



INTEGRATED PLAN

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Fiscal Year 2010

June 30, 2009

BRAZOS VALLEY

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## **Strategic Narrative**

### ***a. Mission***

The mission of the Workforce Solutions Brazos Valley Board is to provide employers with a quality workforce.

### ***b. Strategic Goals and Objectives***

The Workforce Solutions Brazos Valley Board met on February 19, 2009 in a strategic planning session and modified their local Board Goals and Objectives for Fiscal Year 2010 to the following:

#### **Goal 1: Increase Workforce presence in educational institutions in the Brazos Valley.**

Objectives/Specific Measures

- A. Address Specific Training Needs
  - i. Sell alchemy slots to employers as a value added service
  - ii. Align Board funds and activities to increase skills training in targeted high growth/high wage industry clusters in the Brazos Valley.
- B. Increase public awareness of Workforce technology education needs and career opportunities
  - i. Increase partnerships with ISDs to increase career and technical training in order to bridge the gap between the workplace and education
  - ii. Promote increased awareness of prospective employment opportunities and the need for proactive preparation in the school districts.

#### **Goal 2: Foster continually growing relationships between Workforce and Brazos Valley Employers**

Objectives/Specific Measures

- A. Actively seek new relationships and potential partnerships
  - i. Create and develop a partnership with at least 3 major industry partners in our region to increase available On-the-Job Training.

#### **Goal 3: Improve public relations and community awareness**

Objectives/Specific Measures

- A. Design marketing communications to target different populations, such as seniors, youth, parents, and ex-offenders.
  - i. Develop and distribute Workforce materials to targeted audiences.
  - ii. Make seniors (ages 55 and above) aware of Workforce services

- B. Enhance communication with Brazos Valley residents.
  - i. Host community forums on the local economy and job market.
- C. Perform community outreach to connect residents with employers in the Brazos Valley.
  - i. Host a job fair in each of the seven counties

### ***c. Identifying Targeted Industries***

Information from SOCRATES, TRACER, TIPS, and SWAP was used to identify industries that show signs of growth and potential in the Brazos Valley region. Use of those tools includes:

- SOCRATES
  - Shift-Share analysis
  - Industry Evaluation
- TRACER
  - Industry Projections
- TIPS
  - Location quotients for the Governor’s Industry Clusters
  - Location quotients for TWC Industry Sectors
- SWAP
  - Industry data for sectors and clusters

Additionally, input was solicited from local employers across a broad spectrum of industries. Employers who serve on the Board were given several opportunities to provide feedback and information at Board meetings. Also, a number of employers were consulted through chamber meetings and Regional Economic and Community Development meetings. Local employers were also consulted at a Board-sponsored forum, hosted in conjunction with the Research Valley Partnership.

Finally, a list of Target Industries was created based on a combination of rankings for employment numbers, employment growth, wages, and local industry competitiveness and inclusion in TWC Industry Sectors and the Governor’s Industry Clusters.

### ***d. Identifying Targeted Occupations***

Board staff used information from TRACER and SOCRATES to identify occupations that show signs of growth potential in the Brazos Valley region. Additionally, staff worked with regional Economic Development organizations, monitored local media, and other sources for information beyond the scope of the available data. Occupations were selected based upon a wage of \$9.00, which is the minimum income that would allow a single adult without children to be self-sufficient, according to the Center for Public Policy Priority’s Family Budget Estimator. In addition, the selected occupations require no more than two years of training, are considerably stable, and are projected to have a substantial number of job openings for each of the next ten years. Local wisdom obtained from employers who attended Board meetings,

Chamber of Commerce meetings, Regional Economic and Community Development meetings, and a Board-sponsored forum was also utilized in finalizing this list.

### **Local and Small Employer Involvement**

The Board uses various methods to involve local employers, 73 % of which are classified as small employers, meaning they have 20 or fewer employees. These methods include:

- Involvement of 14 private sector industry and business leaders on the local Board
- Participation with the Chambers of Commerce in each of the seven counties through the utilization of the Board Business Services staff at various Chamber functions.
- Contractual requirement for the Workforce Center Operator to make at least 150 employer contacts each month for the purposes of identifying job openings and other related business services.
- Active participation by Board staff who attend local and regional economic development council meetings and assist with site selector visits for new and expanding industries.
- Analysis of industry trends in each county to identify employer growth and other business issues.

### ***e. Locally Available Resources***

In order to align funding resources with local training needs, the Board has established an Individual Training Account (ITA) maximum of \$10,000 per client as a lifetime training benefit, but this may be extended as the circumstance dictates. These funds may only be used to pay for training that meets the requirements of occupations found in the Board-approved Targeted Occupations List, mentioned above.

Additionally, the Board designates within the Workforce Center Operator's budget that 20% of the WIA funding may only be used for participant services. These funds may not be used for the operational expenses of the Workforce Center. Contractual utilization rate requirements assure that the Center will expend these funds, or the funds will be deobligated from the Workforce Center and placed toward local activity funding.

