WORKFORCE SOLUTIONS FOR NORTH CENTRAL TEXAS LOCAL PLAN

Under the Workforce Innovation and Opportunity Act (WIOA)

PROGRAM YEARS 2017-2020

Workforce Solutions for North Central Texas
Local Plan for Program Years 2017-2020

Contents

Introduction

The purpose of employment and training policy is to improve the operation of labor markets by improving the competitive position of individuals facing barriers to employment. Some of these barriers include lack of job skills, deficiencies in basic education, lack of job market information, physical, social and psychological disabilities, and the inability to obtain supportive services such as counseling, child care and transportation. Government expenditures on employment and training programs to upgrade worker skills are an investment in human capital shown to improve an individual's ability to compete in the labor market and earn more income.

On June 3, 1983, Texas Governor Mark White issued Executive Order MW-9 designating the 14 non-metropolitan counties adjacent to Dallas and Tarrant, and area covering 10,625 square miles, as one of 34 geographic Service Delivery Areas (SDAs) in Texas for implementation of Job Training Partnership Act programs (JTPA). On June 14, 1983, the North Central Texas Council of Governments (NCTCOG) hosted an organizational meeting for the county judges from these 14 counties, to discuss roles and responsibilities, and to begin the formation of an agreement to plan and oversee the governance and administration of these responsibilities.

As a result, a formal agreement was established providing for the formation of A Private Industry Council (PIC), to include a description of the nomination and appointment process for a governing board and resulted in certification, by the Governor, of the North Central Texas Job Training Consortium's Private Industry Council (PIC) in July of 1983. On August 15, 1983, the Chief Elected Officials of the Consortium and the newly certified PIC convened for the first time and selected NCTCOG as the grant recipient and administrative entity to plan and carry out a new job training plan.

In 1993, Texas lead the nation by building a workforce development system created to improve service delivery through local control and coordination of services through integrated programs. On May 23, 1996 Governor George W. Bush certified the North Central Texas Workforce Development Area (WDA) and on July 25, 1996, the Chief Elected Officials of the fourteen county WDA signed a partnership agreement eliminating the PIC and forming the North Central Texas Workforce Development Board (Board). The NCTCOG was selected to be the Board's fiscal agent, grant recipient and administrative agent. In an effort to improve branding across the state, the Board joined with its 27 partners across the state and became generally known as Workforce Solutions for North Central Texas (WSNCT).

The Federal Workforce Investment Act of 1998 (WIA), signed into law by President Clinton, reformed federal employment, training, adult education, and vocational rehabilitation programs by creating an integrated one-stop system of workforce investment and education services for adults, dislocated workers and youth. Recognizing that Texas had already made improvements to its system, Congress included grandfathering provisions in WIA, allowing Texas to retain essential elements of its approach to workforce development.

On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. WIOA superseded WIA and amended the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA took effect on July 1, 2015. Many of the grandfathering provisions included in WIA remain intact for Texas and on December 18, 2015, Governor Gregg Abbott recertified the North Central Texas Workforce Development Board under WIOA.

Today, the Board oversees the planning, oversight, policy guidance and service delivery design in 12 Workforce Centers (Centers) located across the 14 county WDA to include Collin, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, and Wise counties. As an added consideration to the size and diverse needs of the WDA, the Board maintains a Mobile Workforce Unit available to be deployed across the region as needed. ResCare Workforce Services is the workforce and child care services contractor for the Board and was selected through a rigorous and competitive procurement process to coordinate activities in the workforce centers and provide direct service delivery to job seekers and employers. NCTCOG, on behalf of the North Central Texas Workforce Development Board, administers more than $60 million in federal funds. In 2015 WSNCT served almost 97,000 job seekers, 8,781 employers, and provided child care to an average of 5,230 children per day.

July 2016, marked the 20th anniversary of the North Central Texas Workforce Development Board. The Workforce Development Board, doing business as Workforce Solutions for North Central Texas (WSNCT), has helped thousands of job seekers and employers over the past two decades.

Response to Local Workforce Development Board Planning Guidelines – Part A

PART A: STRATEGIC ELEMENTS

BOARDS VISION

Description of the Board's strategic vision to support regional economic growth and economic self-sufficiency.

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

The mission of Workforce Solutions for North Central Texas (WSNCT) is "to advance business driven talent development strategies that promote economic growth, opportunity, and a quality workforce." Our vision is "to be the recognized leader in building tomorrow's workforce." Every building block of our organization is constructed upon our values of respect, integrity, collaboration, and excellence.

The goals identified in the strategic plan for WSNCT are as follows:

1. Enhance business engagement and inclusive human capital development through service delivery designs that invite participation without regard to barriers.
    a. Work with community partners to define and deliver collaborative strategies, leveraging access to resources that promote the attainment of the individualized goals of participants to attain self-sufficiency including youth and individuals with barriers to employment.
    b. Ensure that workforce center support of people with disabilities and other barriers is highly visible.
    c. Deliver effective and efficient employability programs to address the full array of employment opportunities including apprenticeship, internship, on-the-job training and other work based learning opportunities.
    d. Increase capacity, visibility and value among employers in targeted industries through the implementation of differentiated outreach strategies.
    e. Support industry sector initiatives that facilitate discussions between employers and education and training providers in order to provide accurate information to train individuals in relevant skills.
    f. Develop meaningful relationships with employers that raise awareness of the full =range of opportunities available to them including hiring veterans and workers with disabilities and other barriers to employment.

g. Enhance quality of and increase access to childcare to facilitate the employment outcomes of parents.

2. Improve organizational focus, communication and leadership decision making to include data driven continuous improvement, accountability and effectiveness.
   a. Craft and institutionalize a communication plan that includes expectations and modalities to the communication channels used to deliver information.
   b. Establish and implement a project governance system that institutes a framework in which project decisions are made.
   c. Institutionalize continuous improvement by identifying key performance indicators that increase accountability and effectiveness of the organization.

3. Recruit and retain competent professionals by expanding professional development opportunities and offering clear and focused career tracks.
   a. Document an in-depth career progression chart that defines career pathways for professional staff.
   b. Identify current and expand future and ongoing training opportunities that ensure staff are competent to perform their duties most effectively.

4. Develop and maintain a technology platform that attracts participants, employers and job seekers, and allows everyone to share, transact, and find value in the workforce system.
   a. Align the Information Technology infrastructure to support the goals in the strategic plan.
   b. Support IT integrations that fit the needs of customers.
   c. Foster a broad ecosystem of technology that improves accessibility to workforce services for persons with disabilities and other barriers.
   d. Increase capacity to gain insight into performance by accessing key data and using it in a meaningful way to report metrics and view trends.

5. Execute governance, oversight, and accountability responsibilities through organizational design, reporting structure, management accountability, and performance management.
   a. Set the direction for organizational planning, decision making, initiatives, policies, and priorities and ensure alignment with the expectations of funding sources and the mission of the Board.
   b. Establish minimum standards for workforce centers to provide guidance to competitively procured contractors that provide workforce services, child care services and other supportive services.
   c. Ensure effective executive performance by establishing clear objectives and expectations to include enforcement of ethical standards.
   d. Ensure effective organization planning, availability and management of adequate resources to meet the purpose and mission of the Board.
   e. Monitor service delivery designs and strengthen their performance to ensure programs are efficient and effective.
   f. Protect assets and provide financial oversight.

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

As of Wednesday, January 18, 2017, performance targets/goals for newly established WIOA performance measures have not been established by the Texas Workforce Commission. When performance targets are established and successfully negotiated, the Plan will be updated accordingly.

Targets shared with WSNCT thus far include:

BCY17 Performance Measures	BCY16 Target	BCY16 Performance	BCY16 % of Target	BCY17 Target
Claimant Reemployment within 10 weeks	50.13%	51.84%	103.47%	25.04%
# of Employers Receiving WF Assistance	8,182	9,395	114.83%	8,193
Choices Full Work Rate	50.00%	56.73%	113.46%	50.00%
Avg Kids Served Per Day —Discretionary At Risk				4,860

Once the PY 17 WIOA Goals have been finalized, all goals and projected outcomes will be revised to include metrics for:

- Percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- Percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
- Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- Percentage of program participants who obtain a recognized post-secondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program.
- Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.
- Indicators of effectiveness in serving employers.

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

The Board administers and provides oversight to a competitively procured contractor, ResCare Workforce Services (ResCare), who is responsible for direct service delivery of core programs and the coordination of related, and possibly co-located, programs not administered by the Board.
Services provided by ResCare include service delivery strategies to employers and job seekers who are able to access a continuum of services through the twelve workforce centers located

throughout the WDA. ResCare has the capability of delivering fully integrated and leveraged workforce services to include WIOA Adult, Youth and Dislocated Worker and Displaced Homemaker services, TANF Choices, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Child Care Assistance, Employer Services, Vocational Rehabilitation Services, and Trade Adjustment Assistance.

WSNCT ensures that multiple levels of services are offered to employers and job seekers and Wagner-Peyser Employment Services (ES) is among the services available. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of ES services. Under the Texas Model, TWC maintains administrative responsibility while ResCare has responsibility for day-to-day guidance of state ES staff. ResCare shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance. All direction and guidance given to ES employees is consistent with the provisions of state and federal laws, rules and regulations governing the administration and delivery of the ES program. TWC provides technical support and quality assurance to WSNCT and ResCare through local Integrated Service Area Managers.

ResCare coordinates with ES staff to provide universal access to job search and placement assistance, job referrals, labor market information and an array of other services to both job seekers and employers.

WSNCT understands that linkages with economic development is where labor supply meets labor demand. Recognizing that developing strategies to ensure job seekers are equipped with the skills local employers need, WSNCT organized the Regional Economic Development Group (RED). The group includes representatives from WSNCT and economic developers practicing throughout the North Texas region. The primary objective of the RED Group is to enhance economic vitality and employment opportunities for the region. RED pools resources to develop, implement, and refine programs and services in partnership, collaboration, and/or via strategic alliances with a network of other workforce/economic development organizations. Through their alliance, RED engages in understanding the evolving economy, identifying where job growth will occur, and developing a well-trained and educated workforce to meet the need. RED has committed to five objectives:

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

5. Develop strategic partnerships for career pathways that are aligned with the region's economic development efforts.

Beginning September 1, 2016, the state agency known as the Department of Assistive and Rehabilitative Services (DARS) was transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all of the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency. Transition teams made up of individuals from DARS, and TWC began working with WSNCT and on November 17, 2016, WSNCT became one of the first Board areas to fully integrate what is now known as TWC Vocational Rehabilitation Services into a workforce center.

Recognizing that English can be critical to a participant's success in the job market, WSNCT actively partners with Adult Basic Education providers to offer instruction, including English as a Second Language (ESL) as a part of a participant's service continuum.

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

ECONOMIC AND WORKFORCE ANALYSIS

Regional Analysis

Geography
The Workforce Solutions for North Central Texas Workforce Development Area (WDA) Region 4 - consists of 14 counties: Collin, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell and Wise counties. The region consists of 10,992 square miles with a population density of 214.95 residents per square mile in 2010 compared to a statewide density of 95.92.

Workforce development services are provided in all fourteen counties and are delivered from twelve Workforce Centers located in ten of the fourteen counties and a Mobile Workforce Unit (MWU).

Collin County	1701 W. Eldorado Parkway, Suite 250 McKinney, TX 75069 Phone Number (972) 542-3382 Hours of Operation Monday-Friday 8:00 a.m. - 5:00 p.m. Full Service Center	1101 Resource Drive, Suite 100 Plano, TX 75074 Phone Number (469) 229-0099 Hours of Operation Monday-Friday 8:00 a.m. - 5:00 p.m. Full Service Center
Denton and Wise	1300 Teasley Lane Denton, TX 76205 Phone Number (940) 382-6712 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	Alliance Opportunity Center (Co-Located with Tarrant County Workforce Board) 2421 Westport Parkway Suite 200 Fort Worth, TX 76177 Phone Number (817) 548-5270 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m Business Services Only
Ellis County	1712 W. Hwy 287 Bus Waxahachie, TX 75165 Phone Number (972) 937-8114 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Erath County	2165 W. South Loop Stephenville, TX 76401 Phone Number (254) 965-5100 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Hood and Somervell Counties	919 E. Highway 377, Suite 8 Granbury, TX 76048 Phone Number (817) 573-4282 Hours of Operation	

	Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Hunt County	2500 Stonewall St, Suite 201 Greenville, TX 75401 Phone Number (903) 454-9350 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Johnson County	202 Hyde Park Suite 200 Cleburne, TX 76033 Phone Number 817-641-6201 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Kaufman and Rockwall Counties	109 Tejas Drive, Suite 300 Terrell, TX 75160 Phone Number (972) 563-7271 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Navarro County	720 North Beaton St Corsicana, TX 75110 Phone Number (903) 874-8276 Hours of Operation Monday- Friday 8:00 a.m. - 5:00 p.m. Full Service Center	
Palo Pinto and Parker County	126 College Park Drive Weatherford, TX 76086 Phone Number (817) 594-0049 Hours of Operation Monday - Friday 8:00 a.m. - 5:00 p.m. Full Service Center	

A map of the Workforce Solutions for North Central Texas Service Area is included below with locations of workforce centers indicated with a star.

Demographics

The chart of the region's race/ethnic distributions by gender are a product of county data from the EMSI 2016.4 Class of Worker dataset using US Census Projection Estimates, 2015. The results are as follows:

Population by Race/Ethnicity and Gender

Race	Gender	All Ages			Age 15 and Over		
		WSNCT Population	WSNCT Percent	Texas Percent	WSNCT Population	WSNCT Percent	Texas Percent
White	Male	862,376	31.5%	21.1%	700,038	32.4%	22.5%
White	Female	893,884	32.6%	21.5%	739,734	34.3%	23.2%
White	Total	1,756,260	64.1%	42.6%	1,439,772	66.7%	45.7%
Black	Male	105,794	3.9%	5.7%	80,619	3.7%	5.7%
Black	Female	115,605	4.2%	6.1%	91,742	4.3%	6.2%
Black	Total	221,399	8.1%	11.8%	172,361	8.0%	11.9%
Other	Male	132,230	4.8%	3.2%	96,960	4.5%	3.1%
Other	Female	139,150	5.1%	3.3%	104,234	4.8%	3.3%
Other	Total	271,380	9.9%	6.5%	201,194	9.3%	6.3%
Hispanic*	Male	249,340	9.1%	19.6%	174,063	8.1%	18.1%
Hispanic*	Female	243,072	8.9%	19.4%	170,965	7.9%	18.0%
Hispanic*	Total	492,412	18.0%	39.1%	345,028	16.0%	36.1%

* Hispanic count includes White, Black and other representation when reported.

Population Age

The age distribution of an area can provide valuable insight into the region's economic composition and income potential. By national standards, Texas has a relatively young population. The EMSI 2016.4 Class of Worker dataset using 2015 Census Projection Estimates for Texas show a population composition as follows:

Population Age

	WSNCT		Texas	
	Population	Percent	Population	Percent
Under 5	176,505	6.4%	2,020,886	7.2%
5-14	406,590	14.8%	4,075,811	14.6%
15-19	198,960	7.3%	1,980,451	7.1%
20-44	928,578	33.9%	9,832,572	35.3%
45-64	709,043	25.9%	6,634,788	23.8%
65+	321,775	11.7%	3,343,054	12.0%

Population Gender

Of the area's population, 1,349,740 were male which represents 49.2 percent and 1,391,711 were female which represents 50.8 percent. This compares to the statewide percentage of 49.7 percent for male and 50.3 percent for female.

Special Age Groups and Gender

Youth and Older Workers: Other age cohorts may be of special interest for summer youth programs and older worker programs. WSNCT has 300,919 persons' age 14-21 representing 13.3 percent of the population. This compares with 11.2 percent statewide. For the potential older age cohort, 633,518 persons or 23.3 percent are 55 or over in the region based on the JobsEq 2016q3 Population Projections Data Set, consistent with the national 2015 Census Population Estimates. This compares to 23.5 percent statewide.

Ages 25-44: If the population cohort 45 and over is higher than the state average, this suggests a stable, mature population comprised of mainly "empty-nesters," retirees and the aged. When the 25-44 age cohort is higher than the state average, this is a healthy economic situation since this group contains the greatest share of the labor force. Decreases over time in this group, especially when similar changes are not occurring statewide, can be an indication that people are moving out of an area considered a poor labor market. In the WSNCT WDA the total number in the age groups of 25 to 44, was 756,616 or 27.8 percent. This compares to a statewide percentage of 28.0 percent based on the JobsEq 2016q3 Population Projections Data Set, consistent with the national 2015 Census Population Estimates.

Ages 18 and Older: For the population generally considered in the ages to participate in the labor market, based on the JobsEq 2016q3 Population Projections Data Set, consistent with the national 2015 Census Population Estimates, the total population who were 18 years and over totaled 20,603,417 in Texas which represented 74.0 percent of the total population. In this WDA, the total persons in this age group was 2,022,215 or 74.4 percent of the total population. Within this age group in Texas the number of males in July 2016 who were 18 years and over represented 10,133,286 persons or 36.4 percent of the total population while females age 18 years and over represented 10,470,131 or 37.6 percent. In the WSNCT WDA, males 18 and over represented 984,364 or 36.2 percent in comparison and females totaled to 1,037,852 or 38.2 percent.

Veteran Status: According to the JobsEq 2016q3 Population Projections Data Set, consistent with the national Census Population Estimates data, the area had 1,491,408 persons in the population age 18-64 years old in 2014. The 2010-2014 American Community Survey reports that of that number, 94,771 or 6.3 percent responded as being a civilian veteran, compared to 6.1 percent statewide. A "civilian veteran" is a person 18 years old or over who has served (even for a short time), but is not now serving, on active duty in the U.S. Army, Navy, Air Force, Marine Corps, or the Coast Guard, or who served in the U.S. Merchant Marine during World War II.

People who served in the National Guard or military Reserves are classified as veterans only if called or ordered to active duty, not counting the 4-6 months for initial training or yearly summer camps.

Disability Status: It was reported in the 2015 American Community Survey 5-year estimates WSNCT WDA had an estimated 676,763 residents between under the age of 18 with approximately 22,608 or 3.0 percent with a disability. In Texas, the percent with disabilities in this same age bracket was 4.1 percent. In the working age population group - ages 18 to 64 years, the area had approximately 1,589,768 persons, of which 125,143 were categorized to be in a disability status. This represented 7.9 percent compared to 9.9 percent in the state overall. For the retirement age group of 65 years of age and older, 263,574 persons resided of which 89,848 were disabled. The percent of this age group with a disabled status was 34.1 percent and this compared to 39.5 percent in Texas overall. According to the 2010-2014 American Community Survey, for those persons in this age group that had a disability, approximately 59,604 or 49.1 percent were employed. For those who had no disability, an estimated 1,313,829 or 69.3 percent were employed.

Ages 65 and Older: For the population who are considered to be at the age of retirement or older - 65 years and older, the total number of persons in Texas was 3,388,246 or 12.2 percent of the total population in July 2015. This region had a total of 320,286 or 11.8 percent in this age group. In the same age group of 65 years and over, males in Texas represented 1,510,176 or 5.4 percent of the total population and females totaled to 1,878,069 or 6.7 percent, while in this study area, males totaled to 144,223 or 5.3 percent of all persons in this area and females represented 176,062 or 6.4 percent of all persons.

Population Projections

The following table represents population projections for WSNCT WDA as computed in 2014 by The Office of the State Demographer for the State of Texas:

WSNCT Population Projections and Percent Change Since 2010*

Year	Total Pop	% Change	White Total	% Change	Black Total	% Change	Hispanic Total	% Change	Other Total	% Change
2010	2,362,777		1,606,608		167,863		393,430		194,876	
2015	2,607,488	10.4%	1,700,255	5.5%	193,903	15.5%	478,248	21.6%	235,082	20.6%
2020	2,868,498	10.0%	1,785,238	4.8%	223,334	15.2%	580,420	21.4%	279,506	18.9%
2025	3,155,123	10.0%	1,866,348	4.3%	255,091	14.2%	702,475	21.0%	331,209	18.5%
2030	3,474,179	10.1%	1,944,816	4.0%	289,536	13.5%	846,457	20.5%	393,370	18.8%
2035	3,816,983	9.9%	2,013,204	3.4%	325,417	12.4%	1,011,949	19.6%	466,413	18.6%
2040	4,173,987	9.4%	2,066,275	2.6%	361,390	11.1%	1,197,238	18.3%	549,084	17.7%
2045	4,541,367	8.8%	2,102,587	1.7%	397,065	9.9%	1,404,117	17.3%	637,598	16.1%
2050	4,926,243	8.5%	2,127,231	1.2%	433,018	9.1%	1,635,619	16.5%	730,375	14.6%

Texas Population Projections and Percent Change Since 2010*

Year	Total Pop	% Change	Anglo Total	% Change	Black Total		Hispanic Total	% Change	Other Total	% Change
2010	25,145,561		11,397,345		2,886,825		9,460,921		1,400,470	
2015	26,947,116	7.2%	11,585,146	1.6%	3,083,970	6.8%	10,659,352	12.7%	1,618,648	15.6%
2020	28,813,282	6.9%	11,723,184	1.2%	3,274,738	6.2%	11,963,951	12.2%	1,851,409	14.4%
2025	30,734,321	6.7%	11,796,414	0.6%	3,454,116	5.5%	13,384,050	11.9%	2,099,741	13.4%
2030	32,680,217	6.3%	11,792,588	0.0%	3,616,745	4.7%	14,900,906	11.3%	2,369,978	12.9%
2035	34,616,890	5.9%	11,717,771	-0.6%	3,757,614	3.9%	16,475,644	10.6%	2,665,861	12.5%
2040	36,550,595	5.6%	11,593,202	-1.1%	3,876,830	3.2%	18,095,574	9.8%	2,984,989	12.0%
2045	38,499,538	5.3%	11,434,587	-1.4%	3,977,772	2.6%	19,769,879	9.3%	3,317,300	11.1%
2050	40,502,749	5.2%	11,265,371	-1.5%	4,065,757	2.2%	21,516,362	8.8%	3,655,259	10.2%

Economic Conditions

According to the North Central Texas Council of Governments Regional Data Center, 2016 populations estimates for the WSNCT WDA are 2,741,451. From 2010 to 2015, the region has grown approximately 13.5% (4.5% faster than the state). The 2010-2014 American Community Survey estimates the Labor Force Participation Rate (civilian population age 16 and over) is 69.3% and Veterans (age 18-64) are 6.1% of the population. The percentage of the population with 4-year and postgraduate degrees in the WDA (26.0%) exceeds that of both the state (18.9%) and the nation (19.7%), and has a lower percentage of individuals without a high school diploma; 9.2% (WSNCT), 17.1% (Texas), and 12.0% (United States).

Personal Income

According to the most recent data released by the Bureau of Economic Analysis, WSNCT WDA's 2015 total personal income, was $134,700,830,000 which represented an increase of $37,273,776,000 when compared to the 2010 total personal income of $ 97,427,054,000. For Statewide personal income, the total of $956,561,900,000 for 2010 and $1,289,604,000,000 for the year 2015, shows an increase of $333,042,100,000. This indicates that WSNCT WDA has a personal income showing a rate change of 7.6 percent compared to the statewide income at a rate change of 6.9 percent for the same period. Income from all government and government enterprises for the area was a total of $7,029,253,000 for the year 2011. This was an increase of 1.7 percent from the 2010 figure of $6,910,512,000. Texas statewide had an increase of 1.8 percent for government income. Military income, excluding federal civilian income, for 2011 was $256,868,000 compared to $268,426,000 in 2010 for the study area. This was a decrease of 4.3 percent compared to a statewide change of no change percent for the same period.

Per Capita Income

Total personal income is a widely used measure of regional economic health while per capita income is generally used to compare the relative well-being of residents across areas (not

accounting for differences in area cost of living). The per capita personal income for 2011 was $43,570 in WSNCT WDA while Texas statewide had a per capita income of $40,270.

Government Transfer Payments

The WSNCT WDA region received over $11,898,564,000 in transfer of payments in FY2011 which reflected a $4,896 per capita transfer payment compared to the Texas per capita payment of $6,249. Transfer payments include the total amount of government allocations to people who qualify for income assistance. This consists largely of supplemental security income payments, family assistance, general assistance payments, food stamp payments, and other assistance payments, including emergency assistance.

