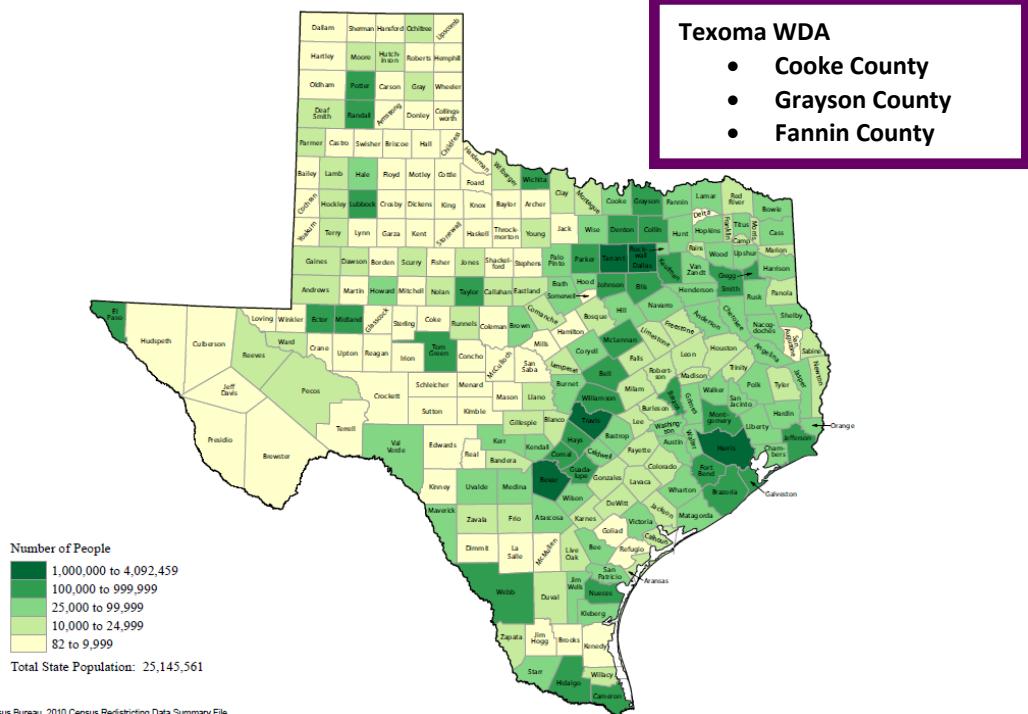




TEXOMA WORKFORCE DEVELOPMENT BOARD d/b/a WORKFORCE SOLUTIONS TEXOMA

TEXAS - 2010 Census Results
Total Population by County



Source: U.S. Census Bureau, 2010 Census Redistricting Data Summary File

LOCAL STRATEGIC PLAN PROGRAM YEARS 2021 – 2024

Introduction

Under the Workforce Innovation and Opportunity Act (WIOA) §108, the Texoma 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 Texas combined Workforce Innovation and Opportunity Act (WIOA) State Plan. The Plan must promote communication, coordination, and collaboration among Adult Education and Literacy (AEL) grantees, employers, economic development organizations, community-based partners, and other service providers that support the economic growth of the Texoma Workforce Development Area while meeting the needs of employers and job seekers.

Texoma's Local Plan will be developed openly and be available to the public for comment for at least 15 days but no more than 30 days to members of the business, labor organizations and education. Along with submission of the Local Plan to the Texas Workforce Commission (TWC), the Board will submit all public comments of disagreement with the plan to TWC.

Part 1: Board Vision and Strategies

A. Vision and Goals (WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5))

Boards must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:

- goals for preparing an educated and skilled workforce, including early education services, and services for youth and individuals with barriers to employment; and
- goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

1.A: VISION AND GOALS

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 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. Texoma offers 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/Addressing Occupational Shortages

Strategies:

- **Meetings with Local Partners**

Texoma routinely meets with local human resource groups, educators, 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.

- **Manufacturing and Healthcare Committees**

Two committees, 3, 4, , 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 designed curriculum to meet industry standards that results in the opportunity to gain 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 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 also collaborated to design programs that allow high school students to graduate with an associate degree. Multiple programs in manufacturing and healthcare continue to be available to youth in Cooke County through this collaboration.

The Texoma Regional Consortium Healthcare Committee addresses skills gaps in the healthcare industry. Representatives from both Texoma and Southern Oklahoma Workforce Board, area hospitals, nursing homes, economic development, and community colleges attend Healthcare Committee meetings to discuss strategies to address healthcare skill gaps. The committee is working to develop programs for high school students to begin a career pathway in healthcare. In cooperation with Grayson College a Patient Care Technician program has been added to the high school career and technical education and dual credit curriculum. Students who complete this program will achieve three certificates that will immediately make these students employable in the Texoma WDA: Certified Nurse's Aide (CNA), Phlebotomist, and EKG Technician. Current goals of the Healthcare Committee continue to be to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare. Future goals of this committee include researching and applying for Sector Partnership grants to support creating effective and sustainable sector partnerships in healthcare.

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

The Business Education for Teachers project places high school and middle school teachers, counselors and administrators 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.

In 2002, 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. Although this program was suspended for 2020 due to the Novel Coronavirus COVID-19 restrictions, in 2018 and 2019, Texoma's BET program placed 67 teachers from 27 school districts into local businesses and industry settings in all three counties in the Texoma workforce development area and plans are underway to continue the BET program in 2021. Texoma's model that began in 2002 is now a model for the entire state.

BET gives priority to teachers in the Science, Technology, Engineering and Math (STEM) fields as well as teachers from other disciplines and counselors the opportunity to participate. Funding for the project is currently provided by the Texas Workforce Commission, local economic development organizations, local independent school districts and Workforce. Texoma already has local commitment for matching funds for the project in 2021 from individual independent school districts and economic development entities.

2) Increasing Literacy Levels through the Years

Strategies: Through work with community partners, Workforce Solutions Texoma has been working to provide opportunities to increase literacy levels since 2004. Our focus has been two-fold, working through child care providers to address early childhood literacy needs and through the

workforce center to address adult literacy needs. Through these partnerships, we have successfully implemented the following programs:



- **Create a Book.** Implemented in 2016, Texoma conducted a Literacy project where children in early childhood classrooms (ages 3-5) at centers and homes created their own book. In 2020, now the 4th year of this project, 336 children participated from three homes and 16 centers, totaling 28 classes. We were excited to have six new participating providers this year. Each participating classroom received a \$250 incentive and each child received their own Reading Bag that included books, a journal and flash cards. Through this project, children discovered that learning and reading can be fun through creativity.

Multiple Financial Literacy Programs have been developed and implemented:

- **Financial Literacy Program for Children.** This program has been in existence for 2 years, beginning in 2019. A three-week summer program was conducted in 2020 where children 'worked' by conducting chores at their child care facility to earn money. Each week, children were taught lessons on earning, needs vs. wants, saving, giving, priorities, impulse buying and alternative ways to save money. At the conclusion of the program, all children received participation prizes based on how much 'play' money they earned throughout the course of the program. Participants included fifteen providers, including five homes and ten centers, and 270 children in 23 classes.
- **Financial Literacy Program for Parents.** For Child Care Services (CCS) parents, financial literacy information is now included in all CCS handbooks, the Parents Rights and Responsibilities videos, all workforce center program presentations and resource room slides, and through Workforce Texoma's website at www.workforcesolutionstexoma.com. Additionally, all CCS parents were sent financial literacy resources by mail in September 2020. These resources included information on budgeting basics, credit card & debit card basics and credit history.



- **Financial Literacy Program for Child Care Providers.** Sessions for child care directors and owners on financial literacy were held in January, February, and August 2020. Participants learned about budgeting, cash flow, profit and loss, increasing child care enrollment, and cutting costs, not quality. Forty-two directors and owners participated in these sessions.
- **Financial Literacy Program for Adults/Youth.** Texoma customers receive a wide array of financial literacy information and training through our local workforce centers in both face-to-face and virtual formats. An online platform is provided that allows participating customers to progress through various aspects of financial literacy training. Topics covered include budgeting, credit, savings and checking accounts, loans, credit cards, student loans, and retirement. Information and resources are available at all locations.

3) Regional Planning

Workforce Solutions Texoma collaborates with local community partners to provide regional services throughout our tri-county region. Collaboration with all economic development entities to assist in training workers of the future is on-going. These partnerships have resulted in the creation of matching funds for grants to fund Texas Industry Partnership Grant, High Demand Job Training Grants, the Business Education for Teachers, career pathway projects identified by the Manufacturing Committee, and the availability of the Chmura Economics & Analytics labor market information software that is used throughout the region.

Texoma has a strong partnership with our local libraries through Non-Financial Agreements. Through these agreements, each library provides shortcuts on their computer desktops to showcase workforce programs, including WorkInTexas, and career exploration resources such as Texas Reality Check, Texas Career Check, Texas OnCourse, and Jobs Y'All. Texoma leveraged this partnership with local libraries during the recent Novel Coronavirus COVID-19 period by working with the libraries to extend their Wi-Fi access to their parking lots so students and job seekers could access WIFI to complete school work or look for a job.

Texoma has and will continue to 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.

Goals Relating to WIOA Accountability Measures

Workforce Solutions Texoma is in a positive position to achieve the performance accountability goals set forth under the Workforce Innovations and Opportunity Act (WIOA) through the Texas Workforce Commission (TWC). Texoma has a track record of meeting or exceeding contracted performance and we feel confident we will be able to continue to do so in coming years. Currently, Texoma has been assigned fifteen (15) WIOA performance targets under the following categories:

- 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 – C&T Participants
- Employed/Enrolled Q2-Q4 Post Exit – C&T Participants
- Median Earnings Q2 Post Exit – C&T Participants
- Credential Rate – C&T Participants

From the number of performance measures noted above, Texoma is aware that WIOA has increased the accountability and reporting requirements for local Boards. WIOA's common performance accountability measures among core partners is a positive factor for our system and for the Texoma Board area. By working with employers and developing strong, work-based training relationships, Texoma expects to have greater gains in credential attainment as well as employment placement and retention.

Part 1: Board Vision and Strategies

B. Board Strategies (*WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6)*)

Boards must include 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 workforce development area (workforce area) to achieve the vision and goals.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

1.B: BOARD STRATEGIES

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

Title II – Adult Education and Literacy

Workforce Solutions Texoma has strong ties with the Adult Education and Literacy (AEL) programs administered in all three counties through Grayson College. Texoma has an established Memorandum of Understanding (MOU) with Grayson College to support information sharing between our programs to assist our mutual customers and referrals of customers in need of both of our services. Texoma also provides space in two of our workforce centers (Denison Workforce Center {Grayson County} and Gainesville Workforce Center {Cooke County}) for Grayson's AEL program to use in providing classes to both AEL and Workforce customers.

Title III – Wagner-Peyser Act of 1993

Through the Texas Model established prior to 2008, Texoma has a close relationship to Wagner-Peyser staff. The Texas Model allows local Boards/One-Stop Operators and the Texas Workforce Commission (TWC) to co-manage staff housed at one-stop centers that are funded through Wagner-Peyser funds. Under the Texas Model, Texoma works with TWC staff to ensure the following principles are followed for Wagner-Peyser staff:

- Recruit, select and advance employees based on their relative skills, knowledge and abilities, including open consideration of qualified applicants for initial appointment.
- Provide equitable and adequate compensation.
- Train employees to ensure high quality performance.

- Retain Employees based on performance, correcting inadequate performance and separating employees whose inadequate performance cannot be corrected.
- Assure fair treatment of applicants and employees in all aspects of human resources administration, without regard for their political affiliation, race, color, national origin, sex, religious creed, age or disability; and, with proper regard for their privacy and constitutional rights as citizens.
- Assure that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for interfering with or affecting the results of an election or a nomination for office.

Title IV – Rehabilitation Act of 1973

The Texas Workforce Commission (TWC) brought the Rehabilitation Act-funded programs under the TWC umbrella in September, 2016. Even prior to this time, Texoma had a strong local working relationship with our Vocational Rehabilitation partners and provided office space in our one-stops on multiple days of the week in order to better serve our mutual customers. Since 2018, Rehabilitation Act staff that work with both adult and youth customers with disabilities are co-located full-time in our Denison Workforce Center and part-time in the both the Bonham and Gainesville Workforce Centers.

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. Texoma will continue these partnerships in future years to ensure employers and job seekers needs are served, which will assist in meeting established performance measures.

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,
- Child Care Development Funds programs.

All core partner programs housed within the one-stop centers operate under the common brand of Workforce Solutions Texoma. This creates a seamless approach to

our employer and job seeker customers. Services and eligibility are also provided with a seamless approach. Services are marketed not as individual 'programs', but as available 'services' that are valuable to our employers and job seekers to support a fast approach to employment goals.

Partners also housed within our one-stop center include:

- Texas Veterans Commission - Disabled Veterans Outreach Program [DVOP],
- Alabama-Coushatta Employment and Training Program,
- Texas Workforce Commission's Texas Veterans Leadership Program,
- Texas Workforce Commission's Vocational Rehabilitation Services,
- Grayson College's Adult Education Programs, and
- Motivation Education & Training, Inc. (US Department of Labor's Senior Community Service Employment Program [SCSEP]).

Part 1: Board Vision and Strategies

C. High-Performing Board (*WIOA §108(b)(18); 20 CFR §679.560(b)(17)*)

Boards must include a description of the actions the Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

1.C: HIGH PERFORMING BOARD

Workforce Solutions Texoma has a strong emphasis on continuous system improvement and works with all partners to build strong partnerships that work together to achieve our vision of an effective and integrated workforce system that meets the needs of all system partners. These goals are aligned with the Texas Workforce Investment Council's (TWIC)'s goal to better align, leverage, and integrate system services to ensure all Texans have a higher quality of life through educational, employment, and economic success. In addition, 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-four 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 and the

Board has every expectation of continuing to achieve these types of outcomes. Texoma has strong internal programmatic and fiscal monitoring that provides extensive oversight of enrollments, fiscal accountability and compliance with local, state, and federal requirements.

Texoma meets and will continue to meet with the one-stop operator as often as needed 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 monthly budget meetings to ensure financial benchmarks are met. Enrollments are regularly reviewed and employer services are reported. Performance-related reports are pulled on a weekly, monthly, and quarterly basis to track performance trends.

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis (WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))

Boards must include a regional analysis of the following:

- The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations
- The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

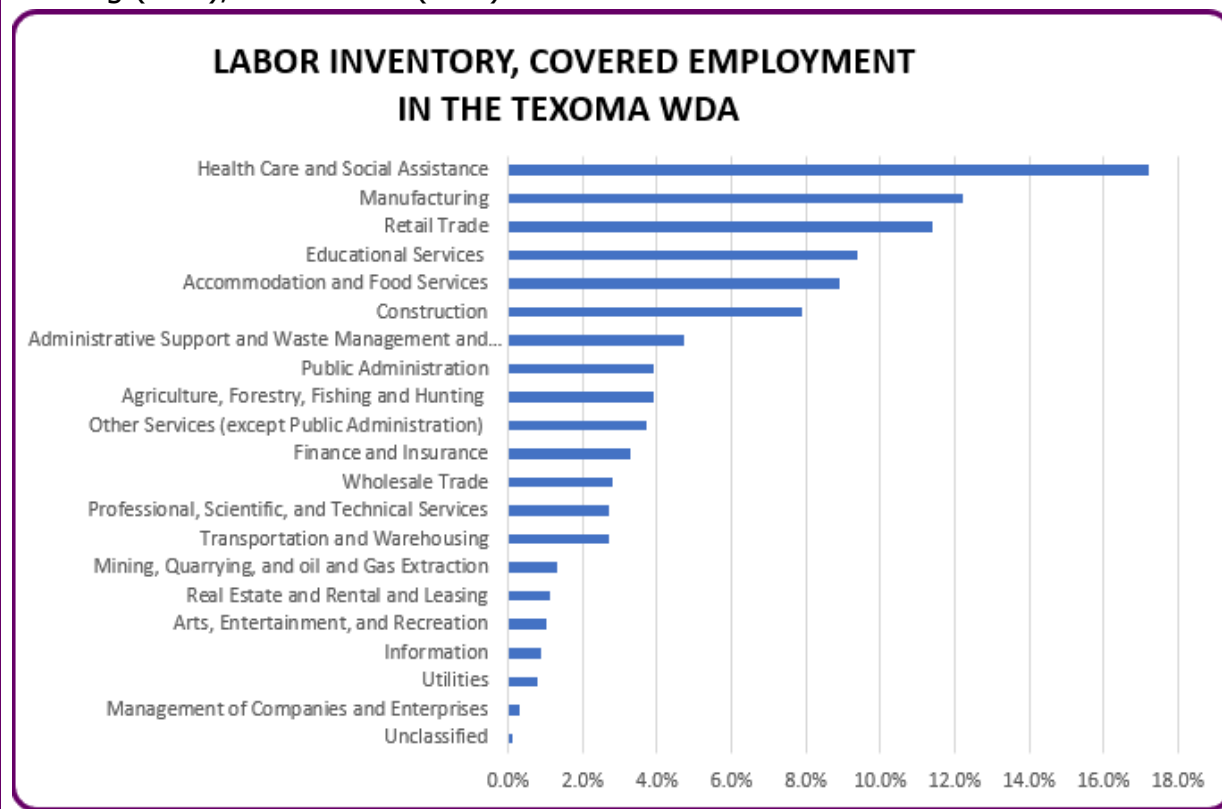
2.A: REGIONAL AND EMPLOYMENT NEEDS ANALYSIS

Workforce Solutions Strategic Plan reflects up-to-date data and analysis about the region's economic condition, business/ industry needs, and 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 Workforce Innovations and Opportunity Act's (WIOA) targeted populations are served more effectively through use of best practices and data-driven strategies.

