



## **2009 Plan Modification**

### **Integrated Plan**

**October 1, 2009 to September 30, 2010**



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# Plan for Fiscal Years 2009-2010

## Strategic Narrative

### *a. Mission of the Board*

Workforce Solutions Northeast Texas (the “Board”) is responsible for the strategic and operational planning, oversight and evaluation of federal and state workforce programs in the nine county area, including employment, training funds, child care and related support services. As the leader of workforce development for the region, Northeast Texas plays an integral role in supporting the region’s economic growth.

Because of its unique role, the Board has the responsibility to develop short and long term solutions to support the economic growth of the region. The Board must review all relevant information, including a review of the historical trends and current economic and labor market information to ensure informed decisions on how to invest resources and funding and achieve the largest impact. The decisions help the Board provide employers with skilled workers that are well equipped for current and future jobs and connect workers to sustainable employment.

**Mission: To be a driving force in the area to provide employers with workforce support for the economic benefit of the communities we serve.**

The Northeast Texas Workforce system is a business-driven system focused on meeting the needs of business and industry. The main purpose of the workforce Board is to make clear decisions about the direction and design of workforce training and services guided by local businesses and industry.

### *b. The Board’s strategic goals and objectives established through the strategic planning process*

The board took a balanced scorecard approach to developing its goals. Each goal has been assigned to a committee to develop strategies for meeting the objectives (indicators).

**Goal:** Workforce Solutions Northeast Texas will be the premier non-profit organization in Texas

#### **Indicators:**

- The Board is an award-winning workforce system
- The Board builds alliances and coalitions to attain goals and maximize resources around the issues
- Resource allocations are consistent with strategic objectives.
- The Board focuses on the big picture, engages in strategic discussions and empowers its committees to get work done.
- Community recognizes the local workforce system as a quality service provider that is responsive to their needs.
- Board supports planning based on data-driven decision making model.
- Elected officials are educated and informed about the issues that affect the economic prosperity of the region.



**Goal:** The Board will establish a fiscal system that maintains the highest degree of financial compliance, accuracy, and reliability and maximized the Board's financial position.

**Indicators:**

- The Board pursues organizational and financial opportunities to promote maximum flexibility in managing goals and objectives of the organization.
- The financial integrity of the Board is sound.

**Goal:** Workforce Solutions Northeast Texas will be the quality service model for the development of human capital within four (4) years.

**Indicators:**

- Minimum service standards for workforce center operations are met or exceeded.
- Workforce centers will be prepared to begin quality charter by September 30, 2009.
- Program oversight is effective and preserves the credibility of the organization.
- Requirements of funding sources are met.

**Goal:** To recruit and retain active board members to lead the organization.

**Indicators:**

- Members are eager to be a part of this organization.
- Members are informed, interested and engaged.
- Attract new members who could assist the Board in achieving its strategic objectives.

**Goal:** The Board will ensure that working families have access to quality child care services.

**Indicators:**

- Child care providers are compensated to the best ability of the Board.
- Operational costs for child care programs are kept to a minimum.
- Child care providers are encouraged to engage in training and quality initiatives.
- Ensure that all possible sources of leveraged match dollars are identified and utilized.
- Public and private sectors are educated regarding quality child care programs.

**Goal:** The Board will be a catalyst for economic prosperity.

**Indicators:**

- Targeted industries are retained and show positive growth trends.
- Entrepreneurship and start up businesses are supported and encouraged.

**Goal:** Local colleges, public schools, business and industry are actively engaged in discussion and planning regarding the role of education and training in the workforce.

**Indicators:**

- Work with active P-16 councils throughout the region.
- Partner to establish a region P-16 council.
- Identify STEM resources in the region
- Work with College Presidents through Presidents' Roundtable to bring in dollars for training in high-demand occupations.
- Provide presentations created through the manufacturing outreach campaign at no less than 10 different school districts.



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In addition to the board's own goals, the board engaged the community in strategic process to identify regional goals that have buy-in and support from the community. Data was gathered to update the regional audit. The audit outlines several challenges facing the region that the Board has identified as a part of its strategic plan and goals for the upcoming year.

**Promote awareness of career pathways in manufacturing and other technology-related business to those in the educational "pipeline."**

One reason it is difficult to supply a pipeline of qualified workers for manufacturing jobs is due to the misconceptions of the industry – it's a "dirty" job with low-skill jobs and little room for career advancement.

The Board will work to create a local supply of young, talented workers by promoting awareness of the industry through the "Make It Work In Texas" campaign. This campaign was developed for students in grades 8-12 and works to break the negative stereotypes associated with the manufacturing industry. It heightens awareness of the types of careers available in the industry, the job skills and training needed to obtain those careers, and the wages associated with those careers. It also educates school counselors and parents of the good paying manufacturing industry careers in the Northeast Texas region.

In addition, the Board will research the implementation of "Project Lead the Way" within the region. Project Lead the Way (PLTW) encourages middle and high school students to pursue careers in engineering and technology. PLTW entails schools adopting a math and science curriculum into its existing curriculum and provides modern manufacturing software and equipment to schools.

**Encourage better performance from K-12 schools.**

While some indicators show high participation in career and technical education programs, other indicators such as test scores are slipping. In addition, adult educational attainment in the region is low. Because a K-12 education is one of the most important building blocks in workforce development, it is important for the Board to work with local employers and schools to ensure the basic workforce skills needed by employers are being taught to the future workforce. It is vital that schools stay aware of the relationship between education and successful employment and promote workplace skills, both current and future skills, to students.

**Support and capitalize on efforts to create the Regional Advanced Manufacturing Academy (RAMA).**

Through the creation of the Regional Advanced Manufacturing Academy (RAMA), nationally-recognized training (MSSC) is now available in the region that was previously non-existent. The Board will continue to work with the local colleges and employers to implement RAMA and promote it as a viable training option for the current and future workforce. Work will continue to search for viable funding to promote the training program throughout the region, with a focus on dislocated workers and UI claimants. The Board will also work to recruit more employers to train incumbent workers through the program.



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## **Take advantage of skills, abilities, and knowledge already present in the workforce.**

The region has a pool of workers with a variety of skills, abilities and knowledge. The Board will look to take advantage of that pool of workers by promoting the use of WorkInTexas.com (WIT) as a great resource in the region for both recruitment and job search. For employers, WIT is a great resource to find qualified workers and search labor market data. For job seekers, WIT is a great tool for finding available job postings in which they qualify and search labor market information for high-demand occupations. Focus will also be placed on how job seekers can use the tools to see how their current skills are transferrable to other high-demand occupations in those industries identified by the Board, TWC/LMI and the Governor's Industry Clusters.

### **Go Green**

Lastly, the Board will work to identify ways for local businesses to "go green" with their technologies and occupations. As an example, the annual Manufacturing Summit will have a "green" emphasis this year, focusing on how manufacturers can incorporate new technologies or processes into their operations to promote energy efficiency. It will also focus on how various occupations can have "green" components.

### ***c. Describe how the Board identified its target industries and related Texas Workforce Commission (TWC)/Labor Market and Career Information (LMCI) target industry sectors, including but not limited to, industries related to the Governor's industry clusters (as reflected in the Board's submitted Target Industries list).***

Historical Labor market data is useful and valid as a predictor of future labor market trends when conditions remain the same as they were when the data was collected. In an unstable economy, local average weekly wages are affected by negotiations with labor unions as local industries struggle to remain open. Short-term and long-term projected employment figures, while useful in a stable economy, are not as reliable in an unpredictable economy that is largely based on manufacturing and service industries, such as that in the Northeast Texas region. During times of economic contraction and shift, local employment change data, based on past trends, does not accurately reflect the current employment in the region as some industries and occupations in which a positive change is predicted to occur, no longer exist in the region at the time of this writing. With this said, the most recent labor market statistics (for the first quarter of 2008) have become a much less reliable predictor of employment for future years.

Unpredictable economic conditions make it increasingly important to include locally relevant factors in addition to available employment data when planning to provide workforce development services to the region. While specific projected employment estimates may be less valid, selected comparative measures of industry importance, such as location quotients, may remain useful for planning. Further, under these circumstances it is even more critical to give significant weight to local wisdom as a factor influencing workforce planning decisions.



Historical data, such as that gathered through labor market information, coupled with local wisdom and economic development strategies developed by communities within the region, provides the most reliable information on which to develop a plan in an unstable economy.

For Workforce Solutions Northeast Texas (WSNET), a major source of local wisdom to complement available labor market statistical knowledge is the Northeast Texas Local Activity Committee. The committee is made up of representatives from all of the major economic development organizations in the nine county area as well as local business leaders and industry managers. As discussed below, the committee's data and input is combined with what WSNET believes is the best labor market indicators and data available at this time.

WSNET industry analysis and targeting, data gathered from recent studies commissioned by WSNET, data from strategic plans from local chambers, colleges, and economic development organizations, and location quotients combined with local wisdom are viewed as the best tools to identify current economic drivers in the region. Most community and local economic development organizations in the region are focusing efforts on business retention and layoff aversion, however, there are pockets in the region where expansions are occurring, unemployment remains low, and new jobs are still being created. WSNET concentrated its targeting efforts on those industries that, when compared to a reference economy, are identified as specializations in the local economy. The location quotient technique within SOCRATES was selected as the primary data source from which to begin selecting targeted industries. Using this technique, WSNET could focus its planning efforts using the economic strengths of the region as the primary criteria for selecting targeted industries.

Targeted industries were selected by ranking local industries based on location quotient identified in SOCRATES and then verifying with members of the Local Activity Committee and other community organizations that the industry continues to be a strong economic driver in the region. For example five of the top 10 industries in Northeast, ranked by location quotient are manufacturing industries. When narrowed to three-digit NAICS codes, they are classified as 311, 322, 331, 321, 332. Of that five, the number three ranked industry, Primary Metal Manufacturing 331, no longer exists in the region (major employers U.S Steel and Alcoa have announced closures). When expanded to four-digit NAICS codes the remaining four of the top 10 manufacturing industries are expanded to no less than 20 separate manufacturing industries all of which, while sharing some occupational titles, include occupations that demand specialized skill sets.

One of the limitations of the SOCRATES system is that it does not allow for more than 24 four-digit industries to be identified for targeting purposes. Recognizing this limitation and knowing that many occupations would be duplicated within the four digit NAICS classifications for manufacturing and some other industries, WSNET identified targeted industries within manufacturing to the third NAICS digit classification in order to capture training for transferrable skills in demand throughout all of the manufacturing industries (ie, production technician, packagers, general and operations managers) while still allowing for specialized skills within the four remaining industries (ie, food batch makers, specialized welders, automobile repair maintenance, pipefitting, aircraft mechanics, etc.)



Number 5 of the top 10 industries on the list generated by ranking location quotient is coded 919 Federal Government, however, we know that the major employer in this industry is Red River Army Depot which, if included the private sector, would be coded for automobile manufacturing and logistics. This organization is the largest single employer of civilians in the nine county region and does not have a valid NAICS industrial code.

Another anomaly appears in the location quotient ranking and in the labor market information when NAICS code 444 places Building Material and Garden Supply Stores in the top ten industries for the region. Local wisdom tells us that the Lowe's Distribution Center located in Franklin County is one of the region's largest employers but is coded in a NAICS classification with its sister retail stores rather than in the category of logistics and warehousing.

Local community strategic plans were heavily weighted in selecting targeted industries. For example, there are three interstate highways currently under construction and merging in the City of Texarkana. Texarkana is located on several major trade and transportation routes and is strategically located between the Dallas hub and both Shreveport and Memphis ports. Red River Army Depot is a major logistics center for the US military (recognized by Forbes magazine as the major contributor to making Texarkana one of the top ten fastest growing small cities in the nation). Plans are underway for major rail and waterways to be opened in Bowie County which will increase its potential for becoming a multi-modal logistics center. Recognizing these assets, the Cities of Texarkana (both Texas and Arkansas), the Texarkana Chamber of Commerce and its surrounding communities have developed a 10-year plan to capitalize on this competitive advantage and become a center for logistics and support services for the logistics industry.

Narrowing all industries to a four-digit NAICS, while useful for bureaucratic purposes, does not allow adequate flexibility for planning at the local level. Narrowing beyond the two or three digit code may exclude similar industries that elect to move to the region or which may be emerging and non-existent today. For example, in a rural area, one event can significantly change the economy of the area. The closure of US Steel caused the layoff of 1,200 workers and brought two counties (Morris and Cass) from 6% unemployment into double digit unemployment (13%) in less than one month. The industry was wiped out of the region while the current labor market projections continue to predict good employment in that industry and identify it as one of the top 5 industries in the region.

WSNET continuously monitors the activity and workforce needs in the region by maintaining constant contact with employers, economic developers, industrial leaders, local elected officials, chambers of commerce, etc. The WSNET Board recognizes that targeted industries and occupations lists are a snapshot of a brief period of time and are built on the assumption that conditions will remain the same. These lists are only valid for the moment in time for which they were created. Therefore, WSNET will continue to use criterion-based decision making throughout the planning period and may change the list many times based on that criteria.



In conclusion, the criteria for a targeted industry in plan year 2009-2010 are a strong location quotient coupled with high percentage of total employment within the region using covered employment quarterly data and verified by local wisdom (provided through various means including membership in and interaction with local community and economic development organizations, Local Activity Committee, Chambers of Commerce, industrial managers groups, participation in community strategic planning, College President's Roundtable, P-16 Councils, Business Service Unit's contact with employers with less than 100 employees, etc.), or industry targeted by local community for growth, retention or expansion.

***d. Describe how the Board identified the target occupations for which it will dedicate Workforce Investment Act (WIA) training resources (as reflected in the Board's submitted Target Occupations List).***

Northeast has set criteria for targeting occupations for training with WIA dollars as any occupation within a targeted industry (as defined in the section above) that pays a mean hourly wage of \$12 per hour or more, has anticipated growth potential of five jobs per year, and has a training period within the Board's goal for education or on-the-job training. This data is gathered by identifying the targeted industry as defined in Appendix 2.2 using both SOCRATES and TRACER to identify occupations within that industry, and by applying a filter for mean hourly wage, anticipated growth and replacement rates, and training preferences. Please note that the majority of the occupations identified, outside the healthcare industry, require short term vocational training or OJT.

The Board hosts quarterly meetings with the workforce centers' Business Services Unit (BSU) to discuss the jobs and skills most requested by employers. The BSU maintains constant contact with employers and host employer seminars each year. Workforce Solutions is a member of three chambers of commerce in the region, and the executive director attends board meetings of several of the economic development corporations in the region. The Board's Local Activity Committee meets monthly to discuss trends in the region. Executive directors for the major economic development corporations in the region serve on the committee in addition to local employers and Board members. The staff also reviews local layoff reports to identify when industries/occupations are facing a decline or are not hiring.

Since training for WIA includes On-the-Job (OJT) training as well as vocational, and educational training, it is important that artificial limits not be imposed when an employer has expressed an interest in OJT.

***e. Describe the types of resources available at the local level and how the Board will use these resources to operate more efficiently in light of the changing economy.***

As the leader for workforce development for the area, the role of Workforce Solutions Northeast Texas brings together the key stakeholders in the area to partner in an efficient and effective manner that can produce results aimed at supporting the economic growth of the area. The Board will continue to partner with the four large chambers of commerce



(Texarkana, Mount Pleasant/Titus County, Hopkins County and Lamar County) and economic development entities to sharpen its ability to produce better results with fewer resources. This is not only a problem endemic to private industry due to current economic conditions, but also in the public sector as an ever-aging workforce and population will bring on significant challenges in the form of shrinking revenue streams, (tax base, income, sales or property), and increasing expense streams (health care and retirement). Through these strategic partnerships involving business and industry, economic development, the public workforce system, and education partners, the Board has identified the workforce challenges and engaged the community in developing solutions to targeted industries' workforce challenges.

The Board has demonstrated on many occasions its willingness and ability to effectively partner with other organizations to transform limited funding and the resources into a something that will have a tremendous, positive impact on Northeast Texas. As an example, the Board will continue to partner in the implementation of the Regional Advanced Manufacturing Academy (RAMA) to ensure both employers and workers are aware of training provided through the academy.

Situated at the corner of four states, the Board will continue to work with the Arkansas Workforce Center and the Southwest Arkansas Workforce Board. These two organizations have partnered for more than 30 years and have been recognized nationally for our efforts regarding the 2005 BRAC. In addition, the Board has extended its partnership to workforce boards located in Southeast Oklahoma and Northwest Louisiana to look and apply for regional grant opportunities for training and/or capacity building.

