

**TWO-YEAR PLAN MODIFICATION OF THE  
WORKFORCE SOLUTIONS FOR NORTH CENTRAL TEXAS  
LOCAL PLAN**

*Under the Workforce Innovation and Opportunity Act (WIOA)*

**PROGRAM YEARS 2017-2020**

Workforce Solutions for North Central Texas  
 Local Plan for Program Years 2017-2020  
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The North Central Texas Workforce Development Board invites the public to comment on the Two-Year Modification of the 2017–2020 Plan, in accordance with the Workforce Innovation and Opportunity Act (WIOA) §108.

At the end of the first two-year period, WIOA directs Local Workforce Development Boards to review, prepare and submit modifications to the four-year local Board plan. The modifications should reflect changes in the labor market and economic conditions and other factors affecting the implementation of the plan. These include, but are not limited to, changes to the financing available to support WIOA Title I and other partner-provided services, or a need to revise strategies to meet local performance goals.

Public comments may be submitted to [workforce@dfwjobs.com](mailto:workforce@dfwjobs.com) through March 1, 2019.

Below are excerpts from the Local Plan which have been modified. To view or entire plan, please [click here](#).

**PART A: STRATEGIC ELEMENTS**

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

As of Wednesday, December 19, 2018, performance targets/goals for all established WIOA performance measures have not been established by the Texas Workforce Commission. When performance targets are established and successfully negotiated, the Plan will be updated accordingly.

Targets shared with WSNCT thus far include:

<b>BCY19 Performance Measures</b>	<b>BCY18 Target</b>	<b>BCY18 Performance</b>	<b>BCY18 % of Target</b>	<b>BCY19 Target</b>
Claimant Reemployment w/in 10 Weeks	54.03%	55.25%	102.26%	54.03%
# Employers receiving WF Assistance	8,865	10,004	112.85%	9,172
Choices Full Work Rate - All Family Total	50.00%	56.14%	112.28%	50.00%

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Avg # Children Served Per Day - Combined (Discrete Month)	6,501	5,482	84.33%	6,707
Employed/Enrolled Q2 Post Exit – C&T	64.00	67.88%	106.06%	69.00%
Employed/Enrolled Q2-Q4 Post Exit – C&T	80.00	85.33	117.16%	84.00
Median Earnings Q2 Post Exit – C&T	5348	\$6,265.90	153.46%	\$5,869.00
Credential Rate – C&T	48.00	73.66%	103.56%	60.00%
Employed Q2 Post Exit – Adult	72.70	75.29%	103.56%	74.90%
Employed Q4 Post Exit – Adult	75.70	75.60%	99.87%	72.40%
Median Earnings Q2 Post Exit – Adult	5510	\$5,341.68	96.95%	Not Finalized
Credential Rate – Adult	70.60	74.74%	105.86%	76.90%
Employed Q2 Post Exit – DW	82.60	79.93%	96.77%	77.70%
Employed Q4 Post Exit – DW	84.20	83.01%	98.59%	84.80%
Median Earnings Q2 Post Exit – DW	8450	\$9,269.61	109.70%	Not Finalized
Credential Rate – DW	72.50	76.37%	105.34%	78.20%
Employed/Enrolled Q2 Post Exit – Youth	64.60%	78.38	121.33%	76.20%
Employed/Enrolled Q4 Post Exit – Youth	73.20%	79.60%	108.74%	71.80%
Credential Rate – Youth	62.10%	71.79%	115.60%	56.40%

Once the PY 19 WIOA Goals have been finalized, all goals and projected outcomes will be revised to include metrics for:

- Median earnings of WIOA Dislocated Worker program participants who are in unsubsidized employment during the second quarter after exit from the program.
- Median earnings of WIOA-Adult program participants who are in unsubsidized employment during the second quarter after exit from the program.

**Strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local area, to achieve the vision and goals.**

Services provided by ResCare include service delivery strategies to employers and job seekers who are able to access a continuum of services through the twelve workforce centers located throughout the WDA. ResCare has the capability of delivering fully integrated and leveraged workforce services to include WIOA Adult, Youth and Dislocated Worker and Displaced Homemaker services, TANF Choices, Non-Custodial Parent Choices, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Child Care Assistance, Employer Services, Vocational Rehabilitation Services, Veteran Services, and Trade Adjustment Assistance.

WSNCT understands that linkages with economic development is where labor supply meets labor demand. Recognizing that developing strategies to ensure job seekers are equipped with the skills local employers need, WSNCT actively engages with economic developers practicing throughout the North Central Texas region. Our primary objective is to enhance economic vitality and employment opportunities for the region. We aim to pool resources to develop, implement, and refine programs and services in partnership, collaboration, and/or via strategic alliances with a network of other workforce/economic development organizations. Through this approach, WSNCT and economic development stakeholders seek to increase understanding of the evolving economy, identify where job growth will occur, and develop a well-trained and educated workforce to meet the need. Five objectives have been identified:

1. Support and enhance the development of networks, policies, products, and initiatives that enable the creation and retention of small business and microenterprises.
2. Help attract, retain, and expand local businesses and support local and regional employment-generating investments and activities.
3. Seek to inform public policy by coupling demand-driven research data and the voice of community partners to develop, implement and support strategies designed to strengthen the business community.
4. Combine business resources and incentives to better align the local pool of qualified human capital with businesses in need of employees to sustain and grow.
5. Develop strategic partnerships for career pathways that are aligned with the region's economic development efforts.