Recent data from the Chmura Economics and Analytics Jobs EQ labor market software shows that the largest in-demand sector in the Texoma WDA is Health Care and Social Assistance, employing 13,730 workers. The next-largest sectors in the region are Manufacturing (9,744 workers) and Retail Trade (9,150). 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 the region are Mining, Quarrying, and Oil and Gas Extraction (LQ = 3.12), Agriculture, Forestry, Fishing and Hunting (2.87), and Utilities (1.57).



Source: [JobsEQ®](#)

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 2019Q4 with preliminary estimates updated to 2020Q2.

Sectors in Texoma WDA with the highest average wages per worker are Utilities (\$75,698), Mining, Quarrying, and Oil and Gas Extraction (\$75,329), and Manufacturing (\$62,582). Regional sectors with the best job growth (or most moderate job losses)

over the last 5 years are Health Care and Social Assistance (+1,773 jobs), Construction (+1,170), and Accommodation and Food Services (+625).

Over the next 10 years, employment in the Texoma WDA is projected to expand by 6,660 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+3,055 jobs), Accommodation and Food Services (+922), and Construction (+915). The chart below highlights Industry needs and employment growth:

NAICS	Industry	Empl	Current	LQ	5-Year History		Total Demand	10-Year Forecast			Ann % Growth
			Avg Ann Wages		Empl Change	Ann %		Exits	Transfers	Empl Growth	
62	Health Care and Social Assistance	13,730	\$50,376	1.18	1,773	2.8%	17,310	7,010	7,245	3,055	2.0%
31	Manufacturing	9,744	\$62,582	1.48	-323	-0.7%	9,878	3,702	6,343	-167	-0.2%
44	Retail Trade	9,150	\$31,866	1.12	51	0.1%	12,402	5,422	6,857	124	0.1%
61	Educational Services	7,481	\$40,488	1.14	479	1.3%	7,496	3,407	3,678	412	0.5%
72	Accommodation and Food Services	7,088	\$18,144	1.05	625	1.9%	13,082	5,383	6,777	922	1.2%
23	Construction	6,299	\$55,135	1.36	1,170	4.2%	7,510	2,362	4,233	915	1.4%
56	Administrative and Support and Waste Management and Remediation Services	3,738	\$33,378	0.74	499	2.9%	4,853	1,902	2,598	353	0.9%
11	Agriculture, Forestry, Fishing and Hunting	3,091	\$12,400	2.87	-228	-1.4%	3,447	1,439	1,940	68	0.2%
92	Public Administration	3,082	\$51,664	0.80	140	0.9%	3,013	1,219	1,661	134	0.4%
81	Other Services (except Public Administration)	2,998	\$28,613	0.85	-241	-1.5%	3,622	1,589	1,898	135	0.4%
52	Finance and Insurance	2,625	\$61,376	0.81	-490	-3.4%	2,596	939	1,548	109	0.4%
42	Wholesale Trade	2,216	\$57,868	0.73	22	0.2%	2,318	873	1,449	-4	0.0%
54	Professional, Scientific, and Technical Services	2,173	\$53,725	0.39	254	2.5%	2,174	720	1,224	230	1.0%
48	Transportation and Warehousing	2,142	\$57,780	0.57	-313	-2.7%	2,360	980	1,326	55	0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	1,036	\$75,329	3.12	-1,395	-15.7%	1,268	365	759	144	1.3%
53	Real Estate and Rental and Leasing	914	\$40,288	0.65	38	0.8%	1,017	434	520	64	0.7%
71	Arts, Entertainment, and Recreation	803	\$25,529	0.54	44	1.1%	1,283	532	658	94	1.1%
51	Information	682	\$37,872	0.43	4	0.1%	625	232	414	-21	-0.3%
22	Utilities	655	\$75,698	1.57	115	3.9%	612	216	381	15	0.2%
55	Management of Companies and Enterprises	260	\$60,260	0.21	234	59.2%	260	89	152	18	0.7%
99	Unclassified	56	\$32,188	0.62	37	23.4%	70	28	38	4	0.8%
Total - All Industries		79,963	\$44,112	1.00	2,494	0.6%	97,114	38,642	51,813	6,660	0.8%

Source: [JobsEQ®](#)

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 2019Q4 with preliminary estimates updated to 2020Q2. Forecast employment growth uses national projections adapted for regional growth patterns.

At Attachment A to this Plan, a spreadsheet has been developed in accordance with state guidelines that highlights Texoma's **In-Demand Industries** (to the 4-digit code) and **In-Demand Occupations** (to the 6-digit code). Together, this information support **Texoma's Target Occupations List**, which is also included throughout this plan and on the spreadsheet at Attachment A. Texoma's Target Occupations List highlights occupations that are most in need in the Texoma area where there is available training and employment opportunities. This spreadsheet highlights matches with the Governor's Industry Clusters and also includes additional local wisdom and comments, and the labor market information data source.

In response to aligning resources with industry demand, in 2015 a Workforce System Analysis Project was funded by the Denison Development Alliance, Sherman Economic Development Corporation and Workforce Solutions Texoma to analyze and identify gaps in the local workforce. The report focused on the impact of shortages on advanced manufacturing and healthcare sectors, which aligns with the data shown above as healthcare and manufacturing are the two largest sectors in our region. 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. Texoma has made significant progress toward creating a new pipeline of future workers in both manufacturing and healthcare through implementation of the following projects:

- Workforce has partnered with over thirty employers in the creation of a manufacturing-focused Middle Skills Committee, later re-named Manufacturing Committee, with a Steering Committee. The chair of this committee is Mark Anderson, the Plant Manager for Emerson. The Manufacturing Committee meets quarterly. Focus of the group continues to be to address skills gaps to target the community with videos, site tours for educators, students and parents, teacher externship projects, and develop other projects in line with additional recommendations involved employers. In response to recommendations from the Manufacturing Committee, multiple schools in cooperation with Grayson College, began offering a manufacturing career pathway available to sophomore students the Fall 2016 school year. Students

are 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 Manufacturing Committee and Grayson College. All students are offered multiple opportunities for on-site visits with local manufacturing companies to assist them in understanding the value of local manufacturing in our communities and the multiple career opportunities offered by local manufacturers.

A separate Healthcare Committee was also established and is chaired by Candy VanSant, Director of Education at the Texoma Medical Center. This committee worked with Grayson College to develop curriculum 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. Multiple ISD's, in cooperation with Grayson College, have implemented the CNA/PCT Certificate program for high school students. This program was initiated in response to recommendations from the Healthcare Committee.

- With the financial support of the Denison Development Alliance (Economic Development entity), Sherman Economic Development Corporation and Grayson College, an individual was 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 as well as to recruit youth in career and technical education and dual credit learning opportunities in the areas of healthcare and manufacturing. This position is housed at Grayson College in the Center for Workplace Learning.

Part 2. Economic and Workforce Analysis

B. Knowledge and Skills Analysis (*WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2)*)

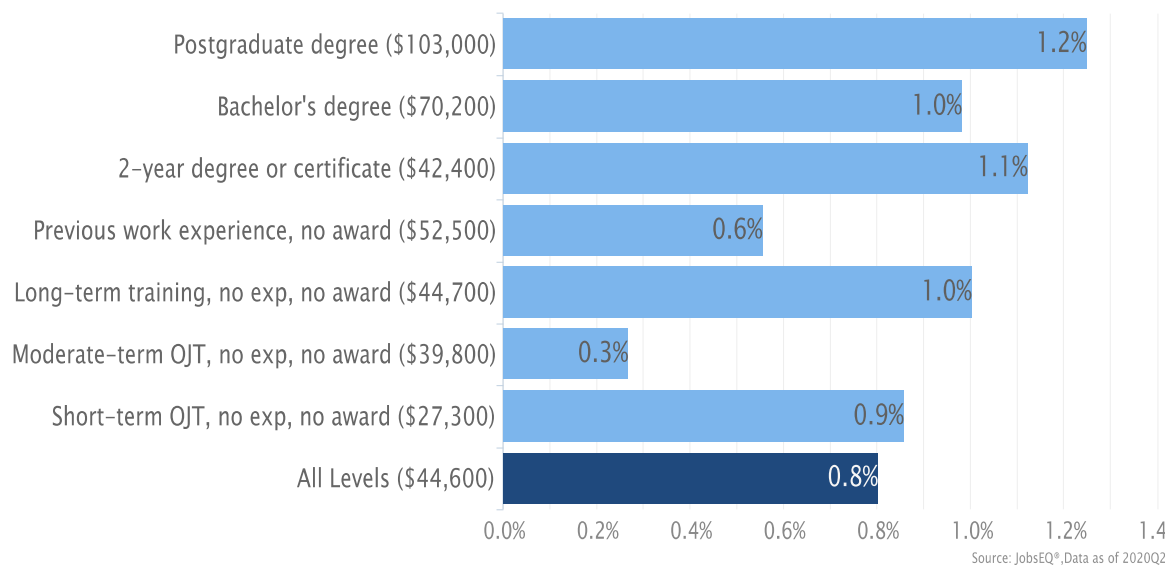
Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

2.B: KNOWLEDGE AND SKILLS

Expected growth rates for occupations vary by the education and training required. While all employment in the Texoma WDA is projected to grow 0.8% 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 1.0% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.1% per year. The bar graph below shows a breakdown of the annual average job growth by training expected for this report period for the Texoma WDA.

Annual Average Projected Job Growth by Training Required for Texoma WDA_Cooke, Fannin & Grayson



Source: JobsEQ®

Employment by occupation data are estimates as of 2020Q2. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Middle skills jobs are defined as those that require more education and training than a high school diploma but less than a four-year college degree. The National Skills Coalition reports that a majority of jobs (52%) require skills training beyond high school, but not a four-year degree. However, only 43% of workers are trained to fill this gap with too few job seekers trained to enter in-demand jobs such as those in healthcare, medical technology, plumbing and electricity trades and advanced manufacturing. (<https://nationalskillscoalition.org/state-policy/fact-sheets>)

Texoma has formed committees to address middle skills deficits in our area as identified by local employers. Together, the Manufacturing and Healthcare Committees work to address middle skills gaps in our top two occupational areas. Local employers continue

to participate in the Manufacturing Committee. There is a consensus from participating manufacturers that between 1/3 to 1/2 of their workforce are nearing retirement in the next few years and they feel it is critical to recruit from the young adult population to back-fill these positions. These employers also agree 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. 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 the ability to:

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

The Texoma Regional Consortium Healthcare Committee addresses skills gaps in the healthcare industry which reports multiple in-demand occupations throughout both Texoma and Southern Oklahoma. Representatives from both Texoma and Southern Oklahoma workforce, area hospitals, nursing homes, economic development, and community colleges attend Healthcare Committee meetings to discuss strategies to address healthcare skill gaps. The committee is working to develop programs for high school students to begin a career pathway in healthcare. In cooperation with Grayson College a Patient Care Technician program has been added to the high school career and technical education and dual credit curriculum. Students who complete this program will achieve three certificates that will immediately make these students employable in the Texoma WDA: Certified Nurse's Aide (CNA), Phlebotomist, and EKG Technician. Current goals of the Healthcare Committee continue to be to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare, including the Bachelor of Science in Nursing, which is greatly needed in Texoma's major hospitals. Future goals of this committee include researching and applying for Sector Partnership grants to support creating effective and sustainable sector partnerships in healthcare.

Many training opportunities exist in the Texoma WDA to support bringing skilled labor to these in-demand occupations as noted on Texoma's Target Occupations List as noted below and is available to the public on the Board's website: <https://www.workforcesolutionstexoma.com/target-occupations/>.

WORKFORCE SOLUTIONS TEXOMA
TARGET OCCUPATIONS LIST - *Updated January 20, 2021*

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
1	13-2011	Accountants and Auditors	\$19.49	51	15,480
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$11.95	83	18,096
3	31-9091	Dental Assisting/Assistants	\$14.60	29	5,155
4	47-2111	Electricians	\$13.57	45	9,392
5	25-2021	Elementary Teachers, Ex. Special Education	\$19.15	91	11,982
6	11-1021	General and Operations Managers	\$21.79	110	22,369
7	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	\$16.29	16	3,453
8	49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	\$16.22	29	4,159
9	29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	\$19.55	69	6,766
10	51-4041	Machinists	\$14.66	54	3,148
11	31-9092	Medical Assistants	\$12.00	36	9,299
12	43-6013	Medical Secretaries	\$13.00	93	14,363
13	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	\$19.44	28	5,791
14	31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)	\$11.43	482	11,871
15	29-2052	Pharmacy Technicians	\$12.94	16	3,987
16	29-1141	Registered Nurses (RN)	\$26.05	134	16,129
17	25-2031	Secondary School Teachers, Ex. Special & Career/ Technical Education	\$19.99	63	9,263
18	51-2092	Team Assemblers	\$12.00	28	617
19	53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$13.31	178	29,193
20	51-4121	Welders, Cutters, Solderers, and Brazers	\$14.08	59	7,074

Part 2. Economic and Workforce Analysis

C. Labor Force Analysis and Trends (*WIOA §108(b)(1)(C); 20 CFR*

§679.560(a)(3))

Boards must include 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

2.C: LABOR FORCE ANALYSIS AND TRENDS

Demographic Profile

In 2020, the population in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) was 202,306. Between 2009 and 2020, Texoma's population grew at an annual average rate of 1.0%.

Of those ages 16 years and older, Texoma has a civilian labor force of 96,785 with a participation rate of 60.4%. Total employment declined 6.8% in Texoma as of 2020Q2, more than likely due to the Coronavirus-19 pandemic. Of the prime-age labor force (25-54 years), Texoma has a 79.5% participation rate, which is closely aligned with the State of Texas's 80.4% and the United States rate of 81.8%. In Texoma's Veterans ages 18-64 have a labor force participation rate of 71.5% which is not far behind the State of Texas's 77.8% and the United States rate of 76.3%. Of those individuals in Texoma 25 to 64, 13.8% have a bachelor's degree, 27.7% have some college and 31.1% have a high school diploma. Texoma's rates for high school diploma at 31.1% are higher than the State of Texas at 24.7% and the United States rate of 25.8%.

The median household income in Texoma has risen to \$54,452, which is an increase of 7.48% from 2018 when we saw a median household income of \$50,661. As can be seen by the Cost-of-Living information in the table below, the cost of living is 7.9% lower in Texoma than the national average. The Cost of Living Index estimates the relative price levels for consumer goods and services and when applied to wages and salaries, the result is a measure of relative purchasing power.

Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Texoma WDA_Cooke, Fannin & Grayson	\$44,112	92.1	\$47,898
Texas	\$59,024	94.8	\$62,291
USA	\$58,849	100.0	\$58,849

[Source: JobsEQ®](#)
Data as of 2020Q2
Cost of Living per C2ER, data as of 2020q1, imputed by Chmura where necessary.

For those with barriers to employment, social data shows that Texoma has a 13.6% poverty rate, which is significantly lower than the State of Texas poverty rate of 15.5%. Texoma also shows 11.9% of families that receive Supplemental Nutritional Assistance (Food Stamps) as opposed to the State and National rates of 12.2%. Individuals with a disability in Texoma (ages 18-64), show a 43.4% attachment to the Labor Force, which is in alignment with the State of Texas rate of 44.3%. Where Texoma is significantly lower than the State of Texas are those who are Foreign Born (6.7% vs 17%) and those who speak English less than Very Well (4.2% vs 14%). The full demographic summary table below reflects all data in the areas of basic Demographics, Population Growth, Economic, Educational Attainment, Housing and Social data.

