



**TWO-YEAR STRATEGIC PLAN MODIFICATION**  
for Program Years 2017 – 2020

for the  
The Heart of Texas Workforce Development, Inc.  
dba  
Workforce Solutions for the Heart of Texas

Lead Chief Elected Official  
The Honorable Judge Justin Lewis  
Hill County Judge

Board Chair  
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**PART A: Strategic Elements**

1. A description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:
  - a. goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment; and
  - b. goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

**Board Response:****Workforce Solutions for the Heart of Texas' strategic vision to support regional economic growth and economic self-sufficiency.**

The Heart of Texas Workforce Development Board, Inc., dba Workforce Solutions for the Heart of Texas (WSHOT) is a local nonprofit, governmental organization that governs the workforce development system for the Heart of Texas region and is responsible for the oversight, planning, and evaluation of workforce services. WSHOT is one of 28 local workforce development boards under the direction of the Texas Workforce Commission and serves the six-county region of Bosque, Falls, Freestone, Hill, Limestone, and McLennan.

The Board of Directors is comprised of members appointed by the chief elected officials - the county judges from each of the six counties and the Mayor of Waco and approved by the Governor of Texas. Members of the Board represent business, labor, education, community organizations, and government with the majority of the board members and the appointed chair of the board are representing private sector employers.

**Workforce Solutions for the Heart of Texas' Vision**

Workforce Solutions for the Heart of Texas' vision is to provide a highly valued workforce system that meets the economic demands of the Heart of Texas communities.

**Workforce Solutions for the Heart of Texas' Mission**

Workforce Solutions for the Heart of Texas' mission is to provide a well-trained workforce for employers in order to ensure the economic growth of the region.

Workforce Solutions for the Heart of Texas' Goals and Strategies align with the Texas Workforce System Strategic Plan FY 2016 – FY 2023 goals, and are as follows:

**Focus on Employers**

Workforce Solutions for the Heart of Texas values high quality in its work and is committed to providing high-quality customer service and improving its processes and strategies for serving and connecting employers and job seekers.

<b>Texas Strategic Plan Goal</b>	<b>Workforce Solutions for the Heart of Texas Goal</b>	<b>Workforce Solutions for the Heart of Texas Strategies</b>
<b>Focus on Employers</b>	WSHOT will be a market driven organization that meets the needs of the employer, the job seeker, and the economic demands in the region.	<p>WSHOT will continue to gather data from employers and use the information to monitor local trends that indicate any needed change in policy or service delivery and make recommendations to adjust direction to accommodate employer need.</p> <p>WSHOT will seek out and research labor market data that will benchmark its workforce service area against Texas and other workforce service areas in the most significant and strategic direction to benefit job placement.</p> <p>WSHOT will continue to work with regional post-secondary institutions to better coordinate employer desired job skills with education and vocational training.</p> <p>WSHOT will continue to work with employers and post-secondary institutions to develop customized training programs designed to meet the needs of existing employers and job seekers.</p> <p>WSHOT will collaborate to expand and integrate middle-skills training to meet current and future employer demand.</p> <p>WSHOT will continue to work closely with area economic development organizations and chambers of commerce to assure that workforce services are available to expanding employers and prospective employers.</p>

### Engage in Partnerships

WSHOT recognizes the importance and value that partnerships have on the success in serving its customers. WSHOT will partner with others to create common focus around workforce issues and to improve the quality and skills of the workforce of the present and the future.

<b>Texas Strategic Plan Goal</b>	<b>Workforce Solutions Heart of Texas Goal</b>	<b>Workforce Solutions for the Heart of Texas Strategies</b>
<b>Engage in Partnerships</b>	Improve program and initiative alignment to ensure seamless	WSHOT will continue to collaborate with independent school districts, the education service center, post-secondary institutions, the adult and education literacy

	<p>educational and career transitions through coordinated and integrated planning.</p>	<p>program, and other entities to ensure seamless educational and career transitions.</p> <p>WSHOT will continue to participate in the promotion of TWC's Skills Development Fund as a means of training new and incumbent workers on skills upgrades to meet local employer demand.</p> <p>WSHOT will continue to serve on the Heart of Texas P20 Council, the University High School and Waco High School business advisory boards to increase coordination and integration to increase successful, seamless transitions of students to employment and post-secondary education.</p> <p>WSHOT will continue to support STEM education initiatives throughout the region.</p> <p>WSHOT will continue working to address local educational policy issues, identify and address regulations that affect local educational outcomes, identify and communicate barriers to effectiveness to policy makers, find creative solutions to enhance educational outcomes to the region and communicate best practices with partners throughout the region and state.</p> <p>WSHOT will continue to support its Youth Employment Solutions (YES) initiative to aid in the seamless transition of youth via the YES! Expo, which exposes youth to in-demand careers and the education that is needed for those careers and via its YES! website that provide customers with vital information about careers and the educational requirements for those careers.</p> <p>WSHOT will collaborate to expand and integrate middle-skills training to meet current and future employer demand.</p>
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### Align System Elements

As a leader for workforce development in the area, WSHOT understands the importance of bringing together key stakeholders in the region, to partner and leverage resources and initiatives that produce results aimed at enhancing the vitality of this workforce region. WSHOT has a long history of working with regional partners in the design, development, and in the execution of workforce services that meets the local employer's skill demand and expectation.

Texas Strategic Plan Goal	Workforce Solutions for the Heart of Texas Goal	Workforce Solutions for the Heart of Texas Strategies
<b>Align System Elements</b>	Enhance planning and collaboration to achieve alignment across the workforce system continuum to meet employer and community needs.	<p>WSHOT will continue to work closely with employers, economic development organizations, chambers of commerce, and industrial development entities to address the needs of new and existing employers as they occur.</p> <p>WSHOT will continue to provide training in the interpretation of Labor Market Information and share regional economic studies to local educators and other workforce partners.</p> <p>WSHOT will increase partnership initiatives with post-secondary institutions in the region to help promote training opportunities for job seekers and current workers to upgrade their skills.</p>

**1.a. Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.**

**Board Response:**

WSHOT will seek innovative methods to prepare an educated and skilled workforce and to provide access to services for all customer groups, including veterans, youth, individuals with disabilities, ex-offenders, job seekers, workers, parents, and employers. Some strategies include:

- Collaborate with post-secondary institutions to promote training opportunities that educate and prepare a skilled workforce for the region;
- Leverage training resources with partners to increase the number of training opportunities for customers;
- Partner with agencies to build career pathways that ensure credits and certificates are portable, stackable, and transferable;
- Work to ensure the workforce system has the capabilities and assistive technologies and other means to ensure positive employment outcomes for individuals with barriers to employment;
- Leverage state and federal resources, programs, and local resources that accommodate the needs of Veterans, youth, and individuals with barriers to employment to successfully prepare them to enter the workforce;
- Improve access and efficiency of employment, training, and retention services to individuals with barriers to employment, including veterans, individuals with disabilities, long-term unemployed individuals, trade-affected individuals, ex-offenders, homeless individuals, older individuals, and youth.

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

**Board Response:**

WSHOT negotiates performance expectations with the Texas Workforce Commission (TWC) annually, to include Performance Accountability measures for core programs described in WIOA §116(b)(2)(A). Relevant performance expectations are included in contracts of service providers responsible for the delivery of WIOA Adult, Dislocated Worker, and Youth programs in the Heart of Texas workforce service area. Performance measures contracted to service providers may be higher than negotiated TWC measures to ensure expectations are exceeded and may be incentivized to promote workforce system excellence.

Adult and Dislocated Worker performance measures include:

- 1) the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- 2) the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;
- 3) the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- 4) the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within one year after exit from the program;
- 5) the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- 6) the indicators of effectiveness in serving employers.

Youth performance measures include:

- 1) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program;
- 2) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program;
- 3) the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- 4) the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within one year after exit from the program;
- 5) the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- 6) the indicators of effectiveness in serving employers.

TWC negotiated measures are supplemented by local performance accountability measures that align to (1) WSHOT goals and priorities, (2) community-wide goals and priorities, and (3) the composition of the regional economy and labor market.

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

### **Board Response:**

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

WSHOT recognizes the benefits that efficiencies can bring and will identify ways to apply innovations in technology and logistics to enhance the delivery and coordination of services by all local providers on the workforce system continuum to meet the needs of customers.

<b>Texas Strategic Plan Goals</b>	<b>Workforce Solutions for the Heart of Texas Goals</b>	<b>Workforce Solutions for the Heart of Texas Strategies</b>
<b>Improve and Integrate Programs</b>	Programs and services must be aligned with employer needs.	<p>WSHOT will provide services that facilitate the match between employers and job seekers.</p> <p>WSHOT will work closely with post-secondary institutions on processes to recruit persons into short-term training programs offered by colleges that will lead to job placement.</p> <p>WSHOT will encourage the use of training services that provide portable, transferable credit and credentials that fulfill employer skill needs.</p> <p>WSHOT will strive for integrated, effective service delivery by sharing, modifying, and replicating effective training models and processes.</p> <p>WSHOT will increase business and industry involvement to stay attuned to the current needs of employers in order to support further improvement and align programs to meet employer needs.</p>



### Economic and Workforce Analysis

#### 3. A regional analysis of the following:

- a. The economic conditions, including existing and emerging in-demand industry sectors and occupations, as well as target occupations
- b. The employment needs of employers in existing and emerging in-demand industry sectors and occupations

As appropriate, a local workforce development area (workforce area) may use an existing analysis, provided that it is recent and provides a current and accurate description of the regional economy.

#### Board Response:

WSHOT's workforce development area is located in the "Heart of Texas" region and has convenient access to the metropolises of Dallas/Fort Worth (60 miles), Houston (90 miles), Austin (90 miles), and San Antonio (150 miles). The six-county Heart of Texas workforce development area covers the counties of Bosque, Falls, Freestone, Hill, Limestone, and McLennan. The combined population in 2016 was over 359,000 with McLennan county representing that largest populated county.

Table 1 - WSHOT Workforce Area Total Population below depicts the region's population by county and its total population. In 2010, the Heart of Texas population was estimated at 349,273 and by the year 2025, the population is projected to increase to 375,105, which represents a 6.8% growth rate for the region. The current 2016 population for the region, as estimated by the Texas Demographic Center, is at 359,367 persons, which is a 2.8% increase from the 2010 baseline.

Table 1 - WSHOT Workforce Area Total Population

County	Population 2010	Population 2016	Population 2025	% Projected Growth 2010-2025
Bosque	18,212	18,178	18,486	1.48%
Falls	17,866	18,225	18,522	3.54%
Freestone	19,816	20,187	20,785	4.60%
Hill	35,089	35,816	36,938	5.00%
Limestone	23,384	24,074	24,949	6.69%
McLennan	234,906	242,887	255,425	8.00%
Heart of Texas (6 Counties)	349,273	359,367	375,105	6.80%
Source: Texas Demographic Center				

Further analysis of the data gives more insight into the change of population for persons 18-67 years of age as depicted in Table 2 - WSHOT Population Age 18-67 Year of Age. The Texas Demographic Center (TDC) estimates that in 2016, the population of those 18 to 67 years of age - the primary age range of the workforce - represents 62.96% of the total population. Combining the number of 18-67 year-olds living in the six-county WSHOT workforce region, the TDC further

projects a 2.15% population growth increase by the year 2025 for this age group.

However, the data also depicts that for the 18-67-year-old population for five of the workforce service counties – Bosque, Falls, Freestone, Hill and Limestone - are projected to decrease by 1.6% or 1,149 persons by 2025 while the population of McLennan County is projected to increase by 2.7% or 6,064 persons in the 18-67 years of age range category by 2025.

Table 2 - WSHOT Population Age 18 – 67 Years of Age

County	Population 18-67 Years of Age 2010	Population 18-67 Years of Age 2016	Population 18-67 Years of Age 2025
Bosque	10,972	10,667	10,274
Falls	11,626	11,786	11,605
Freestone	12,585	12,579	12,533
Hill	21,430	21,356	21,182
Limestone	14,892	14,931	14,762
McLennan	151,284	154,966	157,348
Heart of Texas (6 Counties)	222,789	226,285	227,704
Source: Texas Demographic Center			

Below in Table 3 - WSHOT Number of Establishments, Average Employment, Total Wages and Average Weekly Wages, shows the number of establishment, average weekly and total wages for the Heart of Texas region. As noted, in 2016, Quarter , there were 7,370 establishments. By 2018, Quarter 2, the number of establishments increased to 7,521. According to TWC TRACER 2, the data shows a slight decrease in the number of establishments located in the six-county workforce area from Year 2017 Quarter 4 to the 2<sup>nd</sup> Quarter in 2018. Moreover, the data also a slight decrease in the same period for Total Wages and Average Weekly Wages.

Table 3 – WSHOT Number of Establishments, Average Employment, Total Wages and Average Weekly Wages

Year	Qtr.	Board Area	Establishments	Avg. Emp.	Total Wages	Avg. Weekly Wages
2018	2nd	Heart of Texas	7,521	142,346	\$1,596,427,471	\$863
2017	4th	Heart of Texas	7,526	142,261	\$1,628,201,110	\$880
2016	4th	Heart of Texas	7,370	141,571	\$1,545,680,203	\$840
Source: Texas Workforce Commission TRACER 2						

Below, Table 4 – WSHOT County Number of Establishment, Average Employment and Total Wages, shows the number of establishments, average employment, total wages and average weekly wages broken down by county for Quarter 4 for years 2016 and 2017 as well as Quarter 2

for year 2018. Bosque County shows an increase in the number of establishments and average weekly wages from 2016 Quarter 4 to 2018 Quarter 2. However, Freestone County shows a decrease in average employment, total wages and average weekly wages.. While Limestone County shows an increase in average weekly wages and average employment, the data also shows a decrease of establishments,. McLennan County show an increase in establishments, average employment, total wages, and average weekly wages from 2016 Quarter 4 to 2018 Quarter 2.

Table 4 – WSHOT County Number of Establishments, Average Employment and Total Wages

Year	Qtr.	County	Establishments	Avg. Emp.	Total Wages	Avg. Weekly Wages
2018	2nd	Bosque	380	3,696	\$35,893,283	\$747
2017	4th	Bosque	383	3,692	\$35,434,253	\$738
2016	4th	Bosque	369	3,688	\$33,733,959	\$704
2018	2nd	Falls	279	3,227	\$29,402,791	\$701
2017	4th	Falls	281	3,196	\$30,920,276	\$744
2016	4th	Falls	285	3,122	\$30,430,814	\$750
2018	2nd	Hill	767	9,930	\$99,333,013	\$769
2017	4th	Hill	762	10,095	\$104,140,907	\$794
2016	4th	Hill	749	9,768	\$96,670,517	\$761
2018	2nd	Freestone	401	4,757	\$48,813,424	\$789
2017	4th	Freestone	400	4,852	\$51,488,270	\$816
2016	4th	Freestone	396	4,802	\$53,324,296	\$854
2018	2nd	Limestone	395	7,887	\$83,492,840	\$814
2017	4th	Limestone	393	7,637	\$77,793,939	\$784
2016	4th	Limestone	397	7,651	\$74,354,082	\$748
2018	2nd	McLennan	7,521	142,346	\$1,596,427,471	\$863
2017	4th	McLennan	5,307	112,798	\$1,328,423,465	\$906
2016	4th	McLennan	5,174	112,540	\$1,257,166,535	\$859
Source: Texas Workforce Commission TRACER 2						

TWC TRACER 2 data, found below in Table 5 – WSHOT Total Industries and Projections, shows the WSHOT workforce area, in 2016 had a total of 163,287 persons employed within 19 different industries. Overall, WSHOT's industries are projected to increase in employment by 19,992 to a total of 183,280 in annual average employment by 2026, which represents a growth rate of 10.91%. Both the Accommodation and Food Services and the Construction industries project the largest growth increase of 26.0% and 22.1%, respectively, by the year 2026.

The industries of Self-Employed Workers, All Jobs, Education Services, Manufacturing and Private & Public, Health Care & Social Assistance, depict the largest industry employers in the Heart of Texas region. Together these four industries, in 2016, employed 78,402 persons or 48.01% of the total annual average employed in the WSHOT workforce area. Furthermore, these industries are also projected to increase by 8,817 annual average employees by the year 2026. Lastly, the Information industry, within the WSHOT workforce area, is projected to decrease in

annual average employment by the year 2026.

Table 5 – WSHOT Total Industries and Projections

Industry Code	Industry Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026
N/A	Self Employed Workers, All Jobs	22,632	24,742	2,110	9.3
11	Agriculture, Forestry, Fishing and Hunting	654	706	52	8
21	Mining, Quarrying, and Oil and Gas Extraction	1,282	1,447	165	12.9
23	Construction	8,584	10,482	1,898	22.1
31-33	Manufacturing	18,264	20,006	1,742	9.5
22	Utilities	1,172	1,241	69	5.9
42	Wholesale Trade	5,294	5,916	622	11.7
44-45	Retail Trade	15,823	17,259	1,436	9.1
48-49	Transportation and Warehousing	3,959	4,448	489	12.4
51	Information	1,218	1,174	-44	-3.6
52	Finance and Insurance	5,383	5,861	478	8.9
53	Real Estate and Rental and Leasing	2,053	2,272	219	10.7
56	Administrative and Support and Waste Management and Remediation Services	8,638	10,018	1,380	16
61	Educational Services	19,521	21,876	2,355	12.1
62	Health Care and Social Assistance	17,985	20,595	2,610	14.5
71	Arts, Entertainment, and Recreation	805	896	91	11.3
72	Accommodation and Food Services	13,086	16,493	3,407	26
81	Other Services (except Public Administration)	5,037	5,427	390	7.7
N/A	Government, Except Postal Services, State and Local Education & Hospitals	11,897	12,420	523	4.4
	Total	163,287	183,279	19,992	
<b>Source: TWC Tracer 2</b>					

Occupations that work for WSHOT industry employers are classified under an occupational title and are given a Standard Occupational Code (SOC). Table 6 - WSHOT Total Occupations with

Projected Growth shows in 2016 that the largest number of annual average employment at 25,417, work in the Office & Administrative Support Occupations (43-0000) and are also projected to increase by 2,093 additional workers by 2026. In 2017, the Office & Administrative Support Occupations (43-0000) had a mean hourly wage of \$16.01 and a mean annual wage of \$33,294.

Table 6 also shows Production Occupations (51-0000), which primarily work in the Manufacturing Industry, had a mean hourly wage of \$17.00 in 2017, and are projected to increase by 8.6% (1,195 employees) by 2026. Food Preparation and Serving Related Occupations (35-0000) show the largest projected percentage growth at 24.5% and represents the largest growth in Total Annual Average Openings for the Heart of Texas workforce area. Transportation & Material Moving Occupations (53-0000) depicts a percentage of growth of 13.5% that equates to 1,292 additional workers for the region by the year 2026.