Residence Adjustment

Some areas function as major employment centers and others serve as "bedroom communities". This means that residents may work in one region but live, pay taxes and spend most of their income in their resident region. The degree to which a regional area serves as a bedroom community can be measured by a "residence adjustment" to the area personal income. The residence adjustment in the WSNCT WDA region was $32,411,724 in 2010. By 2011 the adjustment represented a decrease to $27,087,658. A negative number implies that workers commute into the region to earn income but do not reside there. Growth over time of negative residence adjustments generally implies an eroding tax base for the region. Similarly, a positive figure implies that on balance the region exports jobs and income to residents of other regions.

Average Weekly Wage

The Quarterly Census of employment and wages reported an average weekly wage during 1st quarter 2016 for all covered wages and salaried employment in the WSNCT WDA region to be $977.13. Average weekly wages for 1st quarter 2014 was $987.23, an increase of 3.6 percent. This is compared to an increase of 4.6 percent statewide for the same period of time. The Texas statewide average weekly wage in the 1st quarter of 2014 was $1,062.65. These wage data are the result of the reported quarterly wages and salaries paid by employers divided by 13 weeks

Personal Income by Place of Residence

Personal income by place of residence, based on the 2011 Bureau of Economic Analysis (BEA) estimates was roughly $73,623 for the WSNCT WDA region. This compares to $70,777 statewide. This figure is much higher than the per capita income level because it includes all wage earners living within a single household. Income data from BEA is different than income data from other agencies due to that fact the BEA includes other sources of income such as farm wages, dividends, interest, rent and transfer payments.

Disparity in Demographics

The North Central Texas WDA, while unarguably linked, is geographically, economically, and demographically diverse. Industries that drive the economies of the urban sub-regions of the North and Northeast sections of the WDA are not the same industries that drive the economies in the largely rural sub-regions of the West or the South. In order to ensure that WSNCT provides adequate and necessary resources to the entire region, the WDA divided into 6 "sub-regions" North, Northwest, Northeast, Far Northeast, Southwest and West. The data below illustrates the diverse nature of the population and the unique challenges of serving a region with significant and disproportionate demographics.

Median Household Income by County Compared to WDA Median Household Income

The graph below indicates each county's median household income compared to the overall WSNCT WDA median household income.

MEDIAN HOUSEHOLD INCOME BY COUNTY COMPARED TO WDA MEDIAN HOUSEHOLD INCOME
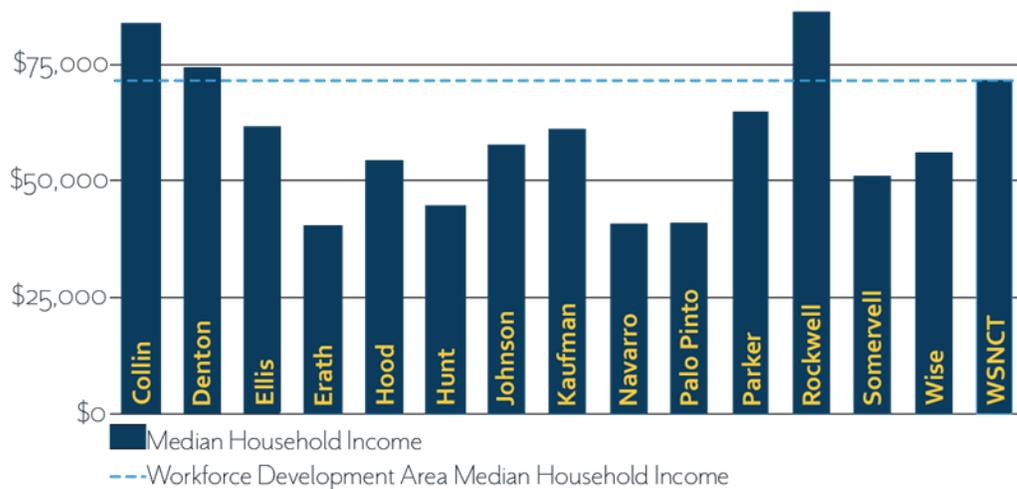
Region	Collin County, Texas	Denton County, Texas	Ellis County, Texas	Erath County, Texas	Hood County, Texas	Hunt County, Texas	Johnson County, Texas	Kaufman County, Texas	Navarro County, Texas	Palo Pinto County, Texas	Parker County, Texas	Rockwall County, Texas	Somervell County, Texas	Wise County, Texas	Workforce Solutions for North Central Texas Average
Total Population	914,127	780,612	163,632	41,122	55,423	89,844	159,990	114,690	48,323	27,895	126,042	90,861	8,739	62,953	2,684,253
% of WSNCT	34.1%	29.1%	6.1%	1.5%	2.1%	3.3%	6.0%	4.3%	1.8%	1.0%	4.7%	3.4%	0.3%	2.3%	
Veterans, Age 18-64	5.1%	6.0%	6.3%	4.3%	9.0%	9.4%	6.2%	6.7%	5.9%	7.6%	8.5%	5.8%	7.6%	7.2%	6.1%
% of WsNCT, Age 18-64	1.8%	1.9%	0.4%	0.1%	0.2%	0.3%	0.4%	0.3%	0.1%	0.1%	0.4%	0.2%	0.0%	0.2%	
Poverty	7.9%	8.9%	12.0%	23.9%	11.7%	19.6%	12.5%	13.9%	21.8%	17.8%	11.1%	6.3%	11.8%	10.2%	10.20%
% of WSNCT	2.7%	2.6%	0.7%	0.4%	0.2%	0.7%	0.7%	0.6%	0.4%	0.2%	0.5%	0.2%	0.0%	0.2%	
Disabled, Age 18-64	5.1%	6.7%	11.3%	8.5%	12.7%	14.6%	9.4%	10.9%	16.6%	14.6%	10.9%	6.9%	9.2%	14.0%	7.8%
% of WSNCT, Age 18-64	1.8%	2.1%	0.7%	0.1%	0.2%	0.5%	0.6%	0.5%	0.3%	0.2%	0.5%	0.2%	0.0%	0.3%	
RACE/ETHNICITY															
White	71.6%	75.0%	78.6%	85.6%	92.6%	81.6%	87.2%	79.1%	69.4%	87.1%	91.4%	83.6%	85.0%	88.7%	77.4%
% of WSNCT	24.4%	21.8%	4.8%	1.3%	1.9%	2.7%	5.2%	3.4%	1.2%	0.9%	4.3%	2.8%	0.3%	2.1%	
Black or African American	8.5%	8.4%	9.0%	1.2%	0.5%	8.3%	2.6%	10.4%	13.8%	2.2%	1.6%	5.8%	0.7%	1.1%	7.3%
% of WSNCT	2.9%	2.4%	0.5%	0.0%	0.0%	0.3%	0.2%	0.4%	0.2%	0.0%	0.1%	0.2%	0.0%	0.0%	
American Indian or Alaska Native	0.6%	0.7%	0.6%	0.8%	0.7%	0.9%	0.7%	0.7%	0.6%	0.7%	0.8%	0.6%	0.8%	0.8%	0.7%
% of WSNCT	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Asian	11.2%	6.6%	0.6%	0.7%	0.6%	1.1%	0.7%	0.9%	0.5%	0.5%	0.5%	2.4%	0.6%	0.4%	5.9%
% of WSNCT	3.8%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.1%	0.0%	0.1%	0.2%	0.3%	0.0%	0.8%	0.0%	0.0%	0.1%	0.0%	0.0%	0.10%
% of WSNCT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Other	5.1%	6.3%	8.9%	10.0%	4.1%	5.6%	6.3%	6.6%	12.5%	7.6%	3.8%	5.4%	10.1%	6.9%	6.1%
% of WSNCT	1.7%	1.8%	0.5%	0.2%	0.1%	0.2%	0.4%	0.3%	0.2%	0.1%	0.2%	0.2%	0.0%	0.2%	
Two or More Races	3.0%	2.9%	2.2%	1.7%	1.5%	2.4%	2.1%	2.3%	2.2%	1.8%	1.8%	2.1%	2.7%	2.1%	2.6%
% of WSNCT	1.0%	0.9%	0.1%	0.0%	0.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	
Hispanic or Latino (of any race)	14.7%	18.2%	23.5%	19.2%	10.2%	13.6%	18.1%	17.0%	23.8%	17.7%	10.6%	15.9%	19.2%	17.1%	16.7%
% of WSNCT	5.0%	5.3%	1.4%	0.3%	0.2%	0.5%	1.1%	0.7%	0.4%	0.2%	0.5%	0.5%	0.1%	0.4%	
EDUCATION, Age 25-64															
No High School Diploma	5.9%	7.4%	14.6%	16.7%	12.8%	14.6%	16.0%	15.3%	22.5%	17.0%	9.3%	7.6%	13.5%	13.4%	9.2%
% of WSNCT	2.1%	2.2%	0.9%	0.2%	0.2%	0.5%	0.9%	0.6%	0.4%	0.2%	0.4%	0.3%	0.0%	0.3%	
High School Graduate	14.3%	17.9%	29.0%	25.9%	29.8%	34.7%	32.1%	30.1%	29.4%	37.8%	26.1%	20.5%	25.5%	36.9%	20.9%
% of WSNCT	5.1%	5.3%	1.7%	0.3%	0.6%	1.1%	1.9%	1.3%	0.5%	0.4%	1.2%	0.7%	0.1%	0.8%	
Some College, No Degree	20.7%	24.2%	26.6%	24.9%	27.0%	26.3%	26.9%	28.1%	23.8%	25.9%	29.1%	25.8%	23.3%	26.7%	23.9%
% of WSNCT	7.3%	7.1%	1.6%	0.3%	0.5%	0.8%	1.6%	1.2%	0.4%	0.3%	1.4%	0.9%	0.1%	0.6%	
Associate's Degree	7.9%	8.1%	7.7%	6.4%	7.4%	7.4%	8.2%	7.2%	7.7%	5.2%	8.8%	7.9%	12.2%	6.1%	7.9%
% of WSNCT	2.8%	2.4%	0.4%	0.1%	0.1%	0.2%	0.5%	0.3%	0.1%	0.1%	0.4%	0.3%	0.0%	0.1%	
Bachelor's Degree	33.7%	29.6%	15.7%	18.4%	16.5%	12.0%	12.2%	13.7%	12.0%	9.7%	19.3%	26.9%	19.7%	13.0%	26.0%
% of WSNCT	11.9%	8.7%	0.9%	0.2%	0.3%	0.4%	0.7%	0.6%	0.2%	0.1%	0.9%	0.9%	0.1%	0.3%	
Postgraduate Degree	17.6%	12.7%	6.3%	7.7%	6.6%	5.2%	4.6%	5.6%	4.7%	4.5%	7.3%	11.2%	5.8%	4.0%	12.0%
% of WSNCT	6.2%	3.7%	0.4%	0.1%	0.1%	0.2%	0.3%	0.2%	0.1%	0.0%	0.3%	0.4%	0.0%	0.1%	

Poverty Population

The U.S. Department of Census estimated a 2011 poverty population for the WSNCT WDA region for people of all ages at 213,750 persons. That figure represents 9.4 percent of the non-institutional population compared to a Texas percentage of 17.0 percent for people of all ages. The estimated number of people under the age of 18 in the area in poverty was 74,432 in 2011. This figure was 3.3 percent of all people under 18 compared to Texas statewide which was 6.7 percent of all people under 18 as estimated in 2011. According to the 2011 Small Area Income and Poverty Estimates of the Census Bureau, the number of families living below poverty status in 2011 were 39,901 which was 18.7 percent of all families in the area. This compared to 19.5 percent of all families statewide living in poverty in 2011. The total number of individuals living below poverty status was 98,888 in 2011 which was 4.2 percent of all individuals in the area. This compared to 7.1 percent of all individuals living below poverty status statewide.

Gross Retail Sales

Income can be viewed in several ways and under different definitions. Per capita income tends to have a direct relationship with the growth of gross sales and most service sector industries in an area. Gross sales for the region estimated by the Texas Comptroller of Public Accounts were

$9,051,614,046 in the 1st quarter 2013 which represented an increase of 9.7 percent to $9,929,618,766.00 by the 1st quarter 2014. The statewide change for the same period was an increase of 5.3 percent in gross sales. The total number of reporting outlets for the same period was 20,289 in the 1st quarter 2013 and 20,027 in the 1st quarter 2014. This region had a decrease of 1.3 percent in the area compared to the statewide change for the same period of a decrease of 2.4 percent.

Workforce Area Unemployment Rate Trends, January 2007 to September 2016

WORKFORCE AREA UNEMPLOYMENT RATE TRENDS
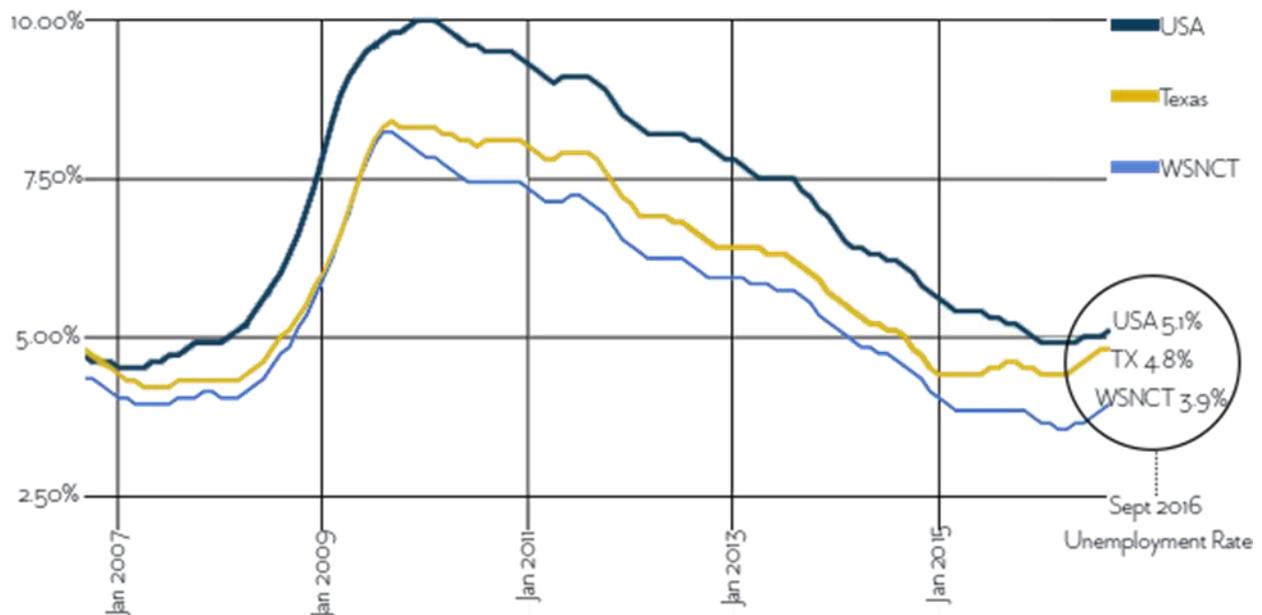
Existing and Emerging In-Demand Industry Sectors and Occupations

Existing In-demand Industries were reviewed at the 4-digit NAICS level and limited to 15 industries to coincide with the Local Planning Guidelines Attachment 4 requirements. The list was developed through a process of elimination using the following criteria in sequence: Positive total change over the last 5 years;

- Total growth demand greater than 0;
- Average annual wage greater than the average ($50,811) of all industries in the WSNCT Development Area;
- Total demand (replacement + growth) forecast greater than 1,000 on average over the next 10 years;

- WSNCT average annual change greater than the Texas average annual change of all industries (2.3%);
- Eliminated industries previously identified as emerging;
- Identified the top 15 industries with the highest forecasted average annual percent growth.

Existing In-Demand Industries

The encompassing results of the in-demand industries list are substantial industries with historically steady and anticipated exceptional growth; and are comprised of occupations that are more skilled.

Industry	Current			Historical				Forecast		
	Four Quarters Ending with 2016q3			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3			Over the Next 10 Years		
	Employment	Avg. Annual Wages	Location Quotient	Employment	WSNCT	TX	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
Medical and Diagnostic Laboratories (6215)	2,368	$56,347	1.34	1,539	23.4	3.9	2.5	597	1,260	4.4%
Management, Scientific, and Technical Consulting Services (5416)	13,127	$78,832	1.25	1,933	3.2	7.2	4.3	3,260	6,278	4.0%
Wholesale Electronic Markets and Agents and Brokers (4251)	6,544	$105,765	1.08	736	2.4	3.3	1.6	1,655	2,956	3.8%
Computer Systems Design and Related Services(5415)	22,969	$102,787	1.70	9,026	10.5	8.2	4.9	4,835	10,388	3.8%

Activities Related to Credit Intermediation (5223)	3,949	$109,466	1.99	2,562	23.3	3.4	2.5	1,028	1,499	3.3%
Offices of Dentists (6212)	7,274	$54,706	1.19	1,265	3.9	2.9	1.9	1,721	2,713	3.2%
Office Administrative Services (5611)	5,564	$68,176	1.43	1,049	4.3	4.1	3.1	1,335	1,934	3.0%
Foundation, Structure, and Building Exterior Contractors (2381)	8,866	$52,359	1.33	2,658	7.4	3.6	3.8	1,980	2,982	2.9%
Building Equipment Contractors (2382)	13,514	$51,619	0.94	2,184	3.6	3.6	3.8	2,946	4,363	2.8%
Automobile Dealers (4411)	12,069	$63,592	1.40	3,533	7.2	5.4	4.1	3,655	3,482	2.6%
Agencies, Brokerages, and Other Insurance Related Activities (5242)	8,203	$64,466	1.01	1,552	4.3	5.5	3.9	2,184	2,339	2.5%
Nondepository Credit Intermediation (5222)	11,542	$85,487	2.83	2,420	4.8	2.2	1.6	2,595	3,273	2.5%
Highway, Street, and Bridge Construction (2373)	5,391	$52,710	1.67	998	4.2	1.7	1.3	1,209	1,506	2.5%
Nonresidential Building Construction (2362)	5,866	$80,142	1.09	1,717	7.2	3.3	3.2	1,306	1,522	2.3%
Residential Building Construction (2361)	7,117	$75,090	1.00	1,760	5.8	3.8	3.3	1,531	1,781	2.3%

Existing In-Demand Occupations

The occupations below are listed in descending order of the highest potential annual supply gap. The potential supply gap is based on a forecast comparing occupation demand growth to the local population growth and the projected educational attainment of those residents.

Occupation	Annual Supply Gap	Current Emp 2016Q3	Total Annual Demand	Projected Emp 2026	Accumulated Supply 2026	Accumulated Demand 2026	Average Wages
Managers, All Other (11-9199)	313	8,315	788	10,597	12,494	15,620	$122,100
Farmers, Ranchers, and Other Agricultural Managers (11-9013)	244	12,591	856	13,045	18,661	21,104	$55,000
Registered Nurses (29-1141)	226	12,225	798	16,952	17,588	19,849	$69,900
Management Analysts (13-1111)	172	5,658	328	7,759	7,086	8,803	$88,000
Software Developers, Applications (15-1132)	149	6,528	403	9,326	8,946	10,438	$100,200
Computer Systems Analysts(15-1121)	134	4,892	304	7,138	6,503	7,848	$92,400
Accountants and Auditors (13-2011)	118	8,053	516	10,572	11,810	12,991	$76,300
Physical Therapists (29-1123)	99	2,085	210	3,473	3,086	4,077	$96,400
Lawyers (23-1011)	92	3,656	193	4,807	4,593	5,513	$137,400
General and Operations Managers (11-1021)	92	13,942	781	17,629	20,587	21,508	$132,400
First-Line Supervisors of Office and Administrative Support	92	9,708	438	12,431	13,053	13,975	$59,500

Workers (43-1011)							
First-Line Supervisors of Non-Retail Sales Workers (41-1012)	86	3,727	170	4,613	4,517	5,377	$78,600
Supervisors of Construction and Extraction Workers (47-1011)	80	4,772	188	6,173	5,890	6,687	$62,200
Market Research Analysts and Marketing Specialists (13-1161)	75	3,293	186	4,645	4,379	5,127	$76,900
Personal Financial Advisors (13-2052)	71	1,656	146	2,474	2,341	3,056	$111,200
Property, Real Estate, and Community Association Managers (11-9141)	65	2,297	152	2,983	3,107	3,757	$95,500
Software Developers, Systems Software (15-1133)	62	3,881	196	5,246	5,179	5,795	$100,900
Construction Managers (11-9021)	60	3,281	149	3,980	4,219	4,822	$89,500
Insurance Sales Agents (41-3021)	55	3,453	233	4,497	5,112	5,657	$61,000
Computer and Information Systems Managers (11-3021)	53	2,645	141	3,676	3,480	4,014	$145,500

Emerging In-Demand Industries

The list of Emerging In-Demand Industries encompasses industries which are increasing in competitiveness and indicate anticipated substantial growth.

Industry	Current			Historical				Forecast		
	Four Quarters Ending with 2016q3			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3			Over the Next 10 Years		
	Employment	Avg. Annual Wages	Location Quotient	Employment	WSNCT	TX	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
Offices of Physicians(6211)	16,965	$78,282	0.98	3,565	4.8%	2.3%	1.5%	3,877	6,852	3.5%
General Medical and Surgical Hospitals (6221)	17,780	$60,377	0.47	2,551	3.1%	1.8%	1.0%	3,710	4,230	2.2%
Justice, Public Order, and Safety Activities (9221)	10,667	$64,179	0.87	523	1.0%	0.2%	-0.2%	3,126	1,995	1.7%
Executive, Legislative, and Other General Government Support (9211)	10,366	$53,111	0.52	1,117	2.3%	1.1%	0.1%	2,664	2,268	2.0%
Architectural, Engineering, and Related Services (5413)	7,063	$80,811	0.70	1,593	5.2%	1.2%	1.5%	1,778	2,133	2.7%
Activities Related to Real Estate (5313)	4,963	$53,478	0.93	1,924	10.3%	4.4%	3.0%	1,316	2,299	3.9%
Legal Services (5411)	4,168	$79,462	0.52	454	2.3%	1.1%	0.1%	828	827	1.8%
Machinery, Equipment, and Supplies Merchant Wholesalers (4238)	3,707	$70,776	0.84	400	2.3%	2.7%	1.7%	896	670	1.7%
Motor Vehicle Parts Manufacturing (3363)	3,198	$56,896	0.84	1,350	11.6%	4.9%	5.7%	729	437	1.3%
Other Ambulatory Health Care Services (6219)	1,225	$60,705	0.58	708	18.8%	2.0%	2.2%	338	704	4.6%

Emerging In-Demand Occupations

The Emerging In-demand Occupations were identified slightly differently than the Existing In-Demand Occupations. Emerging In-demand Occupations do not have the exceptionally high current employment or total demand. Potential gaps are not evaluated because gaps may be skewed due to quickly changing historical occupational data. Instead Emerging In-demand Occupations are characterized by high percentage growth and aligned with established current average employment which indicates there is a growing need for the occupation. The following criteria was used to identify the Emerging In-Demand Occupations, and evaluated using the TWC 2014-2024 Projections for the "North Central Texas WDA Fastest Growing Occupations."

