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Local Workforce Development Board Plan
Program Years 2025 – 2028

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Board Plan Development Guidelines

The Board Plan development guidelines include the minimum plan requirements; however, Boards are encouraged to provide additional information about the following:

- Board initiatives, which may include local, Texas Workforce Commission (TWC), or federal grants
- Collaborative efforts to achieve the Board vision and mission
- Success stories

Boards must ensure that each element is fully addressed. Boards may not use statements such as "See Section 1.B."

Boards are encouraged to provide specific references to the state plans mentioned in WD Letter 11-24 to demonstrate how their efforts complement the larger context of workforce development in Texas and contribute to the achievement of shared goals.

Each Board must submit its plan as a continuous document without separate document attachments. Send inquiries regarding these guidelines to Board.Plans@twc.texas.gov.

Part 1: Board Vision and Strategies

A. Vision and Goals

References: WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5)

Each Board must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must contain:

- goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and
- goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

Workforce Solutions for North Central Texas' (WSNCT) vision is being "the recognized leader in building tomorrow's workforce." This vision is supported by our mission "to advance business-driven solutions that promote economic growth, opportunity and a skilled workforce."

WSNCT recognizes the correlation between economic development, employment opportunity and sustainability. WSNCT actively engages with regional economic developers to devise and implement strategies that meet the specific skill demands of local employers and equipping career seekers with the necessary skill sets to meet that demand. Our primary objective is to equip and sustain economic vitality and employment opportunities in our region.

WSNCT's regional partnerships allow us to develop, implement, and refine programs and services that more closely align with the employment and skills training needs of the North Central Texas region. We will maintain our strategic alliances with employers and economic development organizations to keep pace with the evolving economy, identify job growth, and develop a well-trained and prepared workforce to meet local employer needs.

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- Goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and

The WSNCT strategic plan is a guiding document, our north star that keeps us true to our vision and ensures we make the greatest impact on our customers and in our communities. The strategic plan focuses on outcomes linked to the preparation of an educated and skilled workforce, including the provision of early childhood education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); as well as outcomes relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

WSNCT has developed its strategic goals, objectives and metrics to directly support regional economic growth and self- sufficiency. Objectives in WSNCT's strategic plan are structured to directly align with the following statewide plans and initiatives:

- Accelerating Alignment: Texas Workforce System Strategic Plan 2024-2031
- Texas Workforce Commission 2023-2027 Strategic Plan
- WIOA Combined State Plan Program Years 2024-2027
- Adult Education & Literacy Strategic Plan 2021-2026
- Child Care Workforce Strategic Plan 2023-2025
- TWC Performance Measures
- Tri-Agency Initiative Goals

WSNCT's strategic plan has five focus areas: Career Pathways, Industry and Workforce Engagement, Child Care, Resource Development, and Strategic Vision and Innovation. Within each focus area are objectives and metrics that are cross-referenced to align with the multiple statewide-plans and initiatives that guide the board's work. The plan is a living document that is regularly reviewed and updated as statewide plans and initiatives are revised and introduced.

Career Pathways

Support individuals in all aspects of career pathways, from education, exploration and job readiness to career placement and training, focusing on high-demand occupations and vulnerable populations.

Career Pathways goals include the following:

- Streamline and modernize services to help current and future career seekers make informed decisions about training and careers, leading to higher job placements and earnings.

- Facilitate strong connections with education and training providers that lead to successful career outcomes and talent retention for employers and provide access to in-demand skills training and upskilling opportunities to workers and career seekers.

- Define and promote efficient pathways to employment in high-demand occupations, including local implementation guidance and expanding work-based learning experiences.

- Improve AEL program effectiveness, which includes program accountability and fiscal

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integrity, and provide tools to communicate the AEL program impact to the community and stakeholders.

Industry and Workforce Engagement

Be a catalyst for economic development through the delivery of impactful business solutions, workforce data and economic insights, and by convening and mobilizing economic, industry, education and community partners to produce regional growth and prosperity.

Industry and Workforce Engagement goals include the following:

- Act as a lead collaborator with economic development organizations to identify actionable solutions for addressing workforce challenges.

- In partnership with employers, define credentials of value for all education and training providers and provide guidance on the incorporation of credentials of value within education and training programs statewide.

- Provide economic and labor market information, as well as educational and workforce data, to the public, employers and economic development entities in a way that is easily accessible, relevant and adds value.

- Support partnerships and alignment among regional education and workforce system stakeholders that lead to improved education for students and training for educators about credentialing opportunities for students.

Child Care

Facilitate collaboration and information sharing between child care partners to harness collective impact and align efforts related to accessibility and affordability of high-quality child care.

Child Care goals include the following:

- Provide mentoring/coaching and professional development opportunities to our Early Learning Programs to ensure that all early educators have the skill set to provide high quality learning opportunities to all children.

- Improve equitable access to early learning programs across the 14-county region.

- Engage and educate employers around child care as a workforce challenge and as an investment in their future talent pipeline.

- Support students in entering the Early Childhood Education (ECE) field and early childhood educators in their educational advancement.

Resource Development

Build internal and external capacities to better serve diverse communities, manage programmatic partnerships and craft more cohesive networks.

Resource Development goals include the following:

- Increase professional development opportunities that enhance workforce development skillsets and strengthen ties to economic development.

- Develop a communications and outreach plan focused on informing the public about

regional and statewide initiatives.

- Make educational and workforce data accessible and useful to the public, stakeholders, and decision-makers.

- Explore diversifying funding streams to support WD Board-specific initiatives, augment where public funding stops short and reduce impacts to WSNCT customers should public funds decrease.

Strategic Vision and Innovation

Identify and pilot workforce development models, partnerships, projects and initiatives that advance WSNCT's strategic direction or that generate new, innovative approaches for the workforce system of the future.

Strategic Vision and Innovation goals include the following:

- Expand strategic research and forecast abilities to better identify trends, challenges and opportunities that will impact our region's resources and economy in 18 months and beyond.

- Develop creative initiatives, projects and partnerships that elevate career seekers' awareness of and preparedness for emerging technologies, occupations and career pathways.

- Cultivate non-traditional partnerships to extend our reach and opportunity for economic impact in rural areas, with underserved populations and in support of entrepreneurs and microenterprises.

- Increase WSNCT's participation in emerging technology and innovation consortiums or coalitions to provide workforce wisdom and influence workforce development-related topics, projects and movements.

■ Goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

Performance improvement continues to be a priority for WSNCT. Our workforce system incorporates strategies and processes which closely monitor service delivery and performance (including the mandated performance measures) to identify areas needing improvement. We deploy a systematic approach to review data/performance indicators, provide program oversight and technical assistance, as well as monitor activities based on elements outlined in our Quality Assurance risk assessment.

B. Board Strategies

References: WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6));

Boards must provide a description of their strategies to work with the partners that carry out Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) activities to align the resources available to the local workforce development area (workforce area) to achieve the Board's vision and goals.

WSNCT employs a number of strategies in order to work most effectively with the partners that carry out Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) activities. These efforts help to align the resources available in our service area to achieve the Boards' vision and goals.

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The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education and Literacy services with Workforce and training services within the WSNCT 14-county area. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and six TWC-contracted AEL partners. Instruction and services provided by these AEL partners enable customers to acquire the basic literacy and educational skills necessary to participate in job training and retraining programs, to continue their education, and to obtain and retain employment. A joint Memorandum of Understanding (MOU) for the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

AEL Strategies

WSNCT addresses demand for AEL in our region by implementing strategies that increase and streamline access for current and future students. Current strategies include:

- Identifying and addressing strategic and operational gaps related to AEL within the WSNCT service delivery area.

- Analysis of current outcomes, community need and existing AEL partnerships to ensure coverage and support for all service areas.

- Developing and implementing action plans for new and existing partnerships to strengthen partnership agreements, increase awareness, track program success and meet regional needs.

- Improvement of AEL program effectiveness, which includes program accountability and fiscal integrity, and provide tools to communicate the AEL program impact to the community and stakeholders.

- Analysis of community awareness of existing AEL partnerships, as well as program outcomes and accountability.

WSNCT works closely with TWC's Vocational Rehabilitation staff throughout our 14-county service area. To foster collaboration, VR staff are co-located in all WSNCT Workforce Center locations that have available space.

Vocational Rehabilitation Strategies

Strategies that are employed to support our partnership include:

- Meet with VR Leadership regularly to strengthen partnership and support each other's customers.

- Deliver cross-training/presentations to VR staff about services available to VR customers.

- Update online referral system to include VR contacts for each office.

- Foster greater collaboration between WSNCT Student Hireability Navigators, Summer Earn and Learn, and VR staff.

- Include VR staff in Workforce Center meetings and communication and include VR on agenda for information cross-sharing and partnership opportunities.

- Provide a quarterly report that outlines the status of the VR partnership within the Workforce Centers, communication and training collaboration, process improvements, and opportunities for partnership improvement.

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Student Hireability Navigators

Student HireAbility Navigators (SHNs) are TWC-funded positions that serve the local workforce development area to improve and increase services for students (ages 14-22) that are transitioning into post-secondary education and have different abilities. SHNs work in coordination with Vocational Rehabilitation, local Independent School Districts, Education Service Centers, community employers, and others to increase employment and training opportunities for students with disabilities. Strategies within the SHN role focus on the support, expansion, and enhancement of pre-employment transition services provided by TWC's Vocational Rehabilitation Services to students with disabilities.

Summer Earn & Learn

The Summer Earn & Learn (SEAL) Program provides pre-employment transition and employment services to students with disabilities during the summer months when students are out of school. The SEAL program staff oversee program execution in coordination with VR and in accordance with state policy. Strategies employed include VR coordination include conducting WIOA Youth Presentations to VR; supporting VR staff efforts to conduct eligibility assessment and provide needed accommodations; working together to match students to worksite opportunities; and communicating throughout the summer to ensure a beneficial result for all partners.

C. High-Performing Board

References: WIOA §108(b)(18); 20 CFR §679.560(b)(17)

Boards must include a description of the actions each Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).

WSNCT engages in intentional and strategic actions to ensure that it remains a high-performing board.

Demonstrating Local Alignment with Texas' Workforce System Strategic Plan

The system goals drive accelerated action by system partners in service to Texas employers, learners, partners, and those with policy and planning responsibilities, as follows:

Employers System Goal: Accelerate the delivery of relevant education and training programs to meet the demand of employers.

Workforce Solutions for North Central Texas excels in collaborating with local colleges and universities to develop and implement high-performance training programs tailored to the needs of regional employers. By partnering with community colleges and employers, customized training programs are curated to align with the advanced skills required by local industries. This strategic approach ensures that the workforce is not only equipped with the relevant skills and knowledge but is also primed for exceptional performance, meeting and exceeding employer expectations.

Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

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Workforce Solutions for North Central Texas offers a variety of career exploration opportunities to help learners acquire work-based skills and knowledge. Programs like Youth Career Exploration Events and Educator Externships provide valuable insights into our different careers and ensure that both students and educators are well-prepared to meet the demands of the job market.

<u>Partners System Goal:</u> Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.

Workforce Solutions for North Central Texas builds the capacity of education and workforce system stakeholders to develop effective and efficient systems for brokering connections among industry, education, and workforce partners by increasing awareness and leveraging resources to create a skilled workforce throughout our service area.

<u>Policy and Planning Goal:</u> Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

Workforce Solutions for North Central Texas makes educational and workforce data accessible and useful to the public, stakeholders, and decision-makers through online dashboards that demonstrate WSNCT's economic impact, program outcomes, and value to the region and communities we serve. WSNCT developed a comprehensive Labor Market Information (LMI) dashboard designed to support our community partners from local economic development corporations, chambers of commerce, educational institutions, and businesses. By providing up-to-date and relevant information on the regional economy, the LMI dashboard empowers these stakeholders to make well-informed decisions based on impactful and pertinent data. Our LMI initiative also features a career lattice dashboard to help career seekers navigate career paths by showcasing occupations across three levels: entry-level, mid-level and senior-level, providing essential labor market information for these careers.

In addition, WSNCT developed internal dashboards to conduct an enhanced analysis of available data related to our program service delivery. These dashboards enable the review of critical program data as well as fiscal data to evaluate expenditures and trends, analyze grant level expenditures compared to established targets, address variances from target levels and discuss strategies for correction.

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Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

References: WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1); WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2); WD Letter 24-20, Change 1

Boards must include a regional analysis of the following:

- Economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupation

- Employment needs of employers, including the knowledge and skills needed to meet such employment needs, within in-demand industry sectors, in-demand occupations, and target occupations

The Board must include its In-Demand Industries List, In-Demand Occupations List, and Target Occupations List

Note: As appropriate, a workforce area may use an existing analysis, if it provides a current and accurate description of the regional economy.

A thorough understanding of the economic conditions and employment needs within our WSNCT service area is paramount to the development and deployment of initiatives that help employers and workers connect successfully. To gain a comprehensive understanding of the needs of our region, the process criteria utilized to identify our in-demand industries, in-demand occupations and target occupations include current employment, historical employment change, employment projected growth, and that wages are on par with the most current cost of living. The variables in the process criteria that measure current employment and wages are especially important in assessing economic conditions and guiding us to areas of high opportunity.

In-Demand Industries

In-demand industries are industries that have a substantial current or potential impact on the state, regional or local economy and that contribute to the growth or stability of other supporting businesses or to the growth of other industry sectors. In-demand industries also have or are projected to have a number of open positions (including positions that lead to economic self-sufficiency and opportunities for advancement) great enough to have a significant impact on the state, regional or local economy.

The process criteria to identify our in-demand industries measure the following:

- **Jobs Growth:** The number of jobs forecasted to grow based on the increase in the number of forecasted jobs from 2023-2033

- **Industry Growth Rate:** The number of jobs forecasted to grow based on the increase in the percentage of forecasted jobs from 2023-2033

Our in-demand industries highlight the areas that have shown steady and robust employment growth and that have become uniquely positioned in our region, performing above national concentration averages. The in-demand occupations and target occupations lists are created with similar parameters as those of the in-demand industries but go down a level that is more reflective of the employment needs of our employers. Each occupation list outlines the occupations that are most impactful for the sustainability of our local economy, and should be supported with a skilled talent pipeline to help employers meet their needs.

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In-Demand Industries

NAICS	Industry	2023 Employment	2023-2033 % Change	Avg Earnings PerJob
42 Wholesale Trade				
4236	Household and Appliances and Electrical and Electronic Goods Merchant Wholesalers	6,468	35%	$137,586
4251	Wholesale Electronic Markets and Agents and Brokers	5,097	54%	$128,372
49 Transportation and Warehousing				
4921	Couriers and Express Delivery Services	6,277	53%	$43,945
4931	Warehousing and Storage	17,980	31%	$61,220
51 Service Providing Industries				
5171	Wired and Wireless Telecommunications (except satellite)	9,099	44%	$155,919
52 Finance and Insurance				
5221	Depository Credit Intermediation	24,448	49%	$138,256
5223	Activities Related to Credit Intermediation	7,837	33%	$151,539
5231	Secuirites and Commodity Contracts Intermediation and Brokerage	5,078	45%	$177,116
5239	Other Financial Investment Activities	5,429	46%	$155,579
5241	Insurance Carriers	16,260	38%	$107,649
5242	Agencies, Brokerages and Other Insurance Related Activities	23,216	40%	$99,752
53 Real Estate and Rental Leasing				
5313	Activities Related to Real Esate	7,039	38%	$75,678
54 Professional, Scientific, and Technical				
5415	Computer System Design and Related Services	48,327	56%	$140,357
72 Accomodation and Food Services				
7225	Restaurants and Other Eating Places	109,850	19%	$27,703
92 Public Administration				
9036	Edcuation and Hospitals (local government)	97,508	17%	$67,863

Source: Lightcast Q4

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In-Demand Occupations

In-demand occupations are occupations that currently have or are projected to have a number of open positions (including positions that lead to economic self-sufficiency and opportunities for advancement) great enough to have a significant impact on the state, regional or local economy.

The process criteria to identify our in-demand occupations measure the following:

- **Job Growth:** The number of jobs forecasted to grow based on the increase in the number of forecasted jobs from 2023-2033
- **Rate of Growth:** The number of jobs forecasted to grow based on the increase in the percentage of forecasted jobs from 2023-2033
- **Unemployment Rate**

The primary purpose of the process criteria launched to determine in-demand occupations was to find those occupations that have a large numeral presence, and therefore a large impact, in our economy. Additionally, these occupations were identified because of their economic resilience, as measured by the low unemployment rate and strong historical and forecasted growth.