Table 6 - WSHOT Total Occupations with Projected Growth

Occ Code	Occupational Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026	Annual Exits from Workforce	Annual Transfers from Occupation	Annual Change in Employment (Growth)	Total Annual Openings	2017 Mean Hourly Wage	2017 Mean Annual Wage
11-0000	Management Occupations	6,101	6,927	826	13.5	189	317	83	589	\$49.87	\$103,729
13-0000	Business and Financial Operations Occupations	5,562	6,168	606	10.9	173	339	61	573	\$31.38	\$65,260
15-0000	Computer and Mathematical Occupations	2,129	2,452	323	15.2	42	110	32	184	\$32.92	\$68,469
17-0000	Architecture and Engineering Occupations	1,914	2,256	342	17.9	56	99	34	189	\$36.95	\$76,850
19-0000	Life, Physical, and Social Science Occupations	1,035	1,198	163	15.7	31	65	16	112	\$31.59	\$65,714
21-0000	Community and Social Service Occupations	2,961	3,379	418	14.1	127	208	42	377	\$22.45	\$46,686
23-0000	Legal Occupations	819	904	85	10.4	21	30	8	59	\$40.52	\$84,282
25-0000	Education, Training, and Library Occupations	11,959	13,645	1,686	14.1	523	516	169	1,208	\$23.61	\$49,105
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,422	2,674	252	10.4	104	149	25	278	\$23.61	\$49,103
29-0000	Healthcare Practitioners and Technical Occupations	7,951	9,070	1,119	14.1	224	219	112	555	\$35.84	\$74,549
31-0000	Healthcare Support Occupations	4,718	5,378	660	14.0	289	272	66	627	\$13.71	\$28,525
33-0000	Protective Service Occupations	3,552	3,747	195	5.5	148	182	20	350	\$20.09	\$41,796
35-0000	Food Preparation and Serving Related Occupations	12,959	16,137	3,178	24.5	1,112	1,364	318	2,794	\$10.42	\$21,667
37-0000	Building and Grounds Cleaning and Maintenance Occupations	5,751	6,539	788	13.7	375	390	79	844	\$11.06	\$23,000
39-0000	Personal Care and Service Occupations	6,370	7,377	1,007	15.8	526	450	101	1,077	\$10.41	\$21,650
41-0000	Sales and Related Occupations	16,099	17,443	1,344	8.3	1,035	1,299	134	2,468	\$17.23	\$35,833
43-0000	Office and Administrative Support Occupations	25,417	27,510	2,093	8.2	1,361	1,604	209	3,174	\$16.01	\$33,294
45-0000	Farming, Fishing, and Forestry Occupations	9,428	9,838	410	4.3	352	1,096	41	1,489	\$12.93	\$26,890
47-0000	Construction and Extraction Occupations	9,471	11,156	1,685	17.8	359	690	168	1,217	\$18.58	\$38,642
49-0000	Installation, Maintenance, and Repair Occupations	7,274	8,352	1,078	14.8	268	458	108	834	\$20.39	\$42,406
51-0000	Production Occupations	13,867	15,062	1,195	8.6	599	1,012	120	1,731	\$17.00	\$35,370
53-0000	Transportation and Material Moving Occupations	9,563	10,855	1,292	13.5	480	706	129	1,315	\$16.04	\$33,355
<b>Source: TWC Tracer 2</b>											

TWC TRACER 2 data below in Table 7 - WSHOT Number Employed with Mean Wage, Entry Wage and Experienced Wage. The data depicts entry wages per hour and per year as well as experienced wages per hour and per year. Furthermore, In year 2017, the mean wage per hours was \$20.07 and \$41,752 per year. The total number employed was 144,240 for the Heart of Texas region.

Table 7 - WSHOT Number Employed with Mean Wage, Entry Wage and Experienced Wage Wage Range

Year	Board Area	Number Employed	Mean Wage	Entry Wage	Exp. Wage
2017	Heart of Texas	144,240	\$20.07/hr., \$41,752/yr.	\$9.56/hr., \$19,885/yr.	\$25.33/hr., \$52,686/yr.
Source: Texas Workforce Commission TRACER 2					

Massachusetts Institute of Technology (MIT) provides an assessment of living wages by county level. WSHOT utilized the McLennan County Metropolitan Statistical Area (MSA) data to identify the living wage for the workforce area. Table 8 - WSHOT MSA Living Wage Estimates shows the living wage for a family that has one adult working and either one, two, or three children, must earn an hourly wage of \$20.79, \$24.37, and \$29.78, respectively, to earn a living wage.

Further, two adults with one adult working and either one, two or three children must earn an hourly wage of \$20.21, \$22.53, and \$25.09, respectively, to earn a living wage. Thus, if \$43.63% of the total workforce in 2015 made \$14.98 per hour or less, then many families did not make a living wage but rather would be classified as earning a poverty wage.

Table 8 - WSHOT MSA Living Wage Estimates

		1 Adult	1 Adult	1 Adult	2 Adults	2 Adults	2 Adults	2 Adults	2 Adults		2 Adults	2 Adults	2 Adults
					(1 Working)	(1 Working)	(1 Working)	(1 Working)	(1 Working)				
Hourly Wages	1 Adult	1 Child	2 Children	3 Children	(1 Working)	1 Child	2 Children	3 Children	1 Child*	2 Adults	1 Child	2 Children	3 Children
Living Wage	\$9.42	\$20.79	\$24.37	\$29.78	\$16.22	\$20.21	\$22.53	\$25.09	\$23.04	\$8.11	\$11.52	\$13.40	\$15.40
Poverty Wage	\$5.00	\$7.00	\$10.00	\$11.00	\$7.00	\$10.00	\$11.00	\$13.00		\$3.00	\$5.00	\$5.00	\$6.00
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25		\$7.25	\$7.25	\$7.25	\$7.25

Source: Massachutes Institute of Technology (<http://livingwage.mit.edu/counties/48309>)

Table 9 - WSHOT Annual Basic Expenses further demonstrates the estimated annual basic expenses and the required annual income needed to cover pay for the basic expenses. The table also depicts these amounts using the same family scenarios in Table 8. According to Table 9, a family that has one working adult and either one, two or three children must earn a required annual income before taxes of \$43,235, \$50,679, and \$61,835 to pay for basic expenses.

Thus, if 43.63% of the total workforce in 2015 made \$31,666 in annual wages of less, then many families are resorted to living paycheck to paycheck and have limited options for any incidentals or for placing monies into savings.



Table 9 - WSHOT Annual Basic Expenses

Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults (1 Working) Part Time) 1 Child*	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Food	\$3,011	\$4,431	\$6,652	\$8,834	\$5,521	\$6,864	\$8,844	\$10,776		\$5,521	\$6,864	\$8,844	\$10,776
Child Care	\$0	\$5,206	\$7,859	\$10,512	\$0	\$0	\$0	\$0		\$0	\$5,206	\$7,859	\$10,512
Medical	\$2,119	\$7,074	\$6,875	\$6,843	\$5,177	\$6,875	\$6,843	\$6,958		\$5,177	\$6,875	\$6,843	\$6,958
Housing	\$5,784	\$9,192	\$9,192	\$12,036	\$6,792	\$9,192	\$9,192	\$12,036		\$6,792	\$9,192	\$9,192	\$12,036
Transportation	\$4,290	\$8,467	\$9,593	\$11,299	\$8,467	\$9,593	\$11,299	\$11,405		\$8,467	\$9,593	\$11,299	\$11,405
Other	\$2,146	\$3,894	\$4,682	\$5,290	\$3,894	\$4,682	\$5,290	\$5,013		\$3,894	\$4,682	\$5,290	\$5,013
Required annual income after taxes	\$17,350	\$38,264	\$44,853	\$54,815	\$29,850	\$37,206	\$41,469	\$46,189		\$29,850	\$42,413	\$49,328	\$56,701
Annual taxes	\$2,254	\$4,971	\$5,826	\$7,120	\$3,878	\$4,833	\$5,387	\$6,000		\$3,878	\$5,509	\$6,408	\$7,365
Required annual income before taxes	\$19,603	\$43,235	\$50,679	\$61,935	\$33,728	\$42,040	\$46,856	\$52,189	\$47,922	\$33,728	\$47,922	\$55,736	\$64,067

Source: Massuchutes Institute of Technology (<http://livingwage.mit.edu/counties/48309>)

Data from TWC's Labor Market and Career Information was used to gather information for targeting industries and occupations. Industry projections from TWC's TRACER 2 ([www.tracer2.com](http://www.tracer2.com)) were used to identify growth rate and employment projections.

Community Input meetings that were held by WSHOT and employer surveys were conducted to gather additional input regarding the targeted industries and occupations within the Heart of Texas region. Community Input meeting attendees included employers, colleges, ISDs, Chambers of Commerce, Economic Development entities, and Local Unions. Both community meetings and employer surveys provided WSHOT with local wisdom regarding the targeted industries and occupations and provided information on occupations for which no state data was available.

Table 10 – WSHOT Targeted Industry Sectors and Targeted Industries below lists WSHOT's fourteen targeted 4-digit industries along with their corresponding eight industry sectors. The targeted industries in 2016, excluding the 4-digit codes of 3327, 3364 and 9993, for which there was no data available.. The targeted 4-digit coded industries, for which data is available, project to increase in employment by 12.56% or 3,309 new positions by the year 2026.

Table 10 - WSHOT Targeted Industry Sectors and Industries

Industry Sector	Industry Code	Industry Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026
Construction	2371	Utility System Construction	916	1,204	288	31.4
	2382	Building Equipment Contractors	2,283	2,750	467	20.5
Manufacturing	3273	Cement and Concrete Product Manufacturing	781	870	89	11.4



	3327	Machine Shop and Threaded Products Manufacturing	No Data Available			
	3364	Aerospace Product & Parts Manufacturing	No Data Available			
Transportation & Warehousing	4842	Specialized Freight Trucking	318	368	50	15.7
	4931	Warehousing and Storage	408	514	106	26.0
Professional & Business Services	5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	548	648	100	18.2
	5413	Architectural, Engineering, and Related Services	942	1,170	228	24.2
Education	6111	Elementary and Secondary Schools	11,805	13,100	1,295	11.0
Health Care	6221	General Medical and Surgical Hospitals	3,804	4,307	503	13.2
Other Services	8111	Automotive Repair and Maintenance	955	1,091	136	14.2
	8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance				
				278	325	47
Government	9993	Local Government, Excluding Hospital & Education	No Data Available			
Source: TWC Tracer 2						

WSHOT has targeted 27 occupations that work for multiple industries and that are primarily employed within the targeted industries. Table 11 – WSHOT Targeted Occupations lists the 27 occupations. The selected targeted occupations represent priority investment areas for the workforce area including Individual Training Accounts (ITAs), On-the-Job Trainings (OJTs), Work Experience, and other individualized services that lead to job placement.

Table 11 - WSHOT Targeted Occupations

Standard Occupational Classification (SOC)	Target Occupation Job Title (Name)	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)
51-4041	Machinists	293	341	48	16.4%	5	\$13	\$23
47-2073	Operating Engineers & Other Construction Equipment Operators	532	612	80	15.0%	8	\$13	\$21
51-4121	Welders, Cutters, Solderers, & Brazers	854	962	108	12.6%	11	\$13	\$20
49-9021	Heating, AC, & Refrigeration Mechanics & Installers	521	628	107	20.5%	11	\$13	\$22
49-3011	Aircraft Mechanics and Service Technicians	318	358	40	12.6%	4	\$14	\$30
15-1151	Computer User Support Specialists	529	599	70	13.2%	7	\$14	\$27
47-2152	Plumbers, Pipefitters, & Steamfitters	486	590	104	21.4%	10	\$14	\$23
31-9091	Dental Assistants	276	330	54	19.6%	5	\$14	\$19
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	390	449	59	15.1%	6	\$14	\$22
53-3032	Heavy & Tractor-Trailer Truck Drivers	2054	2290	236	11.5%	24	\$14	\$25
47-2111	Electricians	822	938	116	14.1%	12	\$15	\$28
33-2011	Firefighters	307	331	24	7.8%	2	\$16	\$24
49-9041	Industrial Machinery Mechanics	474	579	105	22.2%	10	\$17	\$32
51-1011	First-Line Supervisors of Production & Operating Workers	804	877	73	9.1%	7	\$17	\$33
33-3051	Police & Sheriff's Patrol Officers	890	970	80	9.0%	8	\$18	\$30
49-9051	Electric Power-Line Installers and Repairers	No Data Available					\$18	\$31

29-2061	Licensed Practical & Licensed Vocational Nurses	1221	1310	89	7.3%	9	\$18	\$24
29-1126	Respiratory Therapists	80	96	16	20.0%	2	\$20	\$28
29-1141	Registered Nurses	2144	2461	317	14.8%	32	\$23	\$35
11-1021	General & Operations Managers	1746	2025	279	16.0%	28	\$23	\$67
17-3023	Electrical & Electronics Engineering Technicians	No Data Available					\$25	\$32
29-2034	Radiologic Technologists	163	186	23	14.1%	2	\$27	\$30
25-2022	Middle School Teachers, Ex Special/ Career/ Technical Ed	1045	1178	133	12.7%	13	No Data Available	
25-2031	Secondary School Teachers, Ex Special/ Career/Technic al Ed	1825	2060	235	12.9%	24	No Data Available	
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	No Data Available						
49-2091	Avionics Technicians	No Data Available						
51-2011	Aircraft Structure, Surfaces, Rigging and Systems Assemblers	No Data Available						

#### 4. A list of the in-demand industry sectors and occupations

##### Board Response:

WSHOT's in-demand occupations were selected based on projected growth, fastest growth, and adding the most jobs as projected by TWC's labor market data. The In-demand occupations align with WSHOT's targeted industries including:

- Professional & Technical Services
- Healthcare
- Construction
- Transportation & Warehousing
- Manufacturing
- Education

- Government and
- Other Services

Other targeted industries for the in-demand occupations for the WSHOT's workforce area include Retail Trade, Accommodations & Food Service, and Wholesale Trade industries.

Selected in-demand occupations primarily work for the eight industries and are listed below in Table 12 - WSHOT In-Demand Occupations. WSHOT's in-demand occupations are entry-level occupations that have the highest opportunity for job placement. WSHOT's community collaborative initiatives include the development of an employer-driven, workplace-ready skills training program that is directed and supported by a consortium of area employers and is focused on the workforce skill needs of existing businesses who hire entry-level workers.

Table 12: WSHOT In-Demand Occupations

<b>SOC</b>	<b>In-Demand Occupation</b>	<b>Annual Average Employment 2016</b>	<b>Annual Average Employment 2026</b>	<b>Number Change 2016-2026</b>	<b>Percent Growth 2016-2026</b>
49-3021	Auto Body & Related Repairers	162	189	27	16.7
49-3023	Auto Service Technicians & Mechanics	730	835	105	14.4
53-3022	Bus Drivers, School or Special Client	591	681	90	15.2
41-2011	Cashiers	4,957	5,060	103	2.1
39-9011	Childcare Workers	1,508	1,699	191	12.7
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	4,552	6,054	1,502	33.0
47-2061	Construction Laborers	2,051	2,445	394	19.2
43-4051	Customer Service Representatives	4026	4816	790	19.6
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	5,394	5,609	215	4.0
41-1011	First-Line Supervisors of Retail Sales Workers	2,277	2,502	225	9.9
53-7051	Industrial Truck and Tractor Operators	805	936	131	16.3
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,191	2,483	292	13.3
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,696	1,954	258	15.2
49-9071	Maintenance & Repair Workers, General	1434	1627	193	13.5
31-9092	Medical Assistants	550	690	140	25.5

43-6013	Medical Secretaries	948	1160	212	22.4
31-1014	Nursing Assistants	2013	2209	196	9.7
43-9061	Office Clerks, General	4,266	4,428	162	3.8
51-9111	Packaging and Filling Machine Operators & Tenders	1,056	1,228	172	16.3
39-9021	Personal Care Aides	2,786	3,331	545	19.6
41-2031	Retail Salespersons	4,142	4,622	480	11.6
43-5081	Stock Clerks and Order Fillers	1,852	2,087	235	12.7
51-2092	Team Assemblers	1,881	2,091	210	11.2
35-3031	Waiters and Waitresses	2,324	2,869	545	23.5

#### 5. A list of the target industry sectors and occupations.

#### Board Response:

WSHOT's Targeted Industry Sectors and Industries are listed below in Table 13. These industries are major industries within the Heart of Texas region with projected growth in the region. WSHOT has targeted 27 targeted occupations. These occupations are listed in Table 14: WSHOT Targeted Occupations

Table 13: Targeted Industry Sectors and Industries

Industry Sector	Industry Code	Industry Title
Construction	2371	Utility System Construction
	2382	Building Equipment Contractors
Manufacturing	3273	Cement and Concrete Product Manufacturing
	3327	Machine Shop and Threaded Products Manufacturing
	3364	Aerospace Product & Parts Manufacturing
Transportation & Warehousing	4842	Specialized Freight Trucking
	4931	Warehousing and Storage
Professional & Business Services	5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services
	5413	Architectural, Engineering, and Related Services
Education	6111	Elementary and Secondary Schools
Health Care	6221	General Medical and Surgical Hospitals
Other Services	8111	Automotive Repair and Maintenance
	8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance
Government	9993	Local Government, Excluding Hospital & Education

Table 14: WSHOT Targeted Occupations

Standard Occupational Classification (SOC)	Target Occupation Job Title (Name)	Standard Occupational Classification (SOC)	Target Occupation Job Title (Name)
49-3011	Aircraft Mechanics and Service Technicians	53-3032	Heavy & Tractor-Trailer Truck Drivers
51-2011	Aircraft Structure, Surfaces, Rigging and Systems Assemblers	49-9041	Industrial Machinery Mechanics
49-2091	Avionics Technicians	29-2061	Licensed Practical & Licensed Vocational Nurses
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	51-4041	Machinists
15-1151	Computer User Support Specialists	25-2022	Middle School Teachers, Ex Special/Career/Technical Ed
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	47-2073	Operating Engineers & Other Construction Equipment Operators
31-9091	Dental Assistants	47-2152	Plumbers, Pipefitters, & Steamfitters
49-9051	Electric Power-Line Installers and Repairers	33-3051	Police & Sheriff's Patrol Officers
17-3023	Electrical & Electronics Engineering Technicians	29-2034	Radiologic Technologists
47-2111	Electricians	29-1141	Registered Nurses
33-2011	Firefighters	29-1126	Respiratory Therapists
51-1011	First-Line Supervisors of Production & Operating Workers	25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed
11-1021	General & Operations Managers	51-4121	Welders, Cutters, Solderers, & Brazers
49-9021	Heating, AC, & Refrigeration Mechanics & Installers		

6. An analysis of the knowledge and skills needed to meet the employment needs in the region, including employment needs in-demand sectors and occupations.

