



**TEXOMA WORKFORCE DEVELOPMENT BOARD
d/b/a
WORKFORCE SOLUTIONS TEXOMA**



COOKE, FANNIN, & GRAYSON COUNTIES

**LOCAL STRATEGIC PLAN
PROGRAM YEARS 2017 - 2020**

Local Workforce Development Board Planning Guidelines Program Years 2017–2020

Introduction

Under the Workforce Innovation and Opportunity Act (WIOA) §108, each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Local Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Local Plan must be developed openly and be available to the public for comment for 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Local Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (**CEOs**) and the Board **will** review the local plan, and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

Part A: Strategic Elements

The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:

Boards' Vision

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part A: Strategic Elements, Board's Vision - #1

Workforce Solutions Texoma serves as the convener to engage partners, employers and community members in developing strategies to support current and future workforce needs. To achieve this goal, we participate in bringing together economic development, education, industry, local elected officials and other key partners to the table, to collaborate and develop strategies to support regional economic growth and self-sufficiency and maximize workforce resources. We offer opportunities for individuals to remove barriers to employment and pursue developing the skills, training and education they need to obtain or retain employment that will lead to financial stability and economic security. We support our employers in providing trained, qualified workers that will fill their current and future openings.

Workforce Solutions Texoma Board has 3 regional goals:

1) Connecting business/industry with education

Strategies:

• **Meetings with Local Partners**

Texoma routinely meets with economic developers and employers to gather information regarding the employment needs of current and prospective employers. These groups also discuss skills gaps and strategies for addressing them.

• **Middle Skills Committees**

Two Committees, Manufacturing and Healthcare, have been formed to address the middle skills gaps in Grayson and Fannin Counties by designing in-school programs for high school students. These committees, made up of local employers, economic developers, Workforce and Grayson College have designed curriculum to meet industry standards therefore offering certificates and degrees that are industry recognized. As a result of actions taken by the Manufacturing Committee, youth participants can start their career pathways in the 10th grade and graduate high school with certificates that serve as a foundation for future degrees. Over 30 area employers have participated in focus groups to explore this program and they have agreed to give hiring preference to the students who complete certificate programs offered as a result of this committee's recommendations. Manufacturers and economic developers are so committed to this program they have agreed to pay tuition, books and supplies for any high school student who wishes to enroll. The program is available to both in-school and out-of-school youth as well as adults.

Gainesville Economic Development Corporation, Workforce and North Central Texas College have collaborated to design programs that allow high school students to graduate with an associate degree. Multiple programs in manufacturing and healthcare are available to youth in Cooke County through this collaboration.

The Healthcare Committee addresses the skills gaps in the healthcare industry. Representatives from the area hospitals, nursing homes, economic development, and community colleges attend the healthcare committee meetings to discuss strategies to address the skills gaps in Texoma. The committee is working to develop programs for high school students to begin a career pathway in healthcare. In cooperation with the community college one new program, CNA/PCT, was started in Fall, 2016. The goal of the committee is to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare.

• **Business Education for Teachers (BET)**

The Business Education for Teachers project places high school teachers in business and industry settings during the summer. During the intensive week-

long experience the teachers have an opportunity to learn what their students face when they enter the workplace; see how the subject they teach translates to the work local businesses do; discover what employers expect in relation to attendance, attitude, and other work ethic factors; and build valuable linkages with local companies. These linkages give teachers a source for classroom presenters and field trips. At the end of the week-long project the teachers meet together, share their experiences, and talk about the basic skills workers will need in order to be successful. They also work together to identify strategies for how to take what they learned into the classroom.

The project began with a partnership between Workforce and the Denison Development Alliance (Economic Development entity) and in 2012 expanded to include Sherman ISD teachers and the Sherman Economic Development Corporation. In 2015, it was expanded to both Fannin and Cooke County ISD's and economic development entities. In 2016 a total of 34 teachers from 9 ISD's in Grayson, Fannin, and Cooke Counties participated.

The project gives priority to teachers in the Science, Technology, Engineering and Math (STEM) field as well as teachers from other disciplines the opportunity to participate. Funding for the project is currently provided by a grant from the Texas Workforce Commission local economic development organizations and Workforce. Texoma already has commitment for matching funds for the project in 2017 from individual ISD's and economic development entities should we receive the TWC grant.

2) Increasing literacy levels through adult education

Strategies: Through work with community partners, Workforce Solutions Texoma has been working to provide opportunities to increase literacy levels since 2004. Community partners who have provided support in increasing literacy levels include:

- Texoma Council of Government's Texoma Housing Partners, providing public housing in 18 cities in the Texoma Housing Partners Consortium;
- Bonham Independent School District;
- Grayson College
- North Central Texas College;
- Four Rivers Outreach, a local faith-based organization for individuals with substance abuse and homelessness;
- Fannin County Headstart;
- Fannin County Court Appointed Special Advocates (CASA);
- Fannin County Adult Probation;
- Fannin Literacy Council;
- Bertha Voyer Memorial Library; and
- Publicly elected officials

Texoma has provided staff to be on the Board of the Fannin Literacy Council in Fannin County and has worked with the Texas Workforce Commission's Adult Education and Literacy (AEL) provider, Grayson College, since they were awarded the AEL program contract in 2013. Successes include Texoma assisting the AEL provider in establishing a foothold in Fannin County and developing a relationship with the Fannin Literacy Council. In 2016, the Fannin Literacy Council and the AEL provider developed a joint program that will save funding for both organizations. As a result of this partnership, AEL now is providing high school equivalency and English language classes in two separate locations in Fannin County.

We provide space in our Grayson and Cooke County workforce centers for the AEL provider to conduct classes.

3) Regional Planning

Strategies:

- As a result of a common labor shed between Southern Oklahoma and North Texas, the respective workforce boards decided to develop the Texoma Regional Consortium (TRC) which was formed in 2005 as a partnership with the Southern Oklahoma Workforce Board, Workforce Solutions Texoma and the economic development organizations across the two-state region. TRC has hosted several planning summits, received numerous awards for innovation, participated in the USDOL Driving Transformation project, and has leveraged over \$1.5 million in local, state, and federal funds.

The Consortium developed a Regional Economic and Workforce Development Plan, and organized three workgroups, Manufacturing, Healthcare, and Education. The work of the Consortium and the workgroups has been the impetus for numerous local collaborative projects.

The current Steering Committee of TRC includes the Texoma Workforce Board and the Southern Oklahoma Workforce Board.

- Texoma Regional Branding Project - Workforce Solutions Texoma served for three years on the Steering Committee for the Texoma Regional Branding Project. A regional brand was created to assist the Texoma region with economic and community development and with tourism. Impacts to a regional brand are great. Partners from both Texas and Oklahoma worked together with a consulting firm to develop a regional brand which was rolled out in 2015.

Partners in the Branding Project include:

- Chickasaw Nation of Oklahoma
- Choctaw Nation of Oklahoma
- City of Durant, Oklahoma
- Denison Chamber of Commerce
- Denison Development Alliance
- Lake Texoma Association

- North Texas Regional Airport
- Southern Oklahoma Development Authority
- Southern Oklahoma Workforce Board
- Texoma Council of Governments
- Workforce Solutions Texoma

The developed regional brand was identified as follows:



As a partner in the development of this regional brand, Workforce Solutions Texoma also changed their logo to correspond with the regionally identified logo:



Members of the Texoma Workforce Development Board staff also serve on several committees which are involved in planning for the region including:

- Center for Workplace Learning Advisory Committee,
- Family Self-Sufficiency Coordinating Committee,
- Fannin Literacy Council,
- Texoma Area Paratransit System (TAPS) Advisory Board,
- the Texoma Human Resource Managers Association,
- the Fannin County Manufacturing Roundtable,
- the United Way Board,
- Grayson College Foundation Board,
- Texoma Council of Government's Community Service Advisory Council (CSAC), and
- the Sherman Boys and Girls Club.

Also, one-stop operator staff also serve on/attend the following meetings:

- Community Resource Coordination Group (CRCG),
- United Way,
- Gainesville Area Chamber of Commerce,
- Grayson County Social Services Association, and
- the Texoma Regional Transportation Planning Group.

In addition, as Ad-Hoc Committees are formed by system partners, Workforce Solutions is asked to participate and provide input on employment trends, employer needs, training, and other workforce related issues.

Workforce Solutions Texoma is in a positive position to achieve the performance goals set forth under the Workforce Innovations and Opportunity Act (WIOA). Year after year, Texoma has met or exceeded performance established under the Workforce Investment Act and we feel confident we will be able to do the same for WIOA performance measures. Even though Texoma has not been assigned current performance targets, we are aware that WIOA has the following performance measures:

- Employed Q2 Post Exit – Adult
- Employed Q4 Post Exit – Adult
- Credential Rate – Adult
- Median Earnings Q2 Post Exit – Adult
- Employed Q2 Post Exit – DW
- Employed Q4 Post Exit – DW
- Credential Rate – DW
- Median Earnings Q2 Post Exit – DW
- Employed Q2 Post Exit – Youth
- Employed Q4 Post Exit – Youth
- Credential Rate – Youth
- Employed/Enrolled Q2 Post Exit – All Participants
- Employed/Enrolled Q2-Q4 Post Exit – All Participants
- Median Earnings Q2 Post Exit – All Participants
- Credential Rate – All Participants

From the number of performance measures as noted above, Texoma is aware that WIOA increases the accountability and reporting requirements for local Boards. The fact that WIOA has common performance accountability measures among core partners is positive factor for our system and for our Board area. The Texas Workforce Commission has oversight of the following core partners:

- Title II – Adult Education and Literacy
- Title III – Wagner-Peyser Act of 1993
- Title IV – Rehabilitation Act of 1973

By working with employers and developing strong, work-based training relationships, Texoma expects to have greater employment placement and retention. Workforce Solutions Texoma has strong ties with the Adult Education and Literacy (AEL) programs administered in all three counties through Grayson College and an MOU to support information sharing between our programs to assist our mutual customers and referrals of customers in need of both of our services. Texoma has also provided space in two of our workforce centers (Grayson County and Cooke County) for Grayson’s AEL program to use in providing classes to both AEL and Workforce customers.

In addition, Texoma has staff funded through Wagner-Peyser funds in our one-stop center and works continuously with them to ensure employers and job seekers needs are served, which will assist in meeting established performance measures.

The Texas Workforce Commission (TWC) brought the Rehabilitation Act-funded programs under the TWC umbrella in September, 2016. Even prior to this time, we have had a strong local working relationship with our Vocational Rehabilitation partners and had their staff in our one-stops on multiple days of the week in order to better serve our mutual customers and have provided space in two of our workforce centers (Grayson County and Cooke County) to provide classes to both AEL and Workforce customers.

All three of these partner programs (Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation) have a seat on our Board and a voice in our strategic mission and goals.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part A: Strategic Elements, Boards’ Vision - #2

The core programs of the Workforce Innovation and Opportunity Act (WIOA) must work together in order to form a well-rounded and effective workforce system. In Texas, all of these programs are under the direct oversight of the Texas Workforce Commission with some of them being administered by local workforce Boards and others in close partnership with local Boards. Workforce Solutions Texoma administers all WIOA Adult, Dislocated Worker and Youth Programs through the one-stops in the Texoma WDA. Wagner-Peyser programs are also administered in Texoma one-stops through the Texas Model in partnership with the Texas Workforce Commission (TWC). The Board works closely with the competitively procured service provider who provides WIOA programs in Texoma. Board staff meet weekly with the service provider to review performance; monthly to review budgets, and frequently to ensure all local partners are involved where appropriate.

The Texas Workforce Commission (TWC) recently took over administration of the Rehabilitation Act Title I programs and plans are underway for these programs to be co-located in the Denison Workforce Center. TWC also has oversight for the Adult Education and Literacy Act (AEL) programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma Workforce Development Area (WDA). Texoma works closely with the AEL program in our region through a MOU agreement to ensure all Workforce and AEL customers receive needed services. The AEL provider provides classes in two of our three Workforce Centers. This past year, Texoma has assisted the AEL provider in establishing a foothold in Fannin

County and developing a relationship with the Fannin Literacy Council. Texoma has two staff on the Fannin Literacy Council Board and was able to work with both the Fannin Literacy Council and the AEL provider to develop a joint program that will save funding for both organizations. As a result of this partnership, AEL now is providing classes in two separate locations in Fannin County.

The chart below outlines the WIOA Core Programs, entity administering the programs and each program’s location in the Texoma Workforce Development Area.

WIOA Core Programs	Program Administered by	Program Location
WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL)	Texas Workforce Commission through Workforce Solutions Texoma	Workforce Solutions Texoma
Wagner-Peyser Act employment services administered by DOL	Texas Workforce Commission in partnership with Workforce Solutions Texoma under the Texas Model	Workforce Solutions Texoma
Adult Education and Literacy Act programs administered by the Department of Education (DoED)	Texas Workforce Commission through Grayson College	Grayson College in the Workforce Solutions Texoma WDA with AEL classes currently provided in two of our workforce centers
Rehabilitation Act Title I programs administered by DoED	Texas Workforce Commission	Vocational Rehabilitation Staff currently provides VR services in all three workforce centers on specified days of the week. All Texoma VR staff and programs to be moved in the Texoma Denison Center One-Stop

In order to better align resources in the Texoma area, Board staff also participate on various advisory boards and committees such as the Center for Workplace Learning at Grayson College, the Manufacturing and Healthcare Committees, and the Workforce Initiative Steering Committee. All of these groups are made up of and led by local employers.

Economic and Workforce Analysis

3. A regional analysis of the following:
 - a. The economic conditions, including existing and emerging in-demand industry sectors and occupations, as well as targeted occupations
 - b. The employment needs of employers in existing and emerging in-demand industry sectors and occupations

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part A: Strategic Elements, Economic and Workforce Analysis - #3

Workforce Solutions Texoma's regional Workforce Innovation and Opportunity Act (WIOA) plan reflects up-to-date data and analysis about the region's economic condition, business/ industry needs, as well as our population's job skills. Our regional plan's strategies are customer-driven and intended to meet the needs of both employers and jobseekers. Texoma reviews and analyzes current data to identify ways to continuously improve our regional economy. Texoma seeks to achieve the following outcomes:

- Use data-driven strategies to identify and validate industry needs and determine what existing resources can be leveraged to design a strategy to meet those needs
- Continue to engage employers of all sizes to provide input in the development of our targeted occupations list and job training programs.
- Work to ensure WIOA's targeted populations are served more effectively through use of best practices and data-driven strategies.

In 2015, a Workforce System Analysis Project was undertaken. The project was funded by the Denison Development Alliance, Sherman Economic Development Corporation and Workforce Solutions Texoma. The focus of this analysis was to identify gaps in the local workforce. A focus of the report was the impact of shortages on advanced manufacturing and healthcare sectors. Pertinent excerpts from this report follow:

Businesses worry about the ability to grow and compete because they cannot find workers with the right skills. At that same time, many Americans continue to struggle with unemployment and underemployment, and finding full-time work that pays a competitive wage. A growing skills gap has created a mismatch between the demand and supply of skills. Businesses worry about the ability to grow and compete because they cannot find workers with the right skills. At that same time, many Americans continue to struggle with unemployment and underemployment, and finding full-time work that pays a competitive wage. A growing skills gap has created a mismatch between the demand and supply of skills. Currently in the U.S. about 69 million people work in middle-skills jobs, representing roughly 48% of the workforce. Labor market experts estimate that as many as 25 million, or 47%, of all new openings from 2010 to 2020 will fall into the middle skills range.

One of the categories forecast to be hardest hit by the middle-skills shortage is skilled production workers (machinists, welders, cutters, etc.) who accounted for 51 percent of manufacturing employment in 2012. For example, the number of welders has already fallen from 570,000 in 1988 to fewer than 360,000 in 2012.

The impact of a robust and growing manufacturing sector has a ripple effect on the economy. On average, each manufacturing job supports 2.5 jobs in other sectors, and each dollar in final sales of manufactured goods supports \$1.35 in output from other sectors of the economy.

Health care is a job producing force nationally, as it is in the Texoma region. Nationally, ambulatory health care services added more jobs than any other industry sector from 2001 to 2013.¹¹ Private hospitals and nursing and residential care facilities have also been among the big gainers. Nearly two-thirds of middle skills jobs in health care are in one of four sectors: general medical and surgical hospitals, nursing care facilities, offices of physicians, and offices of dentists.

In the Skilled Trades sector, 21% of workers are 55 or older, and 29% are 45 to 54. Today, the average age of a welder in the United States is 55, and he or she is likely to retire within 10 years. Accounting for these retirements and the current talent pipeline, the American Welding Society estimates that, by 2020, there will be a shortage of 290,000 welding professionals.

Workforce development best-practices suggest that companies and regions manage their workforce pipelines like they manage their supply chains. This means investing in workforce planning, and creating roadmaps for closing existing gaps. A supply chain approach to workforce development should be based on collaboration between educators, employers, economic development agencies and workforce entities.

The report recommended best-practices for a workforce supply chain model beginning in middle-school and continuing through post-secondary education that could be implemented in the Texoma region. The project goal was to identify a model that would close skills gaps in Texoma, attract more large employers, and provide a skilled workforce that would help Texoma employers to be more globally competitive. Some report recommendations included:

1. Create two Regional Sector Strategy Steering Committees: one for Advanced Manufacturing and one for Health Care. Designate an individual to take ownership for each of these committees. The majority of the committee membership should be business and industry representatives, and they should implement the Best Practices for Business and Industry Involvement in Talent Pipeline Development listed on page 11 of the report.
2. Offer the high school programs through a Dual Credit model, leading to one or more Level I College Certificates, which then articulate into Associate degrees. This will enable each ISD in the region to offer these clusters and share expenses for classroom space, equipment, and teachers.
3. Incorporate nationally recognized industry certifications that are portable and stackable into the curriculum, and encourage employers to utilize these in their hiring practices. Require experiential learning in the form of summer internships as part of the two-year model.
4. Develop a regional web portal for career pathways and career awareness in advanced manufacturing and healthcare.
5. Monitor supply and demand of middle skills workers on an annual basis, and adjust program capacity up or down in response.

6. Designate one or more individuals whose sole responsibility is career awareness among middle school and high school students across the region, including engagement of counselors, teachers, and parents.
7. Consider applying for federal resources to expand educational capacity in Advanced Manufacturing and Healthcare Occupations.
8. Analyze and adopt a web-based program such as “Nepris” to facilitate connections between industry, educators, and students.

