



A New Era OF PIVOTAL PARTNERSHIPS

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WORKFORCE SOLUTIONS
NORTH CENTRAL TEXAS

2014-2015 ANNUAL REPORT



Thanks to our outstanding stakeholders, partners, board staff, and workforce center staff, we are continuously improving our service delivery model throughout North Central Texas. We recorded substantial performance improvements in 2015.

We met or exceeded performance measures formally contracted by the Texas Workforce Commission. We provided services to 96,977 job seekers and 8,781 employers. The unemployment rate for the 14 counties in the North Central Texas Workforce Development

Board Area decreased from 4.6% in September 2014 to 3.7% in September 2015, impressive considering there was an unemployment rate of 5.6% in September 2013.

This year, we facilitated the award of almost \$2 million in Skills Development Grants to five industry partners, leading to 1,300 workers receiving training in the region. Notably, 334 of these individuals were working in newly-created, high-demand, high-wage jobs.

Looking forward to 2016, we revised our mission and launched a disciplined and inclusive strategic planning process that charts our progress toward accomplishing our goals.

We activated a new business engagement strategy that will have a substantial impact on business expansion and job growth as it successfully engages businesses in our region and allows us to align industry needs with educational resources.

We are optimistically anticipating the successful transition to a new strategic plan, new enabling legislation, and a new contractor. By continuously improving our approaches to organizational processes and service delivery, we have created the right platform for success.

On behalf of Workforce Solutions for North Central Texas, I would like to thank our dedicated employees and contract staff whose expertise and dedication are vital to the positive development of our system.

Sincerely,

DAVID K. SETZER, CPSM, C.P.M., CWE

Executive Director for Workforce Solutions for North Central Texas

VALUES

Respect, Integrity,
Collaboration, Excellence

MISSION

To advance business-driven talent development strategies that promote economic growth, opportunity, and a quality workforce

Visionary LEADERSHIP



As we reflect on FY2015, it was truly a year of growth, partnerships, transition, and commitment. Primarily, it was a year for all of us to work toward the goal of meeting workforce needs in a changing world. We are proud to say in 2015 we set a course that will, over the coming decades, ensure we continue to meet the needs and exceed the expectations of our region.

In 2016, we will celebrate 20 years of leadership in advancing an innovative workforce. We have new legislation, a new vision, a new mission, strong value statements, and a new strategic plan to guide us as we effectively and successfully transition into this new era. In 2016, we will have a new contracted service provider to implement new processes and provide new leadership to our workforce centers.

As the Chair of the North Central Texas Workforce Development Board, I am honored to serve with the visionary leaders who work on our Board and on our committees. With their help, we are well equipped to address the economic, education, and workforce issues facing the workers and businesses of our region.

The story of our organization has a new beginning, and the lessons we have learned over the years will guide our future. With our strong regional partnerships, we now have the opportunity and ability to turn the page on chapter one and achieve milestones we never thought possible.