- Annual openings due to growth greater than 50;
- Eliminating Existing In-demand Occupations;
- Eliminated occupations with 2015 annual wage lower than the WSNCT total industry average ($50,811)

Occupational Title	Annual Average Emp 2014	Annual Average Emp 2024	Number Change 2014-2024	Percent Growth 2014-2024	Annual Openings due to Growth	Annual Openings due to Replacements	Total Annual Average Openings	Annual Wage 2015
Occupational Therapists (29-1122)	1,270	1,750	480	37.8%	50	25	75	$92,932
Web Developers (15-1134)	1,350	1,960	610	45.2%	60	15	75	$67,996
Paralegals & Legal Assistants (23-2011)	1,140	1,630	490	43.0%	50	25	75	$60,385

Targeted Occupations

	Current				Historical				Forecast		
	Four Quarters Ending with 2016q3		2016q3		Total Change over the Last 5 Years	Avg Ann % Chg in Empl 2011q3-2016q3					
Targeted Occupations	Empl	Avg. Annual Wages[1]	Unempl	Unempl Rate	Empl	WSNCT	Texas	USA	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
General and Operations Managers	13,942	$132,400	413	1.9	2,657	4.3%	2.9%	2.1%	4,121	3,687	2.4%
Farmers, Ranchers, and Other Agricultural Managers	12,591	$55,000	57	0.5	702	1.2%	0.8%	0.8%	8,102	453	0.4%
Construction Managers	3,281	$89,500	90	2.1	490	3.3%	2.4%	1.9%	795	699	1.9%
Education Administrators, Elementary and Secondary School	2,243	$80,100	38	1.4	224	2.1%	1.2%	0.4%	719	322	1.4%
Medical and Health Services Managers	1,683	$106,800	31	1.2	354	4.8%	2.5%	1.8%	523	720	3.6%
Accountants and Auditors	8,053	$76,300	314	2.3	1,396	3.9%	3.1%	1.8%	2,644	2,518	2.8%
Computer Programmers	2,966	$85,500	164	3.8	801	6.5%	4.6%	3.3%	722	111	0.4%
Registered Nurses	12,225	$69,900	235	1.1	2,166	4.0%	2.2%	1.5%	3,252	4,726	3.3%
Firefighters	1,104	$51,500	127	7.9	105	2.0%	1.1%	0.3%	370	242	2.0%
Police and Sheriff's Patrol Officers	2,184	$61,100	65	2.2	148	1.4%	0.8%	0.2%	809	466	2.0%
Shipping, Receiving, and Traffic Clerks	4,271	$28,200	277	4.5	796	4.2%	2.4%	1.8%	955	607	1.3%
Insurance Claims and Policy Processing Clerks	1,739	$36,900	70	2.4	557	8.0%	3.7%	2.1%	526	389	2.0%
Automotive Service Technicians and Mechanics	6,140	$41,500	232	3.1	1,363	5.2%	3.4%	2.4%	2,121	1,371	2.0%
Maintenance and Repair Workers, General	8,296	$35,300	415	3.5	1,445	3.9%	2.2%	1.6%	2,441	1,899	2.1%
Inspectors, Testers, Sorters, Samplers, and Weighers	3,119	$39,300	296	6.4	485	3.4%	1.2%	1.5%	893	463	1.4%
Heavy and Tractor-Trailer Truck Drivers	13,337	$40,000	780	4.1	2,331	3.9%	3.2%	2.1%	2,701	2,762	1.9%

Employment Needs of Employers in Existing and Emerging In-demand Industry Sectors and Occupations and Targeted Occupations

According to 4th quarter 2016 Job Postings Analytics from EMSI for January 2016 through November 2016, the following skills and certifications are the most needed by employers within the WSNCT region for targeted occupations, and in-demand industries and sectors.

Top 25 Hard Skills

Skill	Postings with Skill
Recruitment	62,213
Driving	47,856
Cargos	41,047
Insurance	32,413
Road Transport	31,036
Training	23,912
Nursing	20,404
Management	17,001
Hazardous Materials	16,938
Life Insurance	16,815
Health Care	14,416
Health Insurance	14,039
Retirement	13,863
Leasing (Contract Law)	12,026
Purchasing	10,038
Operations	9,936
Cleaning	9,744
Hospitalization	9,718
Finance	8,942
Maintenance	8,758
Information Technology	8,407
Communications	7,964
Retailing	7,940
Basic Life Support	6,990
Emergency (Healthcare)	6,888

Top 25 Most Relevant Hard Skills

Skill	Relevance Score	Postings with Skill
Cargos	0.84	41,047
Road Transport	0.71	31,036
Driving	0.57	47,856
Recruitment	0.35	62,213
Hazardous Materials	0.26	16,938
Neonatal Intensive Care Unit	0.18	6,425
Leasing (Contract Law)	0.16	12,026
Trailers	0.14	6,213
Dispatching	0.11	5,519
Critical Care	0.10	6,307
Post-Anesthesia Care Unit	0.09	4,211
Insurance	0.09	32,413
Health Insurance	0.09	14,039
CATH Protein Structure Classification	0.09	4,206
Nursing	0.08	20,404
Intensive Care Unit	0.07	5,222
Basic Life Support	0.06	6,990
Emergency (Healthcare)	0.06	6,888
Advanced Cardiovascular Life Support (ACLS)	0.06	5,655
Life Insurance	0.05	16,815
Retirement	0.05	13,863
Purchasing	0.04	10,038
Acute Care	0.03	4,258
Surgeries	0.02	4,208
Unloading	0.01	4,436

Top 25 Soft Skills

Skill	Postings with Skill
Scheduling (Project Management)	14,208
Leadership	6,964
Leading	5,491
Coordinating	3,056
Learning	2,576
Listening	2,113
Ethics	2,018
Mental Health	1,823
Critical Thinking	1,167
Creativity	972
Cleanliness	638
Career Development	412
Team Building	406
Cooperation	348
Telephone Skills	195
Depth Perception	145
Speech	144
Persuasive Communication	139
Listening Skills	132
Literacy	131
Team Leading	110
Reliability	106
Leadership Development	100
Assertiveness	98
Humility	96

Top 25 Certifications

Certification	Postings with Certification
Commercial Driver's License (CDL)	77,000
Registered Nurse	21,525
Licensed Vocational Nurses	1,594
Nurse Practitioner	1,316
Licensed Practical Nurse	1,302
Family Nursing Practitioner	853
Transportation Worker Identification Credential (TWIC) Card	580
Certified Public Accountant	444
Master Of Business Administration (MBA)	389
Certified Nursing Assistant	347
Patient Care Technician	337
Physical Security Professional	300
Certified Emergency Nurse (CEN)	299
Certified Distance Learning Administrator	255
Board Certified	235
Critical Care Registered Nurse (CCRN)	208
Advanced Practice Registered Nurse	170
CNOR Certification	160
Certified Internal Auditor	157
Certified Case Manager	137
Certified Information Security Manager	124
CompTIA A+ Certification	109
Licensed Master Social Worker	109
Advanced Life Support	107
Clinical Nurse Specialists (CNS)	86

Most Relevant Certifications

Certification	Relevance Score	Postings with Certification
Commercial Driver's License (CDL)	1.80	77,000
Registered Nurse	0.25	21,525

In-Demand Industry Sectors and Occupations

In-demand Industry Sectors

Medical and Diagnostic Laboratories (6215)
Management, Scientific, and Technical Consulting Services (5416)
Wholesale Electronic Markets and Agents and Brokers (4251)
Computer Systems Design and Related Services (5415)
Activities Related to Credit Intermediation (5223)
Offices of Dentists (6212)
Office Administrative Services (5611)
Foundation, Structure, and Building Exterior Contractors (2381)
Building Equipment Contractors (2382)
Automobile Dealers (4411)
Agencies, Brokerages, and Other Insurance Related Activities (5242)
Non-depository Credit Intermediation (5222)
Highway, Street, and Bridge Construction (2373)
Nonresidential Building Construction (2362)
Residential Building Construction (2361)

In-demand Occupations

Sales Managers
Computer and Information Systems Managers
Financial Managers
Farmers, Ranchers, and Other Agricultural Managers
Construction Managers
Education Administrators, Elementary and Secondary School
Food Service Managers
Medical and Health Services Managers
Property, Real Estate, and Community Association Managers
Managers, All Other
General and Operations Managers
Human Resources Specialists
Management Analysts
Market Research Analysts and Marketing Specialists
Business Operations Specialists, All Other
Accountants and Auditors
Personal Financial Advisors
Loan Officers
Computer Systems Analysts
Software Developers, Applications
Software Developers, Systems Software
Network and Computer Systems Administrators
Lawyers
Physicians and Surgeons, All Other
Physical Therapists
Speech-Language Pathologists
Registered Nurses
First-Line Supervisors of Non-Retail Sales Workers
Insurance Sales Agents
Securities, Commodities, and Financial Services Sales Agents
Sales Representatives, Services, All Other
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
First-Line Supervisors of Office and Administrative Support Workers
Supervisors of Construction and Extraction Workers
First-Line Supervisors of Mechanics, Installers, and Repairers

Target Occupations

Targeted industry sectors are arranged in the first row of the table below. As indicated in the table, many of the targeted occupations identified are in-demand in more than one of the targeted industries.

Career pathways is a strategy that supports worker transitions from education into and throughout employment. WSNCT employs the career pathways strategy in its occupational targeting process. Pathway occupations are small groups of occupations that share common skills knowledge and interest. Targeted occupations are indicated in the highlighted areas of the table below while pathway occupations are indicated in the non-highlighted cells. WSNCT has begun its exploration into career pathways, therefore the pathway occupations identified in the table are not all inclusive of all pathway occupations related to the listed targeted occupations and additional pathway occupations will likely be added as identified.

Target Occupation	Digital Tech	Healthcare	Corporate HQ	Financial Services	Agribusiness	Energy	Advanced Manufacturing	Logistics Distribution Warehousing
Accountants and Auditors	x	x	x	x	x	x	x	x
Bill and Account Collectors	x	x	x	x	x	x	x	x
Billing and Posting Clerks	x	x	x	x	x	x	x	x
Auto Service Technician			x		x			x
First-Line Supervisor of Mechanics, Installers, and Repairers			x					x
Computer Programmer	x	x	x	x	x	x	x	x
Software Developers Applications	x		x	x		x		
Software Developers Systems Software	x		x	x		x	x	x
Network and Computer Systems Administrators	x	x	x	x	x	x	x	x
Target Occupation	Digital Tech	Healthcare	Corporate HQ	Financial Services	Agribusiness	Energy	Advanced Manufacturing	Logistics Distribution Warehousing
Construction Manager			x				x	x
Carpenter			x					

Construction Laborer			x				x	x
Electrician		x	x			x	x	x
Operating Engineers and Other Construction Equipment Operators			x		x	x	x	x
General and Operations Managers	x	x	x	x	x	x	x	x
Project Manager								
Production and Inventory Manager								
Supervisor								
Operations Supervisor								
Warehouse Foreman								
Project Lead								
Office Manager								
Logistics Supervisor								
Farmers, Ranchers, and Other Agricultural Managers					x			
Agricultural Inspectors					x		x	
Agricultural and Food Science Technician					x		x	
Farm Workers and Laborers, Crop, Nursery, and Greenhouse					x			
Agricultural Technicians					x			
Heavy Tractor-Trailer Truck Driver			x		x	x	x	x
Bus Driver			x					
Driver/Sales Workers			x	x	x	x	x	x
Industrial Truck and Tractor Operator						x	x	x
Light Truck or Delivery Services Drivers		x	x		x	x	x	x
Maintenance and Repair Workers, General		x	x		x	x	x	x
Heating, Air Conditioning, and Refrigeration Mechanics and Installers		x	x		x	x	x	x
Inspectors, Testers, Sorters, Samplers, and Weighers	x	x	x		x	x	x	x
Industrial Machinery Mechanic					x	x	x	x
Machinist					x	x	x	x
Plumber		x	x		x	x	x	x
Pipefitter					x	x	x	x
Steamfitter					x	x	x	x
Welders, Cutters, Solderers, and Brazers					x	x	x	x

	1	2	3	4	5	6	7	8
Insurance Claims and Policy Processing Clerks		x	x	x				
Claims Adjusters, Examiners and Investigators			x	x				
Insurance Sales Agents				x				
Customer Service Representative	x	x	x	x				
Data Entry	x	x	x	x	x	x	x	x
Inspectors, Testers, Sorters, Samplers, and Weighers					x		x	x
Assembly Technician							x	
Production Technician							x	
Quality Assurance Specialist	x	x	x	x	x	x	x	x
Medical and Health Service Managers		x						
Dental Assistant		x						
Medical Assistant		x						
Medical Secretary		x						
Pharmacy Technician		x						
Registered Nurse								
Licensed Practical Nurse		x						
Emergency Medical Technician		x						
Licensed Vocational Nurse		x						
Shipping and Receiving Traffic Clerk								
Warehouse Worker			x				x	x
Forklift Operator							x	x
Assembler							x	x
Order Clerk							x	x

Although the occupations below do not fit in one of the WSNCT Target Industries, the demand for the occupation is so high, and the importance of the skill set to the public is too great to ignore, therefore the WSNCT Board of Directors has put focus on their development.

Target Occupation	Digital Tech	Healthcare	Corporate HQ	Financial Services	Agribusiness	Energy	Advanced Manufacturing	Logistics Distribution Warehousing
Education Administrators, Elementary and Secondary School								
Elementary School Teachers								
Middle School Teachers								
Preschool Teachers								
Secondary School Teachers								
Firefighters								
Police and Sheriff Patrol Officers								
Security Officer								
Correctional Officer								
Police, Fire, or Ambulance Dispatcher								

Knowledge and Skills Needed to Meet Employment Needs

In October 2016, Workforce Solutions for North Central Texas conducted Design Thinking Charrettes with employers of existing, and emerging, in-demand industries and occupations. Design Thinking Charrettes are solution-based discussions where the stakeholder divulges their needs and provides ideas to meet those needs. Design Thinking Charrettes are open-ended discussions where employers were asked questions about:

- Skills, Training and Certification Needs
- Current Hiring Practices
- Targeted Populations
- Internships and Apprenticeships
- Current Incumbent Skill Development Practices
- Innovative Solutions

Throughout all regions, the major concerns of all employers were for soft skills. Applicants need training on how to prepare for an interview, write resumes, and conduct themselves professionally. Employers are in significant need of employees who can read and write English, and perform basic math. Most employers were more adamant about the need for basic soft and

professional skills than for specific technical skills. Employers would prefer to train the right applicant than to have high turnover rates due to employees' inability to conduct themselves professionally or follow instructions.

Second to the need for soft skills, employers identified several training and certification needs:

Microsoft Office Certificate	Microsoft Excel Certificate	Reach Truck Certificate
Clamp Forklift Certificate	Cherry Picker Forklift Certificate	Sit-Down Forklift Certificate
Slip-Sheet Forklift Certificate	Stand-Up Reach Certificate	Toyota Production System Training
Continuous Improvement Training	Six Sigma	Lean Six Sigma
5S Training	CDLA Licenses	Government Clearance
High School Diploma	Maintenance Technician Certification	Industrial Mechanic Certification

The Occupation and Degree demands of employers identified are:

Industrial Mechanics	Forklift Drivers	Maintenance Technicians
All Engineers	Electricians	Plumbers
Welders	Manual Labor	Electromechanical Technicians
Accountants	Information Technology	Administrative
Financial Analyst	Data Analyst	BSN Nurses
Law Degree and has passed the bar	Risk Insurance	Actuarial Degree
Finance	Purchasing and Logistics	Machine Operators

In October of 2016, WSNCT sent a survey to 6,258 employers with 521 responding for an 8.3% response rate. According to the results of a survey, 82% of responding employers stated that they use 'Word of Mouth' to recruit for open positions, 74% stated that they utilize job boards for their recruitment efforts, and 60% utilize employee referrals.

When asked if the business planned to expand their workforce in the next (1-3 years), 68% of the stated that they would. Of the 73% of responding employers who said they had difficulty with finding qualified applicants over the most recent 12 months, one-third hired a less qualified applicant and 18% did not fill the open position. The average time it took to hire an employee was 2.95 months.

More than half of responding employers indicated difficulty with hiring job seekers with the requisite educational credentials:

- Vocational diploma or certificate (51.11%)
- Baccalaureate (BA or BS) degree (53.55%)
- Master's (MA or MS) degree (53.98%)

The majority of employers stated they expected the educational credentials required by their workforce will remain the same for the next five years. More than half stated that their need for employees with a post-secondary Associate's degree (AA or AS) degree or vocational diploma or certificate will increase over the next five years.

One-third of the employers responding to the needs assessment survey stated that over the last 3 years, the skills required to adequately perform production or support jobs increased. Only 11% stated that the required skills were expected to decrease. When asked about the delivery of training to employees, 91% of responding employers indicated they utilize in-house trainers or On-The-Job training to address skills gaps and 59% stated that their current workforce will require additional training to reach desired productivity and desired competency levels.
The Strategic Workforce Assessment Program (SWAP), an Internet-based analysis tool created by LMCI staff, tabulates the knowledge, skills, and abilities appearing most often in the profiles of detailed work activities (DWAs) for groups of occupations, weighted by regional employment. The SWAP is used below to evaluate the knowledge skills and abilities for occupations with the highest anticipated percentage and number growth; and in-demand industries and occupations.
The following occupations in North Central Texas are projected to experience the largest percentage of employment growth in 2014-2024.

Highest % Employment Growth Occupation	2014 Emp	2024 Emp	Growth	% Growth
Nurse Practitioners	490	770	280	57.1%
Diagnostic Medical Sonographers	320	500	180	56.3%
Credit Counselors	400	620	220	55.0%
Cardiovascular Technologists & Technicians	350	540	190	54.3%
Physician Assistants	610	940	330	54.1%
Operations Research Analysts	870	1330	460	52.9%
Cooks, Restaurant	7010	10550	3540	50.5%
Personal Financial Advisors	620	910	290	46.8%
Phlebotomists	650	950	300	46.2%
Respiratory Therapists	870	1270	400	46.0%
Emergency Medical Technicians & Paramedics	1180	1720	540	45.8%
Web Developers	1350	1960	610	45.2%
Medical & Clinical Laboratory Technologists	710	1030	320	45.1%
Physical Therapist Assistants	800	1160	360	45.0%
Home Health Aides	2650	3810	1160	43.8%
First-Line Supervisors of Food Preparation & Serving Workers	7250	10390	3140	43.3%
Combined Food Preparation & Serving Workers, Incl. Fast Food	24650	35280	10630	43.1%
Paralegals & Legal Assistants	1140	1630	490	43.0%
Helpers--Electricians	560	800	240	42.9%
Personal Care Aides	8710	12370	3660	42.0%
Computer Systems Analysts	8100	11480	3380	41.7%
Bartenders	2690	3790	1100	40.9%
Market Research Analysts & Marketing Specialists	2350	3310	960	40.9%
Surgical Technologists	540	760	220	40.7%
Stonemasons	420	590	170	40.5%

Above occupations have a 200 minimum 2014 employment based on WSNCT percentage of Texas employment, and Texas 2,500 minimum for 2012 employment in the 2016-2019 Combined State Plan.

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Food Production	Management of Material Resources	Deductive Reasoning
Administration and Management	Instructing	Oral Expression
Customer and Personal Service	Critical Thinking	Mathematical Reasoning
Economics and Accounting	Management of Financial Resources	Manual Dexterity
English Language	Service Orientation	Problem Sensitivity

The following occupations in North Central Texas are projected to experience the largest number of employment growth in 2014-2024.

Highest Total Number Employment Growth Occupation	2014 Emp	2024 Emp	Growth	% Growth
Combined Food Preparation & Serving Workers, Incl. Fast Food	24,650	35,280	10,630	43.1%
Retail Salespersons	34,190	44,370	10,180	29.8%
Farmers, Ranchers, & Other Agricultural Managers	34,570	41,460	6,890	19.9%
Office Clerks, General	27,140	32,460	5,320	19.6%
Customer Service Representatives	16,610	21,650	5,040	30.3%
Waiters & Waitresses	14,700	19,600	4,900	33.3%
Registered Nurses	11,850	16,610	4,760	40.2%
Cashiers	20,590	24,790	4,200	20.4%
Personal Care Aides	8,710	12,370	3,660	42.0%
General & Operations Managers	13,050	16,610	3,560	27.3%
Cooks, Restaurant	7,010	10,550	3,540	50.5%
Computer Systems Analysts	8,100	11,480	3,380	41.7%
Laborers & Freight, Stock, & Material Movers, Hand	13,440	16,720	3,280	24.4%
First-Line Supervisors of Food Preparation & Serving Workers	7,250	10,390	3,140	43.3%
Childcare Workers	12,870	15,960	3,090	24.0%
Stock Clerks & Order Fillers	13,740	16,790	3,050	22.2%
Janitors & Cleaners, Ex. Maids & Housekeeping Cleaners	11,320	14,320	3,000	26.5%
Construction Laborers	10,370	13,370	3,000	28.9%
Elementary School Teachers, Ex. Special Education	12,220	15,160	2,940	24.1%
Heavy & Tractor-Trailer Truck Drivers	13,950	16,800	2,850	20.4%
First-Line Supervisors of Office & Admin Support Workers	9,390	12,020	2,630	28.0%
Secretaries & Admin Assistants, Ex. Legal/Medical/Executive	12,960	15,520	2,560	19.8%
Medical Secretaries	7,050	9,590	2,540	36.0%
First-Line Supervisors of Retail Sales Workers	10,890	13,340	2,450	22.5%
Landscaping & Groundskeeping Workers	8,140	10,570	2,430	29.9%

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Customer and Personal Service	Service Orientation	Oral Expression
Clerical	Writing	Written Expression
Administration and Management	Critical Thinking	Information Ordering
Computers and Electronics	Speaking	Inductive Reasoning
English Language	Persuasion	Oral Comprehension

The following North Central Texas in-demand industries have positive historical and forecasted growth, have high average wages, grown faster than the state, and highest forecasted 2014-2024 annual average growth percentage 2014-2024.

In-Demand Industry	2014 Emp	2024 Emp	Growth	% Growth
Residential Building Construction	3,960	5,790	1,830	46.2%
Nonresidential Building Construction	4,010	5,590	1,580	39.4%
Highway, Street, & Bridge Construction	3,110	3,990	880	28.3%
Building Foundation & Exterior Contractors	5,590	7,360	1,770	31.7%
Building Equipment Contractors	10,740	15,030	4,290	39.9%
Wholesale Electronic Markets & Agents & Brokers	6,120	7,500	1,380	22.5%
Automobile Dealers	10,360	14,460	4,100	39.6%
Nondepository Credit Intermediation	9,300	11,870	2,570	27.6%
Activities Related to Credit Intermediation	2,830	3,760	930	32.9%
Insurance Agencies & Brokerages	5,990	7,660	1,670	27.9%
Computer Systems Design & Related Services	20,300	28,320	8,020	39.5%
Management & Technical Consulting Services	9,000	12,390	3,390	37.7%
Office Administrative Services	3,780	5,190	1,410	37.3%
Offices of Dentists	6,990	8,690	1,700	24.3%
Medical & Diagnostic Laboratories	1,540	2,340	800	51.9%

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Administration and Management	Writing	Written Expression
Computers and Electronics	Critical Thinking	Information Ordering
Clerical	Speaking	Oral Expression
English Language	Complex Problem Solving	Oral Comprehension
Customer and Personal Service	Negotiation	Written Comprehension

The following North Central Texas in-demand occupations are projected to experience annual supply gap in available workforce, increased growth and a specialized employer needs in 2014-2024.