**Board Response:**

WSHOT extrapolated the top five knowledge and top five skills from O-Net for the 27-targeted occupations. The top five knowledge and skills were grouped to assess and analyze the number of times the frequency of occurrence of specific knowledge and skill requirements were in common for the 27-targeted occupations. Table 15 below details the frequency of occurrence of common Knowledge and Skills for the 27 WSHOT Targeted Occupations. Analysis of the primary knowledge and skills profile reveals:

- For the majority of occupations, employers require the employee to have monitoring skills;
- The top common required skills for the targeted occupations include critical thinking, speaking, reading comprehension, active listening, time management, and coordination skills;
- Most all of the targeted occupations require knowledge of the English language; and
- Other knowledge areas that were important to employers included customer and personal service, computers and electronics, and mathematics knowledge.

Table 15 - Knowledge and Skills Frequency of Occurrence for WSHOT 27 Target Occupations

Knowledge	Frequency of Occurrence	Skills	Frequency of Occurrence
English Language	36	Monitoring	38
Customer and Personal Service	33	Critical Thinking	37
Computers and Electronics	23	Speaking	36
Mathematics	23	Reading Comprehension	35
Mechanical	23	Active Listening	34
Public Safety and Security	22	Time Management	32
Education and Training	19	Coordination	31
Administration and Management	16	Judgment and Decision Making	29
Clerical	14	Complex Problem Solving	28
Engineering and Technology	13	Active Learning	26
Design	11	Operation Monitoring	21
Production and Processing	11	Quality Control Analysis	20
Psychology	10	Social Perceptiveness	20
Medicine and Dentistry	8	Service Orientation	19
Building and Construction	7	Writing	19
Physics	7	Operation and Control	18
Biology	6	Equipment Maintenance	16
Chemistry	6	Instructing	16
Law and Government	5	Troubleshooting	16
Personnel and Human Resources	5	Repairing	14
Sociology and Anthropology	5	Learning Strategies	11
Telecommunications	5	Systems Analysis	10
Therapy and Counseling	3	Equipment Selection	9
Transportation	3	Management of Personnel Resources	9
Communications and Media	2	Persuasion	8

WSHOT staff attend a variety of community events and continuously interact with a number of organizations such as Chambers of Commerce, Economic Development Organizations, Society of Human Resource Managers (SHRM), educators, local governments, and many other community groups. These groups provide an array of information and relationships necessary to get an overall perspective of the employer and job seeker needs in the Heart of Texas region.

As of recent, WSHOT held community input meetings with stakeholders such as independent school districts (both rural and urban), the Education Service Center Region 12, chambers of commerce, economic development entities and employers to gain feedback about the skills (both technical skills and soft skills) that job seekers need in order to meet employer expectation. Additional employers were also surveyed in order to gain additional feedback and to validate the results gathered from the community input meetings.

Furthermore, regional employers also voice opinions on job seeker needs based on their interactions with potential employees during interviews, job fairs, and other community events. This information is gathered and utilized to design effective service delivery strategies, one of which is to offer relevant pre-vocational training on demand.

Among some of the needs employers have consistently identified are the need for applicants to be job ready, have well written resumes that show work experience, have good interview communication skills that show the applicant has the appropriate critical thinking, and soft skills required for the job. Employers also express the need for applicants to have training on workplace ethical behavior, have good working customer and co-worker skills and have experience working in teams. In addition, more employers are requiring the applicant to have basic computer and technology knowledge and skills, which, sometimes is challenging for the older working population.

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

**Board Response:**

According to TWC's SOCRATES data in 2008-2012, 19.2% of WSHOT's workforce area population had less than a high school diploma and when compared to the state of Texas at 19.3%, the area was slightly lower. The workforce area population in this same period had 30.1% of the population holding a high school diploma, which was higher than the state at 25.3%.

WSHOT's workforce area's easy access to education training providers including several community colleges, several four-year-degree programs serving universities, and a technical college, have contributed significantly to the 50.6% of the population having higher education degrees, as shown in Table 16 below.



Table 16 - WSHOT Total Population Educational Attainment

Educational Attainment	Count	Area	Statewide
		Percent	Percent
Less than 9th Grade	17,274	7.9	9.7
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	24,855	11.3	9.6
H.S. graduate (inc. equiv.)	66,141	30.1	25.3
Some college, no degree	51,447	23.4	22.8
Associate Degree	18,028	8.2	6.4
Bachelor's Degree	27,987	12.8	17.5
Graduate or Prof. Degree	13,530	6.2	8.7
Source: TWC SOCRATES 2008-2012			

The educational attainment projections for 2015 – 2025, for WSHOT's population 25 years of age and older shown in Table 17 below, are based on modeled data. The modeling data for the WSHOT workforce area projects the 25 years and older population having less than a high school diploma will increase by 5,128 persons by the year 2025. The projected 2025 increase will represent 20.65% or 49,062 of the primary working age group – 25 years and older having less than a high diploma. WSHOT area data also shows a projected 30% increase in the number of the total population that have a high school diploma in 2015.

Table 17 - WSHOT Educational Attainment for 25 and Older Population

Education Level	2015 Population 25 Years and Older	2025 Population 25 Years and Older	2015 % of Population 25 Years and Older	2015 State % Population 25 Years and Older
Less Than 9th Grade	25,241	31,381	11%	12%
9th Grade to 12th Grade	18,693	17,681	8%	7%
High School Diploma	68,481	71,712	30%	25%
Some College	52,842	54,706	23%	22%
Associate's Degree	18,080	18,197	8%	7%
Bachelor's Degree	28,214	29,041	12%	18%
Graduate Degree and Higher	14,241	14,843	6%	9%
	225,791	237,561	100%	100%

Source: EMSI

WSHOT's workforce region has a diversity of 25 years and older population. Table 18 below, shows the greatest majority of persons having less than a high school diploma in 2015 at 18,870 was held by White, Hispanics. In addition, the data shows a large number of White, Non-Hispanics at 16,225 of the population ages 25 and older having less than a high school diploma.

Table 18 - WSHOT Educational Attainment Population 25 and Over by Race/Ethnicity

Race/Ethnicity	2015 Population	2025 Population	2015 Less Than High School	2015 High School Diploma	2015 College Degree
White, Non-Hispanic	148,654	150,631	16,225	84,497	47,932
Black, Non-Hispanic	29,233	31,514	6,121	17,549	5,563
American Indian or Alaskan Native, Non-Hispanic	825	961	275	439	111
Asian, Non-Hispanic	2,435	2,958	456	715	1,264
Native Hawaiian or Pacific Islander, Non-Hispanic	118	149	21	65	32
Two or More Races, Non-Hispanic	1,770	1,919	313	988	469
White, Hispanic	39,348	45,428	18,870	15,718	4,759
Black, Hispanic	1,077	1,314	523	427	126
American Indian or Alaskan Native, Hispanic	1,427	1,606	692	565	170
Asian, Hispanic	255	283	123	101	31
Native Hawaiian or Pacific Islander, Hispanic	95	113	45	38	12
Two or More Races, Hispanic	554	684	270	219	65
	225,791	237,561	43,933	121,323	60,535

Source: EMSI

TWC's Work-In-Texas job search database allows the collection of education levels by age for job seekers looking for work in respective workforce board areas. On December 5, 2016, WSHOT took a snap shot of all job seekers that were actively looking for work in the Heart of Texas workforce service area and combined the totals with unique non-active job seekers who registered in the system within the last three years, which is shown in Table 19. The snapshot shows 31,743 or 83.32% of the registered job seekers had a high school diploma or higher education. The snapshot also shows 6,352 job seekers that have less than a high school diploma, with the highest number of job seekers (1,641) with having less than a high school diploma, falling in the 24-33 years of age category.

Table 19 - WSHOT Work-In-Texas Active and Inactive Job Seekers Age and Education Levels

Education Level of Job Seekers Active and Inactive	14-23	24-33	34-43	44-53	54-63	64-73	74-83	Grand Total	
0- Not Completed First Grade	14	30	36	32	42	27	6	187	
1- First Grade				5	9		1	15	
2- Second Grade	1			4	10	8		23	
3- Third Grade		1	4	20	28	3	2	58	
4- Fourth Grade	1	2	6	17	23	6		55	
5- Fifth Grade	4	5	1	21	14	8	2	55	
6- Sixth Grade	6	23	37	107	103	20	2	298	
7- Seventh Grade	2	21	27	39	19	8	1	117	
8- Eight Grade	40	86	84	77	61	18	5	371	
9- Ninth Grade	132	296	289	210	115	25	7	1074	
10- Tenth Grade	252	425	339	256	151	32	6	1461	
11- Eleventh Grade	632	752	538	399	256	50	11	2638	16.68%
12- HS Diploma/GED	2018	3780	2981	2591	2091	607	121	14189	
13- One Year College, Technical or Vocational School	526	1564	1131	887	617	201	25	4951	
14- Two Years College, Technical or Vocational School	274	1197	1155	871	729	228	35	4489	
15- Associates Degree	74	609	568	455	395	91	10	2202	
16- Three Years College, Technical or Vocational School	88	548	475	357	294	110	13	1885	
17- Bachelors Degree	87	808	695	682	540	226	26	3064	
18- Masters Degree	5	151	172	196	194	85	12	815	
19- Doctoral Degree	2	43	35	29	22	16	1	148	
Total High School and Higher Education	3074	8700	7212	6068	4882	1807	243	31743	83.32%
<b>Grand Total</b>	<b>4158</b>	<b>10341</b>	<b>8573</b>	<b>7255</b>	<b>5713</b>	<b>1769</b>	<b>286</b>	<b>38095</b>	

Source: Texas Workforce Commission WorkInTexas December 5, 2016

Table 20 below shows the unemployment rate, the number of unemployed and the labor force for years 2016 and 2017 and for October of 2018. The unemployment rate for October 2018 is 3.4 a decrease from both year 2017 and 2016. In addition, the data further demonstrates that the number of unemployed has also decreased for the same time periods. Furthermore, the labor force has increased since year 2016.

Table 20 – WSHOT Unemployment Rate and Labor Force 2016, 2017 and 2018

Year	Period	Labor Force	Unemployment	Unemployment Rate
2018	Oct.	164,760	5,581	3.4
2017	Annual	164,062	6,661	4.1
2016	Annual	161,610	6,840	4.2

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

needs of employers.

**Board Response:**

Workforce Solutions for the Heart of Texas' 27-targeted occupations all require at a minimum, a high school diploma or equivalent. According to TWC SOCRATES data, WSHOT's workforce area in 2008-2012 had 19.2% or 42,129 of the total population having less than a high school diploma.

The modeling data for the WSHOT's workforce area projects the 25 years and older population having less than a high school diploma, to increase by 5,128 persons by the year 2025. The projected 2025 increase will represent 20.65% or 49,062 of the primary working age group – 25 years and older having less than a high diploma.

The number of employed in the WSHOT's workforce area earning less than \$15.00 per hour (\$8.25-\$14.98) was estimated at 43.63% or 71,310 of the 163,450 estimated total employed in the local labor force.

WSHOT's MSA data shows the living wage for families that have one adult working and one to three children, would have to make at least \$20.79 - \$24.37 in wages to be able to afford essential needs. Further, two adults with one to 3 children and one adult working would need to make at least \$20.21 - \$25.09 in wages to pay for basic needs. WSHOT's area data also estimates two adults working with one to three children would need an estimated wage range from \$11.52 - \$15.40, to afford basic needs.

Job seekers lack skills - employers have consistently identified the need for applicants to be job ready, have well written resumes that show work experience, have good interview communication skills that show the applicant has the appropriate critical thinking and soft skills required for the job. Employers also express the need for applicants to have training on workplace ethical behavior, have good working with customer and co-worker skills and have experience working in teams. In addition, more employers are requiring the applicant to have basic computer and technology knowledge and skills, which, sometimes is challenging for the older working population.

When looking at the average annual number of 160,500 persons employed in the labor force in 2014, compared to the 158,665-annual employed in 2015, and the 160,170-annual employed in 2016, the area's overall labor force shows a slight decrease within the last three years. In addition, there has been a slight fluctuation between 159,522 – 162,050 of overall persons employed in the WSHOT workforce area between January 2014 and October 2016.

WSHOT workforce region's community partners have a history of strong collaboration on initiatives that provide the area with a stable industry base that bring opportunity for job seekers. WSHOT's targeted industries align with the initiatives and economic incentives, training, and industries targeted by the Greater Waco Chamber of Commerce, the Central Texas Literacy Coalition, Hill College, Navarro College, McLennan Community College, Texas State Technical College, and Baylor University.

- WSHOT participated in the development of a report about the McLennan County

Metropolitan Statistical Area, including the largest city – Waco. The report was developed by the UpJohn Institute and commissioned by the City of Waco Economic Development Corporation. The UpJohn Institute Report provided recommendations including the implementation of an employer-driven workplace readiness skills training program to address the limited education, training and skills required for employment. The report also recommended that employers and education institutions be brought together to communicate skill needs to better facilitate the training pipeline to employment. The report also recommended the need to address workplace transportation barriers, and the need to develop clear education pathways and strategies for completion of training. In addition, the report strongly encouraged an area focus on access and quality of childcare and preschool options with the goal that all children who enter kindergarten are ready academically and socially.<sup>1</sup>

- WSHOT is a partner of a collective impact initiative that focuses on 1) Common Agenda; 2) Shared Measurements; 3) Mutually Reinforcing Activities; 4) Continuous Communication; and 5) Works to address issues facing the Greater Waco community in the areas of Education, Health, and Financial Security. The backbone organization of this initiative is Prosper Waco, a 501(c)3 non-profit organization, who work with community partners to align and leverage resources and programs to build collaborative strategies for achieving measurable goals. Prosper Waco and community partners are currently working on collaborative and partner-led projects, along with supporting and facilitating collaborative grant applications to capture resources for the community.<sup>2</sup>
- The Central Texas Literacy Coalition is a dedicated volunteer-driven non-profit 501(c)3 organization that promotes awareness of adult literacy and serves as a clearinghouse for literacy providers for academic and personal enrichment of citizens in the Heart of Texas Service.<sup>3</sup> Scholarship funds provided by the coalition helped GED students secure funding to participate in CNA training at local colleges. Furthermore, training addressed the needs of employers in the region and assisted those with barriers to employment increase their opportunity for training.
- Area Reach Out & Read program trains doctors and nurses to help parents understand the importance of reading with their children and provides bilingual books to parents when they bring their child to the doctor for a well-child appointment. Reach Out and Read is an evidence-based program proven to increase the frequency with which parents read to their children, which in turn increases children's school readiness.<sup>4</sup>
- Project Link is a multi-year, \$1 million grant funded by the Rapoport Foundation, which aims to bridge the gap between high school graduation and post-secondary enrollment/completion by placing success coaches at three high schools, McLennan Community College (MCC) and Texas State Technical College (TSTC). These success

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<sup>1</sup> <http://www.prosperwaco.org/wp-content/uploads/Upjohn-Report-May-2014.pdf>

<sup>2</sup> <http://www.prosperwaco.org>

<sup>3</sup> <http://www.prosperwaco.org>

<sup>4</sup> <https://ctlconline.wordpress.com/about/>

coaches work with cohorts of students entering the ninth grade until they graduate from MCC or TSTC by providing support in areas such as tutoring, financial aid, finding the right college, time management and much more. The collaborative team behind Project Link is working to develop a model of support for college completion that can be made available to all students in McLennan County. The success of this program will directly influence postsecondary completions rates in education and double the percentage of economically disadvantaged students who complete a workforce certificate or college degree.<sup>5</sup>

- Wagner-Peyser funding and TWC Self Sufficiency funding secured in the Heart of Texas region helped to meet the needs of employers. Wagner-Peyser funding granted to Skillpoint Alliance provided training to individuals in the areas of Certified Nurse Assistant (CNA), HVAC, plumbing, electrical and machine operation. The training programs are full-time and offer students hands-on experiential learning and soft skills education that prepares individuals to be successful on the job.<sup>6</sup> TWC Self-Sufficiency grant training funds provided to Economic Opportunities Advancement Corporation (EOAC) aided in meeting employer demand and targeted training and employment opportunities to allow adult Temporary Assistance for Needy Families (TANF) recipients as well as those individuals at risk of becoming dependent on public assistance to become self-sufficient.
- Waco's Family Abuse Center is the lead agency for a state-funded grant to reduce child abuse and neglect by increasing community supports to parents of young children. The grant—Healthy Outcomes through Prevention and Early Support (HOPES)—provides resources to increase the quality parenting education capacity. Through the grant, two additional staff worked directly with parents through its Parents as Teachers program. Family Abuse Center also offers Parents as Teachers training and support. Parents as Teachers is an evidence-based home-visiting model that not only reduces child abuse but increases children's school readiness. Another aspect of the HOPES grant is the creation of a coalition of agencies serving parents and children who will meet regularly to identify strategies for preventing child abuse before it occurs by educating families and providing support services to those children and families that are at risk.<sup>7</sup>
- WSHOT operates the YES! Youth Employment Solutions initiative to increase awareness among high school student, parents, teacher and counselors about careers and education, and to promote entry into in-demand training and occupations. The initiative currently has two components, the YES! website and the YES! Expo. The YES! website focuses on bringing awareness to careers within industries that are in-demand and the occupations within those industries. The YES! Expo is the premiere career exploration event for youth in the area and is a partnership between Education Service Center Region 12, McLennan Community College, KWTX-TV, Texas State Technical College and WSHOT. In addition to its partners, the YES! works closely with regional chambers of commerce, economic development entities, post-secondary institutions, and major employers like Coca-Cola

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<sup>5</sup> <http://www.prosperwaco.org/million-dollar-grant-awarded-to-prosper-waco-for-project-link/>

<sup>6</sup> <http://www.prosperwaco.org/million-dollar-grant-awarded-to-prosper-waco-for-project-link/>

<sup>7</sup> [www.familyabusecenter.org/](http://www.familyabusecenter.org/)



Refreshments, L-3 Communications and Caterpillar to address the needs of employers by educating the future workforce about the career opportunities in the Heart of Texas region.

- The Fairfield Industrial Development Corporation (FIDC) initially purchased the Fairfield Career and Technical Training Center in Fairfield to address the need for skills training and economic development. Through combined efforts, the Fairfield Industrial Development Corporation (FIDC), the City of Fairfield, Navarro College, and Workforce Solutions for the Heart of Texas, the training center began offering incumbent and new worker training to address the needs of employers. Today, the center is operated by Navarro College and offers technical training in welding, industrial technology, certified nurse aid, and provides dual credit for training in welding and industrial technology to Teague High School students. Students that continue post-secondary studies will be able to apply dual credit hours earned at Teague High School towards an associate degree.<sup>8</sup>

WSHOT targeted industries align with the Greater Chamber of Commerce Strategic Plan, which identifies the same target industries including Advanced Manufacturing, Aerospace and Defense, Supply Chain Management (Transportation and Warehousing), Professional and Financial Services, and Health Care.