In-Demand Occupations

Standard Occupational Classification (SOC)	In-Demand Occupation Job Title	Annual Average Employment 2022	Percent Change 2022–2032	Annual Change in Employment (Growth)	Unemployment Rate
Management					**2.1%**
11-3071	Transportation, Storage, and Distribution Managers	2,365	26.80%	2,751	
11-9051	Food Service Managers	2,524	24.20%	3,765	
11-9141	Property, Real Estate, and Community Association Managers	3,680	22.20%	4,002	
Business and Financial Operations					**2.4%**
13-1031	Claims Adjusters, Examiners, and Investigators	2,673	37.60%	3,166	
13-2082	Tax Preparers	906	23.80%	1,365	
Computer and Mathematical					**2.4%**
15-2099	BioInfomatics Technician	25	28.50%	24	
15-1252	Software Developers	20,627	55.60%	25,542	
15-1212	Information Security Analysts	1,993	63.30%	2,815	
15-1299	Computer Occupations, All Other	6,581	31.00%	6,806	

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Architecture and Engineering					**4.5%**
17-3013	Mechanical Drafters	310	16.90%	332	

Scientific Research and Development Services					**2.1%**
19-4021	Biological Technicians	183	37.20%	336	

Educational Instruction and Library					**1.7%**
25-3021	Self-Enrichment Teachers	3,126	21.40%	4,837	
25-2011	Preschool Teachers, Except Special Education	6,107	18.70%	8,252	
25-2012	Kindergarten Teachers, Except Special Education	1,537	17.30%	2,036	
25-2021	Elementary School Teachers, Except Special Education	15,958	17.90%	14,477	
25-2022	Middle School Teachers, Except Special and Career/Technical Education	7,406	17.70%	6,698	
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	11,733	18.00%	10,004	
25-2032	Career/Technical Education Teachers, Secondary School	1,779	14.80%	1,444	
25-2052	Special Education Teachers, Kindergarten and Elementary School	2,733	17.00%	2,477	
25-2057	Special Education Teachers, Middle School	951	18.00%	874	
25-2058	Special Education Teachers, Secondary School	1,432	19.10%	1,337	

Motion Picture and Video Industries					**4.5%**
27-4031	Camera Operators, Television, Video, and Film	239	25.30%	291	

Healthcare Practicioners and Technical					**1.4%**
29-2018	Clinical Laboratory Technologists and Technicians	2,114	29.00%	2,158	
29-1141	Registered Nurses	17,638	26.30%	15,524	
29-2032	Diagnostic Medical Sonographers	527	37.40%	519	
29-2034	Radiologic Technologists and Technicians	1,229	29.70%	1,107	
29-2043	Paramedics	666	33.90%	581	
29-2052	Pharmacy Technicians	4,160	34.20%	5,778	
29-2055	Surgical Technologists	614	26.70%	578	
29-2061	Licensed Practical and Licensed Vocational Nurses	4,423	25.20%	4,953	

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	Healthcare Support				2.9%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	1,175	40.10%	3,208	
31-1131	Nursing Assistants	7,545	25.40%	14,074	
31-9092	Medical Assistants	5,212	40.20%	10,122	
31-9093	Medical Equipment Preparers	280	30.50%	517	
31-2011	Occupational Therapy Assistants	511	3.30%	769	
31-9099	Healthcare Support Workers, All Other	815	24.40%	1,425	
	Protective Services				**3.3%**
33-1012	First-Line Supervisors of Police and Detectives	589	23.50%	568	
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	773	19.00%	657	
33-2011	Firefighters	2,561	20.30%	2,617	
33-3012	Correctional Officers and Jailers	1,824	9.00%	1,838	
33-3021	Detectives and Criminal Investigators	455	23.20%	478	
33-3051	Police and Sheriff's Patrol Officers	5,029	19.30%	5,174	
	Food Preparation and Serving Related				**7.0%**
35-1011	Chefs and Head Cooks	1,514	25.60%	2,426	
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,536	25.40%	2,398	
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	1,540	15.40%	1,933	
	Personal Care and Service				**4.2%**
39-1022	First-Line Supervisors of Personal Service Workers	1,139	20.50%	1,612	
39-9011	Childcare Workers	10,523	11.90%	20,099	
	Sales and Related				**4.4%**
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,500	30.90%	11,467	
41-1011	First-Line Supervisors of Retail Sales Workers	13,889	16.30%	17,089	
41-3021	Insurance Sales Agents	11,004	43.00%	15,409	

Source: Lightcast Q4

Target Occupations

Target occupations are occupations that have or are projected to have a substantial number of openings—due to job growth rather than job turnover—so as to have a significant impact on the state, regional, or local economy, and result in occupational wages that meet or lead to self-sufficient wages. Target occupations generally include a training or educational component that is related to the occupation career pathway.

The process criteria to identify our target occupations measure the following:

- **Job Growth:** The number of jobs forecasted to grow based on the increase in the number of forecasted jobs from 2023-2033

- **Occupation Growth Rate:** The number of jobs forecasted to grow based on the increase in the percentage of forecasted jobs from 2023-2033

- **Educational Requirements:** The education level needed for entry into occupation

- **Hourly Rate – Entry Level:** The hourly Rate (25th percentile)

- **Hourly Rate – Experienced:** The hourly Rate (75th percentile)

Target occupations, similar to in-demand occupations, shed light on the employment needs of employers. However, the target occupations' process criteria go several steps further and measure educational attainment requirements and ensure that earnings meet our region's living wage. The target occupations show that our region's employment opportunities are diverse, which is an indicator of resiliency against unpredictable economic downturns, and that key areas of innovation continue to grow.

In 2024, WSNCT incorporated a new methodology and scoring system for creating its Target Occupations List (TOL). The result is a TOL that has a broader array of occupations within our 14-county region that pay a living wage, a more equitable balance of educational and job entry-level requirements, and a better representation of the unique employer needs in our urban, suburban and rural counties.

Target Occupations

SOC Code	Occupation	2023 Jobs	Total Demand 2023-2033	2023-2033 % Change	Annual Median Wage	Typical Entry Level Education	Nov 2024 Unemployment Rate
Management							**2.1%**
11-3071	Transportation, Storage, and Distribution Managers	2,365	635	21.2%	$95,629.06	High school diploma or equivalent	
11-9051	Food Service Managers	2,524	5,660	19.5%	$55,927.24	High school diploma or equivalent	
11-9141	Property, Real Estate, and Community Association Managers	3,680	8,177	18.2%	$55,545.48	High school diploma or equivalent	
Business and Financial Operations							**2.4%**
13-1031	Claims Adjusters, Examiners, and Investigators	2,673	6,350	27.3%	$70,320.72	High school diploma or equivalent	
13-2082	Tax Preparers	906	2,029	19.2%	$51,656.42	High school diploma or equivalent	

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Computer and Mathematical					**2.4%**
15-1252	Software Developers	20,627	52,713	22.2%	$125,550.66	Bachelor's degree
15-1212	Information Security Analysts	1,993	5,247	35.7%	$121,193.26	Bachelor's degree
15-2099	BioInfomatics Technician	25	57	38.7%	$37,867.00	Bachelor's degree
15-1299	Computer Occupations, All Other	6,581	15,201	23.7%	$96,678.69	Bachelor's degree
Architecture and Engineering					**4.5%**
17-3013	Mechanical Drafters	310	673	14.5%	$65,616.00	Associate's Degree
Scientific Research and Development Services					**2.1%**
19-4021	Biological Techncians	183	431	27.1%	$41,973.00	Bachelor's Degree
Educational Instruction and Library					**1.7%**
25-2011	Preschool Teachers, Except Special Education	6,107	13,357	17.6%	$32,717.27	Associate's degree
25-2012	Kindergarten Teachers, Except Special Education	1,537	3,340	15.8%	$62,031.96	Bachelor's degree
25-2021	Elementary School Teachers, Except Special Education	15,958	34,778	14.7%	$62,479.15	Bachelor's degree
25-2022	Middle School Teachers, Except Special and Career/Technical Education	7,406	16,125	15.2%	$62,637.60	Bachelor's degree
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	11,733	25,573	15.1%	$63,271.71	Bachelor's degree
25-2032	Career/Technical Education Teachers, Secondary School	1,779	3,822	15.2%	$64,048.21	Bachelor's degree
25-2052	Special Education Teachers, Kindergarten and Elementary School	2,733	5,931	12.9%	$62,283.08	Bachelor's degree
25-2057	Special Education Teachers, Middle School	951	2,073	14.5%	$62,744.71	Bachelor's degree
25-2058	Special Education Teachers, Secondary School	1,432	3,136	15.2%	$62,799.79	Bachelor's degree
25-3021	Self-Enrichment Teachers	3,126	6,919	16.0%	$35,529.50	High school diploma or equivalent
Motion Picture and Video Industries					**4.5%**
27-4031	Camera, Operators, Television, Video, and Film	239	538	20.2%	$53,747.14	Bachelor's degree
Healthcare Practicioners and Technical					**1.4%**
29-1141	Registered Nurses	17,638	39,925	22.5%	$88,851.79	Bachelor's degree
29-2018	Medical and Clinical Laboratory Technicians	2,114	4,842	20.9%	$53,831.99	Bachelor's degree
29-2032	Diagnostic Medical Sonographers	527	1,252	27.2%	$81,644.39	Associate's degree
29-2034	Radiologic Technologists and Technicians	1,229	2,823	22.9%	$72,521.52	Associate's degree
29-2043	Paramedics	666	1,558	25.3%	$54,978.10	Postsecondary nondegree award
29-2052	Pharmacy Technicians	4,160	9,742	25.5%	$40,945.37	High school diploma or equivalent

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| 29-2055 | Surgical Technologists | 614 | 1,392 | 21.1% | $61,748.05 | Postsecondary nondegree award |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 4,423 | 9,962 | 20.2% | $56,815.08 | Postsecondary nondegree award |

Healthcare Support						2.9%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	1,175	2,822	28.6%	$33,293.07	High school diploma or equivalent
31-1131	Nursing Assistants	7,545	17,010	20.3%	$36,320.53	Postsecondary nondegree award
31-9091	Dental Assistants	4,201	9,903	28.7%	$47,434.00	Postsecondary nondegree award
31-9092	Medical Assistants	5,212	12,519	26.3%	$35,647.83	Postsecondary nondegree award
31-9093	Medical Equipment Preparers	280	644	23.4%	$46,005.22	High school diploma or equivalent
31-2011	Occupational Therapy Assistants	511	1,039	3.2%	$79,294.48	Associates Degree
31-9099	Healthcare Support Workers, All Other	815	1,829	19.6%	$43,222.68	High school diploma or equivalent

Protective Services						3.3%
33-1012	First-Line Supervisors of Police and Detectives	589	1,317	19.0%	$106,282.88	High school diploma or equivalent
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	773	1,692	16.0%	$86,887.22	Postsecondary nondegree award
33-2011	Firefighters	2,561	5,641	16.9%	$61,733.95	Postsecondary nondegree award
33-3012	Correctional Officers and Jailers	1,824	3,813	8.3%	$51,574.05	High school diploma or equivalent
33-3021	Detectives and Criminal Investigators	455	1,014	18.8%	$77,920.28	High school diploma or equivalent
33-3051	Police and Sheriff's Patrol Officers	5,029	11,027	16.2%	$79,488.57	High school diploma or equivalent

Food Preparation and Serving Related						7.0%
35-1011	Chefs and Head Cooks	1,514	3,416	20.4%	$45,403.06	High school diploma or equivalent

Building and Grounds Cleaning and Maintenance						6.6%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,536	3,461	20.2%	$39,613.77	High school diploma or equivalent
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	1,540	3,316	13.3%	$45,483.66	High school diploma or equivalent

Personal Care and Service						4.2%
39-1022	First-Line Supervisors of Personal Service Workers	1,139	2,511	17.0%	$42,282.16	High school diploma or equivalent
39-9011	Childcare Workers	10,523	22,296	10.6%	$27,857.00	High school diploma or equivalent

Sales and Related						4.4%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,500	19,630	23.6%	$60,985.43	High school diploma or equivalent
41-1011	First-Line Supervisors of Retail Sales Workers	13,889	30,042	14.0%	$40,892.95	High school diploma or equivalent
41-3021	Insurance Sales Agents	11,004	26,734	30.0%	$46,081.45	High school diploma or equivalent

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	10,430	24,081	23.6%	$60,466.31	High school diploma or equivalent
41-9021	Real Estate Brokers	1,807	4,120	21.9%	$66,513.23	High school diploma or equivalent
41-9022	Real Estate Sales Agents	6,252	14,204	21.4%	$51,099.29	High school diploma or equivalent
41-9099	Sales and Related Workers, All Other	1,755	3,900	18.2%	$28,793.51	High school diploma or equivalent

Office and Administrative Support — 4.3%

43-1011	First-Line Supervisors of Office and Administrative Support Workers	16,253	35,415	15.2%	$60,404.00	High school diploma or equivalent
43-4031	Court, Municipal, and License Clerks	757	1,668	17.0%	$42,384.31	High school diploma or equivalent
43-4051	Customer Service Representatives	31,774	69,465	15.7%	$38,526.00	High school diploma or equivalent
43-4061	Eligibility Interviewers, Government Programs	583	1,298	18.6%	$41,421.10	High school diploma or equivalent
43-4131	Loan Interviewers and Clerks	2,879	6,299	15.8%	$48,033.41	High school diploma or equivalent
43-5021	Couriers and Messengers	2,075	5,178	33.1%	$32,389.33	High school diploma or equivalent
43-5031	Public Safety Telecommunicators	683	1,511	17.6%	$47,498.23	High school diploma or equivalent
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,549	3,417	17.1%	$43,421.00	High school diploma or equivalent
43-5052	Postal Service Mail Carriers	1,843	3,957	12.8%	$54,348.35	High school diploma or equivalent
43-5061	Production, Planning, and Expediting Clerks	2,723	6,191	21.5%	$47,988.87	High school diploma or equivalent
43-6011	Executive Secretaries and Executive Administrative Assistants	3,089	6,379	6.1%	$69,161.48	High school diploma or equivalent
43-9041	Insurance Claims and Policy Processing Clerks	3,835	8,736	21.7%	$48,763.34	High school diploma or equivalent

Construction and Extraction — 11.8%

47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	7,843	17,192	16.1%	$66,333.62	High school diploma or equivalent
47-2021	Brickmasons and Blockmasons	798	1,803	20.7%	$51,449.43	High school diploma or equivalent
47-2031	Carpenters	7,405	16,154	15.3%	$45,425.71	High school diploma or equivalent
47-2051	Cement Masons and Concrete Finishers	2,466	5,616	21.7%	$46,329.05	No formal educational credential
47-2073	Operating Engineers and Other Construction Equipment Operators	4,525	9,945	16.5%	$48,313.02	High school diploma or equivalent
47-2081	Drywall and Ceiling Tile Installers	707	1,541	15.3%	$46,497.62	No formal educational credential
47-2111	Electricians	5,845	12,885	17.0%	$52,486.92	High school diploma or equivalent
47-2141	Painters, Construction and Maintenance	3,085	6,524	10.3%	$40,948.45	No formal educational credential
47-2152	Plumbers, Pipefitters, and Steamfitters	4,208	9,340	18.0%	$54,146.84	High school diploma or equivalent
47-2181	Roofers	884	1,943	16.6%	$44,062.64	No formal educational credential
47-2221	Structural Iron and Steel Workers	757	1,690	19.0%	$47,072.95	High school diploma or equivalent

SOC Code	Occupation				
47-4011	Construction and Building Inspectors	1,420	3,108	15.9%	$59,662.22	High school diploma or equivalent

Installation, Maintenance, and Repair						**1.6%**
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	5,721	12,829	19.5%	$68,519.69	High school diploma or equivalent
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	740	1,629	16.7%	$63,243.58	Postsecondary nondegree award
49-2098	Security and Fire Alarm Systems Installers	793	1,888	27.6%	$47,178.86	High school diploma or equivalent
49-3011	Aircraft Mechanics and Service Technicians	781	1,727	17.5%	$78,185.83	Postsecondary nondegree award
49-3021	Automotive Body and Related Repairers	1,857	4,135	18.5%	$52,080.63	High school diploma or equivalent
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	2,343	5,143	16.4%	$57,543.93	High school diploma or equivalent
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	1,397	3,132	19.5%	$59,736.38	High school diploma or equivalent
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	515	1,131	16.4%	$43,278.66	High school diploma or equivalent
49-9041	Industrial Machinery Mechanics	3,321	7,639	20.7%	$59,454.13	High school diploma or equivalent
49-9043	Maintenance Workers, Machinery	823	1,826	23.1%	$51,191.00	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers	1,042	2,329	18.1%	$71,908.68	High school diploma or equivalent
49-9052	Telecommunications Line Installers and Repairers	879	2,161	19.0%	$70,564.07	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	12,609	28,475	31.5%	$40,711.85	High school diploma or equivalent
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,383	7,856	20.5%	$50,471.56	Postsecondary nondegree award
49-3092	Recreational Vehicle Service Technicians	168	411	18.5%	$46,814.19	High school diploma or equivalent
	Electronic Vehicle Technicians			0.0%		
49-9099	Installation, Maintenance, and Repair Workers, All Other	1,739	3,855	17.8%	$42,206.93	High school diploma or equivalent

Production						**5.6%**
51-1011	First-Line Supervisors of Production and Operating Workers	5,542	12,283	17.8%	$61,012.78	High school diploma or equivalent
51-4041	Machinists	1,283	2,874	19.4%	$51,925.22	High school diploma or equivalent
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	555	1,273	22.8%	$44,582.44	High school diploma or equivalent
51-4121	Welders, Cutters, Solderers, and Brazers	4,454	9,806	16.8%	$47,209.99	High school diploma or equivalent
51-5112	Printing Press Operators	1,125	2,543	20.6%	$43,328.81	High school diploma or equivalent
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	924	2,006	14.5%	$42,944.23	High school diploma or equivalent
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	4,383	9,491	14.2%	$42,296.42	High school diploma or equivalent
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1,800	4,017	18.8%	$46,146.83	
51-9161	Computer Numerically Controlled Tool Operators	932	1,997	12.4%	$46,993.00	High school diploma or equivalent

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51-9199	Production Workers, All Other	1,030	2,355	22.2%	$38,607.10	High school diploma or equivalent

Transportation and Material Moving						**6.5%**
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	4,601	10,447	21.3%	$57,460.61	High school diploma or equivalent
53-2012	Commercial Pilots	684	1,617	26.8%	$214,272.60	High school diploma or equivalent
53-3031	Driver/Sales Workers	3,432	7,899	23.2%	$37,367.64	High school diploma or equivalent
53-3032	Heavy and Tractor-Trailer Truck Drivers	19,427	43,234	18.4%	$54,853.47	Postsecondary nondegree award
53-3033	Light Truck Drivers	5,780	13,718	27.2%	$41,631.84	High school diploma or equivalent
53-3051	Bus Drivers, School	3,285	6,746	5.1%	$46,938.85	No formal educational credential
53-3052	Bus Drivers, Transit and Intercity	556	1,256	20.7%	$50,634.37	High school diploma or equivalent
53-7051	Industrial Truck and Tractor Operators	7,563	16,872	18.7%	$44,685.11	No formal educational credential
53-7072	Pump Operators, Except Wellhead Pumpers	219	475	14.2%	$53,105.42	High school diploma or equivalent

Source: Lightcast Q4

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B. Labor Force Analysis and Trends

References: WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3)

Boards must include an analysis of the regional workforce, including:

- current labor force employment and unemployment data;

- information on labor market trends; and

- the educational and skill levels of the workforce, including individuals with barriers to employment.

