implement Texas Rising Star Assessor Certification

PERFORMANCE MEASURE:

- *Percentage of child care providers who are certified as Texas Rising Star providers*
- *Entered employment rate of parents receiving child care*
- *Employment retentions rate of parents receiving child care*

Goal 4, Strategy 3: Workforce Solutions for Tarrant County (WSTC) Action

- Expand TRS providers through continued growth and program supports.
- Continue the increase of Texas Workforce Registry in Tarrant Co. and provide assistance as needed, as implementation continues across the state.
- Participate in All our Kin Family Child Care Policy cohort
- Explore community options for loss of 4 yr. olds to full day pre-K
- Continue to support Early Education Apprenticeship in Tarrant County

C. Ensuring a High-Performance Board

As described in the section on 2021-2024 planning cycle, strategies were woven into the Board's goals in 2021 and were overseen by a Board committee which the goal is assigned.

The Tarrant County Workforce Development Board, d.b.a. Workforce Solutions for Tarrant County (WSTC) has integrated its Strategic Goals into the work of its Board Committees. These committees also oversee, through their assigned goals, the performance of the Board-not only in our goals, but in performance, policy, and administration. The committees then report out to the full Board the meetings of the committee as consent agenda action items that can be pulled and discussed by a Board member at full meetings.

Additionally, any major action, such as policy change, contract approvals, etc. are report out separately as an action item on the Board's agenda. These agendas are published, and any public comment is asked for by the Chair of the Board at the start of the Board meeting prior to any discussion or vote. This process makes it clear

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to any public interested in the action, be it policy or program recommendation, that such vote will take place as well as maintains an easily found historical record if needed. This was instituted to allow more time for discussion and deliberation of topics by board members in the committee setting than a Board meeting can provide.

There were no changes to the Board's strategies to meet local performance goals.

Part 2. Economic and Workforce Analysis

A. Employment Needs Analysis and Regional Economy

Section 1: Tarrant County Employment Needs Analysis

Review of population, education, and underemployment covered under
C. Labor Force Analysis and Trends page 52.

Overview:

Existing Targeted Industries' Economic, Employment, and Skill Needs

The Tarrant Board looks for a combination of impact to the economy, job growth, earnings, and specialization in the region to classify its demand industries. The Board has established target industry sectors that serve dual purposes. This approach serves our economic engine industries while still being relevant to the smaller businesses who often used our centers.

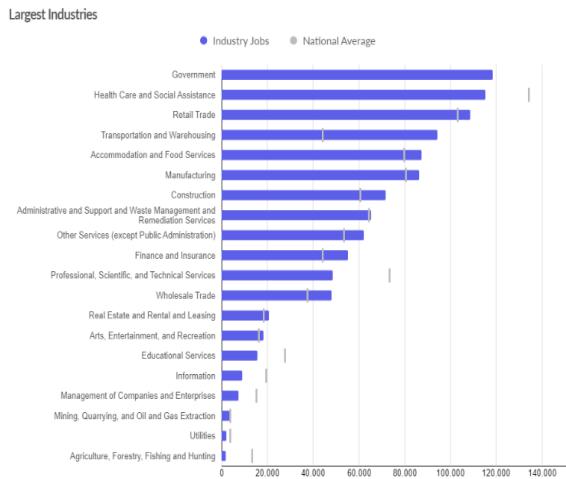
- 1) They identify major areas of our economy and serve the larger companies within them. There are consortiums of employers attached to these sectors or groupings in Tarrant County either by the Board or other economic or educational entities.
- 2) The skill needs serve to supply a broad array of other sector businesses within the same 2-digit level sector as each of the lead 4-digit sectors named. For example, 3364 Aerospace Product Parts and Manufacturing is representing Advanced Manufacturing in Tarrant County that includes automobile manufacturing; and the skill needs of the larger Tarrant manufacturing industry that is represented across 31-33 Manufacturing. The Board groups its target occupations list by the sector titles below.

Tarrant Target Industries

1. **Advanced Manufacturing** (this includes Engineering)
2. **Business Administration and Support** (this includes the back-office occupations of Accommodation, Government, and Finance and Professional and Technical Services, except Information Technology)
3. **Construction** (this includes Utility and Highway construction and maintenance)
4. **Education** (one teaching occupation is used here as a proxy for teaching occupations)
5. **Health Care** (this includes Physicians and Dental Offices as well as Surgical and Medical Hospitals)
6. **Information Technology**
7. **Logistics** (this includes Transportation and Warehousing)

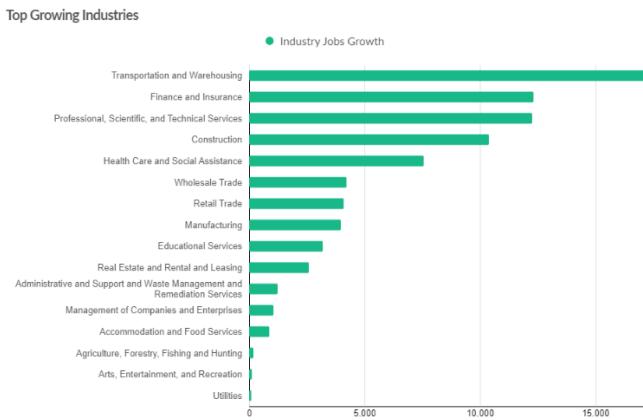
Criteria for Inclusion as a Target Industry

This graph shows our **largest industries** and national averages for an area our size. Updated chart, 4th Qtr. 2022



Lightcast, 4th Qtr. 2022

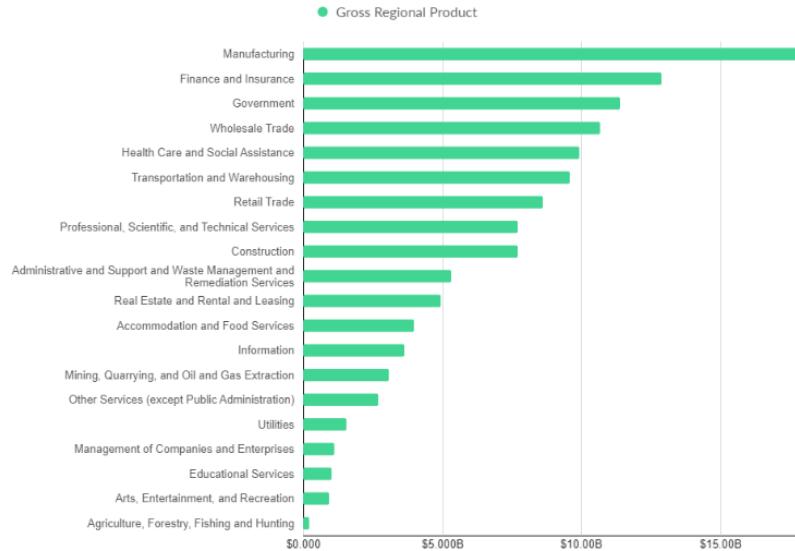
The chart on the following pages shows the industries with the **largest growth** Updated chart, 4th Qtr. 2022



Lightcast, 4th Qtr. 2022

We then look at both the location quotient or concentration in the Tarrant area compared to the National Average and Gross Regional Product. This graph on the next page demonstrates why manufacturing, particularly advanced manufacturing, is so important to our region. Updated chart, 4th Qtr. 2022

Top Industry GRP

Lightcast, 4th Qtr. 2022

We also look at wages, especially as earnings per worker has continued to increase, as well the county's cost of living. Updated chart, 4th Qtr. 2022

Top Industry Earnings

Lightcast, 4th Qtr. 2022

As stated, the Board seeks to serve the broadest level of businesses for the continued growth and support of our economy. Online profiles of Tarrant County workers, mention 118,989 companies as employers. In 2022, 21,634 companies in Tarrant County, TX posted job postings, with the top ten appearing on the next page.

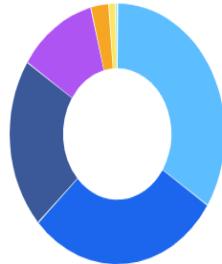
Top Ten Companies job posting for Tarrant County-Updated chart, 4th Qtr. 2022

Top Companies	Profiles	Top Companies Posting	Unique Postings
Lockheed Martin	9,536	Seasoned	6,133
American Airlines Group	7,291	Texas Health Resources	4,935
Texas Health Resources	4,689	Lockheed Martin	4,111
University of Texas At Arlington	4,152	HCA Healthcare	3,641
Tarrant County College	3,880	Cook Children's Health Care System	2,635
Fort Worth Isd	3,851	Marriott International	2,275
Walmart	3,591	Randstad	2,098
Amazon	3,069	Deloitte	1,811
Bell Textron	2,860	JPS Health Network	1,704
Alcon	2,492	Baylor Scott & White Health	1,361

Lightcast, 4th Qtr. 2022

Below is a chart of Tarrant County's Business' by size-Updated chart, 4th Qtr. 2022

Business Size



	Percentage	Business Count
1 to 4 employees	34.1%	24,140
5 to 9 employees	29.0%	20,492
10 to 19 employees	21.1%	14,932
20 to 49 employees	11.8%	8,350
50 to 99 employees	2.7%	1,909
100 to 249 employees	1.0%	694
250 to 499 employees	0.2%	155
500+ employees	0.1%	99

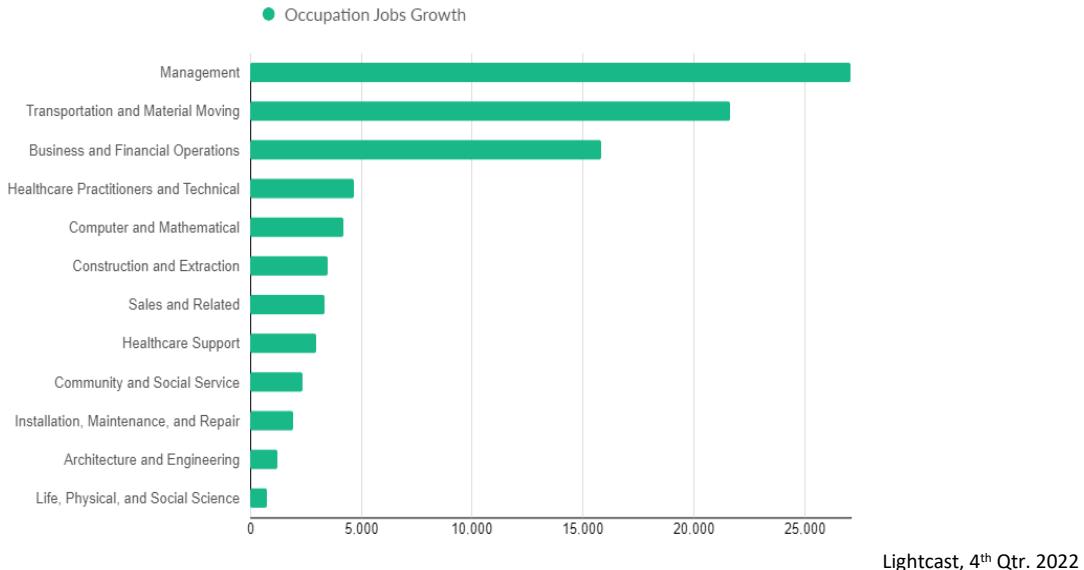
*Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

Lightcast, 4th Qtr. 2022

Over 84% of our businesses have 19 or less employees, which accounts for 69,564 businesses.

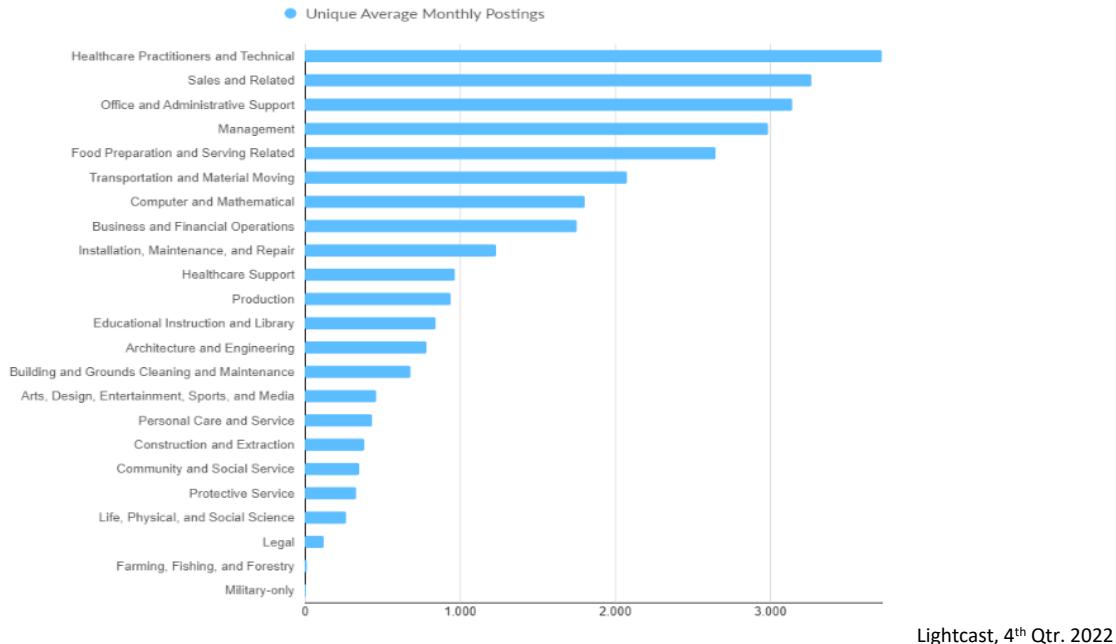
Our top growing occupations by occupational groupings are: Updated chart, 4th Qtr. 2022

Top Growing Occupations



The top posted occupations by Unique Average Monthly Postings are: Updated chart, 4th Qtr. 2022

Top Posted Occupations



2023-2024 Update by Industry Sector and Occupational Groupings Updated chart, 4th Qtr. 2022

Advanced Manufacturing/Engineering Updated , 4th Qtr. 2022

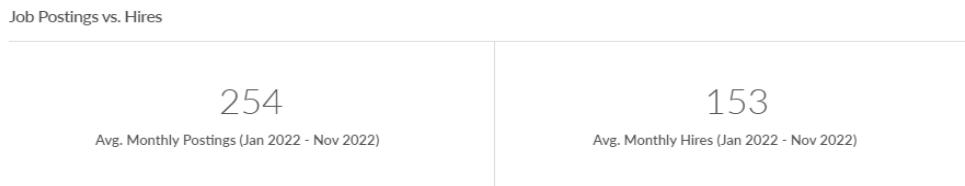
Advanced Manufacturing/Engineering is led by (3364) *Aerospace Product and Parts Manufacturing*. This sector has the largest number of manufacturing jobs in Tarrant County at 23,177 jobs in 2022 and a 4% growth rate. The changes in skills needed in advanced manufacturing are being driven by automation and new occupations that combine skills that were previous in separate occupations. A primary example of this is discussed in the skills section related to floor technicians. This growth does not reflect a new government contract that one of our major aerospace companies has just received.

This sector is supported by three levels of occupations on the Board's list. These are *Engineering, Industry-wide Technical Competencies* ([Career One-Stop Aerospace Competency Model term](#)) and *Information Technology*, which is found in its own category because of its importance to all industry and business.

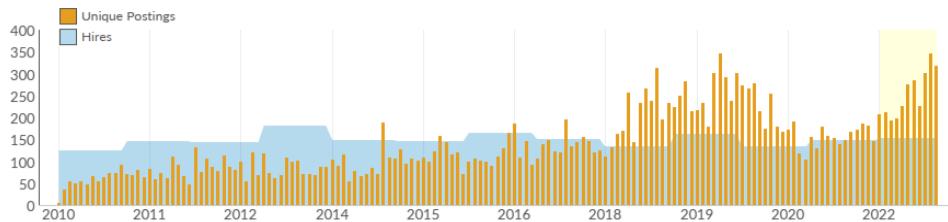
Engineering Updated chart, 4th Qtr. 2022

These jobs include *Aerospace Engineer, Civil Engineers, Electrical Engineers, Industrial Engineers, and Mechanical Engineers*. The charts on the next page demonstrate the job posting and unique hires from January 2022 to November 2022, as the economy and jobs were more stable in the past year.

Engineering Occupations Updated chart, 4th Qtr. 2022



In an average month, there were 254 newly posted job postings for 4 Occupations, and 153 actually hired. This means there was approximately 1 hire for every 2 unique job postings for 4 Occupations.



Occupation	Avg Monthly Postings (Jan 2022 - Nov 2022)	Avg Monthly Hires (Jan 2022 - Nov 2022)
Civil Engineers	87	60
Electrical Engineers	70	30
Mechanical Engineers	53	46
Aerospace Engineers	43	17

Lightcast, 4th Qtr. 2022

The chart below demonstrates the frequency of total and unique job postings for these occupations as well as the median days on posting duration.

2022 Specialized Skill Update Updated chart, 4th Qtr. 2022

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Electrical Engineering	635	23%	616	10%
Civil Engineering	565	20%	317	5%
Mechanical Engineering	538	19%	932	15%
AutoCAD	482	17%	906	14%
Systems Engineering	410	15%	557	9%
Aerospace Engineering	339	12%	570	9%
Construction	313	11%	354	6%
Computer-Aided Design	309	11%	544	9%
Engineering Design Process	304	11%	179	3%
Project Engineering	300	11%	454	7%

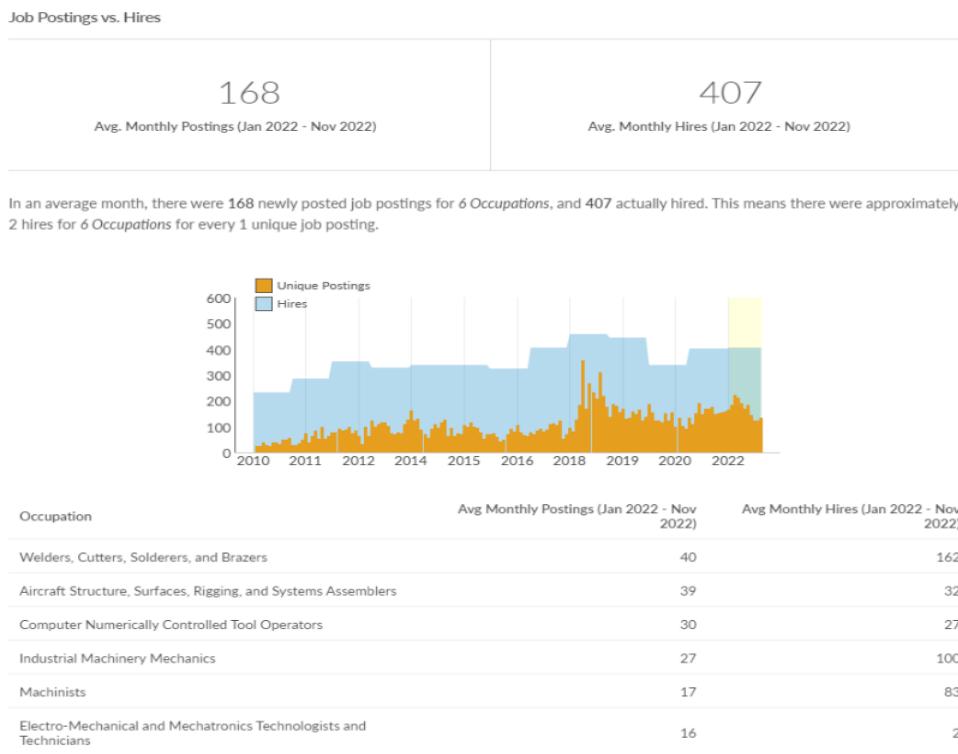
Lightcast, 4th Qtr. 2022

NOTE: Updated , 4th Qtr. 2022 **Civil Engineering** is found under **Construction** on the Board's target list. As was noted in the original plan, **Aerospace Product and Parts Manufacturing** and **Utility System Construction** also hire this occupation. Engineering jobs are included because of their importance to Advanced Manufacturing and Construction. These occupations cover dislocated workers who need a skill up-grade to be competitive in the workforce as well as serve as career pathway occupations for technicians as noted under our enhanced middle-skill job strategy outlined earlier.