Through the Board's various committees, the Board will continue to partner with: employers and economic development entities; educational institutions including ISDs, colleges and P-16 councils; child care facilities; and governmental agencies throughout the region.

***f. Describe the strategies and initiatives the Board will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor's industry clusters.***

The Board will look to the challenges and strategies identified in the 2008 Regional Audit to support the targeted industries and related TWC/LMCI industry sectors and the Governor's industry clusters. These include:

**Promote awareness of career pathways in manufacturing and other technology-related business to those in the educational "pipeline."**

One reason it is difficult to supply a pipeline of qualified workers for manufacturing jobs is due to the misconceptions of the industry - it's a "dirty" job with low-skill jobs and little room for career advancement.

The Board will work to create a local supply of young, talented workers by promoting awareness of the industry through the "Make It Work In Texas" campaign. This campaign was developed for students in grades 8-12 and works to break the negative stereotypes associated with the manufacturing industry. It heightens awareness of the types of careers available in the industry, the job skills and training needed to obtain those careers, and the wages associated with those careers. It also educates school



counselors and parents of the good paying manufacturing industry careers in the Northeast Texas region. And, some of the careers in manufacturing are transferable to other industries, most notably the transportation and warehousing industry.

In addition, the Board will research the implementation of “Project Lead the Way” within the region. Project Lead the Way (PLTW) encourages middle and high school students to pursue careers in engineering and technology. PLTW entails schools adopting a math and science curriculum into its existing curriculum and provides modern manufacturing software and equipment to schools.

### **Encourage better performance from K-12 schools.**

While some indicators show high participation in career and technical education programs, other indicators such as test scores are slipping. In addition, adult educational attainment in the region is low. Because a K-12 education is one of the most important building blocks in workforce development, it is important for the Board to work with local employers and schools to ensure the basic workforce skills needed by employers are being taught to the future workforce. It is vital that schools stay aware of the relationship between education and successful employment and promote workplace skills, both current and future skills, to students.

### **Support and capitalize on efforts to create the Regional Advanced Manufacturing Academy (RAMA).**

Through the creation of the Regional Advanced Manufacturing Academy (RAMA), nationally-recognized training (MSSC) is now available in the region that was previously non-existent. The Board will continue to work with the local colleges and employers to implement RAMA and promote it as a viable training option for the current and future workforce. Work will continue to search for viable funding to promote the training program throughout the region, with a focus on dislocated workers and UI claimants. The Board will also work to recruit more employers to train incumbent workers through the program. This academy affects two target industries: manufacturing and transportation & warehousing.

### **Take advantage of skills, abilities, and knowledge already present in the workforce.**

The region has a pool of workers with a variety of skills, abilities and knowledge. The Board will look to take advantage of that pool of workers by promoting the use of WorkInTexas.com (WIT) as a great resource in the region for both recruitment and job search. For employers, WIT is a great resource to find qualified workers and search labor market data. For job seekers, WIT is a great tool for finding available job postings in which they qualify and search labor market information for high-demand occupations. Focus will also be placed on how job seekers can use the tools to see how their current skills are transferrable to other high-demand occupations in those industries identified by the Board, TWC/LMI and the Governor’s Industry Clusters.



## Go Green

Lastly, the Board will work to identify ways for local businesses to “go green” with their technologies and occupations. As an example, the annual Manufacturing Summit will have a “green” emphasis, focusing on how manufacturers can incorporate new technologies or processes into their operations to promote energy efficiency. It will also focus on how various occupations can have “green” components. The Board will also partner with the College Presidents’ Roundtable to identify training resources for “green” skills such as LEED & SHE certifications, energy auditing, etc. for several of the target industries including Manufacturing, Construction, and Energy Development and Conservation.

Additional strategies and initiatives include: hosting a Healthcare Summit to discuss workforce issues facing the industry; continue to partner with Texarkana College’s Construction Trades Academy-including identifying “green” skills training; continue to work with the P-16 council to develop environmental science curriculum which will incorporate energy and conservation.

### ***g. Describe the Board’s specific plans for workforce training in support of its target occupations.***

The Board will continue to work with the College Presidents’ Roundtable to identify training programs available for the Board’s identified high-demand and/or targeted occupations. The Board will partner with the local colleges to provide training programs currently not offered in the region.

Due to the current economic situation, the Board’s primary focus is short-term training programs that will assist dislocated workers and UI claimants in upgrading their skills to help prevent exhaustion of UI benefits and lead to quick job placement. Workforce center staff will collect data from current dislocated workers and UI claimants as to the types of short-term training they would be interested in to gauge interest/demand. To assist these clients, the Board will contract with local colleges to provide short-term training programs teaching the skills needed in the high-demand occupations identified by the Board, TWC/LMI and Governor’s Industry Clusters.

In addition, the Board will work with the P-16 Council to identify the skills needed for the identified high-demand occupations and see how those skills are currently incorporated into school curriculum, how they can be incorporated, and research the possibility of implementing Project Lead the Way into the independent school districts.

### ***h. Describe the reemployment strategies the Board is employing to meet future workforce needs, particularly in light of the changing economy.***

Outreach will be vital to the reemployment strategies, focusing to change the perception of the workforce center from the “unemployment office” to the “career center.”

Focus will be placed on the use of WorkInTexas.com as a viable recruitment tool. Employers will be encouraged to list all job opportunities in WIT regardless of the required qualifications, skills or job description. Outreach to employers will focus on the diversity of job seekers using



the workforce centers and WIT in their job search, the accessibility of the workforce centers for recruitment, job fairs, interviews, etc., and the professionalism of the workforce center staff. There is a diverse pool of job seekers registered in WIT, with backgrounds ranging from a GED and 10 years experience in manual labor to a Masters Degree in Engineering and one year of experience. Because of this expansive pool of job seekers, it is imperative to have a comparably expansive pool of jobs for job seekers at every stage in their career.

Outreach to job seekers will focus on the variety of jobs posted on WorkInTexas.com, the accessibility and availability of resources to aid them in their job search, and the use of career tools to help them find the best career fit for their skills, talents, needs, and abilities.

As mentioned earlier, the Board will provide short-term training to dislocated workers and UI claimants to assist them in obtaining new skills that will lead to job placement and prevent the exhaustion of UI benefits. This includes continuing efforts to promote the offering of short term courses that lead to industry-recognized certifications on a year-round basis. Meetings with local community colleges have already begun in order to find ways to offer classes and certifications in a format that avoids the “semester” and “quarter” enrollment limitations. The Board plans to leverage its contracting ability to encourage “just in time” training opportunities in skills, identified by employers and front line staff, that lead to employment in regional high-demand occupations and targeted industries.

***i. Describe innovations or enhancements to reemployment strategies, services to unemployment insurance (UI) claimants, or related service delivery models that the Board is exploring. Any successes the Board has had with these new or innovative efforts must be identified.***

In those areas with high unemployment, the Board will establish reemployment centers to provide early intervention resources for claimants and a structured environment that focuses on reemployment skills. The Board will also: monitor the percentage of UI claimants exhausting benefits; create opportunities to keep dislocated workers engaged through job clubs and workshops; and increase access to short-term occupational training skills during job search through contracts with community colleges. Successful reemployment strategies include: use of best practices under the REA grant; partnerships with local staffing agencies; and employers’ use the workforce centers for job fairs/employer recruitment.

***j. Explain how the Board identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant impact. Explain how this information supports the Board’s reemployment strategies.***

The Board identifies the transferable skills of occupations/industries through various methods. One method is the use of ad hoc reporting in WIT to identify the most frequently requested key words and skills used by employers to identify what they are looking for in qualified applicants and see how those relate to the job seekers using WIT. Another method is



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through local knowledge and speaking directly with employers through a variety of venues including the Local Activity Committee and the annual Manufacturing Summit.

As an example, local manufacturers of home building supplies are facing layoffs. However, the local food manufacturers are expanding due to an increase demand in food products. In having this local knowledge, the Board can compare the skills used in the manufacturing of home building supplies to the skills needed for the food manufacturing industry. This helps to identify possible training options for those dislocated workers, as well as assist workforce center staff in helping those dislocated workers identify possible job matches in other areas of manufacturing.

In addition, the Board will contract with community colleges to focus training on the skills most frequently requested by employers.

Lastly, the Board will enhance the training of workforce center staff on the use of LMI tools to assist in developing a client's individual employment plan and identify possible training. All of this information helps the Board to identify strengths and weaknesses in the programs and/or their delivery while helping dislocated workers and UI claimants to become employed and avoid exhausting UI benefits.



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## Appendix I: Elements of System Operation

### *a. System Description*

#### *1. Describe the service delivery system (e.g., number of contractors, number and type of Texas Workforce Centers, specialized services outside of the Texas Workforce Centers, access to customized training, availability of distance learning resources, and services to rural areas).*

The Northeast Texas Workforce Development Area is a broad and diverse region covering 5,924 square miles and nine counties: Bowie, Cass, Delta, Franklin, Hopkins, Lamar, Morris, Red River, and Titus. There are four full-service Workforce Centers in the Region: Texarkana, Paris, Mount Pleasant and Sulfur Springs.

L.T. Consulting, LLC is the single contracted service provider for the Workforce Solutions Northeast workforce center system through September 30, 2009. The operator provides business services to employers, and core, intensive, and training services to job seekers. Services are provided by staff trained to deliver services using policies and procedures developed by the Board and the contracted service provider. The contracted service provider provides management and operational control of existing Workforce Centers, including satellite offices, and the Child Care Telecenter in the nine-county Northeast Texas Workforce Development Area. The contracted service provider is responsible for managing the staff that provides: employer services, outreach, recruitment, screening, and eligibility termination/certification of all Workforce Center customers, including coordination of eligible customer supportive services, eligibility for child care services and recruitment of child care providers. The Workforce Centers are the operational centers for employment-related activities and have no function related to Unemployment Insurance claims.

L.T. Consulting, LLC implemented an integrated service delivery system including intake procedures for all visitors to the workforce centers beginning in 2004. The purpose of the procedures is to ensure that applications are complete and accurate to ensure a better match with employer requirements, provide an assessment of employability and special needs, provide appropriate referrals, and ensure that the needs of the employer and the jobseeker are met.

The contract with L.T. Consulting, LLC ends September 20, 2009. Workforce Solutions Northeast Texas will open the contracted service provider to bidders during the Summer of 2009 with a new contract expected to begin October 1, 2009.

Workforce Solutions Northeast Texas Center locations are:

#### **Paris**

5210 SE Loop 286

Paris, TX 75460-6500

Telephone: (903) 784-4356

Fax: (903) 784-7267

Hours of Operation:



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8:00 a.m. - 5:00 p.m. Monday – Friday

**Sulphur Springs**

1716 Posey Lane  
Sulphur Springs, TX 75482  
Telephone: (903) 885-7556  
Fax: (903) 439-1012  
Hours of Operation:  
8:00 a.m. - 5:00 p.m. Monday – Friday

**Mount Pleasant**

1902 W. Ferguson Rd.  
Mount Pleasant, TX 75455  
Telephone: (903) 572-9841  
Fax: (903) 572-0159  
Hours of Operation:  
8:00 a.m. - 5:00 p.m. Monday – Friday

**Greater Texarkana Workforce Center**

1702 Hampton Rd.  
Texarkana, TX 75501  
Telephone: (903) 794-4163  
Fax: (903) 792-2976  
Hours of Operation:  
8:00 a.m. - 5:00 p.m. Monday – Friday

**Child Care Services Telecenter**

1702 Hampton Rd.  
P.O. Box 6009  
Texarkana, TX 75505-6009  
TOLL FREE: (800) 874-3226  
Telephone: (903) 794-8999  
Fax: (903) 794-8012  
Hours of Operation:  
8:00 a.m. - 5:00 p.m. Monday – Friday

The chart on the following pages outlines the services available at each center in addition to partner workforce development access points in the region.



	Texarkana College	Texarkana Workforce Center	Mt. Pleasant Workforce Center
Locations and number of staff	Bowie County (220 full-time, 110 part-time )	Bowie County (24)	Morris (Itinerant only) Titus (13; 3 TWC, 2 PEO admin, 8 PEO center staff)
Average number of people served each year	10,800	30,000	16,000
Average number of people trained each year, if applicable	10,800	35	20
Average placement rate, if applicable	85%	28.74%	66% (and 59% of job orders filled)
Average wage at placement, if applicable	\$10.00	\$7.50	\$9.00
Top three areas of skill training and annual number trained	LVN (70) ADN (60) Criminal Justice (40)	LVN (17) Truck driving (5) HVAC (2)	LVN (2) RN (3) Truck driving (4)
Other occupations trained for	Marketing (6) Child Development (15) Computer technology (24) Electronics (15) EMT (10) Office careers (30) Quality mgmt (5) Agriculture (12) Auto body repair (12) Automotive Tech (10) Cosmetology (18) Diesel Tech (10) Small engine repair (10) Welding (20) HVAC (12) Real Estate (8)	Auto mechanic (2) Office career (2) CNA (1)	Phlebotomy (5) CNA (3)
Skill training other than occupational	Allied health Seminars (1,300) Safety skills (1,000) Welding (100)	Computer training (TIR) (6)	Job Search Workshop (150) Basic Computer Skills (WIT) (1600)
Worker recruitment for employers	Non-electronic job postings Job fairs (for fee)	Electronic job postings Non-electronic job postings Job Fairs	Electronic job postings Non-electronic job postings Job Fairs



<b>Assessment of job seekers for employers</b>	Administer employers' own skill tests (for fee) Administer other tests (for fee): millwright, electronics, lubrication, EPA Sec 608, ACE test	Electronic skill matching Pre-referral interviews Administration of tests (typing, TABE, Skills assessment, Work Certification)	Electronic skill matching Pre-referral interviews Administration of tests (typing, TABE, Skills Bench, Career Interest Test)
<b>Employee Retention services</b>	Remedial skill training for both enrollees and non-enrollees (fee for non-enrollees)	On-site job coaching for eligible individuals On-site job coaching for general population (through business services) Supportive services for eligible individuals (child care, transportation, tools, uniforms) GED classes offered at side for eligible individuals	Off-site counseling for eligible individuals Support services for eligible individuals (child care, transportation, tools, uniforms, and other approved work related expenses) Remedial skill training for eligible individuals (TIR & in-home learning) Remedial skill training for general population (TIR & in-home learning)
<b>Development of job Seekers to increase quality of labor pool</b>	Basic skill training Computer literacy training Occupational skill training (both degree/cert and non-degree/cert) Interview training OJT Customized training (for fee)	Work certification training Computer literacy training (contracted through TIR) Interview training OJT (not now, but planned for future) Customized training (not now but planned for future)	Basic skills training (Work Certified Training Program) Computer literacy training TIR & Work Certified training Occupational skill training resulting in a degree or certificate Interview training OJT (cost to employer) Customized training (through board grants and contracts)
<b>Hiring incentives</b>		Work Opportunity Tax Credit Federal bonding	Work Opportunity Tax Credit Federal bonding
<b>Development of incumbent worker skills</b>	Skill assessments [provided by employer (for fee) Skill assessments using the college's own tools (for fee) Basic skill training (for fee) Occupational skill training (for fee) Diversity training (for fee) Sexual harassment training (for fee) Safety training (for fee)	Skills assessments –computers are placed in individuals' homes Computer training in-home	All incumbent worker services are provided by the board through contracts with provider and employers. Skill assessments using both employer provided tests and organization's tests Basic skill training Occupational skill training Diversity training Sexual harassment training Safety training Customized training
<b>Technical Assistance to employers</b>	Assistance in applying for state or federal grants.	Referral to AA/EEO information Referral to ADA advice Federal contract compliance (through job postings) Rapid response to assist in downsizing Referrals to Texas Rehab for disability accommodations	AA/EEO information and advice ADA information and advice Federal contract compliance information Rapid response to assist with downsizing Accommodations resources for hiring/retaining workers with disabilities Assistance in applying for state or federal grants (board provides)