Since the final report was issued in April of 2015, Texoma has made significant progress toward creating a new pipeline of future workers in both manufacturing and healthcare. The following has been accomplished:

- Recommendation #1: Workforce has partnered with thirty employers in the creation of a manufacturing-focused Middle Skills Committee with a Steering Committee. The chair of this committee is Mark Anderson, the Plant Manager for Emerson. The Middle Skills Committee meets monthly with the Steering Committee meeting quarterly. Focus of the group to address skills gaps is to target the community with videos, site tours for students and parents, teacher externship projects, and develop other projects in line with additional recommendations from the Workforce Systems Analysis Project.

A separate Healthcare Committee was also established and is chaired by Candy VanSant, the Director of Education at the Texoma Medical Center, Workforce Solutions Texoma Board Chair, and Chair of the Texas Association of Workforce Boards (TAWB). This committee meets monthly and is in the process of developing curriculum in conjunction with Grayson College. Training will be targeted to healthcare career pathway development and training. Workforce will continue to work with the Committee over the next few years to assist in these projects.

- Recommendations #2 & 3: In response to recommendations from the Manufacturing Committee, both Denison and Sherman schools, in cooperation with Grayson College, began offering a manufacturing career pathway available to sophomore students the Fall 2016 school year. Students will be able to complete a Level I Manufacturing Technology Certificate before they graduate and will be able to attain the Level II certification after graduation upon completion of three additional courses. Curricula for the courses was developed by area manufacturers involved with the Middle Skills Committee and Grayson College.

In addition, both schools, in cooperation with Grayson College, have also implemented the new CNA/PCT Certificate program that began in Fall, 2016, for high school students. This program was initiated in response to recommendations from the Healthcare Committee.

- Recommendation #4: A website has been created, www.madeintexoma.com. The site was created in Fall, 2016, and is currently a work in progress. Website contributors are representatives on the Middle Skills Committee. The website will be available for educators to use in educating students about careers in manufacturing and healthcare and to assist in the creation of classroom curriculum. The site will house information on products of local manufacturing companies, manufacturing and healthcare company videos, Manufacturing Day resources for teachers, Business Education for Teachers videos and highlights, and Manufacturing career resources for both students and teachers.
- Recommendation #6: With the financial support of the Denison Development Alliance (Economic Development entity), Sherman Economic Development Corporation and Grayson College, an individual has been hired to promote career pathways among both middle and high schools in the region. This individual also works to engage counselors, teachers, and parents concerning the benefits of youth obtaining training so they can work in jobs that are in our region. This position is housed at Grayson College in the Center for Workplace Learning Department.
- Recommendation #8: Nepris was purchased by the Denison Development Alliance in 2015 for use in the Denison Independent School District and by the Sherman Independent School District's Career and Technology Education (CTE) program for use in Sherman schools in 2016. Nepris is available to both educators and students. Schools are using Nepris to reach out to industry content experts to assist educators in connecting students with real-life examples of the world of work. Nepris technology is used virtually so teachers and students can connect with industry experts without leaving the classroom. This software also provides industry leaders a pathway to educate students on the benefits of working in different industries.

Workforce Solutions Texoma is committed to continuing to work with these committees and area business leaders to implement as many of the recommendations from the Workforce Systems Analysis Project as possible and continue to promote the benefits of providing a skilled workforce in our region.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part A: Strategic Elements, Economic and Workforce Analysis - #4

Texoma's in-demand industry sectors and occupations, sorted by Average Annual Growth Percent follow:

NAICS	Industry	Current			Historical	Forecast		
		Four Quarters Ending with 2016q1			Total Change over Last 5 Years	Over the Next 10 Years		
		Employment	Avg. Annual Wages	Location Quotient*	Employment	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
6216	Home Health Care Services	2,629	\$31,019	3.49	203	503	1,498	4.6%
6214	Outpatient Care Centers	95	\$40,683	0.22	-37	22	43	3.8%
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	345	\$20,122	0.75	-53	81	155	3.8%
2371	Utility System Construction	785	\$56,123	3.17	115	202	346	3.7%
6213	Offices of Other Health Practitioners	405	\$48,077	0.80	7	94	162	3.4%
6219	Other Ambulatory Health Care Services	231	\$48,269	1.40	116	59	85	3.2%
5416	Management, Scientific, and Technical Consulting Services	246	\$62,681	0.31	8	56	60	2.2%
6211	Offices of Physicians	1,118	\$80,598	0.83	98	234	203	1.7%
6212	Offices of Dentists	476	\$49,427	1.01	76	103	73	1.4%
2382	Building Equipment Contractors	1,099	\$42,800	1.01	101	222	146	1.3%
6241	Individual and Family Services	940	\$25,497	0.76	466	163	129	1.3%
6231	Nursing Care Facilities (Skilled Nursing Facilities)	1,571	\$30,567	1.79	-123	320	104	0.6%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	450	\$41,399	0.79	113	105	13	0.3%
6111	Elementary and Secondary Schools	5,818	\$35,722	1.43	-3	1,285	95	0.2%
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	566	\$46,603	2.93	152	133	9	0.1%

*High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average.

Source: JobsEQ®, Data as of 2016Q1, Note: Figures may not sum due to rounding.

5. A list of the target occupations.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part A: Strategic Elements, Economic and Workforce Analysis - #5**

As approved by the Board on November 16, 2016, Texoma’s approved Target Occupations are as follows:

#	SOC CODE	OCCUPATIONAL TITLE
1	13-2011	Accountants and Auditors
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks
3	31-9091	Dental Assisting/Assistants
4	49-9051	Electrical Power-Line Installers and Repairers
5	47-2111	Electricians
6	25-2021	Elementary Teachers, Ex. Special Education
7	43-6011	Executive Secretaries and Administrative Assistants
8	11-1021	General and Operations Managers
9	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers
10	49-9041	Industrial Machinery Mechanics
11	29-2061	Licensed Practical and Licensed Vocational Nurses
12	51-4041	Machinists
13	29-2012	Medical and Clinical Lab Technicians
14	31-9092	Medical Assistants
15	43-6013	Medical Secretaries
16	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education
17	31-1014	Nursing Assistants (Patient Care Technician)
18	29-2052	Pharmacy Technicians
19	29-1141	Registered Nurses
20	25-2031	Secondary School Teachers, Ex. Special & Career/Technical Education
21	43-6014	Secretaries & Administrative Assistants, Ex. Legal, Medical & Executive
22	51-2092	Team Assemblers
22	53-3032	Truck Drivers, Heavy and Tractor-Trailer
23	51-4121	Welders, Cutters, Solderers, and Brazers

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

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part A: Strategic Elements, Economic and Workforce Analysis - #6**

Expected growth rates for occupations vary by the education and training required. While all employment in the Texoma WDA (Cooke, Fannin & Grayson Counties) is projected to grow 0.5% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.2% per year, those requiring a bachelor’s degree are forecast to grow 0.6% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.9% per year.

Data from JobsEQ® - Employment by occupation data are estimates are as of 2016Q3. Education levels of occupations are based on Bureau of Labor Statistics (BLS) assignments. Forecast employment growth uses national projections from the BLS adapted for regional growth patterns.

The Middle Skills Committee was formed to address middle skills gaps in Grayson and Fannin Counties. Over 30 area employers have participated in the Manufacturing Sub-Committee of this committee. Consensus from these employers is that manufacturing positions needed in our area do not require a 4 year degree. Instead, most manufacturing positions expected in the next five years will require training to include a certificate program up to a two year degree or an apprenticeship program. This local information is supported by some studies that show that the “hidden STEM economy” has many career paths, labelled as “middle-skill” jobs in technical areas that do not require a bachelor’s degree (<http://www.itworld.com/article/2843737/techs-new-blue-collar-good-paying-jobs-that-dont-require-a-4-year-degree.html>).

Texoma employers report that the majority of available jobs in our region do not require a four-year degree. This statement is further supported by the results of the Workforce Systems Analysis that was recently completed. Middle skills is the area where we have the largest gap in Texoma.

Area employers also report many of their positions require some training beyond high school. Soft skills training is also continually referenced by area employers as a need for new-hires. Soft skills local employers report as being most in need include:

- Ability to pass a drug test,
- Reading and math skills,
- Ability to show up to work on time,
- Ability to communicate clearly,
- Ability to problem-solve, and
- Ability to work in teams and get along with co-workers.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part A: Strategic Elements, Economic and Workforce Analysis - #7

Demographic Profile

In 2015, the population in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) was 198,389. Between 2005 and 2015, Texoma’s population grew at an annual average rate of 0.6%.

Texoma has a civilian labor force of 92,717 with a participation rate of 60.2%. Of individuals 25 to 64 in Texoma, 19.5% have a bachelor’s degree or higher which compares with 30.9% in the nation.

The median household income in Texoma is \$47,833 and the median house value is \$105,273.

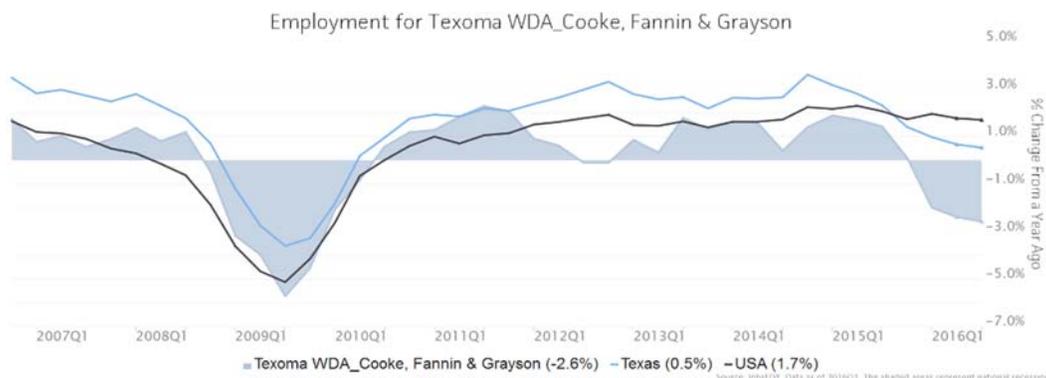
Demographic Summary¹ - Texoma WDA						
	Percent			Value		
	Texoma WDA	Texas	USA	Texoma WDA	Texas	USA
Demographics						
Population ²	—	—	—	198,389	27,469,114	321,418,820
Population Annual Average Growth ²	0.6%	1.9%	0.8%	1,136	469,099	2,590,222
Median Age ³	—	—	—	39.7	33.6	37.2
Under 18 Years	24.0%	27.3%	24.0%	46,466	6,865,824	74,181,467
18 to 24 Years	9.0%	10.2%	9.9%	17,368	2,572,969	30,672,088
25 to 34 Years	11.4%	14.4%	13.3%	22,029	3,613,473	41,063,948
35 to 44 Years	12.1%	13.8%	13.3%	23,443	3,458,382	41,070,606
45 to 54 Years	14.8%	13.7%	14.6%	28,652	3,435,336	45,006,716
55 to 64 Years	12.7%	10.3%	11.8%	24,631	2,597,691	36,482,729
65 to 74 Years	8.7%	5.9%	7.0%	16,853	1,472,256	21,713,429
75 Years, and Over	7.1%	4.5%	6.0%	13,787	1,129,630	18,554,555
Race: White	84.6%	70.4%	72.4%	163,486	17,701,552	223,553,265
Race: Black or African American	5.4%	11.8%	12.6%	10,447	2,979,598	38,929,319
Race: American Indian and Alaska Native	1.3%	0.7%	0.9%	2,606	170,972	2,932,248
Race: Asian	0.8%	3.8%	4.8%	1,461	964,596	14,674,252
Race: Native Hawaiian and Other Pacific Islander	0.0%	0.1%	0.2%	67	21,656	540,013
Race: Some Other Race	5.4%	10.5%	6.2%	10,390	2,628,186	19,107,368
Race: Two or More Races	2.5%	2.7%	2.9%	4,772	679,001	9,009,073
Hispanic or Latino (of any race)	11.9%	37.6%	16.3%	22,911	9,460,921	50,477,594
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over) ⁴	60.2%	64.4%	63.5%	92,717	12,791,590	157,940,014
Armed Forces Labor Force ⁴	0.0%	0.5%	0.4%	54	97,573	1,025,497
Veterans, Age 18-64 ⁴	7.2%	5.9%	5.8%	8,416	955,863	11,371,344
Median Household Income ^{3,4}	—	—	—	\$47,833	\$52,576	\$53,482
Per Capita Income ^{3,4}	—	—	—	\$24,188	\$26,513	\$28,555
Poverty Level (of all people) ⁴	15.8%	17.7%	15.6%	29,730	4,500,034	47,755,606
Households Receiving Food Stamps ⁴	14.7%	13.5%	13.0%	10,746	1,218,803	15,089,358
Mean Commute Time (minutes) ⁴	—	—	—	25.7	25.2	25.7
Commute via Public Transportation ⁴	0.3%	1.6%	5.1%	217	182,962	7,157,671
Union Membership ⁵	4.2%	5.0%	11.1%	—	—	—
Educational Attainment, Age 25-64						
No High School Diploma ⁴	13.5%	17.1%	12.0%	13,298	2,319,575	19,939,890
High School Graduate ⁴	31.4%	24.7%	26.5%	30,907	3,357,076	44,000,387
Some College, No Degree ⁴	27.2%	23.2%	21.9%	26,768	3,145,643	36,270,359
Associate's Degree ⁴	8.5%	7.1%	8.7%	8,371	959,102	14,487,486
Bachelor's Degree ⁴	13.9%	18.9%	19.7%	13,679	2,560,609	32,646,533

Postgraduate Degree ⁴	5.6%	9.1%	11.2%	5,549	1,234,968	18,533,513
Housing						
Total Housing Units ⁴	—	—	—	84,898	10,187,189	132,741,033
Median House Value (of owner-occupied units) ^{3,4}	—	—	—	\$105,273	\$131,400	\$175,700
Homeowner Vacancy ⁴	2.7%	1.8%	2.1%	1,438	106,817	1,591,421
Rental Vacancy ⁴	7.9%	8.5%	6.9%	1,939	318,661	3,105,361
Renter-Occupied Housing Units (% of Occupied Units) ⁴	30.9%	37.3%	35.6%	22,587	3,361,040	41,423,632
Occupied Housing Units with No Vehicle Available (% of Occupied Units) ⁴	5.3%	5.9%	9.1%	3,909	529,628	10,594,153
Social						
Enrolled in Grade 12 (% of total population) ⁴	1.5%	1.5%	1.4%	2,927	381,063	4,443,768
Disconnected Youth ^{4,6}	5.4%	3.7%	3.3%	591	55,546	572,277
Children in Single Parent Families (% of all children) ⁴	33.8%	35.3%	34.7%	14,589	2,347,636	24,388,185
Disabled, Age 18-64 ⁴	14.3%	9.9%	10.2%	16,209	1,576,781	19,703,061
Disabled, Age 18-64, Labor Force Participation Rate and Size ⁴	41.0%	44.3%	41.2%	6,646	699,211	8,119,295
Foreign Born ⁴	6.2%	16.5%	13.1%	11,950	4,296,948	41,056,885
Speak English Less Than Very Well (population 5 yrs and over) ⁴	4.3%	14.2%	8.6%	7,832	3,435,260	25,305,202

1. Census 2010, unless noted otherwise
 2. Census 2015, annual average growth rate since 2005
 3. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
 4. ACS 2010-2014
 5. 2014; Current Population Survey, unionstats.com, and Chmura; county- and zip-level data are best estimates based upon industry-, MSA-, and state-level data
 6. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.
- Source: JobsEQ®

Employment Trends

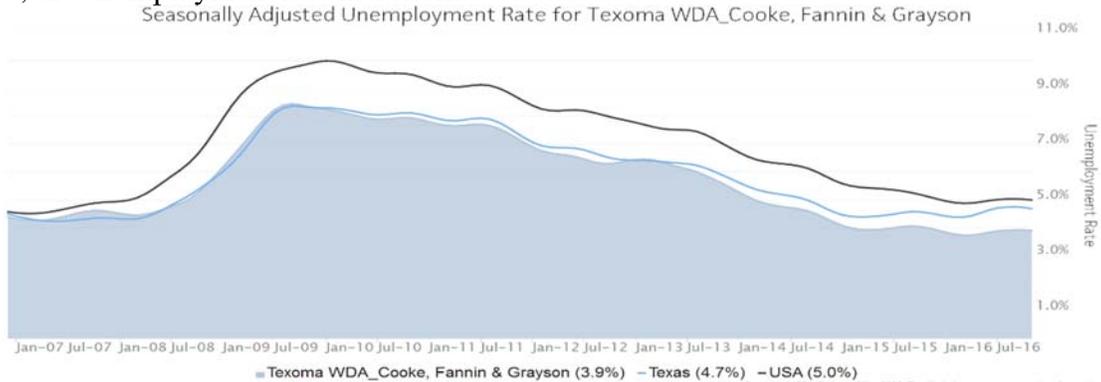
As of 2016Q3, total employment for the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) was 76,308 (based on a four-quarter moving average). Over the year ending 2016Q3, employment declined 2.6% in Texoma.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3. Source: JobsEQ®

Unemployment Rate

The seasonally adjusted unemployment rate for the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) was 3.9% as of November 2016. Texoma's unemployment rate was lower than the national rate of 5.0%. One year earlier, in November 2015, the unemployment rate in Texoma was 4.0%.

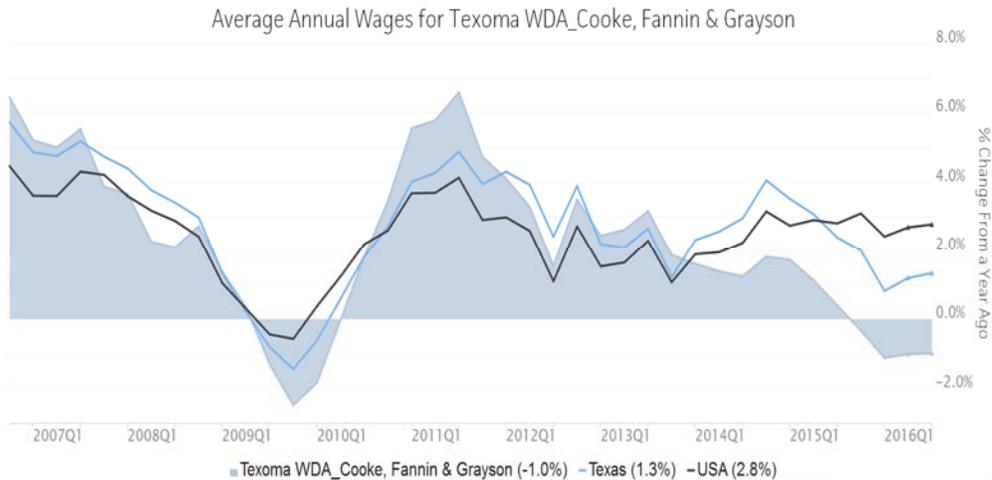


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through November 2016

Source: JobsEQ®, Copyright ©2017 Chmura Economics & Analytics, All Rights Reserved

Wage Trends

The average worker in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) earned annual wages of \$39,294 as of 2016Q3. Average annual wages per worker decreased 1.0% in Texoma during the preceding four quarters. For comparison purposes, annual average wages were \$52,724 in the nation as of 2016Q3.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3.