A sampling of recent initiatives and economic incentives that have impacted and supported local major manufacturing, transportation and warehousing, and aerospace/aviation employers in expanding production or increasing their employee base include:

- Coca-Cola Refreshments received a tax abatement incentive for the expansion investment of \$13.3 million for a new blow-molding line for in-house production of bottles within its facility in the Texas Central Park. The facility will retain 327 permanent, full-time positions. In addition, Waco Coca-Cola received a \$681,114 grant from the Texas Workforce Commission to provide employees with customized job training from Texas State Technical College instructors. The training will upgrade 235 jobs and create 42 jobs at the Waco Coca-Cola plant. Upon completion of training, workers will receive an average wage of \$21.36 an hour.<sup>9</sup>
- Through the Waco-McLennan County Economic Development Corporation fund, the city and county have awarded Caterpillar \$2.2 million in incentives to locate and expand the company. In addition, the Waco Industrial Foundation made 103 acres of prime land available to the company. Caterpillar has about 500 people on its local payroll.<sup>10</sup>
- Allergan will spend \$200 million to expand its Waco plant over the next four years, a move that will more than double its capacity to produce eye care and dermatological products. The expansion will allow a creation of 250 more jobs. The company is working with local

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<sup>8</sup> <http://www.navarrocollege.edu>

<sup>9</sup> [http://www.wacotrib.com/news/business/tstc-partners-with-waco-coca-cola-plant-for-job-training/article\\_9be2adda-199a-5319-a818-5f839850abf9.html](http://www.wacotrib.com/news/business/tstc-partners-with-waco-coca-cola-plant-for-job-training/article_9be2adda-199a-5319-a818-5f839850abf9.html)

<sup>10</sup> [http://www.wacotrib.com/news/business/caterpillar-with-plants-in-waco-wants-to-send-heavy-equipment/article\\_645eac11-718f-5e19-b351-dec685216d24.html](http://www.wacotrib.com/news/business/caterpillar-with-plants-in-waco-wants-to-send-heavy-equipment/article_645eac11-718f-5e19-b351-dec685216d24.html)

stakeholders and partners to identify economic incentive support options for the expansion.<sup>11</sup>

- Time Manufacturing makes Versalift equipment used in telephone and power line maintenance. Time Manufacturing has quadrupled its business in the past decade to become a \$200 million company employing 421 people in its main Waco plant and is expanding its facility to increase local production. The company is also receiving local economic incentives to support their expansion.<sup>12</sup>
- Mars Chocolate North America local plant employs between 300 and 600 people and is spending \$11.7 million to give the local facility an upgrade that will include a \$4 million machine to wrap food in chocolate.<sup>13</sup>
- Owens-Illinois completed \$74 million in total capital investments, including \$46 million in personal property improvements, and created 70 new full-time positions. The company will continue capital investments of more than \$19 million in 2015 and more than \$13 million in 2016.<sup>14</sup>
- TSTC partners with L-3 Communications Integrated Systems and the Waco Independent School District for the Aviation Career Education program. TSTC Waco also includes an Aerospace Center, which is located on the 2-million-square-foot apron of TSTC's Industrial Airport. They also deliver five high-demand aerospace programs: Air Traffic Control Technology; Aircraft Pilot Training Technology; Aviation Maintenance Technology; Avionics Technology; and Drafting and Design Technology.<sup>15</sup>
- Greater Waco Advanced Manufacturing Academy (GWAMA) offers advanced technical and manufacturing training for high school students. Attendees of the academy expect to leave the academy at one of the following three exit points: Students exiting immediately out of the academy and high school will hold a high school diploma and a skills certificate in a combination welding or in other advanced manufacturing certificate provided through TSTC – Waco. Students wanting to continue with their post-secondary studies have the ability to take their dual credit hours earned during their two-years at GWAMA and apply them towards an associate degree. Students may continue toward additional degrees and advanced skill certificates in advanced manufacturing.<sup>16</sup>

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<sup>11</sup> [http://www.wacotrib.com/news/business/allergan-plans-m-expansion-creating-jobs-in-waco/article\\_d5bd0ae4-f12f-5439-928c-8e12f1fd52b4.html](http://www.wacotrib.com/news/business/allergan-plans-m-expansion-creating-jobs-in-waco/article_d5bd0ae4-f12f-5439-928c-8e12f1fd52b4.html)

<sup>12</sup> [http://www.wacotrib.com/news/business/time-manufacturing-in-line-for-incentives-for-jobs-million-expansion/article\\_d2a8fe78-1efe-56c3-8162-791f6e7fd02d.html](http://www.wacotrib.com/news/business/time-manufacturing-in-line-for-incentives-for-jobs-million-expansion/article_d2a8fe78-1efe-56c3-8162-791f6e7fd02d.html)

<sup>13</sup> [http://www.wacotrib.com/news/business/waco-s-mars-chocolate-plant-not-hurt-by-kansas-newcomer/article\\_edeb6b0dc-b658-5d37-82d3-21c8b1145e9e.html](http://www.wacotrib.com/news/business/waco-s-mars-chocolate-plant-not-hurt-by-kansas-newcomer/article_edeb6b0dc-b658-5d37-82d3-21c8b1145e9e.html)

<sup>14</sup> [http://www.wacotrib.com/news/business/county-approves-in-incentives-for-glass-plant-upgrades/article\\_6e63a449-4ae3-58c1-ab8d-d0502fdd5899.html](http://www.wacotrib.com/news/business/county-approves-in-incentives-for-glass-plant-upgrades/article_6e63a449-4ae3-58c1-ab8d-d0502fdd5899.html)

<sup>15</sup> <http://www.tstc.edu/programs/AircraftAirframeTechnology>

<sup>16</sup> [http://www.wacotrib.com/opinion/editorials/editorial-prosper-waco-gathering-shows-our-community-at-its-very/article\\_da3ec3fd-5d54-519f-a1e2-c81b5333ca22.html](http://www.wacotrib.com/opinion/editorials/editorial-prosper-waco-gathering-shows-our-community-at-its-very/article_da3ec3fd-5d54-519f-a1e2-c81b5333ca22.html)



## Part B: Operational Elements

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

### Board Response:

WIOA authorizes and brings together the following core programs of federal investment under the workforce system:

- Employment and training services for adults, dislocated workers and youth;
- Wagner-Peyser employment services;
- Adult education and literacy programs; and
- Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment.

Employment and training services for adults, dislocated workers, and youth are provided to the community by Workforce Solutions for the Heart of Texas (WSHOT) via contracted service providers. Core programs under direct oversight of the Heart of Texas Workforce Development Board, Inc. include:

- Workforce Investment and Opportunity Act (WIOA)
  - Adult
  - Dislocated Worker
  - Youth
- Temporary Assistance to Needy Families (TANF)
- Temporary Assistance to Needy Families Non-Custodial Parent (TANF NCP)
- Supplemental Nutrition Assistance Program (SNAP)
- Trade Adjustment Act (TAA)

**Coordination:** WSHOT coordinates service delivery with entities carrying out core programs as well as additional workforce programs, including:

- Wagner-Peyser Employment Services: WSHOT operates the program in adherence to the Texas Model, whereby Texas Workforce Commission Employment Services staff fall under direct supervision of the service provider contracted by WSHOT to operate the Workforce Centers.
- Adult Education and Literacy (AEL) Services: AEL services are provided to the WSHOT service area by McLennan Community College (MCC), under contract with the Texas Workforce Commission. WSHOT serves in an advisory role to MCC and engages in regional planning with AEL partners to align resources and facilitate co-enrollment of customers.

- **Vocational Rehabilitation:** WSHOT is engaged in joint planning activities with the Texas Workforce Solutions Division of Vocational Rehabilitation Services to identify opportunities for coordination of services and to develop joint service strategies that efficiently serve customers with disabilities leveraging partners' collective resources.
- **Partners Operating Additional Workforce Programs:** WSHOT also collaborates with partners operating workforce programs not considered core workforce programs but provide services complementary to core programs. Example partnerships include Heart of Texas Goodwill Industries, Heart of Texas P-20 Council, Texas Association for Partners in Education (TAPE), Greater Waco Advanced Manufacturing Academy, and Prosper Waco. *(Refer to responses #7 and #9 in Operational Elements for additional partners.)*

**Workforce System Services:** WSHOT operated core workforce programs, and AEL, Rehabilitative, and Employment Services partners comprise the workforce system, with the primary entry point being the service area's Workforce Centers. Services available at WSHOT Workforce Centers include both (1) basic career services, and (2) individualized career services. An overview of services offered is included in Table 21 below.

Table 21 – Workforce Center Services

<p>Labor exchange services include:</p> <ul style="list-style-type: none"> <li>• Job vacancies in labor market areas</li> <li>• Information on job skills necessary to obtain the jobs</li> <li>• Local, in-demand occupations and related earning potential</li> <li>• Opportunities for advancement in those occupations</li> </ul>
<p>Career services include:</p> <ul style="list-style-type: none"> <li>• Outreach, intake and orientation</li> <li>• Initial assessment</li> <li>• Labor exchange services</li> <li>• Eligibility for services</li> <li>• Referrals to programs</li> <li>• Performance and cost information</li> <li>• Information on unemployment insurance</li> <li>• Financial aid information</li> <li>• Follow-up services</li> </ul>
<p>Individualized services include:</p> <ul style="list-style-type: none"> <li>• Individual Employment Plan (IEP)</li> <li>• Career planning and counseling</li> <li>• Comprehensive assessment</li> <li>• Short-term prevocational services</li> <li>• Internship and work experience including transitional jobs and industry partnerships</li> <li>• Workforce preparation</li> </ul>

- Out-of-area job search
- English language acquisition
- Financial literacy

2. A description of how the Board will work with entities carrying out core programs to:

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

**Board Response:**

**2.a. Expand Access:** WSHOT is dedicated to providing quality service options to all residents in the Heart of Texas service area and works aggressively to remove barriers to access through (1) efficient deployment of technology, and (2) leveraging of community partnerships and initiatives.

Efficient deployment of technology: The WSHOT six-county Heart of Texas service area is comprised of a large population center, the City of Waco, and is surrounded by rural communities with extremely low population density. This dynamic poses challenges in providing consistent access to services via traditional brick and mortar Workforce Centers. To address this challenge, WSHOT has positioned [www.hotworkforce.com](http://www.hotworkforce.com) as a web-based information hub that is accessible 24/7. The website provides access to information regarding services available via the Workforce Centers, as well as a library of workshop content for customers to access remotely, on-demand including (1) *Adelante Success Skills Videos*, (2) *MoneySmart FDIC Financial Literacy Training* in English and Spanish, and (3) *Youth Employment Solutions (YES!) Initiative* trainings and resources.

The website is complemented by use of mapping to visualize job openings in the area and targeted social media campaigns to reach customers in a non-traditional setting. WSHOT utilizes the social media platforms, Facebook and Twitter, to provide information regarding services to job seekers and employers. These social media platforms provide WSHOT the ability to interact with customers virtually, removing constraints associated with geography and hours of operation.

Leveraging community partnerships and initiatives: WSHOT actively partners with agencies such as the Texas Veterans Commission and the Texas Workforce Solutions Division for Vocational Rehabilitation Services to improve access to workforce services for target groups. WSHOT staff also engages in the following initiatives and partnerships as opportunities to inform efficient service delivery design and/or to directly enhance system accessibility for populations with barriers to access.

- The Reintegration Roundtable meets monthly to discuss and address issues that are faced by ex-offenders that hinder successful reintegration into society. Members include, but are not

limited to, WSHOT, the City of Waco, the Waco Police Department, the District Attorney's Office, Texas State Technical College, McLennan County Adult Probation, McLennan County Sheriff's office, Hobbs Bonded Fibers, Waco Regional Baptist Association, the Cooper Foundation and a former offender.

- As partners of "Drop Back in to School", WSHOT promotes Waco's initiative of raising public awareness that it is never too late to come back to education. Partners include, but not limited to, Greater Waco Community Education Alliance, Faith Works, McLennan Community College, and Heart of Texas Goodwill Industries.
- McLennan County Youth Collaboration is the contracted WIOA Youth service provider, and is also operator of the Community in Schools Heart of Texas program. This unique relationship allows WSHOT to gain unique access through leveraged resources and school-based access points to assist in and out-of-school youth to become career and college ready.
- The Future Workforce Committee was developed to strengthen WSHOT's position in addressing the "workforce pipeline" issues and opportunities. Members include, but are not limited to, Texas State Technical College, Navarro College, Fairfield Economic Development Corporation, Hobbs Bonded Fibers, Insurance Licensing Services of America, and Little People's Learning Center. WSHOT coordinates the agenda for the Future Workforce Committee (FWC). The FWC's focus is strategic matters pertaining to industry needs and workforce education of youth. The FWC is comprised of three private employers, three two-year colleges, and an economic development corporation.

**2.b. Career Pathways and Co-enrollment:** WSHOT partners with regional education providers including McLennan Community College, Hill College, Navarro College, Texas State Technical College, Baylor University, and Independent School Districts (ISDs) to define Career Pathways that are relevant to the Heart of Texas economy and labor market. Partners coordinate to align and establish education and training programs along Career Pathways, with clear articulation between programs at partner institutions. WSHOT (1) provides critical labor market analysis, (2) leverages training and employment services to focus on priority Career Pathways, and (3) aligns employer engagement and labor exchange activities to identified critical Career Pathways.

WSHOT also leverages its relationship with Communities in Schools (CIS) of the Heart of Texas to improve awareness about Career Pathways among youth. CIS provides education and social support to students throughout the service region. MCYC, as the contracted service WIOA youth provider, is able to offer dropout recovery/retention, employment, and training services to eligible in-school and out-of-school youth in a manner fully integrated with operation of the CIS program providing continuity of messaging regarding Career Pathways.<sup>17</sup>

The collaborative Career Pathways effort aligns to goals of and coordinates with Prosper Waco, an *innovative approach* to community work that consolidates and builds upon the efforts of existing nonprofits and community leaders to measurably improve the lives of the people of the Greater Waco community.<sup>18</sup>

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<sup>17</sup> <http://www.cishot.org>

<sup>18</sup> <http://www.prosperwaco.org/about-prosper-waco/>

This collective impact model brings together key leaders and organizations in the areas of education, health and financial security to comprehensively (1) identify and quantify *challenges* facing our community, (2) articulate a shared *vision*, (3) establish measurable *goals*, (4) facilitate *implementation* of strategies to address each challenge, (5) *monitor progress* against each goal, (6) *share data and resources* necessary to accomplish collective goals, and (7) *engage* a broad spectrum of community partners, including recipients of services, in the design of its work. By encouraging collective impact strategies among leaders in city and county government, businesses, non-profits, healthcare, education, social services, foundations, and churches, Prosper Waco intends to build on and steadily increase the effectiveness of current efforts that address community challenges.

*Co-enrollment and leveraged resources:* Strong collaboration between the WSHOT workforce system and community partners creates co-enrollment and leveraged resource opportunities (1) among core workforce system programs, as well as (2) between WSHOT operated workforce programs and programs operated by community partners. WSHOT and contracted service providers have policy and procedures in place to promote use of multiple core program funding streams in servicing workforce system customers to maximize service options and supports. In addition, WSHOT has established strong referral relationships and conducted asset mapping to ensure opportunities for co-enrollment and leveraged resources with community partners are utilized. WSHOT engages in joint service delivery planning with several key regional agencies to ensure efficiency in serving joint customers, to include reducing redundancies in case management and assessment, and to avoid duplication of services.

## **2.c. Improve Access to Activities Leading to a Recognized Post-Secondary Credential:**

WSHOT works with regional partners in the design, development and execution of services with the vision of providing a highly valued workforce system that meets the economic demands of the Heart of Texas communities. Consistent with this approach, WSHOT strives to improve access to activities leading to a recognized postsecondary credential by:

- (1) Aligning employment and training resources under the direct supervision of the workforce system. WSHOT solicits training programs to apply to the TWC Eligible Training Provider System (ETPS) that result in industry-recognized credentials and certifications that are portable and/or stackable. WSHOT also works with ETPS training and education providers to encourage articulation of credit between providers to ensure customers of the system can progress along their education and Career Pathways. Workforce system staff are trained on the value and benefits of portable/stackable credentialing and long-term career planning to enable them to best advise their customers regarding training options.
- (2) Working in collaboration with Hill College, McLennan Community College, Navarro College, Texas State Technical College, and other area education and training providers to align service strategies. WSHOT leverages labor market analysis and data associated with identified in-demand and targeted occupations to encourage area education and training providers to establish programs that align to emerging careers in the labor market.
- (3) Promoting contextualized learning in Adult Education and Literacy (AEL) Services. WSHOT works with area AEL providers to encourage contextualized programs that promote vocational literacy. Where viable, WSHOT advises providers on opportunities to incorporate short-term credential attainment.

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

**Board Response:**

WSHOT emphasizes collaboration in developing strategies (1) to serve target populations and (2) to leverage WSHOT resources to enhance and extend the reach of services. The following are strategies in place to support these goals for target populations.

Veterans and spouses: In partnership with the Texas Veterans Commission (TVC), well-trained staff dedicated to meeting the unique needs of the veteran population and spouses are available to provide employment and training services. Veterans receive priority of service in all WSHOT Workforce Centers and for all applicable programs. In addition, WSHOT engages in complementary local and state initiatives to support the veteran population, and actively partners with state and local organizations, employers and educational institutions to increase awareness and support of veteran initiatives. WSHOT coordinates and manages the annual Red, White and You job fair, a hiring event targeting veterans. WSHOT also supports programs such as Skills for Veterans, through which veterans are outreached by the Veteran Employment Representative (VER) staff in the service area through direct phone contacts, job-posting contacts, mailing of WorkInTexas.com updates, emailing of information and through e-newsletters.

Individuals with disabilities: WSHOT is dedicated to providing outstanding services to individuals with disabilities and language barriers. WSHOT strives to provide services that are meaningful and accessible to all customers. Workforce Centers have expanded existing technology to enhance accessibility to services, resource rooms and self-service options for job seekers. Workforce Center resource rooms have adaptive equipment with access stations that include 19" wide screen monitors, hands-free mouse, video magnifier for printed materials (CCTV), portable assistive listening devices, text magnification and screen reading software.

Second Language (ESL): WSHOT is sensitive to the needs of customers English language learners. Forms and instructions are available in both English and Spanish and the website has a translation button. Signs are posted in Workforce Centers in both English and Spanish, asking customers if they require assistance due to limited English proficiency, and free interpreter services are offered if needed. WSHOT provides Vocational English as a Second Language (ESL), Adult Basic Education, and GED classes at its Workforce Centers.

WSHOT also focuses job-training efforts, including ESL, on industries that provide high-skill, high-wage jobs (based on local labor market analysis) that meet WSHOT established self-sufficiency wages. Job training is correlated to employment that provides individuals an opportunity to achieve self-sufficiency and growth opportunities. To ensure ESL services remain relevant and effective, WSHOT collaborates with local literacy councils and is a member of the Central Texas Literacy Coalition.

4. A description of the strategies and services that will be used in the local area:
  - a. To facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors and



- occupations;
- b. To support a local workforce development system that meets the needs of businesses in the local area;
- c. To better coordinate workforce development programs and economic development; and
- d. To strengthen linkages between the one-stop delivery system and unemployment insurance programs

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

## **Board Response:**

### **4.a. Facilitating engagement of employers in workforce development programs:**

WSHOT utilizes a multi-faceted approach to engaging employers in the regional workforce development programs.