In an effort to further utilize WIA funding, the Board has a Request for Application for local activities that is activated as approved by the Texas Workforce Commission (TWC). This is designed to encourage employers to apply for Incumbent Worker Training (IWT) grants, which are awarded to those worker participants who are seeking training in the targeted occupations. If local activity funds are not available, the Board staff assist employers in applying for TWC skill development grants.

Local Board policies allow for continual enhancement of WIA services until the participants reach a locally defined self-sufficient wage.

Further, the Board continues to aggressively apply for public and private sector grants that would expand the available training resources within the region. In this pursuit, the board has sought multiple partnerships with local for-profit and non-profit organizations in order to extend the funding available for public and private sector matching.

### ***f. Support of Target Industries***

The Board supports the Target Industries by fostering continued growth and competitiveness of these industries in the region. By working directly with employers in the Target Industries, the Board provides direct support to the workforce that is critical to the industry. Regular employer forums are held to identify and discuss employer needs throughout the Brazos Valley. Needs that are more specific are addressed in small industry cluster focus groups and through one-on-one meetings with employers. Additionally, the Business Services Unit networks and informally dialogues with employers on a regular basis. Board Staff also serves on a number of local committees and provides labor market information to these groups in support of the Target Industries.

### ***g. Support of Target Occupations***

The Board has made every effort to support and ensure the growth of Target Occupations in the Brazos Valley. The current list of Targeted Occupations is readily available to the public at the Board's website, [www.bvjobs.org](http://www.bvjobs.org). Customers are provided with the most up to date labor market information and directed toward the Target Occupations whenever possible. Additionally, the Board continually strives to utilize various nationally recognized certification programs whenever training needs arise. Board staff sit on career and technology advisory committees for school districts throughout the region and share information as a representative of the Board to various community and educational committees.

### ***h. Reemployment Strategies***

In light of the current economic conditions, it has become vital for the Board to enhance and develop more innovative reemployment strategies. One such strategy is the expansion of UI Profiling. After eligibility is certified, customers are given a battery of assessments to determine the amount of difficulty they should expect to encounter in their efforts to become reemployed. The results of this assessment range from a score of 1, meaning the customer should have little or no difficulty, to a score of 1000, indicating that the customer will experience a great amount of difficulty. The Board requires all customers who receive a score of at least 438 to be profiled.

When a client is placed under UI profiling, they are required to report to the Workforce Center, unless they live outside of a 30-mile radius of the Bryan Workforce Center. In this case, they are permitted to report via telephone. Throughout the reemployment process, the customer receives regular guidance and instruction from Workforce Center staff.

### ***i. Local Innovations and Enhancements***

In order to support current reemployment strategies, the Board has created a Job Club program where participants meet to discuss the concerns and issues that come with job loss. These clubs are composed of people who are all facing similar challenges of dealing with being laid off, concerns of providing for their families, and worries about finding a new job. Meetings of the Job Club are facilitated by Center Staff but led by the jobseekers themselves. These meetings cover a variety of topics selected daily by the participants. This ensures that all of the participants will find value in attending the Job

Club meetings because their needs are addressed directly. The Board provides services to customers not only for becoming reemployed but also for coping in the meantime. In addition, the Board continues to work with a number of local employers to increase the number of On-the-Job training opportunities provided to clients.

***j. Identification and Utilization of Transferable Skills***

The Board conducts Rapid Response and works with dislocated workers in order to identify transferable job skills that may be usable in other fields. Intensive, staff-assisted services are provided to all customers who enter the Workforce Center and through this process, Center Staff are able to identify any skills that may allow the customer to find reemployment in unexpected areas. Customer Interest Inventories are completed through Kuder Journey Software that the Board has purchased for use with clients. The results of these inventories are then matched by comparing job classifications found in O-Net. The entire employment counseling process is then geared toward using the skills that a customer already possesses, in any way possible.

## **Appendix 1: Elements of System Operation**

### ***a. System Description***

#### **Service Delivery System**

The local service delivery system consists of contractors: the Workforce Center Operator and two Job Readiness Training Contractors.

The region has one full-service Workforce Center, located in Brazos County, and six satellite Workforce Centers in Burleson, Grimes, Leon, Madison, Robertson, and Washington counties.

In addition, under an MOU, specialized literacy services are provided by Education Service Center, Region VI. There are permanent locations for these classes in each of the outlying counties and four sites in Brazos County for the services.

The Board maintains a contract with Blinn College to provide Rapid Response to any employer as their respective needs are identified.

The Board has coordinated the design and management of regional childcare services as described in its Plan Modification and policies by working with local, state, and federal Early Childhood Development programs. Examples of this coordination include partnerships with United Way for child family matters activities, subcontracting Child Care Services management to Arbor E&T, which also manages the regional Early Childhood Development centers and by having local childcare providers on the Board.

The Board has coordinated with the College Station Independent School District (CSISD) to provide the Texas Workforce Commission (TWC)-required child care local match, which has increased the Board's ability to offer full day/full year childcare.