Industry-wide Technical Competencies Updated, 4th Qtr. 2022. The Tarrant board staff a regional [Aerospace Consortium](#) for the 16 county region of the Dallas, North Central and Tarrant County Board area. Since 2005, Bell Inc., Lockheed Martin and Trimph Aerostructers-Vought Aircraft Division have led this consortium. The consortium was developed to help ensure a talent pipeline for the Aerospace industry in the north Texas region and is part of the larger Regional Workforce Leadership Council (RWLC) in which all three boards staff critical industry consortiums in our region.

In their first project, the Aerospace Consortium developed of a basic aerospace training program curriculum to meet the needs of new government contracts in the area. That was updated in 2018 under the occupation of **Aircraft Structure, Surface, Rigging and Systems Assemblers under the title of Basic Aerospace Worker**. A steady group of graduates from this program and been hired by both the major companies and thier suppliers. As seen on the next page, while job postings are low, hiring for this occupation averages 32 individuals a month. A major aerospace company in our region has won a large federal contract. Typically, if a major company is hiring, they will draw from suppliers and suppliers will need new workers.

Industry-wide Technical Occupations Updated chart, 4th Qtr. 2022



Lightcast, 4th Qtr. 2022

In the 2021 plan, the consortium authorized research into curriculum and training providers for the skill sets in Mechatronics as well as a review of its demand beyond their group. A group of employers led by Bell Flight, under the direction of the Aerospace Consortium, worked with Board staff to develop curriculum in the North Texas region for CTE, P-Tech programs. Other participants included Texas Instruments and Flex-N-Gate as previously mentioned. After this research with strong employer support, the Board added (17-3041) Electro-mechanical technician to our target listing June 2020. This occupation's skill description most accurately captured what advanced manufacturers in our area were telling us was a critical skill set. As mentioned job posting for this occupation are still posted under other names so the true demand is, in our view, not seen accurately in the data.

However, in 2022 Region 10 Educational Center for K-12 adopted Industrial Machinery Mechanic as a career pathway and the community college also used this occupational title for a 2 year training program they had. After the disruption of global supply chains during the 2020 Pandemic, many manufactureres returned to domestic production equipment and needed a new supply of individuals to maintain them. Thus the Board returned Industrial Machinery Mechanic to its Target list, to work efficiently with our educational pipeline, but still see it and Mechatronics as interchangeable for the purpose of training programs. It is up to the specific employer need. Mechatronics is the basis of the skill sets for Robotics and Drones. The Tarrant Board signed a letter of support requested by Texas Instruments for a Region 10 Educational Service Center TEA Perkins Reserve Grant grant for Electrical Engineering course work as a related pathway.

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Another occupation that Aerospace, especially Bell Inc., has worked to develop programs to ensure skilled talent is CNC Operator. A large number of these individuals are have retired. This occupation is also highlighted in the Aerospace Regional and National Demand Study for Agile Curriculum showing at average demand, low supply in our region due to retirements. **NOTE:** While demand for this occupation remains, forecast demand shows declining employment for this occupation has been moved, as of April 2023, to our Demand List which demonstrates current demand, but lower future demand. The Demand List requires an employer to sign a letter that they have currnt openings for this occupation.

2022 Top Specialized Skill Updated chart, 4th Qtr. 2022

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Hand Tools	365	20%	12	1%
Machining	292	16%	70	4%
Machinery	283	15%	40	2%
Computer Numerical Control (CNC)	228	12%	104	6%
Lathes	222	12%	53	3%
Welding	221	12%	50	3%
Tooling	221	12%	34	2%
Blueprinting	215	12%	15	1%
Calipers	202	11%	9	0%
Power Tool Operation	182	10%	6	0%

Lightcast, 4th Qtr. 2022

Business Management and Administration Updated, 4th Qtr. 2022

Business Management/Administration is led by (5221) *Depository Credit Intermediation*. This group title allows the board to serve a broad spectrum of our businesses, large and small, as this sector title encompasses administrative functions across industries.

This Board sector contains entry-level to bachelor and master degreed jobs. The higher educational occupations often serve dislocated workers who lost a job and need a skill upgrade to be competitive in the market place again. The lower-level occupations are often the one sought by our customer base with little work history but would like to get into an office or business setting and career pathways. It makes sense therefore to break this large grouping by management, technical, and entry. But, as noted earlier in our middle-skill strategy section, not all entry-level jobs are the same. Business Occupations continue to demonstrate that general entry-level skills are being automated, with specific skills are more likely to be “gate-way jobs” to higher paying jobs on a career pathway. This can be seen in the Board’s Administrative Support section.

This broader sector title also encompasses the Board’s training support of **Hospitality Industry**. The support of the industry’s facility maintenance, personal services and culinary needs are being met through strategic alliances with area ISD’s Hospitality, Cosmetology, and Culinary CTE programs.

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Management Updated, 4th Qtr. 2022

The occupations on our target list that we placed into this category are, General and Operational Managers, Management Analyst, Project Management Specialist and Business Operations Specialist, All Other, and Financial Analyst. If we break the occupations down by the ONET Career Pathways, these are what **the job posting analytics** look like for the past year in these occupations for Business Management/Analytics as presented by or Target Occupations. Updated chart, 4th Qtr. 2022



In an average month, there were **746** newly posted job postings for **5 Occupations**, and **2,016** actually hired. This means there were approximately 3 hires for **5 Occupations** for every 1 unique job posting.



Occupation	Avg Monthly Postings (Jan 2022 - Nov 2022)	Avg Monthly Hires (Jan 2022 - Nov 2022)
General and Operations Managers	295	1.162
Project Management Specialists	142	272
Management Analysts	141	235
Financial and Investment Analysts	108	92
Business Operations Specialists, All Other	59	254

Lightcast, 4th Qtr. 2022

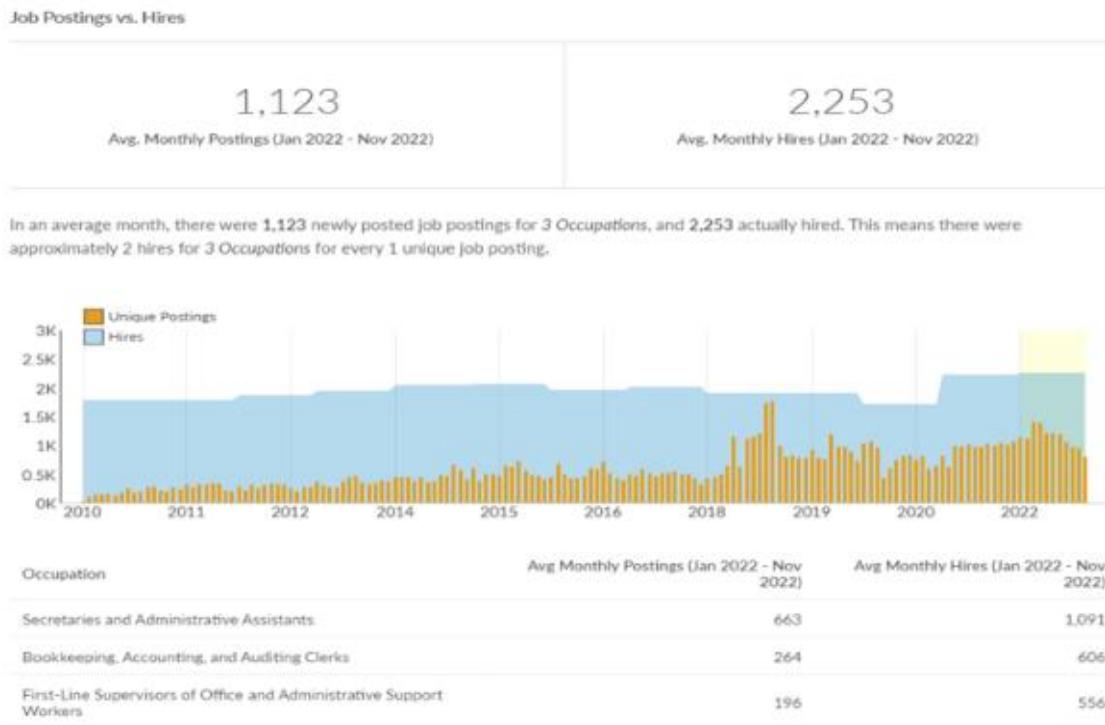
2022 Specialized Skills Update Updated chart, 4th Qtr. 2002

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Finance	1,481	20%	2,059	5%
Accounting	1,262	17%	2,048	5%
Project Management	931	12%	4,082	9%
Operations Management	915	12%	6,702	15%
Financial Analysis	840	11%	2,271	5%
Auditing	781	10%	1,795	4%
Marketing	713	9%	4,867	11%
Process Improvement	693	9%	3,886	9%
Financial Statements	566	8%	1,003	2%
Data Analysis	549	7%	2,021	5%

Administrative Support Updated chart, 4th Qtr. 2022

Administrative Support is led by (5221) Depository Credit Intermediation and various others as it covers all back-office needs of all of our industries, from Aerospace, Healthcare, Hospitality, Construction, and Logistics. This industry designation is an occupational group under-going job loss due to automation and demonstrates the need to re-think entry-level versus gateway jobs. The Board removed Office Clerks, General and Customer Service Representatives from our Target List due to their low projections of growth, high automation index, and lack of growth on a career pathway. These jobs represented the example of what is routine, can be automated. All office personnel use computers and the need for a general office clerk is disappearing as well as customer service representatives in general. While “customer service” is a highly sought after “skill,” the occupation is becoming highly automated with far less need for the human that answers the phone or greets the customer. At this time, our list still contains Secretaries, although they are showing losses. This occupation is morphing more into Office Manager/Travel Manager. The committee overseeing this, voted to wait to see what the 2023 economy brought before removing further jobs. Bookkeepers /Accounting Clerks and First line Supervisors of Administrative Support Staff still remain on this list at this time.

Job Posting Intensity Updated chart, 4th Qtr. 2022



Updated chart, 4th Qtr. 2022

2022 Specialized Skills Update Updated chart, 4th Qtr. 2022

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Accounting	2,834	23%	2,865	8%
Invoicing	2,596	21%	1,966	5%
Accounts Payable	1,974	16%	2,782	8%
Administrative Support	1,647	13%	1,352	4%
Billing	1,624	13%	1,462	4%
Accounts Receivable	1,616	13%	2,383	6%
Data Entry	1,611	13%	2,231	6%
Bookkeeping	1,186	10%	1,536	4%
Front Office	1,116	9%	708	2%
Auditing	1,103	9%	1,365	4%

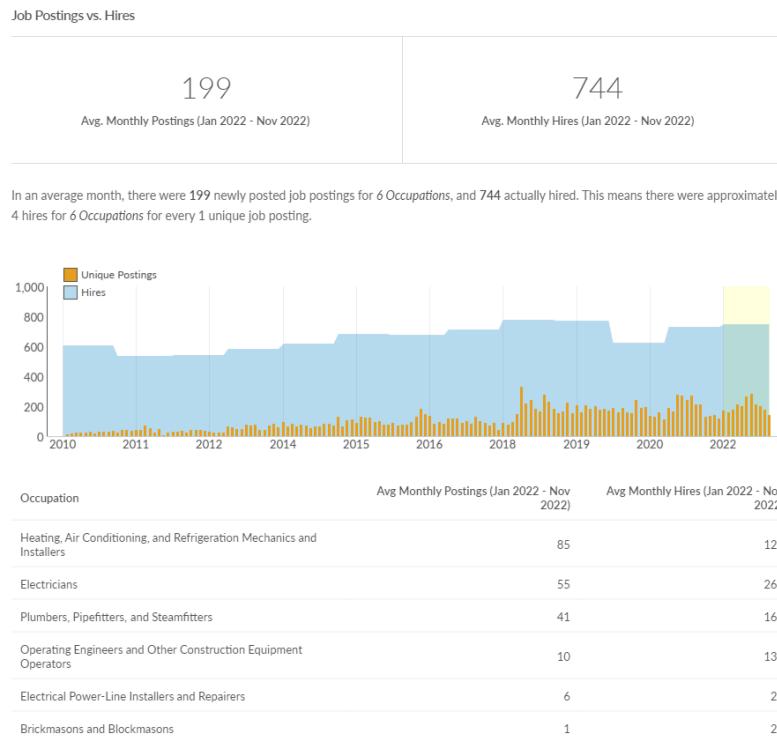
Construction led by two 4-digit sectors, (2371) Utility System Construction and (2373) Building Equipment Contractors. All forms of construction: residential, commercial and infrastructure has been booming. The COVID19 pandemic of 2020 has only seemed to accelerate infrastructure construction. The Board concentrates its efforts in commercial and infrastructure construction.

The occupations in our construction sector are traditional HVAC, plumbing, electrical and brick masonry. Our training program support for brick masons has discontinued. *It is anticipated that this occupation will be removed from the target list in Spring 2023* after the Construction Consortium meets. This occupation also has a high automation index with machines already in existence that can do this job commercially. The occupation shows 37 hires for every 1 job posting for this occupation. The negative projected growth for the past several years makes this occupation a prime candidate for removal from the Target List and placed on the current Demand List. Please see page 14 for the discussion of how individuals with experience in these occupations, within the new Gateway Occupation Strategy, can use these tools to find pathways with more opportunity based on their past skills as a Brick mason.

In 2020, Operating Engineers and Other Construction Equipment Operators were added, because of demand and a program spear-headed at Tarrant County College by the Association of Black Contractors who helped place individuals with the training. The graduates from this program had high marks for it and we look forward to its continuation. In 2022, Tx-DOT targeted this training for its contractors in an effort to help them find the workers they needed for their Tx-DOT contracts. The Board has worked with Tx-DOT and Tarrant County College on this project and the first class is slated to start on March 2023.

Electrical Power-Line Installers and Repairers was also added in June 2020, because a program was now at Tarrant County College. Also in 2022, Tarrant County College reached out to the Board to help support other

people in this class which is co-sponsored by a major power provider for the metroplex. This class runs for 2 semesters and covers-powerline skills as well as weather and basic and advanced electricity knowledge for the students. This first class including WIOA sponsored students is scheduled for graduation in May 2023.



Updated chart, 4th Qtr. 2022

2022 Specialized Skills Update Updated chart, 4th Qtr. 2022 below

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
HVAC	888	41%	373	14%
Plumbing	529	24%	105	4%
Hand Tools	324	15%	10	0%
Preventive Maintenance	280	13%	33	1%
Electrical Wiring	267	12%	91	3%
Electrical Systems	226	10%	21	1%
Construction	225	10%	121	5%
Power Tool Operation	216	10%	20	1%
Blueprinting	202	9%	10	0%
Ventilation	172	8%	11	0%

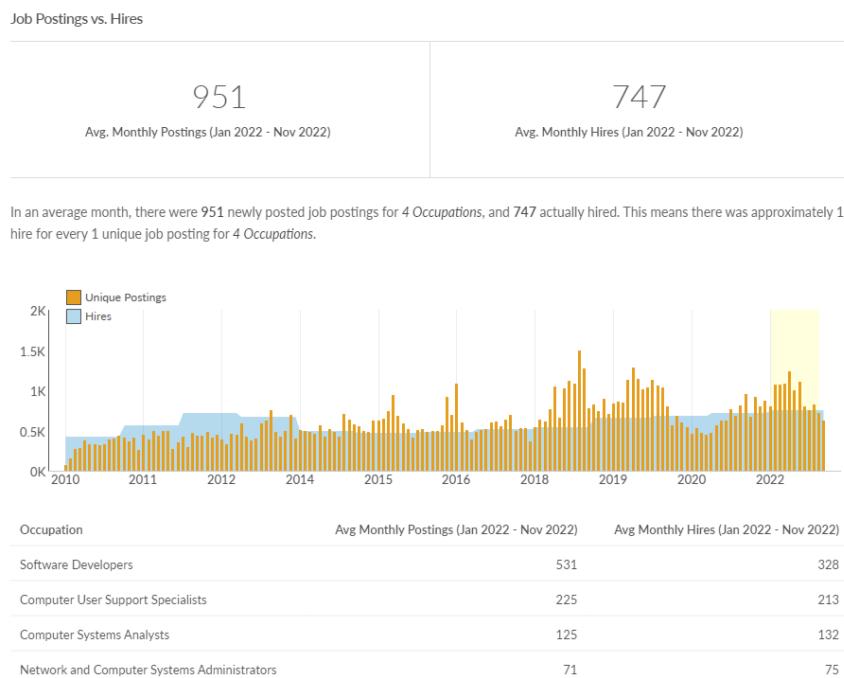
Education, 4th Qtr. 2022 led by (6111) *Educational Services (Private and Public)*. Because of the population growth in our area, there continues to be high demand for primary and secondary school teachers. The Board uses one occupation as a place holder to provide additional hours to dislocated workers changing to education from other industries but need additional class or subject hours to meet the educational requirements in order to gain a teaching certificate.

This is done on a case-by-case basis. It is anticipated that this may increase due to retirements from the classroom as a result of COVID19. Many teachers have chosen to leave education due to heightened stress and restrictions due to the Pandemic. In October 2020, several major ISD's had huge needs for substitutes which seems to be continuing. This seems to be continuing.

Information Technology Updated chart, 4th Qtr. 2022

Information Technology led by (5415) *Computer Systems Design and Related Services*. This sector had a 102% growth rate over the period of 2018 to 2024. As a sector, it has a low location quotient of .62 (100 or above indicate the national presence of these jobs within a similar region in the United States) in Tarrant County which indicates it is not a major sector for Tarrant County. These occupations are in high demand across sectors.

2022 Information Technology Update Updated chart, 4th Qtr. 2022



The occupations within this sector are in high demand within Aerospace Product and Part Manufacturing, Education, Hospitals and Depository Credit Intermediation. During 2021, this sector is due for review and updating of occupations. It is anticipated the Data Security will be added.

2022 Specialized Skill Update Updated chart, 4th Qtr. 2022

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Computer Science	920	17%	103	0%
Technical Support	875	17%	2,326	11%
Operating Systems	856	16%	998	5%
Help Desk Support	818	16%	1,627	7%
Active Directory	695	13%	1,602	7%
Automation	544	10%	624	3%
Agile Methodology	527	10%	593	3%
SQL (Programming Language)	475	9%	1,434	7%
Microsoft Office 365	464	9%	269	1%
Business Process	437	8%	531	2%

Healthcare

Healthcare Updated chart, 4th Qtr. 2022 is led by (6211) *Offices of Physicians*. Our Healthcare industries and occupations are led by Offices of Physicians with a growth of 30% between 2020-2030. If we break the occupations down by the ONET Career Pathways, these are the what **the job posting analytics** look like in 2022 in the Therapeutic/Diagnostic Services occupations on our current Target Occupations List. Because of the very tremulous last three years in the Healthcare industry. Occupational needs have changed as this sector has been on the front-line of public health. These occupations while led by Offices of Physicians include occupations in General Medical and Surgical Hospitals and Offices of Dentists.

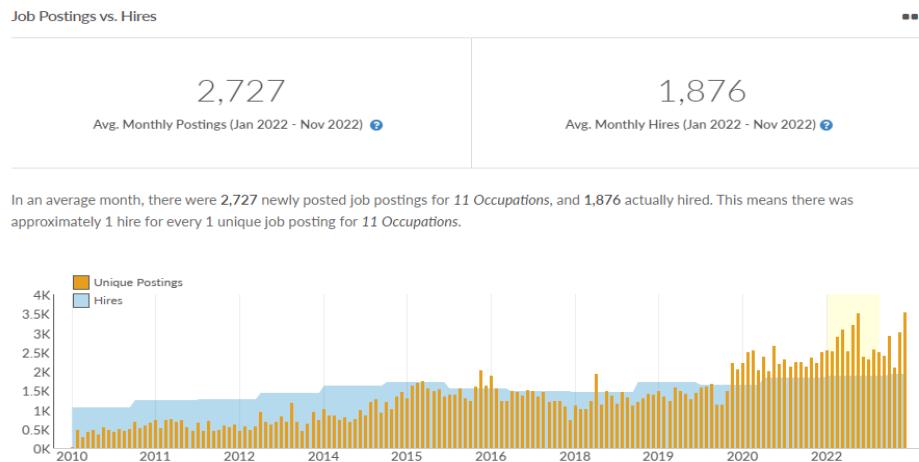
2023 Update-Therapeutic Occupations Updated chart, 4th Qtr. 2022

Occupation (SOC)	Total/Unique (Jan 2022 - Nov 2022)	Posting Intensity	Median Posting Duration
Registered Nurses	68,978 / 19,196	4 : 1	24 days
Licensed Practical and Licensed Vocational Nurses	8,439 / 2,785	3 : 1	26 days
Medical Assistants	8,026 / 2,510	3 : 1	30 days
Nursing Assistants	9,643 / 2,173	4 : 1	27 days
Dental Assistants	3,321 / 941	4 : 1	36 days
Radiologic Technologists and Technicians	4,593 / 901	5 : 1	25 days
Surgical Technologists	2,281 / 667	3 : 1	24 days
Respiratory Therapists	1,694 / 502	3 : 1	25 days
Physical Therapist Assistants	2,500 / 407	6 : 1	24 days
Emergency Medical Technicians	858 / 237	4 : 1	24 days

These occupations are Dental Assistant, Dental Hygienist, Licensed Vocational and Practical Nurse, Medical Assistant, Nursing Assistant (Certified and includes EKG and Phlebotomy for Patient Care Technicians), Physical Therapy Assistant, Radiologist Technician (Diagnostic), Registered Nurse, Respiratory Technician, and Surgical Technician.