Sincerely,

MICKEY HILLOCK

Board Chair, North Central Texas Workforce Development Board

VISION

The recognized leader
in building tomorrow's
workforce

WORKFORCE BOARD OFFICERS

Mickey Hillock, Board Chair

Private Sector, Navarro County

David Bristol, Board Secretary

Private Sector, Collin County

Meera Ananthaswamy, Past Board Chair

Private Sector, Collin County

Roger Harris, Board Vice Chair

Private Sector, Collin County

Catherine Tietjen, Board Treasurer

Community Based Organization,
Parker County

WORKFORCE BOARD MEMBERS

Larry Barnett

Economic Development,
Ellis County

Edward Grand-Lienard

Private Sector,
Rockwall County

Rolanda Greer

Private Sector,
Collin County

James Henderson

Public Assistance,
At-Large

Robert Hill

Private Sector,
Collin County

Mike Hinojosa

Organized Labor,
Denton County

Lisa Huffaker

Community Based Organization,
Palo Pinto County

Brenda Kihl

Education,
Collin County

Emily Klement

Education,
Denton County

Roselyn Lane

Private Sector,
Hunt County

Ada Lawniczak

Private Sector,
Denton County

Charlie Martinez

Secondary Education,
Parker County

Scott McCune

Vocational Rehabilitation,
At-Large

Michael McGowan

Private Sector,
Hood County

Tim Stainback

Private Sector,
Hunt County

James Stegall

Private Sector,
Wise County

Jennifer Suguitan

Private Sector,
Collin County

Marty Thompson

Education,
Denton County

Carlton Tidwell

Private Sector,
Kaufman County

Debra Wakeland

Private Sector,
Ellis County

Kenny Weldon

Community Based Organization,
Erath County

Earl Woolbright

Public Employment Services,
TWC

Mark York

Organized Labor,
At-Large

Elaine Zweig

Adult Basic Education/
Child Care,
At-Large

David Setzer

Executive Director

Strong PERFORMANCE

A NEW STRATEGIC PLAN

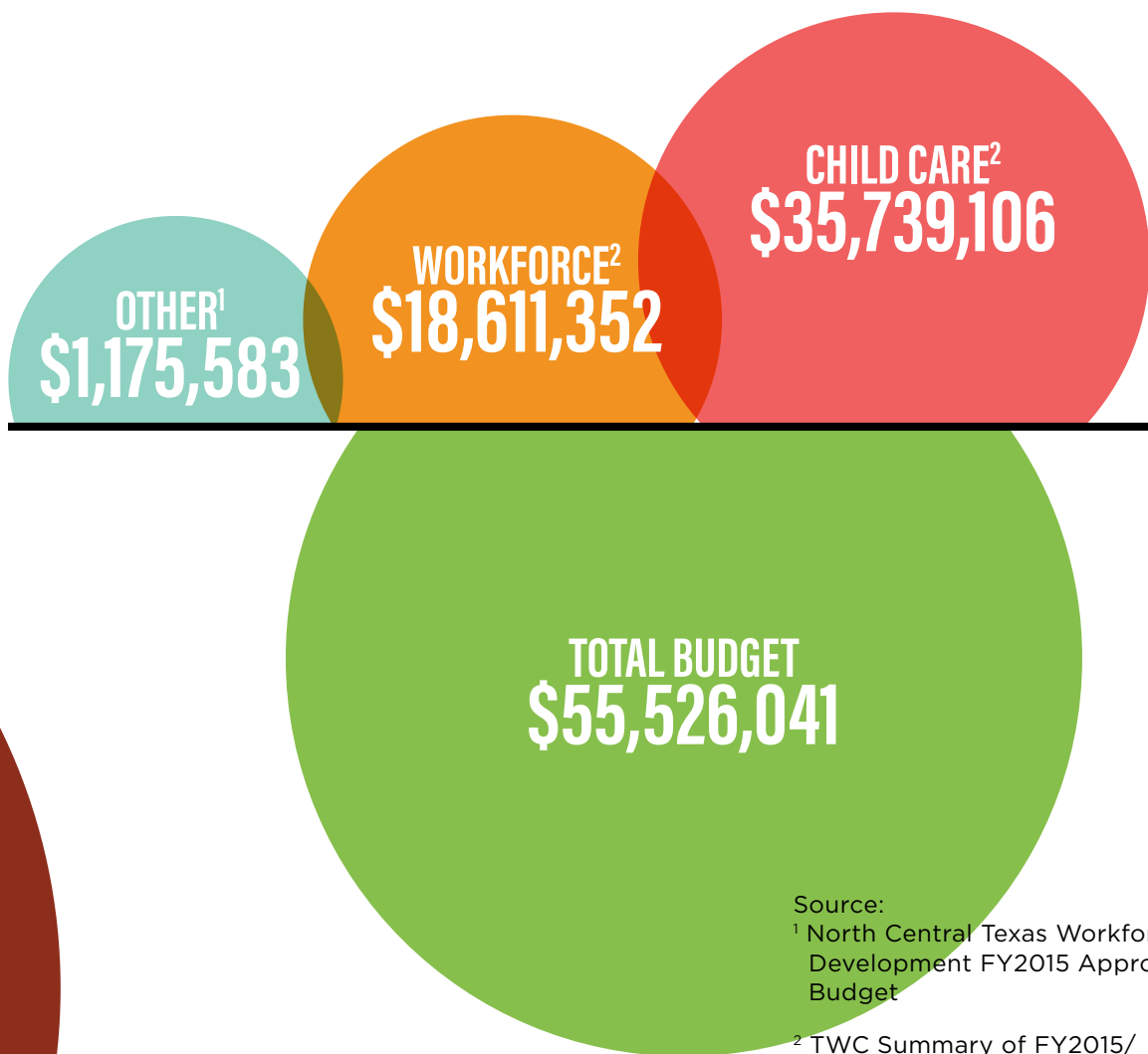
In January 2015, the North Central Texas Workforce Board conducted a series of strategic planning meetings. Board members, management staff, and subject-matter experts engaged in a data-driven strategic planning process. Workforce Solutions for North Central Texas will:

