

WIOA LWDB Two-Year Plan Modification Form

Overview

The Workforce Innovation and Opportunity Act (WIOA) Final Rule at 20 CFR §679.580 requires that, at the end of the first two years of the four-year local plan, the Board and appropriate chief elected officials (CEOs) must review the plan and prepare and submit modifications related to changes in labor market and economic conditions and other factors affecting the plan's implementation. Factors that could affect implementation may include changes to the financing available to support WIOA Title I services and partner-provided WIOA services, or a need to revise strategies to meet local performance goals.

Instructions

Boards will respond to each of the following prompts and make corresponding changes to their plans. Boards must use Track Changes when modifying the plan for easy identification by the Texas Workforce Commission during review. If no modification is required, Boards must explain briefly but in detail how the Board and CEO made that determination. For each response, **include all** the plan's **corresponding page numbers**.

1a. Describe any changes in labor market and economic conditions in the Board's local workforce development area, including changes to the employment needs of employers and changes to existing and emerging in-demand industry sectors and occupations.

A significant change was growth in the computer related occupations. These are being addressed from the public school level and our institutions of higher education. This has also impacted the in-demand industries. This is largely impacted by the expansion of existing companies in the region.

1b. Describe any changes made to the Board's Target Occupations and In-Demand Industries lists since the four-year local plan was approved in July 2017 and include the updated template (WD Letter 19-18, Attachment 3, WIOA Target Occupations and In-Demand Industries Template). If no changes were made, submit the current list with the current date. Describe the review process that the Board used to determine whether the Target Occupations and In-Demand Industries lists required modification. Cite the sources.

The two significant changes were Aircraft Mechanics and Social and Human Service Assistants dropped off the list. Revised list is provided as a separate document.

2. Describe any changes in the financing that is available to support WIOA Title I services and partner-provided WIOA services that have affected implementation of the local plan. For partner-provided services, Boards should consider the roles and resource contributions of the Workforce Solutions Offices, changes in partner infrastructure contributions, and whether any financing changes require the Board to revise a strategy that was described in the original plan. If, for example, reductions in federal funding or changes in the Board's funding strategies require the Board to consider closing one or more Workforce Solutions Offices, or a shift in how

services are delivered changes the amount available for operating costs, Boards should include this as part of the two-year modification.

Finances have remained relatively stable with no substantial changes are predicted. Therefore, the strategies to the original plan remain supported.

Further, as with the original plan, additional funding is available to serve high impact populations and priority service strategies. Examples of non-allocated resources include but are not limited to the Texas Workforce Commission's:

- National Dislocated Worker Grant from the Department of Labor supporting dislocated workers associated with Fort Hood,
- Military Spouse Grant, and
- Apprenticeship Texas Grant.

In addition to additional funding already received, Workforce Solutions of Central Texas continues to explore opportunities to support local, state, and national priorities.

3. Describe any changes made to the strategies used to meet local performance goals.

Workforce Solutions of Central Texas has a multi-program, multi-partner Performance Improvement Team (PIT). In addition to Workforce Program Performance managed directly by the local Workforce System, the PIT includes partners representing Adult Education and Literacy, Vocational Rehabilitation, and Texas Veteran Commission partners. Team members each present their program-specific performance challenges and successes and partners seek opportunities to jointly address program-specific and common concerns. This model also helps to identify opportunities to better serve our common customer groups. Results from these discussions are then presented to the Leadership Team (LT) at their regular monthly meeting, ensuring all members of the leadership are aware of and supporting any changes or desired outcomes generated by the PIT.

In addition to PIT and LT reviews and coordination, in 2018 Workforce Solutions of Central Texas created a new staff position specifically designed to improve coordination between educators and businesses, thus improving access to a locally in-demand, employment-focused Workforce pipeline. The new position, Director of Industry Education Partnerships, provides local ISDs, colleges, and universities with local labor market information and he actively participates in efforts to align training options with skills that will make students exemplary competitors for local high-skill, high-wage jobs. Specific to performance, the Director's efforts are expected to increase training opportunities, expand employer outreach, and ultimately place more job seekers in training-related employment.

Further improving performance opportunities, Workforce Solutions of Central Texas received funding to support Apprenticeship Texas in 2018. Apprenticeships and pre-apprenticeship

opportunities will be promoted and expanded to more efficiently and effectively link job seekers Apprenticeship employment. The Apprenticeship opportunities include employer-guided classroom training and certifications that are linked to employer-supported apprenticeships (competency based on-the-job training).

Apprenticeship efforts in Central Texas are directly linked to the most in-demand industries including: Medical, Manufacturing, and Information Technology. Occupations/job openings that are expected to be impacted by Apprenticeships are: Medical Coding, Construction Trades (Electrical, Plumbing, OSHA), Truck Driving, Auto Body Technicians, Manufacturing Production Technicians, Logistics, and Cyber Security.