The Board's workforce service delivery contracting structure has procured a private for-profit traditional full-service one-stop Workforce Center Operator through full and open competition. The Board's procurement was open to any type of management structure or service delivery arrangement. All proposers submitting a bid were required to meet TWC fiscal integrity guidelines regarding insurance, bonding, financial security, and audit. Although a variety of management structures and service delivery arrangements were submitted in proposals the proposer selected to operate the Centers, Arbor E&T, was found to be the most competitive in terms of demonstrated ability and cost. The Board's procurement process was conducted in accordance with WD Letter 02-07, therefore no re-procurement is needed until the renewal option point. The contract with Arbor E&T for Workforce Center Operator services began in October 2008. The procurement allows for up to three more one-year renewals, dependent on contractor performance and Board funding.

Board staff are employees of Brazos Valley Council of Governments (BVCOG), the fiscal and administrative agent of the Board. Board staff have been well trained on the prohibition of their participation in the direct delivery of services. Board staff members have also signed a statement regarding conflicts of interest and the restriction of their future employment by the current Workforce

Center Operator. The Workforce Center Operator staff are the employees of Arbor E&T. The Board contracts with all subcontractors clearly make those contractors solely responsible for service delivery.

### **Planned Service Mix**

The number of individuals to whom the Board provides services is expected to vary as the area is impacted by the American Recovery and Reinvestment Act. The Board will provide individual training accounts with a maximum of \$10,000 per person as a lifetime training benefit. Additionally, the Board is collaborating with BVCOG, educational institutions, statewide resources, community and faith-based organizations, and the private sector to establish a committee charged with identifying education strategies to help meet skill gaps of high-wage/high-demand jobs within the demand industries of energy, construction, and biotech related industries. In addition, the Board expects to serve approximately 300 area youth in the Summer Youth program by providing training and employment opportunities to them.

### **Increased Training**

Historically, the Board has always designated a minimum of 20% of the Workforce Center Operator's budget for the participant costs, and the Board anticipates that Fiscal Year 2010 will be no different. These funds are financially managed at the Board level with the Workforce Center Operator authorizing their expenditure. This has forced the Workforce Center Operator to expend those funds for training and supportive services for participants. Failure to expend particular monies leads to those funds being recovered by the Board and used for Incumbent Worker Training contracts as local activity funds. Again, Incumbent Worker Training contracts allow eligible participants to receive training that enhances their earning capacity, when TWC gives the Board permission to activate this program.

### **Ensured Access for Disabled Customers**

All of the Workforce Centers within the Brazos Valley region comply with the Americans with Disabilities Act (ADA). Adaptive equipment for employers and job seekers include TYY, Texas Relay, Zoomtech devices and JAWS software. We also have computer accessible desks. Program access has been designed for all individuals with or without a disability.

The Board maintains a Memorandum of Understanding (MOU) with Department of Assistive and Rehabilitative Services (DARS) that allows on-site intermittent workspace at the Workforce Centers for DARS staff, provides information on workforce programs at DARS meetings, as requested, refers potential Workforce Center customers needing assistance to DARS, and provides access to Workforce Center Resource Rooms. One of the members of the Board is an employee of the DARS Division for the Blind Services and works closely with the Workforce Centers to ensure accessibility for all jobseekers.

## **Youth Advisory Committees**

The full Board acts as the Youth Advisory Committee. The Board has five education-related members whose areas of expertise include vocational education, at the high school and college levels as well as a child care provider and a community-based organization Executive Director who is the appointed Community of Promise lead.

The Community of Promise initiative promotes the idea that "...the development of character and competence in a child's life is dependent on the cumulative power of the Five Promises being fulfilled." They include Caring Adults, Safe Places, A Healthy Start and Future, Effective Education, and Opportunities to Help Others. The Board can support the Effective Education promise by encouraging youth to make the most of their education, to develop marketable skills and to request assistance to successfully work through the transition from school to work.

Board staff also serves on the United Way Families Matter Committee, on the Bryan-College Station Chamber of Commerce Youth Career Day Committee, the Mayor's Committee for the People with Disabilities, and the Tech Prep Board.

## **Services for Customers with Limited English Proficiency**

Limited English proficiency individuals are referred to the Education Service Center, Region VI for Adult Basic Education (ABE) classes. Bilingual employees at the Workforce Centers are able to assist with job identification. In addition, the Board purchases Alchemy software with which an English as a Second Language (ESL) module can be used in any of the seven Workforce Centers or at an employer's site using a laptop computer.

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

### **Board Partners**

Board partners are: Blinn College, Education Service Center Region VI, Project Unity, Texas Health and Human Services Commission, Department of Assistive and Rehabilitative Services, Research Valley Partnership Economic Development Corporation, Bureson County Economic Development Corporation, Leon County Economic Development Corporation, Grimes County Economic Development Corporation, Washington County Economic Development Corporation, Robertson County Economic Development Corporation, Madison County Economic Development Corporation, Caldwell Economic Development Council, Brenham Economic Development Council, Madisonville Economic Development Council, Chamber of Commerce of Bryan-College Station, Chamber of Commerce of Hearne, Chamber of Commerce of Madisonville, Chamber of Commerce of Caldwell, Chamber of Commerce of Navasota, Chamber of Commerce of Brenham, Chamber of Commerce of Caldwell, Brazos Valley United Way, Brazos Valley Council of Governments, Brazos Valley Community Action Agency, the Brazos Valley Regional Transportation Steering Committee, Brazos Valley Council on Alcohol and Substance Abuse, Brazos Valley Mental Health Mental Retardation, Texas

Engineering Extension Service, and Texas AgriLife Extension Service (formerly Texas Cooperative Extension).