Source: JobsEQ®

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 15.4% lower in Texoma than the U.S. average.

TEXOMA – COST OF LIVING INFORMATION			
Area	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Texoma WDA (Cooke, Fannin & Grayson Counties)	\$40,642	84.6	\$48,061
Texas	\$54,570	93.0	\$58,652
USA	\$53,758	100.0	\$53,758

Data as of 2016Q3

The Cost of Living Index is developed by Chmura Economics & Analytics and is updated quarterly.

Source: JobsEQ®

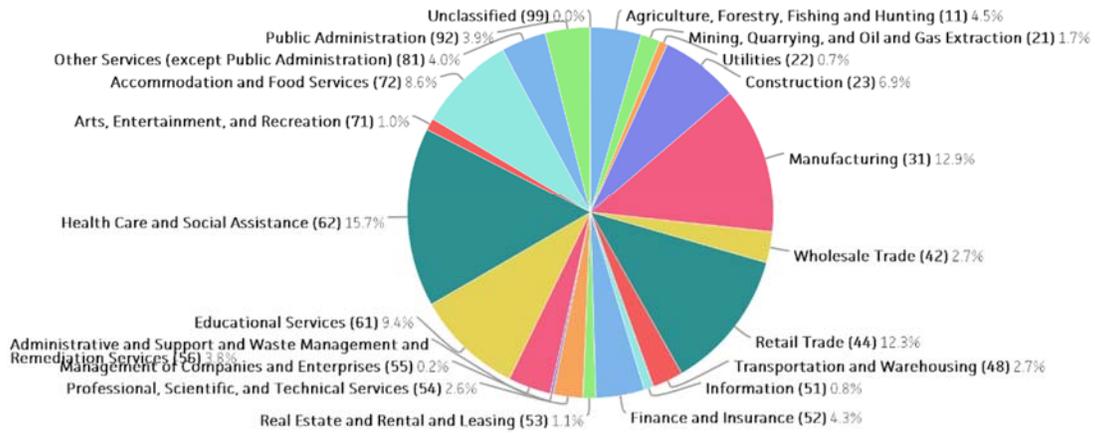
Industry Snapshot

The largest major industry sector as defined by the North American Industry Classification System (NAICS)* in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) is Health Care and Social Assistance, employing 11,985 workers. The next largest sectors in Texoma are Manufacturing (9,837 workers) and Retail Trade (9,385). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in Texoma are Mining, Quarrying, and Oil and Gas Extraction (LQ = 3.94), Agriculture, Forestry, Fishing and Hunting (3.05), and Manufacturing (1.55).

Sectors in Texoma with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$64,760), Utilities (\$64,524), and Manufacturing (\$56,566). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+1,045 jobs), Accommodation and Food Services (+501), and Health Care and Social Assistance (+490).

Over the next 10 years, employment in Texoma is projected to expand by 3,838 jobs. The fastest growing sector is expected to be Health Care and Social Assistance with a +1.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+2,508 jobs), Construction (+766), and Retail Trade (+549).

Total Workers for Texoma WDA_Cooke, Fannin & Grayson by Industry



Source: JobsEQ® Data as of 3/30

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3. * The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the "all industry" level to the 6-digit level. The first two digits define the top level category, known as the "sector," which is the level examined in this report. Source: JobsEQ®

Industry Snapshot in Texoma WDA-Cooke, Fannin & Grayson Counties											
		Current			Historical				Forecast		
		Four Quarters Ending with 2016q3			Total Change over Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3			Over the Next 10 Years		
NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient*	Empl	Texoma WDA	Texas	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
11	Agriculture, Forestry, Fishing and Hunting	3,431	\$11,883	3.05	158	0.9%	0.6%	1.3%	1,174	-176	-0.5%
21	Mining, Quarrying, and Oil and Gas Extraction	1,298	\$64,760	3.94	-1,109	-11.6%	0.4%	-1.9%	330	152	1.1%
22	Utilities	549	\$64,524	1.34	18	0.7%	0.1%	0.1%	137	-23	-0.4%
23	Construction	5,256	\$47,645	1.25	87	0.3%	3.2%	3.1%	1,096	766	1.4%
31	Manufacturing	9,837	\$56,566	1.55	1,045	2.3%	0.5%	1.1%	2,199	-716	-0.8%
42	Wholesale Trade	2,061	\$52,066	0.69	171	1.7%	2.6%	1.2%	456	35	0.2%
44	Retail Trade	9,385	\$28,757	1.13	402	0.9%	2.5%	1.5%	2,975	549	0.6%
48	Transportation and Warehousing	2,068	\$55,737	0.66	-137	-1.3%	3.2%	2.4%	528	-74	-0.4%
51	Information	638	\$43,160	0.42	-69	-2.0%	0.4%	0.7%	145	-69	-1.1%
52	Finance and Insurance	3,267	\$49,620	1.08	321	2.1%	2.3%	1.0%	771	41	0.1%
53	Real Estate and Rental and Leasing	867	\$36,329	0.67	-35	-0.8%	2.8%	1.8%	191	-15	-0.2%

54	Professional, Scientific, and Technical Services	2,002	\$52,010	0.40	313	3.5%	4.0%	2.6%	425	142	0.7%
55	Management of Companies and Enterprises	177	\$49,587	0.16	161	60.8%	7.0%	3.0%	38	1	0.1%
56	Administrative and Support and Waste Management and Remediation Services	2,897	\$29,144	0.59	-103	-0.7%	2.8%	2.9%	665	184	0.6%
61	Educational Services	7,195	\$37,095	1.14	-94	-0.3%	1.0%	0.4%	1,520	228	0.3%
62	Health Care and Social Assistance	11,985	\$43,276	1.12	490	0.8%	2.7%	2.3%	2,508	2,508	1.9%
71	Arts, Entertainment, and Recreation	794	\$23,962	0.53	0	0.0%	3.1%	2.3%	245	34	0.4%
72	Accommodation and Food Services	6,549	\$16,409	0.96	501	1.6%	4.1%	3.2%	2,314	199	0.3%
81	Other Services (except Public Administration)	3,026	\$25,726	0.89	-181	-1.2%	1.2%	0.0%	764	74	0.2%
92	Public Administration	2,995	\$46,220	0.82	32	0.2%	0.1%	-0.2%	722	-2	0.0%
99	Unclassified	30	\$31,333	0.17	18	20.6%	5.9%	15.8%	7	1	0.5%
	Total - All Industries	76,308	\$39,294	1.00	1,988	0.5%	2.3%	1.7%	18,924	3,838	0.5%

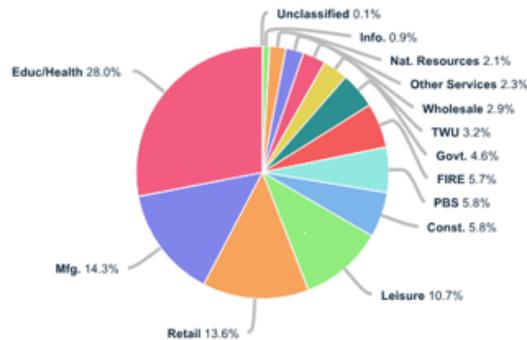
*High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3. Forecast employment growth uses national projections adapted for regional growth patterns. Source: JobsEQ®

Labor Inventory

The Labor Inventory chart below shows the composition Texoma's workforce as of 2016 Qtr 3 with the following data:

- % of workforce by industry in a given region
- % of workforce by firm size

Labor Inventory, Covered Employment, for Texoma WDA_Cooke, Fannin & Grayson
by Firm Size (All)



Abbreviations and Industry Definitions

- Natural Resources - Agriculture, Forestry, Fishing and Hunting, Mining
- Const. - Construction
- Mfg. - Manufacturing
- Wholesale - Wholesale Trade

- Retail - Retails Trade
- TWU - Transportation, Warehousing, and Utilities
- Info. - Information
- FIRE - Finance, Insurance, and Real Estate
- PBS - Professional and Business Services (Professional, Scientific, and Technical Services; Management of Companies and Enterprises; and Administrative and Support and Waste Management and Remediation Services)
- Educ/Health - Educational Services, Health Care, and Social Assistance
- Leisure - Arts, Entertainment, Recreation, Accommodation, and Food Services
- Other Services - Other Services (except Public Administration)
- Govt. - Public Administration (includes only government employment with no private-sector counterpart)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3. Forecast employment growth uses national projections adapted for regional growth patterns.
Source: JobsEQ®

Occupation Snapshot

The largest major occupation group as defined by the Standard occupational Classification (SOC)* in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) is **Office and Administrative Support Occupations**, employing 9,834 workers. The next-largest occupation groups in Texoma are **Sales and Related Occupations** (7,865 workers) and **Food Preparation and Serving Related Occupations** (6,612).

High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in Texoma are **Production Occupations** (LQ = 1.40), **Management Occupations** (1.38), and **Healthcare Support Occupations** (1.28).

Occupation groups in Texoma with the highest average wages per worker are **Management Occupations** (\$95,900), **Architecture and Engineering Occupations** (\$81,500), and **Legal Occupations** (\$72,000).

The unemployment rate in Texoma is varied among the major groups from **1.3%** among **Legal Occupations** to **7.0%** among **Food Preparation and Serving Related Occupations**.

Over the next 10 years, the fastest growing occupation group in Texoma is expected to be **Healthcare Support Occupations** with a **+2.4%** year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for **Healthcare Practitioners and Technical Occupations** (+788 jobs) and **Healthcare Support Occupations** (+750).

Over the same period, the highest replacement in Texoma is expected in **Management Occupations** (2,740 jobs) and **Sales and Related Occupations** (2,649 jobs).

Notes: Replacement demand is the number of jobs required due to replacements—retirements and turnover resulting from workers moving from one occupation into another. Replacement demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The replacement demand shown in the chart shown below may also be understated; thus, it can be taken to be a minimum measure of the number of workers who will need to be trained for the occupation due to replacements. The total projected demand for an occupation is the sum of the replacement demand and the growth demand (which is the

increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

		Current				Historical				Forecast		
		Four Quarters Ending with 2016q3			2016q3	Total Change over Last 5 Years	Avg Annual % Change in Employment 2011q3-2016q3			Over the Next 10 Years		
SOC	Title	Empl	Avg. Annual Wages ¹	LQ	Unempl Rate	Empl	Texoma WDA	Texas	USA	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
11-0000	Management Occupations	6,333	\$95,900	1.38	1.5%	215	0.7%	2.1%	1.5%	2,740	-40	-0.1%
13-0000	Business and Financial Operations Occupations	2,624	\$65,600	0.71	3.1%	142	1.1%	2.7%	1.6%	613	170	0.6%
15-0000	Computer and Mathematical Occupations	993	\$69,200	0.47	3.1%	51	1.1%	3.7%	2.6%	151	56	0.6%
17-0000	Architecture and Engineering Occupations	1,130	\$81,500	0.89	1.9%	28	0.5%	1.1%	1.2%	291	-11	-0.1%
19-0000	Life, Physical, and Social Science Occupations	330	\$59,700	0.54	1.6%	-7	-0.4%	1.7%	1.2%	107	19	0.6%
21-0000	Community and Social Service Occupations	1,004	\$48,600	0.83	2.6%	21	0.4%	2.0%	1.6%	225	86	0.8%
23-0000	Legal Occupations	429	\$72,000	0.72	1.3%	-2	-0.1%	1.1%	0.3%	86	21	0.5%
25-0000	Education, Training, and Library Occupations	5,115	\$42,300	1.19	4.9%	-13	-0.1%	1.1%	0.5%	1,111	212	0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	853	\$48,700	0.64	3.8%	20	0.5%	1.6%	1.3%	303	-8	-0.1%
29-0000	Healthcare Practitioners and Technical Occupations	4,838	\$69,000	1.12	1.8%	186	0.8%	2.3%	1.6%	1,109	788	1.5%
31-0000	Healthcare Support Occupations	2,858	\$25,300	1.28	5.0%	22	0.2%	2.5%	2.3%	658	750	2.4%
33-0000	Protective Service Occupations	1,211	\$39,600	0.82	3.7%	58	1.0%	1.5%	0.9%	312	24	0.2%
35-0000	Food Preparation and Serving Related Occupations	6,612	\$20,400	1.00	7.0%	397	1.2%	3.9%	3.0%	2,533	222	0.3%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,572	\$23,900	0.93	5.4%	264	2.2%	1.9%	1.1%	588	112	0.4%
39-0000	Personal Care and Service Occupations	2,675	\$20,900	0.88	4.4%	59	0.4%	2.5%	2.2%	710	512	1.8%
41-0000	Sales and Related Occupations	7,865	\$34,700	0.99	4.8%	262	0.7%	2.5%	1.5%	2,649	388	0.5%
43-0000	Office and Administrative Support Occupations	9,834	\$32,900	0.86	4.3%	213	0.4%	2.4%	1.7%	2,188	65	0.1%
45-0000	Farming, Fishing, and Forestry Occupations	367	\$23,200	0.74	5.0%	52	3.1%	0.7%	1.8%	167	-21	-0.6%
47-0000	Construction and Extraction Occupations	4,362	\$37,500	1.28	5.1%	-503	-2.2%	2.5%	2.4%	875	521	1.1%
49-0000	Installation, Maintenance, and Repair Occupations	3,144	\$41,400	1.08	3.6%	35	0.2%	2.4%	1.7%	821	235	0.7%
51-0000	Production Occupations	6,595	\$34,100	1.40	6.0%	573	1.8%	1.2%	1.5%	1,776	-359	-0.6%
53-0000	Transportation and Material Moving Occupations	4,563	\$31,800	0.89	6.6%	-84	-0.4%	2.9%	2.2%	1,182	109	0.2%
00-0000	Total - All Occupations	76,308	\$40,700	1.00	n/a	1,988	0.5%	2.3%	1.7%	21,194	3,849	0.5%

*The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 820 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 23 major groups, 96 minor groups, and 449 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

Chart above contains data as of 2016Q3 unless noted otherwise.
Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2015 and should be taken as the average for all Covered Employment
2. Data represent found online ads active within the last thirty days in any zip code intersecting or within the selected region; data represents a sampling rather than the complete universe of postings.

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2016Q1, imputed where necessary with preliminary estimates updated to 2016Q3. Wages by occupation are as of 2015 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Source: JobsEQ®

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) with the highest relative concentration is Agricultural with a location quotient of 3.01. This cluster employs 3,498 workers in Texoma with an average wage of \$12,718. Employment in the Agricultural cluster is projected to contract in Texoma about 0.5% per year over the next ten years. Other industry clusters with projected higher levels of employment include

- Construction with 1.35% growth rate;
- Health-related jobs with 1.92% growth rate;
- Utilities with .60% growth rate;
- Coal/Oil/Power with .63% growth rate;
- Retail with .50% growth rate; and
- Education with .26% growth rate.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) is projected to grow 0.5% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.2% per year, those requiring a bachelor's degree are forecast to grow 0.6% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.9% per year.

Data from JobsEQ® - Employment by occupation data are estimates are as of 2016Q3. Education levels of occupations are based on Bureau of Labor Statistics (BLS) assignments. Forecast employment growth uses national projections from the BLS adapted for regional growth patterns.

The Middle Skills Committee was formed to address the middle skills gaps in Grayson and Fannin Counties. Over 30 area employers have participated in the Manufacturing Sub-Committee of this committee. Consensus from these employers is that manufacturing positions needed in our area do not require a 4 year degree. Instead, most manufacturing positions expected in the next five years will require training to include a certificate program

up to a two year degree or an apprenticeship program. This local information is supported by some studies that show that the “hidden STEM economy” has many career paths, labelled as “middle-skill” jobs in technical areas that do not require a bachelor’s degree (<http://www.itworld.com/article/2843737/techs-new-blue-collar-good-paying-jobs-that-dont-require-a-4-year-degree.html>).

Individuals with Barriers to Employment (Disability)

As noted in Workforce Solutions Texoma's (WST) Policy, Chapter 16 - Equal Opportunity, ADA Compliance & Confidentiality, WST is committed to treating all customers in a fair, equitable manner while following a nondiscrimination and equal opportunity policy. WST is committed to ensuring that all customers in the Texoma Board area have equal access to all services, programs, and facilities. It is WST’s policy that no customer will be denied access or services on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief. In addition, under the WIOA requirements, there will be no discrimination against individuals either on the basis of citizenship/status as a lawfully admitted immigrant authorized to work in the United States in any WIOA Title I-financially assisted programs and/or activities.

No customer shall be excluded from participation in, denied the benefit of, subjected to discrimination under, or denied services, access to services or programs and/or facilities, in the administration of, or in connection with, any such program or activity financially assisted in whole, or in part under the WIOA or in connection with partnering agencies, or employers on the basis of disability.