In-Demand Occupation	2014 Emp	2024 Emp	Growth	% Growth
Sales Managers	1,800	2,270	470	26.1%
Computer and Information Systems Managers	1,810	2,430	620	34.3%
Financial Managers	1,850	2,350	500	27.0%
Farmers, Ranchers, and Other Agricultural Managers	34,570	41,460	6,890	19.9%
Construction Managers	2,940	3,670	730	24.8%
Education Administrators, Elementary and Secondary School	2,320	2,870	550	23.7%
Food Service Managers	1,430	1,890	460	32.2%
Medical and Health Services Managers	1,200	1,620	420	35.0%
Property, Real Estate, and Community Association Managers	1,240	1,580	340	27.4%
Managers, All Other	1,880	2,320	440	23.4%
General and Operations Managers	13,050	16,610	3,560	27.3%
Human Resources Specialists	3,080	3,790	710	23.1%
Management Analysts	3,590	4,620	1,030	28.7%
Market Research Analysts and Marketing Specialists	2,350	3,310	960	40.9%
Business Operations Specialists, All Other	4,020	5,000	980	24.4%
Accountants and Auditors	7,580	9,980	2,400	31.7%
Personal Financial Advisors	620	910	290	46.8%
Loan Officers	2,480	3,350	870	35.1%
Computer Systems Analysts	8,100	11,480	3,380	41.7%
Software Developers, Applications	4,170	5,620	1,450	34.8%
Software Developers, Systems Software	4,080	5,360	1,280	31.4%
Network and Computer Systems Administrators	3,530	4,510	980	27.8%
Lawyers	2,200	2,990	790	35.9%
Physicians and Surgeons, All Other	290	400	110	37.9%
Physical Therapists	1,680	2,360	680	40.5%
Speech-Language Pathologists	1,980	2,690	710	35.9%
Registered Nurses	11,850	16,610	4,760	40.2%
First-Line Supervisors of Non-Retail Sales Workers	3,290	4,100	810	24.6%
Insurance Sales Agents	4,280	5,190	910	21.3%
Securities, Commodities, and Financial Services Sales Agents	1,810	2,430	620	34.3%
Sales Representatives, Services, All Other	8,500	10,750	2,250	26.5%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,970	3,710	740	24.9%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,530	10,590	2,060	24.2%
First-Line Supervisors of Office and Administrative Support Workers	9,390	12,020	2,630	28.0%
Supervisors of Construction and Extraction Workers	4,880	6,150	1,270	26.0%
First-Line Supervisors of Mechanics, Installers, and Repairers	2710	3450	740	27.%

Prime Knowledge Areas	Prime Skills	Prime Abilities
English Language	Active Listening	Oral Comprehension
Customer & Personal Service	Reading Comprehension	Oral Expression
Administration & Management	Speaking	Written Comprehension
Economics & Accounting	Critical Thinking	Problem Sensitivity
Mathematics	Judgment & Decision Making	Deductive Reasoning

Analysis of Regional Workforce

Civilian Labor Force (CLF): The most recent civilian labor force estimates from TWC for Texas statewide in September 2014 is 13,044,241 which is an increase in the labor force of 162,375 persons since September 2013. This represents a 1.3 percent change in Texas during this time period. These estimates are not seasonally adjusted. WSNCT WDA had a civilian labor force of 1,350,506 for September 2014 which was a change of 23,624 in CLF since September 2013. This change represented an increase of 1.8 percent for the study area.

Employment by Major Industry Sector: The most recent employment data from TWC by major industrial sector for WSNCT WDA compared to Texas are shown below in a table for two years. The Department of Labor calls these major categories "Super Sectors". One advantage in reviewing employment changes at broad industrial levels is that it allows for a unique snapshot of major differences in the total employment for a selected study area when compared to any larger statewide trend. When employment changes at a higher rate than the state, there may be comparative advantages in the local economy which are driving these changes. Conversely, when change is at a lower rate, then the Super Sector is showing less change in comparison to the state and may consequently have a smaller comparative change impact.

Industry Sector	WSNCT Employment				TX Employment			US Employment		
	2014 1st Qtr	Emp Chg	Pct Chg	2013 1st Qtr	2014 1st Qtr	Emp Chg	Pct Chg	2014 1st Qtr	Emp Chg	Pct Chg
Total, All Industries	777,081	811,902	34,821	4.48	10,845,323	11,141,603	131,517,074	133,753,215	2,236,141	1.70
Natural Resources & Mining	16,106	15,790	-316	-1.96	337,145	350,403	1,855,330	1,894,038	38,708	2.09
Construction	38,939	42,081	3,142	8.07	626,857	654,767	5,571,067	5,814,311	243,244	4.37
Manufacturing	72,945	75,138	2,193	3.01	872,173	877,912	11,927,768	12,049,075	121,307	1.02
Trade, Transport. & Utilities	160,240	168,230	7,990	4.99	2,276,695	2,340,218	26,328,141	26,804,001	475,860	1.81
Information	19,549	19,959	410	2.10	204,861	208,239	2,817,221	2,847,807	30,586	1.09
Financial Activities Group	50,462	52,807	2,345	4.65	665,366	680,338	7,592,075	7,652,586	60,511	0.80
Prof., Business & Other Svcs	97,506	104,125	6,619	6.79	1,438,895	1,511,156	18,176,217	18,696,877	520,660	2.86
Education & Health Svcs.	190,298	197,668	7,370	3.87	2,558,275	2,605,099	31,859,028	32,147,051	288,023	0.90
Leisure & Hospitality Group	88,058	92,131	4,073	4.63	1,118,430	1,162,449	13,916,621	14,346,560	429,939	3.09
Other Services	20,193	20,833	640	3.17	302,785	309,211	4,108,134	4,177,661	69,527	1.69
Public Administration	21,511	21,789	278	1.29	439,011	437,267	7,157,368	7,110,694	-46,674	-0.65

Current Labor Force, Employment and Unemployment Data
The following table is the not adjusted 2016 labor force data for the North Central Texas WDA.

Period	Labor Force	Employment	Unemployment	Unemployment Rate
Jan	1,385,773	1,335,493	50,280	3.6
Feb	1,400,441	1,351,349	49,092	3.5
Mar	1,405,373	1,354,015	51,358	3.7

Apr	1,408,005	1,360,954	47,051	3.3
May	1,413,650	1,366,489	47,161	3.3
Jun	1,419,672	1,364,548	55,124	3.9
Jul	1,428,511	1,370,188	58,323	4.1
Aug	1,431,870	1,374,921	56,949	4
Sep	1,437,395	1,381,234	56,161	3.9
Oct	1,432,066	1,381,875	50,191	3.5

Quarterly Workforce Indicators

The Quarterly Workforce Indicators (QWI) are derived from state administrative records and basic demographic information from the Census Bureau through a program called Local Employment Dynamics. Employment totals from the QWI are not exactly comparable with those from other sources. Generally, coverage and definitions differ between the QWI and data about establishments from administrative records (e.g., the Quarterly Census of Employment and Wages or QCEW), and about workers from surveys (e.g., the decennial census, the American Community Survey, and the Current Population Survey or CPS.) More specifically, the QWI capture the complexity of workforce dynamics. Because the LED data from which the QWI are derived include all the jobs a worker holds in each quarter, multiple definitions of employment are possible (just as there are multiple definitions of unemployment). The definitions include: (1) All jobs held in a quarter, regardless of length of time the job is held (2) Jobs held at the beginning of a quarter (3) Jobs held at the end of a quarter and (4) Jobs held for a full quarter (the most stable measure of employment).

QWI Quick Facts	WSNCT WDA 1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Quarter 2016
Total Employment	1,025,439	1,077,576	1,093,412	1,108,005	1,066,710
New Hires	149,245	149,245	190,458	190,610	158,023
Separations	137,547	170,193	186,606	177,812	not available
Avg Monthly Earning	$4,739	$4,433	$4,482	$4,853	not available
Avg New Hire Earning	$2,713	$3,032	$2,2942	$3,088	not available

New Hires

New hires represent workers at a business who were not working at that same business in the previous quarter. These data answer the question of which industries are doing the most hiring. It does not say anything about job quality, simply hiring activity. New hires as a percent of total employment points to the employment volatility of an industry. Although a high percentage of new hires could indicate rapid hiring activity typically higher numbers represent more volatile, high turnover industries.

Top 10 Industries Hiring 4th Quarter 2015	New Hires as a Percentage of Total Employment	New Hires
Accommodation and Food Services	29766	18%
Administrative and Support and Waste Management and Remediation Services	23655	14%
Health Care and Social Assistance	17355	10%
Educational Services	9281	6%
Professional, Scientific, and Technical Services	8643	5%
Construction	8255	5%
Manufacturing	6410	4%
Transportation and Warehousing	5589	3%
Finance and Insurance	5359	3%
Accommodation and Food Services	29766	18%

Stable New Hires

Stable new hires are those workers employed for a full quarter at the same business. Stable separations are workers who had a job for at least one full quarter before the job ended. The data does not distinguish between voluntary and involuntary separations. Stable hires and separations demonstrate labor market churn even among steady workforce participants.

Top 10 Industries With Highest Turnover 4th Quarter 2015	Percent of Total Employment In Each Industry	Stable New Hires	Stable Separations
Retail Trade	13%	13075	11118
Accommodation and Food Services	9%	12967	10855
Health Care and Social Assistance	12%	10872	9707
Administrative and Support and Waste Management and Remediation Services	5%	6868	6849
Professional, Scientific, and Technical Services	7%	5547	5196
Manufacturing	9%	4341	4715
Construction	5%	4807	4494
Finance and Insurance	6%	3444	3204
Educational Services	12%	11152	2716
Wholesale Trade	4%	2817	2602

Average Monthly Earnings

The QWI also show average monthly earnings for all workers and for new hires only. Industries where new hires earn a lower percentage relative to all workers generally have more jobs in which seniority or industry specific knowledge command a wage premium. The more new hires earn relative to all workers is an indication that the required skills can be more readily learned or more transferable from another workplace.

Top 10 Industries With Highest Monthly Earnings Percent for New Hires 4th Quarter 2015	Average Earnings for New Hires
Information	7082
Mining, Quarrying, and Oil and Gas Extraction	5828
Professional, Scientific, and Technical Services	5602
Wholesale Trade	5526
Finance and Insurance	5009
Manufacturing	4322
Management of Companies and Enterprises	4287
Utilities	4230
Construction	4165
Real Estate and Rental and Leasing	3599

Highest Monthly Earnings

Clearly not all industries pay the same. The chart below shows the top 10 highest paying industries in the region. Employment growth in higher paying industries injects more money into the regional economy helping to increase living standards.

Top 10 Industries With Highest Monthly Average Earnings 4th Quarter 2015	Total Monthly Average Earnings
Information	6752
Mining, Quarrying, and Oil and Gas Extraction	5777
Professional, Scientific, and Technical Services	5611
Wholesale Trade	5528
Finance and Insurance	5092
Management of Companies and Enterprises	4301
Manufacturing	4264
Utilities	4255
Construction	4135
Real Estate and Rental and Leasing	3582

Occupations

Employment by occupation data are estimates derived from the Quarterly Census of Employment and Wages provided by the Bureau of Labor Statistics--imputed by Chmura where necessary--and updated through 2016Q1 with preliminary estimates by Chmura updated to 2016Q3. The total number of all employed in 3rd quarter 2016 is 1,000,933. The following presents a table of those employed by the top five occupational categories for this region compared to statewide percentages:

Occupational Categories	Count	Area Percent	Statewide Percent
Office and Administrative Support Occupations	145,121	14.5%	14.9
Sales and Related Occupations	117,274	11.7%	10.7
Food Preparation and Serving Related Occupations	95,623	9.6%	8.8
Education, Training, and Library Occupations	73,902	7.4%	6.4
Management Occupations	68,720	6.9%	6.2

Class of Worker
Another way to view the types of workers in an area's labor force is by class of worker. According to the 2010 Bureau of Census/American Community Survey (ACS) estimates, the area had 908,880 employees who were private wage and salary workers representing 80.8 percent of all workers. The region had another 140,455 persons who were government workers or 12.5 percent, 73,773 who were self-employed workers or 6.6 percent and 2,257 who were unpaid family workers representing 0.2 percent. This compares to the Texas statewide distribution of 77.9 percent for private wage and salary workers, 14.7 percent for government workers, 7.2 percent for self-employed, and 0.2 percent for unpaid family workers.

Unemployment
According to TWC unemployment figures for November 2016, WSNCT WDA had an unemployment estimate of 48,307 persons which represents a rate of 3.4 compared to a Texas statewide unemployment rate of 4.2 for the same month. For the study area these estimates represent a decrease from November 2015 unemployment rate of 3.7 percent. The Texas statewide unemployment rate was 4.4 for November 2015.

Reporting Establishments: The TWC indicates 55,471 business reporting units operating in WSNCT WDA in the second quarter of 2016 with an average of 13.77 workers per unit. Average firm size makes a difference for job hunting and job development strategy because larger firms tend to have better defined ports of entry and in-house training capabilities. Although definitions vary greatly, small business can be defined as less than 50 workers and medium sized is 250 or less. The Texas average is 15.6 workers per unit. Regions with higher than average number of workers per unit tend to be dominated economically by a few very large employers.

Commuting to Work
According to the 2010 Bureau of Census/American Community Survey (ACS) the number of workers 16 and over commuting to work, has a number of implications for transportation and municipal services. WSNCT WDA had a total of 893,567 or 81.4 percent who drove their car to work alone, 109,158 or 9.9 percent who car pooled, 7,982 or 0.7 percent used public transportation, 13,283 or 1.2 percent who walked to work, 15,946 or 1.5 percent of regional workers who used other means to work, and 57,722 or 5.3 percent who worked at home. These methods of commuting to work compare to the Texas statewide results by: car alone (79.3%), car pool (11.6%), public transportation (1.6%), walked (1.7%), other means (1.9%), and worked at

home (3.9%).

Employers by Employee Size Class
Employer contact information and employee size ranges are collected and updated by the InfoGroup, Inc. The most current release is a product called the Employer Database 2014 2nd Edition. This product shows that the area had approximately 16,909 establishments which employed 10 or more employees. Of these employers, approximately 0.2 percent employed over 1000 employees. 0.4 percent employed between approximately 500 and 999 employees, 6.5 percent employed between approximately 100 and 499 employees, 12.3 percent employed between 50 and 99 employees, 31.5 percent employed between 20 and 49 employees, and 49.0 percent employed between approximately 10 and 19 employees.

Top 15 Industries per BDL Region

The WSNCT region is divided up by six regions which the Business Development Liaisons engage. Each region is diverse and unique in the contributions to the WSNCT. The graph below indicates the total employment in each region.

Total Industry Employment Make-up by Region
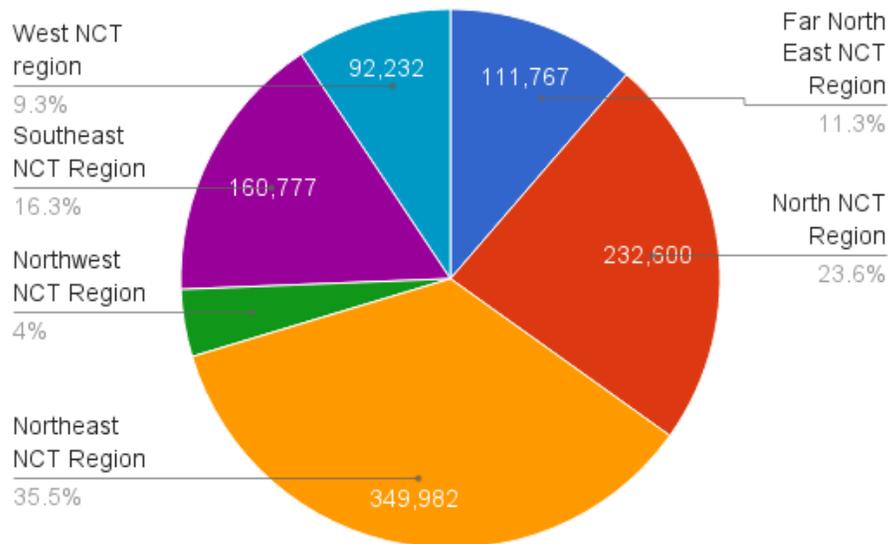
The table below highlights the different and common industrial strengths of each region by indicating each region's top 15 industries by employment, beginning with the highest employment in each region.

				Region			
	Northeast	West	Far Northeast	North	Northwest	Southeast	WSNCT
Top 4-digit NAICS Industry by employment	Restaurants and Other Eating Places	Restaurants and Other Eating Places	Restaurants and Other Eating Places	Restaurants and Other Eating Places	Restaurants and Other Eating Places	Elementary and Secondary Schools	Restaurants and Other Eating Places
	Elementary and Secondary Schools	Elementary and Secondary Schools	Elementary and Secondary Schools	Elementary and Secondary Schools	Elementary and Secondary Schools	Restaurants and Other Eating Places	Elementary and Secondary Schools
	Computer Systems Design and Related Services	Animal Production (Proprietors)	Aerospace Product and Parts Manufacturing	Colleges, Universities, and Professional Schools	Warehousing and Storage	Other General Merchandise Stores	Computer Systems Design and Related Services
	Nondepository Credit Intermediation	Support Activities for Mining	Other General Merchandise Stores	Depository Credit Intermediation	Support Activities for Mining	Warehousing and Storage	Other General Merchandise Stores
	Management of Companies and Enterprises	General Medical and Surgical Hospitals	Colleges, Universities, and Professional Schools	Other General Merchandise Stores	Home Health Care Services	Building Equipment Contractors	Religious Organizations
	Employment Services	Other General Merchandise Stores	Grocery Stores	Religious Organizations	Animal Production (Proprietors)	Home Health Care Services	General Medical and Surgical Hospitals
	General Medical and Surgical Hospitals	General Freight Trucking	Offices of Physicians	Computer Systems Design and Related Services	Religious Organizations	Animal Production (Proprietors)	Grocery Stores
	Offices of Physicians	Religious Organizations	General Medical and Surgical Hospitals	Offices of Physicians	Other General Merchandise Stores	Religious Organizations	Offices of Physicians
	Insurance Carriers	Building Equipment Contractors	Department Stores	Services to Buildings and Dwellings	Drugs and Druggists' Sundries Merchant Wholesalers	Architectural and Structural Metals Manufacturing	Employment Services
	Religious Organizations	Colleges, Universities, and Professional Schools	Other Amusement and Recreation Industries	Grocery Stores	Home Furnishings Stores	Grocery Stores	Services to Buildings and Dwellings
	Services to Buildings and Dwellings	Automobile Dealers	Automobile Dealers	General Medical and Surgical Hospitals	Management, Scientific, and Technical Consulting Services	Cement and Concrete Product Manufacturing	Colleges, Universities, and Professional Schools
	Grocery Stores	Grocery Stores	Services to Buildings and Dwellings	Management, Scientific, and Technical Consulting Services	Specialized Freight Trucking	Employment Services	Home Health Care Services

Management, Scientific, and Technical Consulting Services	Foundation, Structure, and Building Exterior Contractors	Building Equipment Contractors	Employment Services	Executive, Legislative, and Other General Government Support	Services to Buildings and Dwellings	Building Equipment Contractors
Other General Merchandise Stores	Nursing Care Facilities (Skilled Nursing Facilities)	Management, Scientific, and Technical Consulting Services	Offices of Other Health Practitioners	General Medical and Surgical Hospitals	Plastics Product Manufacturing	Depository Credit Intermediation
Department Stores	Services to Buildings and Dwellings	Animal Production (Proprietors)	Automobile Dealers	Foundation, Structure, and Building Exterior Contractors	Other Specialty Trade Contractors	Management, Scientific, and Technical Consulting Services

Educational and Skill Levels of the Workforce

Approximately 28.88% of active job seekers in the WSNCT WDA who are registered in the WorkInTexas.com job matching systems have a high school diploma and 22.81% have earned a Bachelor's Degree.

Education Levels of Persons Registered in WorkInTexas Residing in WSNCT WDA

Grade Level	Grade Level Description	Active Job Seekers	Percentage (%)
0	00 - Not Completed First Grade	27	0.12%
1	01 - 1st Grade	5	0.02%
3	03 - 3rd Grade	13	0.06%
4	04 - 4th Grade	9	0.04%
5	05 - 5th Grade	11	0.05%
6	06 - 6th Grade	52	0.23%
7	07 - 7th Grade	22	0.10%
8	08 - 8th Grade	82	0.36%
9	09 - 9th Grade	180	0.79%
10	10 - 10th Grade	246	1.08%
11	11 - 11th Grade	443	1.94%
12	12 - High School Diploma/Ged	6,588	28.88%
13	13 - 1 Year College	2,573	11.28%
14	14 - 2 Years College	2,997	13.14%
15	15 - Associated Degree	700	3.07%
16	16 - 3+ Years College	1,525	6.69%
17	17 - Bachelors Degree	5,202	22.81%
18	18 - Masters Degree	1,911	8.38%
19	19 - Doctoral Degree	223	0.98%
Total Active Job Seekers In Workintexas.Com		22,809	

Individuals with Barriers to Employment

The chart below, containing data from the U.S. Census Bureau, indicates individuals within the WSNCT area report fewer barriers to employment than the state or the U.S.

Barrier	WDA	State	U.S.
Persons living in poverty	250,884 10.2%	17.7%	15.6%
Households receiving Food Stamps	7.2%	13.5%	13.0%
Persons with disability	121,431 7.8%	9.9%	10.2%
Persons who speak English less than "very well"	7.7%	14.2%	8.6%
Disconnected youth	2.6%	3.7%	3.3%
Unemployment rate 9/16	3.9%,	4.7%	5.1%.
No high school diploma (age 25-64)	9.2%	17.1%	12.0%

BCY 16 data from the Workforce Information System of Texas (TWIST) identifies 947 individuals as a previous offender as opposed to 887 individuals during BCY15, a 6.76% decrease from BCY15 to BCY16. TWIST indicates 309 Pregnant/Parenting Youth received an intensive or training service during the BCY16 performance period, a slight increase from 297 during the BCY15 performance year. About 23.27% of the WSNCT population is 55 years of age or older.

LWDA 4 North Central–Labor Force Participants with Disabilities by County, 2014

County	Estimated Labor Force Participants with Disabilities
Collin	18,737
Denton	17,163
Ellis	3,521
Erath	948
Hood	1,282
Hunt	2,851
Johnson	3,550
Kaufman	3,631
Navarro	2,027
Palo Pinto	706
Parker	4,663
Rockwall	2,589
Somervell	214
Wise	2,669
North Central Total	**64,553**

SOURCE: June 2016 Texas Workforce Investment Council; People with Disabilities: A Texas Profile Report

LWDA 4 North Central – Job Seekers with a Disability Registered in WorkInTexas

County	Active Disabled Job Seekers by County	Percentage (%)
Collin	333	30.36%
Denton	274	24.98%
Ellis	84	7.66%
Erath	12	1.09%
Hood	24	2.19%
Hunt	40	3.65%
Johnson	90	8.20%
Kaufman	46	4.19%
Navarro	27	2.46%
Palo Pinto	19	1.73%
Parker	58	5.29%
Rockwall	45	4.10%
Somervell	2	0.18%
Tarrant	15	1.37%
Wise	28	2.55%
	1,097	

Analysis of Workforce Development Activities

Strength and Weaknesses of Workforce Development Activities

Risk
The FY2016 Transition Risk Assessment, revised by the NCTCOG Workforce Department Management Team in June 2016, identified the highest areas of risk for Workforce Services as Data Integrity and Customer Service and for Child Care Services as Data Integrity, Data Security and Customer Service.

This review targeted these two areas by testing program data and the continuing delivery of workforce services in compliance with Federal, State, and Board requirements and procedures.

Objective
NCTCOG conducts program monitoring as required by TWC in order to provide:

- sufficient information to the workforce services operator for implementing timely corrective actions to meet requirements and performance measures as contracted,

- assurance to TWC that workforce services programs are operated with sufficient compliance with regulations and policies so TWC may rely on system data for their reports to federal partners,
- sufficiently detailed information to the North Central Texas Workforce Board to fulfill their oversight responsibilities, and
- assurance to the public and participants that quality and compliant services are being equitably delivered throughout the Workforce Solutions for North Central Texas area.

Scope

The scope of the Programmatic reviews included judgmentally selected areas of risk for the following programs:

- Temporary Assistance for Needy Families/Choices and Non-Custodial Parents,
- Supplemental Nutrition Assistance Program,
- Workforce Innovation and Opportunity Act Adult, Dislocated Worker, and Youth,
- Trade Assistance Act, and
- Child Care Services.

Additionally, WSNCT tested ResCare's internal Quality Assurance programmatic case readings of the same programs.

Methodology

The reviews were conducted from data and reports from The Workforce Information System of Texas, Work in Texas, WorkFlow II, ResCare Quality Assurance and from information gathered onsite at Workforce Centers through file review, observation, and interviews.

Summary of Results

TANF/Choices and Non-Custodial Parent Programs

All Choices work activities were allowable and correctly verified. All participation for performance was accurate. Throughout the year, and as most recently identified by ResCare Quality Assurance Monitoring, have not met compliance with timely determination of a customer's good cause for non-participation and time sensitive imposition of a sanction. Failure in these areas impacts TANF expenditures at Health and Human Services and participants' access to services.

SNAP

SNAP is a low-risk program. Services to customers are of short duration. The key fiscal risk resides with Health and Human Services when Workforce fails to swiftly and accurately record whether or not customers respond to outreach. ResCare met those responsibilities.