The WSNCT region's population continues to outpace the state of Texas and the nation on several important workforce readiness indicators. According to the most recent Lightcase data, WSNCT's population is expected to grow by 18% during the next five years. Texas shows a growth rate of 7%, while the nation trails both areas at 2%. Our Labor Force Participation Rate as of October 2024 is 68.22%, several points higher than the rates for Texas and the nation. In other indicators of prosperity in the region, such as Median Household Income and Per Capita Income, the latest demographic data shows that median wages in the WSNCT region ($63,572) are slightly higher than the state ($61,240) but below the national median wage of $65,470, according to Texas LMI.

Education Attainment, which is the highest level of education an individual has achieved, is another important dataset that is closely correlated to economic wellbeing. People with a higher level of education usually earn more money throughout their lifetimes and are less vulnerable to significant economic disruptions. WSNCT's largest educational attainment groupings are high school diploma and bachelor's degree. Together, the categories represent approximately 49% of our population. Based on Lightcast and Bureau of Labor Statistics data, our region's population with bachelor's degree percentage is higher than the state and nation by more than 6 and 4 percentage points, respectively.

- Current labor force employment and unemployment data;

Jobs grew by 250,663 over the last five years and are projected to grow by 197,235 over the next five years. The labor force participation rate decreased from 67.1% to 65.8% between 2019 and October 2024.

Labor Force Participation Rate Trends

Source: Lightcast Q4

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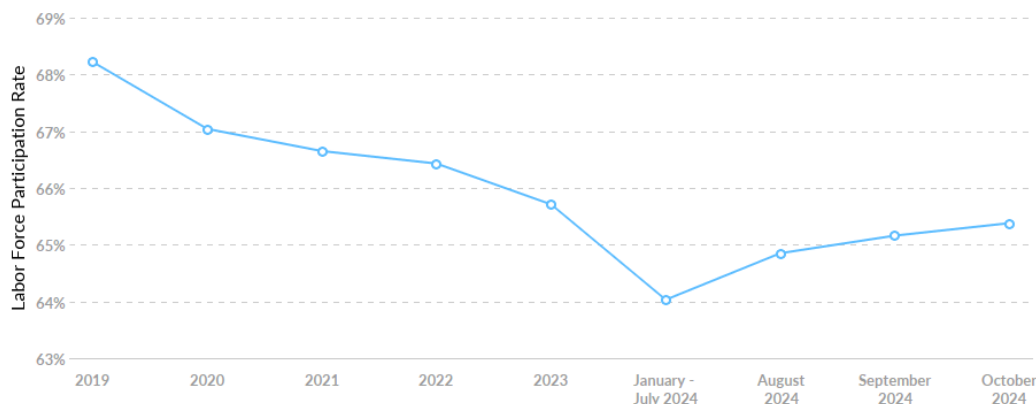
Our region's unemployment has increased by .7% since 2019. Our rate of 3.8% is still lower than both Texas' and the nation's unemployment rate as of October 2024. This shows the strength of our regional economy with a growing labor force and employers moving into the region.

■ Information on labor market trends; and

Unemployment Rate Trends

Your areas had an October 2024 unemployment rate of 3.80%, **increasing from 3.08%** 5 years before.
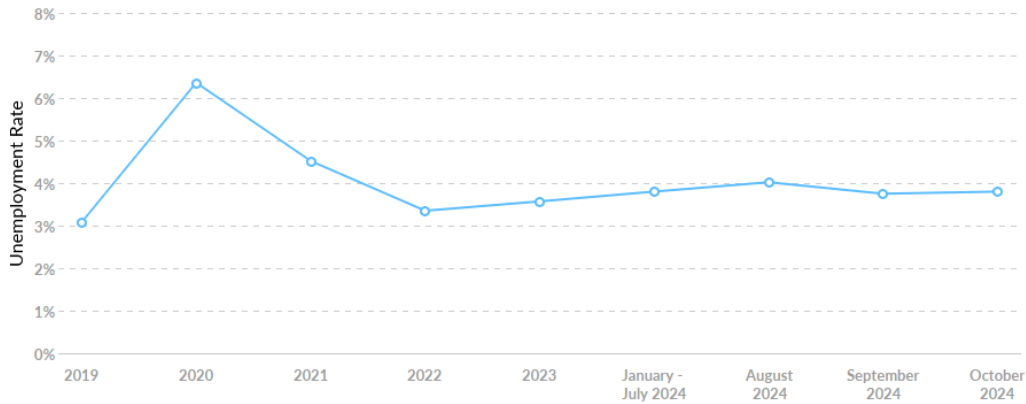
Source: Lightcast Q4

Labor Market Trends

Demographics (2023)	Percent			Value		
	WSNCT	Texas	USA	WSNCT	Texas	USA
Population				3,517,971	30,503,301	334,914,895
Male	50%	50%	49%	1,748,171	15,216,092	165,749,400
Female	50%	50%	51%	1,769,800	15,287,209	169,165,495
15 to 19 years	7%	7%	7%	253,252	2,205,154	22,075,480
20 to 24 years	6%	7%	7%	215,462	2,118,618	21,811,172
25 to 29 years	6%	7%	7%	222,744	2,148,699	22,018,360
30 to 34 years	7%	7%	7%	250,161	2,252,638	23,524,156
35 to 39 years	8%	7%	7%	265,418	2,187,529	22,506,644
40 to 44 years	8%	7%	7%	267,966	2,120,407	21,884,049
45 to 49 years	7%	6%	6%	242,210	1,889,295	19,817,010
50 to 54 years	7%	6%	6%	239,158	1,850,065	20,676,771
55 to 59 years	6%	6%	6%	209,924	1,686,608	20,606,257
60 to 64 years	6%	5%	6%	196,272	1,652,778	21,248,154
65 to 69 years	4%	5%	6%	157,732	1,424,544	19,150,728
70 to 74 years	3%	4%	5%	119,780	1,109,496	15,534,556
75 to 79 years	3%	3%	3%	88,491	792,844	11,387,417
80 to 84 years	1%	2%	2%	51,576	469,414	6,980,680
White, Non-Hispanic	56%	40%	58%	1,959,023	12,088,544	195,432,584
Black, Non-Hispanic	11%	13%	13%	379,310	3,872,036	42,313,088
American Indian or Alaskan Native, Non-Hispanic	0%	0%	1%	15,000	99,625	2,432,721

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Asian, Non-Hispanic	11%	6%	6%	372,632	1,754,290	20,685,425
Native Hawaiian or Pacific Islander, Non-Hispanic	0%	0%	0%	4,508	29,838	649,184
Two or More Races, Non-Hispanic	2%	2%	2%	78,512	523,278	8,182,748
White, Hispanic	18%	37%	17%	648,445	11,347,513	56,633,120
Black, Hispanic	1%	1%	1%	19,936	285,749	3,444,345
American Indian or Alaskan Native, Hispanic	0%	1%	1%	15,511	231,564	2,053,696
Asian, Hispanic	0%	0%	0%	5,869	64,912	701,489
Native Hawaiian or Pacific Islander, Hispanic	0%	0%	0%	1,477	20,590	250,631
Two or More Races, Hispanic	1%	1%	1%	17,748	185,362	2,135,864

Population Growth

Population 2028				4,168,581	32,382,038	342,874,496
Population annual growth over five years	19%	7%	2%	650,610	1,878,737	7,959,601

Economic

Veterans	8%	7%	6%	151,823	1,416,973	17,900,000
Median Household Income				$ 84,730	$ 62,041	$ 80,610
Average Mean Commute Time				30.5	24.2	26.8
Average Commuters Taking Public Transportation				505	560	

Educational Attainment

9th- 12th Grade	5%	7%	5%	109,019	1,420,753	13,948,307
High School Graduate	21%	24%	26%	483,284	4,860,137	60,624,620
Some College, No Degree	20%	21%	20%	474,698	4,109,914	45,046,810
Associate Degree	8%	8%	9%	186,162	1,535,609	20,457,217
Bachelor's Degree	28%	21%	21%	651,893	4,209,547	48,964,815
Postgraduate Degree	15%	12%	14%	357,775	2,369,292	31,557,049

Housing

Total Number of Housing Units				1,117,987	10,490,553	145,344,636
Median House Value				$ 248,900.00	$ 158,253.00	$ 420,400.00
Average Vacant Housing Units	11%	21%	11%	5,689	4,584	15,100,000
Average Rental Vacancy Rate	6%	7%	7%			

Social

Average Poverty Level	10%	15%	12%			
Disabled Population	12%	16%	13%	21,519	3,358,382	42,500,000
Foreign Born Population	9%	9%	14%	301,262	4,987,855	47,800,000

*Source: Lightcast Q4 and U.S. Census*

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■ the educational and skill levels of the workforce, including individuals with barriers to employment.

Top Industries - Skills

Industries		Communication	Computer Literacy	Customer Service	Detail Oriented	English Language	Ethical Standards and Conduct	Interpersonal Communications	Leadership	Lifting Ability	Management	Microsoft Excel	Microsoft Office	Operations	Planning	Presentations	Problem Solving	Research	Sales	Time Management	Troubleshooting	Writing
4251	Wholesale Electronic Markets and Agents and Brokers	✓		✓	✓	✓					✓	✓					✓		✓			
4236	Household and Appliances and Electrical and Electronic Goods Merchant Wholesalers	✓	✓	✓	✓				✓		✓			✓			✓		✓	✓		
4921	Couriers and Express Delivery Services	✓		✓					✓	✓	✓			✓					✓			✓
4931	Warehousing and Storage	✓	✓	✓	✓	✓		✓	✓		✓			✓					✓			
5171	Wired and Wireless Telecommunications (except satellite)	✓		✓					✓		✓			✓	✓	✓	✓		✓			
5221	Depository Credit Intermediation	✓		✓	✓				✓		✓	✓		✓			✓		✓		✓	
5223	Activities Related to Credit Intermediation	✓		✓	✓				✓		✓			✓			✓		✓			✓
5231	Securities and Commodity Contracts Intermediation and Brokerage	✓		✓	✓		✓				✓				✓		✓		✓			
5239	Other Financial Investment Activities	✓		✓	✓				✓		✓			✓	✓		✓		✓			
5241	Insurance Carriers	✓		✓	✓				✓			✓		✓			✓		✓			✓
5242	Agencies, Brokerages and Other Insurance Related Activities	✓		✓	✓				✓		✓		✓				✓		✓			✓
5313	Activities Related to Real Estate	✓		✓	✓			✓	✓		✓		✓	✓					✓	✓		
5415	Computer System Design and Related Services	✓		✓	✓				✓		✓			✓	✓		✓		✓		✓	
7225	Restaurants and Other Eating Places	✓		✓	✓				✓	✓	✓			✓					✓			
9036	Education and Hospitals (local government)	✓		✓							✓			✓	✓			✓				✓

Source: Lightcast Q4

Identifying the knowledge and skills needed to meet the employment needs of our region is necessary to fill in talent gaps that could position our region for more growth and provide a bridge to better opportunities for workers. To capture the knowledge and skill needs of employers in our region, we reviewed the skills that have appeared the most often in online job postings during the past 12 months in our region for in-demand industries, in-demand occupations and target occupations.

Top Specialized Skills
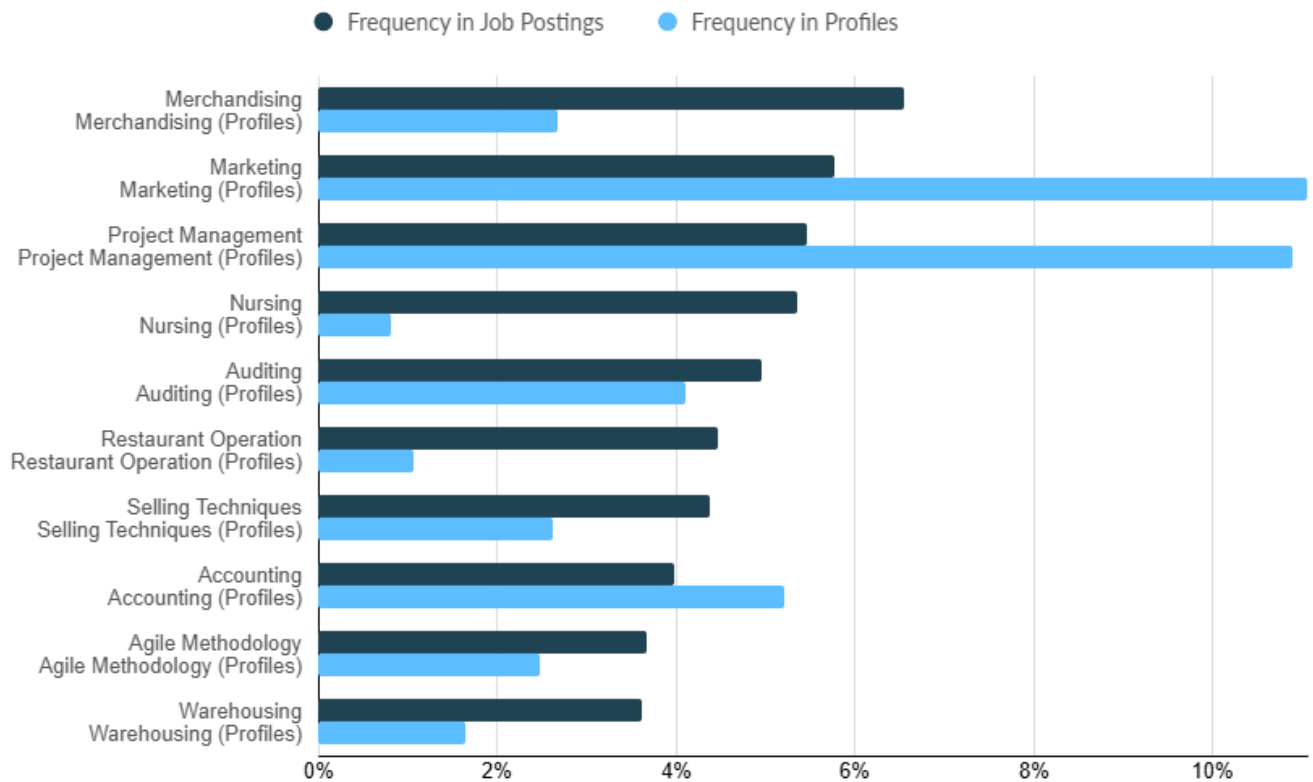
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Merchandising	20,132	7%	42,551	3%	+15.0%	Growing
Marketing	17,752	6%	175,722	11%	+23.0%	Rapidly Growing
Project Management	16,785	5%	173,189	11%	+19.8%	Rapidly Growing
Nursing	16,452	5%	12,972	1%	+20.1%	Rapidly Growing
Auditing	15,198	5%	65,197	4%	+21.8%	Rapidly Growing
Restaurant Operation	13,732	4%	16,883	1%	+28.0%	Rapidly Growing
Selling Techniques	13,466	4%	41,756	3%	-1.2%	Lagging
Accounting	12,206	4%	82,887	5%	+24.0%	Rapidly Growing
Agile Methodology	11,306	4%	39,482	2%	+19.8%	Rapidly Growing
Warehousing	11,094	4%	26,240	2%	+13.0%	Growing

Source: Lightcast Q4

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Individuals with Barriers to Employment

While the most populous counties within our service region have the highest numbers of people with disabilities, some of the less populated counties have higher percentages of populations with disabilities. Amongst this group are Navarro County (17.4%), Palo Pinto County (16.5%), Wise County (15.8%), and Hunt County(15.4%).

Approximately 4.3% of our WSNCT civilian population 18 years and older holds veteran status. The counties within our service region that have higher veteran population percentages are Hood County (10.3%), Parker County (9.78%), Hunt County (9.3%), Palo Pinto County (8.5%) and Rockwall County (7.9%).

We also realize that English language proficiency can also be a barrier to employment. The counties with the highest population of people in non-English-speaking households are Collin County (302,180), Denton County (201,946), and Ellis County (34,491).

C. Workforce Development Analysis

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

Boards must include an analysis of:

- workforce development activities in the region, including education and training;

- the strengths and weaknesses of the Board's workforce development activities;

- the effectiveness of the Board's programs and services;

- the Board's capacity to provide workforce development activities to address;

  - the identified education and skills needs of the workforce; and
  - the employment needs of employers.

- Workforce development activities in the region, including education and training;

The workforce development activities we undertake in North Central Texas ensure that businesses in our 14-county region remain competitive and grow jobs, that workers have opportunities to obtain skills and a career that will help them become or remain self-sufficient, and that our communities prosper and are economically resilient. A strong workforce begins with quality early learning experiences for our youngest residents.

WSNCT places great emphasis on improving the quality of childcare to increase school readiness, long-term education attainment and economic prosperity. WSNCT facilitates professional development and guides early childhood educators on how to advance their education aspirations as a part of our initiative to promote quality child care practices.

WSNCT also provides grants to Texas Rising Star-credentialed child care providers for quality enrichment materials to elevate learning environments that support early childhood educators and children. Early childhood programs will continue to be supported through our ongoing efforts to improve teacher retention through wage supplements and other initiatives as determined from survey information provided by Early Learning Programs.

Career exploration is an essential step in equipping youth with the skills and knowledge required for success. Leveraging the strong, collaborative partnerships we have developed in our region with employers, community colleges, School Districts (ISDs) and Education Service Centers (ESCs), WSNCT hosts interactive career exploration events for hundreds of students each year.

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These events enable students to explore various careers and immediately grasp what skills and educational requirements are necessary to enter occupations leading to successful, sustainable employment.