Data from the American Community Survey shows disability data for Grayson and Cooke Counties. Data for Fannin County was excluded as it was grouped in with Hunt County and could not be extracted. Data is shown for the following categories:

- Demographics (ages 21-64)
- Education (ages 21-64)
- Labor Force Participation (ages 16-64; 21-64)
- Transportation to Work (ages 21-64)
- Travel Time to Work – Employed (ages 21-64)
- % of Poverty Levels (ages 5+)
- Languages Other than English at Home (ages 5+)

AMERICAN COMMUNITY SURVEY DISABILITY DATA

Subject	With a Disability	% With a Disability	Without a Disability	% Without a Disability	Total Population	% of Total Population
Demographics – Ages 21-64	Total	% of Ages 21-64 w/ Disability	Total	% of Ages 21-64 w/o Disability	Total	% of Ages 21-64
Male	5,490	45.20%	38,370	49.50%	43,860	48.90%
Female	6,660	54.80%	39,210	50.50%	45,870	51.10%
White	10,540	86.70%	68,200	87.90%	78,740	87.80%
Non-White	1,610	13.30%	9,380	12.10%	10,990	12.20%
Hispanic	600	4.90%	7,710	9.90%	8,310	9.30%
Non-Hispanic	11,550	95.10%	69,870	90.10%	81,420	90.70%
Education – Ages 21-64	Total	% of Ages 21-64 w/ Disability	Total	% of Ages 21-64 w/o Disability	Total	% of Ages 21-64
Less Than High School Degree	2,850	23.50%	9,200	11.90%	12,050	13.40%
High School Degree (Including GED)	3,970	32.70%	24,960	32.20%	28,930	32.20%
Some College or Associate's degree	4,030	33.20%	27,420	35.30%	31,450	35.00%
Bachelor's Degree or Higher	1,300	10.70%	16,010	20.60%	17,310	19.30%
Labor Force Participation -- Ages 16-64	Total	% of Ages 21-64 w/ Disability	Total	% of Ages 16-64 w/o Disability	Total	% of Ages 16-64
Employed	4,670	37.20%	67,830	78.30%	72,500	73.10%
In Labor Force, Not Employed *	730	5.80%	3,640	4.20%	4,370	4.40%
In Labor Force	5,390	43.00%	71,470	82.50%	76,860	77.50%
Not in Labor Force	7,140	56.90%	15,120	17.50%	22,260	22.50%
Labor Force Participation – Ages 21-64	Total	% of Ages 21-64 w/ Disability	Total	% of Ages 21-64 w/o Disability	Total	% of Ages 21-64
Employed	4,560	37.50%	63,420	81.70%	67,980	75.80%
In Labor Force, Not Employed *	700	5.80%	2,880	3.70%	3,580	4.00%
In Labor Force	5,260	43.30%	66,300	85.50%	71,560	79.70%
Not in Labor Force	6,890	56.70%	11,280	14.50%	18,170	20.20%
Transportation to Work – Ages 21-64	Total	% of Employed, Ages 21-64 w/ Disability	Total	% of Employed, Ages 21-64 w/o Disability	Total	% of Employed, Ages 21-64
Employed, Not Currently at Work	240	5.30%	1,660	2.60%	1,900	2.80%
Work at Home	140	3.10%	2,570	4.10%	2,710	4.00%
Car, Truck or Van	3,950	86.60%	57,510	90.70%	61,460	90.40%
Mass Transit	N/A	N/A%	N/A	N/A%	N/A	N/A%
Other	120	2.60%	1,500	2.40%	1,620	2.40%
Travel Time to Work -- Employed, Ages 21-64	Total	% of Employed, Ages 21-64 w/ Disability	Total	% of Employed, Ages 21-64 w/o Disability	Total	% of Employed, Ages 21-64
Employed, Not Currently at Work	240	5.30%	1,660	2.60%	1,900	2.80%
Work at Home	140	3.10%	2,570	4.10%	2,710	4.00%
1-15 Minutes	1,990	43.60%	31,660	49.90%	33,650	49.50%
16-30 Minutes	1,430	31.40%	14,240	22.50%	15,670	23.00%
31-60 Minutes	570	12.50%	9,540	15.00%	10,110	14.90%
More Than an Hour	180	3.90%	3,750	5.90%	3,930	5.80%

% of Poverty Level -- Ages 5+	% of Population w/ Disability		% of Population w/o Disability		% of Ages 5+	
	Total	%	Total	%	Total	%
Below 100%	5,320	22.10%	12,420	10.20%	17,740	12.10%
100%-149%	3,200	13.30%	9,310	7.60%	12,510	8.60%
150%-199%	3,740	15.50%	15,020	12.30%	18,760	12.80%
200%-299%	3,820	15.80%	18,250	15.00%	22,070	15.10%
300%-399%	2,700	11.20%	21,290	17.50%	23,990	16.40%
400%-499%	2,210	9.20%	16,430	13.50%	18,640	12.80%
500%+	3,140	13.00%	29,280	24.00%	32,420	22.20%

Language Other than English at Home -- Ages 5+	% of Population w/ Disability		% of Population w/o Disability		% of Ages 5+	
	Total	%	Total	%	Total	%
No, speaks only English	22,680	94.00%	110,750	90.80%	133,430	91.30%
Yes, speaks another language	1,450	6.00%	11,250	9.20%	12,700	8.70%

Source: Disability POPULATION Statistics for Cooke and Grayson Counties, Texas, From Pooled 2005-2007 ACS PUMS Data.

Note: Fannin Co data excluded as it is grouped with Hunt County.

http://disabilityplanningdata.com/site/county_population_table.php?cntyname=Cooke&state=texas&submit=submit

A review of the Texoma Customers Served Spreadsheet for period covering July 2014 through June 2015 (PY 14) showing comparison statistics for the entire population vs. the disabled population and comparisons to same period last year (PY 13 - July 2013 - June 2014) reveals the following:

Participants Served	Disabled Population	Entire Population
PY 14	539	13,379
PY 13	484	14,604

Although the entire population served in Texoma in PY 14 shows a decline (n=1,225) from PY 13, PY 14 numbers show a slight increase (n=55; 0.7%) in the overall number of disabled customers served in Texoma.

Disabled Exitters vs. Entire Population Exitters:	Disabled Exitters	Entire Population Exitters
PY 14 Exitters	362	9,373
PY 13 Exitters	322	9,805

Disabled exitters increased by 40 from PY 13 to PY 14 in Texoma; however, as stated above, the overall population of exitters showed a decrease (n=432) from PY 13 to 4.

Entered Employment YTD:		Num	Den
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PY 14 - Entire Population	6,325	9,675
PY 14 - Disabled Population	177	352

PY 14 - Difference between Entered Employment of Disabled Population to that of Entire Population = **-15.09%**

PY 13 - Entire Population	7,047	11,310
PY 13 - Disabled Population	157	349

PY 13 - Difference between Entered Employment of Disabled Population to that of Entire Population = **-17.32%**

The difference between Entered Employment of the disabled population between PY 14 and PY 13 shows an increase in the percentage of disabled population entering employment:

Entire Population = +3.06% Disabled Population = +5.29%

Entered Employment of Disabled Customers also showed an increase from PY 13 to PY 14 (n=20; from 44.99% in PY 13 to 50.28% in PY 14)

Retention YTD:		Num	Den	Rate
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PY 14 - Entire Population	7,761	9,347	83.03%
PY 14 - Disabled Population	185	235	78.72%

Difference between PY 14 Retention of Disabled Population to that of Entire Population = **-4.31%**

PY 13 - Entire Population	8,139	10,051	80.98%
PY 13 - Disabled Population	163	230	70.87%

Difference between PY 13 Retention of Disabled Population to that of Entire Population = **-10.11%**

The difference between Entered Employment PY 14 to PY 13 shows an increase in the percentage of disabled population retaining employment:

Entire Population = +2.05% Disabled Population = +7.85%

The overall rate of retention of the disabled population continues to lag behind the rate for the non-disabled population (78.72% vs 83.03%).

Although the overall numbers of those retaining employment from PY 13 to 14 showed a decline (n=378); the percentage of those retaining employment showed an increase in PY 14 (83.03% vs 80.98%).

Average Earnings YTD:		Num	Den	Rate
	PY 14 - Entire Population	\$107,255,914.62	7,606	\$14,101.49
	PY 14 - Disabled Population	\$2,572,848.15	174	\$14,786.48
Difference between Average Earnings of Disabled Population to that of Entire Population = -\$684.99				
	PY 13 - Entire Population	\$105,866,883.36	8,021	\$13,198.71
	PY 13 - Disabled Population	\$2,444,726.94	162	\$15,090.91
Difference between Average Earnings of Disabled Population to that of Entire Population = +\$1,892.20				

The difference between Average Earnings of the overall population increased between PY 14 and PY 13; however, the average earnings of the disabled population showed a decrease during same period.

Entire Population = +\$902.78 Disabled Population = **-\$304.43**

The overall numbers of the disabled population in the Average Earnings measure increased slightly (n=12).

In PY 14, the disabled population attained more average earnings per individual than that of the overall population (n=684.99; 1.05%).

Although the overall numbers of those retaining employment from PY 13 to 14 showed a decline (n=378); the percentage of those retaining employment showed an increase (83.03% vs 80.98%).

CONCLUSIONS:

1. The number of participants who disclosed disabilities has increased over the last 3 years (PY 12 = 2.94% / PY 13 = 3.3% / PY 14 = 4%).
2. The percentage of exiters with disabilities increased in PY 14 (3.86% vs 3.28%).
3. The disabled population shows a significant increase in those who entered employment in PY 14 over PY 13 (50.28% vs 44.99%).
4. The disabled population shows a significant increase in those who retained employment in PY 14 over PY 13 (78.72% vs 70.87%).
5. Texoma to State Comparison
When compared with statewide statistics, percentages of the Texoma disabled population as compared to the entire population in the area of participants served and exiters appear to be fairly consistent with Texoma's statistics.

	Texoma	Statewide
PY 14 Participants Served	4%	4.03%
PY 14 Exiters	3.86%	3.875%

In addition, rates for the both the entire population and disabled population in the areas of entered employment and retention appear to be consistent with those reported in statewide numbers.

	Texoma	Statewide
PY 14 Entered Employment-All	65.37%	64.78%
PY 14 Entered Employment-Disabled	50.28%	50.82%
PY 14 Retention-All	83.03%	84.29%
PY 14 Retention-Disabled	78.72%	81.27%

However, average earnings for both the entire population and disabled population in Texoma slightly lag behind average earnings reported statewide. This reduction could be due to a comparison of the local economy in Texoma to the statewide economy. This slight lag is comparable to that seen in previous years.

	Texoma	Statewide
PY 14 Average Earnings-All	\$14,101.49	\$15,976.24
PY 14 Average Earnings-Disabled	\$14,786.48	\$17,148.29

WORKFORCE SOLUTIONS TEXOMA'S ACTION PLAN:

- 1) Ensure that Texoma's Workforce Centers are physically accessible and staff are trained to work assist customers with various types of disabilities in their employment goals.
- 2) Provide opportunities for customers to disclose disabilities in a safe, confidential environment.
- 3) Advise customers who disclose disabilities that said disclosure is for statistical reporting purposes and to assist customers in developing a successful employment plan that meets their employment goals.
- 4) Advise customers who disclose disabilities that said disclosure will never be reported to employers by workforce center staff.
- 5) Provide assistive resources when requested for customers with disabilities to participate in workforce activities such as pocket talkers, document enlargers, tape recorders, TTY telephones, and alternative print material.
- 6) Through the business services unit and employment services staff, continue to work with area businesses to educate them on the benefits of hiring people with disabilities and provide opportunities to educate businesses on cost-effective reasonable accommodations.
- 7) Provide referrals to customers with disabilities to DARS and other local resources when said referral will enhance opportunities for successful employment and retention.
- 8) Provide use a variety of outreach strategies on an on-going basis to increase awareness of services. These include, but are not limited to: highlighting special events/services on the Board website; making presentations about workforce services and programs at schools, civic clubs, chambers of commerce, community events, other agency meetings/events and to individuals in key organizations within the community; using a variety of formats—print, radio, television, and billboards; and participating in community events such as resource fairs, business expos, job fairs, and similar opportunities.
- 9) As required by the Workforce Innovation and Opportunity Act (WIOA) Methods of Administration and Equal Opportunity provisions, all publications produced by the Board or service providers will include the EO Policy Statement that indicates that the recipient is "an equal opportunity employer/program" and "auxiliary aids and services are available, upon request, for individuals with disabilities. All publications will also include the Relay Texas Number "711." These notices are posted to encourage individuals with disabilities to use workforce center services with an awareness that accommodations will be made upon request, if at all possible, for their particular disability.

Resources Used for this Analysis:

- Disabled Customers Served Reports
- Reports on Customers Disclosing Disabilities
- TWC Workforce Investment Act Demographic Analysis Sample, 07/02/15
- People with Disabilities - A Texas Profile Report - received from TWC EO Department on 4/9/13
- TWIC Disabilities Profile - 4/8/13
- <http://disabilitycompendium.org/home>

8. An analysis of workforce development activities in the region, including education and training.

Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board’s capacity to provide workforce development activities to address the identified education and skills needs of the workforce. The analysis must include individuals with barriers to employment. The analysis also must address the employment needs of employers.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part A: Strategic Elements, Economic and Workforce Analysis - #8

Educational Strengths

- A big strength of the Texoma region is that the Sherman Independent School District is identified as being in the top 2% of all school districts in the state of Texas. Many other school districts in the Texoma area are recognized as ‘exemplary’ in the State. Therefore, we know that many of our students graduating have received excellent education and are ready to enter the workforce or continue to higher education opportunities.
- Texoma also works closely with Grayson College’s Center for Workplace Learning and North Central Texas College in the area of development and local approval of applications for skills grants training. Both of these educational entities have provided millions of dollars of skills training funded by the State’s Skills Development Fund through the Texas Workforce Commission (TWC). Skills development provides local customized training for Texas business and workers to increase skill levels and wages and assists in helping:
 - Businesses and employers create new jobs and improve the skills of their current workforce
 - Job seekers and employees acquire new skills or upgrade existing skills to advance their careers
- In addition, Texoma maintains a list of approved training providers that provide training to support occupations on the Board’s Target Occupations List. This list can be located on the state’s Eligible Training Provider System site located at <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

Partnership Strengths

- Another major strength of the Texoma region is the willingness of our economic development partners to work with Workforce to create opportunities for our employers that would not have been funded by other sources. A recent example of these partnerships occurred when both the Denison Development Alliance (economic development entity) and the Sherman Economic Development Corporation assisted the Texoma Board in purchasing Jobs EQ Software (Chmura Economics & Analytics). This software is housed at the Board and is used for the benefit of all workforce partners to develop real-time labor market analysis reports. In addition, many of our economic development partners provide funding for job/career fairs, partner with the Board on grant opportunities, like the High Demand Job Training Grant, which requires a 50% match from an economic development entity.
- Texoma Board has a close working relationship with local employers as evidenced by manufacturing industry tours provided to more than 2,000 students during 2016. The goal of these tours was to expose students to what manufacturing looks like in the 21st Century and encourage students to work in their classroom environment to develop skills necessary to work in these areas of employment.
- Texoma has strong ties with the education providers in our area. In addition, education providers serve on Texoma’s Middle Skills Committee which seeks input and solutions development with local employers on the training needed for both manufacturers and health care agencies. As a result of these partnerships, new career pathway opportunities in both manufacturing and health care are being developed in conjunction with education providers.

Serving Customers with Barriers to Employment

- Texoma has proven success in helping individuals with barriers to employment succeed. The Texas Workforce Commission’s (TWC) “at risk” measure includes the following individuals with barriers to employment: Migrant Seasonal Farm Workers (MSFW), homeless, disabled, basic skills deficient, less than HS educated, UI exhaustee, pregnant or runaway or foster youth, ex-offender, displaced homemaker, or in Choices, Supplemental Nutrition Assistance Program (SNAP) Employment & Training Program, and Self Sufficiency. All of the individuals in this “at risk” measure exhibit significant barriers to employment.

Last Board Contract Year (BCY) 2015 Employment Services data shows 4,004 At-Risk customers served with 70.62% entering employment as compared to the Total Job Seekers Entered Employment of 74.24%. Texoma Board has seen a trending upward in the At Risk Entered Employment with BCY 14 showing 70.16% (denominator $n=3,599$) entered employment and BCY 13 showing 65.39% (denominator $n=3,851$) entered employment for this population.

Employment retention shows 78.42% (denominator $n=2,410$) for BCY 15 as compared to 83.13% (denominator $n=9,385$) for the Total Job Seekers Employment Retention. When compared to previous years, this measure has also trended upward as in BCY 14, there was a 77.47% (denominator $n=2,676$) employment retention and in BCY 13, performance was 76.85% (denominator $n=2,721$).

The same upward trend can be seen for Average Earnings for the At Risk population. In BCY 15 Average Earnings for the At Risk population was \$12,684.95 (denominator $n=1,593$) as compared to the total Job Seekers Average Earnings of \$13, 834.18 (denominator $n=6,606$). In BCY 14, At Risk Average earnings was \$11,513.10 (denominator $n=1,760$) and in BCY 13, it was \$10,806.82 (denominator $n=1,795$).

- Also in the Texoma area we have a non-profit organization, Four Rivers, who has recognized barriers to employment and implemented strategies to assist individuals struggling with substance abuse issues back into the workforce, which has been a need expressed by local employers.
- Texoma also assisted in the formation of the Fannin Literacy Council to address needs expressed by the Fannin County Judge and Probation Officer in Fannin County. A program was needed to provide assistance to Fannin County residents to increase their low-level reading and math skills, which are serious barriers to employment. The Literacy Council is comprised of community partners from the local housing authority, adult probation, local schools, private sector membership, workforce, libraries, and local civic clubs. The Literacy Council has raised funds to pay for teachers for this program, outfit two computer labs, and provided classes for where individuals can come to increase their literacy levels and obtain their High School Equivalency Certificate. Obtaining a High School Equivalency Certificate allows individuals to increase their skills to obtain or retain a job, advance their careers and better provide for their family.

Area Weaknesses and Opportunities

- One major weakness of the Texoma region is transportation opportunities to assist with job search and employment activities. Texoma is working to provide a solution to this issue by serving on the Texoma Area Paratransit System (TAPS) Board and also attends the Department of Transportation's Texoma Regional Transportation Planning Group. The Planning Group has been meeting since August 2016 and has a goal of developing a five year plan to address transportation needs in the Texoma Region. The Planning Group is currently in the process of completing a gap analysis and comprehensive needs assessment concerning transportation needs in the Texoma area. Workforce Solutions Texoma attends these meetings to provide input on the needs of workforce customers in the Texoma region.

- Another weakness in the Texoma is the baby boomers (individuals born between 1946 and 1964) in the workforce who will be retiring soon. These retirements will result in local employers losing high-skill workers. Texoma has been working with local employers and education entities to mitigate this issue through the Middle Skills Committee.

Part B: Operational Elements

The Operational Elements of the Guidelines are as follows:

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 1

Workforce Solutions Texoma is one of 28 Workforce Boards in the State of Texas. We are governed by a local Board that consists of 30 members representing local private businesses, education, economic development agencies, labor organizations, community-based organizations and representatives from WIOA’s Core programs. The Board meets bi-monthly with the goal of shaping the local workforce development system in accordance with federal and state law.

Texoma’s one-stop operator is selected through a competitive procurement process and has the responsibility of running our three one-stop centers. We have a full-service one-stop center which is located in Denison, Texas, in Grayson County, which is our largest county. We have satellite centers in Gainesville (Cooke County) and Bonham (Fannin County). Under the direction of the Board, the Texoma one-stop operator has oversight of the following programs:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Programs,
- Choices/Temporary Aid for Needy Families (TANF) Employment Program,
- Supplemental Assistance for Needy Programs (SNAP) Employment and Training Program,
- Trade Adjustment Assistance (TAA) Program,
- Wagner-Peyser (WP) Employment Services – WP State Staff and Employment/Business Services as integrated under the Texas Model, and
- Child Care Development Funds program.

All core partner programs housed within the one-stops operate under the common brand of Workforce Solutions Texoma. This creates a seamless approach to our employer and job seeker customers. Services and eligibility is also provided with a seamless approach. Services are marketed not as programs, but as services that are valuable to our employers and job seekers such as listing job openings, job club workshops, service-oriented orientations, etc.