Ambulatory Healthcare (of which Office of Physicians reside) has grown because of population growth, the increasing need for services, either post-operative or in lieu of hospital services because of healthcare costs.

2023 Job Posting Intensity Updated chart, 4th Qtr. 2022



Job Posting Intensity chart cont.

Occupation	Avg Monthly Postings (Jan 2022 - Nov 2022)	Avg Monthly Hires (Jan 2022 - Nov 2022)
Registered Nurses	1,717	460
Licensed Practical and Licensed Vocational Nurses	248	205
Medical Assistants	223	310
Nursing Assistants	195	457
Radiologic Technologists and Technicians	89	34
Dental Assistants	85	239
Surgical Technologists	60	28
Respiratory Therapists	44	20
Physical Therapist Assistants	37	37
Emergency Medical Technicians	19	26

2022 Specialized Skill Update Updated chart, 4th Qtr. 2022

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Nursing	16,660	55%	2,806	14%
Nursing Care	5,997	20%	268	1%
Cardiopulmonary Resuscitation (CPR)	4,362	15%	1,314	7%
Nursing Process	3,724	12%	103	1%
Nursing Practices	3,396	11%	28	0%
Vital Signs	3,253	11%	732	4%
Medical Records	3,217	11%	603	3%
Infection Control	2,859	10%	157	1%
Care Coordination	2,839	9%	253	1%
Intensive Care Unit	2,757	9%	813	4%

The occupations with median hourly earnings of under \$20.00/hr. is not sustainable in our current economy. The lowest of these is Nursing Assistants, which has been offset for some time by always adding EKG and Phlebotomy skills to this training, making them Patient Care Technicians at the local hospitals. Using this occupation, with the lowest median wage at \$14.56 per hour, the use of gateway occupations allows us to help Nursing Assistants better consider their options. See below.

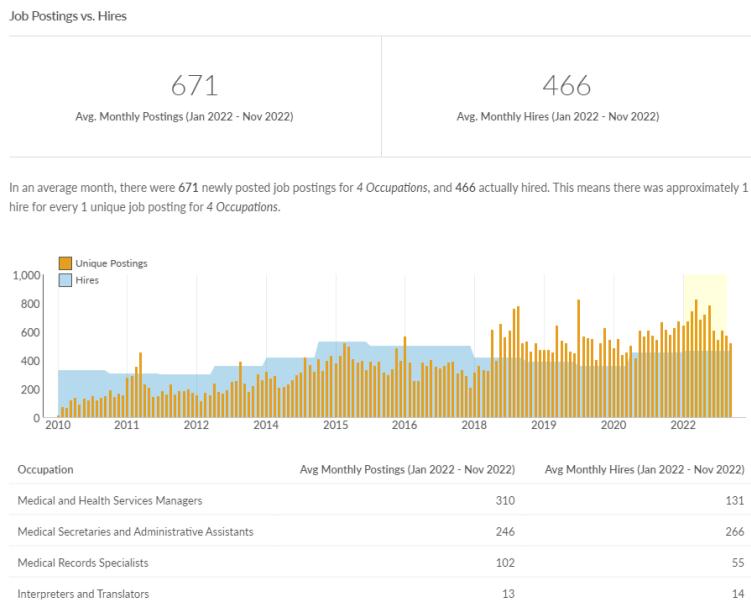


The table below shows the top next-step jobs. Select a job to view skill gaps between Nursing Assistants and your selected occupation.

Occupation	Category	Relevance	Avg. Unique Monthly Listings from Jan 2022 - Dec 2022	Mean Salary Diff.
Registered Nurses	Lateral Advancement	78%	1,732	+\$78,161
Licensed Practical and Licensed Vocational Nurses	Lateral Advancement	75%	252	+\$24,698
Health Education Specialists	Lateral Advancement	72%	23	+\$24,790
Surgical Assistants	Lateral Advancement	70%	4	+\$20,087
Healthcare Practitioners and Technical Workers, All Other	Lateral Advancement	70%	1	+\$20,087
Health Information Technologists and Medical Registrars	Lateral Advancement	70%	0	+\$20,087
Medical and Health Services Managers	Lateral Advancement	69%	307	+\$60,983
Timing Device Assemblers and Adjusters	Lateral Advancement	69%	0	+\$22,432
Cardiovascular Technologists and Technicians	Lateral Advancement	65%	46	+\$41,352
Medical Dosimetrists	Lateral Advancement	64%	0	+\$8,986

The four occupations not represented above that are on the Board's target list are in Health Informatics Medical Records and Health Information Technicians, Medical Secretaries, and Interpreters/Translators

Updated chart, 4th Qtr. 2022



Hospitality/Tourism Updated, 4th Qtr. 2022

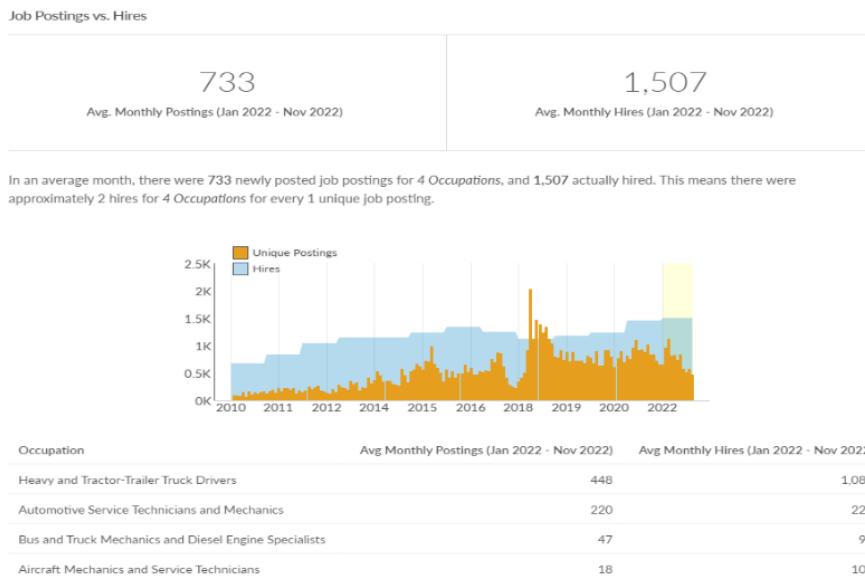
As stated earlier, **Hospitality/Tourism** is supported by the Board in its Business Management and Administration occupations, which are found under Business Management/Administration. This industry is quite large in the North Texas area as the area has become a destination due to our airports, attractions, and climate. Hospitality/Tourism was one of the industries hardest hit in March/April 2020 with layoffs due to the Pandemic; however, industry analysts, predicted that as soon as this eased, the pent-up public will choose travel on a large scale, which seemed to happen in 2022. In 2020 a [large capital group](#) bought two Hilton Hotels, one of which is in Southlake, which is located in Tarrant and Denton counties. An airline industry analyst also pointed to acquisitions and discussion of pilot needs in the coming years based on retirements already in their financial systems.

Also, in the larger grouping of Hospitality/Tourism/ Entertainment, the movie company currently shooting Yellowstone is actively working with local education and the board staff to build a workforce for their entertainment sector. They have plans of building a studio here.

Logistics Updated stmt. and charts, 4th Qtr. 2022

Logistics led by (4931) *Warehousing and Storage*, including warehousing, wholesale/retail trade and transportation. Because of the location of North Texas on the North American continent, we are a natural hub for shipping, both income and outgoing, globally, nationally, and statewide.

2022 Update



2022 Top Specialized Skills

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles
Truck Driving	1,694	21%	1,748	24%
Automotive Services	689	9%	89	1%
Brakes	623	8%	34	0%
Changing Oil	554	7%	21	0%
Suspension (Vehicle)	488	6%	40	1%
Vehicle Inspection	470	6%	13	0%
Mechanics	468	6%	89	1%
Oil And Gas	461	6%	91	1%
Vehicle Maintenance	455	6%	18	0%
Warehousing	413	5%	90	1%

Workforce Solution for Tarrant County's Target Industries Updated chart, 4th Qtr. 2022

NAICS Code	Industry Name	2020 Jobs	2030 Jobs	Job Chg. (2020-2030)	% of Chg.	Governor's Cluster
2371	Utility System Construction	8,618	7,679	1,756	20%	Yes, Energy
2373	Highway, Street, & Bridge Construction	3,283	4,915	1,632	50%	No
2374	Building Equipment Contractors	21,108	21,744	636	3%	No
3364	Aerospace Prod. and Parts Mfg.	23,177	24,040	863	4%	Yes,
5221	Depository Credit Intermediation	10,675	12,893	2,218	21%	No
5415	Computer Sys. & Rel. Serv.	8,272	15,006	6,734	81%	Yes,
6111	Elementary & Secondary Schools, Public and Private**	53,730	65,270	11,540	21.5%	No
6211	Office of Physicians	18,151	23,640	5,489	30%	No
6221	General Med. & Surgical Hospitals, Public and Private**	28,337	32,295	3,958	14%	No
4931	Warehousing and Storage	16,415	26,003	9,588	58%	No

Emerging In-Demand Industry Sectors by Occupations Updated, 4th Qtr. 2022

Industry- 5121 Motion Picture and Video Industries is anticipated to grow by 92% by 2030. The production company is in active talks to develop a studio here. The Board and local colleges have been meeting with members of this industry to develop a talent pipeline to support the industry throughout the year. At this time, their largest interest is in electrical, construction and technical local support for their productions.

The **InterLink 33rd Annual Regional Labor Market Report**, always asks industry for emerging occupations and puts them into industry by the Career Pathways developed for Texas Career and Technology Education under the Texas Education Agency (TEA). This year's list is found on the next page.

Regional emerging and evolving occupations and their associated industry. Updated, 4th Qtr. 2022

InterLink Emerging and Evolving Occupations Projected to Offer Future Employment Opportunities <i>Emerging Occupations are new occupations in the workforce with new titles and skills</i> <i>Evolving Occupations are traditional occupations whose knowledge, skills, and abilities have changed or evolved</i>		
SOC or O*NET Code	Occupation Title	Industry
17-2112.03 Emerging	Advanced Manufacturing Engineers	Manufacturing
15-1199.02 Emerging	Cloud Computing Architects	Information Technology
15-1111 - Emerging	Data Scientists Including Advanced Analytics & Data Mining	Information Technology
Emerging	Drone Operators/ Remotely Piloted Vehicle Engineering Techs. (Certified) (Unmanned Air Systems)	Transportation
Emerging	Drone/Unmanned Air Systems Technician	Transportation
Emerging	Electric Charging Station Technicians	Transportation
17-3025.00	Environmental Engineering Technicians	Engineering
Emerging	Genetics Counselors	Health Science
Emerging	Infrastructure Integration Specialist	Information Technology
SOC or O*NET Code	Occupation Title	Industry
17-2131.00	Materials/Smart Materials Analysts/Engineers	Science
Emerging	Machine Learning Technicians	Technology
19-4099.01	Quality Control Analysts	Information Technology
19-4099.03	Remote Sensing Technicians/ MEMS & Microelectronics	Manufacturing
17-3024.01	Robotics Technicians – Electro-Mechanical Technician	Technology
Emerging	Solar Technicians	Energy
Emerging	Virtual Reality Engineers/Specialists/Technicians	Technology
Emerging	Wind Turbine Technicians	Energy

In-Demand Occupations versus Target Occupations. Updated, 4th Qtr. 2022

The Board reviews its target occupations list by industry sectors. During the second quarter of 2020-2021 time period, our consortiums did not meet as often. As stated in original plan, because of its continued demand for workers in 2020 in middle-skill occupations, three occupations were added to the target list in June 2020. In 2021, Business Administration and Management was reviewed by the committee. It was decided to remove both Customer Service Representatives and Office Clerks, General because of their 1) negative future growth projections and their high automation index. The Committee also removed Pharmacy Technicians as this job was largely retail and employers were training for it themselves.

The occupations listed on the WIOA In-Demand Occupations List are a representative of current In-Demand Occupations in Tarrant County. This is differentiated from target occupations by projected growth. While in the example above, there can be current demand for an occupation, it is not targeted if there is not strong projected demand for it in the future. The Board can still train for the occupation, if there is an employer currently hiring for the position.

Using the Career Pathways tool in Lightcast, as well as the tools from REWORK AMERICA, we are submitting a sample Demand List. It is heavily weighted to Service Industry occupations, especially in Food Service. Job seekers in these occupations need to be encouraged to think in terms of the skills they have and what skill they can add to move up a career ladder or laterally across industry which is what many individuals do. The occupations listed were considered for their openings and their importance to the industry. The ***regional emerging and evolving occupations*** with their associated industry is found on page 35. The In-Demand List has the top current postings found through job posting analytics done by LightCast. These are often low-skill entry level. The list will have both “targeted” occupations and “current” demand occupations. The difference is in future projected growth, which is not demonstrated here. However as seen in the first example, Registered Nurses, there is high current demand, *projected growth* making it a target occupation. There are multiple target occupations also on this current occupational job posting list.

Using the tool in Lightcast, here is how those occupational holders in current demand occupations can be helped to move to the next pathway level based on the skills they've obtained. The example is fast food cooks and home healthcare aides. Within these visuals are opportunities across industries as well as in the industry that their present or past job was located. People move across industries and career pathways can't be based solely on industries. Tarrant County is growing and our median wage is now xxx. Visuals, such as these, help individuals make clear decisions about moving upward in skills. This has to be based on the individual and their current skills, and where they want to go next. The next two occupations are examples.

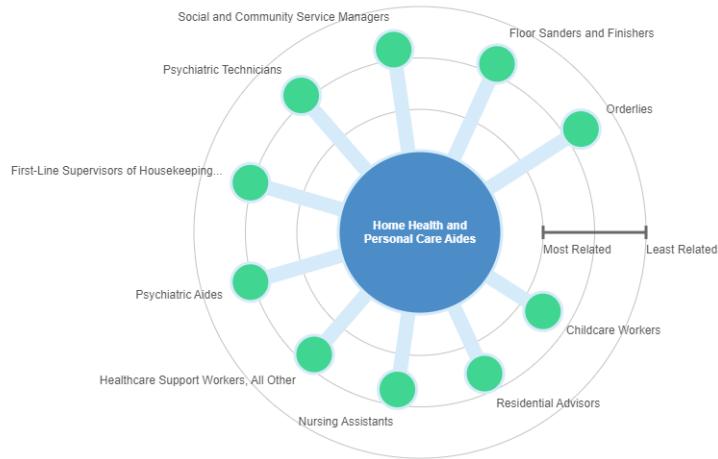


Below is the table-view of the top listed next-step jobs for Cooks, Fast Food. Select a job to view skill gaps between Cooks, Fast Food and your selected occupation.

Occupation	Category	Relevance	Avg. Unique Monthly Postings from Feb 2022 to Jan 2023	Mean Salary Diff.
Chefs and Head Cooks	Lateral Advancement	77%	51	+\$19,985
Food Service Managers	Lateral Advancement	62%	441	+\$19,550
First-Line Supervisors of Food Preparation and Serving Workers	Lateral Advancement	62%	271	+\$5,540
Waiters and Waitresses	Lateral Advancement	61%	397	+\$3,678
Graders and Sorters, Agricultural Products	Lateral Advancement	57%	1	+\$9,930
Dietetic Technicians	Lateral Advancement	55%	1	+\$4,457
Meat, Poultry, and Fish Cutters and Trimmers	Lateral Advancement	54%	2	+\$3,469
Demonstrators and Product Promoters	Lateral Advancement	53%	52	+\$7,850
Bartenders	Lateral Advancement	53%	107	+\$6,351
Cooks, Private Household	Advancement	27%	0	+\$13,285

Related Jobs

Below are the top listed next-step jobs for Home Health and Personal Care Aides with median advertised salary of \$28,032. Select a job to view additional insight (i.e. Skill Gaps) between Home Health and Personal Care Aides and your selected occupation.



Below is the table-view of the top listed next-step jobs for Home Health and Personal Care Aides. Select a job to view skill gaps between Home Health and Personal Care Aides and your selected occupation.

Occupation	Category	Relevance	Avg. Unique Monthly Postings from Feb 2022 - Jan 2023	Mean Salary Diff.
Childcare Workers	Lateral Advancement	78%	80	+\$6,652
Residential Advisors	Lateral Advancement	69%	11	+\$11,082
Nursing Assistants	Advancement	65%	189	+\$8,903
Healthcare Support Workers, All Other	Lateral Advancement	63%	7	+\$9,399
Psychiatric Aides	Advancement	48%	1	+\$10,361
First-Line Supervisors of Housekeeping and Janitorial Workers	Lateral Advancement	48%	34	+\$11,505
Psychiatric Technicians	Lateral Advancement	43%	11	+\$8,521
Social and Community Service Managers	Lateral Advancement	40%	21	+\$28,280
Floor Sanders and Finishers	Lateral Advancement	40%	0	+\$9,888
Orderlies	Advancement	34%	13	+\$8,516

Tarrant County Demand Occupations List

Soc Code	Occupation Group/Title	20 22 Annual Average Employment	Average Hourly Wage	Median Annual Earnings	Automation Index
Food Service					
35-2010	Cooks	13,415	\$11.35	\$23,381.26	134.1
35-3023	Fast Food & Counter Wkrs.	30,828	\$10.87	\$21,659.81	130.8
35-3031	Waiters & Waitresses	13,747	\$11.34	\$19,881.90	129.8
Building/Hospitality Cleaning					
37-2012	Maids & Housekeeping Cleaners	9,321	\$12.62	\$25,535.10	124.5
37-2011	Janitors & Cleaners	12,441	\$13.78	\$27,770.47	122.5
Retail Trade					
41-2031	Retail Salesperson	29,131	\$13.73	\$25,505.17	93.4
41-1011	Suprv. of Retail Sales Workers	9,933	\$21.79	\$40,293.15	87.8
Transportation and Warehousing					
53-7062	Labor & Freight, Stock and Material Movers	23,471	\$15.40	\$28,623.08	117.2
53-7065	Stockers & Order Fillers	19,551	\$15.87	\$33,633.39	112.3
Health/Personal Care					
29-2952	Pharmacy Technicians	2,817	\$18.21	\$36,150.55	109.9
31-1128	Home Health & Personal Care Aides	15,230	\$12.47	\$24,740.83	93.6
Construction					
47-1011	Suprv. Construction Workers	10,463	\$33.04	\$62,107.51	106
47-2061	Construction Labors	10,463	\$17.86	\$36,352.21	131.9
43-4051	Customer Serv. Representatives	21,554	\$18.02	\$34,892.12	96.4
Manufacturing					
51-4051	Machinist	2,190	\$22.71	\$45,773.09	115.2

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

Tarrant County Target Occupations Updated, 4th Qtr. 2022

The Target list eliminated Customer Service Representatives as well as Office Clerks, General from the new target list. During 2021, the committee eliminated these two occupations from Business Administration and Support as their projects continued to decline. It is anticipated that occupations that have routine functions that can be automated, will be when feasible. In the case of these two occupations, Office Clerk, General is being eliminated through computers that allow the user to store their own documents. Additionally, cloud storage is more the norm than ever, making this occupation no longer target for skill development. Automation is also the case with Customer Service Representatives. Many basic customer service functions are now routinely handled by computers, making the need for interaction with a human only needed in non-routine queries or services.

The Target Occupations have met certain criterion to be on the list. The criteria for review, includes but is not limited to, whether the occupation(s) are critical to our targeted industries, number of jobs projected for that occupation, the entry-level and median-level wages of the reviewed occupation in Tarrant County, and skill level of the occupation. This data review is then tempered by local employer input and voted on by the Tarrant County Workforce Board to become the target occupations list for Tarrant County.