<b>Employer Outreach</b>	Business reps make on-site employer visits	Business reps make on-site employer visits Staff contact employers by only by phone Participates in multi-agency business unit so employers have only one account rep.	Business reps make on-site employer visits Staff contact employers by only by phone Participates in multi-agency business unit so employers have only one account rep. Employer council
<b>Manufacturing initiatives</b>	Two separate Skills Development Fund grants to assist JCM industries. One EWTP grant secured to train workers at four plants	Provide on-site recruiting and one-on-one screening Assist with job fairs	Manufacturing summit 1 month agreement with Lone Star Steel for weekly interview arrangement for their contracted consultant Employer council Employer seminars
<b>Health Care</b>	Allied health seminars each year along with training programs with local hospitals	Provide on-site recruiting and one-on-one screening Assist with job fairs	Employer council Employer seminars Agreement to work all job postings from employer's website
<b>Logistics</b>	In the process of re-starting truck driver training	Provide on-site recruiting and one-on-one screening Assist with job fairs	North East TX Community College Truck Driving School is provided with interviewing space monthly
<b>Telecommunications</b>		Provide on-site recruiting and one-on-one screening Assist with job fairs	
<b>Construction</b>	(past initiatives, none current)	Provide on-site recruiting and one-on-one screening Assist with job fairs	
<b>Leisure and Hospitality</b>	In process of organizing hotel and motel mgmt with culinary arts. Continuing ed courses offered	Provide on-site recruiting and one-on-one screening Assist with job fairs	
<b>Entrepreneurs</b>	Assists entrepreneurs in computer training, info tech, business marketing, tax planning, investment plans.		Customized training OJT Referral to local and internet resources such as small business administration



	<b>Paris Workforce Center</b>	<b>Sulphur Springs Workforce Center</b>	<b>DARS</b>	<b>Bowie-Cass Education Coop</b>
<b>Locations and number of staff</b>	Lamar (16; 13 contractor staff and 3 state) Red River (itinerant one day per week)	Delta (Itinerant one day per week) Franklin (Itinerant one day per week) Hopkins (13; 2 TWC, 8 PEO center staff, 1 PEO admin, 2 Experience Works)	Bowie (11) Hopkins (4) Lamar (5)	Bowie – 13 sites (27) Cass – 5 sites (5)
<b>Average # people served each year</b>	26,000	10,000		200
<b>Average # people trained each year, if applicable</b>	31	22		NA
<b>Average placement rate, if applicable</b>	No response	27%	95%	NA
<b>Average wage at placement, if applicable</b>	No response	\$33,827 annually for training participants	\$5.15	NA
<b>Top three areas of skill training and annual # trained</b>	RN (4) LVN (10) Truck Drivers (14)	RN (9) LVN (7) Truck Driver (3)	Nurses Aid (20) Teacher (25) Clerical (25)	NA
<b>Other occupations trained for</b>	Networking (1) CNA (2)	Teacher (3)	Law (2) Business Administration (3) Welding (10)	NA
<b>Skill training other than occupational</b>	Job Search Workshops (120) Basic Computer (WIT) (2,300) Life Skills (980 – Choices Clients)	Job Search Workshops (150) Basic Computer (WIT - WorkInTexas) (1500) Life Skills (450)		Algebra – I CAN Learn (25)
<b>Worker recruitment for employers</b>	Electronic job postings Non-electronic job postings Job Fairs (in the past – annual fair at Paris Junior College) Newspaper advertising (Paris News did one article about company coming to the workforce center for interviews) TV/radio advertising (pending) Temp services (informal – with case managers) On-site completion and holding of job applications	Electronic job postings Non-electronic job postings Job Fairs	Electronic job postings (CHOICES) Newspaper advertising (for fee) Temporary workforce services (minimal, for fee)	



<b>Assessment of job seekers for employers</b>	Electronic skill matching Pre-referral interview (for upper level job orders) Administration of employers' skill tests Administration of organization's skill tests (typing, TABE, Career Interest, BrainBench, Excel) Work Certification	Electronic skill matching Pre-referral interview (for upper level job orders) Administration of organization's skill tests (typing, TABE, Career Interest, BrainBench)	Electronic skill matching (for fee through CHOICES0 Criminal background check (for fee) Drug/alcohol testing (for fee)	
<b>Employee Retention services</b>	Off-site counseling for eligible individuals Supportive services for eligible individuals (child care, tools, transportation, uniforms) Remedial skill training for eligible individuals (in home learning, TIR – Technology Interchange Resources)	Off-site counseling for eligible individuals Supportive services for eligible individuals (child care, tools, transportation, uniforms) Remedial skill training for eligible individuals (in home learning, TIR)	On-site job coaching of enrolled individuals (periodically, and only if there is an accommodation issue) Off-site job coaching for individuals who are not enrolled in the program (only if there is an accommodation issue; for fee) Off-site counseling for enrolled individuals (Employee Assistance Program)	Remedial skill training for enrolled individuals
<b>Development of job Seekers to increase quality of labor pool</b>	Basic skill training (Work Certified) Computer literacy training (TIR, Work Certified, resource area) Occupational skill training resulting in a degree/certificate Interview training OJT (offered, but not done in last 12 months) Customized training	Basic skill training (Work Certified) Computer literacy training (TIR, Work Certified) Interview training Customized training	Basic skill training Occupational skill training resulting in a degree/certificate Occupational training that does not result in a degree/certificate Interview training On-the-job training (for fee) Customized training (for fee)	Basic skill training Interview training
<b>Hiring incentives</b>	Work Opportunity Tax Credit Federal Bonding OJT	Work Opportunity Tax Credit Federal Bonding	Work Opportunity Tax Credit	
<b>Development of incumbent worker skills</b>	All incumbent worker services provided by the board.		None	Skill assessments using organization's tools Basic skill training



<b>Technical Assistance to employers</b>	AA/EEO information and advice (TWC speaker scheduled for EEO at next SHRM meeting; individual assistance also available) ADA information and advice Job Task Analysis (Socrates) Assistance with downsizing Accommodations resources for hiring/retaining workers with disabilities	AA/EEO information and advice (TWC speaker scheduled for EEO at next SHRM meeting; individual assistance also available) ADA information and advice Federal contract compliance Assistance with downsizing Accommodations resources for hiring/retaining workers with disabilities	ADA/EEO information and advice ADA information and advice (for fee) Job task analysis (for fee) Federal contract compliance information (for fee) Assistance with downsizing Accommodations resources for hiring/retaining workers with disabilities (for fee) Assistance in applying for state or federal grants	
<b>Employer Outreach</b>	Business reps make on-site visits to employers Staff who contact employers only by phone Organization participates in multi-agency business unit so employers have only one contact	Business reps make on-site visits to employers Staff who contact employers only by phone Organization participates in multi-agency business unit so employers have only one contact		
<b>Manufacturing initiatives</b>	Outside marketing specialist meets with employers to do needs assessments and explain services Employer seminar on hiring persons with disabilities Speaker at SHRM meeting on tax credits and refunds Met with mfg firm regarding need for TIG welders Collect job applications for an employer and deliver or mail them	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	Working on proposal with Humco for on-site GED class
<b>Health Care</b>	Outside marketing specialist meets with employers to do needs assessments and explain services Employer seminar on hiring persons with disabilities Speaker at SHRM meeting on tax credits and refunds Paris Medical Center posts all job openings with the workforce center	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	



<b>Logistics</b>	Post openings for companies that hire truck drivers Collect applications for WePack. Provide truck driver training through Paris Junior College Sulphur Springs campus	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	
<b>Telecommunications</b>	Have done needs assessments for C-Tech	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	
<b>Construction</b>	Meet with employers to do needs assessments WeBuild has job seekers complete applications at center	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	
<b>Leisure and Hospitality</b>	Holiday Inn has indicated will give preference to persons completing Work Cert program.	Participate in Hopkins County Chamber of Commerce Workforce Development Committee Employer Seminars	Not applicable	
<b>Entrepreneurs</b>	Give copies of handbook and periodicals Make referrals to Small Business Administration and to internet web pages Assist with LMI Attend SHRM and other org. meetings and provide speakers	Refer to local internet resources and Small Business Administration	Job site analysis and Accommodation	



**2. Describe the number of employers and job seekers customers to be served and the planned service mix. Include a breakout by the following funding sources: WIA Adult, Dislocated Worker, and Youth; Temporary Assistance For Needy Families (TANF) Choices; Food Stamp Employment and Training (FSE&T); Project Reintegration of Offenders (Project RIO); and Unemployment Insurance (UI).**

**On hold pending allocations and additional direction from the state.**

Funding Source	Number of Employers to be Served	Number of Job Seekers to be Served	Planned Service Mix
WIA Adult			
WIA Dislocated Worker			
WIA Youth			
TANF			
FSE&T			
RIO			
UI			

**3. Describe how the Board plans to devote increased resources to training.**

Focusing on individual needs and co-enrolling individuals in funding streams that will best meet those needs will be essential. Careful employment planning and management of resources through the IEP process to ensure that customers receive no more nor no less than the level and types of services most beneficial to them will become an important strategy to ensure that training dollars are available.

With average unemployment rates in the Northeast WDA, slow economic growth, aging workforce, and loss of population, Northeast will devote the majority its training resources to short-term training for dislocated worker/UI claimant training. Short-term training will be dependent upon the skills needed for those high-demand occupations/industries identified.

**4. Describe how the Board will ensure physical and programmatic accessibility for individuals with disabilities at the centers.**

The Americans with Disabilities Act (ADA) mandates state and local governments give civil rights protection to individuals with disabilities the same as provided to individuals on the basis of race, religion, sex and national origin. The Board and Contractor have policy and procedure regarding the physical accessibility for individuals with disabilities at the Workforce Centers. (Attachment A4). In addition the policy requires that the Board and the Contractor ensure that programs and activities are physically and programmatically accessible to individuals with disabilities.



Through the receipt of Work Incentive Grant (WIG) funding, the Board purchased adaptive equipment to ensure individuals with disabilities are able to access workforce programs and information. Resource rooms in all four workforce centers can accommodate individuals with visual, hearing, physical, cognitive, and other disabilities through the provision of adaptive equipment such as:

- Access station that includes computer hardware & software
- 21" monitor
- Trackball mouse that can be manipulated with the forearm or hand
- Hands-free mouse
- Keyboard with orientation aids and large keys that require little pressure to activate
- Touch-screen monitor
- Scanner
- Video magnifier for printed materials (CCTV)
- Portable assistive listening device
- Text magnification
- Screen reading software
- TDD telephones
- Telephones with large numbers and Braille

Furthermore, in an effort to increase services provided by Literacy Council partners, the Board purchased supplemental testing materials and supplies to ensure individuals with disabilities are afforded an opportunity receive services directed at their specific needs. Supplies include Large Print TABE tests, audio tapes for TABE test, tactile globe, and math and typing tutoring software.

The Board has a Memorandum of Understanding with the DARS that states the organizations will work together in the following manner:

The Board will:

- Include the DARS/DRS programs and services in the list of consumer services (put them in the catalog of referral agencies)
- Coordinate with DARS by providing introduction on the full range of employment services available to persons with disabilities
- Assist in the employment of people who have disabilities by the timely sharing of information with DARS
- Ensure core, intensive and training services are provided by the Workforce Centers as defined in WIA
- Provide sensitivity and disability awareness training to the staff at the One-Stop Centers
- Provide adaptive equipment for individuals with disabilities



- Inform DARS of Board meetings in advance

DARS and the Board shall:

- Participate in joint planning
- Exchange information and coordinate activities
- Provide cross training between staff regarding policies and procedures
- Identify opportunities for collaboration, coordination and eliminate barriers to cooperation
- Develop a referral system between the parties
- Designate organizational liaisons
- Comply with Title VI of the Civil Rights Act

#### ***5. Describe the role of the Youth Advisory Committees, and any subcommittees***

The Board no longer has a Youth Advisory Committee (YAG). That committee as been dissolved and a new committee was created: the Education & Training Committee. This committee is responsible for establishing goals, objectives, and work plans to carry out tasks related to education in workforce development and promoting an overall annual increase in educational attainment in the Workforce Development Area. The committee is also charged with measuring the progress of said related tasks. The committee is comprised of board members and representatives from the private and public sectors, including educational institutions.

#### ***6. Address the education and training needs of individuals with limited English proficiency.***

Workforce Solutions Northeast Texas has a policy in place to ensure equal opportunity and equal access to all Limited English Proficient (LEP) persons in the workforce development area (Attachment A6). ESL may be provided as a stand-alone service; however, it must be provided as part of a continuum of services leading to employment. The Board shall focus job training efforts, including ESL, on industries that provide high-skill, high-wage jobs (based on local labor market analysis) that meet the Board established Self Sufficiency Wage. Job training should correlate to employment that provides individuals an opportunity to achieve self-sufficiency and growth opportunities

Spanish has been identified as the most utilized secondary language in the nine county area. All four workforce centers have staff fluent in English and Spanish. In the event a staff person is unavailable, there is a formal arrangement in place with the local Department of Family and Protective Services and area community organizations to ensure interpretation is available.

All eligibility documents and application forms have been translated to reflect English and Spanish, as well as, brochures, pamphlets and manuals disseminated to the public. Information is posted in workforce center resource rooms for individuals to identify themselves as persons needing language assistance at no charge.

The Board works closely with the workforce area school districts, local community colleges and Adult Learning Centers to provide English as a Second Language (ESL) classes and other educational opportunities in an effort to strengthen adult and youth basic education and literacy.



## ***b. Partners and Stakeholders***

### ***1. List the Board's partners including educational and economic development entities***

Northeast Texas has a long history of partnerships, which need to broaden in order to facilitate the region's economic competitiveness. It is the Board's intention to bring together business and industry, economic development, education and the public workforce system to strengthen the workforce system. The Board will invest training resources to develop the skills and competencies necessary to meet industries' demands and ensure a steady pipeline of qualified, job-ready workers.

As the leader for workforce development for the area, the role of Workforce Solutions Northeast Texas is to bring together the key stakeholders in the region to partner in an efficient and effective manner that can produce results aimed at supporting the economic growth of the area. The Board has partnerships and a memorandum of understanding with both required and optional partners. See the appendices for the complete list.

The Board applies a "systems approach" to addressing workforce development issues. To fully address these issues, the Board developed a structure that cuts across the disciplines of economic development, education, and employment & training programs. The Board understands that coordination of the disciplines is absolutely necessary to create a systemic delivery of services. The Board's educational partners include the five school districts for the Texarkana College Construction Trades program, North East Texas Community College, Paris Junior College Adult Education, Texarkana College and Texarkana ISD Adult Education. To strengthen the Board's position in the community to assist with the economic development the Board's has the following economic development partners: Mount Pleasant Industrial Foundation, Paris Economic Development Corporation, Sulphur Springs-Hopkins County Economic Development Corporation, Nash Economic Development Corporation, and the Texarkana Chamber of Commerce.

### ***2. Describe what services along the continuum of services will be delivered by each of the partners and how they will be provided.***

Workforce Centers provide a coordinated and integrated delivery of services in a tiered customer-driven service delivery strategy that ranges from self-service to intensive staff-assisted services. Each partner brings their resources and specific workforce program services to the Workforce Center's integrated service delivery system. The specifics for each partner are outlined in their MOU with the Board. Most MOUs are for referral service to partnering agencies within the nine-county workforce development area.

The workforce centers will provide business services to employers, and core, intensive and training services to job seekers. Services will be provided by staff trained to deliver services using policies and procedures developed by the Board and the contracted service provider.

### ***3. Outline roles and responsibilities of each partner.***

Each MOU has specific responsibilities outlined according to entity, and all workforce programs are specifically addressed.



**4. Identify resources contributed by each partner.**

Resources vary according to entity. Examples of resources available include educational activities with partnering school districts, community programs, community colleges and training entities. Services for Adults, Youth, Veterans, Senior Citizens and ex-offenders are instances where resources are available through partners in the Northeast Texas WDA. The operator provides the staff, and training to staff. The operator provides supervision, evaluation, monitoring and continuous improvement of the operation. The specific resources contributed by each partner are outlined in the individual MOUs. The following are extracted from the new MOUs contained in the attachments. Resources contributed by other partners are contained in MOUs already on file at TWC.