Also housed within our one-stop center are:

- Texas Veterans Commission - Disabled Veterans Outreach Program [DVOP],
- Alabama-Coushatta Employment and Training Program, and
- Texas Workforce Commission's Texas Veterans Leadership Program.

Our workforce centers also serve as a worksite for the Senior Community Service Employment Program (SCSEP) participants. In addition, space is provided in the Grayson and Cooke centers for local Adult Education and Literacy (AEL) program's classes.

All of the Texoma Workforce Centers are accessible and staff are dedicated to assisting customers to remove any barriers to employment. Removing barriers has always been a priority. This is accomplished by offering child care assistance, assistive technology resources, providing training, arranging transportation and other supportive services as well as utilizing community partners.

Workforce Solutions Texoma is fortunate that the Texas Workforce Commission had the foresight to set plans in action to administer all core programs noted in the Workforce Innovation and Opportunities Act (WIOA). Texoma understands that the core programs of the WIOA must work together in order to form a well-rounded and effective workforce system. In Texas, all of the core programs are under the direct oversight of the Texas Workforce Commission with some of them being administered by local Workforce Boards and others in close partnership with local Boards. Workforce Solutions Texoma administers all WIOA Adult, Dislocated worker and Youth Programs through the one-stops in Texoma. Wagner-Peyser programs are also administered in Texoma one-stops through the Texas Model in partnership with the Texas Workforce Commission. The Board works closely with the competitively procured one-stop service provider who operates all workforce centers and provides WIOA, other workforce programs and the Child Care Development Block Grant (CCDBG) programs in Texoma. Board staff meet weekly with the service provider to review performance, monthly to review budgets, and as frequently as is needed to ensure all local partners are involved where appropriate.

The Texas Workforce Commission recently took over administration of the Vocational Rehabilitation Act Title I programs (VR) and plans are underway for VR staff and programs to be co-located in the Denison Workforce Center in the Texoma Workforce Development Area (WDA). The Texas Workforce Commission also has oversight for the Adult Education and Literacy Act programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma WDA. Texoma works closely with the AEL program in our region through a MOU

agreement to ensure all workforce and AEL customers receive needed services. The AEL provider provides classes in two of the three Workforce Centers. This past year, Texoma has assisted the AEL provider in establishing a foothold in Fannin County and developing a relationship with the Fannin Literacy Council. Texoma has two staff on the Fannin Literacy Council Board and was able to work with both the Fannin Literacy Council and the AEL provider to develop a joint program that will save funding for both organizations. As a result of this partnership, AEL now is providing classes in two separate locations in Fannin County.

Core programs identified by WIOA and Texoma’s relationship with these core programs follow:

WIOA Core Programs	Program Administered by	Program Location
WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL)	Texas Workforce Commission through Workforce Solutions Texoma	Workforce Solutions Texoma
Wagner-Peyser Act employment services administered by DOL	Texas Workforce Commission in partnership with Workforce Solutions Texoma under the Texas Model	Workforce Solutions Texoma
Adult Education and Literacy (AEL) Act programs administered by the Department of Education (DoED)	Texas Workforce Commission through Grayson College	Grayson College in the Workforce Solutions Texoma WDA with AEL classes currently provided in two of our workforce centers
Rehabilitation Act Title I programs administered by DoED	Texas Workforce Commission	Vocational Rehabilitation Staff currently provides VR services in all three workforce centers on specified days of the week. All Texoma VR staff and programs to be moved in the Texoma Denison Center One-Stop

In order to better align resources in the Texoma area, Board staff also participate on various advisory boards and committees such as the Center for Workplace Learning at Grayson College, the Manufacturing and Healthcare Committees, and the Workforce Initiative Steering Committee. All of these groups are made up of and led by local employers.

Texoma’s work and close partnership with employers will lend itself to discussions on the actual skills needed for the industry and/or occupation. All three counties in the Texoma region have strong relationships with local community colleges and flexible trainers that can and have created curriculums based on feedback from employers. The development of these programs has led to accelerated training that involves both work skills and employment/job skills. An example of this is the Manufacturing Certificate, Level I and II, and Manufacturing Degree program that started the Fall 2016 semester at Grayson College.

These programs were developed with input from employers serving on the Middle Skills Workgroup. All core programs meet regularly and these meetings have been instrumental in discussing and implementing strategies to attain WIOA performance indicators, align resources, support common customers, work toward supporting each other in having clean audits and monitoring reviews by the state, and creating partnerships as well as updating and adapting curriculums as needed to best meet employer's needs.

Future goals include integrating the workforce center's (WIOA Adult, Dislocated Worker and Youth funded) Business Services Team with the Vocational Rehabilitation's (VR) Business Services Team and continuing to work with VR services to develop common processes for switchboard, resource room staffing, reception staffing, and possibly common forms.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 2

Workforce Solutions Texoma supports WIOA's focus on serving individuals with barriers to employment. Texoma has a priority to serve adults and youth with disabilities, public assistance recipients and other low-income individuals, as well as those who are basic-skills deficient. Texoma will ensure collaboration with local area entities who also serve these individuals, such as Health and Human Services, Texoma Area on Aging, Texoma Council of Governments, the Workforce Commission's Vocational Rehabilitation (VR), and Adult Education and Literacy (AEL) programs, the Texas Veterans Commission staff to avoid duplication of services and provide for maximizing Board resources. Under the Texas Model, the Board has oversight of the employment programs for HHSC's Temporary Aid for Needy Families (TANF) employment program and the Department of Agriculture's Supplemental Nutrition Assistance Program (SNAP) employment program. Similar to WIOA programs, these programs have their own budgets, which provide for support service opportunities to assist customers in overcoming barriers to employment, such as transportation, housing, and utility assistance. Supportive services in the form of child care assistance can also be offered from the Child Care Development Block Grant (CCDBG) Programs which are also under the Board's oversight. Co-enrollment opportunities currently exist between all of these programs within our one-stop system.

Workforce Solutions Texoma will use the following strategies to ensure employer and job seeker needs are met through career pathways and co-enrollment opportunities:

- Work to expand the scope of talent development strategies for in-demand industries and occupations, including, but not limited to, subsidized employment, enrollment in targeted occupations as identified by local employers, and by emphasizing the use of apprenticeship programs.
- Explore opportunities to build innovative projects that address hard-to-fill positions, meet industry needs and create employment opportunities for jobseekers.
- Make data-informed decisions and validate career pathways with employers to ensure our one-stop staff and education and training providers are consistently meeting the needs of job seekers and industry partners.
- Continue to co-enroll customers to effectively utilize resources

Texoma will continually seek employer input to ensure that career pathways are identified and associated with employer needs. In this effort, Texoma will:

- Convene employer partners to verify labor market information, identify market shifts and challenges, growth opportunities and occupational gaps
- Work with employers and educational partners to catalog knowledge, skills and abilities that lead to success in critical occupations
- Work with employers and educational partners to define career pathways that can be communicated to jobseekers and regional partners.
- Work with partner agencies to jointly serve mutual customers.

These strategies will support the alignment of curricula and credentials to workforce needs and support achievement of core competencies, credentialing and education requirements. Texoma's work and close partnerships with employers will lend itself to discussions on the actual skills needed for the industry and/or occupation. Each career pathway will include education, training, employment, retention and advancement requirements, so jobseekers have a clear understanding of upward mobility options. To assist job seekers in identifying a career pathway, Texoma offers the following options to our customers:

- **Woofound by Traitify.** This assessment provides personalized career matching to assist our customers in identifying career matches that are tied to their personality, set educational goals, and identify local employment opportunity needs. We also make Woofound available to our Adult Education and Literacy partners for their customer's usage.
- **O'Net Online.** This web-based tool offers users the opportunity for career exploration and job analysis.
- **Texas Career Check.** This web-based tool offers users the opportunity to explore higher education options and careers.
 - The educational section provides a list of the 4,615 higher education institutions in Texas, specifics on programs of study, and an option to compare schools to give users an idea of the costs of a specific program from school to school.

- This tool also includes detailed information on occupations (titles, salary, projected openings in Texas, job trends, and occupational comparisons) and an interest profiler to identify occupations relevant to user's likes and interests which will lead to an identification of occupations to explore.
- **Texas Reality Check.** Online tool to assist users in determining what their living expenses will be and the amount of money they need to earn to pay for the lifestyle they envision.
 - The Lifestyle Calculator assists users in developing projected monthly expenses, taking into account lifestyles, determining minimum salary needs and exploring occupations that will earn the salary needed.
 - The Occupation Calculator allows users to review expenses to see if their specific occupation will support their lifestyle.
 - The Quick View calculator allows users to quickly tally up expenses and compare costs with different occupations.

Texoma will also explore opportunities to invest in innovative projects that meet the needs of employers in demand industries and that support work-based learning opportunities. Texoma will ensure each enrolled customer has an identified career pathway, which will assist our customers in identifying pathways and growth opportunities available within specific industry sectors. Texoma will ensure classroom and work-based training is provided in fields and occupations that have clear and attainable pathways to employment. Also crucial to our regional strategy will be providing employers information about the benefits of creating work-based learning opportunities for their current employees, i.e., increased employee satisfaction and/or reductions in employee turnover. Texoma will work with our local employers and community college partners to develop Skills Development proposals for customized job training programs for businesses who need to train new workers or upgrade skills of their existing workers.

Co-enrollment opportunities already exist in Texoma as they do throughout the state of Texas, Boards have oversight of the employment programs for HHSC's Temporary Aid for Needy Families (TANF) and the Department of Agriculture's Supplemental Nutrition Assistance Program (SNAP). Co-enrollment opportunities also exist between TANF, SNAP, Trade Adjustment Assistance (TAA), and WIOA's Adult, Dislocated Worker and Youth programs as well as the Child Care Development Block Grant (CCDBG) programs which offer subsidies to low-income individuals in training or employment. These co-enrollment opportunities allow Texoma to leverage financial resources for our program participants and provides flexibility for funding streams and programmatic planning. In addition, we work with our Vocational Rehabilitation (VR) and Adult Education and Literacy (AEL) partners to provide joint case management for our mutual customers.

Through Texoma's Target Occupations List, <http://www.workforcesolutionstexoma.com/targeted-occupations>, we list careers that assist our job seeker customers in accessing good jobs, wages, and careers. We use the Traitify assessment to assist adults and youth in developing career pathways that are based on their individual personality and preferences. Career Pathways are incorporated into each individualized employment plan and education/training options are outlined that combine

academic and work-based learning models to focus on high-growth industries and occupations that employers are in need of in our area. These career pathways also assist our employers in building a future pipeline of workers as most career pathways start out at the entry level and advance as quickly as possible into high-skilled positions when training opportunities are accessed. Career Pathways are usually connected to education, training, and an obtainment of an industry-recognized credential that is portable and stackable as customer's progress through their individualized Career Pathway/Employment Plan. Supportive services needs such as child care, transportation and others are also outlined in each individual employment plan as well as work-based learning opportunities such as subsidized employment options.

Texoma understands that effective training often must go beyond classroom training to address all types of learners and provide hands-on experiences. Work-based learning and other innovative strategies that can help individuals understand more clearly what it is like to work in a certain industry or company are important to both improve learning outcomes and to help individuals with career exploration and are included as needed in customer's Career Pathway/Employment Plan. Career Pathways also include multiple entry and exit points for all program customers including those with limited education, limited English skills and other barriers to employment.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 3

Workforce Solutions Texoma, through the model outlined in the Texas State Plan, has an advantage in the provision of services to employers, job seekers, and target populations, including low-income and basic skills deficient individuals and veterans by the co-location of core programs. As noted above, Texoma administers all WIOA Adult, Dislocated Worker and Youth Programs through the one-stops in the Texoma WDA. Wagner-Peyser programs are also administered in Texoma one-stops through the Texas Model in partnership with the Texas Workforce Commission (TWC). And, as TWC recently took over administration of the Rehabilitation Act Title I programs and plans are underway for these programs to be co-located in the Denison Workforce Center in the Texoma WDA. The Texas Workforce Commission also has oversight for the Adult Education and Literacy (AEL) Act programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma WDA and co-locates in two of our workforce centers in Denison and Gainesville. Texoma works closely with the AEL program in our region through a MOU agreement to ensure all workforce and AEL customers receive needed services.

To maximize the number of individuals taking advantage of the services offered, Texoma will be proactive about engaging customers who are not already aware of options available

at their local workforce center. Workforce and partner staff will be fully informed on the full array of services provided by all one-stop partners to be able to offer guidance and additional information to current customers. Texoma will work with our Vocational Rehabilitation (VR) partner to ensure referrals are made on both sides to better enhance the options available to customers with disabilities. VR staff are located in all three of our workforce centers on specified days of the week; however, the goal is for all VR staff to be housed full-time in the one-stop centers which will provide additional opportunities for networking and coordination of services. In 2010, the Texoma Board provided assistance to and oversight of VR case managers obtaining access to WorkInTexas, the Texas statewide job-matching system. Through this resource, VR case managers can assist their customers in creating an application on the WorkInTexas site that will assist them in matching available jobs. VR case managers require all consumers who are seeking employment to register in WorkInTexas to access the multitude of available jobs in the Texoma area and throughout the state of Texas.

Workforce staff receive annual training on working with people with disabilities. Training has been provided by Board staff, VR staff and by VR's Division for Blind Services staff on topics such as Use of Assistive Technology in One-Stop Offices, Vocational Rehabilitation Services, Equal Opportunity/Accessibility, Disability Awareness, Person First Language, and other topics relating to working with special populations. All staff housed in our workforce centers understand the Board's expectation that we will serve everyone who walks through the door. Texoma will continue to work with core programs staff, community partners, and area employers to ensure the area's targeted populations are effectively served.

4. A description of the strategies and services that will be used in the local area:
 - a. To facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors and occupations
 - b. To support a local workforce development system that meets the needs of businesses in the local area
 - c. To better coordinate workforce development programs and economic development
 - d. To strengthen linkages between the one-stop delivery system and unemployment insurance programs

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 4

Currently, employers from both small and large manufacturing businesses (ranging from 10 employees to 1600) participate in the Manufacturing Committee which has developed curriculum in coordination with Grayson College for the Manufacturing career pathways. The largest hospitals in the area, two smaller hospitals and nursing homes participate in the Healthcare Committee. These are the 2 largest industry sectors in the Texoma region. The Center for Workplace Learning also has many employers of various sizes on the advisory board. Workforce is a standing member of this board. Texoma staff regularly attend Manufacturing Roundtables, plant managers meetings, Human Resource Managers meetings and civic clubs. Texoma enjoys a close relationship with the economic development entities in all 3 counties.

Through local committees, focus groups and our Board members staff stay connected to area businesses. Our partnership with the Center for Workplace Learning and the AEL programs offers opportunities to be in tune with the needs of local employers and to participate with groups that design programs to meet the needs of businesses.

Texoma has a long standing relationship with our local economic developers in all 3 counties. We partner in numerous projects each year, provide employment data to them, meet with their prospects and attend their events. Economic developers have provided cash match for the High Demand Job Training Grant, the teacher externship grants and serve on our board and committees. Recently, three of our EDCs assisted with Texoma's purchase of economic modeling software. Our Business Services Manager and Executive Director meets regularly with the EDCs.

Texoma plays a vital role in assisting unemployment insurance claimants in obtaining employment. We provide assistance to claimants in setting up their WorkInTexas application so they will be able to obtain as many job matches as possible, resume development assistance through use of software available in our Resource Rooms and resume workshops. We also provide a WorkInTexas workshop so they can create, edit, and monitor their WorkInTexas application off-site. Many questions about unemployment insurance claims are responded to at all workforce centers daily and workforce staff offer assistance to claimants in contacting the unemployment offices in Texas for assistance with their claim and responses to specifics about their application. Staff also offer a private location for claimants to call into the Unemployment Insurance department for assistance with their claim or for appeals hearings. Texoma provides a Worker Profiling Orientation for claimants who are identified and targeted by the state's Unemployment Insurance department through statistical modeling as most likely to exhaust benefits. The state's statistical modeling includes metrics such as work and other related factors, including, but not limited to length of workforce attachment, occupational field, wage, and location. These Orientations are targeted to helping claimants find new employment as quickly as possible and include workforce staff assistance with job search activities and in

developing an individualized employment plan. Customers interested in training opportunities are assessed and enrolled in the Workforce Innovations and Opportunities Act (WIOA) Dislocated Worker Program to provided further assistance in their career plans and employment opportunities.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 5

Texoma has a long standing relationship with our local economic developers in all three of our counties. We partner in numerous projects each year, provide employment data as well as customized labor market analysis as needed, meet with their prospects, and attend their events. Economic developers have provided cash match for the High Demand Job Training Grant, the teacher externship grants, and serve on our board and committees. Recently, three of our economic development organizations assisted with Texoma's purchase of economic modeling software.

Texoma maintains partnerships with local Small Business Development Centers located at our community colleges which assist in promoting entrepreneurial-skills training and microenterprise activities for our joint customers.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 6

Texoma conducts local monitoring of contractors to ensure they are following all applicable federal, state, and local laws, rules, and policy. These reviews are also conducted to ensure the one-stop operator is meeting the needs of local employers, workers, and job seekers.

The Board reviews the Target Occupations list on at least an annual basis to ensure programs are in demand and meet the average wage for the Texoma Area. Programs are added to or deleted from this list as needed based on an analysis of labor market information, local economic indicators, local employer need and available training. Our goal is to ensure we are training individuals in careers that will result in their being hired in a good job. The list of Target Occupations is approved in an open Board meeting and then published on Texoma's website, <http://www.workforcesolutionstexoma.com/targeted-occupations>. This list contains entry level wage information and information on total annual average job openings due to growth and replacements for the Texoma area and the state of Texas. All training providers who wish to conduct classroom training must have each course approved by the Board and undergo a secondary approval by the state prior to being approved for the statewide Eligible Training Provider System (ETPS). The statewide ETPS can be accessed at this site:

<https://apps.twc.state.tx.us/PROVIDERCERT/dispatcher>.

Locally, to ensure staff only enroll participants in approved training programs,

- Staff must first check the Board's Eligible Training Provider System (ETPS) - Approved Maximum ITA Amounts list to verify that the training is approved.
- Staff will then check the state's ETPS system and put a copy of the print-screen of the approved program in the file to ensure documentation is obtained showing the program has been approved by the Board and the state.
- Staff must also verify the provider has been approved and is entered in the state ETPS system prior to issuing a voucher for classroom training.
- If the customer wants to attend training at a facility or in a program that is not approved, staff will inform the customer and contact the program manager to begin the approval process, which includes obtaining Board approval.
- Any questions from a facility regarding gaining approval for their facility or program will be directed to the Board.
- The Workforce Development Board approves the training list on a yearly basis based on the annually-reviewed Board Target Occupations List.