### **Services Provided by Board Partners**

The Continuum of Services begins with Core services provided to the universal population of the Workforce Development Area (WDA). Arbor E&T operates the Workforce Center. Referrals to the various community-provided services are made by Workforce Solutions Brazos Valley, Arbor E&T staff, and 211 (United Way) staffs. Once eligible, job seekers receive Intensive services from all subcontractors. At the training level of service, any vendors on the Eligible Training Providers Certification System list may be utilized, as long as the training is on the local or statewide Target Occupations List.

The provision of Business Services support elements is integrated throughout this Continuum of Services in relationship to both employers and jobseekers. Resource Room staff provide Business Services support elements and encourage the universal and program eligible participants to seek employment and skills development in occupations listed in the Board's Targeted Occupations List so that they may achieve self-sufficiency.

At the employer level, Workforce Center Account Representatives (AR) and Career Specialists (CS) work with employers to identify labor market needs and then to meet their specific requirements as quickly and efficiently as possible.

### **Responsibilities of the Board and Board Partners**

Arbor E&T operates the seven Workforce Centers within the region delivering various industry-related services and determining program eligibility, assessing needs, and providing appropriated training for eligible job seekers. In addition, Arbor E&T manages and operates the Child Care Services system for the region.

Blinn College operates and manages Rapid Response and serves as a major training provider in the Brazos Valley.

Education Service Center, Region VI provides traditional literacy services such as General Education Development (GED), ESL, and financial literacy classes.

DARS assists people with disabilities.

Project Unity, a community-based organization, provides jobseeker advocacy.

Individually and collectively, the eight economic development corporations allow Workforce Board Staff to work with site selectors as they come into the region and to provide site selectors with current labor market information. The regional economic development corporation allows workforce services to be delivered across county lines and the Metropolitan Statistical Area (MSA)-recognized region.

United Way operates the 211-information referral system

### **Resources Provided by Board Partners**

Arbor E&T provides skills in operating one-stop centers and Child Care Services systems.

Education Service Center, Region VI provides adult education without charge in multiple locations through the region.

Project Unity provides advocacy services to jobseekers at no charge.

DARS provides employees to the Workforce Center to assist people with disabilities.

Research Valley Partnership EDC has provided \$300,000 worth of cash match to facilitate the creation of regional technology training institute.

United Way provides an information and referral service for the region at no charge, as well as funding for childcare provider seminars.

College Station ISD has provided child care match which allows the Board to access additional state and federal funds to support the provision of additional direct child care services.

### **The Board's Working Relationship with Partners**

The relationship between the Board and its partners is effective in the recruitment and retention of viable businesses appropriate for the skill levels of the local jobseekers.

### **Coordination of Employment and Training Activities**

Board members, the BVCOG Executive Director and Board staff are working with the economic development entities in each county to offer employment and training assistance to new and expanding industries.

By working within industry clusters, the Board has identified a significant shortage of skilled employees in several occupations. The Board is working with local training providers to meet the needs of various employers within the energy, construction, biotech, and manufacturing areas.

Alchemy software has been purchased and is being used to deliver occupation specific training/self-paced activities for individuals to use in the Resource Room, at employer sites and in classroom training.

### **Utilization of the Texas Model for Employment Services**

The Texas Model for Employment Services is operationalized in several different ways in the Brazos Valley. Not only do Employment Services personnel staff the Resource Room to work directly with Unemployment Insurance claimants, but they are also part of the Business Services team. On that team they conduct job development for UI claimants, meetings with employers to ascertain their needs and take job orders. As provided in the Texas Model, the local Workforce Center Operator hires, supervises, and evaluates ES staff in their day-to-day operations.

### **Coordination with the Texas Veteran’s Commission**

Veterans are served at all Workforce Centers in the seven-county region. Veterans’ services and other workforce programs are coordinated as needed to address their needs, barriers to employment, and to give them the opportunity to be successful in employment and employment retention.

### **Coordination with Adult Education Programs**

Education Service Center, Region VI offers ABE and GED classes several times each week and has incorporated financial literacy training into its ABE classes. GED testing is available on-site at the Bryan Workforce Center each month. Bryan ISD offers Even Start services and Civics Literacy classes to customers in Bryan.

### **Identification of and Outreach to Training Providers**

The Board endeavors to engage training providers to deliver training based on the needs of employers in our area. This is done by contacting the training providers individually and by advertising with a Public Notice in area newspapers. The Board goal is to involve training providers who can offer the type of training that will support the Targeted Occupations List.