- enhance business engagement and human capital development by revamping the service delivery model based on a data-driven system;
- develop and maintain a sustainable plan for IT infrastructure and the foundation technology platforms that run on it;
- improve organizational focus, communication, and leadership decision making; and
- enhance professional development for employees and identify emerging skill sets, redefining how we advertise, recruit, and retain qualified professionals.

Strategic planning software purchased in 2014 provides a customized vision of the organization's strategy through an easy to understand dashboard helping the Board track progress on the strategic plan and better communicate value to stakeholders.

FINANCIAL UPDATE

Funding allocated to Workforce Solutions for North Central Texas is provided primarily through federal and state funds. Additional funds may be secured through public and private grants.



Source:

¹ North Central Texas Workforce Development FY2015 Approved Budget

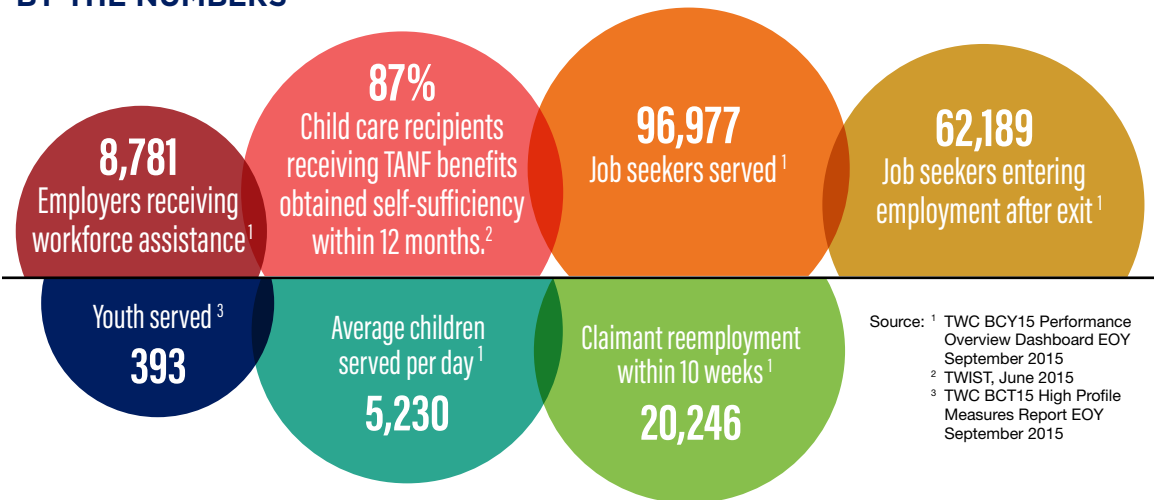
² TWC Summary of FY2015/PY2014 Allocations



EMPLOYER AND JOB SEEKER SERVICES

In FY2015, over 20,000 unemployment claimants were hired, resulting in an average unemployment rate of 3.7% for the North Central Texas region.

BY THE NUMBERS



COUNTY	UNIQUE CUSTOMER VISITS ¹	TOTAL INDIVIDUALS TRAINED ²	TRAINING EXPENDITURES ³
Collin & Rockwall	19,833	253	\$819,039
Denton & Wise	9,445	177	\$670,824
Ellis	11,020	91	\$223,124
Erath	3,056	32	\$99,495
Hood & Somervell	3,567	41	\$110,663
Hunt	7,732	75	\$310,135
Johnson	7,431	85	\$379,450
Kaufman	7,481	43	\$108,727
Navarro	8,173	58	\$78,859
Parker & Palo Pinto	6,743	60	\$172,503
Mobile Workforce Unit	2,745	N/A	N/A
Total	87,226	915	\$2,972,819

¹ Customer Service Tracking Report, September 2015

² TWIST, September 2015

³ TWC BCY15 Performance Overview Dashboard EOY September 2015

SKILLS DEVELOPMENT FUND INITIATIVES

The Texas Workforce Commission’s Skills Development Fund (SDF) program is a job training program designed to meet the unique training needs of employers. This customized training program assists employers to identify workforce skill gaps while providing community colleges the resources to quickly respond by delivering customized and targeted skill enhancements to both new hires and current employees.