WSNCT also participates in the Externships for Teachers grant providing middle and high school teachers with externship opportunities at local businesses, allowing them to develop industry-relevant curriculum and share real-world experiences with their students. Our Student HireAbility Navigators collaborate with employers, colleges, ISDs and ESCs to help them develop the right programs and processes to provide inclusive work and educational environments for students with disabilities.

WSNCT leverages its Target Occupations List and Eligible Training Providers List to offer customers training opportunities in our area. We provide customized Labor Market Information (LMI) to guide participants in choosing in-demand occupations.

Our collaborative efforts include participation in groups such as North Central Texas InterLink, a regional nonprofit alliance bridging business, education and government by providing timely and relevant information on labor market trends, occupations, education, skill, and training needs of employers and employees.

WSNCT staff also participates in multiple Texas Regional Pathways Networks (TRPN) grants that aim to build regional talent pipelines that spur economic growth and ensure all Texans have the skills and credentials needed for advancement. We are currently working with grant recipients in industries like Aerial Robotics and Software Development, with the expectation these will continue to expand into various in demand industries. Currently multiple partnership organizations are applying for several other TRPN grants to focus on AI, manufacturing, construction and education career pathways which WSNCT will partner with if they are awarded the grant.

We work closely with Education Service Centers Region 10 and Region 11, the TEXO Foundation high school and community college committees (focusing on construction), and the TEA-funded Tri-Agency Regional Convener grant for the North Central Texas Board. FACT Education, the Tri-Agency regional convener, focuses on developing networks and pathways to support high-wage, in-demand industries such as STEM, healthcare, law enforcement, and advanced manufacturing. We also participate in Educate Texas' Career Connect Texas Network, which promotes career-connected learning experiences through technical assistance, peer learning, and strategic partnerships.

These collaborations are crucial as they leverage resources, coordinate efforts, and strengthen our educational partnerships, ensuring our training programs align with industry needs and effectively support our community. WSNCT supports educational institutions through grants like the Texas Talent Connection, Texas Reskilling and Upskilling through Education (TRUE), Jobs and Education for Texans (JET) and the Dual Credit grants, which provide funding to implement and/or enhance career and technical education (CTE) programs.

- **The strengths and weaknesses of the Board's workforce development activities;**

Strengths:
WSNCT is one of the largest workforce boards in Texas and has nearly 30 years of experience in growing and training North Central Texas' workforce. We serve more than 90,000 job seekers and 10,000 employers annually, from start-ups to Fortune 500 companies. Our expertise, programs and partnerships help us to consistently meet the workforce requirements of

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career seekers, employers, independent school districts, community colleges and economic development organizations in our region.

Our strong partnerships and collaborative efforts are exemplified by initiatives such as our recent Economic Development Forum and Regional Law Enforcement Symposium, which served North Central as well as Dallas and Tarrant Counties. Additionally, WSNCT collaborates with numerous community colleges and universities within our region to develop and implement diverse, high-performance training programs tailored to the needs of regional employers. To address the challenges posed by varying population densities and distances across our region, we have implemented an Out-Stationing strategy. This involves maximizing partnerships in rural communities by placing staff at partner sites to support career seekers. Our partners include community organizations, community colleges, food banks, housing authorities, libraries, and faith-based organizations, ensuring effective delivery of workforce program services.

Weaknesses:
WSNCT's service area encompasses 14 counties, 10,986 square miles, 102 school districts, 13 public colleges and universities and more than 3.5 million residents. While the size of our region is a strength, it also presents significant challenges. The large population and vast geographic area necessitate innovative solutions to meet the diverse needs of our customers. A major challenge is the lack of public transportation in most parts of our region, which complicates service delivery. Additionally, there is a disparity between our rural and urban counties; we serve several rural areas (including Erath, Somervell, Palo Pinto and Navarro Counties) as well as some of the fastest-growing counties in the nation (such as Collin, Kaufman and Denton Counties). To effectively serve this diverse region, WSNCT employs a mix of service delivery models. Furthermore, the region's telecommunications infrastructure is inconsistent, with some areas having high-speed internet access while others have limited connectivity.

■ The effectiveness of the Board's programs and services;

WSNCT Quality Assurance staff evaluates the effectiveness of workforce services through monitoring based on a detailed risk assessment. Board Staff works closely with the Subrecipient to identify gaps and strengthen processes, ensure program compliance and evaluate performance to ensure that customers are completing training, obtaining a credential, as well as entering and retaining employment. Board staff observes orientations and discusses service delivery strategies to identify opportunities for improvement.

Recognizing the need for comprehensive data analysis, WSNCT has developed internal dashboards that monitor elements such as program enrollment, key demographic information, hiring events, and out-stationing efforts, as well as budget expenditures and obligations. This data is instrumental in evaluating program effectiveness, identifying trends and expenditure variances, and uncovering potential service delivery gaps.

■ The Board's capacity to provide workforce development activities to address:

➢ the identified education and skills needs of the workforce; and
➢ the employment needs of employers.

To support the WSNCT Target and In-Demand occupations, a career progression lattice dashboard has been developed. This dashboard provides labor market information and outlines career paths starting from entry-level positions to senior-level roles. The lattice is structured into three tiers:

1. Entry-Level Occupations: These positions offer entry-level wages.

2. Mid-Level Occupations: These roles come with higher wages and increased educational requirements.

3. Senior-Level Occupations: These positions offer significantly higher pay and require advanced education.

The primary goal of the lattice is to help job seekers understand the educational requirements and labor market demand for various occupations in each county. Additionally, it provides information on available funding and how to access it for training or certification purposes. This comprehensive approach aims to assist job seekers in making informed career decisions.

Barriers to employment identified in the WSNCT area include the ability to access services in rural areas and lack of transportation. We have expanded our ability to provide virtual services to assist those with transportation issues and provide multiple ways to connect with local services. WSNCT requires our Subrecipient to conduct outreach to special populations and demographics as outlined in the Affirmative Outreach plan, which includes outreach methodologies, partnerships with other organizations for the outreach, and the methods used to bring awareness to the community that services are available. These efforts will be reviewed to evaluate strategies and results.

WSNCT engages regularly with employers to gain a better understanding of their challenges and to better identify and classify skill needs. We partner with employers and community colleges in our region to secure funding for skills development training to meet the workforce needs of employers in our area. WSNCT has also been successful in identifying and mobilizing new Registered Apprenticeship programs in our region to help sustain the productivity and vitality of our employer community.

Engagement and collaboration through sector partnerships promote ongoing, inclusive discussions that foster timely communication and alignment, resulting in impactful decision making and solution development. Sector partnerships include community colleges and ISDs, which enable training programs to be devised and implemented in accordance with employer need and guidance. Local wisdom related to WSNCT's in-demand industries and occupations, coupled with labor market data, gives WSNCT a wider perspective of the regional employment picture and identifies where gaps exist and can be addressed through strategic initiatives and collaboratives. Labor market data will also provide better direction for employer engagement and allow WSNCT to develop more effective outreach strategies and increase initiatives to bolster talent pipelines and career pathways.

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Part 3: Core Programs

A. Workforce Development System

References: WIOA §108(b)(2); 20 CFR §679.560(b)(1)

Boards must describe how the local workforce development system will work with entities carrying out core and required partner programs to support alignment to aid in the provision of services that support the strategies identified in TWC's WIOA Combined State Plan.

WSNCT is committed to the value that integration of programs brings to employers and career seekers. WSNCT administers integrated programs and provides oversight to a competitively procured Workforce and Child Care Services Subrecipient who is responsible for direct service delivery of core programs and the coordination of integrated, related, and possibly co-located, programs not administered by the Board.

Services provided by the Workforce Subrecipient include service delivery strategies to employers and career seekers who are able to access a continuum of services.

It is the role of WSNCT to be a regional facilitator, connector and convener to address workforce development issues. The following programs support and align with local, state, and national strategies to address the needs of the workforce. The oversight provided by WSNCT ensures that the services provided below are delivered in an integrated and seamless workforce system, delivered through a network of 12 workforce centers, operated and managed by a competitively procured contracted service provider.

WIOA Adult, Dislocated Worker, and Youth programs

WSNCT's WIOA Adult Program serves individuals and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Workforce Center staff, when using WIOA Adult funds to provide individualized career services and training services, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

WSNCT's WIOA Dislocated Worker Program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker Program provides services to assist them in re-entering the workforce. Services for dislocated workers are integrated and provided through WSNCT's Workforce Centers and provide workforce education, training, and employment programs and help displaced workers.

WSNCT's WIOA Youth Program includes tutoring; alternative secondary school services; paid and unpaid work experiences, which include: summer and year round employment opportunities, pre-apprenticeship programs, internships and job shadowing, and on-the-job training; occupational skill training; education offered concurrently with workforce preparation and training; leadership development opportunities; supportive services; mentoring; follow-up services; comprehensive guidance and counseling; financial literacy education; entrepreneurial skills training; services that provide labor market and employment information; and postsecondary education and training preparation activities.

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Wagner-Peyser Employment Service program

In partnership with TWC, WSNCT is a part of the Texas Model and is responsible for assisting employers with filling jobs by recruiting, screening and referring qualified job seekers and assist job seekers in finding employment for which they are qualified.

Unemployment Insurance (UI) programs

While the UI program is administered by TWC, workforce centers provide UI claimants with valuable services to assist with filing claims, participating in appeals, and access to the Reemployment Services and Eligibility Assessment (RESEA) program. WSNCT also designates a coordinator to communicate with the state on issues related to Unemployment Insurance claimants. Workforce center staff help UI claimants apply for UI and make active searches for employment. The Workforce Subrecipient provides outreach to claimants, assistance with developing an employment plan, and services to provide early intervention to claimants that link them to comprehensive services. Workforce center staff interact with claimants on a regular basis and when aware of issues that affect a claimant's eligibility for benefits, notify the state coordinator.

Reemployment Services and Eligibility Assessment (RESEA) program

The RESEA Program has (4) main goals: Finding Jobs - RESEA helps customers who get UI benefits find jobs faster; Stopping Wrong Payments - RESEA makes sure that UI payments go to the right customers; Qualifying Participants for Additional Resources - RESEA connects customers with services to get a job that maximizes their earning potential; and Connecting the Workforce System – RESEA is the first step for customers to join other programs for help finding jobs. Customers who are chosen for the program must participate. Services are available statewide. These customers will meet with a career coach one-on-one.

Choices/TANF employment and training program

The Choices Program is an Employment and Training Program to assist applicants, recipients, non-recipient parents, and former recipients of Temporary Assistance for Needy Families (TANF) cash assistance. The goal of Choices is to transition participants from welfare to work through participation in work-related activities, including job search and job readiness classes, basic skills training, education, vocational training, and support services. WSNCT partners with the Health and Human Services Commission (HHSC) to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Supplemental Nutrition Assistance program (SNAP)

The goal of SNAP E&T is to assist SNAP recipients through employment and training by improving their ability to obtain regular employment, increase their earnings, and reduce their dependency on public assistance. Both the general population and able-bodied adults without dependents (ABAWDs) are significant populations that need employment services to find long term, self-sufficient employment. WSNCT partners with HHSC to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Child Care Services

Childcare is provided to eligible families who are working, in job training or attending an educational program as well as those who are looking for employment. The program educates parents about the availability of quality child care and early learning programs who are Texas Rising Star programs. Quality child care enhances the early learning of young children which can lead to success in school later on. Child Care Services also supports early learning programs that are working to improve the quality of child care services by providing mentoring and coaching to educators who are in the early childhood field.

Adult Education and Literacy (AEL) programs

Recognizing that the ability to speak English can be critical to a participant's success in the job market, WSNCT actively partners with Adult Education and Literacy providers to offer instruction and remediation, including English as a Second Language (ESL), as a part of a participant's service continuum. Integration with the service delivery system is vital to the deployment of WIOA, and WSNCT engages and supports AEL grant recipients in activities that promote student success in career and higher education goals.

The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education & Literacy (AEL) services with Workforce and training services within the WSNCT 14-county area, addresses shared transitional concerns/needs, and shares information and best practices so that students and businesses can learn about and receive all available services, and explore systems and services for continuous improvement to close strategic and operational gaps. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and the six TWC contracted AEL Providers. Basic and secondary instruction and services provided to adults by these AEL partners enable them to effectively acquire the basic educational skills necessary for literate functioning, to participate in job training and retraining programs, to continue education to at minimum the completion of secondary school, and to obtain and retain employment. A joint MOU established under the umbrella of the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

Trade Adjustment Assistance (TAA) programs

Trade Adjustment Assistance Program (TAA)— TAA is a federal program created to reduce the damaging impact of imports felt by certain sectors of the U.S. economy.

Vocational Rehabilitation programs

Comprehensive work-related services are individualized and are provided by trained Counselors in the TWC VR program. The VR Counselor's role is to facilitate independence, integration, and inclusion of people with disabilities into employment. To date Vocational Rehabilitation Services have been integrated with WSNCT continues our efforts to improve upon the integration efforts with Vocational Rehabilitation Services (VRS) to enable WSNCT and VRS to leverage resources and align services to better serve our shared customers. To date, VRS is currently integrated with WSNCT in Cleburne, Corsicana, Denton, Granbury, Greenville, McKinney, Stephenville, Terrell Waxahachie, and Weatherford.

Apprenticeship programs

Registered Apprenticeship Program (RAP) development and expansion will remain a focus for WSNCT going forward. The Apprenticeship Navigator and WSNCT staff will continue to provide education and support the development of new Registered Apprenticeship (RA) programs as well as the expansion of existing RA programs through targeted industry outreach supported by labor market data, roundtable collaborations with community partners and stakeholders, and employer needs. WSNCT will continue to identify funding opportunities that will support program development and growth and provide support to apprentices during training. Over the past three years, WSNCT has been directly involved with the development and expansion of more than 10 RAPs and has supported the development of a pre-apprenticeship program.

The diversity of RAPs in the North Central Texas region allows for vast career opportunities for workers in students in the industries of manufacturing, healthcare, aviation and defense, and construction. WSNCT maintains a solid relationship with the Department of Labor and apprenticeship intermediaries that will continue to bolster apprenticeship adoption in the region.

Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006

School Districts and Community Colleges carry out workforce development programs that align services, including programs of study and technical training authorized under the Strengthening Career and Technical Education for the 21st Century Act (Perkins V). Signed into law in 2018, Perkins V reauthorized the Carl D. Perkins Career and Technical Education Act of 2006 and continues Congress' commitment by providing nearly $1.4 billion annually for career and technical education (CTE) programs for our nation's youth and adults. For Fiscal Year 2024, Texas received approximately $130 million in Perkins funding. We support education entities applying for Perkins funding by attending Comprehensive Local Needs Assessment (CLNA) meetings and providing specific labor market information to benefit their applications and assessment of need. These efforts ensure that CTE programs are aligned with industry demands and effectively support workforce development in our communities.

Veteran employment and training programs

WSNCT works in partnership with the Texas Veterans Commission to ensure individuals seeking services are screened to determine if they are eligible veterans entitled to intensive services from Veterans Program staff.

Local Veterans Employment Representatives (LVER)

LVER (Local Veterans' Employment Representatives) staff provide services to all veterans that Title 38 indicates are eligible for their services, but their efforts are concentrated with DVOP (Disabled Veterans' Outreach Program Specialists) according to their respective roles and responsibilities, on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develop increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

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Job Corp programs

Job Corps is the nation's largest free, residential career training and education program for low-income young adults ages 16 through 24. We have an MOU agreement with Job Corps to make and receive referrals.

Native American programs

Texas Native Health, formerly Dallas Inter-Tribal Center and Urban Inter-Tribal Center of Texas, was created to fulfill the immediate needs of those living in the DFW Metroplex as a result of Public Law 959. Texas Native Health (TNH) is dedicated to enriching the lives of Indigenous populations to ensure their identities, culture and language are not erased. Texas Native Health is the recipient of a WIOA grant from the U.S. DOL. They provide employment and job training services in compliance with the provisions of the grant in Dallas County. The partnership agreement WSNCT has with Texas Native Health allows TNH to make customer referrals in surrounding counties to WSNCT offices in our board area.

US Department of Housing and Urban Development programs

Under the U.S. Department of Labor's Workforce Innovation and Opportunity Act (WIOA), Workforce Boards are directed to establish partnerships with E&T programs funded by the US Department of Housing and Urban Development (HUD), such as Family Self-Sufficiency (FSS) programs operating within their local Workforce Development Areas (WDA's). WSNCT has partnered with nine participating housing authorities in our service area.

The objective of the FSS program is to reduce the dependency of low-income families on welfare assistance and housing subsidies. Under the FSS program, HUD assisted families, in partnership with WSNCT, are provided opportunities for education, job training, counseling, and other forms of social service assistance, while living in assisted housing, so that they may obtain the education, employment, and business and social skills necessary to achieve self-sufficiency.

Community Services Block Grant Act Employment & Training Activities

The Community Services Block Grant (CSBG) is a federally funded block grant in the Office of Community Services, Administration for Children and Families, United States Department of Health and Human Services that provides funds to states, territories, and tribes to administer to support services that alleviate the causes and conditions of poverty in under resourced communities. WSNCT has a partnership agreement with Community Services, Inc. (CSI) of Corsicana. CSI's goal is to empower individuals to become self-sufficient through the provision of services to people in need of intervention and prevention services, and referrals to WSNCT for identified needs not provided by CSI.

Reintegration of Offenders programs

The Texas Department of Criminal Justice (TDCJ) Parole Division supervises offenders released from prison who are serving out their sentences in Texas communities. The mission of the parole division is to promote public safety and positive offender change through effective supervision, programs and services. WSNCT, in partnership with the Greenville District Parole Office, supports the justice-touched population through referrals and co-enrollment of participants, to provide job training and placement opportunities for program participants, and to develop a local network of employers willing to look beyond criminal background challenges for well-qualified candidates.