1. Structuring the business service unit to engage employers from target industry sectors
2. Implementing market-driven strategies that operate at the speed of business
3. Emphasizing collaboration with public and private partners

All WSHOT business engagement efforts prioritize small businesses and target employers from in demand industry sectors and/or with concentrations of target/demand occupations.

**Business Solutions Unit:** The Business Solutions Unit (BSU) serves as WSHOT's advocate in the business community and customized 'one-stop' business solutions to area business, including recruiting, screening and training. The BSU is structured with dedicated Business Solutions Specialists that liaise and provide services to regional industry sectors that are prioritized by WSHOT and regional economic development partners. This approach results in Business Solutions Specialists that (1) have deep knowledge of the industry's workforce challenges, (2) are adept at deploying custom service solutions to meet their needs, (3) are consultative resources in both planning and deployment of workforce strategies, and (4) provide excellent customer service as a result of their expertise. Industry sectors targeted by the BSU include:

1. Aerospace/Advanced Manufacturing
2. Energy
3. Healthcare/Bioscience
4. Construction
5. Transportation/Distribution/Warehousing
6. Information Technology
7. Business/Finance
8. Education/Training

Business Service Specialists ensure all employers are fully supported by the BSU, including new and small employers, through:

- ✓ *Weekly outreach to business* to assess their needs and offer solutions by tapping into all available programs, resources and services
- ✓ *Engagement of new employers to orient them* to the workforce development programs, resources and services for businesses within our service area.
- ✓ *Participation in regular and special meetings* with area chambers of commerce and other employer partners to educate and inform small and large businesses about workforce programs, services and resources available to them. These meetings also generate ideas, suggestions, and comments on how to address business needs, shortages and expectations.

Market-driven strategies at the Speed of Business: The BSU works with employers to develop tailored service strategies that are relevant to the current economy and labor market and that prioritize speed and efficiency. Tenets of the service strategy approach include:

- Proposing a service strategy that includes needed business services, as well as human capital solutions available via intensive workforce programs;
- Tailoring strategies to small employers in order to act as an extension of their human resources departments;
- Coordinating industry specific efforts when planning hiring events, job fairs, and in building and training in Career Pathways;
- Connecting employers to TWC employer initiatives, Skills Development and Self-Sufficiency fund grants, Skills for Small Business, Skills for Veterans, and local employer initiatives to include Subsidized Employment and Job Development to develop Career Pathways;
- Promotion of registered apprenticeship, pre-apprenticeship, and incumbent worker programs, as appropriate. Includes connecting employers with appropriate Texas Workforce Commission and Department of Labor resources;
- Exploring local Apprenticeship programs registered with the Department of Labor to add alternative Career Pathways through blended training (education/work/pay advancements);
- Providing information on benefits offered by Federal and State governments through programs like the Work Opportunity Tax Credit (WOTC), American Disability Act (ADA) tax credit, and the ADA tax deduction for improving accessibility;
- Providing Rapid Response services, as needed, tailored to the employer and employee circumstances; and
- Referral to community organizations and business networks based on additional needs.

Collaboration: To ensure the business community is fully supported, WSHOT actively partners, collaborates, and works with key community partners to:

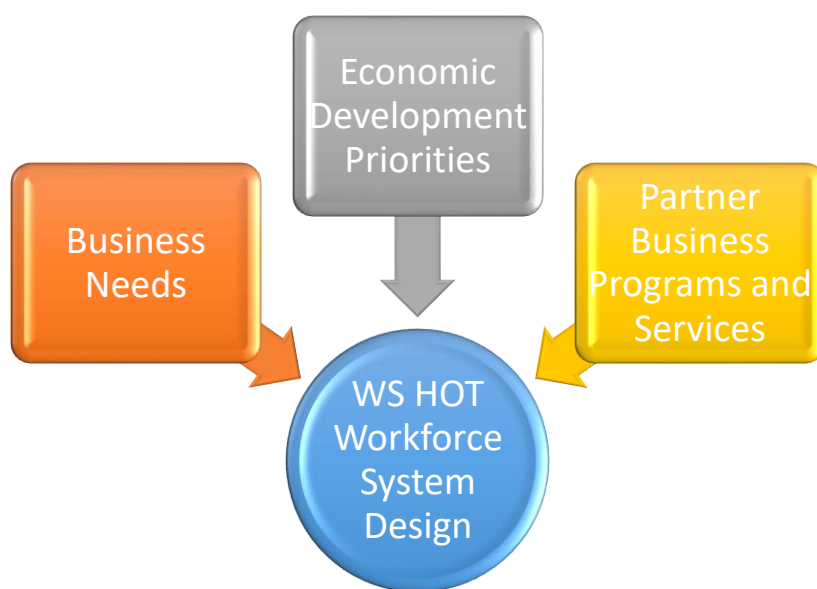
1. Fill gaps in service to business customers that are not addressed by the workforce system, and
2. Fully leverage all community business resources available for the benefit of the region, its employers and residents.



Key community partners include local business organizations, community work groups, chambers of commerce, business round tables, small business committees, and industry alliances. WSHOT also maintains relationships with community colleges, technical institutions, local alliances and vocational academies and that allow the BSU to facilitate solutions to industry specific needs in outreach, recruitment, screening, hiring and training.

#### 4.b. Meeting the needs of local business:

To ensure the workforce system meets the needs of businesses in the local area, WSHOT has positioned itself as a convener and collaborator in local and regional partnerships with community organizations, post-secondary institutions, vocational academies, chambers of commerce and economic development councils. Investing in these partnerships allows WSHOT to engage business and community leaders on a regular basis in order to (1) keep the pulse of the local business community, (2) understand regional economic development priorities, (3) stay abreast of regional programs and services that assist local businesses, and (4) adapt workforce programs and services operated by WSHOT to best meet the current and projected needs of the local business community.



These collaborations also position WSHOT, spearheaded by the Business Solutions Unit, as a liaison between businesses, community-based organizations, secondary and post-secondary educational institutions. In this role, WSHOT can provide input and information that informs the design of partner agency business services by:

- Providing labor market information to partners and employers to support grants, programs, and employer expansions;
- Providing input in local discussions and development of TWC's Skills Development Fund grant proposals in partnership with post-secondary institutions and employers;
- Engaging in round table discussions regarding targeted occupations, training programs, special grants and industry alliances;

- Working and partnering with local independent school districts, Adult Education and Literacy for the Heart of Texas, and post-secondary institutions for the development of Career Pathways, training programs, and other grants that will aid in meeting the needs of employers; and
- Conducting weekly outreach to employers who are current users of workforce program services to ensure that their needs are being met and to market workforce programs that the employer may not be using but may be in need of and including outreach to employers in the area that have not used workforce services is also conducted.

Data Analysis and Continuous Improvement: WSHOT conducts ongoing data analysis to drive continuous improvement in its delivery of services to local businesses. Regular analysis conducted includes:

- ✓ Monthly review of Ad Hoc reports generated by TWC's TWIST and WorkinTexas to identify current users of workforce program services, previous users and potential new employers. Through continued review of these reports, WSHOT is apt to better meet the needs of the area's employers and provide additional opportunities to workforce programs services for employers.
- ✓ Monthly evaluation of Local Area Unemployment Statistics (LAUS) and Current Employment Statistics (CES) releases by TWC to identify and react to local, state, and national labor market and economic trends.
- ✓ Quarterly evaluation of the Quarterly Census of Employment and Wages (QCEW) released by TWC to evaluate current job growth trends.
- ✓ Semi-annual evaluation of industry and occupational employment projections by TWC, DOL, and other sources to evaluate workforce system alignment.
- ✓ Formal and informal surveying of business customers to determine effectiveness in meeting their workforce needs.

#### **4.c. Coordination with economic development:**

To better coordinate workforce development programs and economic development, WSHOT builds and strengthens relationships with community organizations, post-secondary institutions, vocational academies, independent school districts, chambers of commerce, economic development councils, and local/regional employers. Coordinated efforts are vital to the success of workforce programs, projects, and initiatives. Success in these areas leads to a positive impact on local and regional economic development, which contributes to keeping the Heart of Texas service area competitive within Texas, the United States, and in the global economy.

Economic development partners: WSHOT works closely with area economic development organizations to increase the awareness of the programs and services available via the workforce system, and to lend expertise and input regarding critical workforce issues. Economic development organizations with which WSHOT maintains close working relationships are:

- ✓ Waco-McLennan Economic Development Corporation
- ✓ Greater Waco Chamber of Commerce
- ✓ Falls County/Marlin Chamber of Commerce

- ✓ Limestone County/Groesbeck Chamber of Commerce
- ✓ Fairfield Economic Development Council
- ✓ Greater Waco Chamber of Commerce
- ✓ Centex African American Chamber of Commerce
- ✓ Centex Hispanic Chamber of Commerce
- ✓ Hillsboro Chamber of Commerce
- ✓ Meridian Economic Development Corporation
- ✓ McGregor Chamber of Commerce
- ✓ Mexia Economic Development Corporation
- ✓ Teague Chamber of Commerce

WSHOT engages the following targeted strategies to improve collaboration and better support the economic development community in the area:

- Participates in employer site visits and round table discussions with local chambers, economic development corporations, and potential employer prospects;
- Provides and presents labor market information to support business retention, expansion, and new business attraction;
- Connects employers to resources and business opportunities, such as the Texas Business Forums, the Governor's Small Business Forums, and the Texas Rural Challenge, to encourage economic development;
- Solicits feedback from stakeholders who provide valuable, current information from employers about their workforce needs;
- Collaborates and partners with economic development entities and chambers to host job fairs that aid in connecting employers to high skilled candidates which in turn supports economic development; and
- Presents at community events and participates in career days to promote economic development.

In addition, WSHOT has positioned the Business Solutions Unit (BSU) to serve as a facilitator among employers and other key stakeholders. The BSU has established strong relationships with local and regional business communities and thus is a conduit for valuable economic development and employer activity information.

#### **4.d. Strengthening linkages to unemployment insurance programs:**

To strengthen linkages between the workforce system and the unemployment insurance program, WSHOT:

- ✓ Provides Onestop services for Unemployed Insurance (UI) claimants;
- ✓ Offers testing for employers;
- ✓ Emphasizes One-On-One personalization to meet employer and job seeker customer needs;
- ✓ Provides interview rooms;
- ✓ Provides referrals; and
- ✓ Conducts Rapid Re-Employment Service (RRES) orientations and referrals to WIOA program.

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

### Board Response:

WSHOT is dedicated to leading an integrated workforce system that meets the needs of employers and job seekers, characterized by strong coordination between workforce development programs and economic development activities (*refer to response 3.b. and 3.c. for additional details and strategies*).

WSHOT will continue to develop and refine strategies to engage and support regional economic development including but not limited to: (1) hosting job fairs, (2) supporting proposals that bring training funds to the region that provide training of job seekers to include a skilled workforce for the region, (3) participating in business retention, expansion, and new business attraction, and (4) participating in community development planning that demonstrates workforce development as an asset to the region. In addition, WSHOT will continue to shape local policies and procedures based upon market driven economic principals and to strengthen coordination between workforce and economic development partners.

Entrepreneurial-skills training and microenterprise services: WSHOT is committed to supporting the entrepreneurs and small business leaders in the community with robust service opportunities tailored to their needs. To meet this demand, and support WIOA's renewed focus on this customer group, WSHOT builds strong linkages to local economic development and education/training providers serving these individuals, and supported by referrals and funded-service options.

- ✓ *McLennan Small Business Development Center* offers technical assistance, business mentoring, training, and resources for all stages of small business. Services offered include consultative assistance with business startup, market research, growth strategy, financial management, finding new markets, and access to expansion capital. Programs offered include market research, capital access, small business technology commercialization, procurement, international business development, and technology for managing small business.<sup>19</sup>
- ✓ *Baylor University department of Entrepreneurship and Corporate Innovation* is dedicated to the study, teaching and practice of new venture creation and development. The department offers degrees as well as certificates in Media Technology Entrepreneurship and Technology Entrepreneurship.<sup>20</sup>
- ✓ *1 Million Cups* is a national program to engage, educate and connect local entrepreneurs, to which Waco is a new chapter. 1 Million Cups—based on the notion that entrepreneurs network and discover solutions over a million cups of coffee—is a free, weekly gathering that helps to build startup communities on a grassroots level.<sup>21</sup>

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

<sup>19</sup> <http://www.mccsbdc.com>

<sup>20</sup> <http://www.baylor.edu/business/entrepreneurship/>

<sup>21</sup> <http://www.1millioncups.com/about>

the following:

- a. How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers;
- b. How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means;
- c. How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188, if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities; and
- d. The roles and resource contributions of the one-stop partners.

### **Board Response:**

**6.a. Continuous Improvement of Eligible Providers:** WSHOT engages in ‘continuous service confirmation’ to (1) ensure all services offered by the workforce system meet the needs of employers, workers and job seekers, and (2) drive continuous improvement efforts in all aspects of service delivery to include Eligible Training Providers. This strategy involves continuous monitoring of system performance across a spectrum of indicators, and rapid identification of areas requiring service improvement. The intent is to achieve WSHOT’s goal of: ‘Setting the Standard for Service’.

The ‘continuous service confirmation’ indicators include:

- ✓ Customer satisfaction surveying;
- ✓ Secret shopper reports from ‘customers’ with direct experience with Center services and staff;
- ✓ Routine observation and interviews by Workforce Center and Board staff; and
- ✓ Daily and weekly review of standard reports (e.g. ‘internal management system’) on key service items and activities.

Specific to Eligible Training providers, WSHOT continuously evaluates enrollment, completion, placement, and training related placement data to ensure training sponsored by the workforce system is garnering sufficient Return on Investment. To ensure the highest quality of training opportunities to customers of the workforce system, WSHOT annually publishes an invitation to community colleges, area career and technical education schools, registered apprenticeship programs, and other training providers in the Waco Tribune (local newspaper), to encourage submission of applications for determination as an eligible training provider.

**6.b. Facilitating access:** To ensure all residents access to the local one-stop workforce system, WSHOT operates (1) a large Workforce Center in Waco (McLennan County) as well as (3) three rural Workforce Centers in Falls, Hill, and Freestone Counties. To extend services beyond the

physical infrastructure of the Workforce Centers and further reduce barriers to accessing services, WSHOT:

- ✓ Partners with local communities to provide access points via regional public libraries. Services made available at these partner locations include workstations, workshops, orientations, and career advising (as appropriate).
- ✓ Leverages technology to extend resources. Through [www.hotworkforce.com](http://www.hotworkforce.com) and the WSHOT newsletter critical labor market information, announcements, events, and service information is made available. In addition, the website provides access to a library of workshop content for customers to access remotely, and on-demand including (1) *Adelante Success Skills Videos*, (2) *MoneySmart FDIC Financial Literacy Training* in English and Spanish, and (3) *Youth Employment Solutions (YES!) Initiative* trainings and resources. WSHOT social media platforms via Facebook and Twitter are also used to leverage technology to extend its resources.

**6.c. Compliance with WIOA §188 and Americans with Disabilities Act:** Workforce Solutions for the Heart of Texas strives to achieve excellence by adhering to TWC's three core principles in accessibility by:

1. Ensuring that all customers can effectively use workforce products and services;
2. Creating a workspace accessible for individuals with disabilities; and by
3. Complying with all federal and state legal requirements.

WSHOT has put these practices into practice by:

- Maintaining policies and procedures regarding the physical accessibility for individuals with disabilities at the Workforce Centers at both the Board and Contracted Service Provider level. Policies require that the Board and the Contracted Service Provider ensure that programs and activities are physically and programmatically accessible to individuals with disabilities;
- Making its website and other electronic and information resources accessible and user friendly for individuals with disabilities and Limited English Proficiency (LEP) customers;
- Developing/implementing remediation plans for non-compliant websites, applications, and products are remediated;
- Ensuring that each Workforce Center maintains sufficient adaptive equipment for customers and/or staff to ensure accessibility to individuals with disabilities;
- Regularly meeting with accessibility liaisons;
- Providing staff access to TWC's comprehensive seven-hour course, titled "Access for All" (or comparable partner training), tailored to Workforce Solutions Offices staff which provides comprehensive instruction on serving individuals with disabilities. This training focuses on the basics of the Americans with Disabilities Act and the Rehabilitation Act, and how to apply the rules and regulations in Workforce Solutions Offices;
- Assessing the language needs of constituents of the regional workforce system to ensure the needs of Limited English Proficiency (LEP) customers are met (to include forms and instructions availability, website content, and signage are available/posted in both English and Spanish);



- Providing customers access to bilingual staff and/or to free interpreter services if needed;
- Continuous monitoring of service delivery systems to ensure LEP customers can access the system, and
- Ensuring that all federal and state legal requirements are met.

**Equal Opportunity (EO) Officer:** WSHOT employs an EO Officer that regularly monitors each Workforce Center to ensure that all compliance requirements are met and to address additional needs and/or concerns that may have arisen. The EO Officer is responsible for coordinating with TWC on all EO monitoring reviews and responding, as needed, to ensure all aspects of the system maintain compliance. The EO office is also responsible for ensuring services meet WIOA's nondiscrimination and equal opportunity regulations that prohibit discrimination, and specifically the requirements to:

- Provide information in languages other than English, and ensure access to persons with LEP to WIOA services on an equal basis with those proficient in English; and
- Ensure that communications with individuals with disabilities are as effective as communications with individuals without disabilities.

**6.d. Roles and resource contributions of one-stop partners:** Table 22 below, summarizes the roles and resource contributions of one-stop partners.

Table 22 – Roles and Resource Contributions

<b>Partner</b>	<b>Roles and Resources</b>
WSHOT	Through contracted service provider, WSHOT manages and operates core workforce programs via the Workforce Center network, including Workforce Investment and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs, Temporary Assistance for Needy Families (TANF) Choices, TANF Non-Custodial Parent (TANF NCP) Choices, Supplemental Assistance for Needy Families Employment and Training program (SNAP E&T), and additional special grants and initiatives.
Texas Workforce Commission (TWC)	TWC state merit staff provide Wagner Peyser funded employment services via the Workforce Center. TWC staff are co-managed by contracted service provider responsible for managing and operating the Workforce Center network.
Texas Veterans Commission (TVC)	Veterans Employment Services offers employment services to Texas veterans and their spouses, and helps employers find qualified veteran job applicants. Priority service is provided at all offices, including job placement services, job search resources, training programs, résumé and application assistance, and career development assistance.
McLennan Community College	Provides access to Adult Education & Literacy (AEL)/GED and English as a Second Language (ESL) at all four Workforce Centers as well as the Youth Services location.



Texas Workforce Solutions Rehabilitative Services Division	Provide services, as needed, to disabled job seekers via the Workforce Center network. Enhanced coordination and potential collocation is anticipated as services are integrated via the new relationship with TWC.
Local libraries	Provide access points to customers using WorkInTexas.com, the WSHOT website, or to receive additional services offered via community partner locations.