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***ECONOMIC AND WORKFORCE ANALYSIS***

**Regional Analysis**

**2018 Changes to Economic Conditions**

<b>WSNCT, ACS 5-Year Estimates - Summary</b>				
	Percent		Value	
	2016	2018	2016	2018
<b>Demographics</b>				
Population (ACS)	—	—	2,488,000	2,613,280
Male	49.3%	49.2%	1,227,166	1,286,940
Female	50.7%	50.8%	1,260,834	1,326,340
Median Age <sup>2</sup>	—	—	35.8	36.3
Under 18 Years	26.9%	26.3%	668,463	688,297
18 to 24 Years	8.9%	8.9%	220,928	231,895
25 to 34 Years	13.3%	13.1%	330,641	343,479
35 to 44 Years	15.2%	14.9%	378,181	388,284
45 to 54 Years	14.7%	14.6%	366,453	380,750
55 to 64 Years	10.8%	11.2%	269,442	292,072
65 to 74 Years	6.4%	6.9%	158,469	181,306
75 Years, and Over	3.8%	4.1%	95,423	107,197
Race: White	79.9%	79.0%	1,988,027	2,063,541
Race: Black or African American	7.4%	7.8%	185,245	203,368
Race: American Indian and Alaska Native	0.6%	0.6%	13,860	14,555
Race: Asian	6.4%	6.9%	157,996	180,253
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	2,437	2,589
Race: Some Other Race	2.8%	2.8%	69,504	73,980
Race: Two or More Races	2.9%	2.9%	70,931	74,994
Hispanic or Latino (of any race)	17.1%	17.4%	426,190	455,311
<b>Economic</b>				
Labor Force Participation Rate and Size (civilian population 16 years and over)	69.4%	68.6%	1,313,829	1,373,159
Armed Forces Labor Force	0.1%	0.1%	1,665	1,521
Veterans, Age 18-64	6.1%	5.4%	94,771	88,026
Veterans Labor Force Participation Rate and Size, Age 18-64	82.1%	82.7%	77,831	72,837
Median Household Income <sup>2</sup>	—	—	\$71,831	\$73,944
Per Capita Income	—	—	\$32,841	\$34,265
Poverty Level (of all people)	10.2%	9.7%	250,884	250,983
Households Receiving Food Stamps	7.2%	7.0%	62,863	64,025
Mean Commute Time (minutes)	—	—	28.3	29.1

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Commute via Public Transportation	0.8%	0.8%	9,087	10,432
<b>Educational Attainment, Age 25-64</b>				
No High School Diploma	9.2%	9.1%	124,374	127,712
High School Graduate	20.9%	20.8%	281,369	291,764
Some College, No Degree	23.9%	23.2%	321,829	326,215
Associate's Degree	7.9%	7.7%	105,918	108,703
Bachelor's Degree	26.0%	26.6%	349,553	373,122
Postgraduate Degree	12.0%	12.6%	161,674	177,069
<b>Housing</b>				
Total Housing Units	—	—	951,832	988,177
Median House Value (of owner-occupied units) <sup>2</sup>	—	—	\$173,245	\$194,156
Homeowner Vacancy	1.4%	1.2%	8,820	7,833
Rental Vacancy	6.6%	5.7%	19,404	17,907
Renter-Occupied Housing Units (% of Occupied Units)	30.8%	31.7%	270,360	290,391
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	3.2%	3.2%	28,116	29,395
<b>Social</b>				
Enrolled in Grade 12 (% of total population)	1.4%	1.4%	34,851	36,619
Disconnected Youth <sup>4</sup>	2.6%	2.5%	3,725	3,689
Children in Single Parent Families (% of all children)	25.3%	24.5%	163,060	162,630
With a Disability, Age 18-64	7.8%	7.7%	121,431	125,394
With a Disability, Age 18-64, Labor Force Participation Rate and Size	49.1%	46.7%	59,604	58,571
Foreign Born	12.8%	13.2%	319,192	345,081
Speak English Less Than Very Well (population 5 yrs and over)	7.7%	7.7%	178,821	186,815
<u>Source: JobsEQ®</u>				
1. American Community Survey, 5-year estimates for 2016 are from the 2010-2014 ACS and 2018 estimates are from the 2012-2016 ACS ending with the year shown in the column header.				
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.				
4. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.				
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**CHANGES TO EMERGING IN-DEMAND INDUSTRIES**

Update to Criteria:

- 10-Year forecasted new demand greater than 1,000
- Growth over last 5 years greater than WD total average (3.7%)
- Positive forecasted avg. annual growth rate
- Avg. annual wage greater than WD total avg. (\$53,694)
- LQ less than 1
- Sorted by % change over the last 5 years

Emerging In-Demand industries eliminated from 2016:

- Office of Physicians (6211)
- General Medical and Surgical Hospitals (6221)
- Justice, Public order and Safety Activities (9221)
- Executive, Legislative, and Other General Governmental Support (9211)
- Architectural, Engineering, and Related Services (5413)
- Machinery, Equipment, and Supplies Merchant Wholesalers (4238)
- Other Ambulatory Care Services (6219)

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**2018 List of Emerging In-Demand Industries**