In partnership with local community colleges and economic development partners, Workforce Solutions for North Central Texas has facilitated the award of more than \$31 million in SDF grants to the region. In 2015 alone, almost \$2 million were invested to create 334 new jobs and upgrade the skills of almost 1,000 workers.



DOLLARS AND NUMBER OF TRAINEES BY COLLEGE:

COLLEGE NAME	NEW JOBS	EXISTING JOBS	TOTAL TRAINEES	DOLLARS AWARDED
Collin College	163	342	505	\$794,606
Hill College	110	273	383	\$348,420
Navarro College	0	58	58	\$88,733
Weatherford College	61	292	353	\$613,936
Totals	334	965	1,299	\$1,845,695

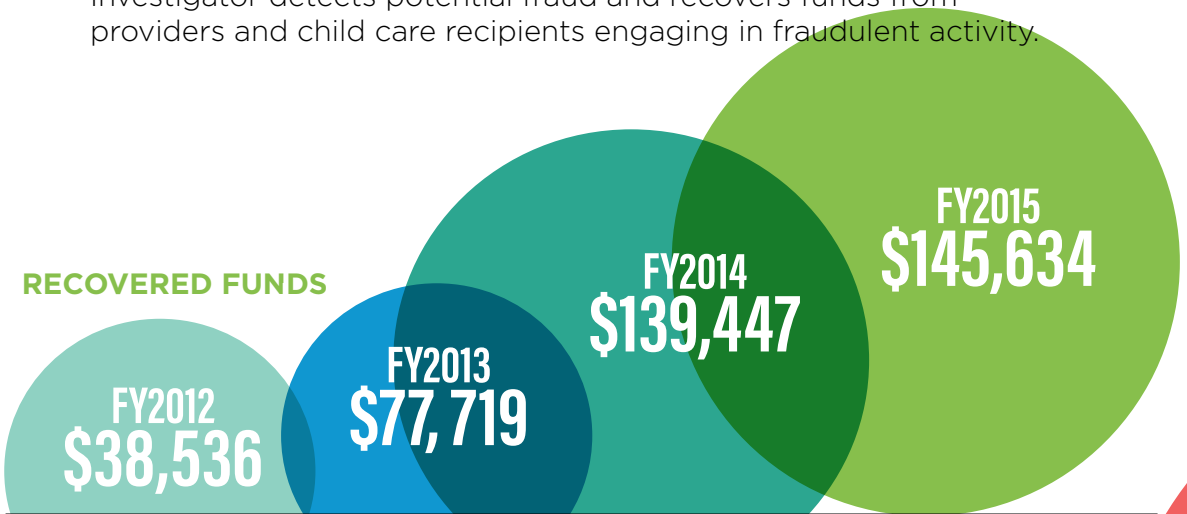
Source: TWC FY2015 SDFG Annual Report



COMMITMENT TO SYSTEM EXCELLENCE

Oversight activities prevent fraud, ensure equitable treatment of customers, improve customer service, and promote our values of respect, integrity, collaboration, and excellence.

Workforce Solutions for North Central Texas' Compliance Investigator detects potential fraud and recovers funds from providers and child care recipients engaging in fraudulent activity.



Source: North Central Texas Council of Governments Accounting Department

Workforce Solutions for North Central Texas engaged as a partner in TWC's Rapid Process Improvement (RPI) project this year. **Kelley Fontenot** and **Debra Kosarek** participated on the TWC RPI teams for Child Care and Quality Assurance Monitoring and Technical Assistance.

Workforce Solutions for North Central Texas' Choices Performance Improvement Team, led by **Mary Ford**, **Michael Nicholas**, and **George Pavelek**, received state-level recognition and presented at the International Society for Performance Improvement Conference in April 2015.