4. Describe any other factors affecting the implementation of the plan.

Workforce Solutions of Central Texas closed an outdated Workforce Center and opened a State-of-the-Art Workforce Center in Temple. The new Center is a key partner in Temple's Santa Fe Business Center which is also home to the Temple Economic Development Corporation and the Temple Chamber of Commerce. This unique partner combination enhances Central Texas' business attraction, business retention/development, and workforce/talent development.

The new Workforce Center will enhance Workforce services using a variety of innovative service delivery strategies. As examples:

Workforce Center staff work in multi-program teams that utilize an integrated service delivery model. This approach ensures that customers have access to a wider variety of services utilizing the experience of the members of each team, which can then be customized to meet their individual needs. The team approach allows customers to meet with experienced staff from each program/partner already embedded in the team without having to meet each staff person in separate meetings. Further, the team approach shares knowledge and resources across programs and enhances customer service with a higher standard of excellence.

The Workforce Center in Temple also uses an open design to facilitate customer flow with a focus on gaining employment, with assistance as needed by Career Center staff. The open design is supported by Bluetooth technologies that allow staff to go to customers using tablets to provide services rather than desktop computers that anchor staff to one location. Additionally, the Career Center and all training rooms allow customers and partners to use Workforce technologies or their own technology tools (i-pads, tablets, smart phones, etc.).

Both of the aforementioned service delivery enhancements in the Temple Center are scheduled to be developed and available in the Killeen Center later in 2019. In addition, both Centers, as well as the two rural centers, will begin extensive training and professional development programs designed to increase the knowledge, experience and capabilities of the entire Workforce Team with the goal of ensuring all members of the team provide excellent customer service to every customer, every time.

2019-2020 Central Texas Targeted Occupations List (Based on Wages, Growth, Job Openings, and Training Time Requirements)

Target Occupation Job Title (Name)	Percent Growth 2014-2024	Entry Wage Per Hour	Experienced Wage per hour	Typical Education Needed for Entry into Occupation
Automotive Service Technicians and Mechanics	2.2%	\$11	\$29	Postsecondary nondegree award
Career/Technical Education Teachers, Secondary School	11.4%	\$20	\$30	Bachelor's degree, Postsecondary nondegree award
Computer Network Support Specialists	10.0%	\$20	\$34	Associate's degree
Computer Systems Analysts	17.5%	\$25	\$55	Bachelor's degree, Postsecondary nondegree award
Computer User Support Specialists	18.8%	\$14	\$49	Some college, no degree
Dental Assistants	47.0%	\$13	\$23	Postsecondary nondegree award
Dental Hygienists	63.3%	\$17	\$46	Associate's degree
Elementary School Teachers, Except Special Education	13.8%	\$19	\$29	Bachelor's degree
Emergency Medical Technicians and Paramedics	4.8%	\$10	\$24	Postsecondary nondegree award
Firefighters	2.1%	\$15	\$29	Postsecondary nondegree award
Health Technologists and Technicians	10.8%	\$13	\$29	Postsecondary nondegree award
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	11.7%	\$11	\$24	Postsecondary nondegree award
Heavy and Tractor-Trailer Truck Drivers	7.6%	\$13	\$34	Postsecondary nondegree award
Licensed Practical and Licensed Vocational Nurses	8.2%	\$18	\$25	Postsecondary nondegree award
Massage Therapists	38.7%	\$11	\$27	Postsecondary nondegree award
Medical Records and Health Information Technicians	10.5%	\$12	\$30	Postsecondary nondegree award
Paralegals and Legal Assistants	9.6%	\$14	\$30	Postsecondary nondegree award
Pharmacy Technicians	7.3%	\$13	\$23	Postsecondary nondegree award
Physical Therapist	19.0%	\$26	\$48	Associate's degree

Assistants				
Radiologic Technologists	7.1%	\$20	\$37	Associate's degree
Registered Nurses	9.5%	\$19	\$42	Bachelor's degree/Postsecondary nondegree award
Respiratory Therapists	12.1%	\$21	\$37	Associate's degree
Secondary School Teachers	16.4%	\$19	\$29	Bachelor's degree, Postsecondary nondegree award
Web Developers	27.0%	\$12	\$40	Associate's degree
Welders, Cutters, Solderers, and Brazers	11.8%	\$12	\$25	Postsecondary nondegree award

Texas Workforce Investment Council Requirements

Local Workforce Development Board 2019 Plan Modifications

The Texas Workforce Investment Council (TWIC) is charged under Texas Government Code §2308.101(5), 2308.302(a), and 2308.304(a)(b)(4), and the Workforce Innovation and Opportunity Act of 2014 (WIOA) (Public Law 113–128) with recommending the plans of local workforce development Boards to the governor for consideration for approval. TWIC reviews each Board plan to ensure that local goals and objectives are consistent with the statewide goals and objectives in the system plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, which can be found at [https://gov.texas.gov/uploads/files/organization/twic/Texas_Workforce_System_Strategic_Plan_\(FY2016-FY2023\).pdf](https://gov.texas.gov/uploads/files/organization/twic/Texas_Workforce_System_Strategic_Plan_(FY2016-FY2023).pdf)