Migrant and Seasonal Farmworker programs

In November 2024, WSNCT entered into a partnership agreement with MET, Inc. for their National Farmworker Jobs Program (NFJP.) The MET NFJP partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agriculture.

Senior Community Service Employment Program

Senior Community Service Employment Program (SCSEP) - The SCSEP is a community service and work-based job training program for older Americans. The program provides training for low-income, unemployed seniors.

Non-Custodial Parents (NCP) Choices Program

The NCP Choices Program is a collaborative effort of the Texas Workforce Commission (TWC), the Office of the Attorney General (OAG) of Texas, Local Workforce Development Boards (Boards), Workforce Solutions Office staff, and family court judges. The program targets low-income unemployed or underemployed NCPs who are behind on their child support payments or have had a child support obligation established. Mirrored after TWC's Choices employment and training program for TANF recipients, the goal of the NCP Choices program is to help NCPs overcome substantial barriers to employment and career advancement while becoming economically self-sufficient and making consistent child support payments.

Rapid Response Services

Rapid response services help workers and employers deal with the effects of layoffs and plant closures, including those that result from increased competition from imports, natural disasters, and other events. Subsidized Child Care – Access to quality child care is a workforce issue. Child Care provides eligible parents who work, attend school or participate in job training with financial assistance. WSNCT works through MOUs or cooperative relationships to coordinate and facilitate the delivery of services in other programs. Participants in these programs have access to employment assistance through the WSNCT workforce centers.

Summer Earn and Learn (SEAL)

The SEAL program provides subsidized work experience placements for youth students with disabilities. The program's success relies on participation from Employers and our partnership with Vocational Rehabilitation Services. Students receive hands-on work experience to learn job skills for future employment.

Student HireAbility Navigator

Student HireAbility Navigators (SHN's) are TWC-funded positions that serve the local workforce development area to improve and increase services for students (age 14-22) that are transitioning into post-secondary education and have different abilities. The SHN role focuses on the support, expansion, and enhancement of pre-employment transition services (pre-ETS) provided by TWC's Vocational Rehabilitation Services to students with disabilities. The pre-ETS areas include career exploration, work readiness training, work-based learning, opportunities for postsecondary education, and instruction in self-advocacy. Employment and training opportunities may consist of internships, apprenticeships, paid work experience, and educational opportunities.

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B. Core Programs—Expand Access, Facilitate Development, and Improve Access

References: WIOA §108(b)(3); 20 CFR §679.560(b)(2)

WSNCT works with entities that facilitate core programs to: expand access to employment training, education, and support services for eligible individuals and eligible individuals with barriers to employment; facilitates development of career pathways and co-enrollment in core program; and improves access to activities that lead to a recognized postsecondary credential (such as an industry-recognized certificate or certification) that is portable and stackable.

Expanding access to employment, training, education, and support services

WSNCT expands access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment by engaging with entities carrying out core programs.

Individuals meeting eligibility requirements for core programs are provided a comprehensive needs assessment that addresses, at a minimum, job skills, supportive services, educational skills and deficiencies, accessibility and/or accommodations, barriers to employment, and training needs.

Once needs are identified, resources that can be used to remove barriers to employment are explored, including program funding and leveraging resources through partner agencies and other community resources. Co-enrollment in core programs, when allowable and appropriate may be used to leverage funds and expand access to training, educational opportunities and supportive services.

WSNCT engages with local employers to identify skills needed and coordinates with Workforce Subrecipient staff, who provides case management to career seekers enrolled in core programs, to match skilled career seekers with quality jobs. AEL partners work with eligible customers participating in core programs to provide vocational workplace literacy. Information regarding WIOA Individualized Career and Training services is offered at all workforce orientations. Orientation audiences include those attending Reemployment Services and Eligibility Assessment (RESEA) for UI claimants, Rapid Response events, TANF Applicants, and participants who access Supplemental and Nutritional Assistance Programs. Information is shared to inform and educate these participants about workforce services designed to assist the participant in applying for financial aid, WIOA training services, and the development of an Individual Employment Plan that may include access to training services.

Facilitating the development of career pathways and co-enrollment

WSNCT facilitates the development of career pathways and co-enrollment by engaging with entities carrying out core programs to:Continue to engage employers in sector strategies to obtain and identify credentials, training and skills relevant to their occupational needs.

- Continue to engage employers in sector strategies to obtain and identify credentials, training and skills relevant to their occupational needs.

- Leverage funding by co-enrolling individuals that are eligible for both WIOA Youth, Adult and Dislocated Worker programs to support training and career pathways.

- Continue development of WSNCT long-term relationships with educational institutions that are Eligible Training Providers and educating our educational institutions on the benefits of adding their training programs on the ETPL so that our customers can

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receive local access to opportunities that align with our TOL.

- Seek out stakeholders interested in creating apprenticeship and pre-apprenticeship programs.

- Create and implement relationships with CBOs, city/state, and partner agencies to provide exposure for youth to training programs and career pathways.

- Pair the attainment of postsecondary credits with work-based learning opportunities such as on-the-job training, internships and workplace tours.

- Provide labor market information and career exploration resources to educators and other education-focused stakeholders on in-demand occupations that align with our TOL.

- Actively participate in collaborative groups such as the North Central Texas InterLink, Texas Regional Pathways Networks, Education Service Centers Region 10 and Region 11, TEXO Foundation High School and College Committees, TEA-funded Tri-Agency Regional Convener (FACT Education), Educate Texas' Career Connect Texas Network.

- Support local school districts, community colleges and universities in their program development and assessment by providing labor market information and participating in their stakeholder workgroups and program advisory committees.

- Coordinating Programs and Services for Target Populations.

Improving access to activities that lead to a recognized postsecondary credential

WSNCT works closely with our educational institutions to improve access to activities leading to recognized postsecondary credentials and is committed to the attainment of industry recognized certifications, and portable and stackable credentials focused on our identified TOL.

Three of WSNCT's target industries are closely aligned with the Governor's six industry clusters. The manufacturing and logistics industries, including Semiconductor and Other Electronic Component Manufacturing, Professional and Commercial Equipment and Supplies Merchant Wholesalers, and Plastics Product Manufacturing are highly prevalent in the region, and WSNCT often engages with employers within these industries. As we continue to identify skills gaps and training opportunities through apprenticeship exploration, WSNCT will further develop and maintain relationships with these employers to keep pace with industry trends and changes. Another area of focus is within the Information Technology (IT) industry. There are several IT occupations that appear on the Board's target and in-demand occupation list and can be found in several industries.

WSNCT will continue to gather local wisdom through our educational institutions, employer engagement and economic development organizations to determine what skills are needed and identify the appropriate talent development strategies to deploy, which will include apprenticeships.

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Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

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

Each Board must include a description of its workforce area's one-stop delivery system, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers

- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means

- How entities within the one-stop delivery system, including Boards, contracted service providers, and one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.

- The roles and resource contributions of the one-stop partners

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers

Texas training providers are required to apply for certification with the Workforce Development Board overseeing the campus to receive WIOA funds. Providers must meet WIOA requirements, minimum criteria set by WSNCT Board of Directors and be certified by the Texas Workforce Commission to become eligible to train participants through the workforce system and be added to the published statewide Eligible Training Provider List (ETPL).

Part of the WIOA requirements for eligibility is Documentation of Employer Partnership. In order to meet this requirement, one of the documentations WSNCT will accept is letters from employers stating the program(s) they support on dated letterhead with contact information and signed within the last 12 months to demonstrate active partnership. A second document accepted to meet the requirement is a copy of the most recent, within the last 12 months, Program Advisory Committee meeting minutes for the program(s) that includes the roster of members, attendees and the companies they are representing along with the name(s) of the program(s) the committee oversees.

Performance of the ETPL programs is reviewed annually when the Annual Student Data Report for each providers' programs is submitted to TWC to determine performance level percentages. Performance information for training programs listed on the statewide ETPL is available to the public on the TWC Eligible Training Provider webpage. This performance report provides information regarding completion and entered employment rates for all students exiting the approved programs. Training providers are required to submit the Annual Student Data Report every July to maintain their listing on the ETPL.

The performance percentage is scheduled to be reinstated in 2025. If a training provider fails to submit the Annual Student Data Report or does not meet the established minimum performance standards once the data has been evaluated, the program/programs will be removed from the ETPL for a period of no less than two years.

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WSNCT is fortunate to have a full array of qualified and competitive eligible training providers within the North Central Texas area. WSNCT actively recruits providers and programs located in the North Central region to apply for the ETPL. Currently on the statewide ETPL for the North Central Texas area are 295 programs, nine community colleges and universities, and one statewide technical college. WSNCT has also designed the WIOA Individual Training Agreement (ITA) to allow for working with eligible training providers with campuses located inside the North Central Texas area, but whose main campus is outside our jurisdiction as well as eligible training providers in neighboring board areas.

- **How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means**

The WSNCT Workforce Development Area covers more than 10,000 square miles. Budget restraints require alternatives to brick-and-mortar workforce centers to adequately serve the region. Through enhanced technology and partnerships, WSNCT provides access to workforce services not otherwise available to persons in remote areas, increasing access to services for underserved populations. Customers can now use virtual online platforms to access services. This technology has become the foundation of our virtual services design to deploy virtual one-on-one case management with customers and virtual webinar sessions to provide orientations and workshops. Additionally, career seekers have access to on-line learning platforms, such as Metrix and LinkedIn Learning, to assess for skill gaps, provide training content to enhance individual skill levels, and prepare for certifications.

The Mobile Workforce Unit (MWU) is a moving extension of an operating workforce center, aiding WSNCT in bringing direct services to customers in areas where there is no traditional workforce center presence. With access to high-speed internet and 13 accessible computer workstations, career seeker customers may search for jobs, improve their resumes, and receive training wherever needed. Employer customers may have access to a mobile human resources office, and communities may provide dislocated workers immediate access to re-employment resources. The MWU has been offered to other Board areas to assist with emergency needs, functioning as a mobile location to provide affected individuals the opportunity to quickly apply for Unemployment Benefits and other disaster relief as needed.

- **How entities within the one-stop delivery system, including Boards, contracted service providers, and one-stop partners, will comply WIOA §188 (related to Non- Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.**

WSNCT has issued Policy and Standard Operating Procedures to ensure individuals with a disability receive reasonable accommodation and universal access to services. All Workforce Center facilities have been reviewed utilizing a professional Registered Accessibility Specialist (RAS) who determined that each facility meets the criteria established by the Texas Architectural Standards. The RAS final report identified any issues it to the Sr. Workforce Facilities Coordinator to be addressed. Additional reviews are performed if any changes (remodel/moves) have been made to ensure their compliance.

Annual review of WIOA 188 includes:

- Review of notices in files, publications, workforce center postings, and electronic media.
- Review of data regarding services received by persons with disabilities.

- Situational testing of Workforce Center staff's ability to apply expected procedures/protocols correctly to serve individuals with disability.

- Testing of adaptive equipment and staff knowledge of availability and use of such equipment.

- Review of complaints, formal and informal, regarding alleged non-compliance with 29 CFR 38.

- Review of EO Officer training, reporting structure, and policy review.

- Deficits in workforce center staff training and support for addressing the needs of individuals with disability are addressed as findings in monitoring reports conducted by the Board and are followed through resolution which includes tracking service provider procedures and staff training.

- WSNCT adopted the comprehensive 2012 Texas Architectural Standards used by Vocational Rehabilitation (formerly Department of Adult Rehabilitative Services) to not only meet but exceed the accessibility standards under WIOA.

- The roles and resource contributions of the one-stop partners.

According to the Workforce Innovation and Opportunity Act Guide to Texas Workforce System Operations the required partners administering programs and activities include:

- WIOA adult, dislocated worker, and youth programs;

- Wagner-Peyser Employment Service program;

- Adult Education and Literacy (AEL) program;

- Vocational Rehabilitation (VR) program;

- Unemployment Insurance (UI) program;

- Trade Adjustment Assistance (TAA) program;

- Temporary Assistance for Needy Families (TANF) program;

- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) program;

- Subsidized child care programs;

- Apprenticeship programs (Texas Education Code, Chapter 133), if they have been certified by the US Department of labor's Office of Apprenticeship Training and meet the state criteria established in Chapter 133 to receive state funding for the support of the apprenticeship training programs;

- Veteran employment and training programs – Local Veterans Employment;

- Representatives Program and the Disabled Veterans Outreach Program;

- Senior Community Service Employment Program (SCSEP);

- Carl D. Perkins postsecondary career and technical education programs;

- Community Services Block Grant employment and training programs;

- Grantees of the US Department of Housing and Urban Development employment and training programs;

- Job Corps;

- Indian and Native American programs;

- YouthBuild;

- Second Chance Act programs

■ The roles and resource contributions of the one-stop partners

Many of these partners are integrated into the one-stop system and coordinate with our Workforce Subrecipient. Resources from each program are leveraged to contribute to the day-to-day operations of the workforce centers. Center staff work closely with referral agencies and required partners in the workforce centers to provide services to program customers, as well as Texas Veterans Commission staff to coordinate services to Veterans. WSNCT has a strong relationship with AEL provider partners within the North Central Texas region and has established the AEL/Workforce Regional Coalition to identify and address strategic and operational gaps and strive for continuous improvement in performance for all partners. The ongoing efforts to incorporate Vocational Rehabilitation Services into our Workforce Centers are designed to create a seamless customer-focused workforce delivery system that integrates across all programs, further enhancing access for all our customers.

B. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

References: WIOA §108(b)(4); 20 CFR §679.560(b)(3); WIOA §108(b)(5); 20 CFR

§679.560(b)(4)

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

■ Facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs;

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

■ Coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;

■ Promote entrepreneurial-skills training and microenterprise services; and

■ Strengthen the linkage between the one-stop delivery system and unemployment insurance programs.

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

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- Facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs;

WSNCT initiates and conducts outreach to new and existing employers within specific target industries. The Workforce Subrecipient staff works in coordination with WSNCT to provide employers with the requested services, thus ensuring employers have the right solution at the right time. Subrecipient staff work to outreach new business in non-targeted industries, such as hospitality and retail, and provides ongoing services for established employers of all industries to facilitate the matching of employer openings with career seekers.

Each employer is provided a customized, educated and meaningful solution to the array of services based on each employer's needs. Services include, but are not limited to:

- Job Matches for Job Openings
- Hiring Events and Target Recruitment Events
- On-The-Job Training and Subsidized Employment
- Internships and Apprenticeships
- Fidelity Bonding Program
- Rapid Response Services
- Labor Market Information

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

To better align with the needs of industry, WSNCT will further refine its business services approach. There is an opportunity to enhance employer engagement and solidify collaborative relationships in conjunction with the development of the Board strategic plan. WSNCT will gain a better understanding of regional industry needs and be positioned to impact solution development centered around improving our employers' competitiveness and increasing and diversifying career opportunities for our community. Employer engagement strategies will be refined to enhance employer relationships and obtain qualitative information that will lead to a more comprehensive and impactful approach to workforce development.

In addition to addressing immediate workforce needs, WSNCT will focus on providing more in-depth customized talent development strategies. This requires WSNCT to adjust how we engage with employers and the methods we use to identify their needs. Strategies will include convening employer and partner meetings to gain insight about industry needs, one-on-one employer meetings, more frequent Business Retention and Expansion (BRE) visits with employers and Economic Development Organizations (EDOs), and WSNCT-facilitated employer and EDOs forums/presentations.

WSNCT will use both targeted and in-demand occupation data to engage employers in workforce development discussions. This data will aid in developing targeted and strategic employer outreach strategies and lead to more specific conversations with employers regarding their workforce needs. The goals for targeted employer engagement include the following:

- Increased employer awareness and participation in workforce development and expansion opportunities to increase and diversify talent pipelines
- Develop high-value employer partnerships throughout our 14-county territory that will

create opportunities for community and regional talent development strategies

- Enable WSNCT to deploy effective and timely workforce development programs and initiatives that align with local community and regional needs

WSNCT will develop and convene sector partnerships to enhance understanding of industry needs and facilitate solution development to address the expressed need(s). These industries and occupations will be both data-driven and representative of industry demands. Industry needs will be inclusive of both workforce and non-workforce related issues, so WSNCT must additionally establish relevant community partnerships to include economic development, higher education, school districts, and non-profit organizations that have access to targeted populations. The sector partnerships will be employer-led, focusing on agendas and issues that are designed and raised by industry.

The information obtained will be managed in our Customer Relationship Management database, Dynamics365. Notes about specific employer interactions are documented and include information about their workforce needs and service/program interests. D365 has allowed WSNCT to create reports and contact lists for targeted outreach purposes and will continue to be utilized to enhance employer outreach and engagement methods. WSNCT staff has access to the tool, which facilitates information sharing across the departments.

■ **Coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;**

The coordination of WSNCT's workforce development programs and economic development activity in our service area is one important step towards maximizing the impact of our resources as a Board. To enhance the alignment of our programs and those of economic developers, we have intentionally engaged with various economic development organizations to learn about their long-term priorities as well as their most pressing challenges. We have also participated in local government planning sessions and are members of community-based consortiums that perform work to expand the access to economic opportunities for similar populations to those that make up our customer base.

Our desire is that by actively listening to these organizations' needs, we will be able to better incorporate priorities into our own strategic plan that ultimately aligns with their work and the employer community at large. In the future, we aim to continue our outreach to touch more geographic points of our wide-ranging and diverse service region to continue recognizing reoccurring and emerging themes with the goal of aiding our growing economy.

■ **Promote entrepreneurial-skills training and microenterprise services; and**

WSNCT collaborates with chambers of commerce and other economic development entities that promote entrepreneurialism and also connects entrepreneurs and small business owners to local small business development centers and the Small Business Administration. In addition, WSNCT provides entrepreneurial skills training opportunities to career seekers through course offerings available through on-line platforms (e.g., LinkedIn Learning, Metrix, etc.) via our Subrecipient.