DEMOGRAPHIC SUMMARY - TEXOMA WORKFORCE DEVELOPMENT AREA

	Percent			Value		
	Texoma WDA	Texas	USA	Texoma WDA	Texas	USA
DEMOGRAPHICS						
Population (ACS)	—	—	—	202,306	27,885,195	322,903,030
Male	49.6%	49.7%	49.2%	100,431	13,849,775	158,984,190
Female	50.4%	50.3%	50.8%	101,875	14,035,420	163,918,840
Median Age ²	—	—	—	40.3	34.4	37.9
Under 18 Years	23.4%	26.2%	22.8%	47,325	7,292,686	73,553,240
18 to 24 Years	8.6%	10.0%	9.6%	17,405	2,777,150	30,903,719
25 to 34 Years	12.1%	14.7%	13.8%	24,512	4,094,297	44,567,976
35 to 44 Years	11.5%	13.5%	12.6%	23,290	3,767,582	40,763,210
45 to 54 Years	13.0%	12.6%	13.2%	26,273	3,511,040	42,589,573
55 to 64 Years	13.7%	11.1%	12.8%	27,722	3,104,626	41,286,731
65 to 74 Years	10.3%	7.2%	8.8%	20,925	2,000,715	28,535,419
75 Years, and Over	7.3%	4.8%	6.4%	14,854	1,337,099	20,703,162
Race: White	87.9%	74.3%	72.7%	177,911	20,720,689	234,904,818
Race: Black or African American	5.0%	12.1%	12.7%	10,164	3,365,783	40,916,113
Race: American Indian and Alaska Native	1.0%	0.5%	0.8%	2,087	136,061	2,699,073
Race: Asian	1.2%	4.7%	5.4%	2,436	1,308,257	17,574,550

	Percent			Value		
	Texoma WDA	Texas	USA	Texoma WDA	Texas	USA
Race: Native Hawaiian and Other Pacific Islander	0.0%	0.1%	0.2%	96	23,672	582,718
Race: Some Other Race	1.5%	5.7%	4.9%	3,064	1,600,234	15,789,961
Race: Two or More Races	3.2%	2.6%	3.2%	6,548	730,499	10,435,797
Hispanic or Latino (of any race)	13.6%	39.2%	17.8%	27,612	10,921,556	57,517,935
POPULATION GROWTH						
Population (Pop Estimates) ⁴	—	—	—	212,983	28,995,881	328,239,523
Population Annual Average Growth ⁴	1.0%	1.6%	0.7%	2,064	419,412	2,146,799
People per Square Mile	—	—	—	78.9	111.0	92.9
ECONOMIC						
Labor Force Participation Rate and Size (civilian population 16 years and over) ⁵	60.4%	64.4%	63.2%	96,785	13,728,630	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54) ⁵	79.5%	80.4%	81.8%	58,813	9,095,705	104,136,254
Armed Forces Labor Force ⁵	0.1%	0.4%	0.4%	134	89,701	1,028,133
Veterans, Age 18-64 ⁵	6.2%	5.0%	4.7%	7,425	862,771	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64 ⁵	71.5%	77.8%	76.3%	5,309	671,366	7,168,168
Median Household Income ^{2,5}	—	—	—	\$54,452	\$59,570	\$60,293
Per Capita Income ⁵	—	—	—	\$27,109	\$30,143	\$32,621
Mean Commute Time (minutes) ⁵	—	—	—	25.8	26.4	26.6
Commute via Public Transportation ⁵	0.2%	1.4%	5.0%	205	184,848	7,602,145
EDUCATIONAL ATTAINMENT, AGE 25-64						
No High School Diploma	12.2%	15.7%	11.2%	12,456	2,274,547	18,885,967
High School Graduate	31.1%	24.7%	25.8%	31,702	3,571,759	43,699,272
Some College, No Degree	27.7%	22.1%	21.0%	28,160	3,193,349	35,525,113
Associate's Degree	9.6%	7.5%	9.1%	9,778	1,088,717	15,389,737
Bachelor's Degree	13.8%	20.0%	20.8%	14,018	2,894,532	35,261,652
Postgraduate Degree	5.6%	10.0%	12.1%	5,683	1,454,641	20,445,749
HOUSING						
Total Housing Units	—	—	—	86,717	10,769,900	136,384,292
Median House Value (of owner-occupied units) ²	—	—	—	\$127,113	\$161,700	\$204,900
Homeowner Vacancy	1.6%	1.6%	1.7%	834	95,712	1,304,850
Rental Vacancy	6.0%	7.7%	6.0%	1,530	308,747	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	31.6%	38.1%	36.2%	23,888	3,635,275	43,285,318

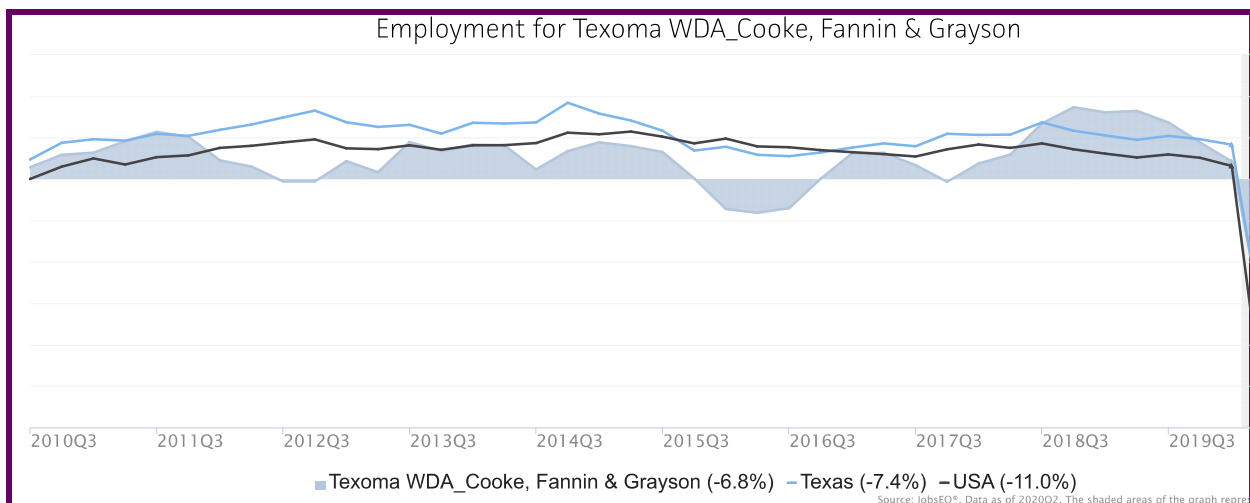
	Percent	Value				
	Texoma WDA	Texas	USA	Texoma WDA	Texas	USA
Occupied Housing Units with No Vehicle Available (% of Occupied Units) ⁵	4.8%	5.4%	8.7%	3,658	512,772	10,424,934
SOCIAL						
Poverty Level (of all people) ⁵	13.6%	15.5%	14.1%	26,717	4,213,938	44,257,979
Households Receiving Food Stamps/SNAP	11.9%	12.2%	12.2%	8,967	1,167,725	14,635,287
Enrolled in Grade 12 (% of total population)	1.4%	1.5%	1.4%	2,839	405,822	4,442,295
Disconnected Youth ^{3,5}	2.8%	2.9%	2.6%	291	46,016	438,452
Children in Single Parent Families (% of all children) ⁵	32.0%	34.6%	34.3%	14,090	2,402,953	23,973,249
Uninsured	16.3%	17.4%	9.4%	32,298	4,764,897	29,752,767
With a Disability, Age 18-64 ⁵	14.0%	9.6%	10.3%	16,271	1,618,704	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size ⁵	43.4%	44.3%	41.6%	7,054	717,826	8,421,018
Foreign Born	6.7%	17.0%	13.5%	13,537	4,736,692	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	4.2%	14.0%	8.5%	8,052	3,617,887	25,647,781

Source: [JobsEQ®](#)

1. American Community Survey 2014-2018, unless noted otherwise
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
3. 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.
4. Census 2019, annual average growth rate since 2009
5. See Rio Arriba errata note in the Data Dictionary.

EMPLOYMENT TRENDS

As of 2020Q2, total employment for the Texoma WDA was 79,963 (based on a four-quarter moving average). Over the year ending 2020Q2, employment declined 6.8% in the region more than likely due to the Novel Coronavirus COVID-19 Pandemic.



Source: JobsEQ®

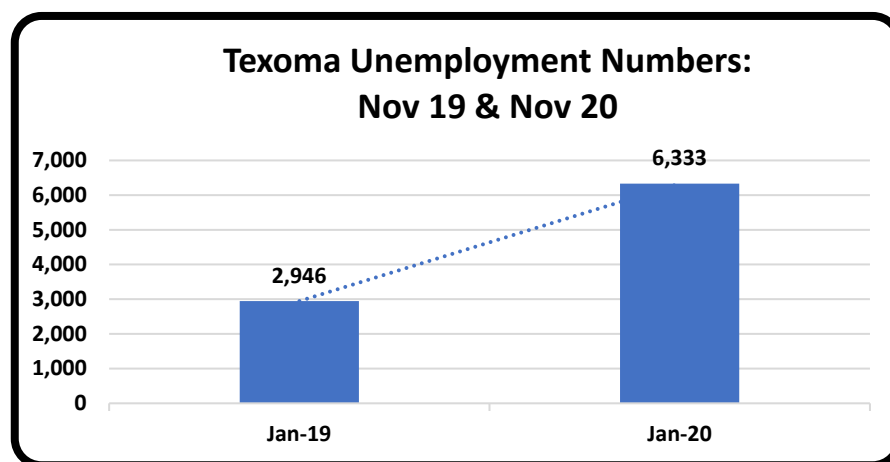
Data as of 2020Q2

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 2019Q4 with preliminary estimates updated to 2020Q2.

UNEMPLOYMENT

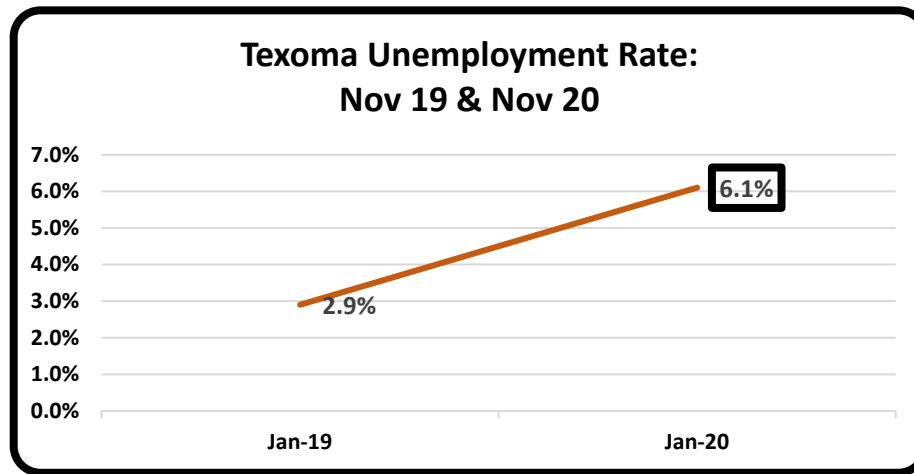
Unemployment Data for the Texoma WDA, and the Nation, has changed significantly since the Novel Coronavirus-2019 pandemic. As the charts below reflect, in November, 2019, Texoma had an unemployment rate of 2.9% which represented 2,946 individuals. By contrast, in November, 2020, the unemployment rate had risen to 6.1%, representing 6,333 individuals. The highest rate in Texoma during 2020 was in April, 2020, when the unemployment rate was 10.5%, representing 9,904 individuals.

The charts below show the change in Texoma's Unemployment numbers from November, 2019 – November 20 (n=2,946 increased to n=6,333)



Source: Texas Labor Market Information, www.texaslmi.com

And, the chart below reflects the percent change in Texoma's Unemployment Rate from 2.9% in November 2019 to 6.1% in November 2020.



Source: Texas Labor Market Information, www.texaslmi.com

These drastic numbers of unemployed individuals in 2020 forced Texoma to shift resources to assist the great number of unemployed individuals. Specialized assistance such as individualized job search assistance, liaison with the Texas Unemployment Insurance Division, and training to upgrade skills is being offered. In addition, we are also continuing to provide specialized assistance to our area employers in the form of rapid response services and information about unemployment insurance in general as well as shared work and layoff aversion. We co-hosted several Zoom sessions with the Texas Workforce Commission's Employer Commissioner, Office of the Governor's Economic Development and Tourism Division, and the Governor's Economic Development Division targeted to Texoma Employers as well as Small Business Owners, Self-Employed and Independent Contractors offering resources on state and federal assistance available to our area employers. Although the unemployment numbers are slowly decreasing and the job postings are increasing, we are continuing to provide specialized assistance to those seeking employment and to our area employers who are seeking new hires.

Part 2. Economic and Workforce Analysis

D. Workforce Development Analysis (*WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4)*)

Boards must include an analysis of workforce development activities in the region, including education and training.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

2.D: WORKFORCE DEVELOPMENT ANALYSIS

Texoma is very aware of the need for quality education and training programs in the Texoma WDA. These programs are imperative to Texoma's success in retaining and expanding existing employers and attracting new employers to the region, all of which support economic development and prosperity throughout Texoma. Texoma works with community and industry partners to identify lacking job skills and feed that information to training providers to ensure the training opportunities match employer need.

The Occupation Snapshot for the Texoma WDA shows that Over the next 10 years, the fastest growing occupation group in the Texoma WDA is expected to be Healthcare Support Occupations with a +2.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+1,503 jobs) and Food Preparation and Serving Related Occupations (+953). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (12,715 jobs) and Sales and Related Occupations (10,901). Source: [JobsEQ®](#)

To support replacement of occupations where a credential or other type of certification is needed, Texoma has many partnerships that promote collaboration to provide education and training programs. Texoma's high schools are very active in providing career and technical education and dual credit classes to students in the areas of manufacturing and healthcare, which are primary careers in the Texoma area. Both Grayson College and North Central Texas College are located in the Texoma area and are very active in planning and collaboration of programs that meet area employer's expectations. Texoma also works with both colleges in the area of development of applications for skills grants training provided to local employers from the State's Skills Development Fund through the Texas Workforce Commission. Skills funding provides local customized training for Texas employers 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

One weakness in the Texoma WDA is in the lack of 4-year training programs. Texoma has overcome this weakness by providing opportunities for individuals interested in Bachelor's Degree programs (Nursing, Education) to attend universities outside of the Texoma WDA, as long as the training meets local and state guidelines. Texoma will pay fund an ITA for the last 2 years of these types of programs as long as the occupation is on Texoma's Target Occupations List and either on the state's Eligible Training Provider List or meets out-of-state training program requirements.

There is a strong partnership with Texoma and employers and other partners who participate in the Healthcare and Manufacturing Committees. Both of these committees seek input and develop solutions to ensure skills gaps needs are met with local employers leading the way. As a result of these partnerships, new career pathway opportunities in both manufacturing and healthcare have been and will continue to be developed in conjunction with our education providers based on input from local employers.

Multiple opportunities also are provided in the educational arena through Child Care Partnerships. Texoma and Grayson College have partnered to provide Child Development Professors to serve as trainers on child development practices and current trends to area child care providers. Additionally, Texoma will be participating in Grayson College's Child Care and Early Childhood Education Summit that was cancelled from April 2020, due to the Novel Coronavirus COVID-19 restrictions, when it is rescheduled. Lastly, Grayson College and Texoma share referrals to support early learning goals and training opportunities.

Workforce Solutions Texoma meets and partners with Sherman Independent School District (ISD), Educational First Steps, Child Care Regulation (previously known as Child Care Licensing), and CPS (Child Protective Services) Regional Day Care Coordinators to discuss area needs and/or concerns. Sherman ISD Head Start staff were scheduled to train for WST in April 2020 at our annual training day; however, this event was cancelled due to the Novel Coronavirus COVID-19 pandemic. This training will be rescheduled as soon as pandemic restrictions ease. Additionally, Child Care Regulation staff have served as trainers for our area child care providers. Texoma, along with the

Dallas, Tarrant and North Central Workforce Boards, also participates in a Regional Texas Department of Family and Protective Services-Child Protective Services (CPS) meeting each quarter to discuss concerns and ways to improve CPS-authorized child care in each respective Board area.

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. An example of these partnerships occurred when both the Denison Development Alliance (economic development entity) and multiple economic development corporations including Sherman, Denison, Howe, Gainesville and Bonham, assisted Texoma 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.

The Jobs EQ software is also used by the Board in looking at long-term data projections to identify which industries will grow the fastest and have a need for skilled workers. This information, along with input from colleges, high schools, and area employers is used in the development of Texoma's approved Target Occupations List.

Part 3: Core Programs

A. Workforce Development System (*WIOA §108(b)(2); 20 CFR §679.560(b)(1)*)

Boards must include a description of the workforce development system in the workforce area that identifies:

- the programs that are included in the system; and
- how the Board will work with the entities that facilitate 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

3.A: WORKFORCE DEVELOPMENT SYSTEM

Workforce Solutions Texoma is one of 28 Workforce Boards in the State of Texas. Texoma is 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 Workforce Innovations and Opportunity Act (WIOA)'s Core programs. The Board meets bi-monthly with the goals of shaping the local workforce development system in accordance with federal and state law and promoting economic growth and economic self-sufficiency for its citizens and employers.

Texoma's one-stop operator is selected through a competitive procurement process and has the responsibility of operating Texoma's three one-stop centers:

- Denison (Grayson County): Full-service One-Stop Center
- Gainesville (Cooke County): Satellite Center
- Bonham (Fannin County): Satellite Center

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 programs.

All core partner programs housed within the one-stop centers operate under the common brand of Workforce Solutions Texoma. This creates a seamless approach to our employer and job seeker customers. Services and eligibility are also provided with a seamless approach. Services are marketed not as individual 'programs', but as available 'services' that are valuable to our employers and job seekers to support a fast approach to employment goals.

Partners also housed within our one-stop center include:

- Texas Veterans Commission - Disabled Veterans Outreach Program [DVOP],
- Alabama-Coushatta Employment and Training Program,
- Texas Workforce Commission's Texas Veterans Leadership Program,
- Texas Workforce Commission's Vocational Rehabilitation Services,
- Grayson College's Adult Education Programs, and
- Motivation Education & Training, Inc. (US Department of Labor's Senior Community Service Employment Program [SCSEP]).

All 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 , and 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 Texoma's one-stop operator to review performance, review budgets, and as frequently as is needed to ensure all local partners are involved where appropriate.

The Vocational Rehabilitation Act Title I programs (VR) program is the newest program under the Texas Workforce Commission's administration and staff from this department are housed in the Denison (Grayson County) Workforce Center and provide services through our workforce centers on a limited basis to individuals through officing in our Gainesville Workforce Center (Cooke County) and Bonham Workforce Center (Fannin County). Texoma also continues to support alignment of the VR program's business

services initiatives through close alignment of goals and sharing of contacts, activities, and projects with both local and regional VR staff.

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 out three Workforce Centers.

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

WIOA Core Programs	Program Administration	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' 3 Workforce Centers in Denison, Bonham, & Gainesville
Wagner-Peyser Act employment services administered by DOL	Texas Workforce Commission in partnership with Workforce Solutions Texoma under the Texas Model	Workforce Solutions Texoma' 3 Workforce Centers in Denison, Bonham, & Gainesville
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 (Denison & Gainesville) and partnerships established with a local literacy program and Grayson College to provide classes in Bonham and Honey Grove in Fannin County.
Rehabilitation Act Title I programs administered by DoED	Texas Workforce Commission	Vocational Rehabilitation Staff are housed in the Texoma one-stop offices and currently provides VR services in all three workforce centers on specified days of the week.

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, Manufacturing and Healthcare Committees and the Texoma Council of Government's Transportation Committee, Community Services Advisory Council, Comprehensive Economic Development Committee, and the Aging & Disability Resource Center meetings. Many of these groups and committees are made up of and led by local employers and locally elected officials. In addition, Texoma staff also participate as members of the Sherman Housing Authority Board, the Denison Homeless Committee, and the Homeless Shelter of Grayson County. The Board's Executive Director has also served as the chair of the Sherman Economic Development Corporation for the past three years and will continue to do so for at least another three years.