Additionally, state law charges TWIC with reporting annually to the governor and to the Texas Legislature on the implementation of the system strategic plan and monitoring the operation of the state’s workforce system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, TWIC also reviews Board plans and plan modifications to determine each Board’s progress in implementing strategies that align with the strategic plan for the Texas workforce system. Following consideration for approval at a regularly scheduled quarterly meeting, the Council recommends the local Board plans to the governor for consideration for approval. Boards’ responses to the following planning elements are reviewed by TWIC for alignment and are the basis for recommending approval.

Demonstrating Alignment with Texas’ Workforce System Strategic Plan

The four sections below list and describe the four system goals from *The Texas Workforce System Strategic Plan FY 2016–FY 2023* that identify critical, high-priority system issues for the state. **For each goal, briefly describe one significant Board strategy or initiative that fulfills the intent of the goal. Also, please include the corresponding page number(s) within your plan that further details the identified strategy or initiative.**

System Goal 1 and Rationale

Focus on Employers:

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

System Goal 1 - Local Board Response

In 2018, Workforce Solutions of Central Texas created a new staff position specifically designed to improve coordination between educators and businesses, thus improving access to a locally in-demand, employment-focused worker pipeline. The position, Director of Industry Education Partnerships, provides local ISDs, colleges, and universities with local labor market information, actively participating in efforts to align training options with skills that make students exemplary competitors for local high-skill, high-wage jobs. The Director’s efforts are expected to increase training opportunities, expand employer outreach, and ultimately place more job seekers in training-related employment.

System Goal – Rational System Goal 2 and Rationale

Engage in Partnerships:

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

System Goal 2 - Local Board Response

Workforce Solutions of Central Texas provides a broad overview of efforts to work with internal and external partners in its Strategic Plan. In addition to the partnerships already described, Workforce Solutions of Central Texas has unique, highly productive partnerships with Fort Hood, community leaders, local Independent School Districts representatives, and community college and universities. Some of the many examples of resource expansion and service coordination include support for and active participation in:

- Fort Hood’s Transition Assistance Soldier for Life,
- U.S. Chamber of Commerce Hiring Our Heroes Program,
- Career Technology Education Programs,
- P-20 Council, and
- 60x30 Texas.

Further demonstrating Central Texas’ efforts to work in coordination with key partners, the Texas Workforce Commission designated two local programs as best in the state for Service to Workers and Service to Community. Following are brief descriptions of the two award winning partnerships:

Service to Workers was received for our NonCustodial Parents program. Originally established as part of a national demonstration grant, the Workforce Solutions of Central Texas (WSCT) NCP Choices PEER project began in April 2013. Goals were similar to other Boards that had already established NCP Choices programs in Texas: (1) partner with the Office of the Attorney General (OAG) and IV-D (child support) courts, and (2) help unemployed/underemployed Non-Custodial Parents (NCPs) find work and financially support their children.

The differences between the WSCT NCP Choices PEER project and the other Boards' programs were: (1) the WSCT NCP Choices PEER project was one of eight programs across the U.S. involved in a five-year study that compared outcomes of NCPs who received program services to those that did not receive them, and (2) the innovative use of the Parent, Employment, Education, and Responsibility (PEER) curriculum developed by the Texas OAG which was designed to enhance NCP's parenting/father/motherhood skills.

While many educational curricula for parents exist, PEER is unique because it targets NCPs who are behind in child support, and, as a consequence of that noncompliance, are ordered by the IV-D court, to participate in NCP Choices. PEER has the following goals: (1) to benefit children by increasing their noncustodial parents’ emotional and financial support, (2) to strengthen co-

parenting relationships between NCPs and custodial parents (CPs), and (3) to promote NCPs parenting skills.

When the WSCT NCP Choices PEER research project ended in September 2016, additional funds were allocated by TWC to continue providing NCP Choices services. PEER workshops for NCPs were continued as a core component of WSCT's NCP services; it was determined that the workshops positively contribute to improved family and employment outcomes.

Collaborating with our assigned NCP Choices Site Coordinator, WSCT staff facilitate PEER workshops on a monthly basis. The workshops have contributed to a 5-year OAG child support collection total of \$3,235,979. Exiteders' obtained employment outcomes are: 5-year: 87.77%; PY18: 83.68%; PY17: 84.34%

Service to Community was received for our Go-to-Work program. Residents living in East Temple, Texas face substantial barriers to employment. They have high unemployment rates (12-21%), low median household incomes (\$15,402-\$19,309), and a higher percentage of residents living below the poverty level (31.4%-36.3%). In comparison, the entire city of Temple experienced average per-resident earnings of \$57,000 in 2016.