With input from the one-stop operator, the Board monitors the completion rates, entered employment in training-related occupations as well as customer satisfaction to ensure programs and delivering high-quality training to all enrollees. The Board takes immediate action to work with providers to improve programs and/or suspend or remove programs with issues found in these reviews.

To expand access to employment, training, education and supportive services, Workforce Solutions Texoma markets through its website, www.workforcesolutionstexoma.com, local media outlets such as radio and television ads, social media platforms such as Facebook, Twitter, YouTube, Google Plus, and Linked In. Online options for WIOA and Child Care Assistance Orientations and pre-screening/program applications through our website offer our customers flexibility in when and how they are able to learn about and apply for services. Texoma has three one-stop centers centrally located in each of our three counties. Each of our workforce centers offer Resource Rooms that enable customers to use computers for resume creation, job seeking, or completing employer online applications. In addition, all centers and local libraries have links to WorkInTexas, the statewide job-matching system. WorkInTexas creates a 24/7 opportunity for both employers to post jobs and advanced job matching to help employers find qualified candidates for open positions. WorkInTexas also offers job seekers the same 24/7 access to personalized job matching, resume building, and access to career tools. It should be noted that WorkInTexas can be accessed from any location as long as there is an Internet connection which offers job seekers and employers flexibility in looking for jobs and filling job vacancies.

Through Texoma's website, www.workforcesolutionstexoma.com, we are able to recruit a variety of customers. Texoma also markets available jobs through our website, local media outlets such as radio and television ads, social media platforms such as Facebook, Twitter, YouTube, Google Plus, and Linked In. On our website, Hot Jobs and our Targeted Occupations List is noted under the "Jobs and Careers-Training" page. Also under this page, we have our Workforce Training Orientation video and pre-screening application. Quick Links listed on each page of the website gives resources for Cool Jobs which showcase videos from local manufacturing and healthcare employers, Hiring Events (Job Fairs), and our Career Corner, where we post weekly information for job seekers and employers on such topics such as employee burnout, interviewing tips, resume tips, seasonal jobs information, disability etiquette tips, etc. Our website also contains links for our Child Care Parent Handbook Orientation, Wait List Application, Re-certification Application and other associated child care program forms under the Child Care page for ease of access to our child care customers.

The Board has developed Equal Opportunity Policies in compliance with WIOA and procedures to ensure customers receive services in a fair, equitable manner and that nondiscrimination and equal opportunity are provided to all. These policies and procedures are disseminated to one-stop operator and staff. All three of Texoma's Workforce Centers are physically accessible and each is equipped with tools and technology to assist customers with disabilities. We work closely with our local Vocational Rehabilitation (VR) partners to ensure our centers meet their consumer's needs. Staff training is provided annually through our partnership with VR staff, webinars and videos as well as conferences. Texoma makes clear to the one-stop operator it's expectation that every person will be provided services according to their eligibility without discrimination. Annual programmatic and facilities compliance reviews are conducted by the Board.

Texoma's one-stop partners work together to identify strategies to meet the needs of our mutual customers. Partners already co-located within the one-stop offices include the Choices (TANF) and Supplemental Nutritional Assistance Program (SNAP) employment programs, WIOA Adult, Dislocated Worker and Youth Programs, Trade Adjustment Assistance Program, Wagner-Peyser State Staff and Employment/Business Services, and Child Care Development Funds (CCDF) program. Also co-located in the one-stop offices are the Texas Veterans Commission's employment services staff and staff from the Alabama Coshatta WIOA programs. Co-location efforts with TWC's Vocational Rehabilitation Services are being discussed.

All one-stop partners refer customers to each other and work to ensure both employer and job seeker customer needs are met.

All co-located partners support one-stop operations through a cost allocation plan which outlines common costs and methodology for cost allocation of those costs.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 7

Workforce Solutions Texoma's Target Occupations List is published on the Board's website at: <http://www.workforcesolutionstexoma.com/targeted-occupations>. This list supports occupations in demand in the Texoma area. To support job seekers who need training, Texoma also publishes a list of eligible training providers on the Statewide List of Certified Training Providers located at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>. Training providers submit each individual training program to the Board to review and approve. Board criteria for approval includes those programs that support the Board's Target Occupations List, meet performance requirements, result in a recognized credential, have a reasonable expectation of employment upon completion of the training program, meet the Board's targeted wage and other factors. Opportunities for training that is not on the Texoma approved Statewide List of Certified Training Providers can be approved as long as the training is on the Board's Target Occupations List, training outcomes support the Board's targeted wage, and program is on the Statewide List as approved by another Board area.

Texoma currently has sixty-four (64) approved programs from sixteen (16) Training providers. Of these, fifty-one (51) trainings are located in the Texoma region and thirteen (13) are located outside of the Texoma region. Training for all targeted occupations is not available in the Texoma area since Texoma does not have 4-year universities. In addition, there are out of region trainings that customers have requested; therefore, these trainings

have been authorized as they meet Texoma’s demand occupation requirements. Currently, the four year trainings for education-related degrees are not located in the Texoma and are scarce on the statewide training provider list. However, Texoma will allow customers to choose from educational trainings on the statewide list as long as the training meets the Board’s demand occupation requirements. In the Texoma area, the following trainings programs, which are located within the Texoma Board area, are approved:

TEXOMA TRAINING - AVAILABLE IN AREA				
#	Provider	Area of Study/ CIP Code	O*NET -SOC	Program Name
1	Grayson County College	520201	11-1021	Business and Management AAS
2	Grayson County College	520201	11-1021	Business/General Management Certificate
3	Grayson County College	520201	11-1021	Business/General Management Certificate
4	North Central Texas College	520201	11-1021	Business Management
5	North Central Texas College	520201	11-1021	Business Management Certificate
6	Grayson County College	511601	29-1141	Associate Degree Nursing
7	North Central Texas College	511601	29-1141	Associate Degree Nursing
8	North Central Texas College	511601	29-1141	LVN-ADN Bridge
9	Grayson County College	511004	29-2012	Medical Laboratory Technology AAS
10	Grayson County College	510805	29-2052	Pharmacy Technician
11	North Central Texas College	511613	29-2061	Licensed Vocational Nursing Certificate
12	Grayson County College	513901	29-2061	Licensed Vocational Nursing
13	Grayson County College	513902	31-1014	CNA/Patient Care Technician
14	Grayson County College	510601	31-9091	Dental Assisting - AAS
15	Grayson County College	510601	31-9091	Dental Assisting Certificate
16	Grayson County College	510801	31-9092	Clinical Medical Assistant
17	Grayson County College	520301	43-3011	Accounting AAS
18	Grayson County College	520301	43-3011	Accounting Certificate
19	Grayson County College	520401	43-6011	Office and Computer Technology AAS
20	Grayson County College	510716	43-6013	Medical Administrative Assistant Certificate
21	Grayson County College	520401	43-6014	Applications Software Specialist
22	Grayson County College	520401	43-6014	Administrative Assistant
23	Grayson County College	520401	43-6014	Accounting Office Support Certificate
24	North Central Texas College	520402	43-6014	Office Systems Technology (Certificate)
25	North Central Texas College	470199	47-2011	Electrical Technician
26	North Central Texas College	460302	47-2111	Electrical Pre-Apprentice
27	Grayson County College	150501	49-9021	Heating, Air Conditioning and Refrigeration Technology AAS
28	Grayson County College	150501	49-9021	Heating, Air Conditioning and Refrigeration Technology Technician Certificate
29	Grayson County College	150501	49-9021	Heating, Air Conditioning and Refrigeration Technology Technician Apprentice Certificate

30	North Central Texas College	150501	49-9021	Heating, Ventilation & Air Conditioning - Marketable Skills Achievement Award
31	North Central Texas College	470201	49-9021	Heating, Air Conditioning, Ventilation and Refrigeration AAS
32	North Central Texas College	470201	49-9021	HVAC - Level One Certificate
33	Grayson County College	150404	49-9041	Industrial Maintenance Technician
34	North Central Texas College	150612	49-9041	Industrial Mechanics AAS
35	North Central Texas College	150612	49-9041	Industrial Mechanics - Level One Certificate
36	North Central Texas College	150612	49-9041	Industrial Mechanics - Marketable Skills Achievement Award
37	Willbros T&D Services	460303	49-9051	Willbros T&D Lineman Academy
38	Grayson County College	150613	51-2092	Basic Manufacturing Technician Certificate
39	Grayson County College	150613	51-2092	Advanced Manufacturing Technician Certificate
40	Grayson County College	150613	51-2092	Manufacturing Technician AAS
41	North Central Texas College	480501	51-4041	Machining Technology AAS
42	North Central Texas College	480501	51-4041	Machining Technology - Marketable Skills Achievement Award
43	North Central Texas College	480501	51-4041	Machining Technology - Level One Certificate
44	Grayson County College	480508	51-4121	Welding Technology Certificate/Structural Welder
45	North Central Texas College	480508	51-4121	Welding Technology - AAS
46	North Central Texas College	480508	51-4121	Welding Technology - Level One Certificate
47	North Central Texas College	480508	51-4121	Welding Technology - Marketable Skills Achievement Award
48	Grayson County College	480508	51-4121	Welding Technology AAS
49	Grayson County College	480508	51-4121	Welding Technology Certificate/Combination Welder
50	Grayson County College	490205	53-3032	Basic Truck Driving
51	North Central Texas College	490205	53-3032	Truck Driving Academy

In the Texoma area, the following trainings programs, which are located out of the Texoma Board area, are approved:

TEXOMA TRAINING - AVAILABLE OUT OF AREA				
#	Provider	Area of Study/ CIP Code	O*NET -SOC	Program Name
1	North Central Texas College, Corinth, TX	520201	11-1021	Business Management
2	North Central Texas College, Corinth, TX	520201	11-1021	Business Management Certificate
3	Vista College, El Paso, TX	520201	11-1021	Associate of Applied Science degree in Business Management (Distance Education)

4	Vista College, El Paso, TX	520201	11-1021	Bachelor of Science in Business Management
5	North Central Texas College, Corinth, TX	510802	29-2012	Clinical Medical Assistant
6	North Central Texas College, Corinth, TX	520401	43-6011	Office Systems Technology
7	Aspire Truck Driving School, Richardson, TX	490205	53-3032	Professional Truck Driving
8	ATDS, Elm Mott, TX	490205	53-3032	Professional Truck Driver-100
9	C1 Truck Driver Training, LLC, Fort Worth, TX	490205	53-3032	Diesel Truck Driver Training
10	Collin College, Plano, TX	490205	53-3032	Professional Truck Driving
11	Continental Truck Driver Training and Education School, Dallas, TX	490205	53-3032	TTDR - 500 (Tractor - Trailer, Basic)
12	Roadmaster Drivers School, San Antonio, TX	490205	53-3032	Commercial Truck Driver Training
13	Truck Driver Institute, Dallas, TX	490205	53-3032	Custom Motor Carrier Driver Training

Occupations supported by these trainings include the Board's Targeted Occupations:

#	SOC Code	Occupational Title
1	13-2011	Accountants and Auditors
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks
3	31-9091	Dental Assisting/Assistants
4	49-9051	Electrical Power-Line Installers and Repairers
5	47-2111	Electricians
6	25-2021	Elementary Teachers, Ex. Special Education
7	43-6011	Executive Secretaries and Administrative Assistants
8	11-1021	General and Operations Managers
9	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers
10	49-9041	Industrial Machinery Mechanics
11	29-2061	Licensed Practical and Licensed Vocational Nurses
12	51-4041	Machinists
13	29-2012	Medical and Clinical Lab Technicians
14	31-9092	Medical Assistants
15	43-6013	Medical Secretaries
16	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education
17	31-1014	Nursing Assistants (Patient Care Technician)
18	29-2052	Pharmacy Technicians
19	29-1141	Registered Nurses
20	25-2031	Secondary School Teachers, Ex. Special & Career/Technical Education
21	43-6014	Secretaries & Administrative Assistants, Ex. Legal, Medical & Executive
22	51-2092	Team Assemblers
22	53-3032	Truck Drivers, Heavy and Tractor-Trailer
23	51-4121	Welders, Cutters, Solderers, and Brazers

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 8

When Workforce Solutions Texoma receives a call from an employer requesting rapid response services staff identifies the primary contact within that company and date of proposed layoff. Staff gathers the number of affected employees and notifies the one-stop center staff so they can begin putting together packets for affected employees. Texoma then completes the Rapid Response Layoff Notification Form and submits it to the Texas Workforce Commission's (TWC) Rapid Response Coordinator at the Layoff Notification Central department via e-mail. Upon receipt of the Layoff Notification Form, TWC issues a Rapid Response Control number so one-stop staff can complete the required TWIST data entry. Texoma also notifies the TWC Unemployment Insurance (UI) staff liaison that provides on-site information to affected workers on filing for UI.

If requested, the Board will schedule an on-site meeting with the employer as soon as possible to discuss the benefits of providing rapid response services to the affected workers and to determine if the layoff event is trade-affected. At this time the Mass UI Claims and Layoff Aversion – Shared Work options will also be discussed with management.

Once the rapid response event (employee orientation) is scheduled, a team consisting of the Texoma Board's Director of Business Services, one-stop operator staff, and the TWC UI staff liaison holds an employee orientation, usually at the worksite, to give affected workers information pertaining to services and workshops available to employees. At this event, the TWC UI staff liaison gives employees information on filing for unemployment insurance benefits. Packets of information are passed out to employees containing the Rapid Response Data Form (TWIST PH4), services brochures, WorkInTexas registration information, Unemployment Insurance information, 211 services information, and information on applying for the WIOA program for tuition assistance.

After the rapid response event, information from the Rapid Response Data form that affected employees complete is then added to TWIST by the one-stop operator staff.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 9

The Middle Skills Committee was developed to address middle skills gaps by designing in-school programs for high school students. Two committees, the Manufacturing Committee and the Healthcare Committee were formed. Through the work of employers and educators on the Middle Skills-Manufacturing Committee, both Denison and Sherman schools began offering a manufacturing career pathway available to sophomore students the Fall 2016 school year. Manufacturers and economic developers are so committed to this program they have agreed to pay tuition, books and supplies for any high school student who wishes to enroll. The program is available to both in-school and out-of-school youth as well as adults. Students will be able to complete a Level I Manufacturing Technology Certificate before they graduate and will be able to attain the Level II certification after graduation upon completion of three additional courses. Curricula for the courses was developed by area manufacturers involved with the Middle Skills Committee and Grayson College.

The Middle Skills Healthcare Committee is working to address the skills gaps in the healthcare industry. Representatives from the area hospitals, nursing homes, economic development, and community colleges attend the healthcare committee meetings to discuss strategies to address the skills gaps in Texoma. The committee is working to develop programs for high school students to begin a career pathway in healthcare. In cooperation with the community college one new program, CNA/PCT, was started in Fall, 2016. The goal of the committee is to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare.

One Texoma project for youth with disabilities was developed with Grayson College's Center for Workplace Learning and Vocational Rehabilitation Services. Camp SURGE is a 40-hour camp that outlines the key essentials that impact student success with a strong emphasis on math pathways and workplace learning. This project earned the Martha Arbuckle Award for a Local Committee Project at the 2016 Lex Frieden Employment Awards, which was a recognition awarded by the Texas Office of the Governor's Committee on People with Disabilities.

Youth, including youth with disabilities, also have the opportunity to enroll in the WIOA youth program and participate in both paid and unpaid employment opportunities, complete their education, or participate in an array of services targeted to assisting youth in becoming successful. See #23 below for a full description of services provided to youth in the Texoma area.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 10

Texoma serves on numerous advisory boards and committees such as the Healthcare Committee, The Manufacturing Committee, the Grayson College Center for Workplace Learning, School District Strategic Planning Committees and other ad hoc groups that address the alignment of education and business. Area schools work closely with our two community colleges to provide extensive dual credit classes, focusing on two of the top career clusters, manufacturing and healthcare.

Each year, Texoma provides middle school and high school teachers across the region with externships (Business Education for Teachers) that promote the connection between business and education. Teachers return to classrooms with a better understanding of what employers expect from their students. Working closely with economic developers, Texoma has been able to provide access to more online tools such as Nepris that brings subject matter experts to the classroom via SKYPE. Our economic developers have agreed to bear the cost of such tools.

Over 2000 students and some parents in the Texoma region participate in manufacturing plant tours each year. Through these tours, local manufacturers are committed to educating youth and their parents regarding the viable careers in Texoma.

Educational opportunities have been created through the work of the Middle Skills Committee. For newly created certifications in both Manufacturing and Healthcare fields, economic developers, the colleges and Workforce share the cost of tuition, books and supplies for in-school youth. Workforce pays for those who are eligible within WIOA guidelines and the other partners assume the cost for those who are not. The goal of the Workforce Initiative is that no student will be turned away from these programs due to the cost.

For those in post-secondary, Texoma will enroll those eligible for WIOA as funding permits. Over 30 local employers who participated in focus groups have agreed to offer tuition reimbursement for their employees who wish to further their education in the fields that benefit the employer.

Both of the community colleges work to offer courses that correspond to Texoma's targeted occupations. Board staff meet regularly with local employers and colleges to update Texoma's Eligible Training Provider System and Targeted Occupations lists.

Plans are underway for a regional Healthcare Conference in early 2017 in coordination with the Southern Oklahoma Workforce Board. Representatives from local healthcare providers in both states as well as educators will be invited. The goal of the conference is to create strategies to address the healthcare staffing shortages in the area.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 11

Workforce Solutions Texoma’s strategy for the coordination of transportation resources and other supportive services centers on taking advantage of both internal and external community resources to ensure the accessibility and affordability of services.

Currently, there are no public transportation opportunities for workforce customers in the Texoma region. As an alternative due to public transportation not being available, Texoma encourages customers to seek all available transportation options, including ride-sharing, seeking rides from friends and/or relatives and borrowing automobiles from relatives for employment-related activities. Transportation support services are available to pay for mileage, minor automobile related repairs, and driver’s licenses in the WIOA Dislocated Worker, Adult, and Youth programs as well as in HHSC’s Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) employment programs. Additional supportive services are also available to our workforce program customers, including assistance with temporary housing, utilities, high school equivalency exams, childcare, and work-related assistance, including employment-related clothing. Funding to support customer needs exists to most of our enrolled workforce customers with co-enrollment in both the WIOA and Child Care Program taking place in order to maximize funding resources.