The Board’s Business Services Workgroup addresses issues such as skill gaps and wages on an annual basis during the Boards planning process. In addition, as large employers engage in the planning process to locate within the region, the existing workforce education programs are reviewed to ensure that the training providers are ready to meet the employers training needs.

### **Certification of Local Training Providers**

Prospective training providers have access to the Eligible Training Provider Certification System website and may complete an application online, following detailed instructions for submitting an application via the Internet. The application is received by the Board and checked thoroughly for certifications, course hours to be completed, and tuition rates. This process ensures that these training courses fall within the limits set by the Board. After review at the Board level, the application is then sent to TWC for final approval.

## ***c. System Structure***

### **The Business Services Unit**

The Board has created a regional Business Services Plan to better serve the Brazos Valley. This plan is implemented by the Business Services Unit (BSU) that includes Board and Workforce Center Operator staff.

The Business Services Staff is housed within the Workforce Centers, and they meet weekly to discuss employer issues. During these meetings, information is exchanged between the Board Planner and Business Services team members. The team provides information on current and new businesses, reviews the initial targeted industries and occupations, and offers their business plan to become part

of the Board planning process. Board Staff has weekly meetings with the Business Services Unit Supervisor

The purpose of the Business Services Team is to improve employer service quality and job seeker satisfaction by establishing uniform standards for engagement of employers, data entry of job orders, referrals on job orders, job placement, and communication between staff.

The Board's Business Services activities are implemented on a tier system. While all employers are important, the return on staff resources investment lends itself more to direct contact with larger employers. Smaller employers are served in groups with job fairs, group seminars, and other services appropriate to the business needs in our region.

The Workforce Center Operator has Standard Operating Procedures for providing services, which are designed to give Workforce Center staff direction on creating and developing relationships with customers. Employers are seen as the main customers of the system and providing them with excellent customer service will improve the business community's impression of the Workforce Center system. This document helps to bring together the work of the Business Services team and the Employment Services team composed of a Greeters, Floaters, and Career Coaches.

#### **i. Tiered Services**

All Business Services staff will become familiar with guidance from the U.S. Department of Labor (USDOL) concerning "Tiered Services" for employers.

- 1. Tier One** consists of matching jobseeker experience with job requirements, skills, and other attributes, and referral of job seekers to available job openings. Business Services Staff and Career Coaches primarily complete these services, as well as WorkKeys Testing.
- 2. Tier Two** consists of assisting employers with special recruitment needs, arranging for job fairs, and assisting employers in the analysis of hard to fill job orders.
- 3. Tier Three** consists of job restructuring and helping employers to deal with layoff actions. This Tier may also include developing employed and incumbent worker training, conducting an analysis of employer needs, and understanding the various occupations in the employer's industry, as well as the career ladder for each occupational area.

Business Services staff promotes services to employer customers based on a set of criteria that places priorities on certain industries or businesses. This set of criteria should be used as a guide with equal priority given to each one:

- 1. Size of Business** – Larger companies are anticipated to have more job orders entering the Workforce system. However, small businesses make up around 73% of the employers in the region and should be served appropriately.
- 2. Industry** – Businesses that offer career opportunities, which are high demand occupations in the region.

**3. Salary Levels** – Workforce programs are required to achieve certain wage rates for placement. This will help align the goals of the Business Services team with those of the entire Workforce Center.

Due to the geography of the Brazos Valley region, a specific Business Services Representative is assigned to each of the outlying counties, except of Leon County, which is shared between the staff.

**ii. Industry Clusters**

Business Services Representatives are marketing services and bringing job orders into the Workforce system and Career Coaches are locating jobseekers to fill those positions with high-growth/high-demand wages. The connection between these staff occurs through the industry clusters that have been established for each group. They include:

- Natural Resources and Mining
- Construction
- Trade, Transportation, and Utilities
- Information
- Financial Activities Group
- Professional and Business Services
- Education and Health Services
- Leisure and Hospitality
- Government
- Other Services

The industry clusters approach allows the staff to develop specialties in certain business areas. By designating a business cluster for each staff person, the Business Services Representatives are better equipped to understand the needs of those employers and offer them innovative solutions for their business. In addition, Career Coaches are better equipped to identify the skills necessary for a jobseeker to succeed in a particular industry.

To capitalize on these industry cluster designations, Career Coaches and Business Services Representatives must continually communicate their customer's needs to one another. Weekly meetings are held within the Business Services Unit to discuss recent issues and innovations.

The main topics for these meetings include

- Current number of jobseekers in the system with appropriate skill levels,
- Job orders currently in the system or coming into the system,
- Issues with referrals or employers for that particular industry cluster, and
- Other businesses as needed.

In addition to these regularly scheduled meetings, staff continuously communicates priority needs with their industry cohorts through email, telephone, and in-person meetings.

The core Business Services team is responsible for all service delivery to employer customers of the Workforce Center. The team meets weekly to discuss upcoming activities for that week and review the calendar of events. The Business Services Representative is responsible for forwarding updated calendar information to the Employment Services team.