Partner	Resources Contributed
<p><b>The Bowie-Cass Adult Education Cooperative</b></p>	<p>Bowie-Cass Adult Education Cooperative will pay all eligible costs including, but not limited to, personnel salaries, instructional supplies and materials, building usage fee (if applicable), stipends for staff development, all related travel, and purchased and contracted services for the services outlined below.</p> <p>Monitoring, coordination and supervision of the Adult Education Services program provided for at the Greater Texarkana Workforce Center located at 1702 Hampton Road, Texarkana, TX is the responsibility of Bowie-Cass Adult Education Cooperative for compliance with federal, state and state and local guidelines.</p> <p><b>Services:</b></p> <p>Offers classes at the Greater Texarkana Workforce Center located at 1702 Hampton Road, Texarkana, TX, Monday through Friday that include Adult Basic Education, General Education Development (GED), English and Math review, and English as a Second Language (ESL)</p> <p>Provides brochures as well as other written information to the Workforce Solutions Northeast Texas Workforce Centers describing available adult education programs and activities through the cooperative.</p>
<p><b>Texas Health and Humans Services Commission</b></p>	<p>HHS assumes full responsibility for its respective costs associated with the services it provides that are outlined below.</p> <p><b>Services:</b></p> <p>Supports the workforce system of operation by closely integrating services with those of the Workforce Centers' within the region and developing written procedures for referral and tracking of TANF and FSE&amp;T customers in workforce activities.</p> <p>Provides support to Workforce Solutions Northeast Texas staff in use of HHSC systems, forms, and procedures, as required.</p> <p>Determines eligibility of each client for program and workforce services, including mandatory work registrants, and refers them to Workforce Solutions Northeast Texas.</p> <p>Shares client information as deemed necessary for program requirements and establishes a method to ensure the confidentiality of records and other information relating to customers according to applicable federal and state law, rules and regulations.</p> <p>Coordinates closely with the workforce centers in referral of customers to workforce activities, including timely action on any appropriate sanctions and/or adverse actions for customers who refuse to comply with rules and regulations.</p> <p>Assists in encouraging customers to achieve independence and self-sufficiency,</p>



	<p>including assistance in counseling and arranging available supportive services during and after referral of customers to workforce programs, and through any follow-up period after customers gain unsubsidized employment.</p> <p>Trains HHSC staff, as resources permit, to support a coordinated case management model.</p>
<p><b>Windham School District Component of Project RIO</b></p>	<p>WSD assumes full responsibilities for its share of costs associated with the services listed below.</p> <p><b>Services:</b></p> <p>Designates a staff member (Workforce Development Coordinator) who is responsible for working with the Board (s) and the TDCJ Parole Division to coordinate employment activities;</p> <p>Employs Project RIO staff within TDCJ facilities, as resources are available;</p> <p>Prepares offenders for employment through academic and vocational training provided by the WSD and/or local community colleges, as well as On-The-Job training program;</p> <p>Provides pre-employment career assessment and counseling services to offender participants;</p> <p>Develops an Individual Employment Plan for each program participant and transmit to the Texas Workforce Commission (TWC) computerized information regarding the offender activities while incarcerated.</p> <p>Assists offenders in securing official employment documents necessary to accept employment upon release;</p> <p>Assists offenders with the completion of a “Work-In-Texas” Employment Application;</p> <p>Arranges for participant employment documents such as social security cards, driver license, birth certificate, military record DD-214, educational achievement certificates, etc. be distributed to the offenders when released;</p> <p>Ensures that all potential program participants meet program eligibility requirements for RIO participation;</p> <p>Provides the Board Project RIO Coordinator with contact information necessary to serve offenders, including release dates, referrals dates, and other information as necessary;</p> <p>Provides participants with TWC contact information regarding the available Workforce Centers and their programs offered;</p> <p>Collaborates with TWC and the Board to develop, implement and monitor information systems shared by TWC and TDCJ;</p> <p>Updates on a daily basis, electronic offender information shared by TWC and TDCJ; and</p> <p>Provides participants with information regarding the Fidelity Bonding and Work Opportunity Tax Credit Programs.</p>
<p><b>Texas Department of Criminal Justice - Parole Division</b></p>	<p>TDCJ assumes full responsibilities for its share of costs associated with the services listed below.</p> <p><b>Services:</b></p> <p>Designates a staff member (RIO Coordinator) from each DPO who is responsible for the overall implementation and operation of Project RIO within that district office and to serve as the point of contact for Project RIO;</p> <p>Completes and submits a form E-37 or it’s equivalent for all offenders referred for services, including all initial and subsequent referrals;</p>



	<p>Works with the Board staff to develop, implement and monitor procedures regarding the submission and retrieval of referrals for services (E-37's);</p> <p>Coordinates any on site DPO orientation arrangements as scheduled by local PD and Workforce RIO staff;</p> <p>Shares appropriate offender(s) information with the Board staff that will facilitate the collection of follow-up information and job development activities;</p> <p>Responds to the TWIST report and provide feed back on RIO participants (employed, absconder, warrant, transfer, etc.);</p> <p>Monitors the participation of referred offenders to assure the participants make full use of available services;</p> <p>Provides ex-offenders' specific information such as offense histories and employment restrictions to RIO Coordinators in Workforce Centers in an effort to facilitate placement, job development activities, and the collection of follow up information within 10 days;</p> <p>Collaborates with TWC and the Board to develop, implement and monitor information system shared by TWC and TDCJ;</p> <p>Updates parole information on job seekers by close of business the following business day (or as otherwise mandated by PD policies) in information systems shared by TWC and TDCJ. and</p> <p>Maintains ongoing relationships with employers by making contact with the employer no less than every six months after ex-offender employment throughout the time an offender is eligible for services, or as agreed by local PD staff and employer.</p>
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***5. Describe the Board's working relationship with its partners.***

Northeast Texas has made great strides in becoming an employer-driven system. The Board is the convener in bringing together industry sectors, economic development organizations, education and training, labor, and community and faith based organizations to identify the short-term and long-term workforce challenges. It is the hope of the Board that the current initiatives will serve as a vehicle for moving reactive and compliance-based conversations to more proactive strategic planning.

This initiative to unite together and identify commonalities, leveraging critical resources and improving the quality of employment-related services and training to local businesses is a key component of the workforce system. The effectiveness of partner-shared employment activities with value-added services to employers are clearly demonstrated during ongoing quarterly meetings while partnership members identify essential resources that they can use through shared employment-related services offered.

Referrals are made to each entity as specified in the MOU or agreement.

***6. Describe how the Board will coordinate employment and training activities with local economic development activities, including the promotion of entrepreneurial skills training and micro-enterprise services.***

Workforce Solutions Northeast Texas is a member of four of the local Chambers of Commerce in the region: Texarkana, Mount Pleasant/Titus County, Hopkins County, and Lamar County. In addition the Board is a member of the Texarkana Area Chamber of Commerce Business Retention, Expansion and Recruitment committee.



The Board attends the monthly Northeast Texas Economic Development Regional Round Table & Chamber of Commerce meetings to discuss programs and to share information. The Northeast Texas Economic Developers Roundtable is a voluntary association of economic development practitioners in an area encompassed by the Ark-Tex and East Texas Councils of Governments. The mission of the Roundtable is to gain and to act upon the advantages of "pooled mutual interests" that supports the development of Northeast Texas. Board members, Board staff and the Workforce Center contractor and staff continue to participate in the Workforce/Economic Development Conference. This conference provides necessary contacts through networking opportunities and training for developing an infrastructure to successfully and aggressively promote local economic development.

Plans to seriously enter the economic development arena have been postponed until the capacity of the Workforce Centers is built to accommodate the demands of economic development and still maintain a professional image. However, if funding will allow, the Board will set aside funding to provide moderate incentives to economic development groups that work with the Board through the established criteria for award of the funds. These funds will facilitate the Board's involvement with economic development efforts and encourage economic development in the local area.

The Committee tasked with the development of the criteria for accessing funds through the Statewide Alternative Grants is sensitive to the necessity of involvement of local economic development efforts and the necessity of encouraging economic development in our local area.

There are a few systems being set up in the region to promote entrepreneurship, including an incubator and an enterprise center. In 2008, a report regarding the resources available in the region to assist in developing and assisting entrepreneurs was developed. The Board is seeking funds to begin implementation of some of the recommendations made in the study, such as developing an entrepreneurial web portal for the region.

#### ***7. Describe how the Texas Model (Divesture of Responsibility for ES Service Provision to the Local Level) is operationalized for ES***

TWC staff is deployed throughout the workforce centers depending upon skill levels and center needs. Staff is integrated and report to the center operator for daily functional responsibilities.

ES staff members perform the following functions:

- Provide access to labor market information upon request
- Assist customers in accessing and navigating the state's electronic job matching system
- Post job orders
- Screen job seekers
- Assist in staffing job fairs
- Provide assistance to employers for mass recruitment
- Assist in staffing information resource centers and helping customers locate and use appropriate resources
- Refer customers to appropriate non-ES programs and resources
- Provide information and assist employers in accessing WOTC



- Provide AA/EEO information to employers
- Monitor federal contract compliance
- Participate on rapid response teams as needed
- Facilitate workshops, such as job search, job clubs
- Assist employers with alien certification procedures
- Monitor adherence to veterans preference in all services

***8. Describe how the Board coordinates with the Texas Veteran's Commission to provide services to Veterans.***

TVC will assist unemployed veterans and will contribute to the overall success of each workforce center. TVC staff is integrated into the workforce centers, and TVC staff follows the workforce center dress codes, coordination of leave requests and participate in training opportunities. The contracted service provider coordinates the supervision of the TVC staff and has input into their supervision and performance appraisals.

***9. Describe how the Board coordinates with Adult Education Programs.***

The Board collaborates closely with local education agencies, literacy providers, and vocational education entities to provide high quality services to our customers. Input is sought from education partners concerning their goals and identifies areas for mutual effort to improve workforce basic skills education and skills development training.

The Board's Executive Director meets with the College Presidents' Roundtable comprised of the college presidents from the local community colleges at least four times per year:

- to share information regarding matters pertinent to industry and workforce education,
- operate as a conduit for gathering data for strategic planning to address educational and economic needs of the region,
- support regional economic development efforts and leverage available financial and non-financial resources to that end,
- work in partnership to increase financial capacity for workforce development and education in the region,
- promote vision for future collaborations and initiatives,
- develop and maintain collaborative and strategic relationships that lead to regional economic prosperity,
- work together to identify means to develop the human capital necessary for industry to remain competitive in a global market,
- nominate a representative for higher education to serve on the North East Texas Workforce Development Board,
- identify opportunities to bridge the gap between education and industry,
- strategically address issues that threaten the accomplishment of these objectives.

Board staff attends college Eligible Training Provider System (ETPS) committee meetings; the committees consist of college personnel, Board and workforce center staff to review course curriculum and outcomes to ensure that the classes are meeting the skill needs of employers



Board staff is also involved with the Texarkana, Texas ISD Adult Education Program and the Paris Junior College Adult Education Program. Regular attendance by Board staff at Advisory Board meetings with both entities allows information and communication to be an ongoing process.

Board staff is also included in Project GREAT East Region Advisory Board Committee. This committee meets quarterly and includes representatives from Northeast Texas, East Texas, Deep East Texas and Brazos Valley Workforce areas. The Project GREAT Adult Education and Family Literacy Regional Centers of Excellence are Texas LEARNS' answer to the professional development needs of adult education and family literacy practitioners in Texas. Eight (8) Project GREAT Centers are funded as federal State Leadership activities by the Texas Education Agency and Texas LEARNS, one in each of eight service regions in the state. The centers are managed by the regional grantees, in collaboration with the state office of Adult Education (Texas LEARNS), Texas Education Agency (TEA), and the region's adult education directors. The purpose of this program is to provide the operation of professional development programs to improve the quality of instruction provided pursuant to local activities required under Title II, Workforce Investment Act.

The East Region grant was initially awarded to Education Service Center, Region VI in Huntsville in 2004. The East Region Project GREAT serves 44 counties in East Texas. This area encompasses 31,000 square miles and includes 9 Adult Education Co-ops, 13 Even Start Programs, and 6 Workforce Development Boards. An estimated 525 professionals are offered training and professional growth opportunities through this project.

The major objectives for the East Region Project GREAT are:

1. Coordinate regional training activities for adult education and family literacy.
2. Meet the local and professional development needs for technical assistance, technology assistance, and scientific research-based instruction.
3. Collaborate with the local workforce development system to meet the adult education professional development needs of workforce staff.
4. Collaborate with Texas LEARNS and the Center for Initiatives in Education at Texas State University to manage the regional implementation of the Texas Adult Education Credential Model.
5. Implement in conjunction with Texas LEARNS and other GREAT centers, a model for the development of master teachers.
6. Facilitate and coordinate the regional implementation of statewide initiatives.

The adult education partners with whom the board collaborates are:

- Paris Junior College Adult Education
- Texarkana ISD Adult Education
- Northeast Texas Community College
- Northeast Texas Community College Continuing Education
- Texarkana College



- Bowie-Cass Adult Education Cooperative.

The details of coordination are contained in each MOU, and all follow the content and format of the example below:

**The Bowie-Cass Adult Education Cooperative shall:**

- ◆ Designate a contact person(s) for the Workforce Solutions Northeast Texas workforce centers to ensure effective, coordinated exchange of information for the smooth operation of program activities, including the customer referral process;
- ◆ Offer classes at the Greater Texarkana Workforce Center located at 1702 Hampton Road, Texarkana, TX, Monday through Friday that include Adult Basic Education, General Education Development (GED), English and Math review, and English as a Second Language (ESL);
- ◆ Provide technical assistance to the Workforce Solutions Northeast Texas as may be requested;
- ◆ Provide brochures as well as other written information to Workforce Solutions Northeast Texas describing available adult education programs and activities through the Cooperative.

**Workforce Solutions Northeast Texas shall:**

- ◆ Designate a contact person(s) for the Cooperative to ensure effective, coordinated exchange of information for the smooth operation of program activities, including the customer referral process;
- ◆ Provide access to programs and services offered through the Workforce Solutions Northeast Texas workforce centers;
- ◆ Include the Cooperative in the resource services list at the Workforce Solutions Northeast Texas workforce centers.

**All Parties shall:**

- ◆ Participate in joint planning, when appropriate;
- ◆ Provide cross training, as appropriate, between the staff of the Parties regarding program opportunities, services, policies, and procedures;
- ◆ Maintain the confidentiality of participant information and use participant data only in the administration of the Parties' programs;
- ◆ Designate a liaison whose functions will include serving as a resource to their agency for implementation of the Agreement, providing guidance for the implementation of services under the Agreement, coordinating communication and meetings between the Parties to review policy, procedures and other issues related to the Agreement, and coordinating interagency training programs.



**10. Describe how the Board identifies and outreaches training providers who can meet the training needs as supportive of employer needs**

Pursuant to Workforce Development Letter, 02-03 change 5 in alignment with the commission rule 841.47, the Board advertises annually in general circulation an invitation to training providers to apply for eligibility determination. A quarterly meeting is held consisting of President's of Universities and community colleges in our nine counties. This meeting is a forum for information exchange in both education and industry requirements. Annual Industry summits are the preferred forum for local industry to provide information regarding local employment needs necessary to make them more globally competitive.

The Board hosts an annual Manufacturing Summit. Training providers attend the summits to hear first-hand from employers what the skill and training gaps are.

A Board staff member is assigned to review and process new service provider applications, while contracts with current providers are reviewed annually to determine whether programs should be revised or retired. Employers, workforce organizations, Board members, and CEOs examine current and estimated labor market information to ensure that the targeted occupations list meets the training needs of regional employers. Programs that do not meet the needs of regional employers are excluded from eligibility certification.

**11. Describe how the Board facilitates the certification of local training providers through the Eligible Training Provider Certification System.**

Training providers submit applications for training programs via the online ETPS Certification System. Upon electronic notification that a training provider has submitted a program, a letter of introduction that includes contact information is emailed to each participant along with Board requirements for eligibility. The submitted training program is reviewed and edited for error. Any instance of error or required clarification is requested and completed before approval is given. If the Board approves the program, electronic notice is sent to the ETPS certification system for TWC review and approval. A congratulatory letter is sent to all successful programs and the information is provided to the one-stops. Should a program be considered ineligible, a letter is mailed to the training provider explaining the deficiency along with the appeal methodology and period. All certified eligible training providers are contacted upon renewal of the certified program and assistance in recertification is offered.

**c. System Structure**

**1. Describe the Business Services Unit, its involvement in the planning process and its functions in supporting an employer-driven system.**

In an employer-driven system it is critical to know and understand the needs of business. To facilitate this process the workforce centers, as part of its Business Services Plan, has created a Business Services Unit with designated business services specialists to serve as a single point of contact for business in the workforce development system. The staff builds business relationships with local business to promote workforce centers services. The business services representative promotes the services of the workforce centers and is available to inform employers of the available tax credits, labor market information, WorkinTexas.com, as well as



resources available through the Board and the Texas Workforce Commission. Activities for the Employer Service Council are planned and coordinated by the Board's Business Services Unit. Each Center has a "face" that will professionally market products and services to targeted new employers. Business service representatives are located at each of the four full-service Workforce Centers. Each employer who is a current customer will be assigned to a customer service representative who will be the employers "point of contact." The Business Services Representative will do weekly and sometimes daily telephone follow-ups with current employers to determine needs and satisfaction levels. ACT! 2000 contact software is currently being configured for use in the BSU. This software will allow the BSU to develop and send mass emails, form letters, and thank you notes to employers as well as track contacts with the employers to reduce or eliminate duplication from BSU staff as well as establish an electronic "case file" for each employer.