Target Occupations are in-demand occupations that meet the following conditions: a) offer training or educational component that is related to the occupations and results in a credential or certificate; b) has occupational wages that meet the Board's self-sufficiency requirements or the opportunity to advance to that level because of entry into the industry.

Soc-Codes	Occupation Title Updated chart, 4 th Qtr. 2022	2020 Jobs	2030 Jobs	Change in Jobs (2020-2030)	Avg. Annual Openings	Average. Hrly. Wage
11-1021	General & Operational Mgrs.	17,916	27,750	9,834	3,176	\$50.46
11-9111	Medical and Health Services Mgrs.	2,736	3,909	1,163	378	\$59.05
13-1111	Management Analyst	3,438	7,557	4,119	985	\$56.88
13-1198	Project Mgmt. Spec., Business Operations Specialist, All Other	5,642	7,796	2,154	874	\$37.60
13-2011	Accountants & Auditors	7,227	8,939	1,712	872	\$38.40
13-2098	Financial and Investment Analyst	2,639	3,428	789	303	\$39.52
15-1211	Computer Systems Analyst	3,877	4,445	568	365	\$48.06
15-1232	Computer User Support Specialist	4,015	5,306	1,291	502	\$24.68
15-1244	Network & Computer Sys. Administrators	2,167	2,405	237	184	\$43.42
15-1256	Software Developers & Quality Appl./ Assurance Analyst & Testers	6,589	9,691	3,103	848	\$52.27

Soc-Codes	Occupation Title Updated chart, 4 th Qtr. 2022	2020 Jobs	2030 Jobs	Change in Jobs (2020- 2030)	Avg. Annual Openings	Average. Hrly. Wage
17-2011	Aerospace Engineers	1,542	1,548	6	92	\$54.68
17-2051	Civil Engineers	1,612	2,003	391	160	\$43.53
17-2071	Electrical Engineer	1,139	1,421	283	110	\$50.94
17-2112	Industrial Engineer	2,693	3,006	313	207	\$46.59
17-2141	Mechanical Engineer	2,054	2,092	38	142	\$48.71
17-3024	Electro-Mechanical and Mechatronics Technologist and Technicians	98	49	50	6	\$32.71
25-3097	Teachers & Instructors, All Other	574	762	188	95	\$26.66
27-3091	Interpreters/Translators	562	711	149	81	\$30.06
29-1141	Registered Nurse	17,650	21,442	3,792	1,505	\$39.58
29-1126	Respiratory Therapists	884	1,042	158	66	\$32.94
29-1292	Dental Hygienist	1,111	1,412	300	112	\$35.46
29-2034	Radiological Technologists	1,087	1,417	330	103	\$31.91
29-2041	Emergency Medical Technicians	777	1,009	232	93	\$17.75
29-2055	Surgical Technologists	859	1,119	260	95	\$26.10
29-2061	Licensed Practical & Voc. Nurse	4,127	4,425	298	387	\$25.93
29-2072	Medical Dosimetrists, Med. Records Specialist, and Health Technology & Technicians, All Other	1,317	1,726	408	153	\$21.75
31-1131	Nursing Assistants	5,810	6,205	395	939	\$15.76
31-2021	Physical Therapist Assistants	440	605	165	90	\$33.24
31-9091	Dental Assistants	2,604	3,332	728	507	\$18.35
31-9092	Medical Assistants	5,226	6,451	1,225	935	\$16.93
43-1011	1 st Line Super. /Mgrs. of Administrative Support Staff	10,711	12,540	1,828	1,473	\$28.64
43-3031	Bookkeeping, Accounting Clerks	9,612	10,722	1,110	1,376	\$20.48
43-6013	Medical Secretaries and Administrative Assistant	5,059	5,676	617	689	\$18.03
43-6014	Secretaries & Admin Assist	11,153	12,078	925	1,490	\$18.34

Soc-Codes	Occupation Title Updated chart, 4 th Qtr. 2022	2020 Jobs	2030 Jobs	Change in Jobs (2020- 2030)	Avg. Annual Openings	Average. Hrly. Wage
47-2073	Operating Engineers & Other Construction Equip Operators	2,281	2,687	406	293	\$23.15
47-2111	Electricians	5,401	5,135	265	542	\$25.54
47-2152	Plumbers, Pipefitters and Steamfitters	3,338	3,819	481	413	\$24.70
49-3011	Aircraft Mechanics & Serv. Technicians	4,241	4,337	96	353	\$37.09
49-3023	Auto Serv. Tech. & Mechanics	3,864	4,631	767	497	\$23.37
49-3031	Bus & Truck Mechanics & Diesel Eng. Specialists	1,791	2,220	430	231	\$25.89
49-9021	Heating, Air Cond., Refrig. Mechanics	2,481	3,320	839	372	\$25.02
49-9041	Industrial Machinery Mechanics	2,387	2,996	609	297	\$26.41
49-9051	Electrical Power-Line Installers and Repairers	538	853	315	95	\$35.21
49-9071	Maintenance & Repair Workers, General	8,201	10,473	2,272	1,163	\$18.67
51-2011	Aircraft Structure, Surfaces, Rigging	2,055	1,597	458	203	\$24.30
51-4121	Welders, Cutters, Solderers, & Brazers	3,015	3,699	685	450	\$23.41
51-9161	CNC Machine Tool Operators	888	864	24	94	\$22.38
53-3032	Heavy Tractor Trailer Truck Drivers	17,325	23,250	5,925	3,032	\$25.67

Source: EMSI, 4th Qtr. 2022

B. Knowledge and Skills Analysis needed to meet the employment needs**Section 1: Employer Needs**

The Board's regional relationships provide multiple opportunities to interact with employers specifically about their skills needs. These include the chambers of commerce, industry advisory councils to our educational programs, and the ***InterLink North Texas Survey of employers in the North Texas region.*** The list is included in the index. The list is organized by TEA Career and Technology Industry Categories. Additionally, the following Tarrant Consortiums provide employers input as to skills abilities needed in their industries. These are Aerospace Consortium, a Construction Consortium with Tarrant County College, and a Hospitality Consortium,

Agriculture, Food, Natural Resource Cluster:

\ Veterinary Technicians

Architecture and Construction Career Clusters

HVAC Technicians, Maintenance and Repair Workers, General, Operators of Heavy Construction Equipment, Plumbers, and Pipefitters.

Business, Marketing and Finance Career Cluster: Accountants, Human Resource Specialist, and Insurance claims and Policy Processing Clerks**Education:**

Elementary Teachers, Secondary Teachers.

Health Science:

Eleven high demand occupations are identified for Health Science. All are on the Tarrant List except Medical Clinical Laboratory Technologists and Techs, which is traditionally higher in demand in other counties in the metroplex.

Information Technology: Also see STEMOf the Targeted Occupations listed in this report, nine are in Information Technology: Business Intelligence Analysts; Computer Systems Analysts/Cybersecurity; Network and Computer Systems Administrators; Software Development Applications; Software Developers Systems Software; Software Engineers; and Video Designers.**Manufacturing: Robotics Engineers, Technicians and Operators, Computer Numeric Control (CNC) Operators and Precision Machinists** have been removed. Machinists has been moved to Tarrant's demand list and CNC operators are still on Target list as many smaller manufacturers have not invested in other equipment.**STEM - Science, Engineering, Technology and****Mathematics:** The Texas Education Agency classifies the STEM Cluster as a Program of Study. Many industries, particularly IT, Construction and Manufacturing have highEqual Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

demand for employees in STEM careers. Strong Career Opportunities in Engineering Occupations are identified as demand in this report: Civil Engineers; Electrical Engineers; Industrial Engineers remain on the list and Software Engineers; Mechatronics Engineers. Mechanical Engineers have been added back. There is some speculation that this will fluctuate as employers are using titles more commonly known in job postings, while actual skills are changing. They sometimes over advertise for an engineer as a technician in the field is harder to locate. Robotics Engineers have moved to the Manufacturing Cluster and may be the common name in place of Mechatronics Technician which is not used as much in Texas.

Transportation, Distribution and Logistics:

Aircraft Mechanics & Service Technicians, Airline Pilots, Copilots, and Flight Engineers, Automotive Body Technicians, Automotive Service Technicians and Bus Diesel Engine Specialists.

Source: 35th Annual Interlink Employer Workforce Survey Report2022-2027 conducted in 2022.

Section 2: Employment Needs in In-Demand Industries, In-Demand Occupations and Target Occupations.

This has been outlined by in-demand industry and occupations in the section above. The Board also compares our data with the North Texas InterLink Survey of employers of Region's 10 and 11 school districts.

Beyond this regional survey and results, the Board's Business Services Department is tasked with day-to-day contact with employers, working with the Business Service Representatives at the Center, serving on consortiums, hosting consortiums, and working with education to ascertain employer knowledge and skill needs directly from them. Additionally, the planning unit of the Board gathers labor market data using primarily Lightcast software.

The Board's Business Services unit will deal more directly with our targeted industries while our center Business Services Representatives will work with all employer needs, which include small business and in-demand industries and occupations not specifically targeted by the board's target list. There are multiple avenues for gathering this data. Time has proven that organic relationships, cooperation across agencies and regions have proven the best avenue for regional employers in in-demand industries.

Skills Development Grants

The Skills Development Fund is Texas' premier upskilling program. SDF grants provide site-specific, customized training opportunities for Texas businesses and their employees to increase skill levels and wages of the Texas workforce. Success comes through collaboration among business partners; eligible grant applicants, which include public community or technical colleges, the Texas Engineering Extension Service (TEEX), community-

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based organizations in partnership with one of these entities, or a local workforce development board; and economic development partners.

Secondary education and community colleges:

In 2018, a Tri-Agency Summit in which Boards and regional employers participated, was held in Austin, Texas. The Tri-Agency is composed of the Texas Education Agency, Texas Higher Education Coordinating Board, and the Texas Workforce Commission. All regional Boards were asked to attend with area Career and Technology Directors as well as business leaders from different demand industries. The day was a discussion of how to bring more industry needed skill sets into CTE training. As a result, Board started an *Industry Speaks* series in which our first conference was on Healthcare in May of 2019. In the fall of the same year the Region 11 and Region 10 Educational Service Centers started a similar idea with a conference bringing industry into workshops to present to teachers and administrators. The Board helped contact employers for the event. As this was to continue at the Regional Educational Service Centers, the Board will support this effort and discontinue our series for efficiency.

The Board works with ISD Career and Technology programs to promote in-demand career pathways, serve on advisory committees, and provide labor market information under the direct guidance of the Workforce Investment Committee. The Workforce Improvement Committee, which is made up of business leaders from various industry sectors, education, and economic development organizations, assist in connecting board staff with business leaders in their respective industries. This committee also offers guidance, and support in developing business forums, industry consortiums, and connecting the business community with educators to grow the future workforce. Business members are instrumental in validating career pathways for the Board's targeted occupations and industries.

The Board has a Career and Technical Education (CTE) Directors Advisory Committee. This committee is a partnership with Workforce Solutions for Tarrant County and CTE Directors from nineteen school districts in Tarrant and surrounding counties. The committee supports education initiatives including P-TECH and STEM Academies, dual credit, and industry internship programs. The CTE committee is an avenue to share pertinent educational and industry information that results in industry driven curriculum to prepare the future pipeline of workers. The workforce board uses this committee as a way to connect CTE Directors with industry partners and training programs throughout the county.

Board staff activity participating on PTECH advisory boards for ISDs on demand career pathways. The Board staff help find industry partners, provide labor market information, and serve on the advisory committees. Committee membership for the CTE Directors Group is below.

▪ Aledo ISD	▪ Azle ISD
▪ Arlington ISD	▪ Birdville ISD
▪ Castleberry ISD	▪ Crowley ISD

▪ Eagle Mountain Saginaw ISD	▪ Everman ISD
▪ Fort Worth ISD	▪ Grapevine Colleyville ISD
▪ Hurst Euless Bedford SD	▪ Keller ISD
▪ Lake Worth ISD	▪ Mansfield ISD
▪ Northwest ISD	▪ White Settlement ISD

- Other District/Schools involved include:

Weatherford ISD	Burleson ISD
Irving ISD	InterLink North Texas
Tarrant County College	

C. Labor Force Analysis and Trends

Employment Data Updated chart, 4th Qtr. 2022

Tarrant County Texas comprises the whole of the Workforce Solutions for Tarrant County Board area.

2,141,441

Population (2022)

Population grew by 85,244 over the last 5 years and is projected to grow by 60,602 over the next 5 years.

1,071,768

Total Regional Employment

Jobs grew by 85,413 over the last 5 years and are projected to grow by 94,821 over the next 5 years.

\$70.3K

Median Household Income (2020)

Median household income is \$5.3K above the national median household income of \$65.0K.

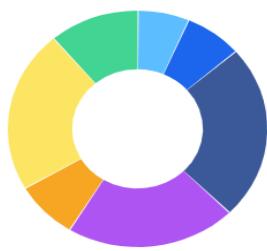
Takeaways

- As of 2022 the region's population increased by 4.1% since 2017, growing by 85,244. Population is expected to increase by 2.8% between 2022 and 2027, adding 60,602.
- From 2017 to 2022, jobs increased by 8.7% in Tarrant County, TX from 986,355 to 1,071,768. This change outpaced the national growth rate of 2.4% by 6.3%. As the number of jobs increased, the labor force participation rate increased from 66.8% to 69.7% between 2017 and 2022.
- Concerning educational attainment, 22.2% of Tarrant County, TX residents possess a Bachelor's Degree (1.4% above the national average), and 7.9% hold an Associate's Degree (0.9% below the national average).
- The top three industries in 2022 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Employment Services.

Tarrant County's economic conditions at the time of this plan's modification (4th Qtr., 2022) can be represented to some degree in the following data points:

Educational Attainment

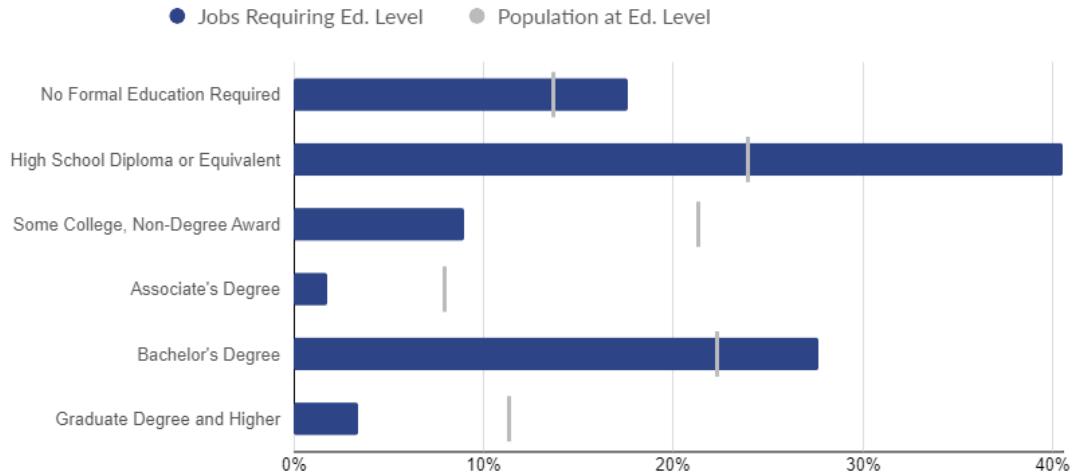
Concerning educational attainment, 22.2% of Tarrant County, TX residents possess a Bachelor's Degree (1.4% above the national average), and 7.9% hold an Associate's Degree (0.9% below the national average).



	% of Population	Population
Less Than 9th Grade	6.4%	88,893
9th Grade to 12th Grade	7.2%	100,053
High School Diploma	23.9%	331,994
Some College	21.2%	295,676
Associate's Degree	7.9%	109,667
Bachelor's Degree	22.2%	309,027
Graduate Degree and Higher	11.2%	156,290

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Underemployment



On page 28, our population, regional employment, and median household income are displayed. Also displayed is our educational attainment levels and a table of underemployment in our region.

A comparison of Tarrant County (Region) to other counties, both within the North Texas Region and with similar sized labor force, is below:

	Population (2022)	Labor Force (Sep 2022)	Jobs (2021)	Cost of Living	GRP	Imports	Exports
Region	2,154,049	1,129,345	1,041,653	103.7	\$135.6B	\$118.1B	\$123.9B
Collin County, TX	1,148,138	626,815	515,163	105.8	\$89.4B	\$72.1B	\$67.6B
Dallas County, TX	2,595,652	1,426,852	1,959,910	108.7	\$308.8B	\$151.6B	\$270.8B
Denton County, TX	976,720	552,700	307,357	101.5	\$40.9B	\$60.7B	\$27.6B
Parker County, TX	162,445	73,817	39,586	97.6	\$5.6B	\$9.3B	\$4.8B

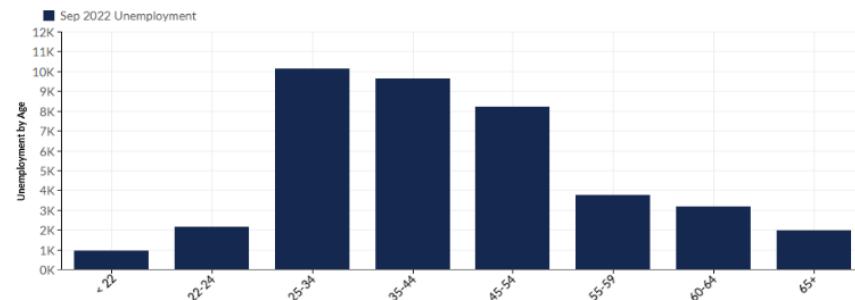
- ✓ As of 2021 the region's population **increased by 5.1%** since 2016, growing by 102,535. Population is expected to **increase by 5.1%** between 2021 and 2026, adding 108,915
- ✓ From 2016 to 2021, jobs **increased by 7.7%** in Tarrant County, TX from 967,575 to **1,041,653**. This change **outpaced the national growth rate of 1.9% by 5.8%**. As the number of jobs increased, the **labor force participation rate increased from 65.3% to 68.7% between 2016 and 2021**.
- ✓ Concerning educational attainment, **21.6% of Tarrant County, TX residents possess a bachelor's degree** (1.1% above the national average), and **8.0% hold an associate degree** (0.8% below the national average)
- ✓ Tarrant has the second largest labor-force at 1,129,345 of the 16-county regions behind only Dallas County

- ✓ Tarrant County has 1,041,653 jobs.
- ✓ Tarrant County's cost of living is higher than the national average at 103.7
 - improvement within middle-skill demand occupations.