Board staff plays an important role in outreach by speaking before business, civic, community, and Chamber of Commerce groups, attending sponsored events, and attending and hosting job fairs. They provide information concerning labor market trends, projections for each employer's industry/occupations, wage information, as well as tax credits in their presentations. When Board staff identifies an employer requesting services, they contact the industry-specific Business Services Representative to assist the customer.

## **ii. Job Order Entry**

The job order entry function is critical for providing excellent service to employers. This procedure relates to the process by which job orders are received from employers and entered into WIT. The Business Service Representative is responsible for not only entering job order information, but also for interpreting what employers need and translating that into:

- An Occupational Title,
- A Narrative describing the job requirements, and
- Employer preferences

The procedure for accomplishing this task is as follows:

1. The job orders arrive via fax, email, telephone, or in-person;
2. If an employer comes into the Workforce Center with a job order, the Greeter contacts the Business Services Representative to take the order;
3. The Business Services Representative will review the job order for content and check for any missing data;
4. If information is missing, the Business Services Representative contacts the employer and completes the job order form;
5. The job order is then entered into Work in Texas (WIT) by the Business Services Team at the screening level requested by the employer;
  - 5a. The employer is always given a detailed description of the different levels of screening which allows the employer to make a decision for the listing;
  - 5b. All job orders must be entered into Work in Texas within 24 hour of arrival.
6. Once entered, the Business Services Representative forwards the new position to the Career Coaches to begin the process of telephoning jobseekers for the position;

- 6a.** Priority matching is given to Veterans, and Foster Youth. Proper documentation of Veteran and Foster Youth priority must be entered into Work in Texas;
- 7.** The assigned Business Services Representative conducts weekly follow-ups on all job postings until they are filled or cancelled.
  - 7a.** Weekly Business Services Representative contact with employers who have open and/or pending job postings is done to:
    - i.** Verify jobseeker referrals,
    - ii.** Ensure employers are satisfied with referrals, and
    - iii.** Conduct the Employer Satisfaction Survey

#### **iv. Recruitment Events**

The Workforce Center is considered the hub of the labor exchange and to support this role it sponsors regional recruiting events and job fairs at the Workforce Center. Every employer customer requesting these services is screened for appropriateness. The following procedure relates to helping employers/jobseekers facilitate these on-site recruitments. The Business Services Representative ensures that the employer has everything they need in order to have a successful recruitment.

##### **Prior to the Event**

While follow up calls are being made, the Business Services Representative queries the employer(s) as to their recruitment needs. The criteria for selecting the employer to query would be the following:

- Job postings that have more than one opening,
- No referrals on a position that would presumably have many after just 48 hours,
- New Employers,
- Positions with a large number of jobseekers in a selected period of time, and
- Industries with in-demand careers

After making contact with the employer, a day is selected that is acceptable for both the employer and the Workforce Center to participate in the in-house recruitment effort. The employer's representative is offered the option of conducting interviews in a private office or in a designated area.

The Business Services Representative informs the entire Workforce Center staff daily via email about which employers are attending the in-house recruitment. Information included in the email is the name of the employer, position(s) being hired for, and job order number. The Business Services Representative also conducts matches on the position(s) and calls the jobseekers about the recruitment. To expand the search, the Business Services Representative searches Work in Texas for other experienced candidates that did not show up in the initial match and calls these additional jobseekers.

The employer's representative is asked if they need the Workforce Center staff to pre-screen the candidates. If so, the Business Services Representative identifies the requirements the employer has for pre-screening (e.g.- testing, diploma, etc...)

Day of the Event

The Business Services Representative confirms any pre-screening requirements with Career Coaches. Once eligible jobseekers arrive at the Workforce Center, they are expedited through the normal intake procedure and referred to the designated Business Services Representative. Throughout the recruitment period, the Business Services Representative checks with the employer to ensure that their needs are being met and that the employers are asked to complete an Employer Exit Form.

After the Event

Within 3-5 business days after the recruitment, the Business Services Representative follows up with the employer's representative to determine their level of success with the on-site recruitment, including hires and declines, and the Business Services Representative provides contact information, should the employer's representative need further assistance.

**v. Labor Market Information**

The Business Services Representatives provide employers with labor market information from local, state, and federal sources, as requested by the employer. The Business Services Representative maintains data files on the information requested and the degree to which it met customer needs, as well as inputs the service provided into Work in Texas. For Tier Two and Tier Three employers, the Business Services Representative provides specialized data analysis for businesses, as requested, including wage surveys and State comparisons. This data provides a "map" of the demographic and economic base for the region in terms of population, industrial composition, and employment.

**vi. Specialized Training**

In order to provide value-added services to employer customers, the Business Services Representatives provide assistance with jobseeker training for specific job functions. The Business Services Representatives provide businesses with information regarding training partnerships and assist the customer in setting up these agreements. The Workforce Center Director must approve all agreements.