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

**Board Response:**

WSHOT offers the full range of WIOA Adult and Dislocated Worker employment and training services via (1) a large Workforce Center in Waco (McLennan County) as well as (3) three rural Workforce Centers in Falls, Hill, and Freestone Counties. Centers are located within large regional population centers to reduce transportation barriers for area residents in accessing services.

In addition to WSHOT services, key partners operate employment and training activities in the region including:

Table 23 – Adult and Dislocated Worker Employment and Training Services

Partner	Employment and Training Services
Christian Women's Job Corps McLennan County	Christian Women's Job Corps of McLennan County helps equip women in Waco and surrounding areas with both job training and life skills. Through a yearlong mentorship and an education program, the group encourages women to be self-confident, self-sufficient, and productive while developing meaningful relationships.
Christian Men's Job Corps	Christian Men's Job Corps offers life and job skills. Their classes offer: computer skills, resume writing, dressing for success, interview skills, goal-setting, money management, job coaching from professionals, and referrals to hiring agencies.
Heart of Texas Goodwill Industries	Goodwill strives to enhance the dignity and quality of life of individuals and families by helping people reach their full potential through education, skills training and the power of work. Goodwill operates learning centers in the area offering job related classes and boot camps, business services, and specialized programs to assist job seekers including youth, seniors, veterans, and people with disabilities, criminal backgrounds and other specialized needs.
Salvation Army	Provides individuals with crisis intervention providing meals, clothing, shelter and other essential needs.
AARP, Senior Community Service Employment Program	The Senior Community Service Employment Program (SCSEP) is a community service and work-based job-training program for older Americans. Participants must be at least 55, unemployed, and have a family income of no more than 125% of the federal poverty level. Enrollment priority is given to veterans and qualified spouses, then to

	individuals who are over 65, have a disability, have low literacy skills or limited English proficiency, reside in a rural area, are homeless or at risk of homelessness, have low employment prospects, or have failed to find employment after using services through the American Job Center system.
Caritas, Beyond Hunger and Hope	Caritas of Waco, funded by the Texas Veterans Commission, operates a case management program specifically for low-income veterans to provide guidance for veterans living at or near the poverty level through a process to help them overcome financial, emotional, educational, employment and other barriers they face. The program's goal is to assist these veterans in moving out of poverty by becoming more self-sufficient and less reliant on emergency assistance programs. Caritas' case management staff offer a variety of direct and supportive services that veterans need to reach individual goals.
Waco Foundational Employment Network (WFEN)	This network of social service agencies, staffing agencies and local employers collaborate to place people in full-time jobs. WFEN bridges the gap between organizations helping people find jobs and the staffing agencies and employers looking to hire. This collaboration allows job seekers to find and obtain jobs more quickly and have the support they need to maintain employment, while also providing employers a central point of contact to local social service agencies.
Work Readiness Certification	McLennan Community College and the Center for Occupational Research and Development (CORD) are collaborating to create a certificate curriculum to help jobseekers in our community to be adequately prepared to gain employment and be successful on the job. With the support for the Greater Waco Chamber of Commerce, the content of the curriculum was developed through local employer feedback and will teach jobseekers the skills employers expect employees to have.
Skillpoint Alliance	Skillpoint Alliance is a nonprofit organization that offers free, rapid workforce development training courses that prepare individuals to earn an industry-recognized certificate in four to nine weeks in fields such as Certified Nurse Assistant (CNA), HVAC, plumbing, electrical and machine operation. The training programs are full-time and offer students hands-on experiential learning and soft skills education that prepares individuals to be successful on the job. Skillpoint focuses on recruiting individuals for training programs that often have barriers to employment, including those who have not completed a high school education.
Reintegration Roundtable	This collaborative program, housed at MHMR, provides individualized support to people who have recently been released from prison. Program staff work with the individuals reentering society to make ensure they are connected to the resources they need, such as housing, healthcare and employment. Staffing for the roundtable was made possible by joint funding from the City of Waco, McLennan County and MHMR.

Prosper Waco: Many of the above initiatives are affiliated with Prosper Waco, an *innovative approach* to community work that consolidates and builds upon the efforts of existing nonprofits and community leaders to measurably improve the lives of the people of the Greater Waco community.<sup>22</sup>

Supplementing Funding: To supplement formula WIOA funding, WSHOT collaborates and partners with employers, training providers, community-based organizations, economic development groups, and employers to apply for and access additional employment and training funds with the goal of:

- Aiding individual adults and dislocated workers in increased opportunity for education and training in targeted industries and occupations; and
- Improving the competitiveness of the regional workforce.

WSHOT also collaborates, partners, promotes, and supports training proposals offered by TWC for:

- The Skills Development Fund that provides skills upgrade training opportunities for Texas businesses and workers (new and incumbent);
- The Skills for Small Business Fund that provides training funds for small businesses to train newly hired employees, with the intent of helping to fill positions for work that employers currently cannot fill and that often pay better than most jobs;
- The Skills for Veterans Fund that provides training for veterans for jobs in high-demand in the Heart of Texas region and in the state of Texas; and
- The Self Sufficiency Fund that provides skills upgrade training for new and incumbent workers who are either TANF recipients or individuals who are at risk of becoming dependent on public assistance.

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

### **Board Response:**

WSHOT coordinates workforce investment activities with statewide Rapid Response activities to meet the needs of area employers, workers, and the community in managing reductions in force. WSHOT Board Rapid Response Coordinator coordinates contracted service providers throughout the process to ensure seamless service delivery. Upon notification of a potential Rapid Response event or other closure/mass layoff, the Rapid Response Coordinator meets with the employer to:

- Assess their needs and inform them of their options and offer business services, and employment/training services to address risk factors;
- Discuss and pursue strategies that help the employer avert layoffs, while maintaining capacity to return workers to productive employment as soon as possible;

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<sup>22</sup> <http://www.prosperwaco.org/about-prosper-waco/>

- Identify strategies to assist affected workers in becoming reemployed on or before the affected worker's last day of work through targeted transition activities that quickly engage dislocated workers in employment or training services; and
- Proactively match affected worker skill and experience profiles with hiring requirements of companies actively hiring in the community.

For each layoff and/or plant closure event necessitating Rapid Response services, the Rapid Response Team provides early intervention of re-employment services. The Rapid Response Team is comprised of the Board Rapid Response Coordinator, TWC's Unemployment Insurance Benefits Field Coordinator, the Business Solutions Team, and/or the Board's Rapid Response contracted service provider.

Re-employment services are customized to meet the needs of the employer and affected workers, and include, but not limited to:

- Rapid Response Orientation (the Informational meeting/registration)
- Job Skills Analysis (the employee needs survey/abbreviated assessment)
- Job Search (labor market information)
- Workshops on Resume Techniques & Resume Writing, Interviewing, Financial Planning (money management / entrepreneurial opportunities) and Stress Management (crisis counseling)
- Referrals for Emergency Crisis Counseling (based on need and agreed upon by all parties)
- Initial WIOA Dislocated Worker and Adult Orientation (based on worker profile and funding availability), and referrals to employment and training opportunities
- Referral to Workforce Centers for additional services including workshops, resource room (phone, computer, fax, etc.), hiring events, etc.

In addition, for every Rapid Response event, Business Services Representatives and WIOA staff join the orientation to insure (1) an overview of Workforce Center services are provided, (2) TWC Survey and WorkInTexas.com applications are completed, and (3) the TWC Unemployment Insurance Benefits Field Coordinator has ample time to review the Unemployment Insurance Benefits information.

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

### **Board Response:**

WSHOT offers the full range of WIOA eligible youth access to workforce services via (1) a large Workforce Center in Waco (McLennan County), (2) three rural Workforce Centers in Falls, Hill, and Freestone Counties, and (3) service locations of our contracted Youth service provider. Workforce Centers are located within large regional population centers to reduce transportation barriers for area residents in accessing services. Youth service provider locations are collocated with area schools and ensure quick engagement with the education system.

The goal of the WSHOT Youth Services is to support the development of the WIOA eligible youth participants' maturity, employment and/or post-secondary readiness. Participants are expected to graduate from high school or GED and enter into post-secondary education or full-time employment.

Upon engaging the WSHOT Youth Services program, eligible participants are objectively assessed for academic skills, (using the TABE test and Learning Profiler as determined appropriate, unless circumstances prohibit its use, documented in TWIST), aptitudes, talents, and family and social circumstances. A thorough and accurate evaluation is the basis for the development of an appropriate service strategy and Individual Service Plan (ISP). Assessment results determine the mix of services and activities appropriate to that youth are engaged in, which include all 14 WIOA youth elements (refer to response #23 in Operational Elements for a detailed explanation of service options available to eligible youth participants).

In addition to WSHOT services, key regional partners operate employment and training activities for youth in the region including:

Table 24 – Youth Employment and Training Services

<b>Partner</b>	<b>Employment and Training Services</b>
Communities In Schools (CIS)	Communities In Schools (CIS) uses an evidence-based approach to meet our students and communities' needs. On all partner campuses, CIS places highly trained social service professionals to provide academic, behavioral, attendance, and social support. Every student that is served is assessed and has a personalized service plan that is created to meet their individual needs.
Mission Waco Mission World	Youth Job Training program is for teenagers who are ready to enter the workforce, but do not feel like they have the skills. Services include job applications, resumes and interviews, recreation and job placement to the teens.
Mentor Coalition	The Prosper Waco backbone facilitates a collaboration of many organizations in the Waco community that focus on providing mentoring opportunities to children and adults. The coalition collaboratively recruits community members to serve as mentors and provide high-quality training for mentors.
CampusTown Waco Initiative	Through collaboration between Baylor University, McLennan Community College, Texas State Technical College, the City of Waco and the Greater Waco Chamber of Commerce, this initiative connects students to the Waco community through internships, volunteer opportunities and recreational activities. The initiative tracks the number of local college graduates who accept employment in McLennan County.
High School Summer Internships	In the summer of 2016, Waco ISD piloted a high school internship program with Waco High School students. These internships allowed students from all backgrounds the opportunity to gain real work experience and become more involved in the Waco community. Internships also offer the business community the opportunity to gain

	insights on the workforce that is graduating from local education institutions are the high school level.
Project Link	Project Link is a multi-year, \$1 million grant funded by the Rapoport Foundation in Waco aims to bridge the gap between high school graduation and post-secondary enrollment/completion by placing success coaches at University High School and Waco High School (Waco ISD), La Vega High School (La Vega ISD), McLennan Community College and Texas State Technical College. These success coaches work with cohorts of students entering the ninth grade until they graduate from MCC or TSTC by providing support in areas such as tutoring, financial aid, finding the right college, time management and much more. The collaborative team behind Project Link is working to develop a model of support for college completion that can be made available to all students in McLennan County.
Texas Association of Partners in Education (TAPE)	The mission of the Texas Association of Partners in Education (TAPE) is to provide leadership and expertise for schools, families, businesses and communities to build partnerships that enhance student success. TAPE carries out their mission by providing best practices for partnership engagement; frameworks or models of effective programs/partnerships that may be replicated; resources; professional development and networking opportunities.
Skillpoint Alliance	Skillpoint Alliance is a nonprofit organization that offers free, rapid workforce development training courses that prepare individuals to earn an industry-recognized certificate in four to nine weeks in fields such as Certified Nurse Assistant (CNA), HVAC, plumbing, electrical and machine operation. The training programs are full-time and offer students hands-on experiential learning and soft skills education that prepares individuals to be successful on the job. Skillpoint focuses on recruiting individuals for training programs that often have barriers to employment, including those who have not completed a high school education.
Greater Waco Advanced Manufacturing Academy	The Greater Waco Advanced Manufacturing Academy offers advanced technical and manufacturing training for high school students. Attendees of the academy are expected to leave the academy with one of the following exit points in mind: Marketable Skill Awards, Skills Certificates, and Advancing Degrees.
Texas Success Initiative (TSI) Sharing	Prosper Waco initiative partners are working to share data on local student performance on the TSI and increase the opportunities for local high school students to prepare for, take, and pass the TSI before graduation so that they are college ready and more likely to earn a workforce certificate or college degree—one of the Prosper Waco initiative goals.
Waco-McLennan County Library Literacy Kits	The Waco-McLennan County Library is committed to providing families resources to improve their children's school readiness. Part of this effort includes literacy kits that parents can check out to help their child develop early reading skills. In celebration of the completed renovation of the



	East Waco Library, the Waco Rotary Club has provided a grant to support the creation of these literacy kits.
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**Services to Youth with Disabilities:** WSHOT coordinates closely with Texas Workforce Solutions Division of Vocational Rehabilitation Services to ensure youth with disabilities are provided sufficient accommodations to participate in workforce services throughout the Heart of Texas service area. The Division serves youth with behavioral and mental health conditions; hearing impairments, including deafness; alcoholism or drug addiction; intellectual, learning and developmental disabilities; and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

Services are also available to youth with vision-related disabilities including blindness, significant visual impairments, and deaf blindness. Services available include pre-employment training services: (1) vocational counseling, (2) counseling on opportunities for post-secondary education, (3) work-based learning experiences, (4) training in workplace and employer expectations, and (5) training in self-advocacy and social skills. Additional services, including accommodation services, are:

- Referrals for hearing, visual and other examinations
- Assistance with medical appointments and treatment
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis
- Physical restoration
- Medical, psychological and vocational assessments
- Assistive technologies, including screen reader software, computer equipment and other items
- Job matching and placement services
- Transportation assistance to and from your job, college or certification program, referral to other state, federal and community agencies and organizations
- Rehabilitation Teachers Services to help you learn Braille, orientation & mobility, and home and health management skills if you have a vision-related disability
- Vocational adjustment training
- Supported employment services

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

### **Board Response:**

WSHOT is committed to strong collaboration with secondary and post-secondary training programs and employers to support the educational attainment among youth, adult learners, and dislocated workers. Coordinating strategies between the broader workforce and education system:



- (1) Promotes greater educational attainment and self-sufficiency within the community through more seamless service delivery and leveraged funding,
- (2) Maximizes the supports available to customers of these systems to ensure completion,
- (3) Better aligns systems to meet the needs of area employers, and
- (4) Increases the impact of collective workforce and education resources have on the community.

WSHOT deploys the following strategies with partners to ensure the availability and promote the attainment of industry-recognized certifications, licenses, and degrees are portable and stackable.

- WSHOT will work with Adult Education and Literacy provider to promote Career Pathways awareness and credential attainment among adult learners. Career Pathways activities will focus on those that include WSHOT designated targeted occupations.
- WSHOT will engage in joint service delivery planning with education partners to leverage partner training resources with WIOA training funds. Braided funding helps increase retention and completion rates by addressing service gaps inherent to single agency support.
- WSHOT will utilize WIOA, TANF, and SNAP supported work experience opportunities, to align experiential (worksite based), contextualized learning/training opportunities traditional classroom training both supported by WSHOT and partners. Assisting customers in gaining real world experience improves retention and completion rates and accelerates placement into unsubsidized employment.
- WSHOT leverages TWC grant funds (i.e. TWC's Local Innovation and High-Demand Occupations Training funds) to provide additional training for customers, leveraging partner relationships and resources to expand opportunities where possible.
- WSHOT provides presentations to partners regarding targeted occupations and the training needed to ensure a well-trained workforce in the area.
- WSHOT works with local ISDs and the education service center to educate teachers, counselors, and ISD administrative staff to coordinate strategies for training of youth.
- WSHOT operates the YES! Youth Employment Solutions initiative to increase awareness among high school students, parents, teachers and counselors about careers and education, and promotes entry into in-demand training and occupations. The initiative currently has two components, the YES! website and the YES! Expo. The YES! website focuses on bringing awareness to careers within industries that are in-demand and the occupations within those industries. The YES! Expo is the premiere career exploration event for youth in the area. The YES! Expo is a partnership between Education Service Center Region 12, McLennan Community College, KWTX-TV, Texas State Technical College and WSHOT.
- The Future Workforce Committee was developed to strengthen WSHOT's position in addressing the "workforce pipeline" issues and opportunities. Members represent the Heart of Texas region and include employers, post-secondary institutions, economic development entities, and childcare providers. WSHOT coordinates the agenda for the Future Workforce Committee (FWC). The FWC's focus is strategic matters pertaining to industry needs and workforce education of youth. The FWC is comprised of three private employers, three two-year colleges, and an economic development corporation.
- The Reintegration Roundtable meets quarterly to discuss and address issues that are faced by ex-offenders that hinder successful reintegration into society. Members include, but are

not limited to, WSHOT, the City of Waco, the Waco Police Department, the District Attorney's Office, Texas State Technical College, McLennan County Adult Probation, McLennan County Sheriff's office, Hobbs Bonded Fibers, Waco Regional Baptist Association, Heart of Texas Region MHMR, and a former offender.

- WSHOT is a partner in the "Drop Back in to School" initiative, to raise public awareness that it is never too late to come back to education. Partners include, but not limited to, Greater Waco Community- Education Alliance, Faith Works, McLennan Community College, and Goodwill.
- WSHOT partners with Community in Schools- Heart of Texas to assist in and out-of-school youth to become career and college ready.

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

**Board Response:**

WSHOT provides eligible WIOA program participants to remove barriers to program participation, education, and training. Participants are assessed for supportive service needs upon entry into the program. Individual case managers provide referrals to community resources as they are available and applicable to participant needs.

Available supportive services include:

- Mileage Reimbursement
- Bus passes
- Car Repair
- Assistance with liability insurance payments
- Relocation expenses
- Child care
- Dependent care
- Assistance with housing and utility payments
- Health and Medical services required to begin training such as the purchase of eyeglasses, hearing aids, immunizations and other medical items
- GED exam fees
- Job search and work-related expenses
- Training related housing and meals

Public Transportation: WSHOT provides LINK public transportation services to support the community, to include WIOA program participants. Workforce Solutions for the Heart of Texas initiated public transportation efforts in May 2007 after receiving funding from TXDOT. A Job Access and Remote Commute grant made it possible for WSHOT and partners to provide affordable public transit services to the Greater Waco Area, and southeastern McLennan and Falls counties, all through its program, LINK. Since 2007, LINK has expanded into three separate

services: Marlin LINK, Sanderson Farms LINK, and Evening LINK. Each of these services is focused on providing access to higher education, skills training, and jobs.<sup>23</sup>

WIOA Youth participants are engaged in additional activities to raise awareness about public transportation options in the community to mitigate transportation assistance needs. These activities include bus station tours, education on bus routes/maps, and guided bus trips in order to learn the public transportation system as needed.

In addition, WSHOT staff serves as a representative on the Waco Transit Advisory Board. Representation on this body helps to ensure that a workforce perspective is provided to the Waco Transit staff and Advisory Board members.