To address public transportation shortages, Texoma is working with the Texoma Area Paratransit System (TAPS) Board and also attends the Department of Transportation’s Texoma Regional Transportation Planning Group. The Planning Group has been meeting since August 2016 and has a goal of developing a five year plan to address transportation needs in the Texoma Region. The Planning Group is currently in the process of completing a gap analysis and comprehensive needs assessment concerning transportation needs in the Texoma area. Workforce Solutions Texoma attends these meetings to provide input on the needs of workforce customers in the Texoma region.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 12

The Texoma Board is committed to maximizing partner relationships to leverage resources and avoid duplication of services. To achieve this goal, the following partners work

together in Texoma's one-stops to provide job seeker and employer services to our mutual customers:

- Wagner-Peyser-funded Staff: In Texas, in order to leverage resources and avoid duplication of services, Wagner-Peyser-funded staff are co-located in the one-stops. Through the Texas Model, work of the Wagner-Peyser-funded staff is jointly supervised by Texas Workforce Commission and the Board's One-Stop operator staff.
- Texas Veterans Commission Disabled Veteran Outreach Specialist (DVOP) is also located in Texoma's one-stop. This individual, who provides services to Veterans and employers who employ veterans with a priority given to disabled and special disabled Veterans, also is a member of the one-stop's business services and employment services teams.
- Alabama-Coushatta Employment and Training Program staff housed in our Denison workforce center provides employment and training services to Native Americans/American Indians, Native Hawaiians, and Native Alaskans in the Texoma area.
- Vocational Rehabilitation – Texoma works closely with our Vocational Rehabilitation partners and has developed a cross-referral process that will assist both agencies in working with our mutual partners. Plans are underway for the Vocational Rehabilitation staff and programs to be co-located in the Denison Workforce Center
- Adult Education and Literacy (AEL) - The Texas Workforce Commission also has oversight for the Adult Education and Literacy Act programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma WDA and co-locates in two of our workforce centers in Denison and Gainesville. Texoma works closely with the AEL program in our region through a MOU agreement to ensure all workforce and AEL customers receive needed services.

These staff who are housed in our one-stops work side-by-side with our one-stop operator's staff to provide services to both employers, job seekers, and incumbent workers. All staff have access to general information about one-stop services, including usage of our resource rooms, training information, and demand occupation information. Through Texoma Board approval and oversight, these staff are also granted access to our statewide job matching system WorkInTexas to assist their employers and job seekers with their employment-related needs.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - #13

The Texas Workforce Commission also has oversight for the Adult Education and Literacy (AEL) Act programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma WDA and co-locates in two of our workforce centers in Denison and Gainesville. This past year, Texoma has assisted the AEL program in working through their first Texas Workforce Commission on-site monitoring review, interviewing and hiring staff, and developing joint service delivery strategies. To avoid duplication of services and alignment of services and resources, the Board has worked closely with Grayson’s AEL program and the Fannin Literacy Council programs in Bonham and Honey Grove. Texoma works closely with the AEL program in our region through a MOU agreement to ensure all workforce and AEL customers receive needed services, including providing assistance for eligibility determination.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 14

The Texas Workforce Commission is currently working on guidance to provide to the Boards information on developing cooperative agreements as outlined in #14 above. In the meantime, Workforce Solutions Texoma is currently working to revise all Memorandums Of Understanding (MOU) in accordance with WIOA regulations. All MOUs will be updated no later than June, 2016. Texoma currently has 21 MOU’s with system partners. A list of these MOU’s follow:

WORKFORCE SOLUTIONS TEXOMA MEMORANDUMS OF UNDERSTANDING		Effective Date
MOU - 1	Grayson College	07/01/15
MOU - 2	North Central Texas College (NCTC) WIA Training	07/01/15
MOU - 3	HHSC - Region 3 - Cooke, Fannin, & Grayson Counties	04/05/05

MOU - 4	Cooke County Friends of the Family, Inc. d/b/a Abigail's Arms	03/01/03
MOU - 5	Fannin County Family Crisis Center	03/20/03
MOU - 6	Grayson County Women's Crisis Center	03/01/03
MOU - 7	Housing Authority of Denison {City of Denison Housing Authority}	07/01/99
MOU - 8	Housing Authority of Gainesville {City of Gainesville Housing Authority}	07/01/99
MOU - 9	Housing Authority of Sherman {City of Sherman Housing Authority}	07/01/99
MOU - 10	Texoma Council of Governments - Public Housing Program	07/01/99
MOU - 17	Substance Abuse and Mental Health Service Providers Lakes Behavioral Health, MHMR Services of Texoma, Alcoholic Services of Texoma	03/03/09
MOU - 28	Experience Works {Senior Community Service Employment Program [SCSEP]}	08/01/15
MOU - 18	Alabama Coushatta WIA (ACWIA)	09/25/00
MOU - 19	Air Chapel Community Learning Center	11/11/02
MOU - 21	Texoma Council of Governments - Texoma Area Information & Access Center 2-1-1	09/13/05
MOU - 22	DARS - Texas Department of Assistive and Rehabilitative Services' Division for Rehabilitation Services	07/18/11
MOU - 23	DARS - Texas Department of Assistive and Rehabilitative Service, Division for Blind Services (DBS)	05/12/08
MOU - 24	Texoma Council of Governments - Community Services Assistance Program	07/23/09
MOU - 25	E-Verify (Department of Homeland Security - DHS)	02/17/10
MOU - 30	Texoma Council of Governments - Aging and Disability Resource Center of Texoma (ADRC)	12/05/14
MOU - 31	Fannin County	03/15/15

In addition, Texoma has a total of 61 Non-Financial Agreements (NFA). These agreements exist for compliance with state directives and to provide both subsidized and unsubsidized employment opportunities for both Temporary Aid for Needy Families (TANF) and Supplemental Aid to Needy Family (SNAP) employment program participants as well as WIOA participants. Texoma has NFA's with the following community partners:

WORKFORCE SOLUTIONS TEXOMA NON-FINANCIAL COOPERATIVE AGREEMENTS	COUNTY	EFFECTIVE DATE
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American Red Cross	Grayson	01/31/06
Belk	Grayson	09/23/05
City of Gainesville - Maintenance Department	Cooke	12/02/10
Fannin County Head Start - Stephenson School	Fannin	01/31/07
Fred Douglas	Grayson	06/30/03
Gainesville Chamber of Commerce	Grayson	09/27/11
Gainesville Civic Center	Cooke	10/21/11
Goodwill Industries, Inc.		02/05/07
As Is	Grayson	
Main - Lamar	Grayson	
Processing Plant	Grayson	
Retail - Bonham	Fannin	
Retail - Denison	Grayson	
Retail - Gainesville	Cooke	
Retail - Sherman-Pkwy	Grayson	
Grayson County Crisis Center	Grayson	02/24/09
Hagerman National Wildlife Refuge	Grayson	07/24/02
Happy Kampers #2	Fannin	01/28/11
Health and Human Services Commission (HHSC)		04/04/05
Bonham	Fannin	
Gainesville	Cooke	
Sherman	Grayson	
Helping Hands	Grayson	07/24/02
Housing Authority - Bonham	Fannin	01/23/07
Housing Authority - Denison	Grayson	09/04/02
Housing Authority - Sherman	Grayson	10/09/02
Housing Authority - Whitesboro	Cooke	12/01/04
Jack and Jill Daycare	Grayson	04/06/04
Leonard Care Center	Fannin	01/26/07
Meals on Wheels - Texoma Gainesville	Cooke	08/27/10
MHMR of Texoma	Grayson	07/26/02
Mullican Care Center	Fannin	05/01/08
Salvation Army Boys & Girls Club - Denison	Grayson	07/24/02
Salvation Army Boys & Girls Club - Pottsboro	Grayson	05/09/03
Save Our Sobriety (SOS)	Fannin	02/18/05
Sherman Tourist Bureau	Grayson	01/31/06
Texas Parks and Wildlife Department	Grayson	12/16/09
Texoma Council of Governments	Grayson	02/23/10

Texas Department of Family and Protective Services, Region 3 – The Preparation for Adult Living Program	Grayson, Fannin, & Cooke	09/01/16
The Rehabilitation Center	Grayson	02/28/11
Tri-County Senior Nutrition Project		02/06/09
Bailey	Fannin	
Bells	Grayson	
Bonham	Fannin	
Callisburg	Cooke	
Denison	Grayson	
Honey Grove	Fannin	
Ladonia	Fannin	
Leonard	Fannin	
Muenster	Cooke	
Pecan Creek (Gainesville)	Cooke	
Pottsboro	Grayson	
Sherman	Grayson	
Tom Bean	Grayson	
Trenton	Fannin	
Valley View	Cooke	
Van Alstyne	Grayson	
Whitesboro	Grayson	
Van Alstyne Public Library	Grayson	05/29/03
VISTO - Volunteers in Service to Others	Cooke	10/21/11
Workforce Texoma - Cooke	Cooke	N/A
Workforce Texoma - Fannin	Fannin	N/A
Workforce Texoma - Grayson	Grayson	N/A
Your Neighbor's House	Cooke	04/20/10

Texoma has created a Disabilities Awareness Committee comprised of representatives from the Texas Workforce Commission's (TWC) Vocational Rehabilitation Services, the Area Disability Resource Center (ADRC), Grayson College, local mental health organizations, local employers with physical disabilities, an organization that serves recovering addicts, Texas Veterans Commission, and others.

Members of the Committee offer training to Workforce staff, local human resources staff through the Texoma Society for Human Resources Management Association (THRMA), and other local businesses. The Committee planned numerous events to educate the public during National Disability Employment Awareness Month, including 5 TV shows, 2

trainings for local employers, Blog Posts, social media, newspaper and e-news articles and multiple proclamations from the Governor, State Representative, and local mayors.

All three of Texoma’s Workforce Centers are equipped with assistive technologies and meet physical accessibility standards.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 15

As noted in the Local Board Partnership Agreement between the Texoma Workforce Development Board and the Chief Elected Officials for the Texoma Workforce Development Area, the local Board currently serves as the fiscal agent as designated by the Chief Elected Officials and will continue to do so.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 16

Texoma’s one-stop operator is selected via a competitive Request for Proposal (RFP) process. The RFP process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a winning partner. The rules comply with applicable federal, state and local requirements and follow guidance in the State’s Financial Management for Grants and Contracts (FMGC), Chapter 14: Procurement section.

Texoma will publish the RFP 4 years, at a minimum. The RFP will be published in local newspapers, e-mailed to entities on Texoma’s vendor’s list, and posted on the Board’s website. Following release of the RFP, bidder’s conference will be held, if needed, to answer any questions from prospective bidders. All questions and answers from the bidder’s conference will be posted on the Board’s website and e-mailed to prospective bidders. After the deadline date noted in the RFP, all proposals will be evaluated by the Board’s Procurement Committee. Each Procurement Committee member will grade each proposal independently using a uniform grading tool. After scoring is completed, the Procurement Committee will make a recommendation to the Executive Director who will then review the recommendation for concurrence or further decision-making. The successful bidder is selected based on the highest score, cost, and service delivery design. Once the vendor has been selected, the Board will proceed with Contract Negotiations. The contract will be written for one year with the option to renew up to 3 additional one year terms, provided there are no fiscal or performance issues.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part B: Operational Elements - # 17

The Board is the designated Fiscal Agent. The Board is audited on an annual basis and undergoes both internal and state monitoring reviews. Budgets and Expenditure Reports are reviewed and approved at regularly scheduled Board meetings by both the Executive Committee and the full Board.

Noting that WIOA Performance has not yet been negotiated with the Texas Workforce Commission, program and system measures currently contracted to Texoma for BCY 17 include the following:

Measure	BCY 17 Target
Choices Full-Work Rate - All Family Total	55%
Claimant Reemployment within 10 Weeks	55.3%
Number of Employers Receiving Workforce Assistance	1,328

Average # of Children Served Per Day - Discretionary	498
WIOA Measures:	
Employed/Enrolled Q2 Post Exit – All Participants	TBA
Employed/Enrolled Q2-Q4 Post Exit – All Participants	TBA
Median Earnings Q2 Post Exit – All Participants	TBA
Credential Rate – All Participants	TBA
Employed Q2 Post Exit – Adult	TBA
Employed Q4 Post Exit – Adult	TBA
Median Earnings Q2 Post Exit – Adult	TBA
Credential Rate – Adult	TBA
Employed Q2 Post Exit – DW	TBA
Employed Q4 Post Exit – DW	TBA
Median Earnings Q2 Post Exit – DW	TBA
Credential Rate – DW	TBA
Employed/Enrolled Q2 Post Exit – Youth	TBA
Credential Rate – Youth	TBA

Texoma maintains a list of approved training providers that provide training to support occupations on the Board’s Target Occupations List. This list can be located on the state’s Eligible Training Provider System site located at <http://www.twc.state.tx.us/partners/eligible-training-provider-system>. Training providers submit each individual training program to the Board to review and approve. Board criteria for approval includes those programs that support the Board’s Target Occupations List (<http://www.workforcesolutionstexoma.com/targeted-occupations>), meet performance requirements, result in a recognized credential, have a reasonable expectation of employment upon completion of the training program, meet the Board’s targeted wage and other factors. Opportunities for training that is not on the Texoma approved Statewide List of Certified Training Providers can be approved as long as the training is on the Board’s Target Occupations List, training outcomes support the Board’s targeted wage, and program is on the Statewide List as approved by another Board area. Eligible Providers are required to meet both state and local performance requirements and re-submit applications to the Board if there are changes to programs, including program costs.

With input from the one-stop operator, the Board monitors training participant/program completion rates, entered employment in training-related occupations as well as customer satisfaction to ensure programs and delivering high-quality training to all enrollees. The Board takes immediate action to work with providers to improve programs and/or suspend or remove programs with issues found in these reviews.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 18

Workforce Solutions Texoma has a strong emphasis on continuous system improvement and works with all partners to build strong partnerships that will work together to achieve our vision of an effective and integrated workforce system that meets the needs of all system partners. Texoma consistently focuses on performance outcomes that support performance improvement objectives.

Texoma has a history of being a high-performing Board and has received numerous awards for high performance in the last twenty years. Texoma continuously monitors systems and processes, both internally and at the one-stop operator level, to ensure that program and fiscal processes and procedures follow local, state, and federal regulations. Texoma's annual audits and annual monitoring reviews from the Texas Workforce Commission have consistently resulted in few or no issues through the years and the Board has every expectation of continuing to achieve these types of outcomes.

Texoma meets and will continue to meet with the one-stop operator weekly to discuss current events in the Workforce Centers and to hold the one-stop operator accountable for efficient and effective programs. Regular performance meetings are held for all programs along with a monthly budget meeting. Enrollments are regularly reviewed and employer services are reported. Performance-related reports are pulled on a weekly, monthly, and quarterly basis to watch for trends in performance tracking.

Texoma continues to develop and foster collaborative partnerships with all stakeholders in the workforce development area to gain input on workforce needs. Board staff work with Workforce Board members to continuously achieve workforce system goals. Board staff also meet with local employer groups, human resource groups and economic developers to determine how we can better serve them. Recently, those groups decided that future job fairs should be industry sector specific. As a result, Texoma partnered with the economic developers to provide three such job fairs. Texoma is very connected with economic development and employers. Both groups know they can approach the Board with new ideas and needs and we are and will continue to be responsive to those needs.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 19

Workforce Solutions Texoma does not engage in contracts for training services. Occupational Skills Training and Apprenticeship training services both utilize the Individual Training Accounts (ITA). ITA amounts are determined based on the type of training program and duration. Customers are provided a list of the approved training programs, the ITA amount for each program and the total cost of the training to assist them in making an informed choice on the training program and out-of-pocket expenses.

Texoma's eligible training provider list is developed to maximize customer choice in the number of training opportunities available both within and outside of the Workforce Solutions Texoma area. WST's authorized Training Provider list can be used by customers of other Commission funded workforce center programs such as Choices, SNAP, and TAA. Customers wishing to attend training that is not on the on the approved Targeted Occupations List, which is published on the Board's website at <http://www.workforcesolutionstexoma.com/targeted-occupations>, must present WST with a bona fide offer of employment which can be confirmed to begin after the completion of the training. Confirmation of said potential employment offer must be documented in customer's file. Written approval must be obtained from WST for said training and must also be maintained in the file.

Texoma Board policy dictates that one-stop staff will ensure that customer choice will be utilized as the primary factor in assisting customers in selecting a training provider.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 20

Workforce Solutions Texoma's contractor has functioned with an integrated service delivery model for the past fifteen years. Case managers are trained on all workforce programs and manage their caseloads by alphabet. One caseworker will handle Choices (TANF employment program), including Choices Child Care services, the Supplemental Nutrition Assistance Program (SNAP) Employment & Training program, and WIOA as assigned by the customer's last name. In addition, facilitators and resource room staff are also trained on all programs to provide information and assist customers throughout the service delivery process. Business Services staff consisting of both state Wagner-Peyser and one-stop operator staff handles assisting employers to fill openings, recruiting and enrolling area employers for subsidized employment sites for all the workforce programs as well as services to assist child care providers in recruiting and retaining talent for their business needs. This level of integration is instrumental in streamlining and removing duplication in both services and program costs.

Workforce Solutions Texoma has utilized a paperless case management system since 2010. The paperless system, Cabinet, has been instrumental in streamlining paperwork and processes to improve the delivery of services and cut program costs. This paperless program also is instrumental in protecting customer's confidential information as all eligibility and other paperwork is housed in a paperless environment, with no paper files being transported for monitoring or other purposes. All eligibility documents are scanned into the paperless system in front of the customer with the original documents being returned to the customer at that time. All programs have been streamlined using techniques from a Rapid Process Improvement (RPI) model to assist in improving the overall quality of services.

Workforce Solutions Texoma has recently implemented an online application processes for both the WIOA and Child Care programs. Customers can access these services via the Internet at our website: www.workforcesolutionstexoma.com.

Referrals to one-stop partners are submitted through confidential emails to ensure customer information and referral information are provided in a timely manner. One-stop partners provide referrals in the same manner and feedback loops are provided via confidential email as well.