		Industry Snapshot in WSNCT, 2018q3						
		Current			5-Year History		10-Year Forecast	
		Four Quarters Ending with 2018q3			Total Change	Avg Ann % Chg in Empl		
NAICS	Industry	Empl	Avg Ann Wages	LQ	Empl2	Region	Total New Demand	Avg Ann Rate
4885	Freight Transportation Arrangement	1,160	\$70,936	0.68	408	9.1%	1,603	2.4%
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	1,411	\$63,629	0.58	486	8.8%	1,935	1.8%
5191	Other Information Services	1,580	\$56,000	0.50	526	8.4%	2,756	4.9%
5313	Activities Related to Real Estate*	5,278	\$54,063	0.89	1,733	8.3%	8,134	3.5%
5619	Other Support Services	1,775	\$68,263	0.71	571	8.1%	2,650	2.3%
5511	Management of Companies and Enterprises	13,405	\$130,885	0.84	4,129	7.6%	17,257	2.4%
3363	Motor Vehicle Parts Manufacturing*	3,165	\$61,174	0.77	957	7.5%	4,093	1.6%
5231	Securities and Commodity Contracts Intermediation and Brokerage	1,402	\$187,945	0.44	338	5.7%	1,628	1.8%
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	1,313	\$62,490	0.86	316	5.7%	1,765	2.3%

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	Nonresidential Building Construction	2362	5,268	\$85,339	0.88	1,073	4.7%	7,075	2.6%
	Specialized Design Services	5414	1,416	\$66,824	0.94	287	4.6%	1,866	2.5%
	Other Financial Investment Activities	5239	2,394	\$98,103	0.65	436	4.1%	3,326	3.2%
	Legal Services*	5411	4,953	\$78,467	0.58	845	3.8%	5,341	2.0%
	Total - All Industries		1,081,011	\$53,694	1.00	180,837	3.7%	1,597,882	2.3%

Source: JobsEQ®

Data as of 2018Q3

Note: Figures may not sum due to rounding.

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\*Emerging In-Demand Industries also on 2016 submission

**EXISTING IN-DEMAND INDUSTRIES**

- Total growth demand greater than 0;
- Average annual wage greater than the average (\$53,694) of all industries in the WSNCT Development Area;
- Total demand (separation + new) forecast greater than 1,000 on average over the next 10 years;
- WSNCT average annual change greater than the WSNCT average annual change of all industries (3.7%);
- Eliminated industries previously identified as emerging;
- Identified the top 15 industries with the highest forecasted average annual percent growth.

**In-Demand Industries Eliminated from 2016**

- Medical and Diagnostic Laboratories (6215)
- Wholesale Electronic Markets and Agents and Brokers (4251)
- Foundation, Structure, and Building Exterior Contractors (2381)
- Building Equipment Contractors (2382)
- Nonresidential Building Construction (2362)
- Residential Building Construction (2361)

**2018 List of Existing In-Demand Industries**

Industry Snapshot in WSNCT, 2018q3				
		Current	5 Year History	10-Year Forecast
		Four Quarters Ending with 2018q3	Avg Ann % Chg in Empl	

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NAICS	Industry	Empl	Avg Ann Wages	LQ	Region	Total Demand	Avg Ann Rate
5191	Other Information Services	1,580	\$56,000	0.50	8.4%	4,555	4.9%
2371	Utility System Construction	7,581	\$64,169	2.03	3.9%	22,017	4.0%
6215	Medical and Diagnostic Laboratories	2,078	\$59,148	1.07	9.6%	5,130	3.9%
5223	Activities Related to Credit Intermediation*	5,288	\$118,833	2.44	17.4%	14,825	3.7%
5415	Computer Systems Design and Related Services*	26,911	\$111,014	1.78	7.8%	59,864	3.6%
5621	Waste Collection	957	\$57,054	0.74	4.7%	2,943	3.6%
5416	Management, Scientific, and Technical Consulting Services*	14,542	\$83,145	1.23	6.3%	36,866	3.5%
5611	Office Administrative Services*	7,032	\$81,788	1.65	6.0%	18,401	3.4%
6212	Offices of Dentists*	9,045	\$54,820	1.36	6.2%	21,938	3.3%
5222	Nondepository Credit Intermediation*	12,724	\$107,942	2.90	7.5%	32,682	3.1%
5614	Business Support Services	6,834	\$58,224	1.01	4.3%	20,679	3.1%
4411	Automobile Dealers*	12,703	\$64,031	1.38	5.3%	37,866	2.8%
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	1,316	\$82,277	1.14	10.3%	3,478	2.7%
2379	Other Heavy and Civil Engineering Construction	1,333	\$55,932	1.56	9.1%	3,403	2.7%
5242	Agencies, Brokerages, and Other Insurance Related Activities*	9,507	\$72,018	1.07	6.9%	23,906	2.7%
	Total - All Industries	1,081,011	\$53,694	1.00	3.7%		2.3%
<a href="#">Source: JobsEQ®</a>							
Data as of 2018Q3							
Note: Figures may not sum due to rounding.							

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**IN-DEMAND OCCUPATIONS**

In-Demand Occupations are pulled from a supply-gap analysis from proprietary labor market software comparing trends in supply and demand.