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

**Board Response:**

WSHOT Workforce Centers operate in full compliance with the Texas Model, whereby contracted service providers responsible for managing and operating regional Workforce Centers provide direction and oversight to TWC Wagner Peyser funded staff. To further integration efforts and continue to gain system efficiencies, the following strategies are deployed:

- Team meetings at Workforce Centers include TWC staff to ensure that all system staff are updated on program status / updates.
- All staff, including TWC staff, are coached, trained, and expected to provide cross referrals between programs and services.
- All staff, including TWC staff, are required to attend an annual WorkInTexas.com training.

Additionally, the following operational strategies have been implemented to maximize coordination and enhance employer services:

- Case Managers are expected to provide more individual attention to referrals during one on one meetings;
- Case Managers are expected to address referrals given in previous meetings with customers;
- Relevant job referrals are provided during assessment activities to attempt to engage customers early with employment opportunities;
- Targeted workshops are provided for specialized program customers with common barriers and characteristics;
- Complete-Accurate- Relevant (CAR) reports are required to be completed to improve on the quality of resumes and WorkInTexas applications.

13. A description of how the Board will coordinate WIOA Title I workforce investment

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<sup>23</sup> <http://www.mylinktransit.com/index.html>

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

### **Board Response:**

WSHOT convenes with Adult Education and Literacy for the Heart of Texas (AEL), the AEL provider for the Heart of Texas service area, on a monthly basis to collaborate and coordinate activities in an effort to reduce duplication and maximize resources. AEL classroom space is provided in each of the four Workforce Centers, and classrooms have received technology upgrades that include dedicated computers, document readers, projectors, access to printing and designated Wi-Fi access for AEL classrooms. These Workforce Center classrooms are designated AEL service sites to meet the needs of customers in rural communities. Establishing dedicated, fully equipped learning environments in the Workforce Centers provides participants an accessible location and the environment needed to achieve their learning objectives. Additional activities related to Board coordination with AEL providers include:

- The Board participates in the professional development training of AEL staff to increase collaboration and promotion of Workforce Center services, and to facilitate the referral and intake of AEL students that come to the Workforce Center seeking assistance.
- WSHOT staff provides labor market and career information to AEL teachers for classroom display and disbursement to AEL students. WSHOT will continue its efforts in capitalizing of grant funds that are provided by TWC with the goal of providing training funds for targeted, technical training to AEL students and to support the efforts to develop integrated Career Pathways to increase post-secondary credentialing and employment of AEL students.
- WSHOT provides training to Workforce Center staff on AEL activities with the goal of increasing co-enrollment, reducing duplication of services, and enhancing programs for our customers.

AEL Applications: WSHOT will review local applications submitted under Title II to ensure they (1) are consistent with WIOA §107(d)(11)(A) and (B)(i) and WIOA §232 and (2) provide services that are in alignment with the local plan and that serve the WSHOT Board's service area. WSHOT will consult with applicants, providing recommendations that promote alignment with the local plan and set in place cooperative agreements that allow for efforts of cooperation, collaboration, and coordination. This approach will enhance the services made available to all customers served.

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

with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

**Board Response:**

Please refer to Operational Elements Attachment A for a copy of the executed Memorandum of Understanding (MOU) agreement that explain how local service providers will carry out the requirements for integration of and access all services available via the local one-stop delivery system. The agreement is with Department of Assistive and Rehabilitative Services (DARS), which is now doing business as the Texas Workforce Solutions Rehabilitative Services Division.

WSHOT is in the process of updating the MOU with DARS to update the agreement to its new name. WSHOT is also updating its current agreement with McLennan Community College who is the service provider for Adult Education and Literacy for the Heart of Texas.

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

**Board Response:**

The entity responsible for disbursement of grant funds is Education Service Center Region 12 (2101 West Loop 340 in Waco, Texas 76712) as determined by the Chief Elected Official (CEO) at the Chief Elected Officials Meeting in September of 2006. The Education Service Center (ESC) Region 12 follows the Generally Accepted Accounting Principles and procedures mandated in the TWC Financial Manual of Grants and Contracts, the applicable Office of Management and Budget Federal Circulars, not to exclude the following: A-110, A-122, 29 CFR and 48 CFR, Chapter 1, Part 31, Uniform Grant Management Standards, and current and subsequent funding agency promulgations, the Texas Administrative Code, and the Board's Strategic Plan, policies, and procedures, including any subsequent modifications, issuance, and directives as the Board in its sole discretion may institute.

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

**Board Response:**

The WSHOT Board is responsible for executing a competitive process to award all sub-grants and contracts for the local workforce system. Procurement includes development of the procurement document, establishment of evaluation criteria, the selection decision, and the method of contracting and development of the contract. Full documentation of all competitive procurements with comprehensive competitive procurement files containing specifications, competitive procurement advertisements, pre-competitive procurement conference minutes and Board Meeting minutes indicating the competitive procurement awards, and related records are maintained for each procurement for three years or longer if required.

The WSHOT Board utilizes a procurement process for supplies, equipment, services, program activities or goods for the programs. The procurement process is designed for maximum full and open competition and the process adhered to by the WSHOT Board strives to ensure that all procurement transactions, regardless of whether by sealed bid or by negotiation and without regard to dollar value follow these standards. These standards are intended to ensure that purchases are obtained efficiently and economically and in compliance with the provisions of applicable State and Federal law and regulations and consistent with OMB Procurement Standards, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, Texas Workforce Commission WIA Financial Management Manual and the Texas Administrative Code, Title 10, Part V, Chapter 187 (TAC). These standards are also applicable to any covered procurement by a subcontractor, who purchase goods or services all or in part, with Board funds.

Once authorization is obtained to procure services, the procurement process is initiated by Board staff and follows the below progression:

- a. A Request for Proposals (RFP) document is developed.
- b. RFP is publicly advertised, sent to vendors on the bidders list via e-mail, and posted on [www.hotworkforce.com](http://www.hotworkforce.com).
- c. A Bidders Conference is conducted to clarify and respond to questions regarding the RFP.
- d. A Question & Answers (Q&A) document is drafted detailing all clarifications and responses to submitted questions. Q&A is sent to all attendees of the Bidders Conference and posted with the RFP on [www.hotworkforce.com](http://www.hotworkforce.com).
- e. A Request for Quotes (RFQ) is prepared to solicit independent reviewers and sent by e-mail to such vendors on the Bidders List (review may be conducted internally in lieu of external evaluators).
- f. Statements of Qualifications are received from potential reviewers and the most qualified individuals with whom to contract are recommended to the WSHOT Executive Director.
- g. A proposal review instrument is developed.
- h. A review of submitted proposals for completeness and responsiveness is performed by Board staff.
- i. Review instrument and all complete and responsive proposals are delivered in a timely fashion to independent and internal reviewers.
- j. Evaluation documents from the proposal reviewers is received.
- k. If scores seem skewed or anomalous, a telephone conference is conducted among the reviewers to ensure that their scores accurately reflect their judgment.
- l. Total scores of all evaluations are averaged, summary and ranking of the proposals is prepared.
- m. Proposal ranking is submitted to the WSHOT Executive Director.
- n. A debriefing is performed for any proposer who requests such a meeting within the allotted time.



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

**Board Response:**

The WSHOT Board has received information from TWC regarding WIOA performance measure computational methodology. At present, performance targets have yet to be negotiated with TWC for BCY 2016-17. WSHOT Board staff are active in analyzing new performance standards and system performance to provide contracted service providers with technical assistance and guidance and are using available data to develop appropriate policies and procedures.

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

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

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

**Board Response:**

WSHOT has established overarching goals that guide the work that it does in providing a delivery system that is high in quality and is set on meeting the needs of its customers. WSHOT is committed to strategies that drive the system toward these goals and that will result in recognition as a high-performing system. Goals include:

*Commitment to Continuous Improvement:* WSHOT values high quality in its work and is committed to improving its processes and strategies for serving its customers and for providing high-quality customer service.

*Partnership:* WSHOT recognizes the importance and value that partnerships have on the success in serving its customers. WSHOT will partner with other organizations to create common focus around workforce issues and to improve the quality and skills of the workforce of the present and the future.



*Access to Services:* WSHOT will seek innovative methods to providing access to services for all customer groups, including veterans, youth, and individuals with disabilities, ex-offenders, job seekers, workers, parents, and employers.

*Efficiencies through Technology and Logistics:* WSHOT recognizes the benefits that efficiencies can bring. WSHOT will identify ways to apply innovations in technology and efficiencies in logistics to enhance the delivery of workforce services, education, and training.

*Visionary Leadership:* WSHOT will promote a vision that inspires a commitment to lifetime learning, high skills, strong work and equal opportunity for all and creativity that moves the organization towards achieving its goals.

*Market Driven:* WSHOT will be a market driven organization that meets the needs of the employer and the job seeker, to meet the needs of the economic demands in the region.

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

### **Board Response:**

WSHOT Board Policy HWD 007-99 - Change 6 requires contracted service providers to obligate the total cost of an individual's approved training through an Individual Training Account (ITA). To fund the ITA, the WSHOT Board requires service providers to utilize an accountable voucher system in which the individual customer obtains a voucher for each semester, quarter or other segment for a sequence of courses to cover tuition, books, fees, uniforms, tools, etc. necessary for participating in the training program. ITAs may be fully funded in a single voucher if the training is conducted as a single classroom experience completed in six months or less, rather than a sequence of courses. All approved ITA funded trainings (1) must be a program listed on the Texas Eligible Training Provider System (ETPS) and (2) conform to the costs provided by the institution as listed in the ETPS.

Customers accessing ITAs progress through the following steps:

- Participants undergo an objective comprehensive assessment based on specialized testing, in-depth interviewing and evaluation of barriers to employment;
- In consultation with the Case Manager, an Individual Employment Plan is developed. It is during the case management phase that a participant and the Case Manager establish short-term and long-term goals and evaluate whether enrollment in a training program is merited and a viable option for the participant;
- Training providers that are on the list of eligible providers (ETPS) may redeem ITAs for payment.

Out of School Youth desiring to participate in training services through ITAs will be provided with individual career counseling regarding skills and interests, and labor market information. Youth expressing interest and aptitude for demand occupations and approved programs in the ETPS will complete the assessment and application process which includes a determination of need and budget, aptitude including basic literacy skills (measured by a standardized test like TABE or STAAR). The extensive application process ensures commitment, readiness for program demands, and alignment of program to strengths, skills, and interests.

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

### **Board Response:**

WSHOT operates a fully integrated workforce system in the region, based on the Texas Model.

Technology-enabled intake and case management: WSHOT is committed to leveraging technology to enhance workforce services and streamline service delivery for workforce customers. The following TWC provided information systems are utilized for technology enabled intake and case management for programs carried out under WIOA and by one-stop partners:

- *The Workforce Information System of Texas (TWIST):* An integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WorkInTexas.com, UI benefits system, and Health and Human Services information system.
- *WorkInTexas.com:* Web-based labor exchange system that interfaces with TWIST.
- *Child Care Attendance and Automation (CCAA):* Allows parents to record attendance using a swipe card at a point-of-service device located at authorized child care facilities.
- *Workforce Career Center Traffic (WCCT):* A check-in and tracking system used at Workforce Centers, job fairs, and other events/activities to record and report on usage.

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

### **Board Response:**

WSHOT Board Policy HWD 004-99 provides guidance regarding provision of services to target populations through a priority system in accordance with the Workforce Investment Act. Target populations for occupational training include:

- Veterans and eligible spouses;
- Youth who are/were part of the Health and Human Services Commission's Foster program through the Department of Family Protective Services;

- Adult recipients of public assistance and low-income individuals;
- Dislocated Workers whose skills are not in demand in the workforce area;
- Youth 16 to 24 who are low income, have completed or dropped-out of high school, and who possess 1 or more of the following barriers:
  - Deficient in basic literacy skills;
  - Foster child or former foster child;
  - Homeless or run-away youth;
  - Pregnant or parenting;
  - Ex-offenders;
  - Require assistance to complete an educational program in order to secure and retain unsubsidized employment.

The WSHOT Board is updating policy to conform to WIOA §134(c)(3)(E) and §680.600 of the Final Regulations.

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

### **Board Response:**

Refer to response #19 for detail regarding WSHOT guidelines used to govern the use and distribution of ITAs.

WSHOT requires that all approved training must be a Training Program on the Statewide Training Provider Certification System listing and the ITA should conform to the costs provided by the institution on that system. As long as the training is being provided by a local community college, the training costs listed in ETPS can be used for the ITA. ITAs used to pay for training provided by proprietary schools or community colleges located outside of the WDA will be limited by the following chart. Any deviation from the cost in the ETPS must be noted and approved not only through the Center process, but also by the HOTWDB Contract Manager.

### **Registered Apprenticeship**

Contractors can use an ITA to cover the initial expenses required for first-year students of a registered apprenticeship program that supports a targeted occupation. These initial expenses are defined as books, tools, supplies, gloves, boots, etc. that are needed to begin classes and/or on the job training.

<b>Items Covered</b>	<b>Maximum Value of ITA</b>
Books, tools, equipment, supplies, boots, gloves, etc., needed to begin apprenticeship training.	Up to \$1,000

Limits placed on the value of an ITA, established in WSHOT Board Policy HWD 007-99- Change 6, are detailed in Table 25 below:

Table 25 – ITA Limits

<b>Contact Hours</b>	<b>College Credit Hours</b>	<b>Earned Credential</b>	<b>Maximum ITA Value</b>
<200	0	None	\$3,200
200-250	0	Meets Licensure Requirements or Industry Recognized Certification	\$4,500
200-100	1-40	Meets Licensure Requirements or Industry Recognized Certification	\$6,500
1001-1999	41-59	Meets Licensure Requirements or Industry Recognized Certification	\$9,000
2000+	60+	Associate Degree (non-healthcare related)	\$13,500
2000+	60+	Associate Degree (healthcare related)	\$17,500

WSHOT Contract Manager (Board staff) may grant a waiver to these ITA maximums if both following conditions exist:

- 1) The published entry level wage for the occupation is at least five times the cost of the training (e.g. \$6,500 x 5 = \$32,500); AND
- 2) No other program for training in the selected occupation is available on the ETPS within a reasonable commuting distance for the maximum or less as provided in the above chart.

In addition, contracted service providers are required to adhere to the following ITA Assurances.

1. Funds established for ITAs may not be used for any other purpose except tuition, fees, supplies, uniforms, and tools required by the course or program.
2. Funds will be utilized to pay for each course only one time. If the student retakes a course from which he/she withdrew or he/she did not pass, the student must bear the expense.
3. The amount of funds authorized for an ITA will be commensurate with the service provider's cost (tuition, books, and fees) at the time of enrollment into the program of training.
4. A client is allowed a maximum of two years (six trimesters, or four semesters and up to four summer sessions) for a training program to be completed.
5. Only training providers that are on the list of eligible providers may redeem ITAs for payment. Providers will be reimbursed for ITA expenses no later than 30 days after receipt of the bill.
6. The Workforce Center Manager has the right to cancel an ITA for a participant's failure to participate, make acceptable progress toward completion, or for violation of the ITA agreement. Upon cancellation of an ITA, the client will be notified of the termination date and reason/s for cancellation, and will be counseled on existing employment alternatives, if any. The Workforce Center Manager or Case Manager will also be responsible for notifying the Board staff and the applicable Service Provider of the action.

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

### Board Response:

WSHOT supports area youth by providing eligible customers opportunities to participate in activities aligned to WIOA's 14 required program elements. Table 26 below, details participation opportunities associated with each element.

Table 26 - Youth Elements

<b>WIOA Youth Elements</b>	<b>Service Description</b>
Program Element #1: Tutoring, study skills training, and instruction	Tutors and tutoring appointments will be coordinated for youth participants. Tutors will be provided through Baylor University Community Work Study Programs as well as instructors from McLennan Community College Adult Education and Literacy for the Heart of Texas. Adult Education classes will be held on-site in McLennan County and staff will coordinate attendance and enrollment with AEL in all counties at Workforce Centers and other sites as applicable. Through collaboration with Heart of Texas Goodwill Industries, Inc., youth will also have the opportunity to attend other instructional courses including Basic Workplace Computer Skills, Word 2010, and Excel 2010.
Program Element # 2: Alternative secondary school instruction or drop-out recovery	Youth will be assisted in finding the best alternative secondary education option as needed for those who have withdrawn from school. These may include any of the following: Brazos Credit Recovery, Premier High School, Marlin Credit Recovery, TEA Online High School, or MCC-AEL-HOT programs. Case Managers will refer youth to these programs including ABE classes in all counties, assist youth in completion of necessary application materials, and communicate with the partner educational institutions to track attendance and ensure academic success.
Program Element # 3: Paid & unpaid work experiences	Youth participants are provided the opportunity to participate in work experience at employer sites established to align to their individual service plans. Placement opportunities include paid work experiences, job shadowing opportunities, pre-apprenticeship programs, and internships. Work experiences are designed along Career Pathways that combine education with work experience. Youth will be provided with referrals, application assistance, monitoring progress, and provision of job placement upon completion of work experience.

Program Element # 4: Occupational Skills Training	Occupational skills training will be provided to participants through partnering with McLennan Community College, Texas State Technical College, Hill College, Navarro College, HOT Goodwill Industries, Inc., Skillpoint Alliance, and other educational institutions offering approved in-demand occupational skills training. Youth will be offered support through assisting with FAFSA completion, guidance and counseling regarding appropriate certificate vs. degree programs, and referral to short-term Career Pathway Programs (Certified Nursing Assistant, Computer Support Specialist, etc.).
Program Element # 5: Leadership development opportunities	Youth participants will have the opportunity for leadership development by engaging in existing service learning projects, acting as a mentor to elementary or middle school students and participating in peer-centered small groups/workshops covering topics related to decision-making, self-esteem, parenting, anger-management, civic engagement, job readiness, resume writing, interviewing skills, and other life skills topics.
Program Element # 6: Supportive Services	Supportive services will be provided to WIOA Youth through a variety of community referrals including, but not limited to 2-1-1, Sears Vision Certificate Program, Caritas of Waco, Shepherd's Heart Food Pantry, Things from the Heart, Salvation Army, and Baylor Scott and White's Nurse-Family Partnership. These agencies provide assistance with food, clothing, utility/rent assistance, glasses, healthcare, and nutrition. Staff will also guide youth in completing application materials for Childcare Services and support ongoing childcare needs. Youth will also have access to an internal resource room supplied by private donations of clothes and household items. As funding permits, and after appropriate determination of need is completed, supportive service funds may be used for transportation assistance (bus passes or gas cards), professional attire, testing fees, and emergency rent/utility assistance, in compliance with local board policies
Program Element # 7: Adult mentoring	Adult mentoring will be provided to interested WIOA Youth participants by identifying adult mentors through local colleges, the community, and businesses. Mentors and mentees will meet for a minimum of twelve months. Mentors and mentees are matched based on similar interests, career pathways, and gender.
Program Element # 8: Follow-up services	Youth in follow-up services will be contacted by staff no less frequently than once per month. Staff will provide service interventions as necessary during follow-up services and assist with job retention through supportive guidance and counseling, as well as through referrals to HOT Goodwill Industries, Inc.
Program Element # 9: Comprehensive guidance and counseling	Through the use of basic counseling skills and discussing the results assessments (O*Net, iStartStrong™, Texas CARES®, etc.), Staff will assist participants in designing career pathways, exploring career options, and assist youth in making well-thought-out decisions regarding education and career goals.