Developing Our Future Workforce

BEGINS WITH QUALITY CHILD CARE

Developing Our Future Workforce

BEGINS WITH QUALITY CHILD CARE

When parents have access to safe, loving, and stimulating child care, they worry less about whether their child is getting the kind of care children need to be healthy, happy, and successful. Over 90% of brain growth occurs from birth to five years. Nurturing the future workforce is essential to our continued societal and economic growth. Children who receive quality child care enter school with better math, language, and social skills, providing a good start to success in school and in life.

TEXAS RISING STAR ASSESSMENTS

Texas Rising Star (TRS) is a quality rating and improvement system designed for Texas early childhood programs. North Central Texas child care providers who volunteer to participate in TRS agree to meet quality criteria. New guidelines for TRS were approved by the Texas Workforce Commission in January 2015, and Early Childhood Specialists began preparing providers to understand and implement the new TRS guidelines.

The team worked with providers by observing on-site classroom activities and giving feedback regarding training needs. They provided sample training plans, lesson plans, daily classroom schedules, and menus. Assessors made regular visits to each child care center to ensure the provider stayed motivated for his or her formal assessment. By April 2015, 49 TRS providers were willing and ready to be assessed under the revised guidelines. Of those 49 providers, 45 achieved a TRS rating of two or more stars.

EQUIPMENT AND MATERIAL GRANTS

Workforce Solutions for North Central Texas provided approximately \$800,000 in grants to Texas Rising Star (TRS) providers who scored at the 2-Star or above level on their TRS assessments. The grants allowed the providers to select equipment, materials, and curriculum, enriching their indoor and outdoor environments, and to provide appropriate learning experiences for young children.

EARLY CHILDHOOD CONFERENCE

Teachers play a pivotal role in guiding children toward success. Workforce Solutions for North Central Texas (WSNCT) is committed to increasing the quality of child care throughout the region. In April of 2015, WSNCT launched its first annual Early Childhood Conference.



The two-day conference provided networking and training opportunities for more than 200 child care directors, business owners, management staff, and teachers. The event consisted of workshops addressing social and emotional development and environmental quality improvement, and promoted literacy in young children. Participants earned up to seven clock hours of early childhood training.

TRAINING OPPORTUNITIES

Throughout the year, Workforce Solutions for North Central Texas offered a variety of training opportunities to assist child care providers in improving the quality of care.


- Child Development Associate (CDA) certification courses are offered four times per year to child care providers. In 2015, 86 caregivers graduated from the CDA course.
- The Early Childhood Institute (ECMI) Administrator's Credential classes produced 21 ECMI credentials.
- Seven Texas Rising Star (TRS) providers were awarded college scholarships to reimburse caregivers and administrators for the cost of books and up to two child care-related courses in the field of early childhood education.
- More than 50 Saturday training classes were offered throughout the region. Over 1,500 early childhood professionals received high-quality training in early childhood-related topics at minimal or no cost to each participant.
- Workforce Solutions for North Central Texas awarded 74 scholarships to child care providers to attend national and state conferences, including Nature Explore, Conscious Discipline, Texas Association for the Education of Young Children, and the National Association for the Education of Young Children Conference.





Partnerships WITH PURPOSE

HIGH-DEMAND JOB TRAINING



In July of 2015, Workforce Solutions for North Central Texas received \$75,000 from the Texas Workforce Commission to support a collaboration between Terrell Economic Development Corporation, Terrell Independent School District (TISD), and Trinity Valley Community College (TVCC) to improve skill sets for welders. The Terrell Economic Development Corporation matched the grant with an additional \$75,000 to help fund the High-Demand Job Training Welding Program at TISD.

The primary objective of the program is to provide highly skilled welders with nationally recognized industry certifications. Occupational Safety and Health Administration certification, 15 hours of dual college credit through TVCC, and the opportunity to take the American Welding Society certificate exam make the program attractive to junior and senior students. The specialized classrooms and curriculum, designed with input from manufacturers in Terrell, are also used by adult learners to train for high demand jobs or to improve upon their skills.

YOUTH CAREER EXPO

On March 26, 2015, more than 91 youth between the ages of 17 and 24 came together in Waxahachie, Texas, to attend the Workforce Solutions for North Central Texas Youth Career Expo. Recognizing that not all young people have a strong support system to help them make sound education and career decisions, the event emphasized career pathways and focused on financing options for education and training opportunities to reduce the need to incur debt.