In-Demand Occupations Eliminated from 2016:

- Farmers, Ranchers, and other Agricultural Managers (11-9013)
- First-Line of Supervisors of Office and Administrative Support Workers (43-1011)
- First-Line Supervisors of Non-Retail Sales Workers (41-1012)
- Supervisors of Construction and Extraction Workers (47-1011)
- Personal Financial Advisors (13-2052\_)
- Property, Real Estate, and Community Association Managers (11-9141)
- Insurance Sales Agents (41-3021)

**2018 List of Existing In-Demand Occupations**

<b>POTENTIAL AVERAGE ANNUAL OCCUPATION GAPS OVER 10 YEARS IN WSNCT</b>								
<b>SO C</b>	<b>TITLE</b>	<b>ANNUAL SUPPLY GAP (OR SURPLUS)</b>	<b>CURRENT EMP 2018Q3</b>	<b>TOTAL ANNUAL DEMAND</b>	<b>PROJECTED EMPLOYMENT 2028</b>	<b>ACCUMULATED SUPPLY 2028</b>	<b>ACCUMULATED DEMAND 2028</b>	<b>AVG WAGES</b>
29-1141	Registered Nurses*	222	13,364	1,257	18,057	6,257	8,477	\$71,600
15-1132	Software Developers, Applications*	186	7,979	1,069	12,439	4,637	6,498	\$106,900
11-1021	General and Operations Managers*	140	14,548	1,743	18,676	9,677	11,074	\$137,000
11-9199	Managers, All Other*	88	8,341	871	10,593	4,927	5,802	\$127,000
13-2011	Accountants and Auditors*	82	9,197	1,195	11,961	6,583	7,406	\$79,800
15-1121	Computer Systems Analysts*	75	6,415	669	8,478	3,687	4,432	\$95,000

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25-2031	Secondary School Teachers, Except Special and Career/Technical Education	64	10,513	970	12,463	6,122	6,761	\$59,300
13-1111	Management Analysts*	59	5,240	684	7,014	3,649	4,241	\$89,700
29-1123	Physical Therapists*	54	2,124	211	3,202	873	1,415	\$93,800
11-3031	Financial Managers	50	3,019	383	4,280	1,876	2,381	\$148,100
23-1011	Lawyers*	50	4,096	320	5,341	1,764	2,264	\$141,800
13-1199	Business Operations Specialists, All Other	49	5,512	723	7,169	4,005	4,493	\$77,900
11-9021	Construction Managers*	48	3,763	393	4,845	2,130	2,612	\$94,600
13-1161	Market Research Analysts and Marketing Specialists*	44	3,322	532	4,827	2,605	3,043	\$77,700
15-1133	Software Developers, Systems Software*	43	4,063	417	5,321	2,350	2,781	\$108,400
13-2072	Loan Officers	36	3,178	404	4,309	2,172	2,536	\$87,600
29-2021	Dental Hygienists	31	1,756	187	2,438	929	1,239	\$75,900
11-3021	Computer and Information Systems Managers*	30	2,650	312	3,545	1,680	1,982	\$160,600
15-1142	Network and Computer Systems Administrators	30	3,230	312	4,126	1,819	2,116	\$90,100

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29-1069	Physicians and Surgeons, All Other	29	1,733	110	2,311	531	825	\$186,200
<a href="#">Source: JobsEQ®</a> Data as of 2018Q3 unless noted otherwise								
Occupation wages are as of 2017 and represent the average for all Covered Employment. For MSAs, states, and the nation, wages in this analytic are aggregated from the county level details and so may not match exactly the wages for these types of regions shown elsewhere.								
Exported on: Monday, December 10, 2018 3:28 PM *Existing Occupations from 2016 List								

**TARGET OCCUPATIONS FY 2018-2019**

For the 2018-2019 Target Occupation development we refined the criteria, and included additional criteria categories. Categories are chosen based on above WDA averages to specifically target occupations which are above average. Education level needed was decided based on the Board policy of what WSNCT will fund, the remaining criteria was selected to ensure percentages were not impacting values, and that data was supplied.

This year similar criteria categories were pulled from both analytic tools to include criteria categories the other did not provide and allowed for cross-checking.

Process

1. Ran Reports in both analytic tools (JobsEQ and Emsi).
2. Compared the two reports to eliminate occupations not found on both.
3. Compared to 2017-2018 Target Occupations list to verify occupations not showing on the 2018-2019 draft and identified occupations which showed other significant indicators for inclusion or local wisdom worth maintain as Target Occupations.
4. Refined to identify which were target occupations and which were career pathways aligned to target occupations.

Analytic Tool: Emsi - Categories	Criteria
Typical Entry Level Education 2018 Jobs	4-year degree or less
Median Hourly Earnings	Greater than 100
2013 - 2018 % Change Avg.	Equal or greater than \$12.60
Avg Annual Replacement Rate	Greater than 19%
	Sufficient Data (not missing)

Analytic Tool: Jobs EQ - Categories	Criteria
Median Annual Wages	Greater than \$26,208
Unemployment Rate (WDA)	Less than 3.4%
5 Year History Total Employment Change	Greater than 100 over the last 5 years
5 year History Avg. Annual % Change	Greater than 3.8%

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**CHANGES TO CRITERIA FOR IN-DEMAND INDUSTRIES**

Based on economic changes and one structural change to the 2016 criteria, the in-demand list was updated. The two changes are below:

**2016**

- Average annual wage greater than the average (\$50,811) of all industries in the WSNCT Development Area;
- WSNCT average annual change greater than the Texas average annual change of all industries (2.3%).

**2018**

- Average annual wage greater than the average (\$53,694) of all industries in the WSNCT Development Area;
- WSNCT average annual change greater than the WSNCT average annual change of all industries (3.7%).