WIOA – Adult, Dislocated Worker, and Youth Programs
Key data used to determine WSNCT WIOA customer eligibility and performance continues to be reliable. While delivery of customer support services experienced delays early in the transition of the contract, ResCare has now successfully implemented a customer debit card system for regular payments and is timely with customer vendor payments by check. Additionally, ResCare WORCS online system for requesting, processing, and tracking customer Individual Training Accounts and support service payments has added transparency to this process and a layer of internal control.
Recent review tested the implementation and effectiveness of ResCare's Corrective Actions. The actions proposed by management, were intended to remedy gaps in compliance identified in FY2016 Workforce Reviews 1 through 4. While management completed the Corrective Actions as proposed, the following two deficits remain:
Center staff are not consistently following ResCare's documented procedures to obtain compliance with WSNCT Administrative Policy CE-A15-01 regarding customer assessment.

The practice of copying and pasting WIOA Youth Assessment case notes was still evident in almost half of the recently reviewed files. This practice left little indication that each youth customer's unique needs and barriers were being given adequate consideration as the basis for developing an individualized service strategy.

While customer contacts with the Talent Development Specialist occurred at least each calendar month, the tightly prescribed documentation requirements for 30-day contact are not being routinely met.

Review identified customers whose eligibility and certification for services was complete, but who had no record of services. The customer files contained no documentation of any attempt to notify the customer of eligibility or to schedule a first service, as required.

Twelve months after the implementation of WIOA, 18 of 44 newly certified cases documented a customer's need to comply with the now retired WIA requirement for Sequence of Services.

TAA Program
ResCare has implemented controls on tracking and ending TAA Waivers, which appear effective. Only minor data errors occurred on Waivers in the past year. ResCare introduced a Microsoft Excel tool to calculate timely Benchmark Reviews, critical for Federal compliance. To date, this tool appears to be effective. All Benchmark reviews were timely for May and June of 2016. As with WIOA, while customers are receiving frequent services, the tightly prescribed 30-day contact documentation is not being maintained. Previous corrective action on the 30-day contact requirement has been limited to staff counseling. Failure to identify systemic corrective actions has led to a repeat finding for this program.

Child Care Client Services
Correct calculation of parent income remains an issue of concern. Following staff training, extensive written procedures were put into effect in August. In spite of this training and written procedures, almost half of the twelve recent cases reviewed did not follow the procedures and had inaccurate calculations of income. Based on the documentation in the file, one ineligible family was determined eligible. On September 26, 2016 new Rules, accompanied by State mandated uniform procedures for income calculation were released that require management to ensure individual staff knowledge and implementation of the new procedures. Failure to do so will have serious impact on customers and WSNCT performance.

Child Care Provider Services
Correct calculation and data input of Provider rates determines the accuracy of all future payments to a provider. In response to an earlier FY2016 review, ResCare developed a New Provider Rate Calculator. During year-end review NCTCOG identified errors in the tool itself which have now been corrected. One accounting gap remains in this process. In order to support the ongoing reimbursement rates of the provider payment, a copy of the calculations should be maintained in the provider paper or electronic file. Without such documentation the supporting documentation of each provider payment is insufficient. There were no significant exceptions noted in the testing of provider payments.

Child Care Appeals
While an appeal of termination of Child Care Services is a right mandated in Federal legislation and State Rule, whether or not the appeal is upheld or overturned by an administrative hearing is dependent on the quality of the case work used to support ending or not providing services and the appeal packet itself.

Inconsistent and over-reaching and restrictive interpretation of policy and procedure, led to an unusually high number of appeals being overturned by the hearing officer: 23 of 48. Delays in recognizing and remedying internal errors prior to the appeal hearing and delays in taking immediate action on appeals that were overturned directly led to some customers losing their jobs for lack of child care.

ResCare Quality Assurance Reviews
NCTCOG review demonstrated that ResCare's Workforce Quality Assurance Monitoring results are a reliable guide for NCTCOG to assess current program risk, judge sample sizes, and avoid duplicative testing. NCTCOG did not have sufficient reporting from Child Care Services to test the usefulness of their data for similar purposes.

Conclusion Gap-Analysis
In Workforce programs, ResCare's current communication and training methodologies accurately communicate program requirements and provide useful tools to individual Talent Development Specialists, but there are gaps:

- Staff continue to use generic case notes, thereby not providing useful case notes that accurately reflect their work with the customer. Other staff working with the customer would have difficulty providing effective service without added time and frustration. Some case notes were generic to the point of "cut and paste", regardless of activity.
- Staff appear unable to maintain case management as evidenced by repeated errors in timely case actions across multiple programs.
- Staff continue to evidence unapproved "shortcuts" to service delivery. These occur even following error correction activities taken as follow-up to monitoring reports.

In Child Care Services, staff are able to override written procedure and do not have sufficient skills to execute and document decisions which require analysis when completing customer eligibility. To implement the new CCS Rules successfully, controls on procedure and clear parameters for decision making is essential to ensure the integrity of the data and the quality of customer service.

The oversite monitoring and review for 2017 will continue to be comprehensive, but will specifically target the areas outlined in the gap analysis above.
Effectiveness of Programs and Services FY 2016

- [1]Employers Receiving Workforce Assistance-9,395
- [3]Youth Served -- 331
- [1]Average Number of Children Served Per Day -- 5,804
- [1]Job Seekers Served -- 88,5880
- [1]Claimant Reemployment within 10 Weeks -- 20,038
- [1]Job Seekers Entering Employment After Exit -- 58,558
- [2]Child Care recipients receiving TANF benefits obtained self-sufficiency within 12 months – 86%

Source: [1]TWC BCY15 Performance Overview Dashboard EOY September 2016, [2]TWIST, June 2016, [3]TWC BCT15 High Profile Measures Report EOY September 2016
Source: [1]Expenditure transaction date during BCY16 (ITA Tab in TWIST), [2]TWIST Customers Served Report, [3]Tableau CSTR Web-Based Database- (10/01/2015 to 9/30/2016)

Capacity to Provide Workforce Development Activities to Address Education and Skills Needs of the Workforce

Workforce Center	[3]Job Seeker Visits	County	[2]Trained	[1]Expenditures
Corsicana WFC	13,487	Navarro County	44	$ 247,349.14
Greenville WFC	7,940	Hunt County	42	$ 184,482.28
McKinney WFC	33,909	Collin County	168	$ 648,796.50

Plano WFC					
Terrell WFC	11,120	Kaufman County	45	$	104,434.01
Waxahachie WFC	14,775	Ellis County	45	$	223,138.72
Cleburne WFC	10,575	Johnson County	22	$	75,593.43
Denton WFC	13,691	Denton County and Wise County	154	$	399,873.72
Granbury WFC	5,628	Hood County and Somervell County	23	$	60,339.18
Stephenville WFC	5,888	Erath County	26	$	94,994.74
Weatherford WFC	10,521	Palo Pinto County & Parker County	42	$	111,963.69
Mobile Workforce Unit	2,136				
TOTAL	129,670		609	$	2,150,965.41

Source: 1TWC BCY15 Performance Overview Dashboard EOY September 2016, 2 TWIST, June 2016, 3TWC BCT15 High Profile Measures Report EOY September 2016
Source: 1Expenditure transaction date during BCY16 (ITA Tab in TWIST), 2TWIST Customers Served Report, 3Tableau CSTR Web-Based Database- (10/01/2015 to 9/30/2016)

Individuals with Barriers to Employment

The chart below indicates the type of barrier characteristics of participants served and compares those figures from Board Contract Year '15 and '16.

	CHARACTERISTICS	BCY16	BCY %	BCY15	BCY %	% CHANGE
Barrier Characteristics	Basic Skills Deficient	85	1.46%	114	1.72%	-25.44%
	High Poverty Area	85	1.46%	114	1.72%	-25.44%
	School Dropout	739	12.71%	764	11.55%	-3.27%
	Disabled	230	3.96%	230	3.48%	0.00%
	Offender	950	16.34%	889	13.44%	6.86%
	Deficient Basic Literacy	175	3.01%	197	2.98%	-11.17%

Long Term TANF Recipient	43	0.74%	49	0.74%	-12.24%
Homeless	94	1.62%	108	1.63%	-12.96%
Substance Abuse	19	0.33%	18	0.27%	5.56%
Migrant Seasonal Farmworker	4	0.07%	3	0.05%	33.33%
Runaway Youth	6	0.10%	3	0.05%	100.00%
Pregnant/Parenting Youth	309	5.31%	297	4.49%	4.04%
Foster Youth	31	0.53%	35	0.53%	-11.43%
TOTAL PARTICIPANTS	**5,814**		**6,613**		

Source: TWIST Web Reports Management Summary Report (#37) for BCY15 and BCY16

The chart below indicates the numbers of individuals with barriers served by WSNCT in BCY 2015 and their outcomes.

ANALYSIS OF TWIST SERVICES PROVIDED TO DISABLED POPULATION AND INDIVIDUALS WITH BARRIERS												
Outcomes	Barriers											
	Basic Skill Deficient Services	HS Drop Services	Disabled Services	Offenders Services	Deficient Basic Literacy Services	Long Term TANF Services	Homeless Services	Substance Abuse Services	MSFW Services	Runaway Youth Services	Pregnant and Parenting Youth Services	Foster Youth Services
BYC15 Customers Served With Barrier	114	764	230	889	197	49	108	18	3	3	297	35
BCY15 Percent of Barrier Population	4.21%	28.22%	8.50%	32.84%	7.28%	1.81%	3.99%	0.66%	0.11%	0.11%	10.97%	1.29%
BYC16 Customers Served With Barrier	85	739	230	950	175	43	94	19	4	6	309	31
BCY16 Percent of Barrier Population	3.17%	27.52%	8.57%	35.38%	6.52%	1.60%	3.50%	0.71%	0.15%	0.22%	11.51%	1.15%
Percent Change from BCY15 to BCY16	-25.44%	-3.27%	0.00%	6.86%	-11.17%	-12.24%	-12.96%	5.56%	33.33%	100.00%	4.04%	-11.43%
BCY15 Entered Employment	112	499	159	609	121	32	72	14	2	3	211	23
BCY15 Percent Entered Employment	98.25%	65.31%	69.13%	68.50%	61.42%	65.31%	66.67%	77.78%	66.67%	100.00%	71.04%	65.71%

Source: TWIST Web Reports Management Summary Report (#37) for BCY15 and BCY16
Source: TWIST Wage Table via Infomaker for Entered Employment Outcome Data

Employment Needs of Employers

In October 2016, Workforce Solutions for North Central Texas conducted Design Thinking Charrettes with employers of existing, and emerging, in-demand industries and occupations. Design Thinking Charrettes are solution-based discussions where the stakeholder divulges their needs and provides ideas to meet those needs. Design Thinking Charrettes are open-ended discussions where employers were asked questions about:

- Skills, Training and Certification Needs
- Current Hiring Practices
- Targeted Populations
- Internships and Apprenticeships
- Current Incumbent Skill Development Practices
- Innovative Solutions

Throughout all regions, the major concerns of all employers were for soft skills. Applicants need training on how to prepare for an interview, write resumes, and conduct themselves professionally. Employers are in significant need of employees who can read and write English, and perform basic math. Most employers were more adamant about the need for basic soft and professional skills than for specific technical skills. Employers would prefer to train the right applicant than to have high turnover rates due to employees' inability to conduct themselves professionally or follow instructions.

Second to the need for soft skills, employers identified several training and certification needs:

Microsoft Office Certificate	Microsoft Excel Certificate	Reach Truck Certificate
Clamp Forklift Certificate	Cherry Picker Forklift Certificate	Sit-Down Forklift Certificate
Slip-Sheet Forklift Certificate	Stand-Up Reach Certificate	Toyota Production System Training
Continuous Improvement Training	Six Sigma	Lean Six Sigma
5S Training	CDLA Licenses	Government Clearance
High School Diploma	Maintenance Technician Certification	Industrial Mechanic Certification

The Occupation and Degree demands of employers identified are:

Industrial Mechanics	Forklift Drivers	Maintenance Technicians
All Engineers	Electricians	Plumbers
Welders	Manual Labor	Electromechanical Technicians
Accountants	Information Technology	Administrative
Financial Analyst	Data Analyst	BSN Nurses
Law Degree and has passed the bar	Risk Insurance	Actuarial Degree
Finance	Purchasing and Logistics	Machine Operators

In October of 2016, WSNCT sent a survey to 6,258 employers with 521 responding for an 8.3% response rate. According to the results of a survey, 82% of responding employers stated that they use 'Word of Mouth' to recruit for open positions, 74% stated that they utilize job boards for their recruitment efforts, and 60% utilize employee referrals.

When asked if the business planned to expand their workforce in the next (1-3 years), 68% of the stated that they would. Of the 73% of responding employers who said they had difficulty with finding qualified applicants over the most recent 12 months, one-third hired a less qualified applicant and 18% did not fill the open position. The average time it took to hire an employee was 2.95 months.

More than half of responding employers indicated difficulty with hiring job seekers with the requisite educational credentials:

- Vocational diploma or certificate (51.11%)
- Baccalaureate (BA or BS) degree (53.55%)
- Master's (MA or MS) degree (53.98%)

The majority of employers stated they expected the educational credentials required by their workforce will remain the same for the next five years. More than half stated that their need for employees with a post-secondary Associate's degree (AA or AS) degree or vocational diploma or certificate will increase over the next five years.
One-third of the employers responding to the needs assessment survey stated that over the last 3 years, the skills required to adequately perform production or support jobs increased. Only 11% stated that the required skills were expected to decrease. When asked about the delivery of training to employees, 91% of responding employers indicated they utilize in-house trainers or On-The-Job training to address skills gaps and 59% stated that their current workforce will require additional training to reach desired productivity and desired competency levels.
The Strategic Workforce Assessment Program (SWAP), an Internet-based analysis tool created by LMCI staff, tabulates the knowledge, skills, and abilities appearing most often in the profiles of

detailed work activities (DWAs) for groups of occupations, weighted by regional employment. The SWAP is used below to evaluate the knowledge skills and abilities for occupations with the highest anticipated percentage and number growth; and in-demand industries and occupations.

The following occupations in North Central Texas are projected to experience the largest percentage of employment growth in 2014-2024.

Highest % Employment Growth Occupation	2014 Emp	2024 Emp	Growth	% Growth
Nurse Practitioners	490	770	280	57.1%
Diagnostic Medical Sonographers	320	500	180	56.3%
Credit Counselors	400	620	220	55.0%
Cardiovascular Technologists & Technicians	350	540	190	54.3%
Physician Assistants	610	940	330	54.1%
Operations Research Analysts	870	1330	460	52.9%
Cooks, Restaurant	7010	10550	3540	50.5%
Personal Financial Advisors	620	910	290	46.8%
Phlebotomists	650	950	300	46.2%
Respiratory Therapists	870	1270	400	46.0%
Emergency Medical Technicians & Paramedics	1180	1720	540	45.8%
Web Developers	1350	1960	610	45.2%
Medical & Clinical Laboratory Technologists	710	1030	320	45.1%
Physical Therapist Assistants	800	1160	360	45.0%
Home Health Aides	2650	3810	1160	43.8%
First-Line Supervisors of Food Preparation & Serving Workers	7250	10390	3140	43.3%
Combined Food Preparation & Serving Workers, Incl. Fast Food	24650	35280	10630	43.1%
Paralegals & Legal Assistants	1140	1630	490	43.0%
Helpers--Electricians	560	800	240	42.9%
Personal Care Aides	8710	12370	3660	42.0%
Computer Systems Analysts	8100	11480	3380	41.7%
Bartenders	2690	3790	1100	40.9%
Market Research Analysts & Marketing Specialists	2350	3310	960	40.9%
Surgical Technologists	540	760	220	40.7%
Stonemasons	420	590	170	40.5%

Above occupations have a 200 minimum 2014 employment based on WSNCT percentage of Texas employment, and Texas 2,500 minimum for 2012 employment in the 2016-2019 Combined State Plan.

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Food Production	Management of Material Resources	Deductive Reasoning
Administration and Management	Instructing	Oral Expression
Customer and Personal Service	Critical Thinking	Mathematical Reasoning
Economics and Accounting	Management of Financial Resources	Manual Dexterity
English Language	Service Orientation	Problem Sensitivity

The following occupations in North Central Texas are projected to experience the largest number of employment growth in 2014-2024.

Highest Total Number Employment Growth Occupation	2014 Emp	2024 Emp	Growth	% Growth
Combined Food Preparation & Serving Workers, Incl. Fast Food	24,650	35,280	10,630	43.1%
Retail Salespersons	34,190	44,370	10,180	29.8%
Farmers, Ranchers, & Other Agricultural Managers	34,570	41,460	6,890	19.9%
Office Clerks, General	27,140	32,460	5,320	19.6%
Customer Service Representatives	16,610	21,650	5,040	30.3%
Waiters & Waitresses	14,700	19,600	4,900	33.3%
Registered Nurses	11,850	16,610	4,760	40.2%
Cashiers	20,590	24,790	4,200	20.4%
Personal Care Aides	8,710	12,370	3,660	42.0%
General & Operations Managers	13,050	16,610	3,560	27.3%
Cooks, Restaurant	7,010	10,550	3,540	50.5%
Computer Systems Analysts	8,100	11,480	3,380	41.7%
Laborers & Freight, Stock, & Material Movers, Hand	13,440	16,720	3,280	24.4%
First-Line Supervisors of Food Preparation & Serving Workers	7,250	10,390	3,140	43.3%
Childcare Workers	12,870	15,960	3,090	24.0%
Stock Clerks & Order Fillers	13,740	16,790	3,050	22.2%
Janitors & Cleaners, Ex. Maids & Housekeeping Cleaners	11,320	14,320	3,000	26.5%
Construction Laborers	10,370	13,370	3,000	28.9%
Elementary School Teachers, Ex. Special Education	12,220	15,160	2,940	24.1%
Heavy & Tractor-Trailer Truck Drivers	13,950	16,800	2,850	20.4%
First-Line Supervisors of Office & Admin Support Workers	9,390	12,020	2,630	28.0%
Secretaries & Admin Assistants, Ex. Legal/Medical/Executive	12,960	15,520	2,560	19.8%
Medical Secretaries	7,050	9,590	2,540	36.0%
First-Line Supervisors of Retail Sales Workers	10,890	13,340	2,450	22.5%
Landscaping & Groundskeeping Workers	8,140	10,570	2,430	29.9%

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Customer and Personal Service	Service Orientation	Oral Expression
Clerical	Writing	Written Expression
Administration and Management	Critical Thinking	Information Ordering
Computers and Electronics	Speaking	Inductive Reasoning
English Language	Persuasion	Oral Comprehension

The following North Central Texas in-demand industries have positive historical and forecasted growth, have high average wages, grown faster than the state, and highest forecasted 2014-2024 annual average growth percentage 2014-2024.

In-Demand Industry	2014 Emp	2024 Emp	Growth	% Growth
Residential Building Construction	3,960	5,790	1,830	46.2%
Nonresidential Building Construction	4,010	5,590	1,580	39.4%
Highway, Street, & Bridge Construction	3,110	3,990	880	28.3%
Building Foundation & Exterior Contractors	5,590	7,360	1,770	31.7%
Building Equipment Contractors	10,740	15,030	4,290	39.9%
Wholesale Electronic Markets & Agents & Brokers	6,120	7,500	1,380	22.5%
Automobile Dealers	10,360	14,460	4,100	39.6%
Nondepository Credit Intermediation	9,300	11,870	2,570	27.6%
Activities Related to Credit Intermediation	2,830	3,760	930	32.9%
Insurance Agencies & Brokerages	5,990	7,660	1,670	27.9%
Computer Systems Design & Related Services	20,300	28,320	8,020	39.5%
Management & Technical Consulting Services	9,000	12,390	3,390	37.7%
Office Administrative Services	3,780	5,190	1,410	37.3%
Offices of Dentists	6,990	8,690	1,700	24.3%
Medical & Diagnostic Laboratories	1,540	2,340	800	51.9%

The following table shows the prime knowledge, skills, and abilities employers most commonly require for the occupations in the above table.

Prime Knowledge	Prime Skills	Prime Abilities
Administration and Management	Writing	Written Expression
Computers and Electronics	Critical Thinking	Information Ordering
Clerical	Speaking	Oral Expression
English Language	Complex Problem Solving	Oral Comprehension
Customer and Personal Service	Negotiation	Written Comprehension

The following North Central Texas in-demand occupations are projected to experience annual supply gap in available workforce, increased growth and a specialized employer needs in 2014-2024.

In-Demand Occupation	2014 Emp	2024 Emp	Growth	% Growth
Sales Managers	1,800	2,270	470	26.1%
Computer and Information Systems Managers	1,810	2,430	620	34.3%
Financial Managers	1,850	2,350	500	27.0%
Farmers, Ranchers, and Other Agricultural Managers	34,570	41,460	6,890	19.9%
Construction Managers	2,940	3,670	730	24.8%
Education Administrators, Elementary and Secondary School	2,320	2,870	550	23.7%
Food Service Managers	1,430	1,890	460	32.2%
Medical and Health Services Managers	1,200	1,620	420	35.0%
Property, Real Estate, and Community Association Managers	1,240	1,580	340	27.4%
Managers, All Other	1,880	2,320	440	23.4%
General and Operations Managers	13,050	16,610	3,560	27.3%

Human Resources Specialists	3,080	3,790	710	23.1%
Management Analysts	3,590	4,620	1,030	28.7%
Market Research Analysts and Marketing Specialists	2,350	3,310	960	40.9%
Business Operations Specialists, All Other	4,020	5,000	980	24.4%
Accountants and Auditors	7,580	9,980	2,400	31.7%
Personal Financial Advisors	620	910	290	46.8%
Loan Officers	2,480	3,350	870	35.1%
Computer Systems Analysts	8,100	11,480	3,380	41.7%
Software Developers, Applications	4,170	5,620	1,450	34.8%
Software Developers, Systems Software	4,080	5,360	1,280	31.4%
Network and Computer Systems Administrators	3,530	4,510	980	27.8%
Lawyers	2,200	2,990	790	35.9%
Physicians and Surgeons, All Other	290	400	110	37.9%
Physical Therapists	1,680	2,360	680	40.5%
Speech-Language Pathologists	1,980	2,690	710	35.9%
Registered Nurses	11,850	16,610	4,760	40.2%
First-Line Supervisors of Non-Retail Sales Workers	3,290	4,100	810	24.6%
Insurance Sales Agents	4,280	5,190	910	21.3%
Securities, Commodities, and Financial Services Sales Agents	1,810	2,430	620	34.3%
Sales Representatives, Services, All Other	8,500	10,750	2,250	26.5%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,970	3,710	740	24.9%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,530	10,590	2,060	24.2%
First-Line Supervisors of Office and Administrative Support Workers	9,390	12,020	2,630	28.0%
Supervisors of Construction and Extraction Workers	4,880	6,150	1,270	26.0%
First-Line Supervisors of Mechanics, Installers, and Repairers	2710	3450	740	27.%

Prime Knowledge Areas	Prime Skills	Prime Abilities
English Language	Active Listening	Oral Comprehension
Customer & Personal Service	Reading Comprehension	Oral Expression
Administration & Management	Speaking	Written Comprehension
Economics & Accounting	Critical Thinking	Problem Sensitivity
Mathematics	Judgment & Decision Making	Deductive Reasoning

Response to Local Workforce Development Board Planning Guidelines – Part B

PART B: OPERATIONAL ELEMENTS

Descriptions of Workforce Development System

Programs Included in the WSNCT System

It is the role of WSNCT to be a regional facilitator, connector and convener to address workforce development issues. The following programs support and align with local, state, and national strategies to address the needs of the workforce. The oversight provided by WSNCT ensures that the service provided below are delivered in an integrated and seamless workforce system, delivered through a network of 12 workforce centers, operated and managed by a competitively procured contracted service provider.