Sep 2022 Labor Force Breakdown



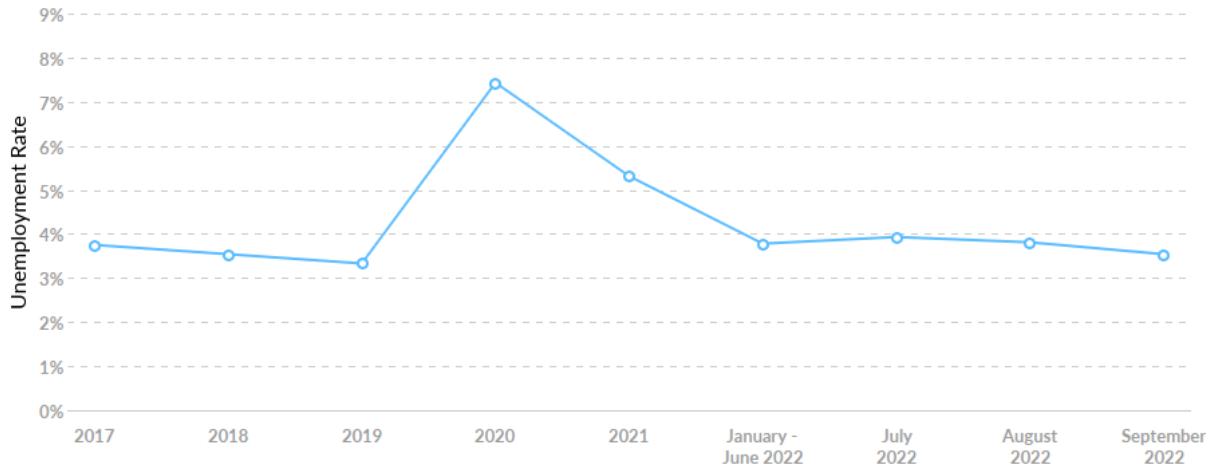
Unemployment by Age



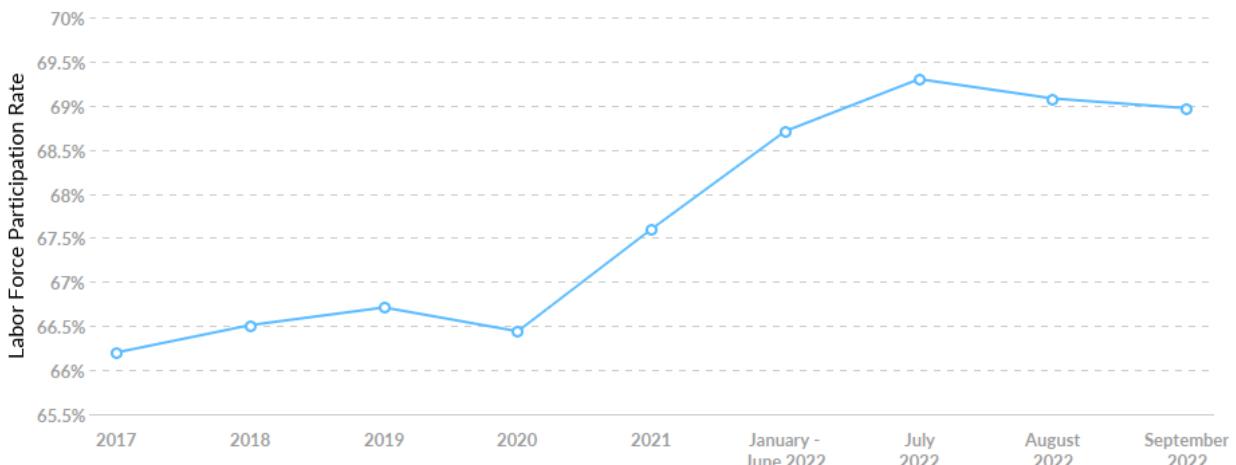
Age	Unemployment (Sep 2022)	% of Unemployed
< 22	946	2.37%
22-24	2,123	5.32%
25-34	10,124	25.35%
35-44	9,640	24.14%
45-54	8,210	20.56%
55-59	3,758	9.41%
60-64	3,165	7.93%
65+	1,965	4.92%
Total	39,932	100.00%

Unemployment Rate Trends

Tarrant County, TX had a September 2022 unemployment rate of 3.54%, decreasing from 3.75% 5 years before.

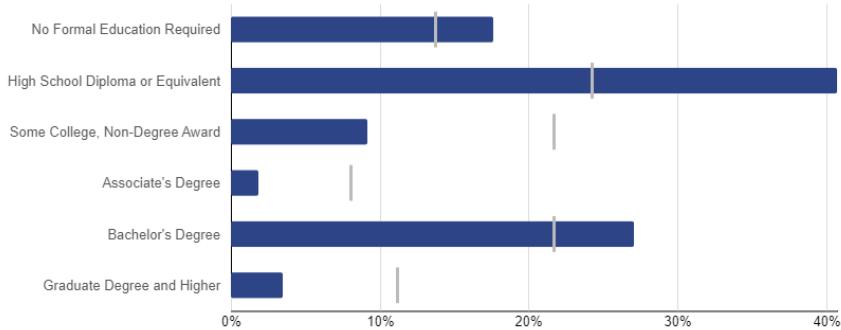


Labor Force Participation Rate Trends



Underemployment

● Jobs Requiring Ed. Level ● Population at Ed. Level



Employment by Industry Updated chart, 4th Qtr. 2022

NAICS	Description	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	2021 Payrolled Business Locations
11	Agriculture, Forestry, Fishing and Hunting	2,002	2,159	156	8%	118
21	Mining, Quarrying, and Oil and Gas Extraction	4,139	2,274	(1,865)	(45%)	303
22	Utilities	2,033	2,655	622	31%	43
23	Construction	71,042	80,765	9,723	14%	3,808
31	Manufacturing	86,546	89,093	2,547	3%	1,889
42	Wholesale Trade	46,610	53,580	6,970	15%	2,885
44	Retail Trade	108,167	116,537	8,371	8%	5,881
48	Transportation and Warehousing	87,986	114,944	26,958	31%	1,677
51	Information	9,072	8,720	(352)	(4%)	672
52	Finance and Insurance	53,673	62,122	8,449	16%	3,145
53	Real Estate and Rental and Leasing	19,762	23,583	3,821	19%	2,652
54	Professional, Scientific, and Technical Services	43,634	60,194	16,561	38%	6,344
55	Management of Companies and Enterprises	7,271	8,464	1,193	16%	261
56	Administrative and Support and Waste Management and Remediation Services	62,244	70,353	8,109	13%	2,755
61	Educational Services	14,578	19,662	5,084	35%	623
62	Health Care and Social Assistance	113,040	136,483	23,443	21%	6,557
71	Arts, Entertainment, and Recreation	16,817	25,649	8,832	53%	620
72	Accommodation and Food Services	80,147	109,691	29,544	37%	4,172
81	Other Services (except Public Administration)	60,206	69,916	9,710	16%	3,889
90	Government	117,703	128,956	11,253	10%	457
99	Unclassified Industry	203	703	500	246%	352
		1,006,874	1,186,502	179,628	18%	49,102

Regional Planning and Cooperation

The three metroplex workforce boards use the **Regional Workforce Leadership Council, (RWLC)** to develop collaborative, sustainable, industry led workforce solutions that address the North Texas region and has been working together since 2000. It was recognized that we share workforce skills and industry across the region, so in order to provide industry a more systemic response to their workforce needs, the workforce Boards of Dallas, North Central Texas, and Tarrant work cooperatively through this organization supported by workforce staff.

RWLC Annual Report: <https://21sdztdkf891crqjb19k66so-wpengine.netdna-ssl.com/wp-content/uploads/2020/03/2020-RWLC.pdf>

North Texas InterLink: <http://www.interlink-ntx.org/>

North Central Texas InterLink, Inc. is a regional nonprofit alliance bridging the gap between business, education, and government to develop a quality workforce with a globally competitive advantage, supporting the region's economic development activities by providing information concerning future occupation demand, and the education, skill and training needs of employers and employees. Both North Central Texas Board staff and Tarrant Board staff are on its Board. InterLink does an annual employer survey that the Tarrant Board activity participants with by sending the survey to our employers.

InterLink's Executive Committee determined that due to the unprecedented situation, it would not be appropriate to continue the inquiry. Emerging occupations and skills are reviewed by the Board here as a very consistent source of this information. The Board also uses local wisdom gained from Tarrant Employers. This plan relies of this survey response for its emerging occupations and skills.

Population Growth Updated chart, 4th Qtr. 2022

- ✓ As stated earlier of as of 2021, the region's population increased by 5.1% since 2016, growing by 102,535. The population is expected to increase by another 5.1% between 2021, and 2026, adding 108,915 more people.

Population Characteristics



Population Characteristics

% Poverty Level	% Children Under 18 Poverty Level	% Seniors 65+ Poverty Level	Employed Population with Health Insurance	Median Age	Median Household Income	Per Capita Income
8.4%	16.6%	8.3%	786,133	34.6	\$70,306	\$34,045
% of Commuters Carpooling to Work	% of Commuters Taking Public Transport to Work	% of Commuters Commuting by Other Means	% of Commuters Driving Alone to Work	Mean Commute Time	% of Commuters Walking to Work	Remote Workers
10.4%	0.5%	1.1%	79.8%	27.4	1.1%	72,664
Veterans	% Veteran Status	Disabled Population	% Disabled Population			7.1%
107,816	7.1%	206,258	10.0%			

D. Workforce Development Analysis

(WIOA § 108(b)(1)(D); 20 CFR §679.560 (a)(4))

This section is 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.

Minimum Plan Requirements:

An analysis of workforce development activities in the region, including the following:

- General workforce development activities
- Education activities, including Early Childhood Education (ECE) and K-12
- Training activities
- Strengths and weaknesses of activities
- Effectiveness of programs and services
- Board's capacity to provide workforce development activities
- Individuals with barriers to employment
- Employment needs of employers

General Workforce Development Activities

In December 2019, the Board worked through a strategic planning retreat in anticipation of the upcoming plan and to set new strategic priorities. At the time of this strategic retreat, the region, Texas, and the nation were enjoying a prolonged period of economic growth. The area's unemployment rate was at a low of 2.7%, and challenges looked much different than they would in 6 months. An outside organization was brought in to lead the Board through the strategic retreat. As part of the development of materials for the meeting a SWOT analysis was emailed to Board members and further developed at the retreat.

[SWOT analysis of Workforce System](#)

Strengths of the Workforce System:

It is clear that the Workforce Solutions for Tarrant County Board feels the agency is in good hands, with strong leadership and a well-trained, creative staff. The organization is seen to have well-defined goals, strong community support, and a great reputation in the community. It is known to be innovative, responsive, and nimble, and both passionate and compassionate in its work. The organization is perceived to have credibility in the community and be seen as a true partner. Board membership feel the agency is good at identifying industry skills gaps and offering exemplary training opportunities. Federal funding is stable and related to success, and Workforce Solutions is known for its ability to work through challenges. Perhaps most significant is the idea that Tarrant County offers a significant advantage for this work, as employers and citizens are more engaged and collaborative, which present the opportunity for more innovative solutions utilizing collection impact.

Weakness Overview:

The most significant perceived weakness that came out of both the board survey and the facilitated session related to the capabilities and design of the Workforce Solutions centers. The Board generally seemed in agreement that centers were underperforming, that resource rooms can be ineffective, and that the staff is not trained to help upwardly mobile professionals. Aside from the centers, other weaknesses include communication and marketing (not telling the story well); limited funding and capacity (can't serve everyone)

Opportunities

With strong leadership, a passionate and well-trained Board staff and an engaged Board, Workforce Solutions for Tarrant County has an opportunity to address key challenges and strengthen the work it does in the community. Through the survey and Board facilitation, some ideas that came to the forefront included enhancing school partnerships to support future workforce; creating an apprenticeship program; focusing on immigrants as that population grows and changes; doing more to engage small businesses and rethinking the centers "from the ground up." Board members also spoke of broadening expertise on the Board and enhancing Board engagement; improving the use of data; better defining service offerings; focusing on growth in high population areas; and making a regional appeal to relocate employers.

Threats

External threats centered around funding, partisan politics; possible changes to rules and regulations that might impact funding and requirements; newer forms of unemployment or underemployment; impact of immigration reform; changing landscape related to "new" careers in the next five years that may be non-existent today; subjectivity or lack of data that may cause hidden disparities; and increasingly diverse populations that are hard to reach.

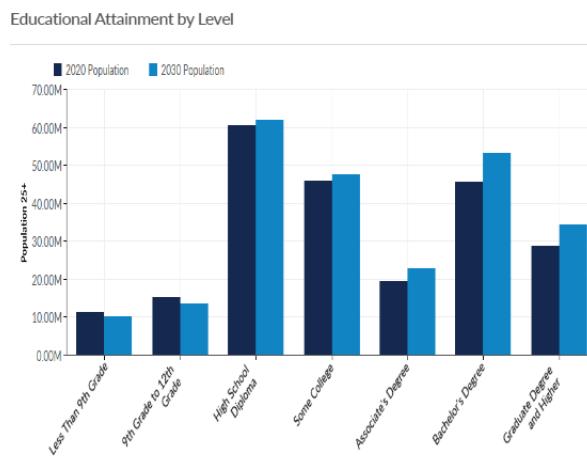
Major new initiatives to roll into existing goals

- Take a fresh look at the effectiveness of the Workforce Centers.
- Evaluating communications and marketing-

Other

- **Education**
 - Enhancing school partnerships
 - Opening practical career paths for adults who have reasonable and necessary skills but who are not likely to achieve a high school equivalency certificate
- **Employers**
 - Creating an apprenticeship program
 - Evaluating untapped labor markets

Educational Activities



Education Level	2020 Population	2030 Population	2020 % of Population
Less Than 9th Grade	11,339,670	10,219,720	5%
9th Grade to 12th Grade	15,160,554	13,512,064	7%
High School Diploma	60,451,196	61,822,272	27%
Some College	45,934,961	47,377,191	20%
Associate's Degree	19,536,829	22,674,342	9%
Bachelor's Degree	45,577,088	53,125,747	20%
Graduate Degree and Higher	28,634,715	34,409,421	13%
	226,635,013	243,140,757	100%

Early Childhood Education (EDE) and K-12

The child care program sets strategic goals in the yearly board plan. This includes coordinating with other board programs to strengthen services. It includes outreach/awareness for cross referrals with WIOA, Choices, and AEL participants to better serve the community. In addition, a Quality Plan is developed each year to structure all activities and training to get the best coordination with community early learning partners.

We participate in a leadership role with the Early Learning Alliance of Tarrant County. Successful programs developed from the collaboration are:

- Boost Program to support TRS one stars to become eligible for assessment which has help increase the number of TRS providers and school readiness,
- Supported the restructuring of the Texas Workforce Registry to support documenting training and advancement of child caregivers for a career pathway,
- Development and support the first Early Learning Professional Apprenticeship in Texas,
- Partner with ISD's, Head Start, and community child care facilities to better serve the pre-k population,
- Utilize the Texas Child Care Tools platform to help provide shared services for providers.

K-12 Educational Coordination for Career Pathways

Besides the work done with the education system of children described above, the Board works with local ISD Career and Technology programs to promote in-demand career pathways, serve on advisory committees, connect businesses to their school districts and provide Labor market information under the direct guidance of the Workforce Investment Committee. The Workforce Improvement Committee, which is made up of business leaders from various industry sectors, education, and economic development organizations, assist in connecting board staff with business leaders in their respective industries. This committee also offers guidance, and support in developing business forums, industry consortiums, and connecting the business community with educators to grow the future workforce. Business members are instrumental in validating career pathways for the Board's targeted occupations and industries.

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- Membership includes,

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▪ Arlington ISD	▪ Birdville ISD
▪ Castleberry ISD	▪ Crowley ISD
▪ Eagle Mountain Saginaw ISD	▪ Everman ISD
▪ Fort Worth ISD	▪ Grapevine Colleyville ISD
▪ Hurst Euless Bedford SD	▪ Keller ISD
▪ Lake Worth ISD	▪ Mansfield ISD
▪ Northwest ISD	▪ White Settlement ISD

- Other District/Schools involved include:

- Weatherford ISD
- Burleson ISD
- Irving ISD
- InterLink of North Texas
- Tarrant County College

Training Programs within the ITAs

Adv. Mfg.		
	Aerospace Engineers	1
	Machinist	1
	Aircraft Structure, Surfaces, Rigging and Systems Assemblers	1
	Welders, Cutters, Solderers	11
Business Administration	General & Operational Mgrs.	1
	(pathway)Logistics Manager	1
	(pathway) managers, All Other	1
	(pathway) Administrative Serv. Mgrs.	1

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	Business Operations Specialists, All Other	6
	Financial Analyst	1
	Bookkeeping/Acct. & Audit Clerks	18
	(pathway) Billing Cost and Rate Clerks	4
	Secretaries & Admin. Assist.	3
	(pathway) Executive Secretary	4
	Office Clerks, General	4
Construction	HVAC	2
	Electricians	2
	Oper. Engineers & Othr Const.Equip. Oper.	1
	Crane and Tower Operators	1
	Plumbers and Pipefitters	1
Education		
	For completion of teaching cert. Depends on subject area	
Healthcare		
	Radiologic Technicians	1
	Licensed Prac. & Voc. Nurses	1
	Med. Records & Health Information Tech.	5
	Medical Secretaries	3
	Medical Assistants	5
	Nursing Assistants	2
	Dental Assistants	13
Information Technology		
	Software Devel., Sys. Software	3
	Software Engineers, Applications	1
	Network & Computer Sys. Admin.	9
	Computer Network Support Specialist	5
	Computer Security Specialists	2
	Computer User Support Specialists	2
Logistics	Automotive Serv. Tech.	1
	(pathway)Automotive Body & Related Repairs	1
	Aircraft mech & Serv. Tech	2
	(pathway) Airframe & Power Plant Mechanics	3
	Heavy Tractor-Trailer Truck Drivers	4

Strengths and weaknesses of activities

As stated under the strategic section of this plan, the Board felt that systemic addressing of employer requests needed to be addressed. Whether an employer was talking to someone within our Board system or another entity within the region, there was a desire to capture that information once and get it to all parties. To foster this, the Board has invested in a Customer Relations Management System called SalesForce in 2020. It is anticipated that with the easing of the COVID19 restrictions on area businesses, that results/data from this investment will be available in 2021.

Individuals with barriers to employment

In 2019, because of the rising cost of living in Tarrant County, individuals with barriers to employment had increased need for support services in housing and transportation. The Board increased its need for partner organizations that shared this clientele to work our support agreements from each agency to meet this need. This has been somewhat off-set during the COVID19 pandemic as participation in our programs has not been **mandatory and COVID relief** helped off-set some of our customers housing and transportation issues, but it is anticipated that these will rise again as the economy starts recovery after the vaccine rollout.

Employment needs of employers

Board staff are finding that employer needs in general remain in the following areas:

Talent Recruitment Methods

- College and High School campuses, Internships, Work-In-Texas, Military Transition programs, Company website and employee referrals, Social Media sites such as Indeed and LinkedIn, and Workforce Solutions

Challenging Positions to fill

- Computer Software and I/T specialties, Engineers (all types), Culinary, Electricians and Trades
- Onboarding Challenges
- Background checks, credit screening (finance), Citizenship, driving record, Foster Care (Homeless Youth), Lack of proper certifications

Workforce Skill shortage

- Lack of Motivation, Lack of Workforce Ready Candidates, Lack of Team Work, Not Reliable
- Lack of Critical Thinking, Customer Service (across industries), Lack of Communication Skills (verbal and written)

Services Employers can offer to benefit future workforce

- Internships and Apprenticeships
- Job Shadowing, Mentoring and On the Job Training

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- Project Modeling and Demonstrations
- Scholarships and Tuition Reimbursement

Summary

- Businesses would like to develop internship and apprenticeship opportunities, but require basic industry knowledge from applicants
- Common challenges in talent recruitment, retention, onboarding, training, and talent development across industries. They are receptive to forming consortiums to solve these challenges
- Businesses would like a connection to educators, primarily in the school districts
- Stronger emphasis on soft skills must be addressed in school curriculum to prepare students for the world of work
- Workplace credentials and certifications are paramount for most of the industries; however, some of the business participants said their companies could assist with this if job seekers had the right work attitude
- Employers are interested in learning more about connecting with training opportunities to develop their workforce (i.e. Skills Development and apprenticeships)

Aerospace and Product and Parts Manufacturing, which is part of the Governor's Clusters leads our Advanced Manufacturing Sector. This sector has the largest number of manufacturing jobs in Tarrant County at 23,201 jobs in 2020 and a 12% growth rate. The changes in skills needed in advanced manufacturing are hitting manufacturing and distribution across the manufacturing spectrum as automation and the combining of occupations becomes required. A primary example of this is discussed in the skills section related to floor technicians.

This sector is supported by three levels of occupations on the Board's list. These are *Engineering, Industry-wide Technical Competencies* (*Career One-Stop Aerospace Competency Model* term) and *Information Technology*, which is found in its own category because of its importance to all industry and business. In the case of Advanced Manufacturing, software development and application has always been a strong I.T. required jobs and security it now as important. Below are unique job postings for engineering occupations supported by the Board's target list for this sector.

Part 3. Core Programs

A. Workforce Development System

The Board is the fiscal agent and designated administrator of the following core programs with the exception of the Vocational Rehabilitation Program and has a Cooperative Agreement between the local area provider (the Board) and the **Texas Workforce Solutions-Vocational Rehabilitation (VR) Services**.

Core programs

- Youth workforce investment activities

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

- Adult employment and training activities
- Dislocated worker employment and training activities
- Adult education and literacy activities
- Employment services
- Vocational rehabilitation services

Support the strategy identified in the State Plan

- ***Workforce Centers***

In the *Texas Workforce System Strategic Plan for 2020*, Overarching Imperatives-Strategic Pillars to Support System Improvement, the pillars of customer service and satisfaction, data-driven program improvement, and continuous improvement and innovation were emphasized.