Because the average annual wage changed for WSNCT, the criteria changed. The industries were now limited to those with higher annual wages than \$53,694.

The structure of the annual change was adjusted to be compared to the WSNCT average annual change (employment) rather than the Texas average annual change to refine discrepancies between the whole state and WDA.

Sources for the in-demand industries were Jobs EQ.

**Descriptions of Workforce Development System**

*Programs Included in the WSNCT System*

Vocational Rehabilitation (VRS) Services—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 in Corsicana, Waxahachie Greenville, and Granbury, with more to follow in the upcoming years.

Student HireAbility Navigator—The role of the Student HireAbility Navigator (Navigator) is to improve access to employment and training services and increase employment opportunities for students with disabilities who are in the early phases of preparing for transition to postsecondary education and employment. The Navigator service is a resource to support, expand, and enhance the provision of pre-employment transition services that are provided by TWC-Vocational Rehabilitation as well as by the other partners and programs. By working in capacity building and systems development; partnering and collaboration; and informing and engaging employers, the Navigator increases the likelihood of students’ independence and inclusion in communities

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and competitive integrated workplaces, and their successful participation in postsecondary education experiences.

Adult Education & Literacy (AEL) Program— WSNCT partners with four AEL grant recipients to deliver services within the 14-county workforce area. Basic and secondary instruction and services are provided to adults to enable them to effectively acquire the basic educational skills necessary for literate functioning, participate in job training and retraining programs, continue education to at least the completion of secondary school, and obtain and retain employment. Memoranda of Understanding (MOU) have been established under the umbrella of “AEL-North Central Texas Workforce Regional Coalition.”

*Supporting the Strategy Identified in the State Plan Including Programs of Study Under the Carl D. Perkins Act.*

WSNCT is actively involved with the North Texas P-16 Council and local community colleges and universities and has worked with school districts to develop programs to prepare students for highly skilled/wage and high-demand occupations.

WSNCT has committed to working with CTE programs throughout the region and has created a Coordinator position to collaborate with education programs in support of workforce strategies to meet the ever changing needs of the North Texas economy. The primary goals of this position are to:

- Support the region’s career pathways for increased collaboration between education and workforce development programs.
- Increase completion of education and workforce credentials valued by economic development and employers by linking workforce development programs to existing education programs.
- Support the development of the region’s workforce pipeline for key industry sectors by collaborating with the career pathway systems.
- Provide data to partners to enhance and support the career pathway system.

*Facilitating the Development of Career Pathways and Co-Enrollment and Improving Access to Postsecondary and Industry Recognized Credentials*

WSNCT is actively involved with the education community and eligible training providers in the development of workforce investment activities.

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- Continue to engage employers in sector strategies to develop specific career pathways and identify credentials relevant to specific industries.
- Leverage funding by co-enrolling individuals that are eligible for both WIOA Youth and Adult programs to support training and career pathways.
- Continue development of WSNCT long term relationships with career and technical education institutions that are Eligible Training Providers.
- Seek out stakeholders interested in creating 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 and internships, workplace tours.
- Provide information and resources to educators through strategies such as lectures from subject matter experts, forums focused on sector industries.
- Expand the use of the Career Coach portal
- Actively participate in the North Texas P-16 Council and the North Texas Community College Consortium to leverage resources, define, and expand exposure of career pathways.
- Streamline career pathways with local community colleges and universities and include recommendations for career pathways.
- Coordinating Programs and Services for Target Populations.

### **Strategies for Coordinating Programs and Services for Target Populations**

#### *People with Disabilities*

One of the strategic goals for WSNCT is to ensure that workforce center support of people with disabilities and other barriers is highly visible. WSNCT is committed to providing equal opportunity and access to services to persons with disabilities. To ensure these standards are met, policy education and monitoring are conducted on a regular basis to ensure a culture-based respect and equal access throughout the region. Business Service staff work to develop meaningful relationships with employers that raise awareness of the full range of opportunities available to them including hiring workers with disabilities and other barriers to employment.

WSNCT has taken steps to foster a broad ecosystem of technology that improves accessibility to workforce services for persons with disabilities through the development of the Consortium Workgroup organized to make recommendations to develop, implement, and evaluate technology for newly proposed services targeting individuals with disabilities and limited access to services.

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Partnerships with experts in the field of Vocational Rehabilitation is key in successfully serving people with disabilities. To date workforce centers in Corsicana, Waxahachie, Greenville, and Granbury have completed the transition of Vocational Rehabilitation staff in a co-located center, facilitating the leveraging of resources and expanding services to individuals with disabilities. Vocational Rehabilitation staff work with WSNCT's Student HireAbility Navigator whose role is to improve access to employment and training services and increase employment opportunities for students with disabilities who are in the early phases of preparing for transition to postsecondary education and employment.

*Adult Education and Literacy*

TWC assumed responsibility for the State of Texas Adult Education and Literacy program on September 1, 2013, allowing TWC to prioritize Texas' AEL services around current and future educational demands and workforce development needs. Integration with the service delivery system established under WIA is vital to the deployment of WIOA. WSNCT engages and supports AEL grant recipients in activities that promote student success in career and higher education goals.

WSNCT partners with four AEL grant recipients to deliver services within the 14-county workforce area. Basic and secondary instruction and services are provided to adults to enable them to effectively acquire the basic educational skills necessary for literate functioning, participate in job training and retraining programs, continue education to at least the completion of secondary school, and obtain and retain employment. Memoranda of Understanding (MOU) have been established under the umbrella of "AEL-North Central Texas Workforce Regional Coalition."