In December 2024, WSNCT was awarded a $200,000 Texas Workforce Commission (TWC) Workforce Innovation Fund Grant. WSNCT is one of only five workforce boards in the state selected to receive this grant, which seeks to award new and innovative workforce development projects designed by the state's Workforce Development Boards. WSNCT, in partnership with global venture capital firm Plug and Play and the Tarleton State University Innovation and Entrepreneurship University Center, will create an Innovation Ecosystem pilot at Tarleton State's

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Stephenville campus to spur innovation, new business formation, job creation and economic development in rural areas of WSNCT's region.

■ **Strengthen the linkage between the one-stop delivery system and unemployment insurance programs.**

WSNCT links services from the workforce centers to services for Unemployment Insurance claims through a variety of access points. In the event of a major layoff, Rapid Response services may be coordinated with the affected employer to provide services to dislocated workers at the worksite, local center or a remote site. In the event of a business closure or reduction in force, the Mobile Workforce Unit, may be used on-site to provide immediate access to online claim filing and work registration. Individuals may also initiate contact by visiting or calling into the local workforce center.

From the moment a person becomes unemployed, the local workforce center is often the first stop for services. The workforce center maintains open access to all customers who may need to file for benefits. Workforce staff are available to assist individuals to access services through the Texas Workforce Commission's website. The website contains direct links to much needed information including how to file, when to file, ongoing eligibility requirements for receiving unemployment benefits, etc. The information contained on TWC's website is up to date, accurate, available 24 hours a day, seven days a week and is available in Spanish.

Workforce staff are available to assist customers who may not be comfortable with computers or who need extra help to file their claim. Customers may be provided with informational print outs that include clear directions to access Unemployment Information services and processes.

Customers may use workforce center resources such as conference rooms to hold appeal hearings for their UI case, fax machines to submit required documentation and computers to access to their claim status. If a customer has an unmet need regarding UI information, center staff may contact a UI representative via a direct line that is not available to the general public.

WSNCT staff engage claimants at the earliest point possible. Since quality job referrals come from quality registrations, workforce center staff are available to assist claimants to complete registration in the Work in Texas job matching system.

The Reemployment Services and Eligibility Assessment (RESEA) program is a partnership between TWC and WSNCT. TWC uses statistical modeling to rank unemployment benefits claimants based on their likelihood to exhaust unemployment benefits. This process includes a statistical evaluation of numerous work and related factors, including but not limited to length of workforce attachment, occupational field, wage, and location.

WSNCT outreaches those claimants most likely to exhaust their benefits and connects them with reemployment services at the workforce center to help them find new employment as quickly as possible. Claimants receive an orientation and assistance developing an Individualized Employment Plan and are offered other staff-assisted services at the Workforce Center.

Services available include intensive job search, educational and training opportunities, and supportive services geared to remove barriers while training for future employment. Individuals with a score below the cutoff may still be outreached and provided the same or other services, but their participation is voluntary.

C. Coordination of Wagner-Peyser Services

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

Boards must include a description of the strategies that are used to maximize coordination, improve service delivery, and avoid the duplication of Wagner-Peyser Act services and other services that are provided through the one-stop delivery system.

As part of the Texas Model, Employer Services (ES) staff are embedded into the one-stop delivery model. Services provided by ES staff are a part of this integrated workforce system. All center staff duties and responsibilities are clearly outlined and are aligned with the overall roles and responsibilities of the workforce system. Staff receive comprehensive training in the integrated model and how each program/function interacts and impacts all programs in the service delivery model. Center staff are cross trained to ensure efficiency and that services are provided consistently across all programs.

Centers conduct daily huddles and weekly meetings with all staff to discuss needs of employers and career seekers to avoid duplication of services. Weekly conference calls are held with management to ensure information is shared at all levels. Meetings with all staff share information regarding changes to processes, new directives, as well as challenges identified in the system. All staff coordinate and work hiring events as a team. Workforce Center Managers provide daily supervision of ES staff and their functions consistent with the supervision of all center staff. Management works with TWC Integrated Service Area Managers on HR concerns and keeps them informed of any potential issues.

The WSNCT Workforce Subrecipient coordinates with ES staff to provide universal access to job search and placement assistance, job referrals, labor market information and an array of other services to both career seekers and employers. WSNCT recognizes the correlation between economic development, employment opportunity and sustainability. WSNCT actively engages with the regional economic developers to devise and implement strategies that meet the specific skill demands of local employers and equipping career seekers with the necessary skill sets to meet that demand. Our primary objective is to enhance and sustain economic vitality and employment opportunities in our region. WSNCT's regional partnerships allow us to develop, implement, and refine programs and services that more closely align with the employment and skills training needs of the North Central Texas region. We will maintain our strategic alliances with workforce/economic development organizations to keep pace with the evolving economy, identify job growth, and develop a well-trained and prepared workforce to meet local employer needs.

D. Integrated, Technology-Enabled Intake and Case Management

References: WIOA §108(b)(21); 20 CFR §679.560(b)(20)

Boards must include a description of how one-stop centers are implementing and transitioning to WorkinTexas.com for the programs that are carried out under WIOA and by one-stop partners.

WSNCT has been actively involved from the beginning, with Board staff participating in TWC's Work in Texas (WIT) team to offer real-time feedback during the development of the new system. To ensure a smooth transition to the new WIT system, WSNCT has maintained robust communication with all team members, providing up-to-date information through various channels such as trainings, conferences calls, and research on WIT and its new processes. This communication spans all levels, including Board staff, Subrecipient upper management, program managers, and front-line staff. A dedicated team has been established to address issues and concerns, ensuring that staff remain current with WIT changes and updates. Monthly training

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sessions are provided for both new and existing staff, which include hands-on activities and demonstrations of the WIT process.

In addition to the new WIT system, WSNCT currently utilizes a paperless environment through Laserfiche, an Enterprise Content Management (ECM) application. Laserfiche facilitates the efficient management of documents and information. Customer files in Laserfiche are accessible to all staff with designated security rights/protocols from any location and documents can be routed to complete intake and case management functions among and between programs. Quarterly assessments are conducted to review WIT processes and alignment with Laserfiche to identify opportunities to streamline and migrate from Laserfiche as appropriate.

The WSNCT Mobile Workforce Unit is a moving extension of an operating workforce center, aiding WSNCT in bringing direct services to customers in areas where there is no traditional workforce center presence. With access to high-speed internet and 13 accessible computer workstations, career seeker customers may search for jobs, improve their resumes, and receive training wherever needed. Employer customers may have access to a mobile human resources office, and communities may provide dislocated workers immediate access to re-employment resources.

E. Third Party Partnership in SNAP Employment and Training Programs

Reference: Supplemental Nutrition Assistance Program Employment and Training Third-Party Partnership Guide

The Texas Health and Human Services Commission has directed TWC to expand the use of SNAP E&T Third Party Partnerships (TPP) throughout the state, with a goal of implementing TPP in all workforce areas by Federal Fiscal Year 2029. Boards must provide an assurance that they are planning for the expansion of TPP and must describe any planned or completed steps toward implementation.

A Board staff team consisting of the Sr. Manager of Workforce Programs, Sr. Programs Specialist and Strategic Education Manager attended a CAEL (Council for Adult and Experiential Learning) Summit April 25-26, 2024. CAEL is a national, nonprofit membership organization that supports the creation of education-to-career pathways, fueling economic mobility and community prosperity for all. CAEL helps organizations succeed among accelerating changes reshaping education and employment landscapes. During this Summit we were able to hear a little of what other states were doing with the SNAP TPP initiative.

North Central attended the "Expansion of Texas' Supplemental Nutrition Assistance Program Employment and Training Third-Party Partnership Program" session during the May 13-14 2024, TWC Forum to better understand the basics of the TPP program and its impacts on Boards and learn the potential benefits of the TPP model.

North Central Board staff recently reached out to the FY25 cohort of Boards (Gulf Coast, Capital Area and Coastal Bend) to glean some insight on some of the processes, lessons learned, best practices, etc.

We have already apprised our Subrecipient of the requirements and expectations for the SNAP TPP program and have started working with them, with the intent to join the FY27 OR FY28 cohort for the SNAP TPP Pilot.

Part 5: Workforce Investment Activities

A. Rapid Response Activity Coordination

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

Each Board must include a description of how the Board will coordinate workforce investment activities that are carried out in the workforce area with the statewide rapid response activities described in WIOA §134(a)(2)(A).

Rapid Response services are designed to transition dislocated workers from layoff status to productive employment as quickly as possible. These services apply from the time of the initial layoff notification until the worker is reemployed or enrolled in WIOA formula funded services. This process provides the seamless transition of dislocated workers from Rapid Response services to longer-term employment or training services if appropriate.

Rapid Response services are initiated upon receipt of notification of an impending layoff or closure by the Rapid Response Team, which consists of the Texas Workforce Commission (TWC) Dislocated Worker Unit, the Board Rapid Response Coordinator (BRRC), the TWC Unemployment Insurance (UI) Field Representative and the Local Rapid Response Coordinator (LRRC). Notification can occur in the following formats:

- Worker Adjustment Retraining Notification Act (WARN notice);
- A telephone call from an employer, labor union or employee at a company with an impending layoff;
- Affected workers begin using Workforce Center services and notify staff therein;
- An article in a newspaper or other publication;
- Notification from a community organization; or
- A Trade Adjustment Assistance (TAA) Petition filed with the Department of Labor (DOL).

The layoff notification is then shared with the Rapid Response Team and contact is established with the employer within 48 hours to investigate, confirm, offer and coordinate Rapid Response services. If possible, an Onsite or Virtual Management Meeting with the employer is scheduled.

The purpose of the Management Meeting is to provide the employer with an overview of the Rapid Response program and its early intervention services and Unemployment Information. The meeting is held as soon as possible and includes attendance of designated Team members and all appropriate company personnel and union and/or bargaining unit representatives. As a member of the Rapid Response Team, the TWC UI Field Representative is part of developing the Rapid Response plan and may be assigned duties under the plan as appropriate. Rapid Response services are provided on location whenever possible. The TWC Rapid Response Coordinator provides a Rapid Response event number used to record services provided to employers and participants in TWC's WIT database. The Industry & Workforce Engagement team will collaborate with Rapid Response staff where appropriate to identify when hiring events with similar employers can be held to help place affected workers. This has been a successful strategy utilized in previous years.

A TWC UI Field Representative will brief the employer on relevant UI filing processes including mass claims, and Shared Work.

B. Youth Activities and Services

References: WIOA §108(b)(9); 20 CFR §679.560(b)(8)

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

WSNCT serves at-risk, in-school and out-of-school youth. WSNCT provide services to youth participants who fall into the following barrier categories:

- Foster Care/Aging out of Foster Care Youth
- Youth Offenders
- Youth with Disabilities
- Basic Skills Deficient
- English Language Learner
- Parenting or Pregnant
- First Generation College Student
- Habitually Truant
- No Substantial Work Experience: no work history or unstable work experience.

Youth activities are provided by a direct case manager, called a Talent Development Specialist (TDS), who provides one-on-one intake, assessment, and individual service planning with the participant. Services are tailored to the individual participants needs with the TDS acting as an advocate for the participant's access to both in-house and local community stakeholder's services. Stakeholders include, but are not limited to, Adult Education and Literacy grantees, secondary and post-secondary schools, and local employers.

Youth with disabilities are served to enable the participant to successfully achieve employment and/or educational goals. Partnerships with experts in the field of Vocational Rehabilitation and mental health are key in successfully serving youth with disabilities. The Student HireAbility Navigator program is a part of the expansion of the Pathways to Careers Initiative (PCI) approved by the Texas Workforce Commission (TWC) in 2017. WSNCT has two Student HireAbility Navigators at the Subrecipient level.

Each Student HireAbility Navigator serves as a resource in the workforce area to support, expand, and enhance the provision of preemployment transition services (Pre-ETS) that are provided by VR as well as by other partners and programs in the workforce area. The primary role and responsibility of the Student HireAbility Navigator is the planning, coordination, promotion, and development of systemic and collaborative strategies that result in the provision of quality Pre-ETS for students with disabilities in the workforce area.

The WSNCT WIOA Youth Program has implemented the 14 program elements required under WIOA guidelines. All Youth TDSs have resources to provide the 14 program elements listed below to provide to all eligible youth. Each element is available year-round and is geared towards preparing the youth to become self-sufficient in the working world. Services are specific to the individual need of the youth.

- Academic/educational enhancement skill (tutoring) provided through a system of referrals, collaboration with providers of such services, or procured through a competitive process by WSNCT.

- Alternative secondary school services referrals are made as appropriate.

- Paid or unpaid work experience, and/or internships are arranged when appropriate and in accordance with the youth's Individual Service Strategy.

- Occupational skills training in target occupations as determined by the North Central Texas Board area.

- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social behaviors offered through Workforce Subrecipient.

- Supportive services for youth program participants include referrals to community services, assistance with transportation, child care and dependent care, housing costs, referrals to medical services, uniforms or other appropriate work attire, tools, and protective gear.

- Adult mentoring opportunities through coordination with school district mentoring programs, community groups or through a nomination from youth's participants.

- Partnering with and referrals to existing mentor programs are pursued.

- Follow-up services, including necessary supportive services, provided for a minimum of 12 months after exiting the youth program.

- Comprehensive guidance and counseling including referral to services outside of the scope of employment and training.

- Financial Literacy - WSNCT uses the Federal Deposit Insurance Corporations (FDIC).

- Money Smart Program for financial literacy. This is a no cost curriculum resource that helps individuals build financial knowledge, develop financial confidence, and use banking services effectively.

- Youth participants who are interested in entrepreneurial skills training are referred to their local Small Business Administration where information is provided on how to start and manage a business.

- Labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services.

- Transition to post-secondary education and training such as financial aid prep, SAT/ACT prep, student loans, school applications, scholarship applications, costs, etc.

WSNCT conducts Peer to Peer Events for the Youth Program, where youth connect with others and hear the testimonial of former customers. These events also provide career awareness opportunities that allowed the students to interact with the employers, as well as access to Virtual Reality headsets where youth got to experience virtual simulation in various careers. We facilitate stakeholder and community partnership meetings throughout our 14-county service area that also serve at-risk, out-of-school and homeless youth in order to streamline processes

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that lead to more at-risk youth receiving training and employment in high-demand, high wage jobs.

In 2023, WSNCT launched a pilot Career Club in partnership with Stephenville ISD and the Stephenville Economic Development Authority. The Career Club offered undecided high school seniors the chance to explore local career opportunities through hands-on training, career preparation workshops, networking with local businesses, and field trips to local companies. The goal was to prepare and excite students about entering the workforce after graduation. As a result of participating in the Career Club pilot, a local employer pledged to hire more than 30 students who successfully completed the program. Since this initiative was so successful, WSNCT will be developing a "How to Guide" to share across the region so that the Career Club concept can be replicated with other ISDs.

WSNCT offers services to youth with disabilities that include a direct link to employment opportunities in the form of On-the-Job Training and Paid or Unpaid Work Experience. WSNCT partners with agencies that specifically serve disabled youth, such as Vocational Rehabilitation, to leverage funds and services so that the youth's needs are appropriately addressed. On-the-Job training opportunities create an avenue for workforce staff to develop specific job opportunities customized to the interests and specific needs of the participant. The employer directly invests in their own workforce pipeline by developing a customized employee training plan to fit their business needs. In the Paid or Unpaid work experience model, youth are provided an opportunity to develop basic work skills as well as occupational skills under the guidance of a real-world employer. The experience gained through the development of skills, work experience, career/industry exploration, networking connections and confidence is a valuable first step in developing an occupational or education pathway.

C. Coordination with Secondary and Postsecondary Education Programs

References: WIOA §108(b)(10); 20 CFR §679.560(b)(9)

Boards must include a description of how the Board will coordinate workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services.

WSNCT collaborates with Career and Technical Education programs, regional partners, such as Education Service Centers, and other intermediaries to support workforce strategies that meet the ever-changing needs of the North Central Texas economy.

We conduct annual training program gap analyses with our educational institutions to identify areas of opportunity to add training programs that align with our TOL to the Eligible Training Providers List (ETPL), allowing an array of training opportunities to our customers we serve. The ETPL is crucial as it ensures transparency and choice for participants, helping them access high-quality training programs that lead to credentials and support career advancement. We plan to continue to engage with colleges and career schools to ensure their training programs are well-represented on the ETPL, thereby supporting high-demand occupations and expanding training options that provide workers with in-demand skills. This also offers employers more upskilling opportunities as a talent retention tool.

Thinking and working on a regional scale is essential for scaling up our educational efforts. We work closely with our partners to facilitate efficient connections with training and education opportunities that produce strong outcomes for career seekers. This includes defining efficient pathways to employment in high-demand occupations and providing guidance for local implementation of these pathways.

We support partnerships and alignment among regional education and workforce system stakeholders by leveraging existing structures and fostering the development of regional education-workforce partnerships and systems. Additionally, we expand access to effective college and career advising by offering workforce specific professional development to educators, advisers, and school counselors. We also have identified a special priority to support students entering the Early Childhood Education (ECE) field and assist early childhood educators in their educational advancement.

WSNCT supports educational institutions through grants like the Texas Talent Connection, Texas Reskilling and Upskilling through Education (TRUE), Jobs and Education for Texans (JET) and the Dual Credit grants, which provide funding to implement and/or enhance career and technical education (CTE) programs.

D. Child Care and Early Learning

References: 40 TAC §809.12

Boards must include a description of how the Board is strategically managing child care and early learning within the workforce system to enhance school readiness and strengthen and support the child care industry.

Efforts include:

- coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool;

- supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities; and

- supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.

- coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool;

WSNCT will continue to meet with employers, economic development and other stakeholders through a variety of ways to share crucial information on child care issues that directly affect them and their employees. We will continue to provide information on how child care and economic development rely on each other throughout the region because without high quality and available child care there cannot be economic prosperity.

- supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities; and

WSNCT is supporting school readiness through our Texas Rising Star program, which includes mentoring/coaching of child care educators and through local partnerships to raise awareness of the importance of improving school readiness.

WSNCT Early Childhood staff actively participate in the Infant & Toddler Specialist Network to become Infant and Toddler subject matter experts. Having a team of experts allows WSNCT to provide coaching specific to supporting infant and toddler development.

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WSNCT also utilizes the Child Care Quality funding provided by the state to expand and enhance services to Early Learning Programs and staff through:

- mentoring and coaching,

- professional development,

- providing scholarship opportunities for quality enrichment materials to elevate learning environments to support early childhood educators and children,

- provide wage supplements to support teacher retention and other professional development opportunities where we have identified specific needs through our Early Learning Providers and staff, parents and families, mentors, and other community stakeholders.

WSNCT will continue actively participating in the Early Childhood Coalitions established throughout our region in efforts to promote the importance of quality child care, improved school readiness, and the relation to workforce sustainability and economic prosperity for the region.

- **supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.**

WSNCT collaborates with community colleges to develop career pathways specific to early childhood and supports participation by providing educational scholarships when funding is available. We also support local apprenticeship opportunities when funding is available by providing incentives to encourage retention as early educators move through the learning modules and milestones. In addition, WSNCT has included Child Care Educators as part of the local targeted occupations list and as a Board priority for child care scholarships. This could provide additional funding to eligible participants interested in early childhood education.

WSNCT has included a Child Care pillar within our strategic plan to ensure the goals for our board area align with the TWC Child Care Workforce Strategic Plan. The quality improvement goals will continue to support the workforce system, parents and families, and the child care industry through:

- continuing participation with partner organizations such as our Early Childhood Coalitions,

- supporting early learning providers through mentorship, professional development, and other quality enrichment activities, and

- the WSNCT Early Education Advisory Committee and hosting regional business leaders to discuss child care issues that employers and employees are facing.

Through our collaborations with higher learning institutions, ISDs, and already established apprenticeship partners, we provide expert guidance on how to develop apprenticeship programs that will meet the needs of our communities. This includes assistance to ensure programs are included on the Eligible Training Provider list to support the additional funding opportunities that may be provided.

WSNCT continues to work closely with our Workforce and Child Care programs to ensure that employment and training needs of families we serve are met. This is completed through soft handoffs from child care staff to workforce staff when families need assistance with finding a

job or want to attend an educational or training program. Meetings are held throughout the year ensuring that all customer needs are being met by WSNCT.

E. Transportation and Other Support Services

References: WIOA §108(b)(11); 20 CFR §679.560(b)(10)

Each Board must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in coordination with WIOA Title I workforce investment activities.

WSNCT covers 14 counties encompassing more than 10,000 square miles in a diverse workforce area that includes rural and urban centers. Each has community resources dedicated to the support of their citizens. Our workforce centers update their local provider listings on a bi-annual basis. These community referral lists are made available to all participants at workforce orientations and any workforce center visitor. WIOA participants who have support service needs are referred to these community service providers, with workforce center staff assisting the participant through the access process.

As part of the individual assessment process, a Talent Development Specialist (TDS) conducts a needs assessment to determine strengths and barriers to participation in workforce activities. If support service needs are identified, the TDS will provide the participant with community referral information to access local resources. In cases where community resources are not available, WIOA support services may be offered. The TDS will work with the participant directly to ensure that all local referrals are addressed, that supporting documentation is obtained and the request is generated timely. Transportation assistance may be offered via bus or transit passes, or transportation reimbursement via a reloadable debit card.

WSNCT provides expanded access through virtual services to reduce barriers to transportation and enhance services to participants within our workforce development area.

F. Coordination of Adult Education and Literacy

References: WIOA §108(b)(13); 20 CFR §679.560(b)(12); WD 18-23, Change 2

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. Boards must also include the process used to review the local applications submitted under Title II, as consistent with WIOA

§§107(d)(11)(A) and (B)(i) and WIOA §232.

In order to integrate Adult Education and Literacy services with workforce and training services within the WSNCT 14-county area, the AEL/Workforce Regional Coalition was formed.

The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education and Literacy (AEL) services with Workforce and training services within the WSNCT 14-county area, addresses shared transitional concerns/needs, and shares information and best practices so that students and businesses can learn about and receive all available services, and explore systems and services for continuous improvement to close strategic and operational gaps. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and the six TWC contracted AEL Providers, to currently include Weatherford ISD, Denton ISD, Navarro College, Paris Junior College, Collin Community College District, and Workforce Solutions of Tarrant County.

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Basic and secondary instruction and services provided to adults by these AEL partners enable them to effectively acquire the basic educational skills necessary for literate functioning, to participate in job training and retraining programs, to continue education to at minimum the completion of secondary school, and to obtain and retain employment. A joint MOU established under the umbrella of the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

The Regional Coalition supports the goal of increasing employment outcomes for under-skilled populations, promotes continuous improvement in the area of mutual performance, and identifies and closes strategic and operational gaps within the WSNCT service delivery area. Quarterly meetings are held to discuss, plan and develop collaborative strategies to keep the local integration process moving forward.

The Board will select a review team to individually review all applications/grant proposals received from local AEL providers. The review team will consist of a minimum of three Board staff. The Board's process for reviewing AEL provider grant proposals is based upon WIOA regulation and TWC guidance.

A designated point of contact for the review team is identified and TWC notified of the contact through appropriate channels. A Nondisclosure and Conflict of Interest Statement is completed by the point of contact and each identified reviewer on the team. All AEL provider grant proposals submitted to TWC within the designated time frame for the WSNCT board area will be submitted to the designated point of contact and reviewed by the review team to provide TWC with any recommendations related to alignment with the Board plan.

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Part 6: Adult and Dislocated Workers

A. Adult and Dislocated Worker Employment and Training

References: WIOA §108(b)(7); 20 CFR §679.560(b)(6)

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area.

Adult services are provided to help career seekers who are at least 18 years old succeed in the labor market. WIOA establishes a priority in the adult program for serving low-income individuals, recipients of public assistance, and individuals lacking basic work skills. Dislocated worker services are provided to workers who have lost their job, through no fault of their own. The goal of dislocated worker services is to help these individuals obtain quality employment in in-demand industries. WSNCT provides the following services to Adults and Dislocated Workers:

Career services for adults and dislocated workers are available in 11 of the 12 workforce centers in the WSNCT region. Basic and individualized services are provided as appropriate, and adequately resourced, and may include the following:

- Determinations of whether an individual is eligible to receive assistance;

- Outreach, intake (including worker profiling), and orientation to information and other services available through the Texas workforce system;

- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;

- Labor exchange services, including job search and placement assistance, career coaching, information on nontraditional employment and in-demand industry sectors and occupations;

- Referrals to and coordination of activities with other programs and services, including programs and services within the WSNCT workforce system and, when appropriate, other workforce development programs;

- Workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas, information on job skills necessary to obtain the vacant jobs listed, and information relating to Target Occupations and the earnings, skills requirements, and opportunities for advancement in those jobs;

- Information on eligible providers of training services;

- Information about how WSNCT is performing on local performance accountability measures, as well as any additional performance information relating to the Texas workforce system;

- Information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program (SNAP), assistance through the earned income tax credit, and assistance under a state program for Temporary Assistance for Needy

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Families (TANF), and other support services and transportation provided through that program;

- Information and assistance regarding filing claims for unemployment compensation;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA;

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include, diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

- Development of an individual employment plan;

- Group or individual counseling;

- Career planning;

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;

- Internships and work experience;

- Workforce preparation activities;

- Financial literacy services;

- Out-of-area job search and relocation assistance;

- English language acquisition and integrated education and training programs;

- Follow-Up Services; and

- Training Services

On-the-Job training opportunities create an avenue for workforce staff to develop specific job opportunities customized to the interests and specific needs of the participant. The employer directly invests in their own workforce pipeline by developing a customized employee training plan to fit their business needs. WSNCT provides comprehensive and specialized assessments through online assessment tools and Tests of Adult Basic Education (TABE) to assist in developing individualized employment plans to support the needs of the customer.

B. Service Priority

References: 20 CFR §679.560(b)(21)

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, as consistent with WIOA §134(c)(3)(E) and 20CFR

§680.600, along with veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

Workforce Solutions for North Central Texas ensures that veterans and eligible spouses receive priority of service for all Department of Labor-funded job training programs, including Workforce Innovation and Opportunity Act. Individualized Career and Training Services must be given on a

priority basis, regardless of funding levels, in the following order:

1. Eligible veterans and eligible spouses, as defined in WD Letter 01-21, change 1, who are also recipients of public assistance, low income, or basic skills deficient;

2. Non-covered persons (individuals who are not veterans or eligible spouses) who are also recipients of public assistance, low income or basic skills deficient in the following order:

   a. Foster youth and former foster youth, as defined in WD Letter 43-11, Change 2, as required by Texas Family Code §264.121

   b. Non-foster youth

3. All other eligible veterans and eligible spouses;

4. Priority populations established by the governor in the following order:

   a. All other foster youth and former foster youth, as required by Texas Labor Code §264.121

5. Non-covered individuals outside of the groups given priority under WIOA. The Board approved policy on priority of services is included in the following pages.

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Board Policy Issuance

POLICY NUMBER: CEW06-201605-05	

Policy Name: WIOA Adult-Service Priority for Individualized Career & Training Services	**Description:** Hierarchy of populations when administering WIOA Individualized Career and Training services to adults
Date of Approval: May 25, 2021	**Revision History:** 5th Revision
Effective Date: May 25, 2021	**Scheduled for Review:** May 25, 2025
Policy Topic: WIOA	**Administering Department:** Operations

DEFINITIONS:

Current Foster Youth: youth, age fourteen (14) or older, receiving substitute care services under the managing conservatorship of the Texas Department of Family and Protective Services (DFPS), including youth residing in private foster homes, group homes, residential treatment centers, juvenile correctional institutions, and relative care.

Eligible Foster Youth: a current or former foster youth.

Eligible Individual: a veteran, federal qualified spouse, or state qualified spouse.

Federal Qualified Spouse: the spouse of any veteran who meets one or more of the following service statuses:
- a veteran who died of a service-connected disability;
- member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories for a total of more than ninety (90) days:
  - missing in action;
  - captured in line of duty by a hostile force;
  - forcibly detained or interned in the line of duty by a foreign government or power;
- a veteran who has a total disability resulting from a service-connected disability, as evaluated by the U.S. Department of Veterans Affairs; or
- a veteran who died while suffering from a total disability which resulted from a service-connected disability, as evaluated by the U.S. Department of Veteran Affairs.

Former Foster Youth: a youth up to 23 years of age, who formerly was under the managing conservatorship of DFPS, until:

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- a court transferred the conservatorship;
- being legally emancipated (i.e., the youth's minority status removed by a court); or
- the youth attained (eighteen) 18 years of age.

Noneligible Individual: an individual who does not meet the definition of eligible veteran, federal qualified spouse, or state qualified spouse.

Point of Entry: reception through a Workforce Solutions Office, as part of an application process for a specific program, or through any other method by which eligible individuals express an interest in receiving services, either in person or online.

Priority of Service: the right of eligible individuals to take precedence over noneligible individuals in obtaining workforce services.

State Qualified Spouse: a spouse who meets the definition of federally qualified spouse; or a spouse of any member of the Armed Forces who died while serving in active military, naval, or air service.

Taking precedence:
- eligible individuals receive access to workforce services before noneligible individuals; or
- if workforce services are limited, eligible individuals receive access to workforce services instead of noneligible individuals.

Transitioning Service Member: an individual in active duty status, including separation leave, who is within 24 months of retirement or twelve (12) months of separation.
- a transitioning service member is still considered employed by the military and is therefore not a veteran; and
- a transitioning service member on terminal leave with a DD 214 (Certificate of Release or Discharge from Active Duty) who indicates a discharge status other than "dishonorable" is considered a veteran and is eligible for priority of service.

Veteran (federal/state qualified): a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable as specified at 38 U.S.C. 101(2). Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes only. (Note: This definition does not apply to eligibility for services provided by Disabled Veterans' Outreach Program [DVOP] or Local Veterans' Employment Representatives [LVER] staff.)

POLICY STATEMENT:
Workforce Solutions for North Central Texas (WSNCT) affords priority of services to veterans, qualified spouses, and foster youth. Requirements for priority of service apply to all workforce service programs funded in whole or part by the U.S. Department of Labor Employment and Training Administration or state funds.

Priority for Workforce Innovation and Opportunity Act (WIOA) Individualized Career and Training Services must be given on a priority basis, regardless of funding levels, in the following order, to:

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1. Eligible veterans and eligible spouses, who are also recipients of public assistance, low income, or basic skills deficient.
2. Non-covered persons (individuals who are not veterans or eligible spouses) who are also recipients of public assistance, low income or basic skills deficient as follows:
   a. Foster youth and former foster youth, as defined in WD Letter 43-11, Change 2, as required by Texas Family Code §264.121.
   b. Non-foster youth.
3. All other eligible veterans and eligible spouses.
4. Priority populations established by the governor as follows:
   a. All other foster youth and former foster youth, as required by Texas Labor Code §264.121.
5. Non-covered individuals outside of the groups given priority under WIOA.

ACTIONS REQUIRED:
Workforce Center Subrecipient must establish internal procedures in compliance with this policy.

RELATED POLICIES/RESOURCES:
Board Policy, *"Priority of Service for Veterans, Qualified Spouses and Foster Youth."*
Texas Family Code, Title 5 §264.121, "Transitional Living Services Program."
Texas Workforce Commission, WD Letter 01-21: "Applying Priority of Service and Identifying and Documenting Veterans and Transitioning Service Members."
Texas Workforce Commission, WD Letter 43-11, Change 2: "Priority of Service for Eligible Foster Youth-*Update.*"
Texas Workforce Commission, *Workforce Innovation and Opportunity Act: Guidelines for Adults, Dislocated Workers and Youth.*

INQUIRIES:
Please contact policy@dfwjobs.com

Roger D. Harris
Roger D. Harris (Jun 4, 2021 14:14 CDT)
Approved by:
Roger Harris
Board Chair
Workforce Solutions for North Central Texas

Debra L. Kosarek
Reviewed by:
Debra Kosarek
Senior Program Manager - Compliance
and Continuous Improvement

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Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

References: WIOA §108(b)(15); 20 CFR §679.560(b)(14)

Boards must identify the entity responsible for the disbursal of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

In 1993, Texas led the nation by building a workforce development system created to improve service delivery through local control and coordination of services through integrated programs. On May 23, 1996, Governor George W. Bush certified the North Central Texas Workforce Development Area and on July 25, 1996, the Chief Elected Officials of 14-county WDA signed a partnership agreement forming the North Central Texas Workforce Development Board. The North Central Texas Council of Governments was selected to be the Board's fiscal agent, grant recipient and administrative agent. In an effort to improve branding across the state, the Board joined with its 27 partners across the state and became generally known as Workforce Solutions for North Central Texas. The Partnership Agreement remains in effect today, and WSNCT has celebrated 28 years of successful operation.

B. Subgrants and Contracts

References: WIOA §108(b)(16); 20 CFR §679.560(b)(15)

Boards must include a description of the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.

The competitive process used in awarding grants and contracts complies with federal procurement principles, TWC directives and the TWC Financial Manual for Grants and Contracts, which requires "full and open competition", fair and equal treatment, and "arm's length" relationships with all potential proposers. These principles are addressed in policies and procedures, which require that: (1) selection of a service provider shall be made on a competitive basis to the extent practicable; (2) the process be conducted according to strict ethical standards, including a code of conduct for Board members and staff, and a policy to guard against "real or apparent" conflicts of interest; (3) confidentiality and non-disclosure of submission information are maintained prior to the procurement decision; (4) a policy of openness and access to public records apply after the decision; and (5) fairness and objectivity are maintained in evaluation of proposals, selection, negotiations, and contract management. Positive efforts are made to utilize Historically Underutilized Businesses (HUBs) in the provision of services. These efforts allow those sources the maximum feasible opportunity to compete for a contract.

The final selection is based on a system that best serves the interests of the North Central Texas Workforce Development Area. The award of a contract is made only to an entity who has demonstrated competence and qualifications, including: a satisfactory record of past performance, contractor integrity and business ethics; fiscal accountability; financial and technical resources; ability to meet the requirements of the RFP, and any applicable regulations of the Board's funding sources.

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Part 8: Performance

A. Board Performance Targets

References: WIOA §108(b)(17); 20 CFR §679.560(b)(16)

Boards must include a description of the local levels of performance that were negotiated with TWC and the CEOs, consistent with WIOA §116(c), that will be used to measure the performance of the workforce area and for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the workforce area.

BCY25 formally contracted performance measures and available performance targets (as of October 31, 2024):

BCY25 Performance Measures	BCY25Target
Claimant Reemployment w/in 10 Weeks	58.79%
# of Employers Receiving Texas Talent Assistance (TTA)	4,168
Successful Texas Talent Assistance Rate (STTAR)	57.88%
Active Job Seeker New Employment Connection Rate	57.05%
Maintaining Employment Connection Rate	42.62%
Choices Full Work Rate – All Family Total	50.00%
Avg # Children Served Per Day - Combined	8,987
CC Initial Job Search Success Rate	Unknown
NCT Entered Employment Rate	65%
NCT Employment Retention Rate	50%
Credential Rate – C&T	71%
Employed Q2 Post Exit – Adult	74.00%
Employed Q4 Post Exit – Adult	72.70%
Median Earnings Q2 Post Exit - Adult	$7,000
Measurable Skills Gain - Adult	69.70%
Credential Rate - Adult	73.00%
Employed Q2 Post Exit – DW	77.80%
Employed Q4 Post Exit – DW	78.30%
Measurable Skills Gain – DW	75.00%
Median Earnings Q2 Post exit - DW	$9,850
Credential Rate - DW	76.10%
Employed/Enrolled Q2 Post Exit – Youth	77.00%
Employed/Enrolled Q4 Post Exit – Youth	74.60%%
Credential Rate – Youth	62.20%
Measurable Skills Gain – Youth	64.30%
Median Earnings Q2 Post Exit – Youth	$3,900

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Part 9: Training and Services

A. Individual Training Accounts

References: WIOA §108(b)(19); 20 CFR §679.560(b)(18)

Boards must include a description of how the training services outlined in WIOA §134 will be provided through the use of individual training accounts (ITAs), including if the Board will use contracts for training services, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are provided.