Tarrant County's workforce system has strived for these three pillars in service delivery. The Board created staff committees for virtual service planning and center system re-design in 2018-2019. The virtualization of service plans came into action in March 2020, when the COVID-19 pandemic forced the closure of centers, while our system still needed to provide services to our customers.

The success of this virtualization over time will inform the direction of future physical locations within Tarrant County for in-person service delivery as lease are reviewed during 2021-2024. Tarrant County has 6 centers including one at the Northeast Campus, to ensure that any customer seeking services can get them in any of the programs described above.

However, as the Board virtualizes services, careful data of utilization, both in person center interactions, and on-line will be kept informing data driven decisions regarding the number, size, location, and use of center locations in the future.

As of October 2020, the following virtualization of services actually increased center service numbers.

- ***Virtualization of Workforce System Services***

Throughout 2018-2019, a team of Board staff working on a *Virtualization Team*, have analyzed opportunities to bring virtual and paperless opportunities to the customers of the Tarrant workforce system. This greatly expanded the concept of the original web-based portal described in our last plan, and in fact, has taken its place.

NOTE: This directly aligns with the *Texas Workforce System Strategic Plan for 2020* on page 19, Cross-Partner Issues and Opportunities, page 19, last bullet: Institutionalize Alternative Service Delivery Methods; as well as the previously mentioned Pillars of the State Plan.

The purpose of this team was to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. After centers were shut down much of this planning was brought to the forefront and accelerated. Here is a list of some of those actions:

- Paperless System for Document Control-
 - Electronic Customer Folder-
 - Doc-U-Sign for customers to sign
 - Pre-Application on website and enroll
- Microsoft TEAMS-
 - Online Meetings
 - External Chat Feature
 - Phone Systems for Virtual Workforce Center
- SHAREPOINT- Virtual career exploration on our web-site open to all
- AEL portal
- Data Protection
- VPN Solutions

Virtualization also play an important role prior to 2020, in the Adult Education and Literacy program which initiated a virtual process to enhance the referrals to appropriate services. This is facilitated through the AEL Call Center. In 2017, the Board established the first AEL Call Center to provide a cohesive communication throughout the community and to ensure that participants were referred to appropriate services related to their outcome goals through a comprehensive triage. Once the participant is sent to a provider, the provider will issue a virtual orientation through Zoom to determine the proper fit for the participant. The next step is to send out the intake and eligibility documents to the participant via DocuSign to complete the enrollment process and collect required documentation. All intake assessments are provided through the Zoom platform or through the online option.

Participants are provided education and training services through remote classes, Distance Learning, and in person when available. This not only provides continued service through the COVID-19 pandemic, but additionally allows for a variety of platforms to support the success of the participant while addressing any barriers such as schedules, transportation, and sometimes childcare.

Within the Workforce Center Programs

In Tarrant County, the Core programs under contractual agreement for service provision within the Center system are the ***Workforce Innovation and Opportunity Act's Adult, Dislocated Worker, and Youth program for ages 16-24***. Additionally, the Center contractor provides the services of ***Employment and Training for both the Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP)*** formally known as Food Stamps. Also, under the contractual service provision of the center contractor is the ***Employment Services functions as they relate to job search and support and the Wagner Peyser program***.

The Wagner Peyster Program supplies our Employment Services Team, play an essential role as part of the One-Stop system, they provide universal access to an integrated array of labor exchange services so that workers, all job seekers, and employers can find the services they need. The Wagner-Peyser Employment Service focuses on providing a variety of services including job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches.

The services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance.

In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers. Many of our job seekers have the necessary skills and experience to obtain employment with the assistance from the Employment Services Team. Job seekers that need more assistance provided to them to obtain the necessary skills and services to get started on a career pathway and become self-sufficient will receive a warm handoff to receive the additional services based on the customer needs and program and appropriate funding stream. The services that the Employment Team provides is the first assessment and vital role for the one-stop system to build upon to provide the additional services based on the job seekers needs.

Texas Workforce Solutions-Vocational Rehabilitation (VR) Services supports people with disabilities to prepare for, obtain and advance in meaningful employment by providing of range of services based on an individual's employment goals. Vocational Rehabilitation (VR) counselors work closely with job seekers to determine an employment goal, and then identify and arrange for the high-quality services that lead to successful employment.

Our VR teams are ready to serve job seekers every day during regular business hours and are co-located in our workforce centers, either full time or on designated days of the week. They provide innovated services, which are available remotely via phone, teleconference, telemedicine or can arrange for socially distanced in-person services.

The services that the Vocational Rehabilitation Team provides is also a vital role for the one-stop system. Weather they initiate the job seekers assessment of services, or work with an existing One Stop Program customer. A warm handoff and/or Co-Case Management is seamless delivery for additional services that are available based on the job seekers needs.

While each program has a specific target population, they can often overlap. The Board and center staff work to provide a seamless service delivery to each customer that minimizes a specific funding stream, which the Board and Center management see as back-office responsibility, to the customer. This may take the form of co-enrollment in programs where the customer is eligible for both, allowing one funding stream to pay one

component of service, while another component pays for something else. This is just one example of how the Board and contractor, work internally to maximize the resources for each customer.

In Tarrant County Youth with disabilities has been exposed to **Work Base Learning** opportunity through **Summer Earn and Learn**. The Summer Earn & Learn program provides students with disabilities ages 14-22 with work readiness training and paid work experience. Summer Earn & Learn is a statewide strategy that includes employability skills training and paid work experience for students with disabilities.

Also, through our Student HireAbility Navigators Program which serve as a resource to support, expand, and enhance the provision of pre-employment transition services to students with disabilities that are provided by Texas Workforce Commission - Vocational Rehabilitation Services, as well as by other local partners and Workforce programs.

Adult Education and Literacy Program. This section describes the Adult Education and Literacy Program, which is 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).

The Board acts as administrative entity and fiscal agent to the Tarrant County AEL Consortium. The staff supporting this program are Board staff and work for integration with the Center funded programs to provide seamless services to the greatest extent possible between the programs.

Establishment of Co-Enrollment WIOA and AEL students in Industry Academies to increase attainment of Industry Recognized Credentials:

The Workforce Solutions for Tarrant County Board (WSTC) applied for and received a WIOA Alternative Funding grant. With those funds we began the development of Industry Focused Academies for AEL students. The Board created branding for each academy with a logo and color by industry in order for them to be identifiable on each campus and give the students pride in their involvement and completion of the programs. Each academy will be located on a different TCC Campus.

The academies are divided by industry sectors and accompanying occupational clusters based on the Board's demand industries, starting with Business Administration, Health Care, Information Technology, and Construction as well as the Entrepreneur Academy. Both the Entrepreneur and Business Administration Academy occupational and skills concentrations are found across all industry sectors. It is anticipated that these academies will be incubators for entry and middle skill credentials for the WIOA program.

While each program has a specific target population, they can often overlap. The Board and center staff work to provide a seamless service delivery to each customer that minimizes a specific funding stream, which the Board and Center management see as back-office responsibility, to the customer. This may take the form of co-enrollment in programs where the customer is eligible for both, allowing one funding stream to pay one component of service, while another component pays for something else. This is just one example of how the Board and contractor, work internally to maximize the resources for each customer.

How those internal programs coordinate with outside entities for the development of the local workforce

The Workforce Center staff are not equipped to remove all employment barriers that our broad array of customers face, especially in 2020. Some employment barriers faced by our customers require the expertise of a highly skilled individuals and braided funding from different programs as described earlier. The Board issues a Request for Proposal to address these more intense service needs.

The purpose of this Request for Proposal (RFP) is to secure the services of multiple, qualified organizations to provide services to residents of Tarrant County who are receiving Temporary Assistance for Needy Family (TANF) benefits, Food Stamp benefits (SNAP), or who qualify for the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, or Youth Programs. The services sought are expected to complement, not duplicate, the services provided to job seekers through the Tarrant County Workforce Centers. The Board refers to these services as ancillary or “niche” services. Since its establishment in the late 1990’s, the Tarrant County Workforce Development Board, d.b.a. Workforce Solutions for Tarrant County (WSTC) has worked to establish a tradition of partnering with other human services agencies and non-profits in Tarrant County to offer a comprehensive array of services to workforce system clients. Through these partnerships, the Board has been able to engage the community in providing services to clients that have ranged from disability inclusion assistance to mental health and substance abuse evaluation, to intensive case management and mentoring, and to specialized educational, employment, and supportive services.

This **Ancillary Services Request for Proposals (RFP)** reflects the continuation of this philosophy to engage the community in providing services. The RFP is intended to provide an accessible opportunity for community-based organizations, faith-based organizations, and others that are close to targeted populations to submit productive, innovative proposals that respond to the challenges of providing services under several Federal and/or State funded programs. The following services were procured because of that need:

- Mentoring, job retention & advancement assistance “Disconnected Youth” and TANF
- Intensive co-case management & assistance with barrier removal which could include sex trafficking.
- Education offered concurrently with Paid Work Experience and Job Skills Training for “Opportunity Youth”
- Summer Earn and Learn (SEAL) Work based learning opportunities for students with disabilities

The follow Ancillary Partners are currently providing services:

- **Pathfinders of Tarrant Co., Inc.** Family Mentoring Program: Match families and individuals who are employed with volunteer mentors from the community who will provide post-employment mentoring for a one-year period.
- **The Women’s Center Strengthening Families Program:** To increase work readiness and employability of TANF/TANF eligible customers with significant barriers to employment through the delivery of niche services such as Workforce orientation, workshops to build skills and motivate, co-case management and assistance with barrier removal to help customers dealing with catastrophic and perpetual conditions. The Women’s Center case management can deal with women who are victims of domestic violence and sex trafficking. They also have relationships with organizations in our area that specifically

- help women and their children that are victims of violence or sex trafficking. Workforce programs will then get a referral back when the individual is stabilized and ready to pursue training and employment.
- **Goodwill Industries of Fort Worth:** Goodwill's E2 program provides out-of-school youth with intensive, one-on-one educational opportunities and life skills/job readiness training, while simultaneously facilitating a paid work experience and on-the-job skills development for each participant on-site within a Goodwill location. The goal for each participant within the program will be to connect their classroom learning with authentic work experience to advance individualized personal career pathways. E-Squared also provides mentoring, leadership development, college prep mentoring, and guidance and counseling. During the summer months work base learning opportunities are provided to students with disabilities through a statewide initiative with Texas Workforce Commission and the local boards.

External relationships within the community also provide mutual benefits to customers shared by the workforce system and that organization, such as youth aging out of foster care, youth without high school diplomas and/or poor work history in our WIOA youth program, youth and adults with disabilities, youth and adults returning from jail or incarceration, etc. The programs for which the Board has Memorandums of Understanding (MOU) for cooperative services to these groups are the following:

- NCP Choices Program-Cooperative Agreement
- PAL Program-Cooperative Agreement
- Fort Worth ISD-Cooperative Agreement

Other Partnerships

Preparation for Adult Living (PALS) and Transition Resource Action Center (TRAC) which through this partnership we assist youth 16 to 24 aging out of Foster Care. TRAC is a contractor of Family and Protective Services to provide support to youth aging out of Foster Care. TRAC has an office in South Fort Worth that assist those returning to Tarrant County with successful transition and planning. Both TRAC and PALS refer youth to WSTC Centers to assist with employment planning. WFS along with PALS and TRAC meet quarterly to discuss strategies on engaging youth that are transitioning out of foster care. For BCY 20 Tarrant County served a total of 60 foster youth across all funds. In the fall of 2020 TRAC and Workforce Solutions for Tarrant County had a joint Strategic Planning Session to improve resource awareness related to employment services access for transitioning foster youth. In addition to the quarterly meetings, TRAC will also schedule two foster youth focus groups to capture input on whether resources and protocols being developed are comprehensive and effective.

Project Deliverables

- Resource guidance materials for foster youth identifying which agency or entity they should contact for a given support, along with corresponding direct contact information for those entities.
- Handoff protocols between agencies to minimize gaps in foster youth service. These protocols should include:
 - A procedure for determining whether initial contact between a foster youth and the agency they were referred to was made.

- A procedure for determining whether a foster youth successfully enrolled in services following the handoff.
- A realistic “turnaround timeline” for handoff execution.
- Handoff protocols will be developed between the following agencies/entities:
 - TRAC and Workforce Solutions Offices
 - TRAC and Department of Public Safety
 - TRAC and local housing entities
 -

Project Stakeholders

The following entities will participate in TRAC's quarterly stakeholder meetings:

- Transition Center Staff
- Caseworkers for Area Foster Youth
- Workforce Solutions Offices
- Department of Public Safety
- Child Protective Services
- Residential Treatment Center Staff
- DFPS PALs
- K-12 Education Institutions (ISDs and Regional Education Service Centers)
- Regional Institutions of Higher Education
- Relevant Federal Institutions and/or Programs (SNAP and Social Security)
- Our Community/Our Kids
- Child Care
- Fort Worth Housing Authority and Other Local Housing Entities
- Relevant Local Non-Profits (Goodwill of Tarrant County; North Texas Foodbank)
- CASAs

How the Board will work with programs 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).

Point One: Virtualization of Enrollment of AEL students.

Within the *Texas Workforce System Strategic Plan FY2016-2023, 2020 Update*, the Texas Workforce Investment Council states under the Key Issues section regarding Adult Education the following:

“A key capacity to achieving the above stated goals is the referral capabilities and infrastructure necessary to serve individuals seeking adult education programs and services to locate the most appropriate program, regardless of where it resides within the adult education domain. Improving this capacity and improving coordination among service providers are essential components to serving these learners.

The Board, which took over as fiscal agent and program oversight for the AEL program in 2017, found this to be a key issue in meeting performance. In 2019, the Board created virtual intake and eligibility for incoming participants. This process enhances the referrals to appropriate services that is facilitated through the AEL Call Center. In 2017, the Board established the first AEL Call Center to provide a cohesive communication throughout the community and to ensure that participants were referred to appropriate services related to their outcome goals through a comprehensive triage. Once the participant is sent to a provider, the provider will issue a virtual orientation through Zoom to determine the proper fit for the participant. The next step is to send out the intake and eligibility documents to the participant via DocuSign to complete the enrollment process and collect required documentation. All intake assessments are provided through the Zoom platform or through the online option.

Participants are provided education and training services through remote classes, Distance Learning, and in person when available. This not only provides continued service through the COVID-19 pandemic, but additionally allows for a variety of platforms to support the success of the participant while addressing any barriers such as schedules, transportation, and sometimes childcare.

Point Two: Increasing Attainment of Industry Recognized Credentials:

The Workforce Solutions for Tarrant County Board (WSTC) applied for and received a WIOA Alternative Funding grant. With those funds we began the development of Industry Focused Academies for AEL students. The Board created branding for each academy with a logo and color by industry in order for them to be identifiable on each campus and give the students pride in their involvement and completion of the programs. Each academy will be located on a different TCC Campus.

The academies are divided by industry sectors and accompanying occupational clusters based on the Board's demand industries, starting with Business Administration, Health Care, Information Technology, and Construction as well as the Entrepreneur Academy. Both the Entrepreneur and Business Administration Academy occupational and skills concentrations are found across all industry sectors. It is anticipated that these academies will be incubators for entry and middle skill credentials for the WIOA program.

The other components of the academies will be funded by braiding Adult Education and Literacy funding and WIOA funding. This will allow Board funding to support comprehensive services leading to employer recognized credentials and livable wages for customers with basic skills deficiencies. An analysis of our current WIOA participants in all three programs, demonstrates that 14.5% of them, or 310, are basic skills deficient.

Targeted Participants.

- Adult Basic Education (ABE) Students
- Adult Secondary Education (ASE)
- English as a Second Language Students (ESL) including
 - Internationally Trained English Language Learners (ESL for professionals/degree)
- WIOA Youth Adult and Dislocated participants who do not have a high school diploma or are Basic Skills Deficient.

- **Referral and Outreach for Academies**-Outreach happens within WIOA orientations, AEL orientations and TCC program information sessions.
- **Industry Academies on Community College Campuses**- Each academy will be located on Tarrant County College Campuses with each having a different industry focus.
- **Industry Academies through Community Based Training providers**- In order to address the COVID-19 pandemic, we have made the Academy Model portable to provide in partnership with Community Training providers. While the offerings remain remote and online, our TCC partners are still involved in providing the support class along with the AEL Career Navigator alongside the WIOA Career Counselor to offer the wrap around support and move students through the training as a Cohort.
- **Information Session and Eligibility determination**- Both the Career Navigator and Counselor will hold information sessions to explain the program and share various training opportunities. Assessments will be given to determine eligibility for the program and determine whether the individual is basic skills deficient.
- **Career Navigators** who include both AEL Navigator and a WIOA Career Counselor on-site at one of the Academies. The two assigned staff, the Career Navigator and Career Counselor, will work one on one with the students and communicate with each other for any barrier removal or additional support services needed by the student as issues arise. The co-case management ensures that the student's educational and support needs are met to assist with completion of the program. Once the student completes the training they will move on to employment/follow-up unless they need further training or assistance at which time they will move into "Next Steps."
- **Transition Classes**- Both AEL and WIOA participants will be in Transition Classes which include co-enrollment in system programs, support services, career exploration, and other WIOA required elements. Additionally, each student will be enrolled in WIT prior to starting the academy.
- **Career and Post-Secondary Education Exploration** related to a student industry interest. Various activities are included in the Transitions agenda which spans over one week.
- **Industry Contextualized Curriculum Training by Industry**- The Academy Model will encompass targeted participants in contextualized curriculum; and will support the **attainment of a High School Equivalency for those that need it**. The training will be funded through approximately \$380,000 in ITA funding from this grant. The trainings will take place on the same campus as the AEL Support class which contextualizes the training program lesson plans. This will assist with students that have additional needs to stay with the class. In response to the pandemic, cohorts still move together through the training and their contextualized classes are held online through Zoom to allow for real time instruction. This supports the need to assess the student where they are and ensure that they are prepared to move to the next step.

- **IET**-Through the partnership with Tarrant County College, we will provide Integrated Education and Training (IET). Once the student completes their Transitions course, they will move into an IET that will also include an AEL Support class to assist with completion.
- **Industry Recognized Certifications** on one of the five (5) TCC campuses or the Community training provider, depending on the pandemic. All trainings end in an Industry Recognized Credential and the assessment is built into the program offering.
- **Job Readiness** through resume writing, interviewing skills, etc.
- **Introduction to Supporting Employers leading to direct employment upon training completion** in either work experience, On-the-Job Training, or unsubsidized employment with Academy Employers.

Uniquely, the model encompasses Employer support from Industry specific cadres of employers that will provide multiple opportunities to interact with the student.

- ✓ The first entry point is during the curriculum writing to ensure the employer skill needs are being met through the curriculum.
 - ✓ The next entry point is during the Transitions course to introduce the Employers and build the relationship to support the mentorship and provide information to the students about their options. This will allow for students that qualify to participate in Internships, unsubsidized employment, and other work experience opportunities to receive these services.
 - ✓ During the training and support classes, the employer will come in to talk with the students about their next steps after successful completion of the training/certification attainment or to further their trainings to enhance their career opportunities.
 - ✓ The Employers will participate in a mini-job fair to support the students and prepare them for completion and employment. During the follow-up stage, employers will be surveyed during the feedback loop to get input on their experience and any suggestions for improvement.
- **Customer Outcome:** A credential and employment within the industry of their training.

B. Core Programs-Expand Access, Facilitate Development, and Improve Access
(WIOA §108(b)(3); 20 CFR §679.560(b)(2))

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

Boards must include a description of the Board's plan for working with at least one of the Governor's industry clusters. A description of how the Board will work with entities that facilitate core programs to expand access to employment training, education, and support services, eligible individuals, including individuals with barriers to employment, facilitate development of career pathways and co-enrollment in core programs, improve access to activities leading to postsecondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

The Board staffs a regional [Aerospace Consortium](#) for the 16 county region of the Dallas, North Central and Tarrant County Area. Since 2005, Bell Flight, Lockheed Martin and Trimph Aerostructers-Vought Aircraft Division have led this consortium.

The Aerospace Consortium formed in 2005 after OEMs in this sector, chose to work together to develop and retain a talent pool in North Texas for their industry. They developed a curriculum that was used to train a basic Aerospace worker. Tarrant County College and other training providers re-developed an older curriculum for **Aircraft Structure, Surface, Rigging and Systems Assemblers** developed by the consortium to meet the needs of new government contracts in the area.