*Coordinating with Economic Development*

WSNCT understands that linkages with economic development is where labor supply meets labor demand. Recognizing that developing strategies to ensure job seekers are equipped with the skills local employers need, and that those strategies must be aligned with local economic development organizations, WSNCT actively engages with economic developers practicing throughout the North Central Texas region.

Our primary objective is to enhance economic vitality and employment opportunities for the region. We aim to pool resources to develop, implement, and refine workforce programs and services in partnership, collaboration, and/or via strategic alliances with a network of other workforce/economic development organizations.

Through this approach, WSNCT engages in activities that support understanding the evolving economy, identifying where job growth will occur and developing a well-trained and educated workforce to meet the need. Five objectives have been identified:

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- Support and enhance the development of networks, policies, products, and initiatives that will enable the creation and retention of small business and microenterprises,
- Help attract, retain, and expand local businesses and support local and regional employment-generating investments and activities.
- Seek to inform public policy by coupling demand-driven research data and the voice of community partners to develop, implement and support strategies designed to strengthen the business community.
- Combine business resources and incentives to better align the local pool of qualified human capital with businesses in need of employees to sustain and grow.
- Develop strategic partnerships for career pathways that are aligned with the region's economic development efforts.

Economic development partners are engaged in identifying and validating the industries and occupations the Board targets. Before the Targeted Industries and Targeted Occupations Lists are finalized, economic development partners are invited to review the proposed lists and the data used in the targeting methodology. While a good amount of energy is committed to the gathering and analysis of data for regional economic analysis, the numbers tell only a portion of the story. Data may be able to provide information regarding what business needs and which industries may be regional economic drivers, it cannot account for everything.

In order to provide useful information, the data must be validated and the analyst must understand the basis of industrial strengths. Our economic development partners play a very important role in validating numbers and interpreting cause and effect for local economic trends not reflected by numbers such as new businesses moving to the area, current business expansions, and reductions in force.

The Texas Economic Development Council (TEDC) is a professional organization whose diverse members share a common goal of bringing new investment and jobs to Texas. The Basic Economic Development Course (BEDC) provided through TEDC focuses on the fundamental concepts, tools and skills needed to be successful in today's political, economic and business environment and provides staff a comprehensive understanding of the keys of successful economic development. BEDC is the first step toward professional certification as an economic developer. WSNCT has provided the workforce development training for the Texas BEDC for more than 5 years. In order to facilitate understanding and communication with economic development partners, each member of the BDU, from the top down, is required to complete the BEDC. WSNCT has been a member of TEDC for many years and was recently honored to have one of its own named as the first workforce development professional to ever serve on the TEDC Board of Directors and to chair the TEDC's Workforce Development Committee.

### **Coordinating Workforce Activities with Economic Development**

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*Ensuring Continuous Improvement of Eligible Training Providers*

Training providers in Texas are required to apply to a Workforce Development Board for certification to receive WIOA funds. Providers must meet minimum criteria set by the WSNCT Board of Directors, be certified by the Texas Workforce Commission in order to become eligible to train participants through the workforce system and be placed on the list of Eligible Training Providers. The Eligible Training Provider list is reviewed annually and when applying and renewing certification.

Information regarding training programs currently approved by WSNCT, and certified by the Texas Workforce Commission, are available to the public. The Training Provider Report Card (TPRC) is a tool, imbedded in the DFWJobs.com website, designed to help customers make informed decisions regarding the selection of training programs and training providers. The TPRC provides information regarding completion rates and entered employment rates for customers exiting approved training programs. Using data extracted from The Workforce Information System of Texas (TWIST), training provider performance outcomes are assessed based on the Program Completion Rate and Training Related Entered Employment.

*Facilitating Access to Services*

Workforce Solutions for North Central Texas is currently transitioning to a paperless environment through an Enterprise Content Management (ECM) application that enables the efficient management of documents and information. The application is more than a document management system, it has the capacity to build steps within a business process and automatically route documents to the right person at the right time. Customer files are accessible to all staff with the designated security rights/protocols from any location. The system has the capability of capturing, routing, and approving forms within a web-based environment that can resemble the eligibility and intake process performed under WIOA. Common intake processes

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across multiple programs that utilize similar documents/forms can be maintained within the same electronic file, which reduces instances of duplication of effort. Additionally, the tool has the ability automatically manage the workload of WIOA case managers in accordance with workload and case assignment rules identified by workforce center management. The Child Care Program implemented the application on November 6, 2017, followed by WIOA, TAA and Rapid Response programs on September 24, 2018.

### **Coordination with Secondary and Post-Secondary Education Programs**

WSNCT has committed to working with secondary and post-secondary education programs throughout the region and has created a Coordinator position to collaborate with education programs in support of workforce strategies to meet the ever changing needs of the North Texas economy.

The primary goals of this position are to:

- Support the region's career pathways for increased collaboration between education and workforce development programs.
- Increase completion of education and workforce credentials valued by economic development and employers by linking workforce development programs to existing education programs.
- Support the development of the region's workforce pipeline for key industry sectors by collaborating with the career pathway systems.
- Provide data to partners to enhance and support the career pathway system.