Informed customer choice is a cornerstone of the Workforce Innovation and Opportunity Act. WSNCT provides access to training services using a process of an individual participant assessment coupled with the development of an individual employment plan to assist the career seeker in the decision to take advantage of training services.

WIOA participants are directed to labor market information to review job and industry growth, and wage information.

WIOA participants have access to a full array of qualified and competitive eligible training providers. The participants also have full access to the statewide ETP list of training providers and their performance data. Participants are encouraged to fully evaluate all training providers and program offerings to earn an industry recognized credential. WSNCT assists the participant to determine all sources of grant funding options to cover the costs of training, such as applying for PELL grants, local and state grant options, and veterans funding, if eligible. Workforce center staff works closely with participants to develop a budget to cover tuition and living expenses related to training throughout the training period. The ITA comes in the form of a voucher that allows the participant to work directly with the training provider.

WIOA training services under section 134 are offered in the form of on-the-job training placements. The Business Services Consultants work hand in hand with WIOA TDSs on behalf of the WIOA participant. The Business Consultants promote the WIOA candidates directly to employers who are in need of developing a strong workforce with customized skill sets that immediately benefit their business needs. The OJT placement is structured using the same assessment and plan development to identify the participant strengths and occupational interests. WSNCT employs the use of an OJT contract with the employer for wage reimbursement.

B. ITA Limitations

References: 20 CFR §663.420; WD Letter 14-19, Change 2

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

WSNCT has imposed a limit for ITAs of $15,000 for training services, required fees, and materials. Exceptions to the ITA funding cap are determined on a case-by-case basis with sufficient documentation and approvals.

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Part 10: Apprenticeship

A. Registered Apprenticeship Programs

Each Board must include a description of how the Board will encourage Registered Apprenticeship programs within its workforce area to register with the Eligible Training Provider System to receive WIOA funding.

WSNCT will continue to promote and educate on the importance and value of Registered Apprenticeships to employers and other community partners. This awareness and education will be shared through employer engagement meetings (individual and roundtable discussions) and will be promoted as a high-value talent development strategy. During these discussions, WSNCT will highlight the benefit of and encourage employers to register their program(s) on the statewide Eligible Training Providers List in order to potentially receive WIOA funding for qualified candidates. It will be positioned to employers as a means to further promote their program throughout the state, as well as potentially present an opportunity to leverage funding. This also creates involvement from the Workforce Subrecipient to educate career seekers on available apprenticeship opportunities.

B. ApprenticeshipTexas

Each Board must include a description of the Board's strategy and commitment to support ApprenticeshipTexas efforts across the state, as applicable.

Registered Apprenticeship development, expansion, and awareness is a part of the WSNCT Strategic Plan, and goals will continue to be set for outreaching and educating partners on the importance of apprenticeship to workforce. The Apprenticeship Navigator and WSNCT staff will continue to support the development of new RA programs and the expansion of existing RA programs through targeted industry outreach supported by labor market data, roundtable collaborations with community partners and stakeholders, and employer needs.

WSNCT was awarded a second ApprenticeshipTexas Grant in 2022 and has served eight industry partners to develop and expand their registered apprenticeship programs. WSNCT has been able to additionally support partners in pre-apprenticeship development and expansion. Aside from apprenticeship training, WSNCT will utilize the remaining grant funds further provide education and resources for Registered Apprenticeship and develop an education and awareness strategy for the employers to encourage the development of new programs.

During these discussions, WSNCT will highlight the benefit of employers to register their program(s) on the statewide Eligible Training Providers List in order to potentially receive WIOA funding for qualified candidates. The workforce center Business Outreach Specialist team has been trained to promote registered apprenticeship and will continue to provide education to employers, and all interested businesses will be referred to the Navigator.

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Part 11: Public Comment

References: WIOA §108(d); 20 CFR §679.550(b) and §679.560(b) and (e) Boards must provide a description of the public comment process, including:

- making copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;

- an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;

- providing at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC.

The Board's plan was available for public comment online, as well as in hard copy upon request. The plan was posted to the Board's website, www.dfwjobs.com, from January 2, 2025 to January 21, 2025 (19 days). Ads inviting local comment were placed in 10 local papers and an email soliciting comment was sent via Constant Contact to major stakeholders including elected officials, employers, labor organizations and education partners. Comments could be submitted by email and contact information was listed on the website.

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Appendix: Texas Workforce Investment Council Requirements

Local Board Plan Requirements
for Alignment to the Texas Workforce System Strategic

Plan Requirement for Workforce Systemwide Alignment

State law requires local workforce development boards (local board) to adopt a plan that "sets broad goals and objectives for all workforce development programs in the local area consistent with statewide goals, objectives, and performance standards,"[1] as outlined in the workforce system strategic plan, *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*.

The Texas Workforce Investment Council (Council) reviews each board plan to ensure that local goals and objectives are consistent with the workforce system strategic plan. Under state law and the Workforce Innovation and Opportunity Act, the Council is charged with recommending the local board plans to the Governor for consideration and approval.

Demonstrating Local Alignment with Texas' Workforce System Strategic Plan

The local board planning process highlights the importance and interdependence of the constituents and partners of the Texas workforce system. Local boards oversee the delivery of workforce programs and services and are essential in both the development and implementation of system goals and objectives in the system strategic plan. The planning requirements help local boards inform the Council of innovative practices and articulate how local plans translate the workforce system strategic plan into local action that moves the system forward.

Local board responses apprise the Council—and, with the Council's recommendation, the Governor— of system alignment, including program implementation, strategic initiatives, and innovative practices. All 28 boards will be represented in the briefing for the approval of the local plans and subsequent Council recommendation to the Governor for consideration for approval in the spring of 2025. Board responses may be included in the Council briefing materials verbatim.

Board response cover the three strategic opportunities and four system goals in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031* that focus system partners on the Council's mission to produce an agile and resilient workforce. Building on a foundation of continuous innovation and increased collaboration, the system plan calls for accelerated engagement around three strategic opportunities: engagement of employers, improving outcomes for Texans with barriers, and use of data to support investment decisions. Each of these envisions a desirable future state for Texas and lays out essential actions to be implemented that support system goals and stronger outcomes across the Texas workforce system.

The system goals drive accelerated action by system partners in service to Texas employers, learners, partners, and those with policy and planning responsibilities, as follows:

- Employers System Goal: Accelerate the delivery of relevant education and training programs to meet the demand of employers.

- Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

- Partners System Goal: Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.

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- Policy and Planning Goal: Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

(Texas Government Code Sec. 2308.304, Local Plan.).

Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan

Local board plan responses must demonstrate alignment with the workforce system plan and, therefore, require both summary information and citations to the strategies and initiatives that advance progress towards the workforce system goals in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*. Please refer to the workforce system plan for definitions of specific terms.

1. Provide a summary describing how the processes, activities, or initiatives in the local board plan align with the specific system goal and objective and each strategic opportunity. Response guidelines are provided.

2. Accurately cite the referenced information in the local board plan by providing the corresponding page number(s) in the plan.

System Goals and Objectives

1. Employers Goal – Delivery of Relevant Education and Training Programs

Describe local board activities, initiatives, or processes that accelerate the delivery of relevant education and training programs to meet employers' needs, specifically by increasing:

► upskilling and reskilling programs that address employers' needs for middle skill workers,

► adult learners transitioning to employment through integrated education and training programs, and

► attainment of short-term credentials in programs aligned with high-demand occupations.

Response should address the following:

■ the institution and/or expansion of upskilling and reskilling programs to meet employers' needs for middle-skill workers,

■ the identification and delivery of programs, including with adult education and literacy providers, that support attainment of short-term credentials, industry-based certifications, and licenses,

■ populations that require supportive services to improve program completion, certification or attainment of short-term credentials, and employment, and

■ data used to track reskilling and upskilling program enrollments and outcomes, including program completions, attainment of short-term credentials and industry-based certifications or licenses, and employment directly related to the credential, license, or certification.

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Employers Goal - WSNCT Response

Workforce Solutions for North Central Texas excels in collaborating with local colleges and universities to develop and implement high-performance training programs tailored to the needs of regional employers. By partnering with community colleges and employers, customized training programs are curated to align with the advanced skills required by local industries. This strategic approach ensures that the workforce is not only equipped with the relevant skills and knowledge but is also primed for exceptional performance, meeting and exceeding employer expectations.

WSNCT will utilize a comprehensive approach to enhance employer relationships to gather data and make informed decisions that will lead to a more comprehensive approach to workforce development. WSNCT will additionally focus on providing more in-depth customized talent development strategies that will lead to more opportunities for career seekers. Sector partnerships will be developed to further understand industry needs.

This strategy will keep WSNCT engaged in ongoing conversation about emerging trends and shifts in industries in the region. The sector partnerships will be employer-led, focusing on agendas and points of discussion brought forth by industry. The participation of other community partners and stakeholders will connect employers to other resources to resolve issues that fall outside of WSNCT's purview. (Pages 4, 27, 50-53, 63)

2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship

Describe local board activities, initiatives, or processes that are expanding work-based experiences, including apprenticeship, to accelerate skills and knowledge acquisition that improves system outcomes for learners.

Response should address the following:

- work-based learning opportunities with system stakeholders as a pre-employment strategy for youth and adults, including those requiring supportive services and resources,

- the expansion of the employer network participating in and sponsoring work-based learning opportunities, including registered and industry-recognized apprenticeship programs, and

- partnerships that address regular engagement with employers and system stakeholders, including collaboration with a Regional Convener for the Tri-Agency Texas Regional Pathways Network and input on the quality of existing apprenticeship programs and development of new programs.

Learners Goal - WSNCT Response

Registered Apprenticeship is promoted to both employers and career seekers as a successful and mutually benefit work-based learning opportunity. This training model allows employers to attract and retain workers, and career seekers are able to train and gain a new skill while being paid. WSNCT focuses on diversifying apprenticeship programs in order to create opportunities in various industries, including manufacturing, healthcare, aviation, and construction. To date, there are more than 60 registered programs in the region, and WSNCT has directly assisted in the development and expansion of ten programs.

Workforce Solutions for North Central Texas offers a variety of Career Exploration opportunities to help learners acquire work-based skills and knowledge. Programs like Youth Career Exploration Events and Educator Externships provide valuable insights into different careers and ensure that both students and educators are well-prepared to meet the demands of the

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job market. These efforts are aligned with the Tri-Agency Workforce Initiative, which fosters collaboration between the Texas Education Agency, the Texas Higher Education Coordinating Board, and the Texas Workforce Commission to create strong links between education and industry, ensuring a skilled and adaptable workforce. (Pages 27, 36, 48-56, 64)

3. Partners Goal – Alignment to Support Career Pathways

Describe local board activities, initiatives, or processes to build the board's capacity, responsiveness, continuous improvement, and decision-making to:

- ► support the identification of credentials of value, and
- ► streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs

Response should address the following:

- ■ system stakeholders' input to assess the alignment and articulation of secondary and postsecondary technical programs supporting career pathways; and
- ■ collaboration with secondary and postsecondary institutions to engage employers to identify credentials of value that respond to local labor market needs, including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses; and
- ■ processes to continuously improve career pathways.

Partners Goal – WSNCT Reponse

Aligning training and education opportunities to be demand-driven in support of community and industry needs is a vital component of maintaining a healthy and robust workforce. The skills that employers are looking for in the near and long term must be directly integrated into the training and education opportunities that WSNCT promotes. Because of the existing relationships that WSNCT has with education and training partners, in addition to the interactions Board staff have with local employers, the public workforce system provides a critical link to bolster workforce industry alignment.

Through our strategic plan, we have aligned our work with the Tri-Agency Initiative's strategic plan. This includes leveraging funding to support programs and partners in developing opportunities for learners to gain skills and knowledge about, at, and through work. By following the strategies laid out by the Texas Education Agency, The Texas Higher Education Coordinating Board, and The Texas Workforce Commission, we ensure that our initiatives are effectively bridging the gap between education and industry needs. (Pages 4, 26-27)

4. Policy and Planning Goal – Relevant Data Sets

Describe local board activities, initiatives, or processes that support the availability and coordination of relevant workforce, education, and employment data to evaluate program outcomes to respond to the needs of policy makers and planners to:

- ► expand high-quality childcare availability,
- ► identify and quantify quality outcomes, including industry-based certification data, and
- ► enhance wage records.

Response should address the following:

- engagement with childcare providers and employers to establish on-site or near-site, high quality childcare facilities and expand Texas Rising Star certifications,

- collaboration with employers to identify enhanced employment and earnings data to gain deeper insight into program outcomes, and

- how the board and its system partners identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing, specifically with industry- based certification attainment, to evaluate program effectiveness and outcomes.

Policy and Planning Goal - WSNCT Response

WSNCT, through requested presentations, will provide information to interested employers on how to support their employees by providing on-site or near-site child care. We will continue to recruit early learning programs in desert areas to become Texas Rising Star certified in order to serve scholarship families and provide high quality programs for the community they serve.

WSNCT collaborates closely with employers and our communities to gather and analyze qualitative and quantitative data related to employment opportunities, employer needs and outcomes including placement and earnings. In FY2024, the board invested in technology and professional development opportunities to develop and implement data dashboards that include comprehensive data related to program and service delivery, performance outcomes, demographic information, industry trends, and labor market information. This information will be available on our website to all employers, training providers, and stakeholders.

WSNCT has implemented internal timelines for the development and distribution of reports and data. Additional efforts are taking place to ensure closer collaboration with training providers to ensure that credential attainment is tracked and recorded quickly while the job seeker is still engaged with the workforce centers. (Pages 5, 9, 29, 38, 51)

Strategic Opportunities

Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031 envisions a collaborative workforce system capable of accelerating the delivery of workforce programs, services, and initiatives to meet the needs of a thriving economy. The strategic opportunities focus system partners on three critical success factors that will lead to broad achievement of the system plan goals and objectives. Review each strategic opportunity and provide the information requested.

Strategic Opportunity 1 – Employer Engagement

Describe how the local board coordinates with its stakeholders to gain insight into the needs of employers and minimize "asks" that burden employers.

Response should address the following:

- ▶ coordination efforts that gain more insight from employers, including participation in the Tri-Agency Texas Regional Pathways Network, if applicable, and

- ▶ reducing the number of regional system partners individually making requests of employers.

Strategic Opportunity 1 - WSNCT Response

WSNCT regularly attends employer advisory councils comprising representatives from key industries. These councils provide a platform for employers to voice their needs, challenges, and expectations, ensuring that the board's initiatives are aligned with the current labor market demands. WSNCT employs a multifaceted approach to engage with employers and gather valuable insights while minimizing the burden of multiple requests. This strategy involves close collaboration with various stakeholders and leveraging existing networks to streamline communication and data collection. WSNCT fosters strong partnerships with local chambers of commerce, economic development organizations, and educational institutions. These collaborations enable the board to leverage existing relationships and communication channels, further reducing the need for multiple, separate requests to employers. Through these coordinated efforts, WSNCT effectively engages with employers, gains valuable insights, and minimizes the burden of multiple requests, ultimately fostering a more responsive and efficient workforce development system. (Pages 27-29, 37, 42-43)

Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment

Describe how the local board engages Texans with diverse needs — including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth — by designing programs that address their needs, maximize outcomes, and improve career opportunities.

Response should address the following:

► models, initiatives, programs, or processes that effectively engage these populations; and

► promising practices in supportive services models and outcomes that consistently demonstrate success.

Strategic Opportunity 2 - WSNCT Response

WSNCT closely monitors performance and engagement numbers for Texans with diverse needs — including those with disabilities, foster youth, veterans, justice-served individuals, opportunity youth and other vulnerable populations. Through our strategic plan, we are engaged in work that includes:

- a thorough assessment of current community partnerships and required MOUs;

- development of a gap analysis and action plan that considers regional partnerships with talent-adjacent organizations and special populations including veterans, opportunity/at-risk youth, foster youth and justice-involved individuals;

- examination of our MWU utilization to reach vulnerable populations and an action plan that maximizes MWU usage based on community partnership alignment, ROI and process improvement; recommendations for alternative outreach options such as laptop carts and out-stationing;

- quarterly workshops and technical assistance to employers, education partners, training providers and community partners to provide information about tools and resources available to support vulnerable populations, Analysis of baseline data related to the number of individuals in special populations served (foster youth, veterans, justice-served, at-risk and disabled individuals) - by county and across region. (Pages 6-7, 26-35, 38-39)

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Strategic Opportunity 3 – Use of Data to Support Investment Decisions

Describe how the local board uses data and evidence to identify and target strategic investments to improve system performance.

Response should address the following:

► evidence-based practices and data to strategically implement and fund initiatives; and

► programs that have successfully demonstrated previous program participant credential attainment and employment.

Strategic Opportunity 3 - WSNCT Response

WSNCT utilizes performance dashboards that provide a visual representation of performance indicators and metrics with real-time or near real-time insights into the performance and progress of measurable targets and goals. The dashboards monitor relevant details including program performance, accuracy rates, expenditures, enrollments and other data that will be used to analyze and support performance across programs, workforce centers and teams. Through these dashboards, we use data to identify opportunities to target specific populations, geographic areas. We also utilize the dashboards to review our investment in our communities and the related outcomes to help us to more strategically and equitably maximize our investment. (Pages 9, 28)

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