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.

Part 3: Core Programs

B. Core Programs—Expand Access, Facilitate Development, and Improve Access (*WIOA §108(b)(3); 20 CFR §679.560(b)(2)*)

Boards must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment;
- facilitate the development of career pathways and enrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and
- improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards must include a description of the Board's plan for working with at least one of the Governor's industry clusters.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

3.B: CORE PROGRAMS – EXPAND ACCESS, FACILITATE DEVELOPMENT, AND IMPROVE ACCESS

Workforce Solutions Texoma supports Workforce Innovations and Opportunity Act (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 Texas Workforce Commission's Vocational Rehabilitation (VR), Adult Education and Literacy (AEL) programs, Texas Veterans Commission staff, and Motivation Education & Training (MET), the area's senior community service employment program, 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 and offer subsidies to low-income individuals in training or employment to assist with their childcare needs. Co-enrollment opportunities currently exist between all of these programs, including all funding streams of the WIOA programs and the TAA program within our one-stop system in order to seamlessly provide our joint customers with needed access to multiple funding streams to achieve their employment goals. Oversight of these programs provide multiple opportunities and 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.







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 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.
- Continue to promote industry-recognized certificate/certification programs that are portable and stackable, such as the Level I and II Manufacturing Technology Certificate programs developed by the Manufacturing Committee and currently offered in multiple area high schools.

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 that is meaningful to their needs, Texoma offers the following options to our customers:

	<p>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 the Traitify assessment available to our Adult Education and Literacy partners for their customer's usage as well as others interested in career development.</p>
	<p>Wonderlic Basic Skills Test (WBST): This test assesses adult language and math skill levels.</p>
	<p>Test of Adult Basic Education (TABE): This test is used to determine skill levels and aptitudes in reading, math, and English.</p>
	<p>O'Net Online: This web-based tool offers users the opportunity for career exploration and job analysis.</p>
	<p>Texas Career Check: This web-based tool offers users the opportunity to explore higher education options and careers.</p>
	<ul style="list-style-type: none"> o The educational section provides a list of the 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. o 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.
	<p>Texas Reality Check: Online tool to assist users in determining projected living expenses and the amount of salary they need to earn to pay for the lifestyle they envision.</p>
	<ul style="list-style-type: none"> o 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.

	<ul style="list-style-type: none"> o The Occupation Calculator allows users to review expenses to see if their specific occupation will support their lifestyle. o The Quick View Calculator allows users to quickly tally up expenses and compare costs with different occupations.
	Texas OnCourse: A resource for Pre-K through 12th grade students, parents, teachers and counselors to assist in making decisions that will help adults, children, and students succeed after high school.
	Jobs Y'All: A Career Exploration resource directed to Texas youth to create self-directed career paths which features in-demand industries and connects users to career resources in their hometown or throughout Texas.

All of these tools can be used interchangeably with both adults and youth as well as by individuals with disabilities.

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.

Through Texoma's Target Occupations List, noted below and available to the public through our website at: <http://www.workforcesolutionstexoma.com/targeted-occupations>, we outline career opportunities that assist our job seeker customers in accessing good jobs, wages, and careers.

WORKFORCE SOLUTIONS TEXOMA
TARGET OCCUPATIONS LIST - *Updated January 20, 2021*

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
1	13-2011	Accountants and Auditors	\$19.49	51	15,480
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$11.95	83	18,096
3	31-9091	Dental Assisting/Assistants	\$14.60	29	5,155
4	47-21fe11	Electricians	\$13.57	45	9,392
5	25-2021	Elementary Teachers, Ex. Special Education	\$19.15	91	11,982
6	11-1021	General and Operations Managers	\$21.79	110	22,369
7	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	\$16.29	16	3,453
8	49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	\$16.22	29	4,159
9	29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	\$19.55	69	6,766
10	51-4041	Machinists	\$14.66	54	3,148
11	31-9092	Medical Assistants	\$12.00	36	9,299
12	43-6013	Medical Secretaries	\$13.00	93	14,363
13	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	\$19.44	28	5,791
14	31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)	\$11.43	482	11,871
15	29-2052	Pharmacy Technicians	\$12.94	16	3,987
16	29-1141	Registered Nurses (RN)	\$26.05	134	16,129
17	25-2031	Secondary School Teachers, Ex. Special & Career/ Technical Education	\$19.99	63	9,263
18	51-2092	Team Assemblers	\$12.00	28	617
19	53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$13.31	178	29,193
20	51-4121	Welders, Cutters, Solderers, and Brazers	\$14.08	59	7,074

Currently, Texoma uses 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 assist 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 each enrolled 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.

During the Novel Coronavirus COVID-19 period, all of our customers experienced various levels of interruption with employment as well as their ability to conduct job searches. To address those needs, Texoma quickly responded with making available on our website, through social media, and via both telephone and face-to-face assistance, various learning opportunities, including, but not limited to:

- Access to state and federal unemployment assistance
- Employer assistance in developing furlough, shared work, and layoff plans
- Updates to Governor Abbott's COVID-19 Strike Force Guidance posted on our website
- Workforce Center assistance - both face-to-face and virtually
- Virtual Job Fair assistance
- COVID-19 General Resources and Quick Links
- Childcare assistance was continued for low-income eligible individuals and essential workers
- Childcare provider assistance
- Agreements with local libraries to provide Wi-Fi assistance to those in need
- Created, produced and published 23 videos in both English and Spanish from topics ranging from selecting a child care provider, interview tips, resume assistance, and completing an employment application, just to name a few.

These videos are available to all customers on our website at:
<https://www.workforcesolutionstexoma.com/video-resources/>

Texoma has spent a great deal of time working with local manufacturers, which is in alignment with the Advanced Technologies and Manufacturing in the Governor's Texas Industry Cluster list. The Manufacturing Committee is made up of local employers, economic developers, Workforce and Grayson College representatives. In conjunction with Grayson College faculty, this committee designed curriculum to meet industry standards that results in the opportunity to obtain 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. Credentials that can be attained include the Manufacturing Certificate, Level I and II, and Manufacturing Degree. 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. The committee celebrated the first group of graduates in 2020, three of which are now gainfully employed in the manufacturing field and three who are continuing their learning by gaining additional skills through higher education opportunities.

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.

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System (*WIOA §108(b)(6); 20 CFR §679.560(b)(5)*)

Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following:

- 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
- 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

- How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), 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.
- The roles and resource contributions of the one-stop partners

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

4.A: ONE-STOP SERVICE DELIVERY SYSTEM

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. In order to ensure continuous improvement of eligible training providers, Texoma reviews and responds to any training participant complaints, continuously reviews training completion and entered employment rates, and holds training programs accountable for ensuring quality programs are provided. If necessary, Texoma can place training programs in a 'hold' status while the provider provides required improvements to curriculum and outcomes.

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 available jobs. The list of Target Occupations is approved in an open Board meeting and then published for the public on Texoma's website, <http://www.workforcesolutionstexoma.com/targeted-occupations> and as listed below:

WORKFORCE SOLUTIONS TEXOMA TARGET OCCUPATIONS LIST - *Updated January 20, 2021*

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
1	13-2011	Accountants and Auditors	\$19.49	51	15,480
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$11.95	83	18,096

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
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4	47-2111	Electricians	\$13.57	45	9,392
5	25-2021	Elementary Teachers, Ex. Special Education	\$19.15	91	11,982
6	11-1021	General and Operations Managers	\$21.79	110	22,369
7	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	\$16.29	16	3,453
8	49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	\$16.22	29	4,159
9	29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	\$19.55	69	6,766
10	51-4041	Machinists	\$14.66	54	3,148
11	31-9092	Medical Assistants	\$12.00	36	9,299
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13	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	\$19.44	28	5,791
14	31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)	\$11.43	482	11,871
15	29-2052	Pharmacy Technicians	\$12.94	16	3,987
16	29-1141	Registered Nurses (RN)	\$26.05	134	16,129
17	25-2031	Secondary School Teachers, Ex. Special & Career/ Technical Education	\$19.99	63	9,263
18	51-2092	Team Assemblers	\$12.00	28	617
19	53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$13.31	178	29,193
20	51-4121	Welders, Cutters, Solderers, and Brazers	\$14.08	59	7,074

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>. Prior to agreeing to list a program on the statewide list, the training provider must furnish Texoma with proof they have obtained ongoing employer support for the program. This can be accomplished through submission of the school's Advisory Board/Committee minutes or employer support letters.

Locally, to ensure staff only enroll participants in approved training programs that lead to credentials and employment,

- Staff must first check the Board's Eligible Training Provider System (ETPS) - Approved Maximum ITA Amounts list to verify that the occupational training is approved on the statewide list.
- 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 an Individual Training Account (ITA) 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.
- Staff are aware that the Texoma Board approves the Target Occupations List on at least an annual basis.

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

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.com, the statewide job-matching system. WorkInTexas.com 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.com 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.com 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.

To expand access to employment, training, education and supportive services, Workforce Solutions Texoma completed a website re-design this past year intended to assist customers in locating information quickly. Through our re-designed website, www.workforcesolutionstexoma.com, our employer and job seeker customers are able to access a multitude of information. 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 - Selecting a Training Program and Paying for Training" page. Also under this page, we have our Workforce Training Orientation video and pre-screening application. Quick Links listed on our website give resources for Cool Jobs and Made in Texoma, both of which showcase videos from local manufacturing and healthcare employers, Hiring Events (Job Fairs). Online options that offer our customers flexibility in when and how they are able to learn about and apply for services include:

- Employer Services information in the area of recruiting, screening, and referring; virtual and in-person hiring events, interview and meeting space, tax credits and incentives and much more information targeted to assisting our employers with their business and hiring needs.
- Workforce Innovations and Opportunity Act (WIOA) services application.
- Child Care Assistance (pre-screening, wait list application, and re-certification application).
- Supplemental Nutrition Assistance Program (SNAP) online orientation.
- TANF/Choices Program online orientation.
- Re-Employment Services and Eligibility Assessment (RESEA) Orientation.
- This past year, Texoma also purchased licenses to Chat software (Pure Chat) to assist our customers in connecting with staff and resources. This chat software has been extremely successful, with over 740 chats conducted since the software was implemented in June, 2020. In addition, an additional 170 e-mails were sent out to chat participants.
- Also targeted to ease of access for all individuals, including individuals with disabilities, Texoma created, produced and published 23 videos in both English and Spanish from topics ranging from selecting a child care provider, interview tips, resume assistance, and completing an employment application, just to name a few. These videos are available to all customers 24/7 on our website at: <https://www.workforcesolutionstexoma.com/video-resources/>.

The Board has developed Equal Opportunity Policies in compliance with WIOA §188 and the Americans with Disabilities Act of 1990. Procedures were also developed 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. In addition to ensuring our centers and parking lots are physically accessible, some of the assistive technology provided include Pocket Talkers (for those hard-of-hearing), accessible computer workstations, access to JAWS and Zoom Text software, Sorenson Video Relay Services (VRS), Aladdin Genie Pro Magnifiers, tape recorders for use in group orientations or 1-1 sessions, TTY telephones, and access to the Relay Texas system. We work closely with our local Vocational Rehabilitation (VR) partners to ensure our centers meet their consumer's needs. Staff training on equal opportunity and non-discrimination is provided annually through our partnership with VR staff, webinars and videos as well as attendance at conferences. Texoma gives clear direction to our one-stop operator of our 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 to ensure Board guidance in this area is followed.

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 state staff such as the Texas Workforce Commission's Vocational Rehabilitation Program, the Texas Veterans Commission's employment services staff and staff from the Alabama-Coushatta WIOA programs. In addition, the Adult Education and Literacy program conducted through Grayson College's Center for Workplace Learning provide classes in our Denison and Gainesville Workforce Centers.

All one-stop partners refer customers to each other and work closely together to ensure both employer and job seeker customer needs are met. Cross-referrals and staffing to support mutual customer employment goals are frequent.

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

Part 4: One-Stop Service Delivery

B. Cooperative Agreements (*WIOA §108(b)(14); 20 CFR §679.560(b)(13)*)

Boards must 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 USC 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 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 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

4.B: ONE-STOP SERVICE DELIVERY

Texoma has developed multiple Memorandums of Understanding (MOU) and Non-Financial Agreements (NFA) with community partners with the goal of enhancing the provision of services to individuals, including those who have disabilities. Texoma's MOU's and NFA's, contain agreements for co-case management, customer referrals, staff cross-training, provisions for technical assistance and use/sharing of information for our joint customers.

In accordance with the Workforce Innovations and Opportunity Act (WIOA) guidance, Memorandums of Understanding (MOU) were developed with WIOA required partners that includes the required infrastructure funding plan, as follows:

- Grayson College's Adult Education and Literacy Program
- Motivation Education & Training, Inc., US DOL's Senior Community Service Employment Program (SCSEP)
- Texas Veterans Commission

Additional MOU's developed by the Board and local community partners include:

- Grayson College
- North Central Texas College
- Health and Human Services Commission (HHSC), Region 3
- Abigail's Arms Cooke County Family Crisis Center
- Housing Authority of Denison

- Sherman Housing Authority
- Housing Authority of Grayson County
- Texoma Housing Partners
- Alabama-Coushatta Indian Tribal Council Employment and Training Program
- Texoma Council of Government
- E-Verify (Department of Homeland Security-DHS)
- Fannin County
- CitySquare TRAC Program
- Hamilton Valley Management, Inc, for Valley View Apartments and Willowick Apartments Gainesville

In addition, Texoma has a total of seven (7) Non-Financial Agreements (NFA). These agreements exist for compliance with state directives and to provide additional support and collaboration with community partners and the customers we both serve. Texoma's NFAs are with local libraries and the Texas Department of Family and Protective Services, Region 3 and the Preparation for Adult Living Program (PAL). Through these agreements, each library provides shortcuts on their computer desktops to showcase workforce programs, including WorkInTexas and career exploration resources such as Texas Reality Check, Texas Career Check, Texas OnCourse, and Jobs Y'All. Texoma leveraged this partnership with local libraries during the recent Novel Coronavirus COVID-19 period by working with the libraries to extend WIFI access to their parking lots so students and job seekers could access that resource to complete school work or look for a job. Texoma uses the resources of the PAL NFA to coordinate foster youth referrals for workforce and training assistance as they prepare to age out of the foster care system. Since the Texas Workforce Commission's (TWC) Vocational Rehabilitation Services staff have co-located in the Texoma's workforce centers, staff cross-training opportunities are now occurring.

Texoma is committed to providing employment and job retention opportunities to people with disabilities throughout the Texoma region. All of Texoma's workforce centers are physically and programmatically accessible. TWC's Vocational Rehabilitation staff consult with workforce staff to ensure assistive technology resources meet their customer's needs.

In addition, 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, North Central Texas College, local mental health organizations, local employers, 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 Human Resources Management Association (THRMA), and other local businesses. The Committee planned numerous events to educate the public during this past October's National Disability Employment Awareness Month, including a virtual large training for local employers, social media, newspaper and e-news articles as well as proclamations in support of the National Disability Employment Awareness Month issued by the Cities of Denison and Sherman. Plans are already underway to provide additional staff training tools and additional employer training opportunities in the coming months.

Texoma's Student HireAbility Navigator works with both local and regional Vocational Rehabilitation staff, local colleges, regional Education Service Centers, local schools, and employers to develop learning opportunities for students with disabilities, including, but not limited to, virtual opportunities. Although in 2020 several projects were either postponed or cancelled due to the Novel Coronavirus COVID-19 pandemic, we were able to successfully transition several of the projects to a virtual format. Highlights of accomplished projects include:

- **Virtual Cooke County Manufacturing Week** conducted in partnership with North Central Community College and the Gainesville Economic Development Corporation. This virtual career exploration event allows students and teachers to log in and view company information, watch industry-specific videos and view the types of positions that can be held at each company.
- **Paid Work Experience.** Collaborated with Transitional Vocational Rehabilitation Counselors to identify potential worksites for students in the 2019-2020 school year. Seven worksite agreements were signed specifically to place students with disabilities at a paid work experience worksite.
- **National Disabilities Employment Awareness Month** virtual activities were held in October, 2020 with the focus of assisting employers in learning about the resources available in hiring and retaining individuals with disabilities.
- **Accessible Video Resources** in English and Spanish that are posted on Texoma's website at: <https://www.workforcesolutionstexoma.com/video-resources/>.
- **Educational Informational E-Mail/Newsletter** has been frequently provided to workforce staff, Vocational Rehabilitation staff, local independent school districts, local employers, libraries and disability committee members. This information is developed to focus on providing quick facts and common misconceptions around disabilities and to help reduce common stereotypes.

Future projects targeted to individuals with disabilities include:

- **Job Shadow Day** is a one-day event for students with disabilities to visit different employers to experience multiple careers. Plans are underway to have local sponsors/regional employers with a presence in all three counties host these students.
- A **Virtual Fair** is planned in collaboration with regional Vocational Rehabilitation staff to offer information about Pre-Employment Transition Services and to obtain referrals for 14–15-year-old students.
- **Cooke County CTE Month** is planned to focus on highlighting different careers in career and technical education industries. This event will focus on 8th – 12th students with disabilities and will include interactions with local employers and community partners. This event will be held in partnership with the Gainesville Economic Development Corporation, North Central Texas College, local schools and local manufacturers.
- **Grayson/Fannin Manufacturing/Careers in Texas Industries** event is being planned to focus on helping students explore different career fields available in the area. Planning partners include Grayson College, local employers, local economic development entities, local independent school districts and workforce staff.
- **College Tours** are planned in either virtual or face-to-face format to familiarize students with disabilities with the courses/programs available at local colleges as well as to introduce them to the college's disabilities coordinators. These tours are developed in partnership with independent school districts and both North Central Texas College and Grayson College's Disabilities Coordinators.
- **Discover Texoma Careers** involves creating informational videos for students to highlight different career opportunities available in the Texoma area. Focus will be on for students with disabilities and career/employment opportunities. Although still in the planning stages, these informational videos will be posted on Texoma's Website and potentially include the following format:



Part 4: One-Stop Service Delivery

C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination (*WIOA §108(b)(4); 20 CFR §679.560(b)(3)*)

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations
- Support a local workforce development system that meets the needs of businesses in the workforce area
- Better coordinate workforce development programs and economic development
- Strengthen links 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

4.C: EMPLOYER ENGAGEMENT, ECONOMIC DEVELOPMENT, AND UNEMPLOYMENT INSURANCE PROGRAM COORDINATION

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 multiple nursing homes participate in the Healthcare Committee. These are the 2 largest

industry sectors in the Texoma region. Grayson College's Center for Workplace Learning also has many employers of various sizes on the advisory board and Texoma is a standing member of this board. Texoma staff regularly attend Manufacturing Roundtables, plant managers meetings, Human Resource Managers meetings and civic clubs.