WSNCT will work with core programs to continually expand partnerships with Independent School Districts (ISD), community /junior colleges and four (4) year universities in order to maximize available services and increase diversity by:

- Teaming with the Business Development Unit to outreach educational institutions within the 14 counties and partner with additional internal stakeholders to streamline services and eliminate duplication.
- Continued commitment to membership and participation with Texas Administrators of Continuing Education (TACE), Education Service Centers (ESC), North Texas Community College Consortium (NTCCC), P-16 Council and National Career Pathways Network (NCPN).
- Continuous obligation to address the benefits and challenges associated with WIOA as it relates to education and workforce fundamental to the WSNCT's economic competitiveness through collaboration with local community /junior colleges, and four (4) year universities and P-16 Council.
- WSNCT will inspire and promote usage of "Career Coach" (<https://dfwjobs.emsicareercoach.com/>) and "Texas Career Check"

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(<http://texascareercheck.com/>) with ISDs and Workforce Centers to assist students in finding good careers by providing the most current local data on wages, employment, job postings, and associated education and training.

### **Coordination of WIOA with Adult Education and Literacy**

Adult Education and Literacy programs transitioned from TEA to TWC in in 2013 in order to integrate Adult Education services with workforce and training services with the goal of increasing employment outcomes for under-skilled populations. TWC coordinated ten Regional AEL/WF Integration Forums that included the 28 Workforce Boards and AEL providers around the state. In May 2015, WSNCT and Tarrant County Workforce Boards came together to attend one of the ten Regional Integration Forums. At the Forum, WSNCT and ResCare Workforce Services came together with the TWC contracted AEL Partners to include Cleburne ISD, Weatherford ISD, Denton ISD, and Navarro College and the North Central AEL/Workforce Regional Coalition was launched. Cleburne ISD subsequently relinquished its contract as a AEL provider and the contract was assumed by Denton ISD. Paris Junior College joined the AEL/Workforce Regional Coalition upon becoming an AEL grant recipient.

The AEL/Workforce Regional Coalition (Coalition) is comprised of representatives from WSNCT, ResCare, and the four TWC contracted AEL Providers to promote continuous improvement in the area of mutual performance and to identify and close strategic and operational gaps within the service delivery area.

The members of the Coalition participate in monthly meetings to discuss, plan and develop collaborative strategies to keep the local integration process moving forward. The group attends TWC-lead AEL/ Workforce Business Meetings and Conferences with workforce boards and AEL Partners from around the State to glean helpful information and learn from best practices that may assist in local integration efforts.

Basic and secondary instruction and services provided to adults 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 least the completion of secondary school, and to obtain and retain employment. WSNCT partners with four (4) AEL grant recipients to deliver services within the 14-county workforce area.

MOU's for customer referral, coordination/integration of services, provision of program delivery and services have been established between WSNCT and North Central's four (4) AEL providers, which was established under the umbrella of the AEL-North Central Texas Workforce Regional Coalition.

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**Negotiated Local Levels of Performance**

As of Wednesday, December 19, 2018 all Board Contract Year (BCY) '19 formally contracted performance targets used to measure performance of WSNCT have not been finalized. Once the BCY19 targets have been finalized, the Local Plan will be updated with negotiated targets and accessible by the public.

BCY19 formally contracted performance measures and available performance targets as of December 19, 2018:

<b>BCY19 Performance Measures</b>	<b>BCY18 Target</b>	<b>BCY18 Performance</b>	<b>BCY18 % of Target</b>	<b>BCY19 Target</b>
Claimant Reemployment w/in 10 Weeks	54.03%	55.25%	102.26%	54.03%
# Employers receiving WF Assistance	8,865	10,004	112.85%	9,172
Choices Full Work Rate – All Family T0tal	50.00%	56.14%	112.28%	50.00%
Avg # Children Served Per Day - Combined (Discrete Month)	6,501	5,482	84.33%	6,707
Employed/Enrolled Q2 Post Exit – C&T	64.00%	67.88%	106.06%	69.00%
Employed/Enrolled Q2Q4 Post Exit – C&T	80.00%	85.33%	117.16%	84.00%
Medina Earnings Q2 Post Exit – C&T	\$5,348	\$6,265.90	153.46%	\$5,869.00
Credential Rate – C&T	48.00%	73.66%	103.56%	60.00%
Employed Q2 Post Exit – Adult	72.70	75.29%	103.56%	74.90%
Employed Q4 Post Exit – A	75.70	75.60%	99.87%	72.40%
Median Earnings Q2 Post Exit - Adult	\$5,510	\$5,341.68	96.95%	Not Finalized
Credential Rate - Adult	70.60	74.74%	105.86%	76.90%
Employed Q2 Post Exit – DW	82.60%	79.93%	96.77%	77.70%
Employed Q4 Post Exit – DW	84.20%	83.01%	98.59%	84.80%
Median Earnings Q2 Post exit - DW	\$8,450	\$9,269.61	109.70%	Not Finalized
Credential Rate - DW	72.50%	76.37%	105.34%	78.20%
Employed/Enrolled Q2 Post Exit – Youth	64.60%	78.38%	121.33%	76.20%
Employed/Enrolled Q4 Post Exit – Youth	73.20%	79.60%	108.74%	71.80%

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Credential Rate – Youth	62.10%	71.79%	115.60%	56.40%
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BCY18 performance targets and performance outcomes formally contracted with the Texas Workforce Commission are stated in the chart above.