The Board-designated Industry Clusters dictate the priority for business contacts. Through industry targeted outreach and recruitment to business and civic groups the objective of workforce centers Business Services Unit is to increase the number of employers using the workforce system and to promote WorkinTexas.com. In addition to marketing, the Business Services Unit staff has developed a script to be utilized when contacting employers. All business activities are coordinated and all business information is shared between the Board staff and Business Services Unit.

As part of the regional needs assessment, some of the data collected involved the employment needs of the area and the quality of the labor pool. The study also gathered employer input through focus group meetings and interviews on the skills gaps employers are experiencing in their industries. As part this process, the employers are provided information about the employment-related services offered by the workforce system, and all employers requiring employer workforce-related assistance receive follow up services from a the Board's Business Service Unit.

## ***2. Describe how the Board markets its products and services by customer (employer, job seeker and the public).***

The Board's marketing approach is to increase the awareness of it's the products and services to three groups in the Northeast Texas region: employers, job seekers and the public. To reach the multiple customers the Board utilizes multiple approaches to market its products and services that include personal contacts, press releases, and the use of printed materials such as flyers, brochures, newsletters, and other materials. Personal contacts include job fairs, employer seminars, and presentations to groups and organizations. The Board also utilizes Public Service Announcements (PSAs), press releases, local movie screen advertising, radio spots and television campaigns for special programs available. Promotional items such as pens, notepads, etc are also utilized at job or career fairs, staff presentations, and other public events. Due to the branding change in 2008 and funding cuts, the Board has had fewer resources to dedicated to outreach, therefore the use of "no-cost" publicity is used as often as possible including press releases, PSAs, and personal contacts.

Workhorse Marketing has been contracted to coordinate outreach efforts. As funds are available, local newspaper advertising, professional and colorful brochures, presentation folders, and radio advertising are used to promote the workforce centers.



The marketing plan for Workforce Solutions Northeast Texas is to raise the image of the workforce centers and the system overall. Some of this will be accomplished through updated brochures and signage; however, ensuring the staff is knowledgeable, customer-friendly, professional and business-focused are also critical to successful marketing.

The Board has procured a program that provides intensive staff training and results in National Workforce Professional Certification. This training is available to all employees of the Centers and demonstrates the Board's commitment to promoting a competent, professional staff with national credentials that employers and job seekers can trust. Center employees who complete the training and certification within 90 days receive a cash bonus, and there are plans to provide a step increases for certified staff in FY 2005. Of 66 registered Workforce Center staff, 65 individuals have passed the National Tier One Certification Exam and the group has earned a total of 258 certifications. Twelve center staff persons have gone beyond expectations and have completed National Tiers One, Two and Three Certification Exams.

The new Information Technology Plan has implemented a PC replacement schedule that will insure the workforce center staff has the latest computer hardware and software. Keeping up with the technology of our employers will allow our job seekers and our staff, to communicate better, responds quicker, and is more efficient and professional. The first scheduled upgrade has been implemented replacing 78 computers that were outdated or obsolete. Today every computer in the Workforce Centers has hardware and software that is compatible with all other computers in our system.

Resource room computers allowed job seekers to save personal identifying data on hard drives placing the Board and Centers at high risk of culpability in identity theft and confidentiality issues. These systems have been cleaned and reconfigured, and policies and procedures have been implemented requiring information such as resumes and letters to be stored on devices such as discs or jump drives.

### ***3. Describe the Board's policies for implementing the Individual Training Account (ITA) System and procedures for ensuring that expectations to using ITAs are justified.***

The Board will provide eligible WIA Adult and Dislocated Worker participants with funding for a full range of training services by establishing an Individual Training Account. Program participants will be connected with organizations that have been approved by the Board's Targeted Occupation List and are included on the Eligible Training Provider Certification System.

In order to benefit the majority of participants, the accumulative spending cap on any one individual served by the Board may not exceed overall guidelines (\$10,000.00) or specific program limitations. Not every participant's plan programmatically allows or will require the total amount allowed for expenditures. Participants must be eligible for all funds prior to obligating any particular funding source to a workforce program. Funding for participant services may come from one or more workforce programs.

The individual training expenses are based on the employment plan. Individual Training Accounts may not be used for on-the-job training or for customized training. Training services



may be provided through mechanisms other than an ITA when the following circumstances exist:

- ◆ The training services are provided through On-the-Job Training (OJT) or customized training;
- ◆ When the Board determines that there are insufficient numbers of eligible providers in the local area to accomplish the purpose of an ITA system; or
- ◆ When the Board determines that there is a training service program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to serve special participant populations that face multiple barriers to employment as defined by Board policy.

The contracted service provider has developed written procedures for application of the WIA Adult/Dislocated Worker financial supportive assistance policy. These procedures address the following requirements:

- ◆ How participants will have demonstrated completion of a sequence of services as described in Board policies on core, assisted core, intensive and training services accordance with Federal, State, and local requirements for WIA prior to issuance of individual training funds.
- ◆ How participants will be provided information on demand occupations or skills for which an individual training fund may be used.
- ◆ How participants will have access to the list of eligible training providers through the workforce centers.
- ◆ How financial assistance policies and procedures will be communicated to participants of the workforce center in simple, understandable language.
- ◆ A process for documenting how other sources of funding were sought and/or how they apply prior to the use of WIA funds through a check request.
- ◆ The internal procedure for the issuance of a check request. This must include identification of those individuals who are required and authorized to approve/sign ITAs. It must also specify the use of participant agreement forms.
- ◆ A process for tracking and documenting all resources paying for the participant's training including WIA Title I funds.
- ◆ How the participant will be kept informed of his/her account status.
- ◆ Participant attendance, grade/progress reports, and case management (monthly contact) requirements while enrolled in training.
- ◆ The method of disbursement of funds (i.e., cash reimbursement, lines of credit, pre-funded accounts with eligible institutions, etc.).

#### ***4. Describe the Board's policies for focusing on short-term versus long-term training needs in a period of diminishing resources.***

Northeast Texas has a long history of partnerships, which need to broaden in order to facilitate the region's economic competitiveness. It is the Board's intention to bring together business and industry, economic development, education and the public workforce system to



strengthen the workforce system. The Board will invest training resources to develop the skills and competencies necessary to meet industries' demands and ensure a steady pipeline of qualified, job-ready workers.

Workforce Solutions Northeast Texas focuses on industry sectors in order to target occupations in strongest demand and align resources accordingly. In a period of diminishing resources, the Board established policies that focus on short-term versus long-term training needs. To accomplish this shift the Board has implemented the following actions:

- **Improved assessment of competencies.** The Board procured an assessment program from BrainBench that provides an assessment of job seekers skills that are important to employers. It assesses competency in computer software such as Access, Excel, Netscape, Photoshop, and PowerPoint. It assesses essential skills such as listening, math, programmer/analyst aptitude, and reading comprehension. It assesses financial skills such as accounting, financial analysis, investments, Oracle Financials, and taxation. It assesses health care skills such as anatomy, EMT, first aid, medical terminology, nursing, nutrition and pharmaceuticals. It assesses industry knowledge such as automotive, childcare, e-commerce, manufacturing, and retail. It assesses information technology skills such as ASP, Cisco, HTML, JAVA, Oracle, Tech Support, and Windows NT. It assesses languages and communication such as business writing, English, French, proofreading, and technical writing. It assesses management skills such as HR, managing people, marketing, operations, and project management. It assesses offices skills such as customer service, editing, office management and typing. These assessments are currently provided at no fee to the employers. However, the Board is looking to offer BrainBench to employers via a "fee for service" program.
- **Increased emphasis on OJT versus long-term training.** When appropriate OJT is more cost effective and almost always results in employment.
- **Included short-term training on the Eligible Training Provider List.** Since short-term training courses are less costly, the Eligible Training Provider List has been expanded to include more short-term training courses that lead to industry recognized licenses and certifications.
- **Focused training investments towards transferable skills.** Certain skills may be transferable across industries according to the level of training required. In general, the more advanced the training, the more difficult it may be to transfer skills across industries, although the jobseeker will acquire more generalized job skills from a range of employment experiences. The skills required vary by occupation, but all jobs supported by the Board require minimum competencies in both social and technical skills. Common skills required for nearly all the jobs in growth areas are: problem solving, good communication, decision making, comfort working with numbers, good basic academic skills, ability to follow instructions, ability to work with a team, and punctuality.

For areas of projected growth that are considered to be the traditional office-oriented occupations, needed job skills include the soft/basic skill such as problem solving, interpersonal skills and basic educational skills (reading, math) , as well as computer and technology training. Some of the managerial professional professions will require a formal education beyond high school.



***5. Describe how workforce service information is shared between partners and customers.***

Information is shared via e-mails, face-to-face contacts, newsletters, WD letters, technical assistance bulletins, seminars, conference calls, and meetings. In addition the system website contains vital information regarding all aspects of the workforce system operations. Specific activities to share information with partners include:

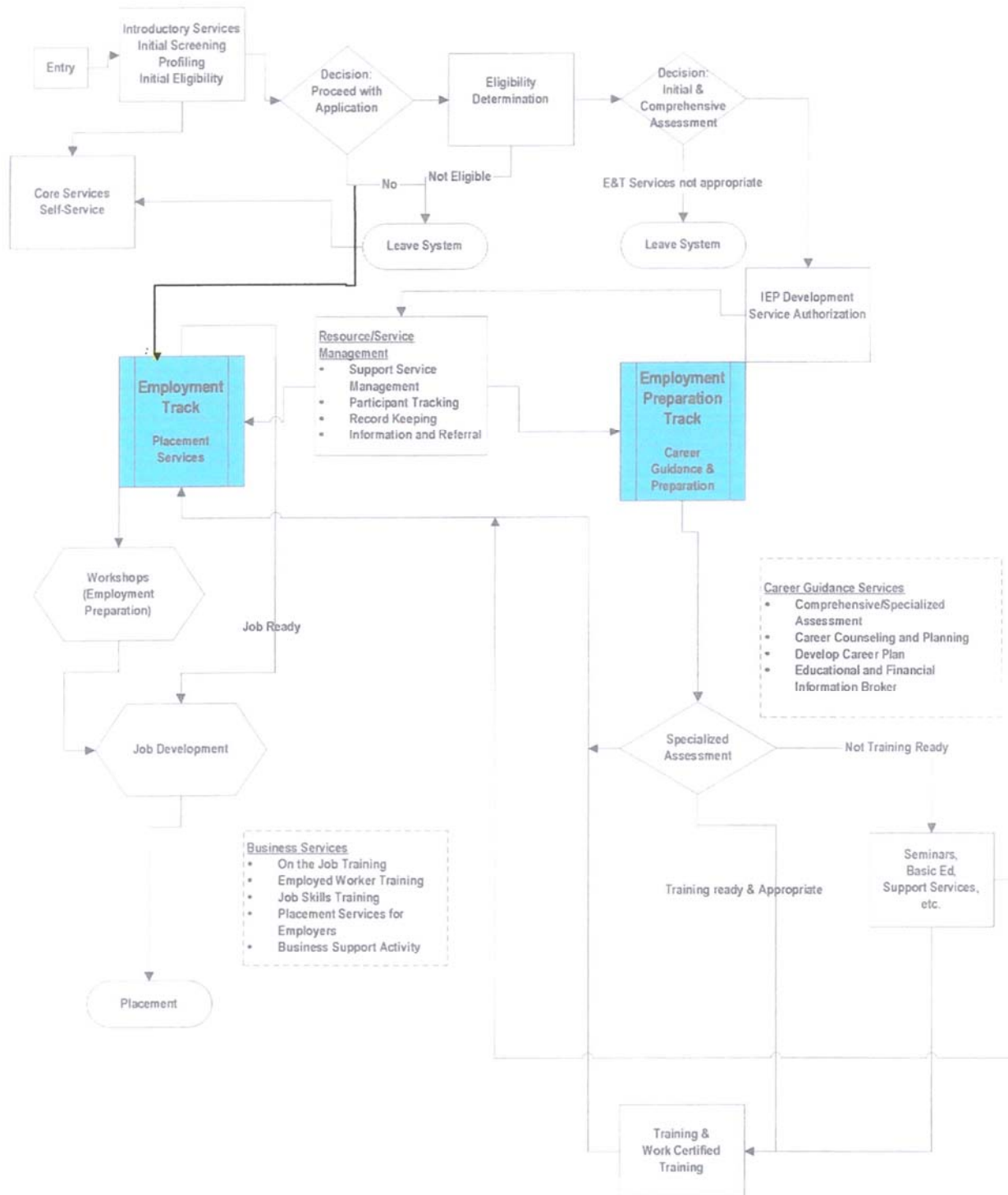
- BSU staff is trained on providing presentations to the Business community and each workforce center BSU is required to provide at least one community presentation per quarter.
- The Workforce Solutions Northeast Texas E-News is sent on a bi-monthly schedule to Board members, elected officials, and other persons who have an interest in the Board's activities. The E-News provides regular updates on policy, events, and program changes, challenges and success stories.
- Weekly meetings are held between the Board staff and the contracted service provider to discuss programmatic issues and resource utilization as well as strategic initiatives.
- Focus groups are used as needed in order to share information on program planning and effectiveness.
- A marketing plan to outreach customers is designed and updated on an annual basis. The plan targets those customers and partners where data gathered through performance reports and satisfaction surveys indicate low participation is a problem. The Board has a contract with a marketing firm to design brochures, informational PSAs, advertorials, and video presentations.

***6. Describe how job seekers are referred along the continuum of services including how individuals are referred to training.***

Job seeker customers are screened and assessed before a service plan is developed. Job seekers referred for training must follow the sequence of services. A tentative service flow chart is on the following page.



# Tentative Service Flow





### ***Flow Chart Narrative:***

- Individual enters the center
- Individual receives introduction to services, initial screening, initial eligibility
  - ◆ If intensive services are not necessary or individual is inappropriate, individual moves on to core and self-services
  - ◆ If intensive services are needed and appropriate, staff proceeds with an application. An official eligibility determination is made.
    - If individual is ineligible, he/she or exits the system or is referred to the employment track and provided placement services
      - If placement services don't result in success, the individual is offered workshops such as employment preparation.
      - If workshops don't result in success, the individual may be provided job development services.
    - If individual is eligible, a comprehensive assessment is made.
      - If the assessment shows E&T services are not appropriate, the individual is referred back to core, or the employment track, or exits the system
      - If the assessment shows E&T services are appropriate, the individual is placed in a career preparation track. An IEP is developed and services are authorized.
        - A specialized assessment determines whether the individual is training-ready. If the individual is not training ready, he/she is referred to seminars, basic education, supportive services, etc. Once the individual becomes training ready, he/she is moved on to training.
        - If the individual is training ready, he/she is sent to training.
          - ★ When training is completed, the individual is moved to the employment track and proceeds as above.

### ***7. Describe how the Board works with community colleges, technical colleges, or other training providers to create customized employer training.***

The Board's Executive Director meets with the College Presidents' Roundtable comprised of the college presidents from the local community colleges and one four-year university at least four times per year:

- to share information regarding matters pertinent to industry and workforce education,
- operate as a conduit for gathering data for strategic planning to address educational and economic needs of the region,
- support regional economic development efforts and leverage available financial and non-financial resources to that end,
- work in partnership to increase financial capacity for workforce development and education in the region,
- promote vision for future collaborations and initiatives,



- develop and maintain collaborative and strategic relationships that lead to regional economic prosperity,
- work together to identify means to develop the human capital necessary for industry to remain competitive in a global market,
- nominate a representative for higher education to serve on the Board for Workforce Solutions Northeast Texas,
- identify opportunities to bridge the gap between education and industry, and
- strategically address issues that threaten the accomplishment of these objectives.

Board staff attends college Eligible Training Provider System (ETPS) committee meetings; the committees consist of college personnel, Board and Workforce staff to review course curriculum and outcomes to ensure that the classes are meeting the skill needs of employers.

The Board's policy for Skills Development Fund grants is that unless staff is involved in the planning from the beginning, no recommendation for funding will be provided to the training provider.