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 Adult Education and Literacy 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 three counties. We partner in numerous projects each year, provide employment data to them, serve on boards and committees, meet with their prospects and attend their events. Multiple economic developers have provided cash match for the Texas Industry Partnership Grant, High Demand Job Training Grants, teacher externship grants and serve on our board and committees. Economic developers assisted with Texoma's purchase of economic modeling software that provides real-time labor market information to not only our economic developers but also to our education and employer partners. Texoma's Executive Director meets regularly with our economic development partners and 2021 will be her second term serving as the Chair of the Sherman Economic Development Corporation.

Texoma plays a vital role in assisting unemployment insurance (UI) 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 and also provide resume assistance through the WorkInTexas resume feature. Resume creation assistance can also be obtained through use of software available in our workforce centers. We also provide assistance to claimants job search assistance videos in both English and Spanish that are posted on our website. These videos include topics such as Resume-Chronological and Resume-Functional. A WorkInTexas workshop is provided both in-person and virtually to teach job seekers how to create, edit, and monitor their WorkInTexas application. Many questions about unemployment insurance claims are responded to by staff at all workforce centers daily. Workforce staff offer also assistance to claimants in contacting the unemployment offices in Texas for assistance with their claim and responses to specific questions about their application. During the height of the Novel Coronavirus COVID-10 pandemic period,

staff were responding to over 4,000 calls a week from UI claimants needing assistance with their UI application.

Staff also offer a private location in each of our centers for claimants to make calls to the State's Unemployment Insurance department for assistance with their claim or for appeals hearings. Texoma provides both an in-person and through our website a Worker Profiling Orientation through the Reemployment Services and Eligibility Assessment Program (RESEA). The RESEA program targets claimants who are identified 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. Information and assistance is provided the RESEA program to help claimants find new employment as quickly as possible through the development of an individualized employment plan and the provision of customized job search assistance and customized labor market information to assist claimants in targeting in-demand industries and occupations for quicker attachment to the workforce. 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.

Part 4: One-Stop Service Delivery

D. Coordination of Wagner-Peyser Services (*WIOA §108(b)(12); 20 CFR §679.560(b)(11)*)

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

4.D: COORDINATION OF WAGNER-PEYSER SERVICES

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 Services**

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**

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**

Alabama-Coushatta Employment and Training Program staff housed in our Denison Workforce Center provides Workforce Innovations and Opportunity Act (WIOA) employment and training services to Native Americans/American Indians, Native Hawaiians, and Native Alaskans in 120 counties in Texas, including the 3 counties in the Texoma workforce development area.

- **Vocational Rehabilitation Services**

Texoma works closely with our Vocational Rehabilitation partners who are now housed within the Denison workforce center full-time and provide part-time services in our two satellite centers in Gainesville and Bonham. We have developed a cross-referral process that assists both agencies in working with our mutual customers.

- **Adult Education and Literacy Act Services**

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.

Staff who are housed in our one-stops work side-by-side with our one-stop operator's staff to provide services to employers, job seekers, and incumbent workers with a goal of maximizing customer access to multiple funding streams all targeted to assisting all of our customers to achieve their employment goals, including helping employers to meet their hiring needs. All staff have access to general information about one-stop services, including usage of our resource rooms, training information, labor market 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.

Part 4: One-Stop Service Delivery

E. Integrated, Technology-Enabled Intake and Case Management

(WIOA §108(b)(21); 20 CFR §679.560(b)(20))

Boards must include 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

4.E: INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT

Workforce Solutions Texoma's one-stop contractor has functioned with an integrated service delivery model for over twenty years. Case managers are trained on all workforce programs and manage their caseloads by alphabet. One caseworker is trained to support customers funded through multiple funding streams such as Choices (TANF employment program), including Choices Child Care services, the Supplemental Nutrition Assistance Program (SNAP) Employment & Training program, and Workforce Innovations and Orientation Act (WIOA) Adult, Dislocated Worker and Youth programs.

In addition, facilitators and resource room staff are also trained on all programs to provide information and assist customers throughout the service delivery process. Our Business Services unit consisting of both state Wagner-Peyser and one-stop operator staff assist employers to fill openings, recruiting and enrolling area employers for subsidized employment sites for all workforce programs and throughout the WorkInTexas job posting and matching process. Our Business Services staff also work closely with 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. Texoma's paperless system has been instrumental in streamlining paperwork and processes to improve the delivery of services and cut program costs. This paperless technology 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 eligibility determination, case management, oversight, 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. Referrals to and from one-stop partners are submitted in a confidential manner to ensure customer information and referral information are provided in a timely manner and personally identifying information (PII) is protected

Several years ago, Texoma implemented an online application process for both the WIOA and Child Care programs. Customers can apply for these programs via the Internet at our website at the following links

- <https://www.workforcesolutionstexoma.com/jobs-careers/>
 - Click on Selecting a Training Program and Paying for Training link
- <https://www.workforcesolutionstexoma.com/child-care-home-page/>
 - Click on links for re-certification or the child care application check sheet
 - Links are also provided for parents to upload documents, report a change to Child Care Services, selecting a quality child care provider, to view the Parent Rights and Responsibilities and the Parent Handbook and many others.

Texoma's response to the Novel Coronavirus COVID-19 pandemic has resulted in additional virtual services being offered to both employers and job seekers. During this time, face-to-face and group activities were prohibited in order to comply with the pandemic restrictions, so Texoma created, produced and published 23 videos in both English and Spanish from topics ranging from selecting a child care provider, interview tips, resume assistance, and completing an employment application, just to name a few. These videos are available to everyone through our website at: <https://www.workforcesolutionstexoma.com/video-resources/>. The subject matter of these videos was previously and is still currently provided at our workforce center through in-person group workshops and job club activities. However, due to restrictions of meeting in groups or in-person during the Novel Coronavirus COVID-19 time-frame, we found that the development of these videos to offer the same and even expanded content has greatly assisted our employers and job seekers.

In addition, we sought out new ways to connect with our customers. We purchased Zoom software license to host video conferences for local employers with representatives from the Texas Employer Commissioner's Office and Office of the Governor's staff. These sessions were targeted to provide updated information to employers on topics surrounding unemployment assistance, funding and other

assistance available throughout the Novel Coronavirus COVID-19 period. We also hosted Rapid Responses and job fairs, including the annual statewide Hiring Red, White and You Job Fair, for businesses through use of this software which was extremely helpful to our employers during this stressful time. This software was also used to host and attend meetings with local community partners and state staff. Texoma also purchased licenses to the Pure Chat software to assist our customers in connecting with staff and resources. This chat software that is housed on our website has been extremely successful, with over 740 chats conducted since the software was implemented in June, 2020. In addition, an additional 170 e-mails were sent out to chat participants containing further follow-up information and resources.

Last board contract year, we provided over 1,250 students from 14 schools the opportunity to tour 20 manufacturing companies. Through these tours, local manufacturers are committed to educating youth and their parents regarding the viable careers in Texoma. Although in-person tours were not available due to Novel Coronavirus COVID-19 restrictions, after March, 2020, we purchased virtual job fair software which was used to host virtual job fairs and conduct Manufacturing Tours and Careers in Texas Industries events with students and faculty from multiple local independent school districts. For the student-focused events, Texoma worked with local manufacturers to create videos of tours through their plants which were then posted on the job fair virtual software for students and faculty to review.

A sample of screen shots from the annual Hiring Red, White & You Job Fair and other virtual tours follow to showcase employers involved in these activities.



Hiring Red, White & You! Virtual Job Fair - Texoma

 OVERLAND CORPORATION	 EVERGREEN LIFE SERVICES	 CAPIO PARTNERS	 TEXAS VETERANS COMMISSION
 TYSON	 SPECTRUM BRANDS	 TEXAS VETERANS LEADERSHIP PROGRAM (TEXOMA)	 RPM
 ALTUM PACKAGING	 VISIONARY INDUSTRIAL INSULATION	 McCoyCL	 MONO-PARTS TECHNOLOGIES LLC
 DENISON INDUSTRIES	 QUALON/DIALOG DIRECT	 HOME INSTEAD SENIOR CARE	 EATON
 MANPOWER	 HART LUMBER	 FOX 12	 MK COMMERCIAL KITCHENS, INC.
 DOUGLASS DISTRIBUTING	 RITE FOODS	 LIL' LEOPARDS LEARNING LADDER	 1ST QUICK CHECK CONVENIENCE STORES, INC.
 AREA WIDE PROTECTIVE	 SCHULMAN'S MOVIE BOWL GRILLE SHERMAN	 SHELLING STAFFING SERVICES	 GOLIATH SOLUTIONS GROUP
 CABLE ONE	 LOOK & LIKE	 DR. ASHA ORTHODONTICS	 TEXOMA COMMUNITY CENTER
 DEFENSE INFORMATION SYSTEMS AGENCY	 QUALITY HOME HEALTH CARE, INC.	 GLITZY GIRLS BOUTIQUE	 CULVER'S OF DENISON
 CENTER FOR FAMILY MEDICINE P.A.		 MUNSTER HOSPITAL DISTRICT	



Other workforce resources supporting 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	Used by parents to record attendance at child care centers using a swipe card at a point of service device.

Automation (CCAA)	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.
WorkInTexas 	<p>Texas Workforce Commission's job matching system funded through Wagner-Peyser funds. WorkInTexas.com provides employers with job posting and advanced job matching opportunities. It also provides job seekers personalized job matching, resume assistance, customized labor market information, the ability to search job listings, including Texas state agency jobs, and a multitude of career tools. This free on-line web-based system is available to both employers and job seekers 24 hours a day, seven days a week.</p> <p>This system also has a separate employer section titled Customer Relationship Management to assist in managing job orders, marketing leads and employer work items. Also included is the ability to manage both in-person and virtual services provided to job seekers through the VOS Greeter platform housed in WorkInTexas. Job seekers can log in to kiosks provided at local workforce centers and select over 20 visit reasons, including appointments with workforce and one-stop partners, request services, log in orientation attendance, etc. they need. Staff can access this same system to document virtual services provided to claimants and other workforce customers.</p>
Texas Health and Human Services Texas Integrated	Through partnership with the Texas Health and Human Services, all Boards in Texas have the ability to allow staff to complete training and paperwork to obtain access to HHSC's TIERS portal. This access is used to obtain HHSC

Eligibility Redesign System Portal	benefit information for customers enrolled in HHSC's Supplemental Assistance and Nutrition (SNAP), Temporary Assistance for Needy Families (TANF) and Medicare programs. Access to these programs through this virtual interface is vital, provides multiple opportunities for coordination and streamlining services delivery in eligibility determination for the WIOA, Child Care Services, and SNAP and Choices Employment and Training Programs that the Boards provide through one-stops.
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Part 5: Workforce Investment Activities

A. Economic Development and Entrepreneurial/Microenterprise

Activities (*WIOA §108(b)(5); 20 CFR §679.560(b)(4)*)

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.A: ECONOMIC DEVELOPMENT AND ENTREPRENEURIAL/MICROENTERPRISE ACTIVITIES

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 development has a seat on our Board and participates in both the Healthcare and Manufacturing committees. Multiple economic development organizations have provided cash match for the Texas Industry Partnership Grant, High Demand Job Training Grants, the teacher externship grants, and serve on our board and committees. Economic development organizations also assist with the annual license for Texoma's purchase of economic modeling software which is then available to all economic development organizations and employers throughout the Texoma area.

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. Support has also been given to

entrepreneurial and microenterprise businesses from local economic development entities who have offered financial assistance through grants and loans. Multiple entrepreneurial/microenterprise businesses have grown in recent years in the Texoma area such as craft brewers and local wineries. Many other small businesses bring their products, wares and craft items to local farmer's markets.

A recent development in supporting entrepreneurial/microenterprise activities can be seen in the multiple food truck parks and Denison's RailYard Food Hall Incubator where fledgling chefs can rent time-limited low-cost workspaces that contain everything they need to grow and succeed in their business. One of the Denison Development Alliance's (DDA) major goals is to provide entrepreneur training and facilitate an entrepreneur-friendly environment to recruit and strengthen business owners. DDA also offers scholarships for entrepreneurs and owners to participate in the Destination Creation Course, which helps small businesses strengthen and grow.

In addition, with the assistance of Workforce Texoma's Executive Director who serves as the Executive Director of the Sherman Economic Development Corporation (SEDCO), SEDCO is currently accepting applications for the Raising Innovative Sherman Entrepreneurs (RISE) program. SEDCO has provided this grant funding that ranges from \$25,000 to \$100,000 to assist local startup companies and entrepreneurs.

Part 5: Workforce Investment Activities

B. Rapid Response Activity Coordination (*WIOA §108(b)(8); 20 CFR §679.560(b)(7)*)

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

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.B: RAPID RESPONSE ACTIVITIES AND COORDINATION

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. Board 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 are able to 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.

Texoma's Rapid Response staff will make every attempt to 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, Layoff Aversion and Shared Work options will also be discussed with management. Links to additional information on our website are also provided.

Once a rapid response on-site event is scheduled, a team consisting of the Texoma Board and one-stop operator staff as well as the TWC UI staff liaison conducts 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, services brochures, WorkInTexas registration information, Unemployment Insurance information, 211 services information, and information on applying for the Workforce Innovations and Opportunity Act (WIOA) program for tuition assistance. During the time-frame where the Novel Coronavirus COVID-19 restrictions were prevalent, these events were held through Zoom and recorded so employees could access the information at a later date, if needed. Copies of packets were made available to employers to disseminate to their affected employees. Both employers and employees found this delivery to be very productive to their needs. Texoma will continue to explore using this type of avenue for future rapid response events.

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.

Part 5: Workforce Investment Activities

C. Youth Activities and Services (WIOA §108(b)(9); 20 CFR §679.560(b)(8))

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.C: YOUTH ACTIVITIES AND SERVICES

Texoma's Healthcare and Manufacturing two committees work to address middle skills gaps by designing in-school programs for high school students. Through the work of employers and educators on the Manufacturing Committee, students in the Denison, Sherman, Pottsboro, Whitesboro and S&S schools have access to training in a manufacturing career pathway. Manufacturers and economic developers are so committed to this program they pay tuition, books and supplies for any high school student who wishes to enroll. 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 Manufacturing Committee and Grayson College.

The 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 these committee meetings to discuss strategies to address the skills gaps in Texoma. The goal of the committee is to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare. The committee has developed programs for high school students to begin a career pathway in healthcare. Students can attend career and technical education and dual credit classes while in High School and earn certificates in Certified Nurse's Aide (CNA), Certified Patient Care Technician (CPCT), Certified EKG Technician, and Certified Phlebotomy Technician (CPT).

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 summer 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.

In addition, since 2017, in conjunction with TWC's Vocational Rehabilitation partners, Texoma also sponsors the Summer Earn and Learn program (SEAL) that supports youth with disabilities. The objective of the SEAL program is to increase work-based learning opportunities for students with disabilities through Texas' integrated workforce system,

thus providing participants with foundational employment skills and better preparing them for successful transition to postsecondary education and employment. The SEAL program provides these youth work readiness training and paid work experience during the summer months using the following basic components:

- pre-employment work readiness training and preparation for the work experience placement;
- work experience to help participants gain familiarity with the workplace environment and develop transferable job skills; and
- paid compensation for time worked on the job.

Texoma also partners with the state's Vocational Rehabilitation staff in the development and implementation of VR's year-round Work Experience program for students with disabilities. Through this partnership, staff take an active role in identifying employers interested in mentoring these students.

Unfortunately, due to the Novel Coronavirus COVID-19 restrictions the SEAL program was cancelled during 2020; however, plans are already underway to support students with disabilities through this program in 2021.

Youth, including youth with disabilities, also have the opportunity to enroll in the Workforce Innovations and Opportunity Act (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. WIOA youth program components include the following opportunities:

- 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. 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.

- Occupational skills 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 which are listed on the statewide Eligible Training Provider List. 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 resource based on their agreed plan with their case manager.
- Entrepreneurial skills training - Workforce Solutions Texoma identifies community services in the region and refers youth as needed with a particular 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, Tratify, Texas Career Check, Texas Reality Check 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.

Part 5: Workforce Investment Activities

D. Coordination with Secondary and Postsecondary Education Programs (WIOA §108(b)(10); 20 CFR §679.560(b)(9))

Boards must include a description of how the Board will coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.D: COORDINATION WITH SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS

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 career and technical education and dual

credit classes, focusing on two of the top career clusters, manufacturing and healthcare.

Each year, Texoma provides 35 middle school and high school teachers and counselors 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. This program is co-funded by a grant from the Texas Workforce Commission and matching funds from economic development corporations, local schools, and employers.