Colleges, universities, and employers showcased creative and interactive exhibits for attendees while live entertainment, a pop-up photo booth with occupation-related props, and “swag bags” filled with sponsored premiums kept the participants involved in the dynamic event. A social media team posted a countdown clock, live updates, and interesting facts about career exploration, engaging participants, and those unable to attend, in a conversation about their place in the future.



Partnerships WITH PURPOSE

REGIONAL ECONOMIC DEVELOPMENT STEERING COMMITTEE

The Regional Economic Development (RED) Steering Committee was created in June of 2015 and is open to economic developers practicing within North Central Texas. The primary objective of RED is to enhance economic vitality and employment opportunities. RED develops, implements, and refines programs and services in partnership, collaboration, and strategic alliances with a network of other workforce/economic development organizations. RED implements support strategies designed to strengthen the business community, align the local pool of qualified human capital with businesses in need of employees, and develop strategic partnerships for career pathways.



ADULT EDUCATION & LITERACY/ NORTH CENTRAL WORKFORCE REGIONAL COALITION

The Adult Education & Literacy/ North Central Workforce Regional Coalition was formed in June 2015 to promote integration, cooperation, and collaboration. The Regional Coalition addresses transitional issues, shares information and best practices, explores systems and services for closing strategic and operational gaps in services, and ensures integration of services within the North Central Texas Workforce Board area.

Participating partners include Cleburne ISD, Denton ISD, Weatherford ISD, and Navarro College. The purpose of the Regional Coalition is to develop strategies for system improvements; oversee, analyze, and adjust strategy

implementation; share best practices to assist program achievement and promote continuous improvement; track and support the achievement of state, federal, and/or local performance goals and targets; and provide basic education and literacy programs to eligible participants in North Central Texas.



LEADERSHIP FOR WORKFORCE & EDUCATION DEVELOPMENT

The Leadership for Workforce and Educational Development was founded in April 2015. Executive and senior leadership from Workforce Solutions for North Central Texas, Collin College, North Central Texas Community College, Ranger College, Navarro College, Trinity Valley College, Weatherford College, Hill College, and Paris Junior College signed a Memorandum of Understanding based on the premise that regional economic improvement occurs when leaders in business, education, and workforce development partner on high-level strategies that achieve systemic improvement in talent development.

These key partners have mutually committed to create a long-term vision for education, economic and workforce development, and to develop strategic linkages to stakeholders in business and education by sharing and capitalizing on promising practices. Their agreement to share metrics and data essential to change, developing career pathways, and implementing strategies that align primary, secondary, and postsecondary education and workforce development, ensures students are college and career ready.

Partnerships WITH PURPOSE



ALLIANCE OPPORTUNITY CENTER GRAND OPENING

The 17-year-old Alliance Opportunity Center (AOC) started in a trailer adjacent to Fort Worth Alliance Airport in 1998, operating as a satellite workforce center. In 2015, Workforce Solutions for North Central Texas and Workforce Solutions for Tarrant County partnered to relocate and expand the operations of the AOC and create a permanent storefront in Alliance, Texas. The new AOC connects workers to more than 400 companies located within the Alliance, Texas development, as well as hundreds of employers in both North Tarrant and Denton Counties. This innovative collaboration has received state and national recognition, including the Business Results Award from the Texas Workforce Commission and the Workforce Award of Excellence from the National Association of Counties.

The grand opening at the new location, held in September of 2015, was honored to receive Congresswoman Kay Granger, Mayor Betsy Price, Judge Glen Whitley, Commissioner Andy Eads, Bill Thornton, and Tom Mullen as guests. Since May 2015, the AOC has served over 7,900 job seekers and filled 1,200 job openings with its 13-person staff.

HIRING RED, WHITE, AND YOU! JOB FAIR

November 2014 marked the third consecutive year of partnership between Workforce Solutions for North Central Texas, Workforce Solutions for Tarrant County, and Workforce Solutions Greater Dallas for the Texas Workforce Commission's statewide Hiring Red, White, and You! job fair at Globe Life Park in Arlington, Texas. The collaboration includes local partners, the Texas Veterans Commission and the Texas Medical Center, and connects veterans and their spouses with meaningful

work. This year, the job fair attracted 225 employers with over 1,000 job seekers and achieved 124 on-site hires. Participating employers included Nebraska Furniture Mart of Texas, Keystone Automotive, Raytheon Space & Airborne Systems, and Western Dairy Transport.