CATE grants provided short-term grants for seed money to public schools to provide training programs in conjunction with private sector partners. Private sector partners must certify the training curriculum and agree to offer paid internships and part-time employment to participants. These programs must also provide college credit and result in an industry recognized certification or credential upon completion. Grants have been provided to welding programs, medical technician programs, pharmacy technician programs, banking and finance, and construction trades. The goal of the program is to get local industry invested in career programs that produce a trained pipeline of workers with skills necessary to be of immediate benefit to local industry.

As funding allows, customized incumbent worker and new hire training dollars are provided, through contract, directly to employers to ensure that the employer gets precisely the training needed. Employers present invoices for reimbursement of negotiated training costs once the training has been completed and is satisfactory to the employer.

#### ***8. Describe co-enrollment strategies that maximize resources by integrating service delivery.***

Job seeker customers are co-enrolled in all programs that are appropriate to enhance the customer's opportunity for employment. The Northeast workforce system has implemented an integrated service delivery model that ignores funding stream silos and focuses on meeting individual needs of job seeking customers.

The process begins with a screening that ensures that the workforce system is the appropriate system to best meet the needs of the customer. If a determination is made that in fact the customer can benefit from workforce services a comprehensive assessment and eligibility process is performed that identifies individual needs of the customer and all funding streams for which the customer is eligible. This approach can then lead to an employment plan that makes the most efficient use of resources available to the customer.



***9. Describe how the Board facilitates access to services in remote areas, including the use of technology.***

The Northeast Texas Workforce Area is a broad and diverse region covering 5,924 square miles and nine counties: Bowie, Cass, Delta, Franklin, Hopkins, Lamar, Morris, Red River, and Titus. Due to the rural nature of the region the Board is consistently pursuing actions that will facilitate access to services in the remote areas of the region.

To facilitate the assessment process the Board has implemented an Internet-Based Assessment Program. The Board procured a job seeker assessment program from BrainBench. The program is ISO certified and Internet based so that it can be accessed by the job seekers from any PC with Internet capability. The Internet assessment allows the job seeker to take the assessment at a time and location that is convenient for them. The program also has a career development feature resulting in a transcript that allows the workforce center to track improvement and to develop and plan to act on skills gaps. When the job seeker passes an assessment a certificate is mailed to the job seeker demonstrating achievement.

***10. Describe how the Board coordinates transportation services, including public transportation.***

Public transportation via bus service is available in one city in the Northeast Texas Workforce Development area. When possible, customers are referred to the Job Access & Reverse Commute Program (JARC) provided by the Ark-Tex Council of Governments. JARC provides transportation for customers in a large section of the WDA. When public transportation is not a viable option, gas cards are used to provide transportation to the job seeker customers.

***d. Performance and Feedback***

***1. Describe the system, including milestones, the Board uses to evaluate its performance in meeting its adopted strategic goals and objectives.***

For the board's own goals, "indicators" have been enumerated which are the milestones toward meeting the goals. (See Strategic Planning Section). The assigned board committees will use the indicators to assess whether they are on track for success.

For the regional goals, a follow-up state of the workforce report (regional audit) was commissioned in 2008 years to determine whether there has been any impact on the region's workforce and economy. Staff members who are working with the community to address actionable next steps will develop interim milestones for activities.

***2. Evaluate the effectiveness of the Board's own and other workforce services, activities, service providers for both youth and adults.***

The Board has a standing Oversight and Evaluation Committee that is responsible for oversight of the Board's contracted performance, oversight of the Board's local performance measures, oversight of program monitoring functions, oversight of resolution of monitoring findings, recommendations for program evaluations, recommendations for policy changes, and oversight of the Board's service delivery plan.



The Board has established a total quality management program through its Utilization Management Committee. The program is designed to establish controls that will identify outliers in real time and offer immediate response and solutions to issues rather than discovering them after the fact. The Utilization Management Committee is made up of both Board and Center staff encouraging common solutions that work for both entities.

The Utilization Management (UM) Committee meets on a weekly basis and consists of Board and workforce center staff including the Managing Director of the workforce centers. This committee provides a system-wide mechanism for continuous review and analyses of data, performance, compliance, and utilization of services provided through the Board.

All completed monitoring is reported to the Board Oversight and Evaluation Committee in a written quarterly report. A status of ongoing monitoring as well as reports of completed monitoring will be provided at each meeting of the committee.

### ***3. Describe how the Board obtains customer feedback.***

Customer satisfaction surveys for job seekers are available electronically on the web and responses are automatically tallied and reports are generated. Employers and child care providers are mailed surveys, but also have access to a survey on the web. The Board also obtains qualitative feedback from employers through focus groups and summits.

### ***4. Identify the points in the system where the board collects customer feedback.***

Customer feedback is obtained when job seekers visit the workforce centers, when job seekers exit the program, and when they complete training. Employer feedback is obtained when services are provided to an employer. Employers and child care providers are mailed surveys, but also have access to a survey on the web.

### ***5. Outline how the Board uses customer feedback to ensure continuous improvement to its service delivery strategies and mix.***

Feedback is used to determine needs of employers, how well we are providing services, and what changes need to be made in our service delivery model to provide more effective and efficient services to all customers.

The customer feedback process is a valuable addition to the continuous improvement efforts of the Utilization Management Committee. Specifically, it yields the following benefits:

- It allows for customer segmentation, which allows focus on our primary customers.
- It allows customers to tell us, in their own words, their service needs.
- It allows us to measure customer satisfaction, as well as identify the level of importance for each quality characteristic.
- With that knowledge, we are able to concentrate our improvement efforts where they will realize the most gain.
- This shortens our improvement cycle time, which, in turn, reduces our improvement costs.
- By forming partnerships with our customers, we send the message that the customer is truly important to us.
- This will positively affect the public's perception of us as a service provider.



## ***e. Child Care***

### ***1. Describe how the Board integrates the delivery of child care services with other workforce services [809.12(a)].***

The contracted service provider for child care services is co-located with the workforce center staff within the Greater Texarkana Workforce Center. All child care services eligibility determination is completed via telecenter. If a referral is needed for a workforce center client to receive child care services, they are directed to a phone number to call to determine their eligibility. Child Care is made available to job seekers in the same manner throughout the region. The Texarkana location does not provide direct face-to-face contact to clients. It is a telecenter and is the hub for processing and approving all requests for child care originating at every workforce center in the Northeast Texas WDA.

### ***2. Briefly describe the Board's coordination efforts with the following entities in developing the Board plan modification and policies for the design and management of child care services***

There are no Federal child care programs at this time. Local child care providers attend Board co-sponsored events and activities. The area community colleges participate in training conferences for child care employees and operators. When the Board is a co-sponsor for a child care event, Board staff is included and consulted in the planning process and finalization of scheduling.

### ***3. Briefly describe the Board's efforts to coordinate with the following entities regarding the availability of full-day, full-year child care***

School Districts

The Board's child care services contracted service provider serves children enrolled in after school programs at the ISD's that provide this service. Local match monies are utilized for child care services at the Texarkana ISD Tiger Learning Centers and the Mount Pleasant ISD Child Development Center. If a child is eligible for child care services, they can be utilized at any of the ISD's that offer those particular programs. The same concept is applied to Head Start and Early Head Start programs with the exception of using funding provided through local match.

## ***f. Training Funds***

### ***What percentage of the Board's total Workforce Investment Act (WIA) allocation will be devoted to training costs?***

The NETxWDB plans to devote 30% of the Board's total Workforce Investment Act (WIA) allocation to training costs.

## ***g. Structure***

### ***1. Describe the Board's workforce service delivery contracting structure. Include the management structure and contracting model or method. Reference compliance with WD Letter 02-07, issued January 22, 2007, and entitled "Procurement of Workforce Services," in your response.***



The workforce service delivery structure contracted by Workforce Solutions Northeast Texas is a single contract for the management and operation of all workforce services. The contracted service provider responsible for the management and operation of all workforce services, including child care services, is a limited liability corporation. The procurement solicitation issued by Workforce Solutions Northeast Texas in October 2004 contained the following statement under qualification of proposers: "Contractors possessing the capability and demonstrated ability to perform successfully under the terms and conditions of this contract with the Board may respond to this RFP. You are eligible if you are an individual; a not for profit organization, established under Section 501© (3) of the Internal Revenue Code; a for-profit organization; or a government entity." The Board's workforce service delivery contracting structure is in accordance with WD Letter 02-07. Workforce Solutions will issue a RFP for a contracted service provider in Fall 2009.

***2. Indicate whether the Board or the workforce service contractors use a staff leasing company or professional employer organization. If so, describe the arrangement in detail, including whether the entities are licensed by the Texas Department of Licensing and Regulation.***

The contracted service provider has entered into a contractual agreement with a professional employer organization (PEO) engaged in the business of providing personnel and human resource management services. The PEO and the contractor have entered into a co-employment relationship with the worksite employees located in the workforce centers. The PEO is licensed by the Texas Department of Licensing and Regulation

***3. Describe how the Board ensures separate staffing between the Board and the staff of the workforce service contractors.***

The Board is not a party to the employment responsibilities of the Client Service Agreement. The Board's sole responsibility with regard to the contractual agreement entered into between the contractor and PEO is to act as the fiscal agent in making payments to the PEO in behalf of the contractor.

***h. reprourement***

***1. Indicate whether the Board will reprocure for delivery of workforce services based on WD Letter 02-07.***

The Board is in compliance with the requirements of WD Letter 02-07 and will not reprocure as a result of any requirements of the WD Letter. The Board will reprocure as a result of the current contract set to expire September 30, 2009.

***2. If so, state when the reprourement took place or will take place. State whether this time frame is the renewal option point or the end of the current contract.***

N/A

***3. State the term of the Board's contracts for workforce services.***



The term of the current contract for workforce services is January 1, 2009 through September 30, 2009.

***i. Employer Involvement***

***1. Provide a list of the local economic development entities, chambers of commerce, and industry/employer associations that are actively engaged in the workforce systems.***

Linden Economic Development Corporation  
Red River County Industrial Foundation  
City of Clarksville  
Texarkana Economic Development Council  
Texarkana Regional Initiative (Tri-State Economic Development Organization)  
Sulphur Springs/Hopkins County Economic Development Corporation  
Mount Pleasant Industrial Foundation  
Paris Economic Development Corporation  
Atlanta City Development Corporation  
Atlanta Economic Development  
North East Texas Economic Developers Roundtable  
Texarkana Chamber of Commerce  
Mount Pleasant/Titus County Chamber of Commerce  
Paris/Lamar County Chamber of Commerce

- ***Describe the relationships and types of interactions these partners have within the workforce system.***

The relationship between partners and the workforce system is strengthened by appointments of several members of the above organizations serving as board members as well as participating in board ad-hoc committees. The valuable input of each of these individuals allows the board to continue to improve meeting the needs of local businesses. In addition, board staff participates on local EDC advisory committees and attends functions sponsored by the various partners

- ***Provide a brief description of any model projects or best practices the Board is implementing in collaboration with local economic development entities, chambers of commerce, and industry/employer associations.***

Local economic development entities, chamber of commerce, and industry/employer associations provided letters of support and/or supporting funds for the Regional Advanced Manufacturing Academy (RAMA) skills development grant submitted to the Texas Workforce Commission. Both Economic Development Corporations and Chambers of Commerce served as integral partners in bringing industry leaders together to commit to utilizing RAMA.

The Board is also working with the Southwest Arkansas Workforce Board on BRAC-related events regarding the Red River Army Depot as layoffs are slated to begin in the Fall of 2009.



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***2. Describe the Board's role in local and regional economic development efforts.***

The board is a member of the Texas Economic Development Council as well as the North East Texas Economic Developers Roundtable. Staff attends meetings and conferences hosted by these organizations.

In addition, board staff participates in meetings held with prospective businesses in the nine-county area as requested by local economic development entities or Chambers of Commerce. The Board provides pertinent labor market and workforce incentive information to employers looking to establish their business in Northeast Texas.

***3. Provide a detailed, but brief, summary of any economic development or labor market projects in which the Board may be participating during the plan modification time frame.***

There are no planned economic development projects for the Board. Attraction projects are given to the Board with little or no notice. BRE projects cannot be planned until a public announcement has been made or a request has been received.



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## Appendix 2: Target Industries, Sectors & Occupations

### *1. Identify the Board's high-growth, high-demand industries, by North American Industry Classification System (NAICS) code, using analysis of industry sectors, clusters and industries.*

The Board's high-growth, high-demand industries are:

- Manufacturing 31-33
- Healthcare 62
- Construction 23
- Transportation & Warehousing 48-49
- Energy & Conservation

The Board identifies a high-growth industry as one that adds five or more jobs through growth. A high-demand industry is one that adds 10 or more jobs through growth and/or replacement.

Several reports were developed using data sets available through LMCI and Texas Industry Profiles, in addition to the local knowledge of Board staff and workforce partners.

The labor market analysis began using first quarter Labor Market and Career Information *Shift-Share Analysis* for the years 2005 through 2008. This tool ranks industry groups that have good employment growth and comparative advantage. The industry data reviewed includes the local and national employment for each industry. A copy of this report may be found as an attachment at the conclusion of this plan.

Next, an INDEVAL report was ran, removing all standard weights and placing the full emphasis on the "Local Long Term Employment 2016." Since past economic data is not a viable option considering the economy has drastically changed from the 2007 numbers, the Board chose to heavily weight the long-term projected employment in the various industries as a base in determining the targeted industries. Other reports reviewed included the "Regional Location Quotients" report available on the Texas Industry Profiles and the "Full Cluster Report" and the "Full Sector Report."

In addition to these tools, the Board reviewed information provided on the local level, including the 2008 Regional Audit for Northeast Texas, staff knowledge, and information provided by area employers. Upon review of all of the information, the Board chose maintain its current high-growth, high-demand/targeted industry list that was already in place.



**2. Identify the Board's target industries and related TWC/LMCI industry sectors and Governor's industry clusters. The Board's target industries must include, but need not be limited to, industries related to the Governor's industry clusters.**

An explanation regarding the Board's methods in identifying its target industries can be found in Section C of the Strategic Narrative of this plan (beginning on page 10). Below is an illustration of the Board's target industries that is as complete as is reasonable and practicable in the Target Industries List template. This list was developed at a level of information that we believe can practically be updated on a regular basis. The list will likely change but is defined at a broad enough level to provide some stability and prevent frequent modification.

The following list of targeted industries was developed from the criteria described in Section C of the Strategic Narrative (beginning on page 10) and provides the clearest snapshot that can be provided at this moment and under the current economic conditions.

31-33 Manufacturing

- 311 Food Manufacturing
- 322 Paper Manufacturing
- 321 Wood Product Manufacturing
- 332 Fabricated Metal Product Manufacturing
- 336 Transportation Equipment Manufacturing

48-49 Transportation and Warehousing

- 484 Truck Transportation
- 486 Pipeline Transportation
- 488 Support Activities for Transportation
- 493 Warehousing and Storage

62 Healthcare and Social Assistance

- 621 Ambulatory Healthcare
- 622 Hospitals

23 Construction

- 2362 Non-residential Building Construction
- 2371 Utility System Construction
- 2373 Highway, Street, and Bridge Construction
- 238 Specialty Trade Contractors (Occupations included in this industry are utilized

through contractual relationships in all three of the previously identified construction industries).

Energy Development and Conservation (No NAICS Code Available, Emerging Industry and Occupations Expected), will include the following, which currently exist in the WSNET area. WSNET anticipates additions in the future as "green jobs" skills and industries emerge and are identified and better defined:



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212 Mining Except Oil and Gas (Parts of WSNET area sits on one of the largest lignite reserves in the nation)

221 Utilities

2211 Electric Power Generation (New power plants being built in and around region)

2213 Water, Sewage and Other Systems (Water and wastewater management identified as the most important environmental concern in Northeast. Water is one of the most valuable natural resources in the WSNET area where excess water reserves, heavy use by manufacturing and power generation industries, and negotiations to consider the sale of water to larger metropolitan areas are quickly becoming economic drivers for the region)



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***3. Identify the Board's demand occupations by Standard Occupational Classification (SOC) code, using analysis of occupational employment indicators.***

Demand occupations are selected by using the SOCRATES Occupation Ranking tool and filtering for mean hourly wage of \$7.25 or more and a training preference of Associates Degree or less. Occupations may be added to the demand occupation list if training is requested by a participant, occupational analysis through SOCRATES and TRACER indicate that at least 10 jobs per year are anticipated to be open due to growth or replacement, a training provider is identified, and adequate non-ITA funds are available for the training. Non-WIA training dollars may be used for training eligible program participants in occupations that are in demand outside of targeted industries, but WIA dollars may only be used for occupations within a targeted industry.