In the Fall of 2019, Texoma provided over 1,250 students from 14 schools the opportunity to tour 20 manufacturing companies. Through these tours, local manufacturers are committed to educating youth and their parents regarding the viable careers in Texoma. Although in-person tours during 2020 were not available due to Novel Coronavirus COVID-19 restrictions, Texoma purchased virtual job fair software which was used to host virtual job fairs and conduct Manufacturing Tours and Careers in Texas Industries events with students and faculty from multiple local independent school districts. For the student-focused events, Texoma worked with local manufacturers to create videos of tours through their plants which were then posted on the job fair virtual software for students and faculty to review. A sample of screen shots from some of these activities follow.





Educational opportunities have been created through the work of the Manufacturing and Healthcare Committees. For certifications offered during high school in these industries, 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 Workforce Innovations and Opportunity Act (WIOA) guidelines and employer partners pay tuition for those who are not eligible for WIOA services. 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 in the Texoma WDA work to offer courses that correspond to Texoma's targeted occupations. Board staff meet regularly with local employers and colleges to update Texoma's Target Occupation list and programmatic offerings on the statewide Eligible Training Provider List.

Part 5: Workforce Investment Activities

E. Child Care and Early Learning (*40 TAC §809.12 Board Plan for Child Care Services*)

Each Board must include a description of how the Board is strategically managing child care and early learning within its workforce system to enhance school readiness and strengthen and support the child care industry.

Note: This may include efforts to:

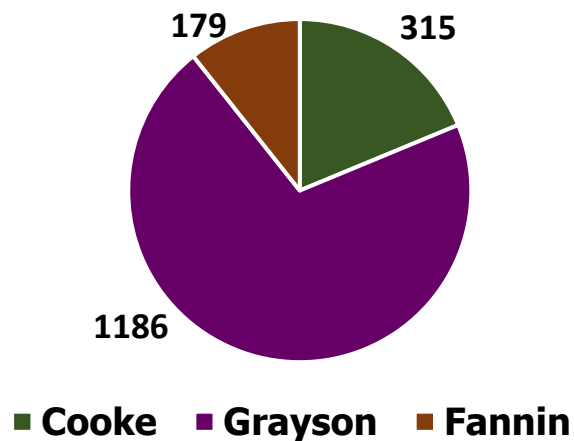
- Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool
- Support improved school readiness through higher-quality child care, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships
- Support the needs of the child care industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.E: CHILD CARE AND EARLY LEARNING

Texoma is committed to ensuring quality child care opportunities are provided throughout the Texoma Workforce Development area. Texoma's quality child care program is a support not only to the parents we serve but also to area employers as a support to their employees. This past year, childcare was not only provided to low-income children and families but also to essential workers such as first responders, pharmacy workers, health care workers and critical infrastructure workers who were needed at their jobs throughout the Novel Coronavirus COVID-19 pandemic. Care was provided to a total of 963 families (Cooke-182, Grayson-683, and Fannin-98) with 1,680 children being placed into care.

CHILDREN IN CARE 2020



CHILD CARE PROFESSIONAL DEVELOPMENT TRAINING

Workforce Solutions Texoma (WST) is strengthening and supporting the child care industry by offering professional development activities to area child care providers, including directors, as well as front-line caregivers (teachers). Monthly child care trainings are held on various topics of interest, as suggested by previous training evaluations received. Examples of professional development topics include:

- *Effective Communication in the Workplace*
- *Trauma-Informed Care*
- *Positive Interactions-A Classroom Teaching Tool*
- *Staying Safe... Nutrition and an Overall Balance*
- *Basics of Hiring 101*

Child care providers are also encouraged to attend professional development trainings outside of our Board area as Texoma offers partial reimbursement scholarships for limited staff to attend conferences conducted by the Region 10 Education Service Center, Camp Fire, Frog Street Press, Texas Licensed Child Care Association, and Texas Association for the Education of Young Children.

TEXAS RISING STAR SUPPORT

The Texas Rising Star (TRS) program is a voluntary program offered by the Texas Workforce Commission workforce boards throughout the state, to providers who wish to achieve a state certification for their program. The TRS program is the Quality Rating and Improvement System (QRIS) for



the State of Texas created to encourage higher-quality child care throughout the state. In order to achieve TRS status, the child care provider is assessed on a standard set of criteria that exceeds minimum standards required by Child Care Licensing. There are three levels of certification: 2 Star, 3 Star, and 4 Star, with each star reflecting a higher level of quality care that has been achieved by the child care provider. A 4 Star provider has met the highest quality standard for this accreditation and Texoma is proud to support the Texas Rising Star program.

As of December 1, 2020, there are 12 Texas Rising Star providers in the Texoma Board area. Currently, we have eleven 4-star providers and one 3-star provider. One additional facility is scheduled to be assessed in December 2020. Facilities seek to be accredited by the TRS program to promote the high standard of quality that they maintain while caring for children and to set their facility apart.

Child care centers that are pursuing TRS accreditation may receive up to 20 hours of technical assistance and mentoring to prepare for the TRS accreditation, while Registered/Licensed homes can receive up to 10 hours.

Trainings provided specific to Texas Rising Star providers are also incorporated into the professional development offerings. These trainings align with Texas Rising Star measures and guidelines and are offered to TRS accredited providers and those pursuing TRS accreditation. These trainings include, but are not limited to:

- *Solid Lesson Plans... A Road Map to Everyday Success*
- *Early Childhood Literacy: So Much More Than ABC's*
- *CLI Engage: I've Heard of it, but Why and How do I use it?*
- *Early Learning Guidelines*

During Board Contract Year 2020, **237* child care directors and caregivers attended child care training** offered by Workforce Solutions Texoma.

*May contain duplicates

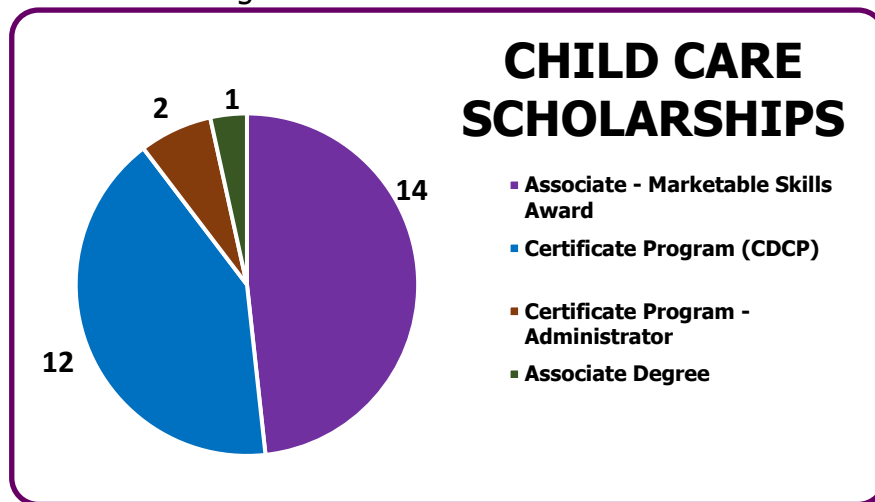
CHILD CARE TRAINING SCHOLARSHIP OPPORTUNITIES

In addition to the monthly trainings for area child care providers and TRS providers, Workforce Solutions Texoma also partners with Grayson College to offer Scholarships to Child Development students. The Scholarship allows eligible and approved students to work towards the following Child Development Certifications:

- **CDA:** Child Development Associate – Occupational Skills Award (9 credit hours)
- **CDCP:** Child Development Certificate Program (30 credit hours)

- **CDACP:** Child Development Administrators Certificate Program (27 credit hours)
- **AD:** Child Development Associate's Degree (60 credit hours)

These continuing education activities not only encourage more professionalism and higher education in the early learning care profession, but also enrich the knowledge of the students working in the child care industry. During Board Contract Year 2020, twenty-nine (29) students participated in this scholarship opportunity with training opportunities in the following areas.

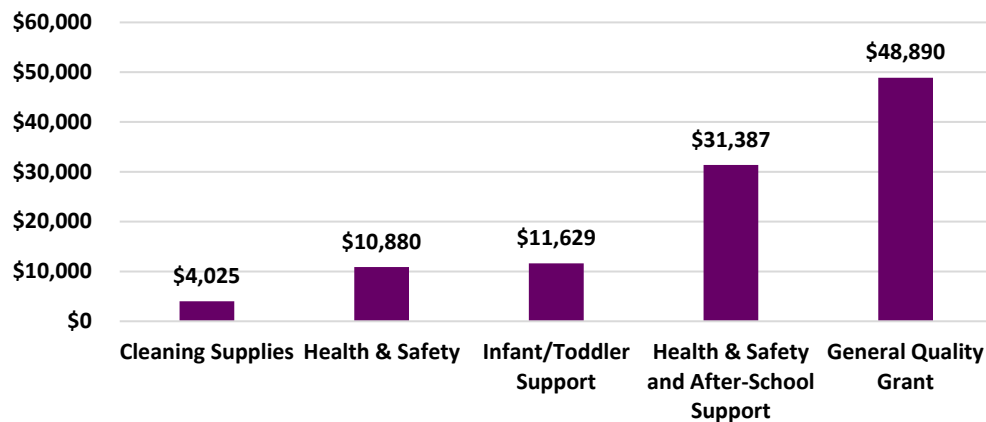


CHILD CARE PROVIDER GRANT OPPORTUNITIES

Texoma also supports increasing the level of care offered by area child care providers by offering reimbursement grant opportunities for equipment, educational materials, or curriculum. The following reimbursement grant opportunities have been offered:

- **Inclusion Grants:** support children in child care with developmental delays or special education needs
- **Health and Safety Grants:** support the health and safety needs of children
- **After-School Support Grants:** support school age children
- **Infant/Toddler Grants:** support children ages infant and toddler (0-35 months)
- **Cleaning Supply Grants:** support the Novel Coronavirus COVID-19 cleaning standards implemented by area Departments of Health, Child Care Regulation, and facility/home best practices
- **General Quality Grants:** support all ages of children and any determined need

CHILD CARE PROVIDER GRANTS



CHILD CARE PARTNERSHIPS

Workforce Solutions Texoma coordinates efforts with area industry leaders to increase the awareness and importance of early learning and related child care services. This is achieved by partnering with Grayson College and North Central Texas College on annual local match agreements. Both colleges certifying expenditures in child development through their respective programs allows the Texoma child care program to draw down additional federal funds to help low-income families receive Child Care Services in order to support their need for child care while they work or attend school.

To further strengthen the relationship between Texoma and Grayson College, Child Development Professors have occasionally served as trainers on child development practices and current trends to area child care providers. Additionally, Texoma will be participating in Grayson College's Child Care and Early Childhood Education Summit that was cancelled from April 2020, due to the Novel Coronavirus COVID-19 restrictions, when it is rescheduled. Lastly, Grayson College and Texoma share referrals to support early learning goals and training opportunities.

Workforce Solutions Texoma meets and partners with Sherman Independent School District (ISD), Educational First Steps, Child Care Regulation (previously known as Child Care Licensing), and CPS (Child Protective Services) Regional Day Care Coordinators to discuss area needs and/or concerns. Sherman ISD Head Start staff were scheduled to train for WST in April 2020 at our annual training day; however, this event was cancelled due to the Novel Coronavirus COVID-19 pandemic. This training will be rescheduled as soon as pandemic restrictions ease. Additionally, Child Care Regulation

staff have served as trainers for our area child care providers. Texoma, along with the Dallas, Tarrant and North Central Workforce Boards, also participates in a Regional Texas Department of Family and Protective Services-Child Protective Services (CPS) meeting each quarter to discuss concerns and ways to improve CPS-authorized child care in each respective Board area.

CHILD CARE SPECIAL PROJECTS

Texoma encourages area child care providers to participate in special projects offered throughout the year. These special projects are offered to varying ages of children to encourage creativity and foundational learning of financial literacy, while bolstering school readiness and early education. Current and future special projects include:



Create a Book

Discovering that learning and reading can be fun through creativity!

For the fourth consecutive year, Texoma offered a special project for children ages 3-5 in child care centers. These children created their own class book by creating their own story. In 2020, **336 children participated** in this project from three homes and sixteen centers, totaling 28 individual classes.

At the conclusion of the project, each participating child received a Reading Bag that included books, a journal, and flash cards. Through this project, the children discovered that learning and reading can be fun through creativity!



Write On!

A creative writing project for children ages 6-12.

Write On was a new project this year for children ages 6-12 at area child care providers. Children were encouraged to submit their own creative writing story. Their story could be in the form of a poem, a fiction short story, or a non-fiction short story. Submissions were accepted from two age groups, 6-9 and 10-12. Three local librarians served as panelists and selected a submission from each age group and category for Recognition. **Sixty-four submissions** were received from two homes and seven centers.

Each participant received a Writing Bag that included education and writing materials, and books. The recognized children were also congratulated in the local newspaper in the community in which they live and attend child care.



This financial literacy project focused on all aspects of child care, including parents, children, and providers.

- **Parents** were sent financial literacy resources, including information on budgeting basics, credit and debit card basics, and credit history.
- **Children** participated in a three-week summer program by allowing children to “work” (simple chores) at their respective child care center/home while earning “money”. Children had lessons on needs vs. wants, saving, giving, priorities, impulse buying and alternative ways to save money, etc. At the conclusion of the program, all children received participation prizes based on how much “money” they earned throughout the course of the program. Fifteen providers (including five homes and ten centers) participated, including **270 children** in 23 classes.
- **Owners and directors** also participated in a series of three sessions on business aspects of financial literacy, including budgeting, cash flow, profit and loss, increasing child care enrollment, and cutting costs without sacrificing quality.

Part 5: Workforce Investment Activities

F. Transportation and Other Support Services (WIOA §108(b)(11); 20 CFR §679.560(b)(10))

Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in coordination with WIOA Title I workforce investment activities.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

5.F: TRANSPORTATION AND OTHER SUPPORT SERVICES

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. The Board has served on the Regional Transportation Committee hosted by the Texoma Council of Governments for the past three years. This committee works to identify and address transportation shortages in the region. Members of this Board include

Workforce, Texoma Council of Governments, Texas Department of Transportation, Texas Veterans Commission representative; mayors of multiple cities; the local public transit entity, Texoma Area Paratransit System (TAPS); and other interested community individuals. This group completed a Transit Market Study in 2019 which showed that the ridership of public transportation was primarily concentrated on employment and medical provider visits. This study also showed that there is only one major public transportation provider (TAPS), which schedules rides according to demand. This sole provider does not currently meet the transportation needs of the region, which leaves gaps in service and poor connectivity to major community resources, such as employment and medical facilities. Following are projects implemented as a result of the market study recommendations:

- coordination of partnerships to develop trips to medical appointments for veterans, underserved populations and others in need.
- coordination among Texas Department of Transportation and TAPS to determine opportunities for cross-regional services and planning.
- created a transportation assistance resource brochure and distributed same through the Texoma workforce area to communities and targeted individuals, including individuals with disabilities.
- conducting a fixed route study to determine the most beneficial fixed route for those in need of transportation assistance. Fixed routes will be developed in conduction with communication with employers and medical providers as well as with the current ridership.

The committee is currently working on developing a 5-year regional transportation plan that will include recommendations from the Transit Market Study and encompass the entire Texoma Workforce Development Area.

Texoma continues to encourage 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 Workforce Innovations and Opportunity Act (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 all programs as needed in order to maximize funding resources and availability to customers.

Part 5: Workforce Investment Activities

G. Coordination of Adult Education and Literacy (AEL) (WIOA §108(b)(13); 20 CFR §679.560(b)(12))

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL 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

5.G: COORDINATION OF ADULT EDUCATION AND LITERACY (AEL)

In Texas, the Texas Workforce Commission (TWC) has oversight for the Adult Education and Literacy (AEL) Act programs. In Texoma, the AEL program is locally administered by Grayson College through procurement with TWC. Texoma workforce provides a review and comment to TWC of the provider's response to the AEL procurement. Grayson operates the AEL program throughout the Texoma Workforce Development Area and co-locates in two of our workforce centers in Denison and Gainesville. 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 to align literacy and adult education services. Texoma also 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, if needed. The MOU does include an infrastructure agreement to outline the funding the AEL program pays in support of office and training room space in two of our three centers. Grayson's AEL program director also has a seat on the Board and a voice in our strategic mission and goals. Texoma shares usage of the Traitify assessment with our AEL partner so their students can access this personalized career matching resource to identify career matches that are tied to personality, educational and employment needs. Texoma also works closely with cross-referrals with the Grayson AEL program and co-case management as needed.

Part 6: Adult, Dislocated Workers, and Youth Services

A. Adult and Dislocated Worker Employment and Training (WIOA §108(b)(7); 20 CFR §679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area.

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

6.A: ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING

Workforce Solutions Texoma's Target Occupations List is published on the Board's website for the public at: <http://www.workforcesolutionstexoma.com/targeted-occupations> and listed below:

WORKFORCE SOLUTIONS TEXOMA TARGET OCCUPATIONS LIST - *Updated January 20, 2021*

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
1	13-2011	Accountants and Auditors	\$19.49	51	15,480
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$11.95	83	18,096
3	31-9091	Dental Assisting/Assistants	\$14.60	29	5,155
4	47-2111	Electricians	\$13.57	45	9,392
5	25-2021	Elementary Teachers, Ex. Special Education	\$19.15	91	11,982
6	11-1021	General and Operations Managers	\$21.79	110	22,369
7	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	\$16.29	16	3,453
8	49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	\$16.22	29	4,159
9	29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	\$19.55	69	6,766
10	51-4041	Machinists	\$14.66	54	3,148
11	31-9092	Medical Assistants	\$12.00	36	9,299
12	43-6013	Medical Secretaries	\$13.00	93	14,363

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
13	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	\$19.44	28	5,791
14	31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)	\$11.43	482	11,871
15	29-2052	Pharmacy Technicians	\$12.94	16	3,987
16	29-1141	Registered Nurses (RN)	\$26.05	134	16,129
17	25-2031	Secondary School Teachers, Ex. Special & Career/ Technical Education	\$19.99	63	9,263
18	51-2092	Team Assemblers	\$12.00	28	617
19	53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$13.31	178	29,193
20	51-4121	Welders, Cutters, Solderers, and Brazers	\$14.08	59	7,074

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 their host Board to review and approve. Board criteria for approval includes those programs that support a 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, have local employer support in the area the training will be delivered, 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 the program is listed on the Statewide List as approved by another Board area.