Choices Program—Services provided through the Choices program are designed to assist unemployed and under-employed job seekers, who are applicants for Temporary Assistance for Needy Families (TANF) services or are current or former TANF recipients, in preparing for, obtaining and retaining unsubsidized employment. Co-enrollment in job training programs, subsidized employment and On the Job Training (OJT) are components of the program. WSNCT partners with the Health and Human Services Commission (HHSC) to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Choices Non-Custodial Parents Program (NCP)—Services provided through the NCP program are designed to assist noncustodial parents, whose children are current or former recipients of public assistance, in overcoming substantial barriers to employment and career advancement while becoming economically self-sufficient and enabled to make consistent child support payments. WSNCT partners with the Texas Workforce Commission (TWC), the Office of Attorney General (OAG), and the family court county judges to provide participant referrals, supportive services and integrated case management.

Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)—Services provided through this program assists both Able-Bodied Adults Without Dependents (ABAWDs) and SNAP E&T General Population participants by improving their ability to obtain unsubsidized employment and reduce their dependency on public assistance. Workforce center staff provide guidance, instruction and support to assist program participants in preparing for, obtaining and retaining full-time employment. WSNCT partners with HHSC to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Wagner-Peyser Employment Services (ES)—In partnership with TWC, WSNCT is a part of the Texas Model and is responsible to assists employers in filling jobs by recruiting, screening and referring qualified job seekers and assist job seekers in finding employment for which they are qualified.

Workforce Innovation and Opportunity Act (WIOA)— WIOA brings together, in strategic coordination, the core programs of skill development and requires specific accommodation for vulnerable populations

- Employment and training services for adults
- Employment and training services for dislocated workers
- Employment and training services for youth

Trade Adjustment Assistance Program (TAA)— TAA is a federal program created to reduce the damaging impact of imports felt by certain sectors of the U.S. economy.

Rapid Response Services—Rapid response services help workers and employers deal with the effects of layoffs and plant closures, including those that result from increased competition from imports, natural disasters, and other events.

Subsidized Child Care – Access to quality child care is a workforce issue. Child Care provides eligible parents who work, attend school or participate in job training with financial assistance.

WSNCT works through MOUs or cooperative relationships to coordinate and facilitate the delivery of services in other programs. Participants in these programs have access to employment assistance through the WSNCT workforce centers.

Unemployment Insurance (UI) – While the UI program is administered by TWC, workforce centers provide UI claimants with valuable services to assist with filing claims, participating in appeals, and access to Rapid Reemployment Services (RRES).

Vocational Rehabilitation (VRS) Services—Comprehensive work-related services are individualized and are provided by trained Counselors in the TWC VR program, soon to be integrated into the workforce centers. The VR Counselor's role is to facilitate independence, integration, and inclusion of people with disabilities into employment.

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

umbrella of "AEL-North Central Texas Workforce Regional Coalition." Signatories include HHSC, OAG, TWC and North Central's three AEL providers.

Veteran Services—WSNCT works in partnership with the Texas Veterans Commission to ensure individuals seeking services are screened to determine if they are eligible veterans entitled to intensive services from Veterans Program staff.

Senior Community Service Employment Program (SCSEP) - The SCSEP is a community service and work-based job training program for older Americans. The program provides training for low-income, unemployed seniors.

Working with Entities Carrying out Core Programs
WSNCT is committed to the value that integration of programs brings to employers and job seekers. WSNCT administers integrated programs and provides oversight to a competitively procured contractor, ResCare Workforce Services (ResCare) who is responsible for direct service delivery of core programs and the coordination of integrate, related, and possibly co-located, programs not administered by the Board.

Services provided by ResCare include service delivery strategies to employers and job seekers who are able to access a continuum of services. ResCare has the capability of delivering fully integrated and leveraged workforce services to include WIOA Adult, Youth and Dislocated Worker and Displaced Homemaker services, TANF Choices, SNAP Employment and Training, Child Care Assistance, Employer Services, Vocational Rehabilitation, and Trade Adjustment Assistance.

WSNCT ensures that multiple levels of services are offered to employers and job seekers and Wagner-Peyser Employment Services (ES) is among the services available. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of ES services. Under the Texas Model, TWC maintains administrative responsibility while ResCare has responsibility for day-to-day guidance of state ES staff. ResCare shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance. All direction and guidance given to ES employees is consistent with the provisions of state and federal laws, rules and regulations governing the administration and delivery of the ES program. TWC provides technical support and quality assurance to Boards and ResCare through local Integrated Service Area Managers. ResCare coordinates with ES staff to provide universal access to job search and placement assistance, job referrals, labor market information and an array of other to both job seekers and employers.

Unemployment Insurance (UI) claimants are a target population. WSNCT designates a coordinator to communicate with the state on issues related to Unemployment Insurance claimants. Workforce center staff assist UI claimants to apply for UI and to make active

searches for employment. ResCare provides outreach to claimants, assistance with developing an employment plan, and services to provide early intervention to claimants that link them to comprehensive services. Workforce center staff interact with claimants on a regular basis and when aware of issues that affect a claimant's eligibility for benefits, notify the state coordinator.

Beginning September 1, 2016, the Department of Assistive and Rehabilitative Services (DARS) was transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all of the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency. Transition teams made up of individuals from DARS, and TWC began working with WSNCT and on November 17, 2016, WSNCT became one of the first Board areas to fully integrate what is now known as TWC Vocational Rehabilitation Services into a workforce center.

TWC assumed responsibility for the State of Texas Adult Education and Literacy program on September 1, 2013, allowing TWC to prioritize Texas' AEL services around current and future educational demands and workforce development needs. Integration with the service delivery system is vital to a participant's success in the job market, WSNCT actively partners with Adult Basic Education providers to offer instruction, including English as a Second Language (ESL) as a part of a participant's service continuum.

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

Independent School Districts carry out workforce development programs that support alignment of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006.

WSNCT is actively involved with the North Texas P-16 Council and Leadership for Workforce and Education Solutions (LWES) and has worked with school districts to develop programs to prepare students for highly skilled/wage and high-demand occupations.

A review of the Eligible Training Providers list is reviewed on an annual basis and/or when applications are submitted for recertification to confirm that trainings are corresponding with the high-demand and high skilled/wage occupations. WSNCT will continue to pursue funding to increase partnerships with in-school youth through CTE programs; work with employers, colleges, and other training providers in identifying and developing career pathways that include industry recognized stackable credentials, work-based education and training programs.

WSNCT has committed to working with CTE programs throughout the region and has hired a Career Pathways Coordinator whose responsibility is to work with education programs to align

workforce strategies to meet the ever changing needs of the North Texas economy. The primary goals of the Career Pathways Coordinator are to:

- Establish career pathways as a model and driver for increased collaboration between education and workforce development programs.
- Increase completion of education and workforce credentials valued by economic development and employers through career pathways and workforce development programs.
- Expand the pipeline of workers for key industry sectors through career pathway systems.
- Utilize data and reporting for the continuous improvement of the career pathway system.

Description of How the Board Will Work with Core Programs

Expanding Access to Employment, Training, Education, and Supportive Services
Individuals meeting eligibility requirements for core programs are provided a comprehensive needs assessment that addresses, at a minimum, job skills, supportive services, educational skills and deficiencies, accessibility and/or accommodations, barriers to employment, and training needs.

Once needs are identified, resources that can be used to remove barriers to employment are explored, including program funding and leveraging resources through partner agencies and other community resources. Co-enrollment in core programs, when allowable and appropriate may be used to leverage funds and expand access to training, educational opportunities and supportive services.

WSNCT staff from the Business Development Unit work with local employers to identify skills needed and coordinate with workforce center staff, who provide case management to job seekers enrolled in core programs, to match skilled job seekers with quality jobs. AEL partners work with eligible customers participating in core programs to provide vocational workplace literacy. A Career Pathways Coordinator assists local employers and education partners in the development of career pathways.

Information regarding WIOA Individualized Career and Training services is offered at all workforce orientations. Orientation audiences include those attending Rapid Reemployment Services for UI claimants, Rapid Response events, TANF Applicants, and participants who access Supplemental and Nutritional Assistance Programs. Information is shared to inform and educate these participants about workforce services designed to assist the participant in applying for financial aid, WIOA training services, and the development of an Individual Employment Plan that may include access to training services.

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

The Workforce Board partners with community colleges and training providers to improve access to activities leading to recognized postsecondary credentials. The focus of WSNCT career pathways development strategy is on the attainment of industry recognized certifications, and portable and stackable credentials focused on identified Targeted Industries.

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

- Continue to engage employers in sector strategies to develop specific career pathways and identify credentials relevant to specific industries.
- Leverage funding by co-enrolling individuals that are eligible for both WIOA Youth and Adult programs to support training and career pathways.
- Continue development of WSNCT long term relationships with career and technical education institutions that are Eligible Training Providers.
- Seek out stakeholders interested in creating apprenticeship programs.
- Create and implement relationships with CBOs, city/state, and partner agencies to provide exposure for youth to training programs and career pathways.
- Pair the attainment of postsecondary credits with work-based learning opportunities such as on-the-job training and internships, workplace tours.
- Provide information and resources to educators through strategies such as lectures from subject matter experts, forums focused on sector industries.
- Expand the use of the Career Coach portal
- Actively participate in the North Texas P-16 Council and the North Texas Community College Consortium to leverage resources, define, and expand exposure of career pathways.
- Streamline career pathways with the Leadership Workforce and Education Solutions (LWES) and include recommendations for career pathways.
- Coordinating Programs and Services for Target Populations.

Strategies for Coordinating Programs and Services for Target Populations

WSNCT has designed processes that reinforce a highly integrated workforce center system. Whenever possible outreach, recruitment, referrals, intake, assessment, case management and program service delivery are offered seamlessly and are not visible to individuals accessing services.

Strategies and tools for increasing integration include integrating policy components when possible, such as identifying a single local self-sufficiency level; developing MOUs, waivers, referral procedures and other tools; staff capable of assisting customers with a variety of tasks

and information sharing through the integrated information systems of WorkInTexas and TWIST which stores information for multiple workforce programs.

Once needs are identified, resources are used to remove barriers to employment, including program funding and leveraging resources through partner agencies and other community resources. Co-enrollment in core programs, when allowable and appropriate may be used to leverage funds and expand access to training, educational opportunities and supportive services.

Job Seekers and Workers
WSNCT provides services leading to self-sufficient employment to thousands of job seekers each year as well as services to working individuals looking to advance in their careers. Job seekers and workers entering a Workforce Solutions Center may receive a comprehensive needs assessment to evaluate individual strengths and barriers and provide information necessary for individuals to develop an employment plan and start them on a path to reach employment goals. The workforce centers offer an array of services to meet identified needs to include, but not limited to:
•   detailed assessments to identify current skills, aptitudes and desires;
•   resume creation and critique;
•   identification and referral to specific employment opportunities;
•   training and education to include OJT and subsidized employment;
•   job-readiness and pre-employment classes;
•   supportive services such as transportation and childcare;
•   eligibility determination for appropriate federally funded programs and core services; and
•   referrals to additional community services.
Talent Development Specialists are available in Resource Rooms in every center to coach individuals looking for a place to start or continue on a career pathway. Hiring events and workshops covering topics of interest to job seekers and workers are also provided.

Unemployment Insurance Claimants
Unemployment Insurance (UI) claimants are priority customers. Claimants are promptly outreached to offer assistance in job search and career development. UI claimants have access to all job seeker services, information concerning programs and community services, private space to participate in UI hearings, printed materials explaining claim filing, phone numbers and UI rights and responsibilities, computers, telephones, fax, copiers and one-on-one consultation to get them quickly on the path to reemployment.
The Rapid Reemployment Services (RRES) program connects UI claimants likely to exhaust benefits to the workforce system to help them find employment quickly. These claimants have access to orientation, specialized staff assistance, and eligibility determination for programs that might benefit them in their job search.

Veterans

Veterans receive priority service in the WSNCT workforce centers and in all programs and offerings. Working closely with community partners such as the Texas Veteran's Commission, WSNCT maximizes opportunities for the successful transition of veterans into civilian jobs. Workforce centers have signs posted to ensure veterans know they are a priority to workforce center staff and make a special effort to identify them immediately upon entrance to an office. In partnership with the Texas Veterans Commission individuals seeking services are screened to determine if they are eligible veterans entitled to intensive services from Veterans Program staff. WSNCT participates as a partner with TWC in the yearly Red, White and You Hiring Event each year. The statewide job fair connects veterans, their spouses to area employers who value those who have the skills, leadership capabilities, dedication and the team spirit needed to make and employer's business strong and successful.

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

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

Partnerships with experts in the field of Vocational Rehabilitation is key in successfully serving people with disabilities. The workforce center in Corsicana is one of the first workforce centers in Texas to complete the transition of Vocational Rehabilitation staff in a co-located center facilitating the leveraging of resources and expanding services to individuals with disabilities.

Foster Youth
WSNCT policy identifies foster youth as one of its priority customers. Workforce centers strive to identify foster youth entering the offices to ensure they have priority training, program services, support services, and job-readiness classes needed to help them effectively navigate through life challenges and the customized services needed to get them to the next solid step in their career pathway.

Adult Education and Literacy
TWC assumed responsibility for the State of Texas Adult Education and Literacy program on September 1, 2013, allowing TWC to prioritize Texas' AEL services around current and future

educational demands and workforce development needs. Integration with the service delivery system established under WIA is vital to the deployment of WIOA. WSNCT engages and supports AEL grant recipients in activities that promote student success in career and higher education goals.

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

Description of Strategies and Services Used in the Local Area

Facilitating Engagement of Employers
A dedicated Business Development Unit (BDU) employs six Business Development Liaisons (BDLs) co-located on college campuses throughout the region. The BDLs provide outreach to economic developers, employers, and industry sector groups to identify businesses needs and work with ResCare's Business Services Unit (BSU) to develop customized service options addressing specific business needs. Co-location of the BDLs on college campuses has facilitated collaboration between employers and education and training providers resulting in over $6.7 million in customized training awarded through the state funded Skills Development Fund.

Meeting the Needs of Business
North Texas businesses have access to job seekers with a variety of experience, education and skill levels. WSNCT provides a range of support tools that help employers access skilled and productive employees. Dedicated BSUs are located in each of the 12 workforce centers and offer a range of services designed to help employers with hiring and training needs. Universal services provided through the BSUs include applicant recruitment, screening, referral, listing job orders through WorkInTexas, On the Job Training (OJT), assistance with job fairs, access to labor market information, basic employment skills training, information on Work Opportunity Tax Credit, Rapid Response services, and other programs that benefit both job seekers and employers. Customized solutions are available to meet specific needs and may include a variety of services to include testing or prescreening job candidates.

Coordinating with Economic Development
WSNCT understands that linkages with economic development is where labor supply meets labor demand. Recognizing that developing strategies to ensure job seekers are equipped with the skills local employers need, and that those strategies must be aligned with local economic

development organizations, WSNCT organized the Regional Economic Development Group (RED).

RED includes representatives from WSNCT and economic developers practicing throughout the North Texas region. The primary objective of the RED Group is to enhance economic vitality and employment opportunities for the region. RED pools resources to develop, implement, and refine workforce programs and services in partnership, collaboration, and/or via strategic alliances with a network of other workforce/economic development organizations. Through their alliance, RED engages in activities that support understanding the evolving economy, identifying where job growth will occur and developing a well-trained and educated workforce to meet the need. RED has committed to five objectives:

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

RED is engaged in identifying and validating the industries and occupations the Board targets. Before the Targeted Industries and Targeted Occupations Lists are finalized, RED reviews the proposed lists and the data used in the targeting methodology. While a good amount of energy is committed to the gathering and analysis of data for regional economic analysis, the numbers tell only a portion of the story. Data may be able to provide information regarding what business needs and which industries may be regional economic drivers, it cannot account for everything. In order to provide useful information, the data must be validated and the analyst must understand the basis of industrial strengths.   RED plays a very important role in validating numbers and interpreting cause and effect for local economic trends not reflected by numbers such as new businesses moving to the area, current business expansions, and reductions in force.

The Texas Economic Development Council (TEDC) is a professional organization whose diverse members share a common goal of bringing new investment and jobs to Texas. The Basic Economic Development Course (BEDC) provided through TECD focuses on the fundamental concepts, tools and skills needed to be successful in today's political, economic and business environment and provides staff a comprehensive understanding of the keys of successful economic development. BEDC is the first step toward professional certification as an economic developer. WSNCT has provided the workforce development training for the Texas BEDC for

more than 5 years. In order to facilitate understanding and communication with economic development partners, each member of the BDU, from the top down, is required to complete the BEDC, and two BDU staff are currently working toward professional certification as a CEcD. WSNCT has been a member of TEDC for many years and was recently honored to have one of its own named as the first workforce development professional to ever serve on the TEDC Board of Directors and to chair the TEDC's Workforce Development Committee.

WSNCT has a long history of working with the Dallas and Tarrant Workforce Boards on regional workforce development activities through the Regional Workforce Leadership Council (RWLC). The partners have been collaborating with regional chambers and economic development organizations since 2002 to address regional industry sector work and other collaborative efforts that benefit the North Texas region. The RWLC was formed to work together to explore and promote regional sector activities and is well positioned to address changes in the workforce ecosystem. As an experienced group the RWLC understands and embraces the concept of working with economic development partners and fully appreciate how closely workforce development is tied to economic development. The critical nature of the aligned activities and require partners to work and support their respective efforts. Regional economic development projects can range from relocation projects to the development of industry supported certifications, or business closures that can impact the entire region and require a coordinated effort to insure their efforts are coordinated. The structure of RWLC allows partners to focus on local needs while tapping into a regional support structure and to pull together for regional projects when necessary and appropriate.

Strengthening Linkages with UI Programs
WSNCT links services from at the workforce centers to services for Unemployment Insurance claims through a variety of access points. In the event of a major layoff, Rapid Response services may be coordinated with the affected employer to provide services to dislocated workers at the worksite, local center or a remote site. In the event of a business closure or reduction in force, the Mobile Workforce Unit, described on page 79, may be used on-site to provide immediate access to online claim filing and work registration. Individuals may also initiate contact by visiting or calling into the local workforce center.

From the moment that a person becomes unemployed, the local workforce center is often the first stop for services. The workforce center maintains open access to all customers who may need to file for benefits. Workforce staff are available to assist individuals to access services through the Texas Workforce Commission's website. The website contains direct links to much needed information including how to file, when to file, ongoing eligibility requirements for receiving unemployment benefits, etc. The information contained on TWC's website is up to date, accurate, available 24 hours a day, seven days a week and is available in Spanish.

Workforce staff are available to assist customers who may not be comfortable with computers or who need extra help to file their claim.   Customers may be provided with informational print

outs that include clear directions to access Unemployment Information services and processes. Customers may use workforce center resources such as conference rooms to hold appeal hearings for their UI case, fax machines to submit required documentation and computers to access to their claim status. If a customer has an unmet need regarding UI information, center staff may contact a UI representative via a direct line that is not available to the general public. WSNCT staff engage claimants at the earliest point possible. Since quality job referrals come from quality registrations, workforce center staff are available to assist claimants to complete registration in the Work in Texas job matching system.

The Rapid Reemployment Services (RRES) program is a partnership between TWC and WSNCT. TWC uses statistical modeling to rank unemployment benefits claimants based on their likelihood to exhaust unemployment benefits. This process includes a statistical evaluation of numerous work and related factors, including but not limited to length of workforce attachment, occupational field, wage, and location.

WSNCT outreaches those claimants most likely to exhaust their benefits and connects them with reemployment services at the workforce center to help them find new employment as quickly as possible. Claimants receive an orientation and assistance developing an Individualized Employment Plan, and are offered other staff-assisted services at the Workforce Center. Individuals with a score below the cutoff may still be outreached and provided the same or other services, but their participation is voluntary.

COORDINATION WITH ECONOMIC DEVELOPMENT

Coordinating Workforce Activities with Economic Development
WSNCT understands that linkages with economic development is where labor supply meets labor demand. Recognizing that developing strategies to ensure job seekers are equipped with the skills local employers need, and that those strategies must be aligned with local economic development organizations, WSNCT organized the Regional Economic Development Group (RED).

RED includes representatives from WSNCT and economic developers practicing throughout the North Texas region. The primary objective of the RED Group is to enhance economic vitality and employment opportunities for the region. RED pools resources to develop, implement, and refine workforce programs and services in partnership, collaboration, and/or via strategic alliances with a network of other workforce/economic development organizations. Through their alliance, RED engages in activities that support understanding the evolving economy, identifying where job growth will occur and developing a well-trained and educated workforce to meet the need. RED has committed to five objectives:

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Promoting Entrepreneurial Skills Training and Microenterprise Services

WSNCT believes that the local workforce system must not overlook opportunities for job seekers to create their own jobs. However, major barriers must be addressed.

- Guidance at both the state and Federal levels need to be provided to assist local workforce boards with execution strategies.
- Board staff and workforce center staff lack information and training about self-employment as a career option, including accessibility to resources, technical assistance, outreach efforts, available partnerships, assessment processes, and coordination of available funding options.
- Self-employment outcomes are hard to document and, in the current system, entrepreneurship does not fit into existing methods for measuring performance.

Despite the barriers mentioned above, there are ideas WSNCT is considering to promote entrepreneurial skills training and microenterprise services, to include:

- Perform an inventory of potential partners and available resources and services for entrepreneurs and microenterprises such as community college programs and Small Business Development Centers (SBDC).
- Build relationships with potential partners to develop referral networks and promote existing resources and services.
- Leverage resources to promote opportunities for individuals to become self-employed or create companies that provide employment opportunities for others.
- Host workshops taught by local providers focused on best practices on entrepreneurship and microenterprises.
- Act as a resource for access to financial tools.
- Promote awareness and prevention of predatory practices through resources such as the Opportunity Fund and the National League of Cities.

Description of One-Stop Delivery System

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

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

based on the Program Completion Rate and Training Related Entered Employment. Training provider programs with a Completion Rate below 60% or a Training Related Entered Employment Rate below 60% receive a formal notification from WSNCT communicating the expectation for improvement. Training providers who receive notification are afforded the opportunity to present alternative data to dispute the results. If the training providers does not present alternative data, or if alternative data provided by the training provider is not accepted, WSNCT may proceed with removing the provider's program from the eligible provider list.

WSNCT works continuously to ensure training providers are meeting standards of the Board. Sector strategies and employer engagement that encourages direct employer input into the system assists with direction of grant decisions, training program measures, and building out local career pathways in order to engineer a targeted local workforce that meets employer's needs.

Facilitating Access to Services
The WSNCT Workforce Development Area covers more than 10,000 square miles. Budget restraints require alternatives to brick and mortar workforce centers to adequately serve the region. Through technology and partnerships, WSNCT provides access to workforce services not otherwise available to persons in remote areas.

The handicapped accessible Mobile Workforce Unit (MWU) is a moving extension of an operating Workforce Center, aiding WSNCT to bring direct services to customers in areas where there is no traditional workforce center presence. With access to high-speed internet and 13 computer workstations, job seeker customers may search for jobs, improve their resumes, and receive training wherever needed. Employer customers may have access to a mobile human resources office, and communities may provide dislocated workers immediate access to re-employment resources. The MWU has been dispatched to disaster sites such as the one in West, Texas where it was used to assist hundreds of people displaced by a massive fertilizer plant explosion. The MWU provided affected individuals the opportunity to quickly apply for Unemployment Benefits and other disaster relief as needed.
Workforce Solutions for North Central Texas is dedicated to using technology to increase access to services for underserved populations and individuals residing in rural areas. WSNCT is currently working with partner agencies to include partnerships with local government, educators, economic developers, and other community partners in a consortium to develop a four-year plan to address potential barriers that may restrict or diminish access to services.

Within the proposed plan, the consortium workgroup has begun conducting an environmental scan to evaluate the current technology infrastructure, identify gaps, and recommend action that could have a potential to positively impact the designated populations. The scan will address availability of assistive technology, needs assessment, population surveys, Internet Survey Provider (ISP) Study results, current IT infrastructure, desired IT infrastructure, and the availability of anticipated funding.   As a part of the plan, the consortium will evaluate the

possibility of implementing virtual services as a medium for routine services such as Unemployment Insurance (UI) orientations for claimants in remote areas.