**vii. Downsizing and Restructuring**

The Business Services Representatives provide information to businesses about Rapid Response, along with information on other services, as soon as they suspect an employer could be laying off employees. The Business Services Representative ensures that worker participation data is entered into TWIST

within 48 hours and complies with layoff aversion strategy requirements. In addition, the Business Services Representative reports all layoffs to the Rapid Response Coordinator and the Board within 24 hours of learning of a suspected layoff.

**viii. Job Matching**

The Business Services Staff and Career Coaches work directly with jobseekers and play a crucial role in the Workforce Center’s labor exchange. They ensure that employers are being referred highly qualified candidates for their positions. When working with jobseekers that match on a particular position, all Center Staff follow the same procedure by:

1. Identifying the position and the screening requirements,
2. Conducting the appropriate screening or assessment,
3. Asking probing questions related to the experience and skills necessary for the position,
4. Determining if the customer is a good fit for the position, giving him/her the referral information and a business card in order to contact the Business Services Staff with the result of the referral, and
5. Entering the referral information into Work In Texas.

**ix. Job Development**

The Business Services Specialists work directly with new jobseekers at the Workforce Center and guide them through the initial Work In Texas registration. Some jobseekers will not match with any existing positions even after an extensive review of their work history and skills. Other available job search tools in the Resource Room will be utilized to assist the jobseeker. In these instances, the Business Services Specialists will also screen the jobseeker for other programs that may fit their needs.

The Business Services Staff may contact participating employers in an active job development process. This can include soliciting information on possible new job openings. In addition, the Business Services Staff and Career Coaches can promote On-the-Job Training (OJT) services to the employers and coordinate with a Career Coach if an employer is interested.

**x. UI Claimants**

The Texas Workforce Commission (TWC) registers and pays all UI claimants. TWC also rates each claimant’s ability to rapidly become reemployed. For the Brazos Valley region, UI claimants with a score of 438 or higher are mandated to attend a Workforce Center Orientation. Those claimants with scores less than 438 are invited to the orientation but are considered voluntary.

**UI Profiling:**

Mandatory profiled UI customers are required to report to the Workforce Center. Customers living outside a 30-mile radius of the Bryan Workforce Center are permitted to make their contact by telephone. Outreached individuals who are employed full time are exempt from

profiling services, but must contact the designated staff person. The general rules provided by the Texas Workforce Commission for profiled UI claimants are as follows.

Those include:

1. A UI claimant is required to register for work within 3 business days of filing his or her claim, to actively seek work and to be available for work. UI claimants are required to accept suitable work. Suitable work for an individual described as:

- A skill level substantially equal to or higher than that of the individual's most recent past employment,
- Wages that are not less than 90% of the individual's average weekly wage, and
- Wages after 8 weeks that are not less than 75% of the individual's average weekly wage. (WD Letter 17-05)

All of these requirements must be documented in TWIST and UI systems within 5 days.

A list of individuals who have not reported to the Workforce Center is given to the Business Services Representatives to make follow-up calls within three days of a missed deadline. The results of this contact are entered into Work In Texas and UI systems.

Once the profiled UI customers have come through the intake process, the Career Coaches makes a follow-up telephone call to them every week to determine their employment status or to assist them with other Workforce Center services.

## **Outreach**

The Board markets its products and services through newspaper and radio advertisements, public service announcements, mail outs of outreach letters, presentations to community, business and civic groups, brochures and billboards. Additionally, Board and Workforce Center staff belong to various community organizations and attend meetings, job fairs, open houses, ribbon cuttings, etc., to become more involved as community leaders. The Board and the Workforce Center strive to convey a consistent message about the products and services offered through a coordinated outreach campaign where all Workforce Center representatives give the public the same information.

## **Individual Training Accounts (ITAs)**

With assistance from Board Staff, the Board reviews all available information and approved policies for the Individual Training Accounts (ITAs). The budgeted amount of the ITA includes the in-state resident cost of training, less any financial aid applied to the cost prior to WIA payment. ITAs, including support voucher amounts, are not to exceed a lifetime account maximum of \$10,000 for adults and dislocated workers. ITAs are issued only for the Eligible

Training Provider Certification System training programs with a published duration of two years or less.

WIA Youth participants have an ITA maximum lifetime limit of \$10,000.

The Board has determined that ITAs are to be used only to pay for direct training for occupations listed on either the Board's Targeted Occupations List, or the State's Targeted Occupation List, and that are provided by the Eligible Training Provider Certification System training providers. The Workforce Center Operator must explore all available community resources and assistance programs with the recipient before authorization of support service payments. Living expenses, such as emergency rent and/or utility payments, have a cap of \$1,000 per year and \$3,000 lifetime for youth.

ITAs can be utilized for short-term training as well as the Eligible Training Provider Certification System training. The short-term programs are limited to six months or less, while the Eligible Training Provider Certification System programs are focused on the targeted occupations and may have durations of up to two years. The ITAs are also being utilized for work experience and OJT training contracts.

Pell Grants, student loans, Supplemental Education Opportunity Grants, Texas Private Equalization Grants, and federal work-study assistance received by the participants are awarded in full to the participant to cover added expenses associated with attending training. Other sources of assistance are considered when computing eligibility for supportive services. Every consideration possible is given to the participant's individual supportive services needs after deducting the cash payment portion of any of the specified sources of assistance.