ADVANCEMENTS IN TECHNOLOGY

In an attempt to better understand the current technological state of Workforce Solutions for North Central Texas, a strategic team gathered to set goals and address key technology questions including:

- Is the Board technologically equipped to conduct business effectively and appropriately?
- Are there opportunities to simplify internal and external communication with employers and job seekers?
- Are there opportunities to increase access to service delivery for employers and job seekers?
- Are there opportunities to automate processes?

The information gathered by the team will be used to consider how to address these questions and prioritize projects to reach program goals.

Child Care Services began roll out of customer service technology allowing Child Care Advisors (CCAs) to better respond to child care customers. The new technology employs **automatic call distributors**, managing the flow of incoming calls and routing them to the most appropriate CCA. **Servicing technology** provides for the documentation of customer issues or requests and records the steps taken to address those issues. Quality management applications, such as the **call recording system**, provide tools to gather data used to monitor performance and improve processes. Beginning in 2016, the technology will expand to provide a “cockpit” enabling the CCA to take advantage of multiple assets and information sources to assist customers.

2015 Recognitions AND ACHIEVEMENTS

LOCAL EMPLOYER OF EXCELLENCE

NEBRASKA FURNITURE MART OF TEXAS | THE COLONY, TEXAS

Nebraska Furniture Mart was recognized by **Furniture|Today** as being an innovative champion of change. When Nebraska Furniture Mart announced it would be opening its largest facility in North Central Texas, the Business Development Unit (BDU) of Workforce Solutions for North Central Texas understood its potential to spur growth. The BDU worked with Nebraska Furniture Mart's human resources unit, providing regional labor market information to assist with identifying competitive wage rates and providing radio advertising to recruit new employees. The workforce center in Denton, Texas, developed a recruiting strategy which included Work In Texas (WIT) job postings, job seeker e-blasts, the Mobile Workforce Unit, and on-site and off-site hiring events. The Denton, McKinney, and Plano workforce centers' staff worked collaboratively to sponsor 22 hiring events reaching over 131,000 job seekers and resulting in 819 WIT hires to date.

ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT

In August 2015, in partnership with North Central Texas Council of Governments, Workforce Solutions for North Central Texas received the Achievement of Excellence in Procurement® (AEP) award from the National Procurement Institute, Inc. (NPI) for the fifth consecutive year.

The AEP award recognizes organizational excellence in public procurement. Workforce Solutions for North Central Texas was one of only 29 special districts in the United States to receive the award.

GOLD HERMES CREATIVE AWARD AND GOLD MARCOM AWARD

Workforce Solutions for North Central Texas received a Gold Hermes Creative Award and a Gold MarCom Award for its 2013-2014 Annual Report titled "Going the Distance." The Hermes Creative Awards and MarCom Awards are both international competitions for creative professionals involved in the concept, writing, and design of traditional and emerging media.

STAFF RECOGNITIONS

David Setzer, Executive Director, will serve on the Texas Court Appointed Special Advocates (CASA) Board of Directors. CASA supports and promotes court-appointed volunteer advocacy so every abused or neglected child can be safe, have a permanent home, and the opportunity to thrive.

Kent Andersen, Business Development Manager, was appointed to serve on the Texas Economic Development Council's (TEDC) Board of Directors. TEDC is a statewide organization providing leadership for the economic development of Texas.

Anabel Castillo-Soto, Business Development Supervisor, completed the TEDC Basic Economic Development Course (BEDC). Accredited by the International Economic Development Council, the BEDC is a four-day professional economic development training prerequisite to begin studies leading to the Certified Economic Developer (CEcD) credential.

Brandi Harrison, Senior Business Development Liaison, received certification through Economic Modeling Specialist International (EMSI). EMSI Certification covers the basic elements of using and interpreting labor market information.





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Workforce Solutions for North Central Texas is an equal opportunity employer/program.
Auxiliary aids and devices are available upon request to individuals with disabilities.