To address these barriers, Workforce Solutions of Central Texas (WSCT) joined Temple ISD, Temple EDC, Temple College, United Way, and Hospitality/Food Service Industry representatives. The unique partnership considered solutions and ultimately formed Go2Work which included strategies to fund and provide in-demand training that leads to employment for Temple's most barrier-impacted residents.

In addition to helping residents, Go2Work addresses Hospitality and Food Services businesses' need for a trained workforce. Through Go2Work, prepared employees are connected with local employers who often hire the graduates immediately upon training completion. Based on industry growth, the new workforce pipeline created by Go2Work is particularly important. As with the rest of the nation, local Hospitality/Food Service Industry employers cannot find skilled labor (in 2016 the industry had 3,373 openings). Further, local jobs have increased by 16.6% in this industry over the last five years, 2% higher than the national average.

Helping underemployed/unemployed participants overcome their personal situations and better their lives, Go2Work's goals are to engage, train, and employ qualified job seekers to meet local employer needs. The one week, eight hours per day (40 hours) training program teaches hospitality and customer service skills. It also includes prerequisite workshops: Interviewing Skills, Application Editing, and Resume Writing.

Partner responsibilities: (1) WSCT: pre-screening, application completion, and pre-training workshops; (2) United Way and Temple EDC: materials/curriculum costs, (3) Temple College: training facilities and instructors. Innovations: (1) using industry-endorsed curriculum: Start Right, Stay Right; and (2) connecting businesses and training graduates through "speed interviews" (employers are onsite at graduation to immediately hire trainees).

Go2Work participants overcame barriers, secured stable, long-term employment, and they have opportunities for advancement.

Results:

August 2017 training class: 12 of 15 graduates (80%) hired;

March 2018 training class: 12 of 18 (67%) graduates hired to date;

Total: 24 of 33 (73%) graduates hired.

Board response and corresponding plan page number(s): Strategic Plan, 2019 Modification, Pages 13-15

System Goal 3 and Rationale

Align System Elements:

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

System Goal 3 - Local Board Response

Workforce Solutions of Central Texas applied for and received an Apprenticeship Texas grant from the Texas Workforce Commission to support Apprenticeship Texas in 2018. Apprenticeships and pre-apprenticeship opportunities will be promoted and expanded to more efficiently and effectively link job seekers with Apprenticeship employment opportunities. Apprenticeship opportunities include employer-guided classroom training and certifications that are linked to employer-supported apprenticeships (competency based on-the-job training).

Apprenticeship efforts in Central Texas are directly linked to the most in-demand industries including: Medical, Manufacturing, and Information Technology. Occupations/job openings that are expected to be impacted by Apprenticeships are: Medical Coding, Construction Trades (Electrical, Plumbing, OSHA), Truck Driving, Auto Body Technicians, Manufacturing Production Technicians, Logistics, and Cyber Security.

Board response and corresponding plan page number(s): Strategic Plan, 2019 Modification, Pages 34-35

System Goal 4 and Rationale

Improve and Integrate Programs:

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

System Goal 4 - Local Board Response

In addition to the response provided under System Goal #1 above, Workforce Solutions of Central Texas has developed an integrated service process that improves access to services and training for local job seekers. As described in the current Plan Modification, Workforce Solutions of Central Texas closed an outdated Workforce Center and opened a State-of-the-Art Workforce Center in Temple.

The new Center is a key partner in Temple’s Santa Fe Business Center which is also home to the Temple Economic Development Corporation and the Temple Chamber of Commerce. This unique partner

combination enhances Central Texas' business attraction, business retention/development, and workforce/talent development.

The new Workforce Center also enhances Workforce services using a variety of innovative service delivery strategies. As examples:

Workforce Center staff work in multi-program teams that utilize an integrated service delivery model. This approach ensures that customers have access to a wider variety of services utilizing the experience of the members of each team, which can then be customized to meet their individual needs. The team approach allows customers to meet with experienced staff from each program/partner already embedded in the team without having to meet each staff person in separate meetings. Further, the team approach shares knowledge and resources across programs and enhances customer service with a higher standard of excellence.

The Workforce Center in Temple also uses an open design to facilitate customer flow with a focus on gaining employment, with assistance as needed by Career Center staff. The open design is supported by Bluetooth technologies that allow staff to go to customers using tablets to provide services rather than desktop computers that anchor staff to one location. Additionally, the Career Center and all training rooms allow customers and partners to use Workforce technologies or their own technology tools (i-pads, tablets, smart phones, etc.).

Board response and corresponding plan page number(s): Strategic Plan, 2019 Modification, Page 13.