Workforce Solutions for North Central Texas is currently transitioning to a paperless environment thought an Enterprise Content Management (ECM) application that enables the efficient management of documents and information. The application is more than a document management system, it has the capacity to build steps within a business process and automatically route documents to the right person at the right time. Customer files are accessible to all staff with the designated security rights/protocols from any location. The system has the capability of capturing, routing, and approving forms within a web-based environment that can resemble the eligibility and intake process performed under WIOA. Common intake processes across multiple programs that utilize similar documents/forms can be maintained within the same electronic file, which reduces instances of duplication of effort. Additionally, the tool has the ability automatically manage the workload of WIOA case managers in accordance with workload and case assignment rules identified by workforce center management. The Child Care Program will become the initial implementer of the application and is expected to "go live" on September 5, 2017 followed by WIOA's implementation no later January 31, 2018.

Compliance with Physical and Programmatic Accessibility
WSNCT has issued Policy and Standard Operating Procedures to ensure the individuals with a disability receive reasonable accommodation and universal access to services.

Annual review of all Workforce Center facilities is conducted using TWC's ADA Monitoring Checklist for Texas Workforce Facilities based on the 2012 Texas Architectural Standards. Any deficits in compliance are reported to the Executive Director in an Internal Monitoring Memo, budgeted as feasible, and tracked through remedy by the Sr. Workforce Facilities Coordinator.

Annual review of WIOA 188 includes:

- Review of notices in files, publications, workforce center postings, and electronic media.
- Review of data regarding services received by persons with disability.
- Situational testing of Workforce Center staff's ability to apply expected procedures/protocols correctly to serve individuals with disability.
- Testing of adaptive equipment and staff knowledge of availability and use of such equipment.
- Review of complaints, formal and informal, regarding alleged non-compliance with 29 CFR 38.
- Review of EO Officer training, reporting structure, and policy review.

Deficits in workforce center staff training and support for addressing the needs of individuals with disability are addressed as findings in monitoring reports received by the Board and are

followed through resolution which includes tracking service provider procedures and staff training.

WSNCT has adopted the comprehensive 2012 Texas Architectural Standards used by Vocational Rehabilitation (formerly Department of Adult Rehabilitative Services) to not only meet, but exceed the accessibility standards under WIOA.

Roles and Resource Contributions of One-Stop Partners

According to WD Letter 03-16(2) the required partners administering programs and activities include:

- WIOA adult, dislocated worker, and youth programs;
- the Wagner-Peyser Employment Service program;
- the Adult Education and Literacy program;
- the Vocational Rehabilitation (VR) program;
- the unemployment insurance program;
- the Trade Adjustment Assistance program;
- the Temporary Assistance for Needy Families program;
- the Job Corps program;
- the YouthBuild program;
- Native American and Migrant and Seasonal Farmworker programs;
- the Senior Community Service Employment Program;
- Career and Technical Education programs;
- U.S. Department of Labor Employment and Training Administration Community Services Block Grant programs;
- ex-offender programs under the Second Chance Act; and
- programs administered by the U.S. Department of Housing and Urban Development.

Many of these partners are integrated into the one-stop system and coordinate with ResCare. Resources from each program are leveraged to contribute to the day to day operations of the workforce centers. Center staff work closely with referral agencies to provide services to program customers and work directly with Texas Veteran Commission to coordinate services to Veterans. WSNCT has a strong relationship with AEL provider partners within the North Central Texas region and has established the AEL/Workforce Regional Coalition to identify and address strategic and operational gaps and strive for continuous improvement in performance for both partners. Vocational Rehabilitation Services is being integrated into the WSNCT workforce system. The workforce center in Corsicana is one of the first workforce centers in Texas to complete the transition of VR staff in a co-located center facilitating the leveraging of resources and expanding services to individuals with disabilities.

Type and Availability of Adult and Dislocated Worker Employment and Training Activities

Adult services are provided to help job seekers who are at least 18 years old succeed in the labor market. WIOA establishes a priority in the adult program for serving low-income individuals, recipients of public assistance, and individuals lacking basic work skills. Dislocated worker services are provided to workers who have lost their job, through no fault of their own. The goal of dislocated worker services is to help these individuals obtain quality employment in in-demand industries. WSNCT provides the following services to Adults and Dislocated Workers:

Career Services - Career services for adults and dislocated workers are available in 11 of the 12 workforce centers in WSNCT. Basic and individualized services are provided as appropriate, and adequately resourced, and may include the following:

- Determinations of whether an individual is eligible to receive assistance
- Outreach, intake (including worker profiling), and orientation to information and other services available through the Texas workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search and placement assistance, career coaching, information on nontraditional employment and in-demand industry sectors and occupations;
- Referrals to and coordination of activities with other programs and services, including programs and services within the WSNCT workforce system and, when appropriate, other workforce development programs;
- Workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas, information on job skills necessary to obtain the vacant jobs listed, and information relating to Target Occupations and the earnings, skills requirements, and opportunities for advancement in those jobs;
- Information on eligible providers of training services;
- Information about how WSNCT is performing on local performance accountability measures, as well as any additional performance information relating to the Texas workforce system;
- Information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program (SNAP), assistance through the earned income tax credit, and assistance under a state program for Temporary Assistance for Needy Families (TANF), and other support services and transportation provided through that program;

- Information and assistance regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA;
- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include, diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan;
- Group or individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-Up Services;
- Training Services.

Coordination with Statewide Rapid Response Activities

Rapid Response services are designed to transition dislocated workers from layoff status to productive employment as quickly as possible. These services apply from the time of the initial layoff notification until the worker is reemployed or enrolled in WIOA formula funded services. This process provides the seamless transition of dislocated workers from Rapid Response services to longer-term employment or training services if appropriate.

Rapid Response services are initiated upon receipt of notification of an impending layoff or closure by the Rapid Response Team which consists of the Texas Workforce Commission (TWC) Dislocated Worker Unit, the Board Rapid Response Coordinator (BRRC), the TWC Unemployment Insurance (UI) Field Representative and the Local Rapid Response Coordinator (LRRC). Notification can occur in the following formats:

- Worker Adjustment Retraining Notification Act (WARN notice);
- A telephone call from an employer, labor union or employee at a company with an impending layoff;
- Affected workers begin using Workforce Center services and notify staff therein;
- An article in a newspaper or other publication;

- Notification from a community organization; or
- A Trade Adjustment Assistance (TAA) Petition filed with the Department of Labor (DOL).

The layoff notification is then shared with the Team and contact is established with the employer within 48 hours to investigate, confirm, offer and coordinate Rapid Response services. If possible an Onsite Management Meeting with the employer is scheduled.

The purpose of the Onsite Management Meeting is to provide the employer with an overview of the Rapid Response program and its early intervention services and Unemployment Information. The meeting is held as soon as possible and includes attendance of designated Team members and all appropriate company personnel and union and/or bargaining unit representatives. As a member of the Team the TWC UI Field Representative is part of developing the Rapid Response plan and may be assigned duties under the plan as appropriate. Rapid Response services are provided on location whenever possible.

A TWC UI Field Representative will brief the employer on relevant UI filing processes including mass claims, and Shared Work. Upon completion of the Onsite Management Meeting the TWC Dislocated Worker Unit is notified and provides a tracking number. This tracking number is used to record information about the affected workers and the layoff event into the TWC's TWIST database.

Type and Availability of Activities for Youth
WSNCT's youth service provider serves at-risk, in-school and out-of-school youth. WSNCT provide services to youth participants who fall into the following barrier categories:

- Foster Care/Aging out of Foster Care Youth
- Youth Offenders
- Youth with Disabilities
- Basic Skills Deficient
- English Language Learner
- Parenting or Pregnant
- First Generation College Student
- Habitually Truant
- No Substantial Work Experience: no work history or unstable work experience.

The Youth workforce investment activities are provided by a direct case manager called a Talent Development Specialist (TDS), who provides one-on-one intake, assessment, and individual service planning with the participant. Services are tailored to the individual participants needs with the TDS acting as an advocate for the participant's access to both in-house and local

community stakeholder's services. Stakeholders include but are not limited to, Adult Education and Literacy grantees, secondary and post-secondary schools, and local employers.

Youth with disabilities are served to enable the participant to successfully achieve employment and/or educational goals. Partnerships with experts in the field of Vocational Rehabilitation and mental health is key in successfully serving youth with disabilities.

The WSNCT WIOA Youth Program has implemented the 14 program elements required under WIOA guidelines. All Youth Talent Development Specialists (TDS) have resources to provide the 14 program elements listed below to provide to all eligible youth.   Each element is available year-round and are geared towards preparing the youth in becoming self-sufficient in the working world. Services are specific to the individual need of the youth.

- Academic/educational enhancement skill (tutoring) provided through a system of referrals, collaboration with providers of such services, or procured through a competitive process by WSNCT.
- Alternative secondary school services referrals are made as appropriate.
- Paid, unpaid work experience, and/or internships are arranged when appropriate and in accordance with the youth's Individual Service Strategy.
- Occupational skills training in targeted occupations as determined by the North Central Texas Board area.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social behaviors offered through ResCare Academy.
- Supportive services for youth program participants include referrals to community services, assistance with transportation, childcare and dependent care, housing costs, referrals to medical services, uniforms or other appropriate work attire, tools, and protective gear.
- Adult mentoring opportunities through coordination with school district mentoring programs, community groups or through a nomination from youth's participants. Partnering with and referrals to existing mentor programs are pursued.
- Follow-up services, including necessary supportive services, provided for a minimum of twelve months after exit from the youth program.
- Comprehensive guidance and counseling including referral to services outside of the scope of employment and training.
- Financial Literacy - WSNCT uses the Federal Deposit Insurance Corporations (FDIC) Money Smart Program and ResCare Roadmap to Success workshop for financial literacy. Both curriculums are a no cost curriculum resource that help individuals build financial knowledge, develop financial confidence, and use banking services effectively.

- Youth participants who are interested in entrepreneurial skills training are referred to their local Small Business Administration where information is provided on how to start and manage a business.
- Labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services.
- Transition to post-secondary education and training such as financial aid prep, SAT/ACT prep, student loans, school applications, scholarship applications, costs, etc.

WSNCT offers services to youth with disabilities that include a direct link to employment opportunities in the form of On-the-Job Training and Paid or Unpaid Work Experience. WSNCT partners with agencies that specifically serve disabled youth, such as MHMR and Vocational Rehabilitation, to leverage funds and services so that the youth's needs are appropriately addressed. On-the-Job training opportunities create an avenue for workforce staff to develop specific job opportunities customized to the interests and specific needs of the participant. The employer directly invests in their own workforce pipeline by developing a customized employee training plan to fit their business needs. In the Paid or Unpaid work experience model youth are provided an opportunity to develop in vivo basic work skills as well as occupational skills under the guidance of a real world employer. The experience gained through the development of skills, work experience, career/industry exploration, networking connections and confidence is a valuable first step in developing an occupational or education pathway.

Since the program began in October of 2014, WSNCT has placed participants in 104 Subsidized Work Experience slots and 9 On-the-Job Training Slots.

Coordination with Secondary and Post-Secondary Education Programs
WSNCT has committed to working with secondary and post-secondary education programs throughout the region and has hired a Career Pathways Coordinator whose responsibility is to work with education programs to align workforce strategies to meet the ever changing needs of the North Texas economy.

The primary goals of the Career Pathways Coordinator are to:

- Establish career pathways as a model and driver for increased collaboration between education and workforce development programs.
- Increase completion of education and workforce credentials valued by economic development and employers through career pathways and workforce development programs.
- Expand the pipeline of workers for key industry sectors through career pathway systems.
- Utilize data and reporting for the continuous improvement of the career pathway system.

WSNCT will work with core programs to continually expand partnerships with Independent School Districts (ISD), adding additional community /junior colleges, and four (4) year universities to the Leadership for Workforce and Education Solutions (LWES) workgroup maximizing available services and increase diversity by:

- Teaming with the Business Development Unit to outreach educational institutions within the 14 counties and partner with additional internal stakeholders to streamline services and eliminate duplication.
- Continued commitment to membership and participation with Texas Administrators of Continuing Education (TACE), Education Service Centers (ESC), North Texas Community College Consortium (NTCCC), P-16 Council and National Career Pathways Network (NCPN).
- Continuous obligation to address the benefits and challenges associated with WIOA as it relates to education and workforce fundamental to the WSNCT's economic competitiveness through Leadership Workforce and Education Solutions (LWES) and P-16 Council.
- WSNCT will inspire and promote usage of "Career Coach" (https://dfwjobs.emsicareercoach.com/) and "Texas Career Check" (http://texascareercheck.com/) with ISDs and Workforce Centers to assist students in finding good careers by providing the most current local data on wages, employment, job postings, and associated education and training.

Description of how Transportation and Support Services Are Provided

WSNCT covers fourteen counties encompassing more than 10,000 square miles in a diverse WDA that includes rural and urban centers. Each community has community resources dedicated to the support of their citizens. Each local workforce center updates a listing of their local providers on a bi-annual basis. These community referral lists are made available to all participants at workforce orientations and any workforce center visitor, free of charge. WIOA Title 1 participants who have support service needs are referred to these community service providers, workforce center staff assist the participant to guide them through the access process.

As part of the individual assessment process, Talent Development Specialists conduct a needs assessment to determine strengths and barriers to participation in workforce activities. If support service needs are identified the TDS will provide the participant with community referral information to access local resources. In cases where community resources are not available WIOA support services may be offered. The TDS will work with the participant directly to ensure that all local referrals are addressed, that supporting documentation is obtained and the request is generated timely. Transportation assistance may be offered via bus or transit passes, or transportation reimbursement via a reloadable debit card.

Plans, Assurance and Strategies to Avoid Duplication of Wagner-Peyser Services
As part of the Texas Model, ES staff are embedded into the one-stop delivery model. Services are provided by ES staff are a part of this integrated workforce system. All center staff duties and responsibilities are clearly outlined and are aligned with the overall roles and responsibilities of workforce system. Staff receive comprehensive training in the integrated model and how each program/function interacts and impacts all programs in the service delivery model. Center staff are cross trained to ensure services are provided consistently across all programs to provide efficiencies.

Centers conduct daily huddles and weekly meetings with all staff to discuss needs of employers and job seekers to avoid duplication of services. Weekly conference calls are held with management to ensure information is shared at all levels. Meetings with all staff share information regarding changes to processes, new directives, as well as challenges identified in the system. All staff coordinate and work hiring events as a team. Workforce Center Managers provide daily supervision of ES staff and their functions consistent the supervision of all center staff. Management works with TWC Integrated Service Area Managers on HR concerns and keeps them informed of any potential issues.

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

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

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

Basic and secondary instruction and services provided to adults enable them to effectively acquire the basic educational skills necessary for literate functioning, to participate in job training and retraining programs, to continue education to at least the completion of secondary school, and to obtain and retain employment. WSNCT partners with three (3) AEL grant recipients to deliver services within the 14-county workforce area.

MOU's for customer referral, coordination/integration of services, provision of program delivery and services have been established with HHSC, OAG, TWC and North Central's three (3) AEL providers, which was established under the umbrella of the AEL-North Central Texas Workforce Regional Coalition.

How the Board Will Review Local AEL Applications
The Board will identify a review team and implement the review of proposals for the local adult education competition based on Agency guidance.

Entity Responsible for Disbursal of Grant Funds (North Central Texas Council of Governments)

In 1993, Texas lead the nation by building a workforce development system created to improve service delivery through local control and coordination of services through integrated programs. On May 23, 1996 Governor George W. Bush certified the North Central Texas Workforce Development Area (WDA) and on July 25, 1996, the Chief Elected Officials of the fourteen county WDA signed a partnership agreement forming the North Central Texas Workforce Development Board (Board). The NCTCOG was selected to be the Board's fiscal agent, grant recipient and administrative agent. In an effort to improve branding across the state, the Board joined with its 27 partners across the state and became generally known as Workforce Solutions for North Central Texas (WSNCT). The Partnership Agreement remains in effect today and WSNCT has celebrated 20 years of successful operation.

Competitive Process for Award of Sub-grants and Contracts
The competitive process used in awarding grants and contracts complies with federal procurement principles, TWC directives and the TWC Financial Manual for Grants and Contracts, which requires "full and open competition", fair and equal treatment, and "arms-length" relationships with all potential proposers. These principles are addressed in policies and procedures, which require that: (1) selection of a service provider shall be made on a competitive basis to the extent practicable; (2) the process be conducted according to strict ethical standards, including a code of conduct for Board members and staff, and a policy to guard against "real or apparent" conflicts of interest; (3) confidentiality and non-disclosure of submission information are maintained prior to the procurement decision; (4) a policy of openness and access to public records apply after the decision; and (5) fairness and objectivity are maintained in evaluation of applications, selection, negotiations, and contract management. Positive efforts are made to

utilize small, minority and female owned or operated organizations in the provision of services. These efforts allow those sources maximum feasible opportunity to compete for a contract.

The final selection is based on a system that best serves the interests of the North Central Texas Workforce Development Area. The award of a contract is made only to a "Responsible Contractor" who has demonstrated competence and qualifications, including: a satisfactory record of past performance, contractor integrity and business ethics; fiscal accountability; financial and technical resources; ability to meet the requirements of the RFP, and any applicable regulations of the Board's funding sources.

Negotiated Local Levels of Performance

Board Contract Year (BCY) '17 formally contracted performance targets used to measure performance of WSNCT have not been finalized. Once the BCY17 targets have been finalized, the Local Plan will be updated with negotiated targets and accessible by the public.

BCY17 formally contracted performance measures and available performance targets as of November 9, 2016:

BCY17 Performance Measures	BCY16 Target	BCY16 Performance	BCY16 % of Target	BCY17 Target
Claimant Reemployment w/in 10 Weeks	50.13%	51.84%	103.47%	52.04%
# Employers receiving WF Assistance	8,182	9,395	114.83%	8,193
Choices Full Work Rate	50.00%	56.73%	113.46%	50.00%
Avg Kids Served Per Day – Discretionary At Risk	N/A	N/A	N/A	4,860
Employed Q2 Post Exit – Adult	N/A	N/A	N/A	77.70%
Employed Q4 Post Exit – Adult	N/A	N/A	N/A	75.40%
Credential Rate – Adult	N/A	N/A	N/A	67.80%
Median Earnings Q2 Post Exit – Adult	N/A	N/A	N/A	$4,490
Employed Q2 Post Exit – DW	N/A	N/A	N/A	80.00%
Employed Q4 Post Exit – DW	N/A	N/A	N/A	76.90%
Credential Rate – DW	N/A	N/A	N/A	64.40%
Median Earnings Q2 Post Exit – DW	N/A	N/A	N/A	$7,130
Employed/Enrolled Q2 Post Exit – Youth	N/A	N/A	N/A	68.80%

Employed/Enrolled Q4 Post Exit – Youth	N/A	N/A	N/A	82.00%
Credential Rate – Youth	N/A	N/A	N/A	66.60%
Employed/Enrolled Q2 Post Exit – All Participants	N/A	N/A	N/A	61.00%
Employed/Enrolled Q2-Q4 Post Exit – All Participants	N/A	N/A	N/A	81.40%
Median Earnings Q2 Post Exit – All Participants	N/A	N/A	N/A	51.57%

BCY16 performance targets and performance outcomes formally contracted with the Texas Workforce Commission.

BCY16 Performance Measures	BCY16 Target	BCY16 Performance	BCY16 % of Target
Claimant Reemployment w/in 10 Weeks	50.10%	51.84%	103.47%
# Employers receiving WF Assistance	8,182	9,395	114.83%
Staff Guided Entered Employment	80.00%	80.62%	100.78%
At Risk Employment Retention	78.00%	82.64%	105.95%
Total Job Seekers Educational Achievement	80.50%	83.37%	103.57%
WIA Youth Placement in Employment/Education	69.00%	76.02%	110.17%
WIA Youth Literacy/Numeracy Gains	58.00%	66.67%	114.95%
Choices Full Work Rate - All Families	50.00%	56.73%	113.46%
Avg # Children Served Per Day - Combined	5,553	5,804	104.52%

Remaining a High Performing Board

Workforce Solutions for North Central Texas is continuing on a performance driven journey in becoming a High Performance Organization; creating and implementing an environment where the employee has greater involvement and responsibility. During this process, WSNCT chose to rethink the standard organizational practices, creating efficient workflow methods to be implemented within the workforce centers.

In July 2016, in partnership with North Central Texas Council of Governments, WSNCT received the Achievement of Excellence in Procurement® (AEP) award from the National Procurement Institute, Inc. (NPI) for the sixth consecutive year. The AEP award was established by NPI in 1995 and recognizes organizational excellence in public procurement. The criteria are

designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

In February 2016, Workforce Solutions for North Central Texas (WSNCT) was recognized by the Quality Texas Foundation for having applied at the Progress level of the Texas Award for Performance Excellence. Quality Texas recognizes Texas institutions seeking feedback and guidance along their journey to implementing and refining a management system for performance excellence. In its fourth year of involvement with Quality Texas, WSNCT has begun the Malcolm Baldrige National Quality journey. As the National Institute of Standards and Technology (NIST) stated, "Baldrige applicants know that the journey is not about receiving a Presidential Award. It's about getting expert feedback on where they are and where they need to be. It's about having the tools to examine all parts of their management model and improve processes while keeping the whole organization in mind."

Organizations everywhere are looking for ways to effectively and efficiently meet their missions and achieve their visions. Thousands of organizations use the Baldrige Criteria for Performance Excellence to guide their enterprises, improve performance, and get sustainable results. This proven improvement and innovation framework offers organizations an integrated approach to key management areas:

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce focus
- Operations focus
- Results

The Baldrige Criteria can be adapted to fit unique challenges and culture, help evaluate performance, assess where improvements or innovation are most needed, and get results.

In February 2016, the Board submitted the Quality Texas Commitment Level application for consideration. Working with a premier state award process, such as Quality Texas, WSNCT will be poised to receive important recognition and feedback at the national level.

WSNCT has continued to intensify performance improvement efforts and is continuing to utilize Performance Improvement Teams (PITs) as a medium/methodology for problem solving. The designated PITs are assigned a process or service to review, evaluate and recommend changes to it. After review and approval by the Director for Workforce Development, the improvements are communicated, executed and data gathered to determine the impact on operations, as well as sustainability. WSNCT closely monitors performance and service delivery quality to identify areas needing improvement. Using data analysis tools such as "Tableau," graphically displays

data in a manner best suited for decision making looking beyond mandated performance measures and assists with developing local indicators that demonstrate effectiveness. These areas include customer skills gains, employment outcomes, and business growth and/or retention.

Training Programs and Individual Training Accounts

Informed customer choice is a cornerstone of the Workforce Innovation and Opportunity Act. WSNCT provides access to training services using a process of an individual participant assessment coupled with the development of an individual employment plan to assist the job seeker in the decision to take advantage of training services. WSNCT has developed a list of targeted industry sectors that includes;

- Digital Technology
- Corporate Headquarters
- Healthcare
- Financial services
- Agribusiness
- Advanced Manufacturing
- Energy
- Distribution and warehousing

WIOA participants are directed to labor market information to review job and industry growth, and wage information.

WSNCT is fortunate to have a full array of qualified and competitive eligible training providers within the North Central Texas area. WSNCT is constantly recruiting providers and programs and currently the local Eligible Training Provider system includes 353 approved programs provided by 32 proprietary schools, 12 community colleges, 1 statewide technical college and 2 universities. WIOA participants have full access to the ETPS list of training providers and their performance data. Participants are encouraged to fully evaluate all training providers and program offerings to earn an industry recognized credential. WSNCT assists the participant to determine all sources of grant funding options to cover the costs of training, such as applying for PELL grants, local and state grant options, and veterans funding, if eligible. Workforce center staff work closely with participants to develop a budget to cover tuition and living expenses related to training throughout the training period. The ITA comes in the form of a voucher that allows the participant to work directly with the training provider.

WIOA training services under section 134 are offered in the form of on-the-job training placements. The Business Services Consultants work hand in hand with WIOA TDSs on behalf of the WIOA participant. The Business Consultants promote the WIOA candidates directly to employers who are in need of developing a strong workforce with customized skill sets that

immediately benefit their business needs. The OJT placement is structured using the same assessment and plan development to identify the participant strengths and occupational interests. WSNCT employs the use of an OJT contract with the employer for wage reimbursement.