Program Element # 10: Education offered concurrently	Education will be offered concurrently with other workforce preparation activities in a variety of contexts for all youth. This may include participation in Integrated Education and Training programs with the Adult Education and Literacy provider for the Heart of Texas, and/ or participation in Adult Basic Education classes paired with short term training programs (Certified Nursing Assistant, Computer Support Specialist, etc.).
Program Element # 11: Financial Literacy Education	To assist participants in achieving long-term financial stability, financial literacy education will be provided through assistance with the Free Application for Federal Student Aid (FAFSA), discussion on loans and credit, including workshops by Baylor Law School, budgeting and saving, and the use of Texas Reality Check, a web-based program through the Texas Workforce Commission and Texas Education Agency. BBVA Compass will act as a partner to inform participants on the details of banking, assist interested participants in opening bank accounts, and provide twice monthly FDIC financial literacy education modules.
Program Element # 12: Entrepreneurial Skills Training	Community partners will assist in the provision of entrepreneurial skills training for WIOA Youth participants. BBVA Compass has agreed to conduct workshops using the FDIC Money Smart Program designed to prepare individuals for owning small businesses. FDIC modules which promote entrepreneurship include information on the following: Organizational Types, Time Management, Financial Management, Recordkeeping, Banking Services, Credit Reporting, Risk Management, Insurance, and Tax Planning.
Program Element # 13: Labor market and employment information	Using the Labor Market and Career Information website, staff will pull applicable reports for the Heart of Texas Workforce Development Area. These reports will include the Quarterly Census of Employment and Wages, Current Employment Statistics, Local Area Unemployment Statistics, and Occupation Employment Statistics. This information will be posted along with the Heart of Texas Occupational Projections in the LTC for job seekers to view, and Staff will be trained on the application of this information to WIOA Youth participants. This will encourage education for participants on lucrative job opportunities for which they can apply, as well as highlighting important areas of training based on the economic data.
Program Element # 14: Activities to assist in the transition to post-secondary education & training	To prepare WIOA Youth Participants for the transition to post-secondary education and training, staff will provide information on potential training programs, assist in scheduling field trips, help with application completion for FAFSA and other college materials, as well as conducting college preparation groups.

**YES! Youth Employment Solutions Initiative:** WSHOT also operates a YES! Youth Employment Solutions initiative, launched to increase awareness among high school student, parents, teacher



and counselors about careers and education. The YES! Initiative currently has two components, the YES! website and the YES! Expo.

*The YES! website* focuses on bringing awareness to careers within industries that are in-demand and the occupations within those industries. The website serves as a tool for encouraging exploration of careers within industries that are often thought as less desirable industries to work in. The website also encourages that the attainment of certificate and 2-year degrees are viable options for today and for the future.

*The YES! Expo* is the premiere career exploration event for youth in the service area. The Expo is a partnership between Education Service Center Region 12, McLennan Community College, KWTX-TV, Texas State Technical College and WSHOT, and is a yearly event in which high school students can talk to experienced individuals within various targeted industries about those industries and the careers within those industries. Students, teachers and counselors are also able to speak to various colleges about the education that is required for those careers. The YES! Expo is industry focused and attracts companies within the industries of Aviation, Logistics, Business, Computers, Finance, Advanced Manufacturing, Energy and Healthcare each year as well as those educational institutions that provide programs within those industries.

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

**Board Response:**

WSHOT will encourage registered Apprenticeship programs to register with the TWC Eligible Training Provider System (ETPS) by (1) educating current registered apprenticeship programs about the benefits of participation and (2) encouraging new employers to establish registered apprenticeship programs.

WSHOT service strategies are being developed and will be consistent with the models and recommendations outlined by the:

- Department of Labor Workforce Investment and Opportunity Act, Advancing Apprenticeship as a Workforce Strategy;
- ApprenticeshipUSA Making ApprenticeshipUSA Work for the Public Workforce System: Using Funds to Support Apprenticeship;

Strategies will continue to adapt based on best practices and recommendations from these and other groups, as well as through guidance, recommendations, and best practices from TWC's Workforce Program Policy (Apprenticeship Department).

Educating current registered apprenticeship programs: WSHOT will build on its current working relationship with the International Brotherhood of Electrical Workers Local Union 72 and the Plumbers & Pipefitters Local 52, both of which are registered apprenticeship programs in the Heart of Texas region to encourage these local unions to register as eligible training providers in order to receive WIOA funding.

WSHOT will also outreach any additional area registered apprenticeship programs regarding the process for becoming an eligible training provider and be available to answer any questions that may arise. In addition, WSHOT will connect, as needed, the registered apprenticeship programs to key staff persons within TWC's Eligible Training Provider System to help guide the apprenticeship programs through the application process in the eligible training provider system.

Encouraging new employers to establish registered apprenticeship programs: WSHOT Board staff as well as contracted service provider Business Solutions staff will engage and educate regional businesses and area training providers about the benefits of establishing registered apprenticeship programs, to include eligibility for inclusion on the ETPS. WSHOT staff will engage TWC Apprenticeship Department and Department of Labor expertise, as appropriate, to facilitate development.

In addition, WSHOT will continue to publish annually in the Waco Tribune (local newspaper), an invitation to community colleges, area career and technical education schools, registered apprenticeship programs, and other training providers, to encourage submission of applications for determination as an eligible training provider.

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

**Board Response:**

WSHOT understands the vital role that registered apprentice programs play in preparing and training workers for a career in a skilled trade or craft while helping workers to gain entry into a high-wage occupation and avoiding large student debts. In addition to strategies outlined in response #24 (Operational Elements section), WSHOT will collaborate and partner with registered apprenticeship programs in the Heart of Texas region and with employers to seek additional apprenticeship training funds to supplement the costs of the job-related classroom instruction and to supplement program funds to include WIOA, SNAP E&T, and TANF.

**Part C—Public Comment**

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

**Board Response:**

The description of the process used by the Board includes:

- The Board membership reviewed the plan. All Board meetings are announced in the Texas Register and are open to the public.
- The Board provided local entities and the general public with an opportunity to review and comment on the plan by publishing notice of such an opportunity in the Texas

Register and the Waco Tribune-Herald, 900 Franklin Avenue, Waco Texas 76701, on December 14, 2018.

- The notice stated the purpose of the plan and provided the Board's website address of [www.hotworkforce.com](http://www.hotworkforce.com), in which the current plan was available. In addition, instructions were given on how to obtain a printed copy of the plan.
- Public Comment began on December 14, 2018.
- Comments were received through close of business on January 13, 2019.

No public comments were received.

**Operational Elements Attachment A**14 Digit Payee ID Number: 1-263026020-1000Contract Number: 538-09-3-0000000000012

**Memorandum of Understanding  
Between  
Department of Assistive and Rehabilitative Services  
Division for Rehabilitation Services  
And  
Heart of Texas Workforce  
dba Workforce Solutions for the Heart of Texas Board Office**

This Memorandum of Understanding (MOU) sets forth the terms of agreement for cooperation and consultation regarding implementation of the Workforce Investment Act of 1998 between the Department of Assistive and Rehabilitative Services/Division for Rehabilitation Services, 4900 North Lamar Blvd., Austin, Texas 78751, hereafter referred to as the "DARS/DRS", and Heart of Texas Workforce dba Workforce Solutions for the Heart of Texas Board Office, 801 Washington Avenue, Suite 700, Waco, Texas 76701, Contact Person: Vicki Meek, Budget & Contract Officer, telephone: 254-296-5300.

**I. Purpose of Agreement:**

The purpose of this agreement is to establish a cooperative and mutually beneficial relationship with regard to the workforce development system in the Workforce Solutions for the Heart of Texas Board Office Area.

**II. Duration of Agreement:**

This agreement is effective on signature of both parties or **July 28, 2014**, whichever is later, through **July 27, 2019**.

**III. Program Description:**

The one-stop delivery system program of services created under the terms of this agreement shall be available to individuals who are adults or dislocated workers, including individuals who have disabilities. At a minimum, services will include those core services set forth in the Act and intensive services to adults and dislocated workers, respectively, who are unemployed and are unable to obtain employment through core services, and who have been determined by a one stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

**IV. General Provisions:**

It is understood by the parties that each should be able to fulfill its responsibilities under this Agreement in accordance with the provisions of law and regulation that govern their activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any such provisions or operating procedures. If at any time either party is unable to perform its functions under this Agreement consistent with such party's statutory and regulatory mandates, the affected party shall immediately provide written notice to the others to establish a date for mutual resolution to the conflict.

**V. Responsibilities of the Parties under Agreement:**

The parties agree that their responsibilities under this Agreement shall be as follows:

**A. The DARS/DRS shall:**

- Coordinate with the Board by providing information about eligibility for DARS/DRS' programs for persons with disabilities.
- Provide an assessment for referrals to services from a One Stop Center to determine eligibility for DARS/DRS services.

## Texas Workforce Investment Council Requirements Attachment B

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

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

#### **System Goal and Rationale: Focus on Employers:**

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

**Board Strategy:** WSHOT will continue to gather data from employers and use to monitor local trends that indicate any needed change in policy or service delivery and make recommendations to adjust direction to accommodate employer need.

**Initiative:** WSHOT Board staff will actively collaborate in Prosper Waco, a collective impact initiative focused on 1) Common Agenda; 2) Shared Measurements; 3) Mutually Reinforcing Activities; 4) Continuous Communication; and 5) acting as a Backbone Organization Support that is working to address issues facing the Greater Waco community in the areas of Education, Health, and Financial Security.

Partners work to align and leverage resources and programs to build collaborative strategies for achieving the measurable goals. Prosper Waco and community partners are currently working on collaborative and partner-led projects, along with supporting and facilitating collaborative grant applications to capture resources for the community.

Anticipated quantitative outcomes to be achieved as a result of implementation:

1. Participation in Prosper Waco stakeholder meetings and committees
2. Survey employers and stakeholders semi-annually regarding employment outlook and occupational needs to inform collaborative work
3. Partner on, and submission of proposals in response to competitive grant opportunities

#### **System Goal and Rationale: Engage in Partnerships:**

*Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common*

*planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.*

**Board Strategy:** WSHOT will partner with regional second and post-secondary education providers, as well as youth serving agencies to introduce area youth to Career Pathway opportunities in the area labor market.

**Initiative:** WSHOT will continue to support and hold the YES! Expo- the premiere career exploration event for youth in the Heart of Texas Region which exposes youth to in-demand careers and the education that is needed for those careers.

Anticipated quantitative outcomes to be achieved as a result of implementation:

1. Number of youth participants
2. Number of participating Independent School Districts participating
3. Number of employers participating
4. Number of community partners participating
5. Placement in education and/or employment following YES! Expo

#### **System Goal and Rationale: Align System Elements:**

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

**Board Strategy:** WSHOT will continue to work closely with economic development organizations to address the needs of new and existing employers as they occur.

**Initiative:** Engage with regional economic development groups and chambers of commerce to assist with site location and business development activities.

Anticipated quantitative outcomes to be achieved as a result of implementation:

- 1.Site location/business development meeting participation
- 2.New employers in the area utilizing WSHOT services
- 3.Presentations at economic development meetings
- 4.Articulation agreements between education and training institutions

#### **System Goal and Rationale: Improve and Integrate Programs:**

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*Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data*

*through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.*

**Board Strategy: Strategy:** WSHOT will promote new Career and Technical Education (CATE) programs that focus on dual credit for high school students.

**Initiative:** Advise Independent School Districts and area High Schools regarding in-demand and target occupations, as well as Career Pathway opportunities to guide the development of CATE programs and dual credit opportunities.

Anticipated quantitative outcomes to be achieved as a result of implementation:

1. Partner schools and youth serving agencies
2. Presentations to schools and youth serving agencies
3. CATE programs and post-secondary programs initiated

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

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

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

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

**Board response:**

Through thorough research and analysis of regional economic and labor market data, WSHOT identified five industry sectors as critical to job development and economic prosperity in the Heart of Texas service area. Critical sectors include:

- Professional & Technical Services
- Healthcare & Social Services
- Construction
- Transportation & Warehousing
- Manufacturing



From critical sectors, three key industry sectors were identified as the top targets investment of WSHOT employment and training resources. The top three target industry sectors include:

- Healthcare
- Construction
- Manufacturing

Target sectors (1) demonstrate strong alignment with Heart of Texas regional economic development initiatives, (2) are export sectors, supplying goods and services to residents both within and outside of the region (regional revenue generators), and (3) possess staffing patterns that provide workers with progression opportunities along growth Career Pathway.

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

**Board response:** Detailed labor market data, including number of jobs, wages, education requirements, and projected growth is provided for each occupation targeted with WSHOT top three target industry sectors. In addition, the labor gap is summarized for the top five occupations within each sector: (1) Healthcare, (2) Construction, and (3) Manufacturing.

It is noteworthy that the Heart of Texas region generates an excess of degrees and credentials for several of the target occupations identified by WSHOT. This effect is due largely to the presence and output of Baylor University, which graduates significant numbers of students in relevant degrees, only to have graduates return to their home communities. The University was home to approximately 16,800 students in 2015 (approximately 5% of the HOT service area population and 29% of the population age 15-24). For this reason, the WSHOT region must graduate supply in excess of projected demand to service industry labor needs.

Highlighted occupations in relevant target industry sector occupational tables below indicate the top five occupations for each sector. Occupations for which projected demand does not exceed regional completion estimates (based upon TWC projections, IPEDS attainment data, and local wisdom) are included based upon local wisdom, which validates supply gaps and/or misalignment of education and training programs.

**Healthcare:** WSHOT is targeting five occupations that are classified as Healthcare sector occupations. These occupations had an annual average employment of 3,884 in 2016 and are projected to grow by 499 by year 2026., which represents a growth rate of 11.39%. As shown in the Table 1 below, all Healthcare targeted occupations require some form of post-secondary education with the highest level at a bachelor's degree for Registered Nurses and a post-secondary non-degree for a Dental Assistant and a Licensed Practical & Licensed Vocational Nurse. Starting Salary per Hour wages range from \$14.00 to \$27.00.

Table 1 - WSHOT Target Healthcare Occupations

SOC	Target Occupation Job Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)	Typical Education for Entry
31-9091	Dental Assistants	276	330	54	19.6%	5	\$14	\$19	Post-secondary non-degree
29-2061	Licensed Practical & Licensed Vocational Nurses	1221	1310	89	7.3%	9	\$18	\$24	Post-secondary non-degree
29-1126	Respiratory Therapists	80	96	16	20.0%	2	\$20	\$28	Associates
29-1141	Registered Nurses	2144	2461	317	14.8%	32	\$23	\$35	Bachelors
29-2034	Radiologic Technologists	163	186	23	14.1%	2	\$27	\$30	Associates
<b>Source: TWC Tracer 2</b>									

**Construction:** WSHOT's Construction Sector targeted occupations shown in the Table 2 below, accounted for an annual average employment of 3,225 in 2016. Occupations in this industry are projected to grow by 107 positions by the year 2026. The WSHOT targeted construction occupations require the job seekers to have moderate on-the-job training as well as long-term training. According to the data, both the – 47-2111 Electricians and 47-2152 Plumbers, Pipefitters & Steamfitters occupations may typically enter the profession through apprenticeships.

Table 2 - WSHOT Target Construction Industry Occupations

SOC	Target Occupation Job Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)	Typical Education for Entry
47-2073	Operating Engineers & Other Construction Equipment Operators	532	612	80	15.0%	8	\$13	\$21	Moderate OJT
47-2111	Electricians	822	938	116	14.1%	12	\$15	\$28	Apprenticeship
47-2152	Plumbers, Pipefitters, & Steamfitters	486	590	104	21.4%	10	\$14	\$23	Apprenticeship
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	390	449	59	15.1%	6	\$14	\$22	Long-term OJT
49-9021	Heating, AC, & Refrigeration	521	628	107	20.5%	11	\$13	\$22	Long-term OJT

	Mechanics & Installers								
49-9041	Industrial Machinery Mechanics	474	579	105	22.2%	10	\$17	\$32	Long-term OJT
49-9051	Electric Power-Line Installers and Repairers	No Data Available					\$18	\$31	No Data Available
Source: TWC Tracer 2									

**Manufacturing:** WSHOT has targeted six production related occupations that are projecting to have the most growth in number of new positions. There are three targeted occupations that through local wisdom are indicating a demand. These include the occupations of 49-2091 Avionics Technicians, 51-2011 Aircraft Structure, Surfaces, Rigging and System Assemblers, and 51-4011 Computer Controlled Machine Tool Operators Metal and Plastic.

Table 3 - WSHOT Target Manufacturing Industry Occupations

SOC	Target Occupation Job Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)	Typical Education for Entry
49-2091	Avionics Technicians	No Data Available							
51-2011	Aircraft Structure, Surfaces, Rigging and Systems Assemblers	No Data Available							
49-3011	Aircraft Mechanics and Service Technicians	318	358	40	12.6%	4	\$14	\$30	Post-secondary non-degree
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	No Data Available							
51-4121	Welders, Cutters, Solderers, & Brazers	854	962	108	12.6%	11	\$13	\$20	Moderate OJT
51-4041	Machinists	293	341	48	16.4%	5	\$13	\$23	Long-term OJT
<b>Source: TWC Tracer 2</b>									

### 3. Identify the planned strategies to address the worker shortages in the occupations identified in

**Statement 2.****Board response:**

**Strategy:** WSHOT will continue to work with regional post-secondary institutions to better coordinate employer desired job skills with education and vocational training.

**Strategy:** WSHOT will continue to work with employers and post-secondary institutions to develop customized training programs designed to meet the needs of existing employers and job seekers.

**Strategy:** WSHOT will collaborate to expand and integrate middle-skills training to meet current and future employer demand.

**Strategy:** WSHOT will continue to work closely with area economic development organizations to assure that workforce services are available to expanding employers and prospective employers.

**Strategy:** WSHOT will continue to participate in the promotion of TWC's Skills Development Fund as a means of training new and incumbent workers on skills upgrades to meet local employer demand.

**Strategy:** WSHOT will continue working to address local educational policy issues, identify and address regulations that affect local educational outcomes, identify and communicate barriers to effectiveness to policy makers, find creative solutions to enhance educational outcomes to the region and communicate best practices with partners throughout the region and state.

**Strategy:** WSHOT will collaborate to expand and integrate middle-skills training to meet current and future employer demand.

**Strategy:** WSHOT will increase partnership initiatives with colleges in the region to help promote training opportunities for job seeker and current workers to upgrade their skills.

**Strategy:** WSHOT will promote new Career and Technical Education programs that focus on dual credit for high school students.

**Strategy:** WSHOT will work closely with local colleges and universities on process to recruit persons into short-term training programs offered by colleges that will lead to job placement.