Additionally, the occupation of **Mechatronics** is advertised under multiple occupational titles including Industrial Machinery Mechanic and engineering names to attract the skills sets needed. A new occupation, Electro-Mechanical and Mechatronics Technologist and Technicians was added to the Board's target list last year to reflect the skills set more accurately described by industry. This did replace the previous occupation, Industrial Machinery Mechanic. However, when Region 11 adopted Industrial Machinery Mechanic as a Career Pathway, the Board went back to that occupational title to better align with education. A group of employers led by Bell Flight, under the direction of the Aerospace Consortium, worked with Board staff to look at curriculum being developed in the North Texas region for CTE, P-Tech programs. Other participants included Texas Instruments and Flex-N-Gate, a supplier of GM tail gates. Although the pandemic curtailed much of the in person work, the impact of this work is seen both on the Board's Target List, within current and future P-Tech programs at our larger ISD's and is the basis of the skill sets for Robotics and Drones. The Tarrant Board sign a letter of support requested by Texas Instruments for a Region 10 Educational Service Center TEA Perkins Reserve Grant grant for Electrical Engineering course work as a related pathway. This was awarded and the Board is eager to support this work as it will also support Region 11.

It was this consortium that asked the Board to further investigate the addition of mechatronics as demand skills within our target occupations for manufacturing.

After extensive research into this led by Bell Flight and Flex-N-Gate (major supplier to GM) the result of the addition of Electro-mechanical technician to our target list as the ONET description most accurately captured what advanced manufacturers in our area were telling us was a critical skill set. However, employers are still stuck in the job description/job title limbo as many applicants don't know this title. So the skill sets are advertised under a variety of job descriptions such as Industrial Machinery Mechanics, even Mechanical, Electrical and Robotics engineers.

This industry partners work closely with the Board and local education to assure that robotics and drone technology, which Mechatronics is the foundation is being taught in our P=Tech programs at our large ISDs.

Part 4: One-Stop Service Delivery

(WIOA §108(b)(6); 20 CFR §679.560(b)(5))

A. One-Stop Service Delivery System

4.A.1. Boards must include a description of the one-stop delivery system in the workforce area including explanations of the following:

- Assurance of continuous improvement of eligible providers
- How providers will meet the employment needs of local employers, workers, and job seekers
- Facilitation of access to services provided through the one-stop delivery system, including remote areas, through the use of technology and other means
- How the Board will facilitate access to services, including referrals to VR services and access to remote areas
- Compliances with accessibility of facilities, programs, and services, for example, for individuals with disabilities
- Roles and resources contributions on the one-stop partners

Providing quality services to job seekers and employers is critical to ensuring the success of the Tarrant County Workforce Center System. Our mission as a partnership of community resources, is to ensure the economic vitality of our community by building and maintaining a quality workforce system that strengthens and provides educational and developmental opportunities for all people in Tarrant County.

Continuous improvement of eligible providers is also critical component to meet the needs of employers and job seekers. Our Boards Workforce Improvement Committee and Workforce Delivery Committee are comprised of Board Members that are private sector employers, local area Chamber Members and our local Community College Representatives. The programs our Board oversees are designed to assure that the businesses in Tarrant County remain competitive and grow jobs, that the workers have the opportunities to obtain skills that will help them become or remain self-sufficient, and that our communities are economically resilient.

Tarrant County is 864 square miles and is comprised of 41 incorporated areas, not all of which has public transportation. Virtual services are available for our customers that prefer that option. Career Coach is an online vocational interest assessment that is made available to all job seekers on our website. We also offer Job Readiness Workshops, Labor Market, Career & Training Information, Virtual Orientations, Welcome and Information Sessions and a Chat feature that connects job seekers to a staff person. Program customers and job seekers in general are made aware of these services through social media, partner agencies, our call center staff and outreach letters. DocuSign is available for staff and

customers that need to provide documents. Appointments by telephone are also an option for job seekers.

Virtual Services may be a more viable options for persons with disabilities. All of the Tarrant County Workforce Centers are disability assessable; they have adaptive equipment. Staff are provided training by Vocational Rehabilitation staff on a quarterly basis every year.

B. Cooperative Agreements

The Tarrant County Workforce Development Board dba Workforce Solutions for Tarrant County (WSTC), referred to in the plan as “the Board” is the fiscal agent and has administrative oversight of all core programs in Tarrant County with the exception the of the Vocational Rehabilitation Program and has a Cooperative Agreement between the local area provider (the Board) and the **Texas Workforce Solutions-Vocational Rehabilitation (VR) Services**.

All contracts for workforce services are administered by the Board or are under the purview of the Texas Workforce Commission.

Following Notations:

- The contract with the Office of Attorney General expired 9-30-2020 and we are waiting for they are drafting an amendment to carry though to September 30, 2021. Because of the nature of the past year, this has not been received yet.
- A file of the other area partner’s Cooperative Agreements are found in the Appendix.

C. Employer Engagement, Econ. Develop., and Unemployment Insurance Prog. Coordination (WIOA §108(b)(4); 20 CFR §679.560(b)(3))

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations
- Support a local workforce development system that meets the needs of businesses in the workforce area
- Better coordination between workforce development and economic development
- Strengthen links between one-stop and unemployment insurance

The Board continues to partner with local chambers of commerce, economic development corporations and various entrepreneurial training programs to recruit, retain and grow the businesses within the county. Entrepreneurial training, especially with transitioning veterans has proven to be instrumental with the growth

of new, and existing small businesses. The board will act as a convener between these programs to assist in identifying opportunities for small business growth.

The Board will continue to be an active partner with local chambers of commerce and economic development organizations in their business recruitment and retention efforts. As part of this team, board staff play an intricate part in site selection meetings and business retention visits.

The Board works with workforce intermediaries to identify businesses within their respective areas. This partnership, along with conducting business forums allows the Board to engage more small businesses and identify needs.

The Board partners with Tarrant County College, local chambers of commerce and economic development corporations to identify businesses that need incumbent worker training. This partnership will be a catalyst to secure state grants (i.e., Skills Development grants) that will increase skill sets of existing and new workers. The Board, and workforce center operator will also identify on the job training opportunities, especially within the small business community. Business forums will allow the board, and the workforce center operator to introduce, and foster apprenticeship opportunities, as another aspect to train and grow the future workforce.

D. Coordination of Wagner-Peyser Services

(WIOA §108(b)(12); 20 CFR §679.560(b)(11))

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.

The [Wagner-Peyser Act of 1933](#), which established a nationwide system of public employment offices known as the Employment Service (ES). The one-stop service delivery system is intended to provide universal access to an integrated array of labor-exchange (job-matching) services through self-service or with staff assistance. This allows employers, workers, and job seekers to obtain the services they need, when they need them, and in the manner that they prefer (for example, online, in person, or by phone).

Wagner-Peyser services provides a variety of employment-related services for job seekers and employers, depending on the needs of the labor market, including the following:

- Job search assistance, job referral, and placement assistance for job seekers
- Reemployment services for unemployment claimants
- Recruitment services for employers with job openings
- Assessment of skill levels, abilities, and aptitudes
- Career guidance
- Job search workshops
- Referral to training

Employer services include the following:

- Referral of job seekers to available job openings
- Assistance with developing job order requirements
- Matching job seekers with job requirements, skills, and other attributes
- Assisting employers with special recruitment needs
- Arranging job fairs
- Assisting employers with analyzing hard-to-fill jobs
- Assisting with job restructuring
- Helping employers mitigate the impact of layoffs

The core principles of the ES program are as follows:

- Help employers fill jobs by recruiting, screening, and referring qualified job seekers who meet job requirements
- Help job seekers find employment for which they are qualified in order to help establish long-term employment stability and earning potential
- Facilitate job matching between employers and job seekers
- Participate in clearing labor between states, including the use of a standardized classification system
- Ensure that unemployment claimants meet the work-test requirement by registering with the state ES system
- Provide information about labor market conditions
- Address or help address labor issues regarding state and federal laws

E. Integrated, Technology -Enabled Intake and Case Management (WIOA §108(b)(21); 20 CFR §679.560(b)(20))

This section provides a description of how Workforce Solutions Offices are implementing and transitioning to an integrated, technology-enabled intake and case management information system, including for programs carried out under WIOA and by one-stop partners. This section also describes the increased use of paperless case management systems and mobile units for customer convenience.

Workforce Centers

In the *Texas Workforce System Strategic Plan for 2020*, Overarching Imperatives-Strategic Pillars to Support System Improvement, the pillars of customer service and satisfaction, data-driven program improvement, and continuous improvement and innovation were emphasized.

Tarrant County's workforce system has strived for these three pillars in service delivery. The Board created staff committees for virtual service planning and center system re-design in 2018-2019. The virtualization of service

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plans came into action in March 2020, when the COVID-19 pandemic forced the closure of centers, while our system still needed to provide services to our customers.

The success of this virtualization over time will inform the direction of future physical locations within Tarrant County for in-person service delivery as lease are reviewed during 2021-2024. Currently has 5 centers located within Tarrant County, to ensure that any customer seeking services can get them in any of the programs described above.

However, as the Board virtualizes services, careful data of utilization, both in person center interactions, and on-line will be kept making data driven decisions regarding the number, size, location, and use of center locations in the future.

As of October 2020, the following virtualization of services actually increased center service numbers

Virtualization of Workforce System Services

Throughout 2018-2019, a team of Board staff working on a *Virtualization Team*, have analyzed opportunities to bring virtual and paperless opportunities to the customers of the Tarrant workforce system. This greatly expanded the concept of the original web-based portal described in our last plan, and in fact, has taken its place.

NOTE: This directly aligns with the *Texas Workforce System Strategic Plan for 2020* on page 19, Cross-Partner Issues and Opportunities, page 19, last bullet: Institutionalize Alternative Service Delivery Methods; as well as the previously mentioned Pillars of the State Plan.

The purpose of this team was to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. After centers were shut down much of this planning was brought to the forefront and accelerated. Here is a list of some of those actions:

- Paperless System for Document Control-
- Electronic Customer Folder-
- Doc-U-Sign for customers to sign
- Pre-Application on website and enroll
- Microsoft TEAMS-
- Online Meetings
- External Chat Feature
- Phone Systems for Virtual Workforce Center
- SHAREPOINT- Virtual career exploration on our web-site open to all
- AEL portal
- Data Protection
- VPN Solutions

Virtualization also play an import role prior to 2020, in the Adult Education and Literacy program which
initiated a virtual process to enhance the referrals to appropriate services. This is facilitated through the AEL Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

Call Center. In 2017, the Board established the first AEL Call Center to provide a cohesive communication throughout the community and to ensure that participants were referred to appropriate services related to their outcome goals through a comprehensive triage. Once the participant is sent to a provider, the provider will issue a virtual orientation through Zoom to determine the proper fit for the participant. The next step is to send out the intake and eligibility documents to the participant via DocuSign to complete the enrollment process and collect required documentation. All intake assessments are provided through the Zoom platform or through the online option.

Participants are provided education and training services through remote classes, Distance Learning, and in person when available. This not only provides continued service through the COVID-19 pandemic, but additionally allows for a variety of platforms to support the success of the participant while addressing any barriers such as schedules, transportation, and sometimes childcare.

While each program has a specific target population, they can often overlap. The Board and center staff work to provide a seamless service delivery to each customer that minimizes a specific funding stream, which the Board and Center management see as back-office responsibility, to the customer. This may take the form of co-enrollment in programs where the customer is eligible for both, allowing one funding stream to pay one component of service, while another component pays for something else. This is just one example of how the Board and contractor, work internally to maximize the resources for each customer.

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Part 5 Workforce Investment Activities

A. Economic Development and Entrepreneurial/Microenterprise Activities

(WIOA §108(b)(5); 20 CFR §679.560(b)(4))

This section describes how the Board will coordinates local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board promotes entrepreneurial-skills training and microenterprise services.

The Board works with all economic development entities in the region along with Chambers of Commerce by sharing programs, services, and opportunities for businesses. Further, the Board participates in several working committees (such as the Talent Engagement Committee with the Fort Worth Chamber of Commerce) with various Chambers of Commerce to work with existing businesses while identifying new companies in the region. Staying engaged with economic development entities remains a high priority and assist with grant incentives, recruitment, site selection, retention, and act as a liaison for those services. To better communicate with partners a coordinated effort has been established to better serve our employer community through a Salesforce Customer Relationship

Management (CRM) tool. Last, as a participant with the Tarrant County Mayors Council, the board communicates initiatives with every city and town within Tarrant County for a coordinated approach.

Promotion of entrepreneurial-skills training

The Board promotes entrepreneurial-skills training through the AEL Academy and acts as a convener between the WIOA and AEL programs to support co-enrolled students. Additionally, the Board is in our partnerships with the Small Business Administration, Economic Development entities, and Non-Profit community partners to promote this training currently located at Tarrant County College. This training took place in the fall of 2019 for the first class. The second was scheduled for early 2020 but could not remain in person after the introduction of COVID19 to the community.

Working with community partners and small business associations, the Board will outreach to small businesses and identify needs of those small businesses. Participation with cities small business workshops will serve as a catalyst for promotion of our services. Additionally, creating a virtual forum highlighting programs will be essential to the success of outreach to microenterprise services.

Promotion of Microenterprise Services

Working with community partners and small business associations, the Board outreaches small businesses to identify microenterprise service needs. Participation with cities small business workshops will serve as a catalyst for promotion of our services. Additionally, creating a virtual forum highlighting programs will be essential to the success of outreach to microenterprise services. It is anticipated that after widespread of the COVID vaccine in the spring of 2021, various economic development groups will again start working with this group to identify and support their growth. From our largest cities are two examples of that kind of support which the Board's Business Services Unit will connect these individuals and business enterprises to resources such as the City of Fort Worth's Office of Small Business, which is located with the Fort Worth Business Assistance Center, TECH Fort Worth and IDEA Works FW. In Arlington, this assistance is located at One Start Center.

B. Rapid Response Activity Coordination

(WIOA §108(b)(8); 20 CFR §679.560(b)(7))

This section describes how the Board will coordinate workforce investment activities carried out in the workforce area with statewide rapid response activities described in WIOA §134(a)(2)(A).

To ensure timely compliance with Rapid Response requirements, the Tarrant County Workforce Development Board, d.b.a. Workforce Solutions for Tarrant County (WSTC) developed Operations Procedure 22-06, a systematic process for completing Rapid Response services. This was necessary

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because on June 26, 2002, the Texas Workforce Commission (TWC) Commissioners voted to give Workforce Development Boards full responsibility for the management of Rapid Response services effective July 1, 2002. Given this responsibility, Workforce Solutions for Tarrant County and its contractor made subtle service enhancement changes designed to better serve employers and customers. Due to extreme conditions caused by the pandemic (Covid-19), Tarrant County has added WEBEX and virtual Rapid Response services to its program.

To be more proactive and responsive to additional layoffs before they occur, Workforce Solutions for Tarrant County has expanded its layoff notification process and will generate Rapid Response services for all of the following: reaction to a layoff notification in a Worker Adjustment Retraining Notification Act (WARN) notice. Confirmation in the form of a telephone call from an employer, labor union or employee at a company with an impending layoff, an article in a newspaper or other publication, affected workers from a company with layoff activities begin using Workforce Center services, notification from a Chamber of Commerce or a Trade Adjustment Assistance Petition is filed with the State and forwarded to the Department of Labor.

Workforce Solutions for Tarrant County attempts to apply layoff aversion strategies to mass layoffs or company closures; however, doing so is a major task because when a layoff is about to occur, it is usually known only to that company's management and getting the word out to impacted employees is not always accomplished in a timely manner. Contacting the appropriate Rapid Response Coordinator and notifying him/her of an impending layoff can be even more challenging and in some cases this task is simply overlooked. In addition, applying layoff aversion strategies can be cumbersome due to the time necessary to put appropriate activities in place. For that reason, Tarrant County concentrates on applying the Shared Work Program, whenever possible and the use of On-Site Job Fairs, job fairs occurring at Workforce Centers and distributing listings of job fairs occurring in Tarrant and surrounding Counties. Such activities tend to provide a quicker return to work, decrease unemployment numbers and reduces the number of months an individual will be receiving unemployment.

To ensure the appropriate officials are apprised of layoff activities, the instructions for Worker Adjustment Retraining Notification Act (WARN) incorporates directions for including the State Dislocated Worker Unit, the County Judge, and the appropriate Mayor. In addition, when formal briefings on Tarrant County Layoffs are provided at Governing Board meetings, the information consists of the anticipated layoff date, a list of services that are being provided, referrals to collaborating and related job fair information.

C. Youth Activities and Services

This section describes assessment type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. The description must include an identification of successful models of such activities.

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

WSTC Board Guidance 8: WIOA Youth-Objective Assessment

Purpose: To provide Board guidance in reference to recent assessment of the participant conducted as part of another education or training program.

Background: The WIOA Guidelines issued as part of WD Letter 12-15 gives Boards the option to make determination that is appropriate to use a recent assessment of the participant conducted as part of another education and training program.

Policy: For the purpose of WIOA Youth participation, Workforce Center staff can accept an objective assessment that has been complete by another education and training program that is not older than six months of referral from another agency. The assessment must be appropriate and meet all the guidelines of an objective assessment which include the following:

*Note if a customer has completed any element of the objective assessment staff can accept the information to complete the remaining elements needed in an objective assessment. For example, if Basic skills has already been assessed by a referring Agency, ISD or training provider, it is not necessary to reassess the customer, unless it is older than six months.

- a. Basic skills
- b. Occupational skills
- c. Work experience
- d. Employability
- e. Interests
- f. Aptitudes
- g. Support services; and
- h. Developmental needs.

Tarrant WIOA youth use Career Cruising, a detailed interest-based assessment, to identify their top five industry clusters. They then explore those industries on career exploration virtual tours. Local employers offer virtual tours of their facilities so that youth may learn about the company's different departments and gain insight from employers on steps they should take to get started on their careers. Youth can also explore careers at Board hosted annual career fairs.

The assessment must be used to develop the youth individual service strategy, a copy filed in customers file, documented in counselor notes education and training program that developed the objective assessment if not developed by Workforce Solutions for Tarrant County.

D. Coordination with Secondary and Postsecondary Education Programs

The Workforce Improvement Committee, which is made up of business leaders from various industry sectors, education, and economic development organizations, assist in connecting board staff with business leaders in their respective industries. This committee also offers guidance, and support in developing business forums, industry consortiums, and connecting the business community with Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

educators to grow the future workforce. Business members are instrumental in validating career pathways for the Board's targeted occupations and industries.

The Board has a Career and Technical Education (CTE) Directors Advisory Committee. This committee is a partnership with Workforce Solutions for Tarrant County and CTE Directors from nineteen school districts in Tarrant and surrounding counties. The committee supports education initiatives including P-TECH and STEM Academies, dual credit, and industry internship programs. The CTE committee is an avenue to share pertinent educational and industry information that results in industry driven curriculum to prepare the future pipeline of workers. The workforce board uses this committee as a way to connect CTE Directors with industry partners and training programs throughout the county.

Board staff activity participating on PTECH advisory boards for ISDs on demand career pathways. The Board staff help find industry partners, provide labor market information, and serve on committees. Committee membership is below.

- Membership includes,

▪ Aledo ISD	▪ Azle ISD
▪ Arlington ISD	▪ Birdville ISD
▪ Castleberry ISD	▪ Crowley ISD
▪ Eagle Mountain Saginaw ISD	▪ Everman ISD
▪ Fort Worth ISD	▪ Grapevine Colleyville ISD
▪ Hurst Euless Bedford SD	▪ Keller ISD
▪ Lake Worth ISD	▪ Mansfield ISD
▪ Northwest ISD	▪ White Settlement ISD

- Other District/Schools involved include:

- Weatherford ISD
- Burleson ISD
- Irving ISD
- InterLink of North Texas
- Tarrant County College

E. Child care and Early Learning

The child care program sets strategic goals in the yearly board plan. This includes coordinating with other board programs to strengthen services. It includes outreach/awareness for cross referrals with WIOA, Choices, and AEL participants to better serve the community. In addition, a Quality Plan is developed each year to structure all activities and training to get the best coordination with community early learning partners.