A list generated from these criteria results in the list of occupations identified in the attachment titled "Demand Occs."

As is true for the target industry and occupation lists, this list is generated from data that is a snapshot in time and only valid for the time period for which it was produced. WNET local economic conditions may necessitate modification of the criteria and resulting list for demand occupations at any time.



***4. Identify the Board's target occupations critical to the Board's target industries, for which the Board will dedicate WIA training resources. The Target Occupations List must include, but need not be limited to, occupations related to the Governor's industry clusters.***

Since training for WIA includes On-the-Job (OJT) training as well as vocational, and educational training, it is important that artificial limits not be imposed when an employer has expressed an interest in OJT. Northeast has set criteria for targeting occupations for training with WIA dollars as any occupation within a targeted industry (as defined in the section above) that pays a mean hourly wage of \$12 per hour or more, has anticipated growth potential of five jobs per year, and has a training period within the Board's goal for education or on-the-job training. This data is gathered by identifying the targeted industry as defined in Appendix 2.2 using both SOCRATES and TRACER to identify occupations within that industry, and by applying a filter for mean hourly wage, anticipated growth and replacement rates, and training preferences. Please note that the majority of the occupations identified, outside the healthcare industry, require short term vocational training or OJT.

The Board hosts quarterly meetings with the workforce centers' Business Services Unit (BSU) to discuss the jobs and skills most requested by employers, including those with less than 100 employees. The BSU maintains constant contact with employers and host employer seminars each year. Workforce Solutions is a member of three chambers of commerce in the region, and the executive director attends board meetings of several of the economic development corporations in the region. The Board's Local Activity Committee meets monthly to discuss trends in the region. Executive directors for the major economic development corporations in the region serve on the committee in addition to local employers and Board members. The staff also reviews local layoff reports to identify when industries/occupations are facing a decline or are not hiring.

To ensure training is available for these occupations, staff continuously works with the ETPS providers to keep the training list relevant. If training for a particular occupation is not available in the region, the Board works to identify training providers and encourage them to become certified through ETPS. The Board also works closely with the College Presidents' Roundtable which includes the Executive Director for the Board and the Presidents of Texarkana College, Northeast Texas Community College, Paris Junior College, Texas A&M University-Texarkana and Texas A&M University - Commerce. The Roundtable acts as an Advisory Council to the Board regarding educational and training matters. Each partner has a responsibility to share information regarding matters pertinent to industry and workforce education, support regional economic development efforts, and leverage available financial and non-financial resources to that end.



Entry level job skills and career ladders for target occupations are identified using the Occupational Profile function in SOCRATES. The use of this function allows the Board to identify the level of training required for the occupation, previous experience required for the occupations, professional certifications or licenses required, and any continuing education that may be required to maintain certifications. This tool also identifies training programs available within the region.

Since targeted industry and occupation lists are a snapshot in time and are only valid for the time period for which they were produced, Northeast local economic conditions may necessitate modification of the targeted industries or targeted occupations at any time, with or without modification to the list included in this plan. The Board has targeted more than 40 occupations mostly due to its understanding of the diversity within the manufacturing industries located across the WDA. It should be understood that a good many of the occupations listed have similar and transferable skill sets but require different training programs, most short term, in order to obtain certifications of value to their current or future employers. For example, welders and solderers have similar skills to structural metal fabricators, but short term certification requirements are different when manufacturing pipe for nuclear power plants as opposed to welding steel beams for buildings. Truck drivers of heavy equipment and truck drivers of light equipment have very similar training programs but one requires a CDL where the other does not, yet current regulations would not allow training for one that is not on the list. Local wisdom indicates the importance of having a larger range of occupations for these diverse communities. The official list of targeted occupations will be maintained and updated at the local Board office and the most current list will be available on the Board's website.

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## Occupation List for the Manufacturing Industry

<b>SOC Code</b>	<b>SOC Occupation Name</b>
433031	Bookkeeping, Accounting, and Auditing Clerks
472031	Carpenters
514011	Computer-Controlled Machine Tool Operators, Metal and Plastic
513092	Food Batchmakers
499041	Industrial Machinery Mechanics
514041	Machinists
499042	Maintenance and Repair Workers, General
511011	First-Line Supervisors/Managers of Production and Operating Workers
414012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products
435071	Shipping, Receiving, and Traffic Clerks
512041	Structural Metal Fabricators and Fitters
533032	Truck Drivers, Heavy and Tractor-Trailer
533033	Truck Drivers, Light or Delivery Services
514121	Welders, Cutters, Solderers, and Brazers



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## Occupation List for the Transportation & Logistics Industry

<b>SOC Code</b>	<b>SOC Occupation Name</b>
132011	Accountants & Auditors
493011	Aircraft Mechanics/Service Techs
433031	Bookkeeping, Accounting, and Auditing Clerks
493031	Bus and Truck Mechanics and Diesel Engine Specialists
131199	Business Operations Specialists, All Other
436011	Executive Secretaries and Administrative Assistants
499041	Industrial Machinery Mechanics
499042	Maintenance and Repair Workers, General
531021	First-Line Supervisors/Managers of Helpers, Laborers, & Material Movers, Hand
491011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers
431011	First-Line Supervisors/Managers of Office and Administrative Support Workers
511011	First-Line Supervisors/Managers of Production and Operating Workers
531031	First-Line Supervisors/Managers of Transportation & Material-Moving Machine & Vehicle Operators
151081	Network Systems & Data Communications Analysts
413099	Sales Representatives, Services, All Other
435071	Shipping, Receiving, and Traffic Clerks
533032	Truck Drivers, Heavy and Tractor-Trailer
533033	Truck Drivers, Light or Delivery Services
514121	Welders, Cutters, Solderers, and Brazers

## Occupation List for the Healthcare Industry

<b>SOC Code</b>	<b>SOC Occupation Name</b>
151051	Computer Systems Analysts
319091	Dental Assistants
292021	Dental Hygienists
292041	Emergency Medical Technicians and Paramedics
436011	Executive Secretaries and Administrative Assistants
292061	Licensed Practical and Licensed Vocational Nurses
436013	Medical Secretaries
292011	Medical and Clinical Laboratory Technologists
292012	Medical and Clinical Laboratory Technicians
211022	Medical and Public Health Social Workers
431011	First-Line Supervisors/Managers of Office and Administrative Support Workers
292052	Pharmacy Technicians
312021	Physical Therapist Assistants
292034	Radiologic Technologists and Technicians
291111	Registered Nurses
291126	Respiratory Therapists
413099	Sales Representatives, Services, All Other



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## Occupation List for the Construction Industry

<b>SOC Code</b>	<b>SOC Occupation Name</b>
472031	Carpenters
119021	Construction Managers
131051	Cost Estimators
499051	Electrical Power-Line Installers and Repairers
472111	Electricians
499021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
471011	First-Line Supervisors/Managers of Construction Trades & Extraction Workers
493042	Mobile Heavy Equipment Mechanics, Except Engines
472073	Operating Engineers and Other Construction Equipment Operators
472141	Painters, Construction and Maintenance
472152	Plumbers, Pipefitters, and Steamfitters
533032	Truck Drivers, Heavy and Tractor-Trailer
514121	Welders, Cutters, Solderers, and Brazers

## Occupation List for the Energy Development & Conservation Industry

<b>SOC Code</b>	<b>SOC Occupation Name</b>
499012	Control and Valve Installers and Repairers, Except Mechanical Door
499051	Electrical Power-Line Installers and Repairers
173023	Electrical and Electronic Engineering Technicians
472111	Electricians
499043	Maintenance Workers, Machinery
499042	Maintenance and Repair Workers, General
491011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers
511011	First-Line Supervisors/Managers of Production and Operating Workers
493042	Mobile Heavy Equipment Mechanics, Except Engines
472073	Operating Engineers and Other Construction Equipment Operators
518013	Power Plant Operators
518031	Water and Liquid Waste Treatment Plant and System Operators
514121	Welders, Cutters, Solderers, and Brazers



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## Appendix 3: Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment & Performance

**Part 1. Provide a brief narrative description of the activities that your board is implementing or plans to implement within the context of Destination 2010 with regard to the following:**

***1. a) Describe the Board's two most successful strategies for increasing the number of employers accessing programs and services. Include examples or a description to explain how the Board implemented the strategies***

Two of the most successful strategies for increasing the number of employers accessing programs and services can be found in the Incumbent Worker Training Grants and the development of the Regional Advanced Manufacturing Academy.

Through the Incumbent Worker Training Grant, Through this program, employers have upgraded the skills and expanded the knowledge of their workforce, hired new employees, and increased the wages of its workforce while increasing their productivity. The training program has helped businesses to stay competitive in today's global economy. It has also allowed companies to remain in the local area rather than move offshore and hire Texas workers rather than foreign labor. Workers have benefited by learning new skills and receiving promotions and higher salaries. More expendable income spent in the community means an increase in tax revenue that can benefit the local community, county and the state.

Due to restrictions set forth by TWC for WIA waiver requests for local activities, the Incumbent Worker Training Grants will be placed on-hold in the coming year unless other training funds are identified and become available.

Another successful initiative that has led to more employers getting involved in the workforce system is the creation of the Regional Advanced Manufacturing Academy (RAMA). RAMA was developed through a truly collaborative effort between the local colleges, seven economic development entities, the Board, and employers in the region. RAMA was built based upon the findings discovered through a regional audit for the Northeast Texas workforce system, the annual manufacturing summit, and local wisdom that comes through face-to-face contact with local employers.

Both of these strategies removed barriers to employer access by providing training for the workforce. The training has opened doors as these employers use the workforce system in many aspects of their operations including recruitment and training. They have confidence in the workforce system as they see the results of their voices being heard regarding the need for a qualified, skilled workforce and the need for continuing training to improve efficiencies and integrate new technologies.



***b.) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above.***

Through the Incumbent Worker Training Grant, the Board has awarded more than \$743,889 in Local Activity Funds since the program's inception in 2005 (this does not include data from 2009, as these funds are being expended as this plan is being modified). These funds have trained 1,394 incumbent workers and 439 new hires with average worker wages of more than \$17 per hour. Twenty-five funding awards have been given to 18 employers since October 1, 2005. Average wages for employees trained have ranged from \$11 per hour to \$30 per hour. In addition, employees who have received training have averaged an 86% increase in their earnings. The average household income has increased in the region as well to \$46,597, an increase of 8.9% since 2000.

Twelve employers committed to train their workers through RAMA for the SDF Grant application and more have made that same commitment as RAMA begins implementation. Local economic development entities contributed more than \$60,000 to the project.

***2. a.) Describe the Board's two most successful strategies to increase communication and outreach to employer, thereby achieving increased levels of employer customer satisfaction. Include examples or a description to explain how the Board implemented the strategies.***

Our most successful strategies to increase communication with employers revolve around face-to-face contact. This has been done through a number of venues including the annual manufacturing summit, job fairs, college days and career fairs, and partnering with the local SHRM groups to sponsor and/or participate in local events and seminars. In addition, the workforce centers allow employers to use the centers to conduct on-site interviews and/or job fairs. Partnerships with the temporary staffing agencies have been very successful as well. In three centers, staffing agencies lease space from the workforce center to house a staff member. In Texarkana, several staffing agencies schedule on-site visits weekly for recruitment purposes.

Last year, the workforce centers met and/or exceeded performance measure regarding job openings filled and market share. Workforce center staff representing the business services unit (BSU) had weekly quotas regarding the number employers they were to serve. These quotas were based upon the size of the workforce center and the number of employees at each center. These BSU staff members were able to build and maintain relationships with the employers, and were therefore very successful in obtaining hiring information from local employers.

Due to funding cuts, staffing was reduced at each of the locations. While there is still staff that work in the BSU, their duties have been expanded to provide additional services as well. In addition, the number of employers who have job openings has reduced due to the economic conditions. Each workforce center is working with employers to encourage them to post their job listing through WorkInTexas.com. Located within a mile of the Texas/Arkansas state line, the Greater Texarkana Workforce Center will work with Arkansas Workforce Center staff to see if their employers can be contacted to post their jobs through WorkInTexas.com as well.



Due to the branding change in 2008 and rescissions in funding, the Board has had limited funds to devote to outreach. These changes greatly impacted the number of printed materials and other items commonly used in employer outreach. A majority of the branding funds (totaling only \$30,000) had to be used on every-day items such as signage, stationary, business cards, etc. There was no room in the budget to allot funding for additional outreach that would have included print materials and advertising in a variety of local venues.

***b.) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above, including a description of how the Board measures employer satisfaction.***

The Board has met and/or exceeded its performance measures for both job openings filled and market share. Employers are able to rate their satisfaction with the workforce center and the services provided through surveys that are both mailed to the employers and available online.

Employers and job seekers are surveyed to measure customer satisfaction. Year-to-date, the organization has a 98.95% job seeker customer satisfaction rating while employer satisfaction is at 99.93%. Staff reviews the survey results to identify any weaknesses that need to be addressed.

The Board is exceeding performance measures for Market Share. The Board's current market share is 31.57%, up from 25.2% two years ago. The Board is also exceeding performance for Job Openings Filled with 82.83%, up from the 78.24% two years ago.

The annual Manufacturing Summit hosted approximately 80 community leaders from the manufacturing industry, educational systems, elected officials, workforce professionals, and regional economic development corporations. The Board sponsors and participates in the annual College and Career Fair hosted by the Texarkana Chamber of Commerce, which hosts more than 2,300 high school students from the region.

From October 1, 2008 to July 10, 2009, Workforce Solutions Northeast Texas has hosted 15 job fairs that included 150 employers and 1075 job seekers. In addition, 108 employers have utilized space within the workforce centers to interview job seekers for possible employment.

***3. a.) Describe the Board's two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. Include examples or a description to explain how the Board implemented the strategies.***

Two successful strategies for identifying and assessing workforce needs have come through information found as a result of a regional workforce audit and the annual Manufacturing summits.

In 2005, the Red River Army Depot faced closure due to BRAC. Through funding from a NEG grant, a regional workforce audit was conducted. One interesting result of the audit was the high interest in entrepreneurship. Interviews with employees who were facing possible layoff from BRAC showed that half of the employees were interested in starting their own business.



Because of this interest, the Board contracted with TIP Strategies in 2008 to research the resources available to entrepreneurs in the Northeast Texas/Southwest Arkansas region. Through additional funding through BRAC, the Board will look to build a website portal for entrepreneurs. By providing the region with information regarding the resources available, it will assist in the creation of more small businesses, in turn leading to the creation of new jobs, an initiative that will be vital to keep the Northeast Texas economy strong.

Through the introduction of the annual Manufacturing Summit, the Board has been able to identify and assess employers' needs for a qualified, skilled workforce. Skills range from the "soft skills" of proper work etiquette to the job-specific skills. Employers have also identified that they are willing to train if they can find an applicant with the right attitude who is willing to work. This helped to lead to the creation of the Regional Advanced Manufacturing Academy and the "Make It Work In Texas" outreach campaign. RAMA is providing valuable skills training in the various areas of manufacturing such as engineering, electromechanical, logistics, purchasing, etc. And training is targeting both incumbent and the future workforce. "Make It Work In Texas" is helping to create the pipeline of future workers by breaking the negative stereotypes associated with manufacturing, identifying it as an industry filled with careers for workers of every skill level and educational background, and discusses the types of skills/education needed.

***b.) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above.***

These two programs are still in the early phases of implementation. RAMA received a \$1.2 million SDF grant from TWC in the summer of 2008, had at least 12 employers commit to training their workforce through the academy, and received monetary support totaling more than \$60,000 from the local economic development entities.

The "Make It Work In Texas" campaign is being presented to local business clubs and to local school districts. The campaign will continue to be presented to local students to promote careers in manufacturing.



## Appendix 4: Process Elements

### ***a. Public Comment***

Workforce Solutions Northeast Texas will utilize the following procedure to enable public comment and input into the development of the local plan:

- The Board membership will review the plan. All Board meetings are announced in the Texas Register and are open to the public.
- The draft plan was made available to the community at the Board office, located at 911 N. Bishop, Building A-100, Wake Village, Texas and via the Board web site.
- The public comment began 5/18/09
- Representatives of the Board, business, labor, economic development and education were notified on 5/26/09 and 6/8/09 via the organization's bi-monthly E-News newsletter.
- Notification was made to the public in a legal notice advertisement in the major newspaper, the *Texarkana Gazette*, P.O. Box 621, Texarkana, TX 75504 on May 17, 2009.