## **Texas Workforce Investment Council Requirements - Part 1**

### **Focus on Employers**

#### *Board Strategy*

Workforce Solutions for North Central Texas (WSNCT) has reorganized the Business Development Unit to improve employer engagement; provide timely and relevant labor market information to employers, colleges, and economic developers, and; engage training providers in conversations with employers to ensure rigorous and relevant technical training that meets the needs of the employer. By moving the primary responsibility for employer engagement from the contractor to the Board the new model relies on a team of seven staff who report directly to the Board. The 14 county service area has been divided into “territories” based on economic drivers for each territory and is managed by 6 Business Development Liaisons (BDLs) who office within the territory. The BDU team also includes the Business Development Supervisor. Requests for demand data to employers, colleges, ISDs, and economic developers are fulfilled by the Board’s Research Analyst/Planner.

While the Team may engage any employer, it is primarily focused on eight targeted industry sectors identified by the Board as economic drivers for the region. The goal is to focus on high-value business targets that improve the number, quality and quantity of jobs posted in WIT.

One of the more innovative aspects of this model is the co-location of the Team on Community College campuses located throughout the North Central Texas service area. Community Colleges have provided office space to the BDL team members at no cost to the Board. This partnership keeps lines of communication open at all times and promotes teamwork, including collaboration on SDF grants and industry sector initiatives. Co-location accomplishes two goals. First, to facilitate open communication, collaboration and leveraging of resources with college partners, and second, to ensure the BDLs are located near the business community they serve giving them access to local intelligence and providing maximum agility to respond to employer needs that may range from addressing workforce issues relating to new site location, to responding to business retention strategies such as layoff aversion, to responding to expansions and the need to upskill workers.

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BDLs are required to maintain direct contact with each of the 90 economic development organizations in the region. In order to facilitate communication, The BDLs are required to complete the Basic Economic Development Course provided by the Texas Economic Development Council within their first year of employment. The Business Services Supervisor is a member of TEDC and IEDC.

*Quantitative Outcomes*

- \$14,613,768 in Skills Development Fund grants since 2012, with another \$250,374 in evaluation at the time of writing
- Increase in Participation in Hiring Red White and You Veteran's Job Fair
- Stronger partnerships with targeted industry employers and increased utilization of workforce services
- Continued monitoring of sector trends in the region to aide with sector strategy development
- Engagement with the Agribusiness and Bio-Economy Cluster FY 2018

**Improve and Integrate Programs**

*Board Strategies*

Integration of Vocational Rehabilitation Services – In 2016 TWC selected two sites in WSNCT, Corsicana and Waxahachie, as early transition sites for the TWC Vocational Rehabilitation Services (VRS) integration. As one of the first Boards to engage in the transition, strong collaboration, planning, and frequent communication with VRS regional staff was critical to identify needs and possible gaps to be addressed. Working closely with VRS to address space planning needs, IT reconfiguration requirements, furniture needs, etc. WSNCT implemented a plan to provide a smooth transition for staff as well as VR customers.

WSNCT worked closely with VRS to outline the key phases of the transition. Incorporating the new VRS partners into the Voice Over IP system allowed VRS staff to connect to staff in the region with 4 digit extensions. The Center call automated system was revised to identify VRS, set up voice mail, and the call routing system was modified to incorporate call routing based on the identified needs of the VRS staff. Copy and fax equipment was reconfigured to connect to the Center's VOIP system, allowing faxes using the internal system and eliminating the cost/need for additional fax phone lines. As a true partner in the Center, VRS will share resources, such as supplies and postage, with workforce center staff. Board IT completed test runs of the information systems and were able to make needed adjustments prior to the move date. On the date of the move, Board staff and Contractor staff were on site to welcome the VRS

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staff. Welcome signs were posted for VRS staff, a breakfast provided an opportunity for introductions and overview of the workforce center. After the transition of the Corsicana office was complete, a transition team met to identify lessons learned to help in the next transition for the Waxahachie center and for the remaining moves in the coming years.

Customer Relationship Management (CRM) as a Collaborative Tool – There is more required to manage collaborative teams than just asking partners to work together. Even with regular updates it is difficult to keep everyone on task in a combined effort, especially when the partners are from different organizations and scattered over more than 10,000 square miles. Customer Relationship Management software helps to better manage group efforts and to maximize the efficacy of regional partnerships. The WSNCT Business Development Unit (BDU) has long used Microsoft CRM to make the customer-facing functions of the business easier. CRM has long assisted internal staff of the BDU to centralize customer information, automate outreach interactions, provide and share business intelligence, facilitate communications, track contact opportunities, analyze data and enable responsive customer service.

The BDU has implemented a collaborative CRM model in which information can be shared between the various internal departments in the WSNCT system. Currently, specialized reports and elements are being developed and added as a means to fully utilize the features of the CRM system. Once the project is complete, and with the appropriate permissions, internal and select contractor staff may share information collected from interactions with customers. BDU will gather information from employers regarding needed technical support and in turn share this information with internal WSNCT staff and workforce center staff. The information gathered will additionally allow WSNCT to inform training provider partners about the need for customized training that might be of interest to the employer. The purpose of this CRM system is to improve the quality of customer service, and, as a result, increase collaboration and reduce duplication among WSNCT and contractor staff. CRM can facilitate making a plan to better serve employers and be more responsive to external partner needs and promote further collaboration on projects and initiatives.

*Expected Quantitative Outcomes*

- Increased communication between internal and external partners
- Improve decision making
- Reduce duplication