We participate in a leadership role with the Early Learning Alliance of Tarrant County. Successful programs developed from the collaboration are:

- Boost Program to support TRS one stars to become eligible for assessment which has help increase the number of TRS providers and school readiness,
- Supported the restructuring of the Texas Workforce Registry to support documenting training and advancement of child caregivers for a career pathway,
- Development and support the first Early Learning Professional Apprenticeship in Texas,
- Partner with ISD's, Head Start, and community child care facilities to better serve the pre-k population,
- Utilize the Texas Child Care Tools platform to help provide shared services for providers.

F. Transportation and Other Support Services

The Board, through its contractor C2 Global, provides bus passes, Uber cards or gas cards to participating customers that need transportation assistance to either participate in training or job search. They are provided each week depending upon satisfactory participation and attendance of the participant. It could be less often if the customer is working, and it would be a hardship for them to come to the centers every week due to their work hours.

The Board provides support services, which enable an individual to participate in WIOA activities. The services include, but are not limited to, the following:

- Linkages to community services
- Assistance to child care and dependent care
- Assistance with housing
- Needs-related payments
- Assistance with educational testing
- Reasonable accommodations for youth with disabilities
- Referrals to health care
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications

The Board also works with other organizations with transportation funding, to maximize the funds available for this purpose.

G. Coordination of Adult Education and Literacy (AEL)

The Board acts as administrative entity and fiscal agent to the Tarrant County AEL Consortium. The staff supporting this program are Board staff and work for integration with the Center funded programs to provide seamless services to the greatest extent possible between the programs.

Establishment of Co-Enrollment WIOA and AEL students in Industry Academies to increase attainment of Industry Recognized Credentials:

The Workforce Solutions for Tarrant County Board (WSTC) applied for and received a WIOA Alternative Funding grant. With those funds we began the development of Industry Focused Academies for AEL students. The Board created branding for each academy with a logo and color by industry in order for them to be identifiable on each campus and give the students pride in their involvement and completion of the programs. Each academy will be located on a different TCC Campus.

The academies are divided by industry sectors and accompanying occupational clusters based on the Board's demand industries, starting with Business Administration, Health Care, Information Technology, and Construction as well as the Entrepreneur Academy. Both the Entrepreneur and Business Administration Academy occupational and skills concentrations are found across all industry sectors. It is anticipated that these academies will be incubators for entry and middle skill credentials for the WIOA program.

Part 6. Adult, Dislocated Workers and Youth Services

A. Adult & Dislocated Worker Employment and Training (WIOA108(b)(7); 20CFR 679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker and youth employment and training activities in the workforce area. Include a description of the assessment instruments used by each program.

All services are customer focused and respect the work accomplished by other providers and use that information as much as possible to have high regard for the customers time and partner agencies efforts.

- **Basic Career Services, which can include any or all of the following**
 - **Assessment** (the beginning portion that will follow **the customers as they advance so that they don't have to repeat an assessment**)
 - **LMI**
 - **Job Search Assistance**
 - **Registration in Work-In-Texas**
 - **Job Placement**

- **ETPS**
- **Community Referrals**

Overall Process Description

The available options are again customer focused so the services a customer engages with are based on their needs, whether the services are provided virtually or in a center. A staff person will engage the new customer directly to determine the purpose of the visit and provide meaningful engagement. All new customers are invited to attend a virtual Welcome and Information Session to hear about all the services and opportunities that we have available.

Customer will generally be seeking (1) employment services and/or assistance with resume help or Work-in-Texas, or (2) other Career Center services such as job readiness classes, services, etc. Staff work with the customer to ensure that their use of all of our services are maximized to meet their goals. What services are accessed can be one or any combination of the above list and can be assessed virtually by website, chat feature, online zoom meeting and job readiness workshops, recorded orientations, by phone or an in-person appointment at a center.

Concept: Whatever is begun in Basic Services should follow the customer so that they don't have to repeat processes at different levels

- Initial assessments of a qualitative nature may take place. If used, they will follow the customer as they progress and may culminate in a complete objective assessment in Individualized services if that is what is needed by the customer.
- One of the 5 priorities developed for the centers revolves around a seamless **customer flow**, including when a customer is certified as **eligible**, enrolled and a logic to service types in **Basic Services**, how those services can flow with the customer and when they progress to **more individualized services** and their **eligibility points**.
- The team worked on enhancements to services so that our **system offerings at Basic are robust and value-added**.
- **At the Basic level** is where we engage most of our **Wagner-Peyser funding and staff**
- A priority was also set to provide our **Counselors** with **Training** so that our system had deep knowledge within the front-line regarding use of **assessments, judgements in career planning, counseling using career pathways, understanding, and explaining labor market information**.
- The system also worked on **assisting businesses and industry sectors**, including making **appropriate referrals for positions**, especially with work experience, internships, and apprenticeship opportunities.
- If the customer needs **Individualized Services**, they may progress there at different times depending upon their needs. We worked on the transition points and needed information and eligibility for training under either WIOA Adult or Dislocated Workers program.
- **Individualized Services** can be one or any combination of the following:

- Comprehensive Assessment
- Individual Employment Plan
- Career planning and counseling
- Short Term pre-vocational services
- Internships and Work Experience
- Workforce preparation activities
- Financial Literacy services
- Out-of-area job search
- English Language Acquisition
- Follow-Up Services
- Training Services available to customers based on eligibility by program
 - Financial Aid Information
 - Occupational Skills Training (ITA)
 - On-The-Job Training (OJT)
 - Incumbent Worker Training
 - Workplace training
 - Cooperative Education Programs
 - Skills Upgrading/Retraining
 - Entrepreneurial Training
 - Customized Training
 - Placement after training
 - Follow-Up

B. Priority to Recipients of Public Assistance and Low-Income Individuals

The Basis for WIOA Training is the Board's TARGET OCCUPATION or HIGH PRIORITY LIST:

The Board publishes its Target Occupation list on its website. The Board goes through a process to select these occupations designated within our planning. Training with WIOA funds will be for these occupations, or credentials along a career pathway to these occupations.

• Career Pathways within the Target Industries and Occupations on the Board's Target List.

The rate of skill change within occupations has increased. Therefore, being able to target skill credentials is often the most strategic training option for a workforce center customer, especially a Dislocated Worker. Within the TWC WIOA Guidelines for Training are definitions of credentials, certificates and certification which are often used interchangeably but mean different things.

The WSTC Board has developed Career Pathways for its demand industries. Within the Career Pathways there are the following:

- Entry-level Certifications
- Stackable Credentials
- Middle Skill Occupations
- and Advanced Level Occupations

It is the intent of the Board that the individual's career exploration and resulting employment plan, whether from our center or one of our partner community collaborators' will guide the training provided with WIOA funds.

WIOA Training is defined as the following:

1. Occupational skills training, including training for nontraditional jobs
2. On-the-job training,
3. Registered apprenticeships
4. Training programs operated by the private sector
5. Skill upgrade and retraining
6. Entrepreneurship training
7. Job readiness training in combination with other training
8. Adult Education and Literacy training
9. Customized training
10. Adult Basic Education training, including English as a Second Language
11. Incumbent worker training
12. Workplace training and cooperative education programs

- **Exceptions the training from the Board's Target Occupations List**

The Board understands that there may be times when paying for a training not on the target list will result in a hire for the individual based on a letter from the employer or other verification such as employer feedback that if the individual had a skill they were lacking, they would be hired. This usually is found in Dislocated Workers (DW) who have been on one job for an extended period of time and now find the marketplace requiring skills they did not need in their previous position. Education is not a factor in these instances, as the DW may have a college degree.

- The contractor can provide basic short-term training, which is not industry specific, to individuals to help make them job-ready such as keyboarding. The list of providers for this training is found on the Board's **Short-Term Pre-Vocational List**. The Board periodically seeks new providers for this list but can also add providers through-out the year. This list does not impact the Training Provider List, that all providers must be on in order to provider WIOA occupational training.

To determine the appropriateness of training we have assessments for customers to determine interest and aptitude.

The TABE assessment **or other generally accepted standardized testing** may be administered during Basic Career Services for Adult and Dislocated Workers to determine literacy, numeracy, and English language. For Youth, there is no Basic Career aspect to the WIOA Youth Program. Youth who are referred to the program are provided with an initial eligibility determination of services. As part of the initial assessment which determines eligibility for the WIOA Youth Program the TABE assessment may be administered. Reasonable Accommodations must be made for individuals with disabilities.

An adult or youth that scores 8.9 or less on either part of the TABE **or other generally accepted standardized testing**, or deficient in one of the areas as defined below by the Board is considered to basic skills deficient:

1. **Reading Comprehension** is defined as understanding written sentences and paragraphs in work related documents.
2. **Mathematics** is defined as using mathematics to solve problems
3. **Speak English** is defined as not being able to speak at a level necessary to function on a job
4. **Critical Thinking (solve problems)** is defined as using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems. The individual should demonstrate the ability to make appropriate and fair choices from among alternative upon input or information regarding pros and cons of alternative solutions.
5. **Writing** is defined as communicating effectively in writing as appropriate for the needs of the audience.

Basic Skills Deficiency can be assessed face to face, interviewing, referrals from other agency that assess basic skills, **or** TABE. Regardless of which method is used documentation of the assessment and results must be maintained in the hard case file and in TWIST counselor notes **and/or Assessment Tab**.

Career Coach is a tool that connects the labor market data and the local job openings and the education that we offer all in one place. This assessment tool brings all of that together so our customers can make informed decisions about the careers they want to pursue. This assessment tool lives on our website and is available to all job seekers.

Career Cruising is a self-exploration and planning program tool that helps job seekers of all ages achieve their potential in school, **career**, and life. Build Self- awareness. Users learn about themselves—their interests, skills, analyze interests, skillsets, preferences, and aspirations—so they can explore the opportunities right for them. This assessment tool is web based and can be accessed virtually. However, customers will need to be provided an access code from staff to take this assessment.

WSTC Board Guidance 8: WIOA Youth-Objective Assessment

Purpose: To provide Board guidance in reference to recent assessment of the participant conducted as part of another education or training program.

Background: The WIOA Guidelines issued as part of WD Letter 12-15 gives Boards the option to make determination that is appropriate to use a recent assessment of the participant conducted as part of another education and training program.

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- i. Basic skills
- j. Occupational skills
- k. Work experience
- l. Employability
- m. Interests
- n. Aptitudes
- o. Support services
- p. Developmental needs

Tarrant WIOA youth use Career Cruising, a detailed interest-based assessment, to identify their top five industry clusters. They then explore those industries on career exploration virtual tours. Local employers offer virtual tours of their facilities so that youth may learn about the company's different departments and gain insight from employers on steps they should take to get started on their careers. Youth can also explore careers at Board hosted annual career fairs.

The assessment must be used to develop the youth individual service strategy, a copy filed in customers file, documented in counselor notes education and training program that developed the objective assessment if not developed by Workforce Solutions for Tarrant County.

C. Policy for Priority to Recipients of Public Assistance & Low-Income Individuals

Boards must include 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, and foster youth, according to the priority order outlines in

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the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board established priority groups, if any.

WSTC Board Guidance 3: WIOA Adult-Priority of Service Purpose: To provide Board guidance to WIOA Adult Priority of Service. The Board definition includes required priorities from the legislation. PLEASE NOTE: "Adults must meet basic eligibility requirements AND any service priority criteria in effect for the Board." Policy: The Act and TEGL 3-15, dated 7-1-2015, put forth by DOL to provide guidance to services under WIOA, clearly defines the priority groups as the following:

1st Priority. Veterans and Eligible Spouses as defined in WD Letter 25-15 who are also included in the other 3 priority groups listed under priority 2. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA Adult funds.

2nd PRIORITY. FOSTER YOUTH AND FORMER FOSTER YOUTH, up to age 21 – As defined in WD Letter 43-11, issued on November 3, 2011, and entitled, "Priority of Services for Eligible Foster Youth" – who are also recipients of public assistance, low income, or basic skills deficient.

3rd Priority. Public Assistance Recipients, Individuals with Basic Skills Deficiencies, and Individuals at low-income meaning that their income is 70% below the Lower Living Income Standard which is published each year by the Department of Labor.

4th Priority. All other Veterans and Eligible Spouses not covered who are not included in WIOA's priority groups.

5th Priority. All Other Foster Youth and Former Foster Youth, up to age 21.

6th Priority Group: Individuals whose income is above WIOA's low-income threshold but below the Board's self-sufficiency level. Low income is defined in WIOA as 70% of the Lower Living Standard Income Level or (LLSIL) established every year by the Department of Labor. The Board establishes self-sufficiency which is described in the next section.

Rationale: Because of Tarrant County's low unemployment rate, many individuals have taken low-income jobs that are not providing self-sufficient incomes. Research and antidotal information indicate they are very often working multiple jobs to make enough money to support their families, are working paycheck to paycheck, have no savings and vulnerable to the next layoff because of low skills. This group demonstrates its attachment to work, but often falls outside of parameters for financial help and yet could possibly provide the highest return on investment. This designation will not put them before other priority groups but will allow us to serve them.

7th Priority Group: All other non-covered persons outside the groups given priority under the WIOA program or all other individuals.

Part 7. Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

Responsibility for the disbursal of grant funds.

The Tarrant County Workforce Board Dba Workforce Solutions for Tarrant County (WSTC) is the fiscal agent responsible for the disbursal of grant funds.

B. Sub-Grants and Contracts

The Board's competitive process used to award the sub-grants and contracts is described below.

The Board issues competitive Request for Proposals for contracts for the delivery of workforce center services. Sealed proposals are received and scored in accordance with US DOL and TWC procurement guidance, with our Workforce Development and Workforce Governing Boards taking final action on the award of a contract. In accordance with WIOA rules, the maximum service period that may be granted under this award will be an initial term of one year, with the possibility of three additional one-year renewals (four years maximum), subject to acceptable performance.

Part 8: Performance

The process the Board uses to negotiate the local level of performance with TWC used to measure the performance of the area is described below.

The initial local Board targets are sent by TWC to the local areas. The initial targets are based upon analysis completed by TWC. Throughout the performance period local areas can provide to TWC any significant demographic changes to be considered for lowering of initial targets. The Board reviews the eligible training providers' completion rate for all TWC funded students, the employment rates for those who completed and the wage of those who become employed. The Board then does a random sample review of those students who gain employment to see if they obtain employment in the field they trained for or in the field related to the training. Board Staff reviews non contracted TWIST Web Report Reports like the WIOA Entered Employment results to monitor those exited participants that received a training service.

WIOA Outcome Measures	
Employed./Enrolled Q2 Post Exit - C&T Participants	To be determined
Employed/Enrolled Q2- Q4 Post Exit - C&T Participants	To be determined
Median Earnings Q2 Post Exit C&T Participants	To be determined
Credential Rate - C&T Participants	To be determined
Employed Q2 Post Exit - Adult	72.50%
Employed Q4 Post Exit - Adult	76.50%

Median Q2 Post Exit - Adult	\$6,500.00
Adult Rate Credential - Adult	68.10%
Employed Q2 Post Exit - Dislocated Worker	78.80%
Employed Q4 Post Exit - Dislocated Worker	83.60%
Median Q2 Post Exit - Dislocated Worker	\$9,400.00
Credential Rate - Dislocated Worker	79.60%
Youth Employed/Enrolled Q2 Post Exit - Youth	72.70%
Employed/Enrolled Q4 Post Exit - Youth	69.10%
Median Q2 Post Exit - Youth	\$4,300.00
Credential Rate - Youth	67.90%
Measurable Skill Gain - Adult	64.40%
Measurable Skill Gain -Dislocated Worker	72.20%
Measurable Skill Gain -Youth	51.70%

Part 9: Training and Services

A. Individual Training Accounts (ITAs)

The Board's use Individual Training Accounts (ITAs) for training services under WIOA and how we ensure customer choice is described below.

The Board uses Individual training accounts (ITA) to purchase training for those customers who need additional training to gain skills to become competitive in the local workforce market place. The Board complies with TWC's rules regarding the use of WIOA funding for training which requires a training provider to be on their list of providers and provide performance information for the customer. The Board does not use contracts at this time, but it is reviewing the option. However, during grants in which specific types of training might be needed, that training is written into the grant.

As stated in the previous section, The Board reviews the eligible training providers' completion rate for all TWC funded students, the employment rates for those who completed and the wage of those who become employed. The Board then does a random sample review of those students who gain employment to see if they obtain employment in the field they trained for or in the field related to the training.

Additionally, to help the customer in their choice of training, the Board has provided EMSI's Career Coach on our website which is a complete system for career exploration, skill needs, industries, and local labor market Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

information as we as local training providers that are both on our list and are within the education system so that the customer has a broader knowledge of what his/her choices will entail. Our training providers are also listed there.

As stated above, within the WIOA system, training services are provided with the use of an ITA when the customer's career plan indicates a need for additional training, including stackable credentials to enhance their skill level in order to become competitive in the market place. The customer will then look through the array of training available and work with the career counselors to find the best fit for the training they need. WIOA training support is subject to availability of funds.

Besides the use of ITAs, the WSTC Board uses the full array of training options available under WIOA for the employers and job seekers within Tarrant County. Besides ITA's the Board will utilize other options when 1) it is the most appropriate venue for successful training; and b) provides the most benefit to the individual. The following training could be available on a contractual basis includes:

1. On-the-Job Training
2. Incumbent Worker Training in accordance with subsection (d)(4)
3. Programs that combine workforce training with related instruction, which may include cooperative education programs
4. Training programs provided by the private sector
5. Skills upgrading and retraining
6. Entrepreneurial training
7. Transitional jobs in accordance with subsection (d)(5)
8. Job readiness training provided in combination with services described in 1-7.
9. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described in 1-7.
10. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

B. ITA Limitations

The Board *imposes a funding limit of \$8,000.00 for ITAs*. The Board does allow for exceptions to the limitations on a case-by-case exception process. This is a high with an average amount around \$3500.00 per ITA. Additionally, the Board's WIOA policy sets a limit of 2 years for training but in reality, the Board seeks short-term credentialed training that moves the individual along their career pathway and back into the workforce within the shortest amount of time possible.

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

The apprenticeship programs are handled within the Board's Business Services Unit. Through this unit the board follows the following process:

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: 800-735-2989 (TTY) and 711 (Voice). texasworkforce.org

- 1) Connects with companies offering apprenticeships and pre-apprenticeship within Tarrant County
- 2) Identifies if a company has an apprenticeship type of model and encourages that company to seek approval as a recognized apprenticeship with DOL.
- 3) Assists the companies with getting connected to appropriate contracts and referrals.
- 4) Ensures companies are listed on the ETPL or get them registered with DOL within Tarrant County.
- 5) Connect our center management business representatives to companies with apprenticeships.

B. Apprenticeship Texas

When the Board's Business Services teams identify a new apprenticeship, they always have representatives of TWC and DOL at the table. The Board staff start with TWC for an initial meeting and then bring in DOL in later meetings. Our Board staff working apprenticeships have a close working relationship with TWC so that there is an open flow of communication at all times with Apprenticeship Texas.

Part 11: Public Comment

The plan has been on the Board's website since January 15, 2023. It remains there today. Additionally, the former plan was always available for review even after approval by TWC in 2021.

- The TVs at the center have run a notice since 1-15-23 to present, that the plan is available for comment.
 - We received no negative comments. We did receive one positive comment stating that it was informative but that comment also included an offer to work for us on the plan.
 - The Board continues to use focus groups for comment on larger issues facing strategic groups. The Board hosted an employer focus group with the following insights:
 - Across Industries, employers participate in our Job Fairs
 - *Indeed* is a major competitor for job recruitment as many levels.
 - Employers are spending between \$1,000 to \$5,000 to be there because of having to sponsor or recruitment goes to the bottom of Indeed List day 2 or 3.
 - Offers *Responsive Employer Badge*
 - Only posting Leadership Positions on Indeed

- Offers Use of “*knockout questions*.” Interview questions that immediately eliminate a candidate for consideration.
- *LinkedIn* is more expensive than *Indeed* with less return on investment
- No show rates for interviews are extremely high. Continued validation of what we are hearing from employers stated to Board and Contractor staff in 2021-2022. Level of occupation did not seem to matter. This is post-pandemic. Some employers will interview, drug test, background check, and hire in same day to combat this.
- Some employers use of staffing agencies for initial hire where turnover rate is 50%, once transition of fulltime takes place, turnover rate reduces to 5%. Highest turnover is on third shift.
- Mfg.-Some organizations promote from within and create their own internal career ladder.
- Mfg.-Skills trades will take applicants to the floor and test competencies as this group not always good at resumes.
- Use of dedicated recruiters.