Texoma currently has fifty-seven (57) approved programs from multiple training providers. To support customer choice, there are out-of-region and out-of-state trainings that customers have requested; therefore, these trainings have been authorized as they meet Texoma's demand occupation requirements as long as the training programs meet state guidelines. Currently, four year trainings for education-related degrees are not located in Texoma and are scarce on the statewide training provider list. However, Texoma will allow customers to choose from educational trainings on the statewide list or from out-of-state providers as long as the training







meets the Board's demand occupation requirements and also meet state guidelines. Currently two out-of-state providers are authorized for the Texoma area to support the Bachelors of Science Degree in Elementary Education (no programs available in the Texoma WDA) and the Licensed Vocational Nurse/Licensed Practical Nurse certificate (insufficient seats available to support demand in the Texoma WDA). The following trainings programs, which are located within the Texoma Board area, are approved on the State's Eligible Training Provider List:



TEXOMA TRAINING - AVAILABLE IN AREA				
#	Provider	Area of Study/ CIP Code	O*NET- SOC	Program Name
1	Grayson College	520201	11102100	Business - General Management
2	Grayson College	520201	11102100	Business and Management AAS
3	North Central Texas College	520201	11102100	Business Management
4	North Central Texas College	520301	13201100	Accounting Technician Certificate
5	North Central Texas College	520301	13201100	Accounting AAS
6	Grayson College	513801	29114100	Associate Degree Nursing
7	Grayson College	513801	29114100	Associate Degree Nursing LVN to RN
8	Grayson College	513801	29114100	RN to Bachelors of Science in Nursing
9	North Central Texas College	513901	29114100	LVN ADN Bridge
10	North Central Texas College	513801	29114100	Associate Degree Nursing
11	Grayson College	510805	29205200	Pharmacy Technician
12	North Central Texas College	510805	29205200	Certified Pharmacy Technician
13	Grayson College	513901	29206100	Vocational Nursing
14	North Central Texas College	513901	29206100	Licensed Vocational Nursing Certificate
15	North Central Texas College	513901	29206100	Licensed Vocational Nursing Certificate
16	North Central Texas College	513901	29206100	Licensed Vocational Nursing Certificate
17	Grayson College	513902	31113100	Patient Care Technician
18	North Central Texas College	513902	31113100	Certified Nurse Aide
19	Grayson College	510601	31909100	Dental Assisting Certificate
20	Grayson College	510601	31909100	Dental Assisting AAS
21	Grayson College	510801	31909200	Clinical Medical Assistant
22	North Central Texas College	511802	31909200	Clinical Medical Assistant
23	Grayson College	520301	43303100	Accounting Certificate
24	Grayson College	520301	43303100	Accounting AAS
25	North Central Texas College	520301	43303100	Accounting Occupational Skills Award
26	Grayson College	510716	43601300	Medical Administrative Assistant

#	Provider	Area of Study/ CIP Code	O*NET- SOC	Program Name
27	Grayson College	520401	43601100	Administrative Assistant and Secretarial Science General
28	Grayson College	520401	43601100	Administrative Assistant and Secretarial Science General
29	Grayson College	520401	43601100	Administrative Assistant and Secretarial Science General
30	Grayson College	460302	47211100	Residential Electrical Technology
31	Grayson College	460302	47211100	Electrical Technology: Associate of Applied Science Degree
32	Grayson College	460302	47211100	Commercial Electrical Technology
33	North Central Texas College	460301	47211100	Electrical Technician Occupational Skills Award
34	Grayson College	150501	49902100	Heating Air Conditioning and Refrigeration Technology
35	Grayson College	150501	49902100	Heating Air Conditioning and Refrigeration Technician
36	North Central Texas College	470201	49902100	HVAC/R Technician (Voucher Included)
37	Grayson College	150501	49902101	Heating Air Conditioning and Refrigeration Technology Technician Apprentice Certificate
38	North Central Texas College	470201	49902101	Heating Air Conditioning Ventilation and Refrigeration AAS
39	North Central Texas College	470201	49902101	HVAC Level One Certificate
40	North Central Texas College	470201	49902101	Heating, Ventilation & Air Conditioning Basic Certificate
41	Grayson College	460301	49904100	Programmable Logic Controller Technician
42	North Central Texas College	150612	49904100	Industrial Mechanics AAS
43	North Central Texas College	150612	49904100	Industrial Mechanics Level One Certificate
44	North Central Texas College	150612	49904100	Industrial Mechanics Occupational Skills Award
45	Grayson College	150613	51209201	Basic Manufacturing Technician
46	Grayson College	150613	51209201	Advanced Manufacturing Technician Certificate
47	Grayson College	150613	51209201	Advanced Manufacturing Technology
48	North Central Texas College	480501	51404100	Machining Technology Level One Certificate
49	North Central Texas College	480501	51404100	Basic Machining Technology Certificate
50	Grayson College	480508	51412100	Welding Technology
51	Grayson College	480508	51412100	Structural Welder
52	Grayson College	480508	51412100	Combination Welder
53	North Central Texas College	480508	51412100	Welding Technology Level One Certificate
54	North Central Texas College	480508	51412106	Welding Technology AAS
55	North Central Texas College	480501	51412106	Machining Technology AAS
56	North Central Texas College	480508	51412106	Welding Basic Certificate
57	North Central Texas College	490205	53303200	Truck Driving Academy

Occupations supported by these trainings include the Board's Targeted Occupations as noted above in this table.

Specific assessments used by Texoma for adults, dislocated workers and youth as well as for customers in other programs administered by Texoma include the following:

	<p>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 the Traitify assessment available to our Adult Education and Literacy partners for their customer's usage as well as others interested in career development.</p>
	<p>Wonderlic Basic Skills Test (WBST): This test assesses adult language and math skill levels.</p>
	<p>Test of Adult Basic Education (TABE): This test is used to determine skill levels and aptitudes in reading, math, and English.</p>
	<p>O'Net Online: This web-based tool offers users the opportunity for career exploration and job analysis.</p>
	<p>Texas Career Check: This web-based tool offers users the opportunity to explore higher education options and careers.</p>
	<ul style="list-style-type: none"> o The educational section provides a list of the 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. o 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.
	<p>Texas Reality Check: Online tool to assist users in determining projected living expenses and the amount of salary they need to earn to pay for the lifestyle they envision.</p>
	<ul style="list-style-type: none"> o The Lifestyle Calculator assists users in developing projected monthly expenses, taking into account lifestyles, determining

	<p>minimum salary needs and exploring occupations that will earn the salary needed.</p> <ul style="list-style-type: none"> o The Occupation Calculator allows users to review expenses to see if their specific occupation will support their lifestyle. o The Quick View Calculator allows users to quickly tally up expenses and compare costs with different occupations.
	<p>Texas OnCourse: A resource for Pre-K through 12th grade students, parents, teachers and counselors to assist in making decisions that will help adults, children, and students succeed after high school.</p>
	<p>Jobs Y'All: A Career Exploration resource directed to Texas youth to create self-directed career paths which features in-demand industries and connects users to career resources in their hometown or throughout Texas.</p>

Part 6: Adult, Dislocated Workers, and Youth Services

B. Priority to Recipients of Public Assistance and Low-Income Individuals (20 CFR §679.560(b)(21))

Boards must include 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, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

6.B: PRIORITY TO RECIPIENTS OF PUBLIC ASSISTANCE AND LOW-INCOME INDIVIDUALS

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.

Texoma follows the state's Workforce Innovations and Opportunity Act (WIOA) Guidelines for priority groups including:

1. Eligible veterans and eligible spouses (as defined in WD Letter 25-15) who are also recipients of public assistance, low-income, or basic skills deficient.
2. Non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, low income, or basic skills deficient in the following order:
 - Foster youth and former foster youth, as defined in WD Letter 43-11, Change 2, as required by Texas Family Code §264.121
 - Non-foster youth
3. All other eligible veterans and eligible spouses.
4. Priority populations established by the governor and/or Board in the following order:
 - All other foster youth and former foster youth, as required by Texas Labor Code §264.121
 - Local Board priority groups, which include:
 - Priority Group 1a: individuals receiving TANF, SNAP, SSI Other Public Assistance, Homeless, Free or Reduced-Price Lunch, Foster Care Youth on behalf of whom state or local government payments are made, or who are Basic Skills Deficient
 - Priority Group 1b: Disabilities, Individual/Family Income at or below LLSIL
 - Priority Group 1c: Individual/Family Income at or below 70% LLSIL
 - Priority Group 2: Individuals receiving Child Care Assistance, CHIPS, Medicaid, Public Housing Section 8 Housing, or WIC
 - Priority Group 3: Individual/Family Income at or below 85% SMI
 - Priority Group 4: Spouse of a Dislocated Worker or Dependent Child of a Dislocated Worker
5. Non-covered individuals outside of the groups given priority under WIOA.

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent (*WIOA §108(b)(15); 20 CFR §679.560(b)(14)*)

Boards must include 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

7.A: FISCAL AGENT, GRANTS, AND CONTRACTS

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, last executed in March, 2019, the local Board currently serves as the fiscal agent as designated by the Chief Elected Officials and will continue to do so.

Part 7: Fiscal Agent, Grants, and Contracts

B. Sub-Grants and Contracts *WIOA §108(b)(16); 20 CFR §679.560(b)(15)*

Boards must include 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

7.B: SUB-GRANTS AND CONTRACTS

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 and Appendix D: FMGC Supplement on Procurement sections.

Texoma will publish the RFP each 5 years, or more often, if needed. 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, a 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. The successful bidder will be selected based on the highest score, cost, and service delivery design. 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 Board's Executive Committee will be presented recommendations from the Procurement Committee and Executive Director for their consideration. Along with the Executive Committee's

recommendation, this information will then be presented to the Texoma Workforce Board in an open meeting. The Board will make the final decision on the selection of the one-stop operator. Once the one-stop operator has been selected, the Board will proceed with Contract Negotiations. The contract will be written for an initial period of at least one year, not to exceed two years, allowing for subsequent renewals to not exceed a maximum of 5 years total, provided there are no fiscal or performance issues.

Part 8: Performance

A. Board Performance Targets (*WIOA §108(b)(17); 20 CFR §679.560(b)(16)*)

Boards must include 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 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 area.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

8.A: BOARD PERFORMANCE TARGETS

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.

Texoma's procured one-stop operator is responsible for meeting performance that is contracted with the Texas Workforce Commission. Following is a chart depicting the Board Contract Year (BCY) 2021 Performance Measures:

Population	Reemployment & Employer Measures	BCY 21
Unemployment Insurance Claimants	Claimant Reemployment within 10 Weeks	TBD*
Employers	Number of Employers Receiving Workforce Assistance	TBD*
Population	Program Participation Measures	BCY 21
Choices	Choices Full-Work Rate - All Family	TBD*
Child Care	Average # of Children Served Per Day	833
Population	Workforce Innovations and Opportunity Act (WIOA) Measures	BCY 21
Career & Training	Employed/Enrolled Q2 Post Exit	TBD*
	Median Earnings Q2 Post Exit	TBD*

	(C&T) Participants	Employed/Enrolled Q2-Q4 Post Exit	TBD*
		Credential Rate	TBD*
	Adult	Employed Q2 Post Exit	76.50%
		Median Earnings Q2 Post Exit	\$6,500
		Employed Q4 Post Exit	76.70%
		Credential Rate	79.40%
		Measurable Skills Gains (MSG)	55.60%
	Dislocated Worker	Employed Q2 Post Exit	85.80%
		Median Earnings Q2 Post Exit	\$8,600
		Employed Q4 Post Exit	82.10%
		Credential Rate	87.50%
		Measurable Skills Gains (MSG)	61.30%
	Youth	Employed Q2 Post Exit	69.50%
		Median Earnings Q2 Post Exit	\$3,300
		Employed Q4 Post Exit	72.10%
		Credential Rate	62.50%
		Measurable Skills Gains (MSG)	43.80%

*TBD: *Performance goal is 'To Be Determined' for BCY 21 as of the date of this report.*

With input from the one-stop operator, case file reviews, and pulling performance reports from the state's data management system, 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.

Part 9: Training and Services

A. Individual Training Accounts (ITAs) (WIOA §108(b)(19); 20 CFR §679.560(b)(18))

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of 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

9.A: INDIVIDUAL TRAINING ACCOUNTS (ITAs)

At this time, Workforce Solutions Texoma does not develop individualized contracts for training services. Instead, as designated by the Texas Workforce Commission, training programs authorized for ITA-funding are listed on the statewide Eligible Training Provider System site located at <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

In Texoma, 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. In conjunction with Texoma's approved Target Occupations List, Texoma's authorized Training Provider list can be used by customers of other Commission-funded workforce center programs such as Choices, Supplemental Nutrition Assistance Program's Employment & Training, Trade Adjustment Assistance, and Child Care program customers. Texoma's approved Target Occupations List is published on the Board's website at <https://www.workforcesolutionstexoma.com/target-occupations/> and is noted below:

WORKFORCE SOLUTIONS TEXOMA TARGET OCCUPATIONS LIST - *Updated January 20, 2021*

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
1	13-2011	Accountants and Auditors	\$19.49	51	15,480
2	43-3031	Bookkeeping, Accounting, & Auditing Clerks	\$11.95	83	18,096
3	31-9091	Dental Assisting/Assistants	\$14.60	29	5,155
4	47-2111	Electricians	\$13.57	45	9,392
5	25-2021	Elementary Teachers, Ex. Special Education	\$19.15	91	11,982
6	11-1021	General and Operations Managers	\$21.79	110	22,369

#	O*NET/ SOC Code*	Occupational Title	Entry- Level Wage	Total Annual Average Job Openings	
				2020 Texoma Area	State of Texas
7	49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	\$16.29	16	3,453
8	49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	\$16.22	29	4,159
9	29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	\$19.55	69	6,766
10	51-4041	Machinists	\$14.66	54	3,148
11	31-9092	Medical Assistants	\$12.00	36	9,299
12	43-6013	Medical Secretaries	\$13.00	93	14,363
13	25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	\$19.44	28	5,791
14	31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)	\$11.43	482	11,871
15	29-2052	Pharmacy Technicians	\$12.94	16	3,987
16	29-1141	Registered Nurses (RN)	\$26.05	134	16,129
17	25-2031	Secondary School Teachers, Ex. Special & Career/ Technical Education	\$19.99	63	9,263
18	51-2092	Team Assemblers	\$12.00	28	617
19	53-3032	Truck Drivers, Heavy and Tractor-Trailer	\$13.31	178	29,193
20	51-4121	Welders, Cutters, Solderers, and Brazers	\$14.08	59	7,074

Customers wishing to attend training that is not on the approved Target Occupations List must present Texoma with a bona fide offer of employment which must 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 the Board for said training and must also be maintained in the customer 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/program.

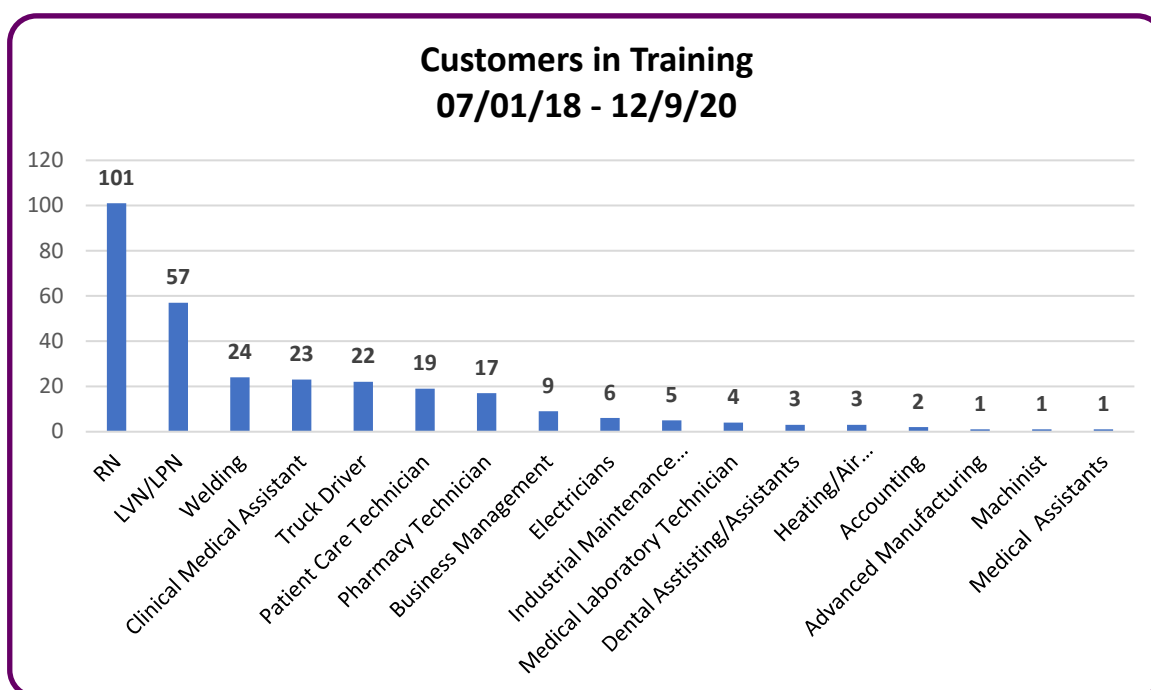
During the period of 07/01/18 – 12/09/20, Texoma issued ITA's to a total of 298 individuals. Of the 198 individuals who have graduated:

- 85.2% successfully graduated with a credential

- 83.16% are employed with 71.43% employed in a position related to their training

Around 34%, or 102 individuals of the original 298 enrolments are still attending training.