Other workforce resources for an integrated, technology-enabled system include:

SYSTEM	PURPOSE
Cash Draw and Expenditure Reporting (CEDR)	Texas workforce Commission's online Cash Draw and Expenditure reporting system used by Board fiscal staff to report obligations and expenditures and to draw down funds from programmatic allocations.
Child Care Attendance and Automation (CCAA)	Used by parents to record attendance at child care centers using a swipe card at a point of service device. This attendance is then viewable by staff for billing and payment purposes.
The Workforce Information System of Texas (TWIST):	Texas Workforce Commission's integrated intake, eligibility, case management, and reporting system for employment and training services. Staff have the ability to perform data entry of eligibility and other customer information, counselor notes and other related information. TWIST interfaces with WorkInTexas, the Unemployment Insurance system, the Health and Human Services system, and Texas Department of Criminal Justice/Texas Youth Commission systems.
Workforce Career Center Traffic (WCCT) Interface	WCCT provides a tool for customers to record customer activity, such as resource room usage, appointments, etc. for all programs. WCCT uploads customer visit information into TWIST, thereby eliminating the need for duplicate data entry. WCCT also interfaces with WorkInTexas to pull WorkInTexas information for staff usage when customers sign into WCCT. Customer tracking data can be pulled by workforce center on a daily, weekly, monthly, or annual basis.
WorkInTexas	Texas Workforce Commission's job matching system funded through Wagner-Peyser funds. Provides employers no cost job posting and advanced job matching opportunities. Provides job

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE	
Part B: Operational Elements - # 21	
	<p>Workforce Solutions Texoma follows the Texas Workforce Commission’s guidelines in ensuring priority for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Texoma’s local policy for career and training services places these populations as Priority 1 status in providing career and training services. In the event that Workforce Solutions Texoma creates a waitlist for career and training services, the Priority 1 status customers will be contacted first.</p>

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE	
Part B: Operational Elements - # 22	
	<p>Workforce Solutions Texoma has set policy guidelines in determining ITA maximum amounts. ITA amounts are determined based on the type of training program and duration. Texoma sets a ceiling for ITAs for programs on the Target Occupations List. Board staff, in cooperation with one-stop staff, will review program costs and set specific program ITA maximum amounts based on a floor of \$3,000 for Certificate programs, \$4,000 for Associates programs and \$5,000 for Bachelor’s degrees. Specific occupations determined to be in critical need can be raised above the credentialing amount. These maximum amounts will allow WST’s training funds to be stretched to meet demand for training</p>

needs in the Texoma area and allow for additional customers to be served. It is expected that funding for training programs should be stretched to provide support for no more than two years with Texoma funding the last two years of a Bachelor's degree program. One-stop staff can request exceptions from the Board for customers with extenuating circumstances.

ITA's for transfer to training providers outside the Workforce Solutions Texoma Workforce Development Area (WDA) will be issued in accordance with the normal cost for the specific program, as approved by the Board.

Texoma's eligible training provider list is developed to maximize customer choice in the number of training opportunities available both within and outside of the Workforce Solutions Texoma area. WST's authorized Training Provider list can be used by customers of other Commission funded workforce center programs such as Choices, SNAP, and TAA. Customers wishing to attend training that is not on the on the approved Targeted Occupations List must present WST with a bona fide offer of employment which can be confirmed to begin after the completion of the training. Confirmation of said potential employment offer must be documented in customer's file. Written approval must be obtained from WST for said training and must also be maintained in the file.

Board policy dictates that one-stop staff will ensure that customer choice will be utilized as the primary factor in assisting customers in selecting a training provider.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part B: Operational Elements - # 23

Workforce Solutions Texoma's role in providing services to eligible youth is a lead role in the outreach, recruitment, eligibility, and service delivery. The required elements of the youth program lay the foundation for the individualized service delivery. Workforce Solutions Texoma does not provide all fourteen elements of the youth program.

Workforce Solutions Texoma relies on the community resources to fill the service gaps to avoid duplicating services and wasting valuable resources. The elements and service provisions are describe below.

- **Tutoring/Study Skills Tutoring** - Workforce Solutions Texoma utilizes online and community resources to address this element on an individual case-by-case basis. In specific circumstances, one-on-one tutoring is procured to assist the youth in achieving the necessary skill levels.
- **Alternative secondary school services, or dropout recovery services, as appropriate-** In School Youth are not a target for enrollment in the youth program;

however, Workforce Solutions Texoma coordinates with local school districts as needed for recruitment and referral resources.

- Paid and unpaid work experiences** - Workforce Solutions Texoma recognizes this element as essential for career planning and identifying the customer’s career path utilizing the Individual Service Strategy (ISS) designed by Workforce Solutions Texoma. Workforce Solutions Texoma youth staff coordinates with the Business Services team to connect the youth with local businesses based on the customer’s needs. Workforce Solutions Texoma utilizes an online application, Conover® to address and train soft skills and pre-employment skills prior to placement in work experience. A sample of the pre-employment curriculum outline is provided as noted in the Pre-Employment Curriculum Outline (STAR- Self-Sufficiency Training to Achieve Results) Schedule below:

STAR (Self-sufficiency Training to Achieve Results) Schedule

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Report to WFST Resource Room by 9:00	Report to WFST Resource Room by 9:00	Report to WFST Resource Room by 9:00	Report to WFST Resource Room by 9:00	Report to WFST Resource Room by 9:00
Students will meet with RR staff to sign in for STAR, to turn in job search sheets from Friday and receive job search sheets to be due Tuesday morning.	Students will meet with instructor to sign in for STAR, to turn in job search sheets from Monday and receive new job search sheets to be due Wednesday morning.	Students will meet with instructor to sign in for STAR, to turn in job search sheets from Tuesday and receive new job search sheets to be due Thursday morning.	Students will meet with instructor to sign in for STAR, to turn in job search sheets from Wednesday and receive new job search sheets to be due Friday morning.	Students will meet with instructor to sign in for STAR, to turn in job search sheets from Thursday and receive new job search sheets to be due Monday morning.
Students will work on: <ul style="list-style-type: none"> Workintexas.com – Create/update application: Portfolio including- Contact Information, Job History, Pay & Location, Occupations (list 15 of them) and Work History My Cheat Sheet 	Students will work on: <ul style="list-style-type: none"> Portfolio- Give to Customer Resume- WinWay Resume Maker is on all computer desktops References- List three to five people who you have worked with. 	Students will work on: <ul style="list-style-type: none"> Conover- link through customers email sent from Facilitator: Workplace Readiness <ul style="list-style-type: none"> Attitude Communication Planning & Organization Interpersonal/Social Skills Professionalism Critical Thinking Teamwork Media Rules <p align="center">(TABE?)</p>	Students will work on: <ul style="list-style-type: none"> Financial Literacy www.foolproofme.com Click on Login Middle of page under Other Releases and FoolProof Work Place- click on Student login Create your acct and enter Class code: 348 <p align="center">(Grayson Only-ACT NCRC?)</p>	Students will work on: <ul style="list-style-type: none"> Register with all Temp agencies Work on your Workintexas.com application
Class over by 11:00 am	Class over by 11:00 am	Class over by 11:00 am	Class over by 11:00 am	Class over by 11:00 am

- Occupational skill training** - After development of an Individual Service Strategy (ISS), the customer’s career path emerges. Training is instrumental in achieving the youth’s career goals. Workforce Solutions Texoma utilizes local training providers to provide quality training in our target occupations.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster** - Workforce Solutions Texoma currently coordinates with the local community colleges for basic education/remedial services. These services are built specifically for the respective career paths and designed by the community colleges Adult Education and Literacy (AEL) program. AEL programs are offered in both the Cooke and Grayson Workforce Centers.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate** - Workforce Solutions Texoma works with community partners to identify services available in the community to address this element based on individual need.

- **Supportive Services** - Workforce Solutions Texoma provides supportive services as needed or refers to community resources as appropriate.
- **Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months** - Workforce Solutions Texoma coordinates with community partners and business to identify adult mentors that are appropriate. Currently, Texoma utilizes the work experience sites as mentors for the youth in relation to developing soft skills and fostering the selected career path.
- **Follow-up services for not less than 12 months after the completion of participation, as appropriate** - Workforce Solutions Texoma conducts follow-up with monthly contact via mail/email and quarterly contact via telephone, email, social media, or in person. The monthly contact includes distribution of a “featured service of the month” to apprise the youth of community services that are typically relevant for that population.
- **Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate** - Workforce Solutions Texoma identifies community services and refers youth based on need and on a case-by-case basis.
- **Financial literacy education** - Workforce Solutions Texoma utilizes a free online source for this service (www.foolproofme.com). Youth will complete this element based on their agreed plan with the youth staff.
- **Entrepreneurial skills training** - Workforce Solutions Texoma identifies community services in the region and refers youth as needed. Particularly focused on referrals to small business development education and information.
- **Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services** - Workforce Solutions Texoma utilizes free online resources provided through Texas Cares, Woofound® and community partners. Workforce Solutions Texoma coordinates with local resources and the existing services in centers to formulate a plan for career exploration. Customized labor market information can also be provided to youth through use of the Texas Workforce Commission’s Information’s Labor Market and Information resources and the Board’s access to JobsEQ (Chmura Economics and Analytics).
- **Activities that help youth prepare for and transition to post-secondary education and training** - Workforce Solutions Texoma works with the local colleges and Educational Opportunity Centers to assist youth in transitioning to post-secondary education.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part B: Operational Elements - # 24

Workforce Solutions Texoma supports Registered Apprenticeship programs. The ability of Apprenticeship programs to assist in preparing and training individuals for a career in a skilled trade or craft combined with supervised on-the-job training and classroom instruction has a proven success record. The fact that participants often are paid a salary while undergoing apprenticeship training enhances individual’s likelihood of success in achieving a high-wage outcome. Texoma currently has one Registered Apprenticeship program approved on the Eligible Training Provider System List – Electrical Power-Line Installers and Repairers through the Wilbros T&D Lineman Academy. In addition, any Registered Apprenticeship program that aligns with the Board’s Target Occupations List will receive automatic approval and listing on the state’s Eligible Training Provider System List.

Texoma has worked with local employers to assist in developing additional Registered Apprenticeship programs and staff recently attended a session at the annual Texas Workforce Commission Conference by their newly-created apprenticeship department staff. We look forward to further collaborating with the Commission’s apprenticeship department, local employers, and educators in developing additional apprenticeship programs in our area.

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE
Part B: Operational Elements - # 25

As noted above, Texoma promotes and supports Apprenticeship efforts in Texoma. We will continue to support the work to begin with the Texas Workforce Commission’s newly created apprenticeship department, including support of ApprenticeshipTexas efforts both within Texoma and across the state.

Part C: Public Comment

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Part C: Public Comment - # 26

Workforce Solutions Texoma solicits public input on the Local Plan through newspaper advertising, via e-mail invitations, and through face-to-face meetings.

Workforce Solutions Texoma offered the plan for public comment via newspaper advertisements in all major newspapers in the Texoma Workforce Development Area. These newspaper advertisements informed the public that the Local Plan was available for public review during the comment period. Other representatives were outreached to elicit comments on the Local Plan via email and through face-to-face meetings. The Local Plan was also presented to the membership of the Texoma Workforce Development Board at the January 2017 meeting, the major Economic Development entities, the Chief Elected Officials and other local partners.

Workforce Solutions Texoma ran newspaper advertisements in each of our three counties in an effort to solicit public comment. The notice stated that the Plan for FY 2017-2020 will be available for public comment January 7 – February 7, 2017. Comments were due no later than 5:00 pm on February 7, 2017. No comments were received. Newspapers publishing these advertisements and dates of publication follow:

- Herald Democrat
603 South Sam Rayburn Fwy., PO Box 1128
Sherman, TX. 75090
Notice ran January 4th and 6th (daily publication)
- Gainesville Register
306 E. California Street
Gainesville, TX 76240
Notice ran January 4th and 7th (daily publication)
- Fannin County Special
2501 North Center
Bonham, TX 75418
Notice ran January 3rd (weekly publication).

Copies of the public notice and publishers affidavits are attached.

Comments could be submitted in writing, by e-mail or by fax.

Comments that expressed disagreement with the Local Plan are noted below:

No comments were received.

Texas Workforce Investment Council Requirements (WD-22-16, Attachment #2)

Local Workforce Development Board Strategic Planning

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

Additionally, state law charges TWIC with reporting annually to the governor and to the Texas Legislature on the implementation of the system strategic plan and monitoring the operation of the state’s workforce system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, TWIC also reviews Board Plans and plan modifications to determine each Board’s progress in implementing strategies that align with the strategic plan for the Texas workforce system.

A summary of Boards’ responses and strategies is provided to TWIC before TWIC considers the plans for approval and recommendation to the governor. Boards’ responses to the following planning elements are reviewed by TWIC for alignment with the strategic plan for the Texas Workforce system and are the basis for recommending approval.

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

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

System Goal and Rationale

Focus on Employers:

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

Board Strategy or Initiative and Quantitative Outcomes

The Board works closely with both community colleges in the WDA to provide labor market data and to connect them with more than 30 employers and economic developers. Recently, Texoma has partnered with economic developers to conduct a study of the labor market. Once the study was complete, two committees were formed to address the skills gaps for the two largest occupational sectors, healthcare and manufacturing. Representatives from secondary and post-secondary education, economic development and industry have worked for over 12 months to design curriculum that meets the needs of industry and provides a career pathway for youth and adults. The first classes began in Fall of 2016. Current and future needs will be addressed through these collaborations. Teacher externships and Manufacturing Day are an integral part of this initiative.

Quantitative Outcomes:

- 1) Support the Healthcare and Manufacturing Committees, which meets a minimum of six times per year. We will continue to develop curriculum, and implement new employer-designed programs.
- 2) Sponsor 34 Teacher Externships to increase awareness of the healthcare and manufacturing careers available in Texoma,
- 3) Host Manufacturing Days and Career Fairs to promote Texoma careers and training. Manufacturing Days targeted 600 youth. Four Career Fairs are planned per year.

System Goal and Rationale

Engage in Partnerships:

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

Board Strategy or Initiative and Quantitative Outcomes

Texoma has strong partnerships with their two community colleges, secondary educators, economic developers, and employers as evidenced by the industry-sector outreach targeting Manufacturing and Healthcare. Strong partnerships can be seen through local financial assistance provided by local economic developers and Grayson College in purchasing economic modeling software which resides at the board and is used to benefit our entire region.

Economic developers, educators, and employers are collaborating to build a website to promote manufacturing. The website is called ‘Made In Texoma’ and will increase awareness of products made in our area and the jobs that are available through our local manufacturers. This site will also contain lesson plans and information for educators to use in the classroom to highlight skill sets necessary for today’s manufacturing community.

System Goal and Rationale

Align System Elements:

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

Board Strategy or Initiative and Quantitative Outcomes

Texoma works with more than 30 employers and area economic developers on a regular basis to align secondary and post-secondary training to meet the needs of employers. In all cases, the curriculum is designed by the employers and is transferable to create a career pathway. Local employers have agreed to give hiring priority to those who complete these programs. Manufacturers and economic developers have agreed that no student will be turned away due to lack of funds for tuition, tools and supplies. They are also assisting the schools with the purchase of books and equipment.

Six years ago, Workforce, economic developers and employers piloted the IM2 program which still exists. This program allows high school seniors to start the path toward an industrial maintenance certificate. The first is completed during their senior year and after graduation they work four days per week and attend classes one day. One year after graduation, students can complete the certificate and they have full time employment. Over 30 students have participated in the program. Other schools are beginning to express an interest in the program. Tuition, books, and fees are provided through the partners.

Quantitative Outcomes:

- 1) Board Committee will assist 12-25 manufacturing students per year with tuition, books and supplies.
- 2) Assist with grant applications for equipment.
- 3) Enroll 10-15 Healthcare students per year starting in Fall of 2017.
- 4) Continue to support and organize committee meetings to address the needs of employers
- 5) Explore the need for other occupational sector outreaches.

System Goal and Rationale

Improve and Integrate Programs:

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

Board Strategy or Initiative and Quantitative Outcomes

By developing strong partnerships with education, economic development, and employers, Texoma is able to remain current with employer needs. Regular meetings with these stakeholders provides an organized and appropriate mechanism for updating education and training programs to meet the needs of participants and employers.

Over 30 employers participate on a regular basis in meeting to develop strategies targeted to educating youth and workforce customers. New curriculum is being introduced in response to employer demand and is designed by participating employers.

Part 2—Identifying Industries of Significance to the Regional Economy

Texas has continued to exhibit economic success over the past decade, and local Workforce Boards have contributed to regional economic success through the establishment of industry sector or cluster strategies in partnership with employers. These strategies help to drive job creation and stimulate economic growth by providing job candidates with the skills and knowledge that employers require to be competitive.

Texas’ targeted industry cluster initiative supported this work. WIOA continues that support by encouraging sector partnerships and strategies to ensure that the skills of the workforce meet the needs of local industries. The questions below focus on industry clusters and sectors within the region.

Describe the top three industry clusters/sectors and occupations.

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

Board response:

- 1) **Manufacturing**-Advance Technologies and Manufacturing Target industry cluster- represents 14% of employment in Texoma and represents some of our largest employers.
- 2) **Healthcare** -Biotechnology and Life Sciences industry cluster - healthcare continues to be an in-demand industry in the Texoma area with 29% of

employment centered on education and health services and three of our largest employers are hospitals, VA, TMC, WNJ.

3) Within Healthcare we have industry occupations targeting nursing, CNA/PCT, Pharmacy Technician, CMA, Dental Assisting/Assistants, MLT, Medical Assistants, and Medical Secretaries.

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

Board response:

Potential Occupation Gaps over 10 Years in Texoma WDA_Cooke, Fannin & Grayson				
Title	Accumulated Supply Gap 2026	Accumulated Demand 2026	Avg Wages	Educational Level
Registered Nurses	210	2,602	\$62,100	Bachelor's Degree
Licensed Practical and Licensed Vocational Nurses	60	729	\$41,100	Postsecondary non-degree award
Nurse Practitioners	20	102	\$98,100	Master's Degree
Nursing Assistants	60	1577	\$22,800	Postsecondary non-degree award
Medical Assistants	10	407	\$28,600	Postsecondary non-degree award
Electricians	40	466	\$42,900	High school diploma or equivalent
Industrial Machinery Mechanics	40	373	\$52,600	High school diploma or equivalent
Machinists	10	568	\$39,600	High school diploma or equivalent
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	10	187	\$41,000	Postsecondary non-degree award
Welders, Cutters, Solderers, and Brazers	10	497	\$37,900	High school diploma or equivalent

In the Skilled Trades sector, 21% of workers are 55 or older, and 29% are 45 to 54. Today, the average age of a welder in the United States is 55, and he or she is likely to retire within 10 years. Accounting for these retirements and the current talent pipeline, the American Welding Society estimates that, by 2020, there will be a shortage of 290,000 welding professionals. Local manufacturing employers support these statistics. These employers state that a weakness in the Texoma region is the baby boomers (individuals born between 1946 and 1964) in the workforce who will be retiring soon. These retirements will result in local employers losing high-skill workers. Texoma has been working with local employers and education entities to mitigate this issue through the Middle Skills Committee.

3. Identify the planned strategies to address the worker shortages in the occupations identified in Statement 2.

Board response:

Manufacturing and Healthcare worker shortages are being addressed by committees that include Workforce, education and employers.

- 1) Career pathways are being developed and offered in area high schools as dual credit courses. These pathways are also offered to adults through the community colleges.
- 2) Employers have worked closely with secondary and post-secondary educators to design programs that meet their needs but also provide opportunities for the students to continue their education toward a higher degree. Employers will continue to evaluate the programs to insure students are receiving the best education.
- 3) Employers have agreed to assist with tuition and to give priority in hiring to these students.