Integrated Intake and Case Management

WSNCT is transitioning to a paperless environment through an Enterprise Content Management (ECM) application that enables the efficient management of documents and information. Customer files will be accessible to all staff with designated security rights/protocols from any location and documents can be routed to complete intake and case management functions among and between programs. The system can capture, route, and facilitate approval of documents through a web-based environment. Common intake processes have the capability to fully integrate intake and case management between programs that utilize the same or similar documents/forms and are maintained within the same electronic file. Additionally, the tool has the ability automatically manage the workload of WIOA case managers in accordance with workload and case assignment rules identified by workforce center management. The Child Care Program will become the initial implementer of the application and is expected to "go live" on September 5, 2017 followed by WIOA's implementation no later January 31, 2018.

Information gathering for implementation of workforce programs is underway and the development stage is scheduled to launch in the Fall of 2017 with an anticipated "go live" date anticipated in mid-2018.

Priority of Services

Workforce Solutions for North Central Texas ensures that veterans and eligible spouses receive priority of service for all Department of Labor-funded job training programs, including Workforce Innovation and Opportunity Act (WIOA). Individualized Career and Training Services must be given on a priority basis, regardless of funding levels, in the following order:

1. Eligible veterans and eligible spouses, as defined in WD Letter 25-15, who are also recipients of public assistance, low income, or basic skills deficient
2. Foster youth and former foster youth, as defined in WD Letter 43-11, who are also recipients of public assistance, low income or basic skills deficient
3. All other individuals who are recipients of public assistance, low-income, or basic skills deficient, as defined in Texas Workforce Commission's Workforce Innovation and Opportunity Act: Guidelines for Adults, Dislocated Workers and Youth
4. All other eligible veterans and eligible spouses
5. All other foster youth and former foster youth
6. Unemployed individuals
7. Individuals who lack a high school diploma or GED
8. Individuals who lack a post-secondary degree or professional certification

The Board approved policy on priority of services is included as Attachment B.

Limits and Duration of Individual Training Accounts

WSNCT intends to impose limits on the duration and amount of ITAs to be implemented in accordance with further guidance regarding WIOA performance requirements. WSNCT will continue to operate under current local policy until the feasibility of setting limits and its impact on performance can be ascertained. The Local Plan will be updated upon adoption of an updated local policy.

Design Framework for Youth Programs

WSNCT WIOA Youth Program has implemented the 14 program elements required under WIOA guidelines. All Youth Talent Development Specialist (TDS) have access to the 14 program elements listed below to provide to all eligible youth.   Each element is available year-round and are geared towards preparing the youth in becoming self-sufficient in the working world. Services are specific to the individual need of the youth.

- Academic/educational enhancement skills (tutoring) are provided through a system of referrals, collaboration with providers of such services, or procured through a competitive process by WSNCT. Based on assessed need, each youth's TDS will serve as an advocate for the youth's program participant to facilitate the youth's acceptance and participation in the services offered by the school district such as tutoring opportunities before or after school, proprietary learning centers or individual tutors. ResCare Academy system is available for students to access in each county. In addition, instruction for non-English and limited English speaking customers is provided, through collaboration with ESL providers. An ever-present undercurrent of case management for youth participants is the importance of lifelong learning, with an emphasis on dropout prevention guidance and information as needed.

- Alternative secondary school services referrals are made as appropriate. The TDS will assist the participants in determining the school that best fits their needs within their selected county, make contact with the school to schedule an appointment for school assessments, and assist participant get enrolled into the program.   For youth program participants already enrolled in an alternative school upon entry into the youth program, supportive case management is provided with an emphasis on dropout prevention and academic achievement to aid in the completion of the alternative school program. WSNCT will assist alternative education programs by providing GED tutoring services or referrals to community partners for any youth wanting to participate.

- Paid, unpaid work experience, and/or internships are arranged when appropriate and in accordance with the youth's Individual Service Strategy in order to provide further employment experience and opportunities. Work experience/career exploration and

internships are arranged in either the public or private sector with the selection of the worksite dependent upon the youth's needs and interests. The development of specific worksites is contingent upon the distinctive career interests of participants, though efforts made towards establishing and maintaining existing working relationships with employers through such activities as job shadowing, job fairs, mentoring, and employer service delivery. The assignment of individual youth to a work experience/career exploration activity is contingent upon the youth's desire and need to gain work experience and occupational skills in a particular field of interest and/or to improve work readiness or occupational skills. An orientation class is provided to youth participants prior to starting a worksite/career exploration experience or internship activity which will enhance soft skill development, job seeking and retention strategies, and an introduction to labor market information. Both ISY and OSY may participate.

- Occupational skills training is promoted in the youth program by emphasizing the benefits of training and employment in targeted occupations as determined by the North Central Texas Board area. Participants who desire traditional classroom training are assisted with applying for financial aid, including PELL grants, through youth's staff, as well as, the local community colleges financial aid staff. Participants are referred to the WIOA Adult or Dislocated Worker program for additional assistance with occupational skills training. Customized training and pre-apprenticeship training are additional opportunities explored in unique circumstances, which deem these types of specialized trainings beneficial. Special projects may be developed to offer occupational skills training that will lead to placement in entry level positions with the possibility of leading to advancement to targeted occupations.

- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster aligns with on-the job training and subsidized work experience.

- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social behaviors are offered in collaboration with other entities. Each participant placed on the leadership track is assigned courses offered through ResCare Academy.

- Supportive services for youth program participants include referrals to community services, assistance with transportation, childcare and dependent care, housing costs, referrals to medical services, uniforms or other appropriate work attire, tools, and protective gear. The Youth is assisted in accessing community providers of supportive services, and if unavailable WIOA funds may be used to provide allowable support.

- Adult mentoring opportunities are made available for the period of participation, as well as during follow-up for a minimum of twelve months. Mentoring may be provided through coordination with school district mentoring programs, community groups or through a nomination from youth's participants.

- Follow-up services, including necessary supportive services, are provided for a minimum of twelve months after exit from the youth program.   The intensity of the services provided, as well as the needs of the individual youth, is considered when determining the appropriate level of follow-up services. During follow-up, the youth is invited to participate in many of the activities of the youth program including continued participation in Youth Leadership Events, other group activities, and career counseling and referral. WIOA Youth program alumni's self-esteem is enhanced by continued involvement with the youth groups by providing a forum for sharing successes and to serve as a role model for current participants. The most important element of follow up is continued contact with the Youth TDS and other caring adults, such as mentors, in connection with the youth program. The principles of quality case management are utilized in determining the frequency of contact during follow-up. A minimum of monthly contacts is conducted. The TDS will continue direct contact efforts to provide the opportunity for immediate intervention if any work or educational problems arise. Indirect contact of the youth's employer or educational provider may be utilized as the TDS monitors the youth's progress as needed. Furthermore, efforts are made to establish an understanding that assistance is available during the 12 months following exit from the youth program and to encourage communication with staff.

- Comprehensive guidance and counseling are available to each youth program participant, including referral to services outside of the scope of employment and training issues via referrals using the appropriate counties community service list. If a determination is made that the participant is in need of more intensive counseling services such as, alcohol & drug abuse, family or individual these services may be available if competitively procured as a support service.

- Financial Literacy - WSNCT will use the Federal Deposit Insurance Corporations (FDIC) Money Smart Program and ResCare Roadmap to Success workshop for financial literacy. Both curriculums are a no cost curriculum resource that helps individuals build financial knowledge, develop financial confidence, and use banking services effectively. Financial literacy is incorporated on the individual service plans and used by all participants.

- Youth participants who are interested in entrepreneurial skills training are referred to their local Small Business Administration where information is provided on how to start and manage a business.

- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services.

- TDS's will provide guidance to youth to help prepare for and transition to post-secondary education and training such as financial aid prep, SAT/ACT prep, student loans, school applications, scholarship applications, costs, etc.

All program elements are available to eligible youth through WSNCT contracted service provider or through community agency referrals.

Registered Apprenticeship

WSNCT will continue to solicit training and education providers to include Registered Apprenticeships to submit applications for eligibility to receive WIOA funds for educational programs. WSNCT will focus outreach to apprenticeship programs in occupations on the Targeted Occupations list that are lacking other training options. A review of the eight Targeted Industries is performed to identify potential opportunities to recruit apprenticeship programs.

Apprenticeship Texas

WSNCT will join the Texas Workforce Commission in any efforts to promote Apprenticeship Texas when appropriate by:

- Hosting events
- Posting information on web pages and social media outlets
- Talk about the program to employers
- Distribute information provided by the program
- Providing press releases to media contacts

Response to Local Workforce Development Board Planning Guidelines – Part C

Description of the Process Used by the Board to Provide a 30 Day Comment Period

The Board's plan was available for public comment online, as well as in hard copy upon request. The plan was posted to the Board's website, www.dfwjobs.com, from January 18, 2017 to February 27, 2017.   Ads inviting local comment were placed in nine local papers and and an email soliciting comment was sent to major stakeholders such as elected officials and education partners via Constant Contact. Comments could be submitted by email and contact information was listed on the website.

The plan was listed on the agenda for the North Central Texas Workforce Development Board's meeting on January 25, 2017. This meeting served as a public hearing and opportunity for business, labor, economic development, education and other local entities to comment on the plan.

Texas Workforce Investment Council Requirements - Part 1

Focus on Employers

Board Strategy

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

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

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

BDLs are required to maintain direct contact with each of the 90 economic development organizations in the region. In order to facilitate communication, The BDLs are required to complete the Basic Economic Development Course provided by the Texas Economic Development Council within their first year of employment. The Business Services Supervisors are members of TEDC and IEDC and at least two members of the Team are working toward CEcD certification. The Business Development Manager is a member of the TEDC Board of Directors and is Chairman of the TEDC Workforce Committee.

Quantitative Outcomes
- $6,752,830 in active Skills Development Fund grants with another $499,520 in evaluation at the time of writing
- Increase in Participation in Hiring Red White and You Veteran's Job Fair
- Establishment of 1 Collaborative Industry Cluster Groups Per Year.
- Reengagement of Logistics Industry Sector FY 2017
- Digital Technology Industry Cluster FY 2017
- Banking and Finance and Corporate HQ Industry Cluster FY 2018
- Agribusiness and Bio-Economy Cluster FY 2019

Engage in Partnerships

Board Strategy
The Technology Consortium Workgroup, informally chartered by the Executive Director of the North Central Texas Workforce Development Board, was created to generate viable technology-based solutions and services that are designed to increase access to Workforce Development services for the disabled and individuals residing in the rural areas of the WSNCT region. The Workgroup, consisting of interagency partners, community based organizations, and the private sector, functions as a parallel team with all members having equal standing and most decisions made by consensus. Each partner organization has committed to designate representatives with the appropriate skills, understanding and commitment to effectively contribute to the mission of the group. Membership currently includes The North Central Texas Council of Governments, Texas Workforce Commission Vocational Rehabilitation Services, Gearbox Software, L-3 Communications, North Central Texas College, Frisco Economic Development Corporation, Education Service Center Region 11, Texas Workforce Commission, Texas Veterans Commission, ResCare Workforce Services, Texas Health & Human Services Commission, and Samaritan Inn. The Consortium Workgroup may make recommendations to develop, implement, and evaluate technology for newly proposed services targeting individuals with disabilities and individuals residing in rural areas. Significant deliverables assigned to the Consortium Workgroup include the completion of an Internet Service Provider (ISP) Study, Job Seeker Needs Assessment, Proposed Technology-Based Service Delivery Plan, Service Implementation Plan, Service Utilization Assessment Tool,

Expected Quantitative Outcomes
The Expected Outcomes for the Consortium Workgroup Team are correlated to goals and sub-goals identified in the WSNCT Strategic Plan. Overall, the expected outcome of the Technology Consortium Workgroup is to identify, implement, and evaluate the effectiveness of implemented technology-based services targeting selected populations for the purpose of increasing access to services through technology.

- Development of a Technology-Based Workforce Solutions Service Delivery Plan.
- Complete an Internet Service Provider (ISP) study that identifies internet service availability and capabilities within rural areas.
- Complete a needs assessment of targeted populations.
- Evaluate effectiveness of services and the technology infrastructure that supports them.

Align System Elements

Board Strategies
Inspire North Texas - In 2015, Workforce Solutions for North Central Texas (WSNCT) initiated a local partnership with the Frisco Economic Development Corporation to address workforce needs for local high-tech businesses with a focus on the digital gaming industry. Local industry leaders to include PVP Live, Gearbox and MAGNIN & Associates, and the International Game Developers Association were paired with representatives from the Economic Development and Tourism Office and Representative Scott Turner's Office. Educational partners including Southern Methodist University and Collin College participated in the organizational meeting. The goal of the meeting was to bring partners together to identify solutions addressing industry needs for the digital technology industry sector and to gather information from industry representatives on their most pressing workforce needs.

On November 17, 2016, Workforce Solutions for North Central Texas (WSNCT) in partnership with the Frisco Economic Development Corporation and with Gearbox Software as its champion, launched Inspire North Texas, a digital technology sector-development initiative. The purpose of Inspire North Texas is to provide employers and employees in the technology sector a place to network and share ideas, identify industry-related needs, and create a strategy to identify training and certifications needed to expand and enhance the available workforce. Participation at the initial gathering, which focused on the gaming sub-sector, included approximately 35 attendees to include Gearbox Software, 1GNITE/Zigatta/LaunchPad City, Nerd Kingdom, Chaney Sports Group, InfoDefense, Total Apps, Bottlerocket Studios, TFA Gaming, OpTic Gaming, Anthro Interactive, rEvXP, and Thompson Land Engineering. Educational and community partners in attendance included representatives from the Frisco EDC, Frisco ISD, Frisco CTE Center, Frisco CVB and SMU Guildhall. A private LinkedIn group for technology sector employers and employees with an interest in the North Texas region was introduced to facilitate sector strategy meetings and to gather and share information and ideas while continuing the momentum from this event. The Frisco EDC took the networking opportunity to introduce a prospect (OpTic Gaming) to the local support and partnerships available to gaming companies. Impact Project - The North Texas IMPACT Project, funded through a DOL H-1B Technical Skills Training Grant, was born out of the necessity to bridge the gap between the unmet needs of employers and a civilian workforce lacking the necessary skills to compete for the middle skill positions. Even with a robust technology base in the Dallas/Fort Worth metropolitan area the unemployment rate among individuals with information technology skills was 8.3% in 2013. The

region's telecom services, communications equipment manufacturers, and computer system designers had more job openings than qualified local applicants. With hundreds of vacant positions and a labor force lacking necessary skills to fill the need, it became necessary for local IT/high-tech companies to conduct worldwide searches for vacant positions. The North Texas IMPACT Project was created to bridge the gap.

WSNCT in partnership with AT&T, IBM, Lockheed Martin, Labinal Power Systems, and North Central Texas College, applied for and received a $4.99 million grant, supported through funding from the Department of Labor. The grant provided necessary training to long term unemployed and incumbent workers providing participants with the ability to stack new credentials on top of existing credentials and add value and increasing the opportunities to gain employment, retain employment, or advance to higher level positions.

Child Care Quality - WSNCT Child Care Services uses a portion of its funding to promote and support Quality initiatives for child care providers in the North Central Texas area. Part of the Quality funding is used to assist Early Childhood Professionals progress in their education and/or career through scholarships for higher education. WSNCT awards 15-20 reimbursement scholarships each year to individuals who are pursuing degrees in Child Development or a related field at a community college or a 4-year university. WSNCT sponsors scholarships for individuals who wish to receive their Child Development Associate (CDA) Credential, a nationally-recognized credential that individuals can pursue to expand their knowledge and/or advance in their career within Early Childhood Education.

Quantitative Outcomes
- Launch of Digital Technology Sector Strategy Linked in Group
- Award of $50,000 Workforce Local Innovation Partnership Grant training 44 incumbent workers
- Expansion of the sector strategy group to include L3, Raytheon, Innovation First, Code Authority, NTEC, The WERX McKinney, HCL America, Guild of Software Architects, Transplace, and Captured Dimensions
- Over 6,400 incumbent workers received necessary training, skills, and certifications to address skills shortage in the IT & STEM industries within the Dallas/Ft. Worth region.
- 140 long-term unemployed/under employed participants with STEM work experience received IT training.
- Annually, 80-100 individuals complete a 120-hour training course as a first step in achieving their CDA Credential.
- Annually, 15-20 reimbursement scholarships are awarded to individuals pursuing degrees in Child Development or a related field at a community college or a 4-year university

Improve and Integrate Programs

Board Strategies

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

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

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

The BDU is in the implementation phase of a plan for a collaborative CRM model in which information can not only be shared between the various internal departments in the WSNCT system, but also with external partners such as economic development organizations and education partners. Once the project is complete, and with the appropriate permissions, both internal and external partners may share information collected from interactions with customers. For example, feedback gathered by the BDU from an employer regarding needed technical support could enlighten workforce center staff about recruiting needs, inform training provider

partners about the need for customized training that might be of interest to the employer, and at the same time an economic development partner is apprised that resources may be needed to assist in a retention or expansion opportunity. The purpose of the collaboration is to improve the quality of customer service, and, as a result, increase collaboration and reduce duplication among essential partners regardless of distance and time barriers. CRM can instantly make a common plan everyone can follow, notify partners of updates, and link them to other projects when necessary. Sharing the CRM between partners automates repetitive processes by freeing up time such as scheduling group tasks and setting due dates and allow for the upload of pertinent documents that can easily be shared among partners.

Expected Quantitative Outcomes
- Increased communication between internal and external partners
- Ability to collect and share data between internal and external partners
- Improve decision making
- Reduce duplication
- Increased collaboration in resourcing

Texas Workforce Investment Council Requirements - Part 2

Top Three Industry Clusters/Sectors

Workforce Solutions for North Central Texas has identified three key industry clusters:

- Warehouse, Logistics, and Distribution
- Professional and Technical
- Advanced Manufacturing and Construction Technologies

The Workforce Solutions for North Central Texas has found consistent growth and exports in the industries which make up the clusters. WSNCT has seen increased overall population, and economic growth and the influx of people moving to North Central Texas is not expected to slow over the next decade. The majority of industries are expanding locally and relocating from all over the country to the area.

The northern section of the WSNCT Development Area has seen rapid growth in professional services, Information Technology start-ups, corporate headquarters and an emerging insurance industry. Throughout the region there have been increases in manufacturing production and employment. The demand for construction to accommodate rapid growth in the region creates in-region purchases from manufacturing. Growth in manufacturing creates a need to distribute manufactured goods, and a demand for warehouses. All of these industries are major purchasers of local professional and technical services.

When reviewing the in-region purchases between all of the industries making up the clusters, the same industries continued to appear as the highest purchasers. The exchange of goods within the region, are indicative of an interwoven industrial relationship. The exports and growth rates higher than state and national levels are indicators of continued demand within these industry clusters.

	Current			Historical				Forecast		
	Four Quarters Ending with 2016q3			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3			Over the Next 10 Years		
Industry	Employment	Avg. Annual Wages	Location Quotient	Employment	WSNCT	TX	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Ann Growth %
Warehouse, Logistics and Distribution	129,510	$71,230	0.96	29,265	5.3%	3.4%	2.3%	31,449	36,956	2.5%
Professional and Technical	164,713	$68,459	1.02	36,103	5.1%	3.1%	2.4%	41,662	51,365	2.8%
Advanced Manufacturing and Construction Technologies	207,459	$73,480	1.08	41,324	4.5%	2.6%	2.2%	48,166	50,786	2.2%

Top Five Occupations for Which Demand Exceeds Supply

The top 5 occupations for which employer-demand exceeds the number of available workforce was identified by reviewing the industry-occupation mix for each cluster to identify the most employed occupations within that cluster and then determining if that occupation is expected to have an annual gap.

Top 5 Occupations Warehouse, Logistics and Distribution Industry Cluster

SOC	Title	Current Employment	Regional Average Wage[1]	10-Year Total Demand	Annual Supply Gap	Education Required
53-3032	Heavy and Tractor-Trailer Truck Drivers	7,280	$40,000	3,031	14	Postsecondary non-degree award
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4,445	$73,500	1,951	53	High school diploma or equivalent
15-1132	Software Developers, Applications	3,387	$100,400	2,435	149	Bachelor's degree
13-2011	Accountants and Auditors	2,884	$76,600	2,114	118	Bachelor's degree
11-1021	General and Operations Managers	2,802	$132,700	1,709	92	Bachelor's degree

Top 5 Occupations Professional and Technical Industry Cluster

SOC	Title	Current Employment	Regional Average Wage[1]	10-Year Total Demand	Annual Supply Gap	Education Required
15-1132	Software Developers, Applications	3,801	$100,400	2,671	149	Bachelor's degree
13-2011	Accountants and Auditors	3,477	$76,600	2,507	118	Bachelor's degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	3,318	$59,600	1,479	92	High school diploma or equivalent
11-1021	General and Operations Managers	3,138	$132,700	2,024	92	Bachelor's degree
13-2072	Loan Officers	3,123	$75,700	1,552	25	Bachelor's degree

Top 5 Occupations for Advanced Manufacturing and Construction Technologies Industry Cluster

SOC	Title	Current Employment	Regional Average Wage[1]	10-Year Total Demand	Annual Supply Gap	Education Required
47-2031	Carpenters	4,013	$33,200	1,828	134	High school diploma or equivalent
15-1132	Software Developers, Applications	3,901	$100,400	2,503	149	Bachelor's degree
11-1021	General and Operations Managers	3,883	$132,700	2,201	92	Bachelor's degree

13-2011	Accountants and Auditors	3,331	$76,600	2,295	118	Bachelor's degree
47-1011	Supervisors of Construction and Extraction Workers	3,027	$62,500	1,292	80	High school diploma or equivalent

Planned Strategies to Address Worker Shortages

WSNCT is aware of the changing needs of employers imposed by a fast paced and ever evolving competitive environment and designs programs to meet their increasingly complex requirements. The need to strengthen the workforce system to address worker shortages focuses on three primary strategies, talent acquisition, talent retention, and talent development.

Talent Acquisition
With 76% of the online population now on social media, talent acquisition has undergone a significant transformation and it has never been easier to find and source candidates online, the challenge is in the outreach. With the unemployment rate at less than 4% at the time of this writing, it is becoming harder to recruit top candidates since it is likely they are not actively looking work or are being contacted by other companies too. In a talent market as competitive as DFW, finding top talent means being able to reach out to candidates who are underemployed and looking for opportunities to advance.
LinkedIn, and other social media platforms, have changed the way talent recruitment works by giving recruiters access to underemployed workers on a massive scale. Active job seekers are now competing with candidates who don't necessarily need a job. So, while WSNCT continues to assist with traditional methods to help business attract talent, the focus for the next four years is on maximizing the use of social media for both recruiters and job seekers.

- Ensure job seekers are provided basic traditional job search skills and are well prepared to engage with employers in a professional manner.
- Ensure job seekers referred to open position match the requirements and expectations of the employer.
- Train workforce center recruiters on the effective use of social media platforms to recruit talent.
- Train job seekers on the effective use of social media platforms to seek employment.
- Ensure every job seeker has an email address, resume conducive to electronic job search, and a profile structured to establish a robust on-line professional identity.

Talent Retention
Hiring talented employees is just a start to creating a strong workforce. High employee turnover costs business owners in time and productivity. Retention of talent begins with ensuring the job seeker and the employment opportunity are a great match. Low unemployment rates mean

recruiters and employers must shift their mental framework from terms of abundance to terms of scarcity.

- Ensure the candidate meets the profile and skill needs of the employer before referral
- Maintain a strong Business Development Unit that can provide employers with information on retention strategies
- Promote work-based learning programs such as internships, on-the-job training, and apprenticeship.
- Ensure access to customized training programs to up-skill current workers

Talent Development

Effective talent development strategies require WSNCT to continuously identify and address the gaps skills workers have and skills employers require for the future. Training programs at all levels must be aligned with the strategies of local economic development requirements of the business community. Continuous gathering of business intelligence and comprehensive planning identifies opportunities to develop and maintain a pipeline of key talent.

- Maintain a robust system of gathering and analyzing business intelligence
- Develop and or strengthen collaboration with economic development and training providers
- Align training programs with the needs of business.
- Create highly skilled talent pools that meet the needs of business.

Attachment A – WIOA High Demand Occupation List
Attachment B – Board Approved Policy on Priority of Services