*“Beginning May 18, 2009, a draft copy of Workforce Solutions Northeast Texas annual Integrated Plan Modification for Program Year 2009/Fiscal Year 2010 for workforce development programs in the Northeast Texas Workforce Development Area (WDA) will be available for review and public comment at 911 N. Bishop Rd., Bldg. A, Wake Village, TX, 75501. Portions of the plan will also be available for download from the Board’s website, [www.netxworkforce.org](http://www.netxworkforce.org). The WDA includes the Counties of Bowie, Cass, Delta, Franklin, Hopkins, Lamar, Morris, Red River, and Titus. The required 30-day period will end at 5:00 p.m. close of business on June 18, 2009.*

*All public comments must be submitted in writing to: Kay O’Dell, Executive Director, at the address above, or by email to [kay.odell@twc.state.tx.us](mailto:kay.odell@twc.state.tx.us) by 5:00 p.m. on June 18, 2009. Equal Opportunity Employer/Programs. Auxiliary aids and services are available upon request to individuals with disabilities.”*

**Part 2:** Provide a written summary of any negative comments on the Board’s plan received from Board members, local entities, and the general public. If no comments are received, include a statement to that effect.

- No comments were received.



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***a. Fiscal Agent***

The fiscal agent responsible for disbursing state and federal grant funds is the North East Texas Workforce Development Board dba Workforce Solutions Northeast Texas.

***b. Priority of Service***

**1. Designation of Funds**

The Board has established criteria determining that resources in the workforce area are restricted based on limited funds. The Board has established a priority of service policy, maintained at the local level, based on the provisions of 20 C.F.R. §663.600.

**2. Identifying and Information Eligible Veterans and Eligible Spouses**

The Board has policy and procedures in place to identify and inform eligible veterans and eligible spouses. Procedures include:

- Eligible veterans, eligible spouses and eligible foster youth are identified at the point of entry to the workforce centers
- Eligible veterans, eligible spouses and eligible foster youth self-identify by indicating their status on the sign-in roster at the reception desk
- After reviewing the sign-in sheet, staff will provide the eligible individual with an informational document about priority of service.
- The document informs the client of his or her right to priority of service, the full array of employment, training, and placement services available under priority of service, and any applicable eligibility requirements for those programs and services.



## Appendix 5: Signature page

Local Workforce Development Area: North East Texas

Board Contact Person: Kay O'Dell, Executive Director Phone Number: 903.794.9490

Fiscal Agent: North East Texas Workforce Development Board Phone Number: 903.794.9490

State Comptroller ID Number: 311802114

**The signatures below certify:**

- that the attached Integrated Plan Modification components have been reviewed and approved by the Chief Elected Officials and the Board Chair, and
- acceptance of the assurances listed in Appendix 6.

***Chief Elected Official:***

The Honorable Cletis Millsap  
Typed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

***Board Chair:***

Steve Harris  
Typed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**The signature below certifies that the attached Integrated Plan Modification components have been reviewed and acknowledged by the Fiscal Agent.**

***Fiscal Agent:***

Kay O'Dell, Executive Director

Typed name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## Appendix 6: Assurances

By signing the statement of approval on the Signature Page, the Board Chair and the Chief Elected Official(s) certify their acceptance of the assurances below. The following assurances are provided to the best of the Board’s knowledge at the time such assurances are submitted to the Commission.

### Planning

1. The Board has adopted this plan in accordance with the plan requirements in Texas Government Code §2308.304 and WIA §117.
2. The Board has followed Texas Workforce Commission guidelines and, in the preparation and submission of this plan, taken into consideration the applicable program, administrative, performance, and financial requirements of Commission rule §801.17. This plan shall govern the provision of services in the workforce area, as required by Texas Government Code §2308.304.
3. The Board has developed this plan in consultation with local elected officials, the business community, labor organizations, and other partners, as required by WIA §117(d)(1) and §118(b)(7).

### General

1. The Board is directly responsible for the strategic planning, operational planning, and administration of all workforce training and services funded through allocations to the workforce area, as required by Texas Government Code §2308.302(b). Such responsibilities shall be carried out in accordance with the following Commission rules:

CHAPTER	TOPIC
800	General Administration
801	Local Workforce Development Boards
809	Child Care and Development
811	Choices
813	Food Stamp Employment and Training
815.28	UI Work Search Requirements
823	General Hearings
841	Workforce Investment Act
847	Project RIO Employment Activities and Support Services
849	Employment and Training Services for Dislocated Workers Eligible for Trade Benefits

2. The Board shall carry out its duties and functions under this plan in compliance with the requirements of applicable federal and state statutes, regulations, and other issuances, as provided by:
  - Chapters 302 and 306 of the Texas Labor Code;
  - Chapter 2308 of the Texas Government Code;



- 
- Chapters 31 and 34 of the Texas Human Resources Code;
  - Commission rules;
  - WIA State Plan provisions;
  - Training and Employment Notices, as applicable;
  - Training and Employment Guidance Letters (TEGLs);
  - WD Letters;
  - Equal Opportunity Letters, as applicable; and
  - Alternative options under WIA and waivers exercised by the state.
3. The Board has developed a business continuity plan to ensure that changes in key staff will not result in a negative impact on service delivery, performance or administrative functions.
  4. The Board will provide for an annual assessment of the language needs of persons with limited English proficiency and ensure that these individuals have access to services, in accordance TEGL 26-02, issued May 29, 2003, and TEGL 13-05, issued February 2, 2006.
  5. The Board assures that it has a competitive process in place to award grants and contracts, and the Board can identify effective and ineffective providers. The Board further assures that a description of this process is on file and available for review at its office. At a minimum, the Board assures that its competitive process meets the requirements of WIA §112(18)(B) and §118(b)(9); Commission rules, Chapter 801, Subchapter C and specifically Commission rule §801.54; and the Texas Workforce Commission's Financial Manual for Grants and Contracts.
  6. The Board assures that priority of service is provided to eligible persons – including eligible veterans and eligible spouses – in programs funded in whole or in part by DOL, in accordance with the DOL final rule on priority of service at 20 C.F.R. Part 1010.



## Appendix 7: Memoranda of Understanding

A table outlining the Board's MOUs with various partner organizations is included. New/Revised MOUs are attached.

### Memoranda of Understanding Summary

<b>Required Partner Agency or Program</b>	<b>Expiration Date</b>
WIA Title I – Adult, Dislocated Worker, and Youth Programs	Contract 9/30/09
Temporary Assistance for Needy Families (TANF)/Choices	Contract 9/30/09
Food Stamp Employment and Training (FSE&T)	Contract 9/30/09
Child Care Services	Contract 9/30/09
Project RIO	Contract 9/30/09
Trade Act	Contract 9/30/09
Wagner-Peyser Employment and Training, as amended by WIA (includes Migrant and Seasonal Farmworkers)	Contract 9/30/09
Veterans' Employment and Training Service, as amended by the Jobs for Veterans Act	Contract 9/30/09
Apprenticeship	MOU Ongoing
WIA Title II – Adult Education and Family Literacy Act	6/30/10
National and Community Services Act	Ongoing
Postsecondary Vocational Education Activities under the Carl D. Perkins Act	MOU 6/30/10
Senior Community Service Employment Program	Ongoing
Coordinated Choices Case Management with the Texas Health and Human Services Commission	Ongoing
Unemployment Insurance	9/30/10
Texas Department of Family and Protective Services	7/31/11
<b>Optional Partners and Programs</b>	<b>Expiration Date</b>
Vocational rehabilitation programs and services	3/31/10
Job Corps services under WIA Youth	N/A
Native American programs under WIA	Ongoing
Community Services Block Grant programs	N/A
Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)	N/A
Texas Department of Housing and Community Affairs or local housing authority	Ongoing
Community Development Block Grant recipients	N/A
Local education agencies	N/A
Vocational education agencies	N/A
Colleges	Ongoing
Extension Services	N/A
Fatherhood initiative programs or other child support programs	N/A



Army National Guard employment and training programs	Ongoing
Texas Youth Commission	N/A
Juvenile Probation Commission	N/A
Texas Department of Criminal Justice	Ongoing
Migrant and Seasonal Farmworker youth educational services	N/A
National Farmworker Jobs Program Grantee	N/A
Domestic violence intervention programs	Ongoing
Community-based organizations	Ongoing
<b>Other Local Partners and Programs</b>	
ATCOG – JARC (Job Access Reverse Commute)	9/30/10
Goodwill Paris	Ongoing
Goodwill Texarkana	Ongoing
Salvation Army Texarkana	Ongoing
Salvation Army Paris	Ongoing
TIR Technology Interchange Resources	Ongoing
Red Cross Texarkana	Ongoing
<b>Workfare Worksite, Placement Organizations Case Management</b>	
Christians in Action	Ongoing
Paris Junior College	Ongoing
Safe-T Thrift Store	Ongoing
City of Clarksville	Ongoing
TX Dept of Human Services	Ongoing
Texas HHSC	Ongoing
Greater Love Baptist Church	Ongoing
Linden-Kildare ISD	Ongoing
St. John Baptist Church	Ongoing
Golden Villa	Ongoing
Women Offering Women Support	Ongoing
NE Texas Opportunities Meal Center, Mt. Vernon	Ongoing
NE Texas Opportunities Meal Center, Cooper	Ongoing
Lamar County Human Resources	Ongoing
Red River Health Care Systems Inc	Ongoing
Clarksville ISD	Ongoing
Goodwill Industries of Sulphur Springs	Ongoing
Community Outreach Services	Ongoing
Detroit ISD	Ongoing
Pregnancy Care Center	Ongoing
Big Brother Big Sister of Paris	Ongoing
Faith Presbyterian Church	Ongoing
Red River Valley Girl Scout Council	Ongoing
SW Arkansas Workforce ES Dept Consortium	Ongoing
2-1-1 Texas	Ongoing
Community Healthcore	1/1/10



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East Texas Council of Alcohol and Drug Abuse	1/1/10
Lakes Regional MHMR	1/1/10



**Appendix 9: Fiscal Years 2007–2008 Texas Workforce Development Board Planning Guidelines: Review Criteria**

Minimum criteria by which Board plans will be reviewed and recommended for approval to the Governor are shown below.

*To assist reviewers in locating relevant items in their plan modifications, Boards must fill in the first column indicating the page number on which each requested update or modification appears in the modified plans. Boards also may include additional lines to identify further updates made to the plans.*

	<b>Page #</b>	<b>Y</b>	<b>N</b>
<b>Strategic Narrative</b>			
c. The Board adequately described how it identified its target industries and related TWC/LMCI industry sectors, including, but not limited to, industries related to the Governor’s industry clusters (as reflected in the Board’s submitted Target Industries List).	10		
Comments:			
d. The Board adequately described how it identified the target occupations for which it will dedicate WIA training resources (as reflected in the Board’s submitted Target Occupations List).	11		
Comments:			
e. The Board adequately described the types of resources available at the local level and how it will use these resources to operate more efficiently in light of the changing economy.	12		
Comments:			
f. The Board adequately described the strategies and initiatives it will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters.	12		
Comments:			
g. The Board adequately described its specific plans for workforce training in support of its target occupations.	14		
Comments:			
h. The Board adequately described the reemployment strategies it is employing to meet future workforce needs, particularly in light of the changing economy.	14		
Comments:			



<p>i. The Board described innovations or enhancements to reemployment strategies, services to UI claimants, or related service delivery models that it is exploring, including information on any successes the Board has had with these new or innovative efforts.</p>	15		
<p>Comments:</p>			
<p>j. The Board adequately explained how it identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant economic impact. The Board adequately explained how this information supports its reemployment strategies.</p>	15		
<p>Comments:</p>			
<p><b>Appendix 1. Elements of System Operation</b></p>			
<p><u>Employer Involvement.</u> If updated, the Board’s Employer Involvement section adequately described employer involvement in the workforce system and the Board’s role in local and regional economic development efforts.</p>	50		
<p>Comments:</p>			
<p><b>Appendix 2. Target Industries, Sectors, and Occupations</b></p>			
<p>1. The Board adequately identified its high-growth, high-demand industries, by NAICS code, using analysis of industry sectors, clusters, and industries. The Board submitted:</p> <ul style="list-style-type: none"> <li>• TWC/LMCI labor market analysis tool reports showing analysis of key labor market indicators, using at least the two required tools;</li> <li>• when feasible, additional analyses or reports it has developed and regards as influential in its evaluation and prioritization of industries; and</li> <li>• a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of industries. The Board provided copies of all referenced sources as attachments or Internet links, where feasible.</li> </ul>	52		
<p>Comments:</p>			
<p>2. The Board adequately identified its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters. The target industries include, but are not limited to, industries related to the Governor’s industry clusters:</p> <ul style="list-style-type: none"> <li>• The Board submitted its Target Industries List using the required template (10 to 15 recommended target industries, no more than 20 accepted), providing all required information.</li> <li>• The Board’s target industries are supported by the Board’s provided criteria and rationale, including standard labor market indicators and local wisdom.</li> <li>• The Board described how local industry, economic development, or other partners were involved in the prioritization or targeting of industries.</li> </ul>	53		
<p>Comments:</p>			



<p>3. The Board adequately identified its demand occupations by SOC code, using analysis of occupational employment indicators. The Board submitted:</p> <ul style="list-style-type: none"> <li>• TWC/LMCI labor market analysis tool report(s) showing analysis of key labor market indicators for occupations, using at least the one required tool/report;</li> <li>• when feasible, additional analyses or reports it has developed and regards as influential in its evaluation of current and future projected demand for, and targeting of, occupations; and</li> <li>• a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of occupations. Where feasible, copies of all referenced sources were included as attachments or Internet links.</li> </ul>	56		
Comments:			
<p>4. The Board adequately identified its target occupations critical to its target industries, including, but not limited to, occupations related to the Governor’s industry clusters, and for which the Board will dedicate WIA training resources:</p> <ul style="list-style-type: none"> <li>• The Board submitted the completed Target Occupations List, identifying its top 20 to 30 occupations (no more than 40 allowed), each by SOC category (6-digit code), and all information required.</li> <li>• The Board’s target occupations are supported by its provided rationale including standard labor market indicators and local wisdom/validation.</li> <li>• The Board described how local employers, including small employers (defined as less than 100 employees) were involved in validating projected demand for target occupations.</li> <li>• The Board discussed how it assesses target occupations’ entry-level job skills and career ladders for which training may be provided and supported by WIA funds.</li> <li>• The Board discussed how it assesses target occupations against available training programs offered by Eligible Training Providers, and where there are gaps, identifies and pursues potential providers to participate as Eligible Training Providers.</li> </ul>	57		
Comments:			
<p><b>Appendix 3. Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance</b></p>			
<p>1. The Board adequately described its two most successful strategies for increasing the number of employers accessing programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.</p>	60		
Comments:			
<p>2. The Board adequately described its two most successful strategies to increase communication and outreach to employers, thereby increasing employer customer satisfaction. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies, and it included a description of how it measures employer customer satisfaction.</p>	61		



Comments:			
3. The Board adequately described its two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.	62		
Comments:			
<b>Appendix 4. Process Elements</b>			
<u>Public Comment.</u> The Board provided the required descriptive information on the public comment process, the process met the requirements, and the Board provided a written summary of any comments received on the plan modification.	64		
Comments:			
<u>Priority of Service.</u> The Board provided the required information to show that it is in compliance with priority of service regulations, including new requirements on identifying and informing eligible veterans and eligible spouses.	65		
Comments:			
<b>Appendix 5. Signature Page</b> <b>Appendix 6. Assurances</b>			
The Board provided the required signature page that: <ul style="list-style-type: none"> <li>• acknowledges joint development and submission of the plan modification;</li> <li>• certifies acceptance of the assurances listed in Appendix 6; and</li> <li>• is signed with an original signature of the Chief Elected Official(s) and the Board Chair.</li> </ul>	66		
Comments:			
<b>Appendix 7. Memoranda of Understanding</b>			
The Board provided an updated copy of the MOU chart showing current MOU expiration dates, along with copies of any new, renewed, or revised MOUs with required partners executed since the Board’s modification was submitted in 2007 (not required if the Board has a contract with the partner—the Board indicated whether this is applicable).	69		
Comments:			
<b>Additional Modifications or Updates</b> Boards may include additional lines to identify further updates made to the plans, along with the page number in the submission.	<b>Page #</b>		
Strategic Narrative – Section b.	7		
Appendix 1 – Question 5	28		