Specific training type and numbers enrolled are reflected in the chart below:



As can be seen above, customers are electing training in multiple occupations, primarily in fields related to healthcare, truck driving, and manufacturing.

Part 9: Training and Services

B. ITA Limitations (20 CFR §663.420)

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 Board 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

9.B: ITA LIMITATIONS

Workforce Solutions Texoma has set policy guidelines in determining Individual Training Account (ITA) maximum amounts. ITA amounts are determined based on the type of training program and duration. Board staff, in consultation with one-stop staff, will review program costs and set specific program ITA maximum amounts based on a floor of \$4,000 for Certificate programs, \$5,000 for Associates programs and \$8,000 for Bachelor's degrees. Specific occupations determined to be in critical need can be raised above these floor amounts based on Board policy. These maximum amounts will allow WST's training funds to be stretched to meet demand for training needs in the Texoma area and allow for additional customers to be served. One-stop staff received an updated list of the ITA Maximum Amounts on an as needed basis to use in determining not only the maximum amount Texoma will provide funding for each training program, but also to take into allowance participants out-of-pocket costs, if necessary. Texoma's policy requires that funding for training programs should be stretched to provide support for two years with Texoma funding the last two years of a Bachelor's degree program. Texoma's ITA policy allows for one-stop staff to request exceptions from the Board for customers with extenuating circumstances.

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

10.A: REGISTERED APPRENTICESHIP PROGRAMS

Workforce Solutions Texoma supports Registered Apprenticeship programs. The ability of Registered 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. Per state policy, 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 them in developing additional Registered Apprenticeship programs and have invited Department of Labor and Texas Workforce Commission Apprenticeship staff on multiple occasions to present information to Texoma employers pertaining to the benefits of Registered Apprenticeship programs. Texoma stands ready to further collaborate with the Commission's apprenticeship department, local employers, and educators in developing additional Registered Apprenticeship programs in our area and plans to host additional opportunities to showcase the advantages of Registered Apprenticeship programs to our local employers.

Part 10: Apprenticeship

B. ApprenticeshipTexas

Boards must include a description of the Board's strategy and commitment to support ApprenticeshipTexas efforts across the state, as applicable.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

10.B: APPRENTICESHIP TEXAS

Workforce Solutions Texoma will ensure that our area employers are aware of the benefits of the ApprenticeshipTexas opportunities. Texoma will assist our employers responding to questions about Registered Apprenticeship opportunities, including information about financing the primary components of Registered Apprenticeship programs including use of Workforce Innovations and Opportunity Act (WIOA) funding for eligible adult, dislocated worker, and youth participants in the area of on-the-job training, training-related instruction, and supportive services.

Employers will also be informed that funding opportunities through ApprenticeshipTexas exist. In particular, state apprenticeship expansion funding can be accessed through employer partnerships with the Boards through a competitive Request for Applications (RFA) process. Texoma stands ready to assist any area employer in completing paperwork in response to this RFA process. Texoma will continue to work with and contact the state's ApprenticeshipTexas team at apprenticeshiptexas@twc.state.tx.us if employer needs arise. In addition, Board staff will attend ApprenticeshipTexas training opportunities and ensure interested employers have access to these same training opportunities in an effort to further engage them in learning about apprenticeship opportunities.

Part 11: Public Comment

Boards must include a description of the process used by the Board, consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), to:

- make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;
- include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
- provide at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC; and
- submit any comments that express disagreement with the plan to TWC along with the plan.

WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

11: PUBLIC COMMENT

As soon as this draft of the 2021-2024 Texoma Strategic Plan is approved by the Texoma Workforce Board, it will be published for public comment as follows:

Workforce Solutions Texoma will be offering the 2021-2024 Strategic Plan for public comment via newspaper advertisements in all major newspapers in the Texoma Workforce Development Area as well as on our Board website as noted below. Newspaper advertisements will inform the public that the 2021-2024 Strategic Plan will be available for public review during the comment period and give available opportunities for submitting comments. Other representatives will be outreached to elicit comments on the Strategic Plan via e-mail to the major Economic Development entities, Chief Elected Officials and other local partners. The Strategic Plan will be presented to the membership of the Texoma Workforce Development Board at the January 20, 2021 meeting. If approved by the Board, it will also be e-mailed to the major Economic Development entities, the Chief Elected Officials and other local partners as well as posted for public comment on the Board's website. Outside newspaper solicitation for public comments follow:

The notice will state that the 2021 – 2024 Texoma Strategic Plan will be available for public comment January 21, 2021 – February 19, 2021. Comments will be due no later than 5:00 pm on February 19, 2021. Newspapers publishing these advertisements and dates of publication follow:

Newspapers:

- Herald Democrat (Grayson County)
603 South Sam Rayburn Fwy., PO Box 1128

Sherman, TX. 75090

Notice to run January 24th and 31st; February 7th

- Gainesville Register (Cooke County)
306 E. California Street
Gainesville, TX 76240
Notice to run January 24th and February 2nd
- Fannin County Leader/North Texas E-News (Fannin County)
224 N. Main Street / www.ntxe-news.com
Bonham, TX 75418
Notice to run January 26th and February 2nd .
- North Texas E-News
www.ntxe-news.com
Notice to run January 26th and February 2nd .

The Plan will also be published on Workforce Solutions Texoma's Website at:

<https://www.workforcesolutionstexoma.org>.

Notice to be published beginning January 21, 2021.

Comments can be submitted in writing, by e-mail, or by fax with instructions for all 3 avenues available in the publicized notices.

Comments that express disagreement with the Local Plan will be incorporated in the Final Plan.

As of 03/02/2021, no public comments were received from any of the above media/website postings.

Appendix: Texas Workforce Investment Council Requirements

Local Workforce Development Board Strategic Planning

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 (2020 Update) that identify critical, high-priority system issues for the state. **For each goal, briefly describe one significant Board strategy or initiative that fulfills the intent of the goal. Also, please include the corresponding page number(s) within your plan that further details the identified strategy or initiative.**

System Goal 1 and Rationale: Focus on Employers

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate time frame 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

TWIC SYSTEM GOAL 1 – WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Board response and corresponding plan page numbers (s): 3, 4, 7, 15, 16, 17, 18, 28, 39, 49, 59, 65, and 66.

The Texoma Board works closely with both community colleges and our independent school districts in the Texoma Workforce Development Area to provide customized labor market data/reports. This information is used to update educational professionals with our employer's current and emerging needs. We also work closely with our local economic developers. 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. These committees are chaired by and consist of local employers. Workforce and education partners provide support and input for these committees.

Representatives from secondary and post-secondary education, economic development and industry have worked to design curriculum that meets the needs of

industry and provide career pathways in manufacturing and healthcare for youth and adults. Current and future needs will be addressed through these collaborations.

Customized labor market reports are provided to all of the above entities as well as local employers through the Chmura Economics and Analytics JobsEQ platform, which is funded by multiple economic developers, Grayson College and workforce.

System Goal 2 and Rationale: Engage in Partnerships

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

TWIC SYSTEM GOAL 2 – WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Board response and corresponding plan page numbers (s): 3, 4, 7, 15, 18, 26, 28, 39, 67.

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, Grayson College, and workforce in purchasing economic modeling software which resides at the board and is used to benefit our entire region. These same partners are offering scholarship assistance to in-school youth to complete the Level I and II Manufacturing Technology Certificate programs developed by the middle-skills Manufacturing Committee. Our partnerships with multiple agencies including Vocational Rehabilitation, the Southern Oklahoma Workforce Board, Texoma Council of Governments, local housing authorities, homeless shelters, and libraries all contribute to our strategic goal of partnerships working together to align systems and outcomes and provide support to joint customers and employers.

Economic developers, educators, and employers have collaborated to build a website to promote local employers and employment opportunities. The website is called 'Made

In Texoma' and is located at: <http://madeintexoma.com>. The website is targeted to parents, students, and educators and exists to increase awareness of products made in our area and 'Cool Jobs' that are available throughout the Texoma Workforce Development Area in the areas of resources for teachers, manufacturing, healthcare, and customer service. On this site is a collection of videos, industry profiles, Texoma's teacher externship program (Business Education for Teachers), and Resources for Teacher. This site also contains lesson plans and information for educators to use in the classroom to highlight skill sets necessary for today's manufacturing community.

System Goal 3 and Rationale: Align System Elements

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

TWIC SYSTEM GOAL 3 – WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Board response and corresponding plan page numbers (s): 3, 4, 7, 15, 18, 26-28, 39, 55, 66-67, and 76.

Texoma works with more multiple area employers, area economic developers, and community colleges 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 contribute funds for tuition, tools and supplies as they agree that no student will be turned away due to lack of funds for these programs. Manufacturers and economic developers also continue to assist schools with the purchase of books and equipment. We have raised over \$1 million dollars to support tuition and equip a new lab at Grayson College with state-of-the art machinery.

Workforce has worked with multiple community partners to align literacy and adult education. Manufacturing company tours have been set up for teachers and counselors which helped to accomplish our goal of aligning business and education.

Six years ago, Workforce, economic developers, employers and Grayson College 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. Tuition, books, and fees are provided through the partners.

System Goal 4 and Rationale: Improve and Integrate Programs

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

TWIC SYSTEM GOAL 4 – WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE

Board response and corresponding plan page numbers (s): 3, 4, 7, 18, 28-29, 31-32, 39, 50, 59-60, 62, and 65.

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, Manufacturing and Healthcare Committees and the Texoma Council of Government's Transportation Committee, Community Services Advisory Council, Comprehensive Economic Development Committee, and the Aging & Disability Resource Center meetings. Many of these groups and committees are made up of and led by local employers and locally elected officials. In addition, Texoma staff also participate as members of the Sherman Housing Authority Board, the Denison Homeless Committee, and the Homeless Shelter of Grayson County. The Board's Executive Director is very committed to Economic Development and has served as the chair of the Sherman Economic Development Corporation for the past three years and will continue to do so for at least another three years.

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 with the assistance of local college staff.

Attachment A- Texoma Strategic Plan – In-Demand-Industry-Target Occupations

- **WIOA In-Demand Ind Template**
- **In-Demand Occup. Template**
- **WIOA Target Occup. Template**

WIOA In-Demand Industries List

Board Name:	Texoma	Date Submitted:	01/20/2021
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2017 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Growth 2018–2028	Does Industry Match a Governor's Industry Cluster? (yes or no)	Additional Rationale, Local Wisdom, Comments	Labor Market and Career Information Data Source(s)
6216	Home Health Care Services	2834	4100	1266	44.7%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
7225	Restaurants and Other Eating Places	6037	7064	1027	17.0%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
6241	Individual and Family Services	479	979	500	104.4%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2131	Support Activities for Mining	1351	1836	485	35.9%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
6111	Elementary and Secondary Schools	6072	6533	461	7.6%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
5617	Services to Buildings and Dwellings	495	702	207	41.8%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
5220A1	Credit intermediation and related activities (5221 and 5223 only)	1118	1295	177	15.8%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	380	547	167	43.9%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
6212	Offices of Dentists	531	686	155	29.2%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2381	Foundation, Structure, and Building Exterior Contractors	357	509	152	42.6%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
5613	Employment Services	660	788	128	19.4%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2383	Building Finishing Contractors	247	350	103	41.7%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	146	245	99	67.8%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2389	Other Specialty Trade Contractors	376	451	75	19.9%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
4441	Building Material and Supplies Dealers	881	949	68	7.7%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2382	Building Equipment Contractors	1122	1180	58	5.2%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
5415	Computer Systems Design and Related Services	123	173	50	40.7%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
6219	Other Ambulatory Health Care Services	206	249	43	20.9%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
6211	Offices of Physicians	1058	1096	38	3.6%	yes		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
7211	Traveler Accommodation	550	584	34	6.2%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
8111	Automotive Repair and Maintenance	557	574	17	3.1%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
2371	Utility System Construction	915	916	1	0.1%	no		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics

WIOA In-Demand Occupations List								
Board Name:	Texoma	Date Submitted or Updated:		01/20/2021				
Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Additional Rationale, Local Wisdom, and Comments	Labor Market and Career Information Data Source(s)
39-9021	Personal Care Aides	1126	1762	636	56.5%	64		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
31-1011	Home Health Aides	1314	1868	554	42.2%	55		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,743	3,285	542	19.8%	54		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
53-3032	Heavy and Tractor-Trailer Truck Drivers	1248	1479	231	18.5%	23		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
29-1141	Registered Nurses	2019	2231	212	10.5%	21		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	893	1,078	185	20.7%	18		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
35-2014	Cooks, Restaurant	819	997	178	21.7%	18		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
11-1021	General and Operations Managers	1024	1173	149	14.6%	15		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
35-3031	Waiters and Waitresses	1,231	1,352	121	9.8%	12		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
25-2021	Elementary School Teachers, Except Special Education	1061	1159	98	9.2%	10		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
43-6013	Medical Secretaries	706	797	91	12.9%	9		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
51-4121	Welders, Cutters, Solderers, and Brazers	429	510	81	18.9%	8		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
13-2011	Accountants and Auditors	432	507	75	17.4%	8		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
53-3033	Light Truck or Delivery Services Drivers	545	627	82	15.0%	8		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	775	847	72	9.3%	7		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
51-4041	Machinists	430	498	68	15.8%	7		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
49-9071	Maintenance and Repair Workers, General	823	891	68	8.3%	7		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
43-4051	Customer Service Representatives	1,171	1,237	66	5.6%	7		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
29-2061	Licensed Practical and Licensed Vocational Nurses	806	870	64	7.9%	6		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
47-2061	Construction Laborers	396	461	65	16.4%	6		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
47-2073	Operating Engineers and Other Construction Equipment Operators	268	318	50	18.7%	5		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
47-1011	Supervisors of Construction and Extraction Workers	271	319	48	17.7%	5		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
39-9011	Childcare Workers	422	463	41	9.7%	4		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
31-9092	Medical Assistants	286	315	29	10.1%	3		Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics

WIOA Target Occupations List

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Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Hourly Rate (Entry Wage)	Hourly Rate (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (yes or no)	Labor Market and Career Information Data Source(s)
11-1021	General and Operations Managers	1,024	1,173	149	14.6%	75	\$21.79	\$56.34	Bachelor's degree	Yes	8	Over 70 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
13-2011	Accountants and Auditors	432	507	75	17.4%	33	\$19.49	\$47.27	Bachelor's degree	Yes	2	Over 170 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
25-2021	Elementary Teachers, Ex. Special Education	1,061	1,159	98	9.2%	61	\$19.15	\$25.27	Bachelor's degree	Yes	5		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	325	354	29	8.9%	28	\$19.44	\$25.27	Bachelor's degree	Yes	1	Over 220 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
25-2031	Secondary School Teachers, Ex. Special & Career/Technical Education	775	847	72	9.3%	47	\$19.99	\$26.22	Bachelor's degree	Yes	1		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
29-1141	Registered Nurses (RN)	2,019	2,231	212	10.5%	303	\$26.05	\$35.83	Bachelor's degree	Yes	120	1,500 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
29-2052	Pharmacy Technicians	191	195	4	2.1%	17	\$12.94	\$18.71	High school diploma or equivalent	Yes	15	Over 110 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	806	870	64	7.9%	103	\$19.55	\$24.53	Postsecondary nondegree award	Yes	60		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics

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Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Hourly Rate (Entry Wage)	Hourly Rate (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (yes or no)	Labor Market and Career Information Data Source(s)
31-1131	Nursing Assistants ---including Patient Care Technician & Certified Nursing Assistant (CNA)		30	30		100	\$11.43	\$15.13	Postsecondary nondegree award	Yes	25	Over 480 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
31-9091	Dental Assisting/Assistants	182	233	51	28.0%	20	\$14.60	\$20.01	Postsecondary nondegree award	Yes	5		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
31-9092	Medical Assistants	286	315	29	10.1%	62	\$12.00	\$16.86	Postsecondary nondegree award	Yes	5	Over 230 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
43-3031	Bookkeeping, Accounting, & Auditing Clerks	685	710	25	3.6%	2	\$11.95	\$20.21	Some college, no degree	Yes	2		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
43-6013	Medical Secretaries	706	797	91	12.9%	75	\$13.00	\$20.25	High school diploma or equivalent	Yes	5	Over 450 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
47-2111	Electricians	353	385	32	9.1%	43	\$13.57	\$20.94	High school diploma or equivalent	Yes	10	Over 85 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	132	149	17	12.9%	27	\$16.29	\$26.10	Postsecondary nondegree award	Yes	6	Over 75 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
49-9041	Industrial Machinery Mechanics --including Programmable Logic Controller Technician	243	294	51	21.0%	23	\$16.22	\$29.75	High school diploma or equivalent	Yes	5		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics

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Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Hourly Rate (Entry Wage)	Hourly Rate (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (yes or no)	Labor Market and Career Information Data Source(s)
51-2092	Team Assemblers	863	1,200	337	39.0%	30	\$12.00	\$18.08	Postsecondary nondegree award	Yes	5	Occupation is targeted by over 30 local manufactures - employment is guaranteed at entry level wage of \$12 as students complete Level 1 and 2 certifications as a result of work in the Manufacturing Committee	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
51-4041	Machinists	430	498	68	15.8%	19	\$14.66	\$24.47	Postsecondary nondegree award	Yes	10		Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
51-4121	Welders, Cutters, Solderers, and Brazers	429	510	81	18.9%	26	\$14.08	\$21.09	High school diploma or equivalent	Yes	25	Over 85 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1,248	1,479	231	18.5%	73	\$13.31	\$23.60	Postsecondary nondegree award	Yes	25	Over 2,200 jobs posted in the last 12 months for this occupation in Texoma	Yes	Labor Market & Career Information Dept-TWC and JobsEQ-Chmura Economics Analytics