Board recoupment of training expenditures policy requires that the Workforce Center Operator evaluate, for recoupment of program funds, each individual situation where a participant has failed to successfully complete training purchased on their behalf. The Board required reimbursement of those funds that are lost as a result of the participants dropping out of training without justification.

### **Short-Term vs. Long Term Training Needs**

The Board's WIA policies require that the Workforce Center Operator follow the WIA sequence of service requirements (Core, Intensive and Training). During the Intensive services phase, the Center Operator can pay for short-term pre-vocational training.

### **Sharing of Workforce Service Information**

Workforce service information is shared between partners in a variety of ways. Contractually all partners are required to work with each other. This is normally handled by monthly meetings, during which partner staffs discuss any problems. In addition, information is sent via email to subcontractors to inform them of new policies and changes to current ones, technical assistance guides, and other information.

Workforce service information is shared about participants between partners in the manner described in MOUs and in standardized operating agreements.

Participants receive workforce prevocational services through orientation, outreach letters, employment counseling sessions, and the Board's website, [www.bvjobs.org](http://www.bvjobs.org).

### **Referral of Jobseekers**

Jobseekers are triaged as they enter the Resource Room to identify need for services and barriers to employment. Once a Business Services Staff member is assigned, the individual's Work In Texas application is reviewed and appropriate referrals are made. Eligible participants are referred to Job Readiness trainings once their assessment and Employment Plan are completed. During Job Readiness classes, job referrals are made.

In Employment Counseling, the Career Coaches assist the jobseeker with career planning and, if necessary, will perform employer contacts to support specific job development for a specific jobseeker. Business Services staff is involved in job development for hard to place jobseekers. If the assessments or counseling determines unmet skills deficiencies, then appropriate referrals are made to improve those skills levels. Referrals to appropriate community resources, short-term prevocational training, and/or certified training providers are made as needed. Once an individual has obtained a job, the Career Coaches follow up with that individual for one year to assist them in job retention and provide the career planning necessary to continue to diversify their skills. The goal of the employment referral for all job seekers is retention of self-sufficiency employment.

### **Creation of Customized Employer Training**

The Board has a close working relationship with Blinn College, the local community college. The Board also has positive working relationships with other training providers throughout the region. Strategic planning with training providers includes outreach to specific industries in providing targeted incumbent worker training. To date in FY 2009, the Board has entered into 1 such Incumbent Worker Training contract under statewide activity training. Blinn College and private training vendors provided the training for these projects.

### **Co-enrollment Strategies**

When appropriate, Choices/Supplemental Nutrition Assistance Employment and Training (formerly Food Stamp Employment and Training) customers are co-enrolled in WIA. This process begins with the identification of customer needs, which might not be provided for due to program restrictions in the current funding stream. Upon completion of an application by the program participant Workforce Center management makes the final determination concerning program co-enrollment.

### **Access to Services in Remote Areas**

The Workforce Center has an office in each one of the six outlying counties. These offices are connected through Internet services. This allows for full use of Work In Texas and distance learning and training.

### **Coordination of Transportation Services**

The Board coordinates transportation services with Brazos Valley Transit (public transportation) and the Area Agency on Aging by purchasing trolley passes. In addition, gas cards are used to facilitate jobseeker flexibility in areas underserved by the single transportation system.

## ***d. Performance and Feedback***

### **Performance Evaluation – Local Board Goals**

The Board receives monthly performance information from subcontractors regarding its adopted strategic goals and objectives and this information is provided in the Board member meeting packets.

### **Effectiveness**

The effectiveness of Board-provided services related to program compliance performance measures is monitored on a monthly basis using the TWC monthly performance reports. In addition, the Board's quarterly risk assessments determine areas that need improvement. Fiscal and programmatic Board-level staff perform monthly monitoring of workforce services providers and focus on the correction of program service delivery issues.

### **Customer Feedback**

The Board requires its subcontractors for workforce services to have a customer satisfaction methodology and program in place. In addition, the Board utilizes the TWC customer satisfaction survey results.

### **Customer Feedback – Points of Collection**

Customer feedback is collected at the Resource Room level, at an Intensive services provision level and at the Training services level by the subcontractors responsible at each level.

### **Customer Feedback – Utilization**

The customer service surveys evaluate customer services received, exceptional and deficient assistance by subcontractor staff members, the ease or difficulty in using Resource Room equipment and the quality of materials housed in the Workforce Centers, to name several topical areas.

This process determines the level and quality of customer service provided by the respective subcontractors. Excellent customer service is expected in the Workforce system by the Board. A summary of the customer service survey results is included in the monthly report to the Board members and is available for

monitoring. The Board also receives comments by telephone, email, and in person. All comments, positive or negative, are discussed with the Workforce Center Manager in an effort to ensure excellent customer service.

## Appendix 2: Target Industries, Sectors, and Occupations

The Workforce Investment Act (WIA) requires that local Boards develop a Target Occupations List in order to provide training to jobseekers. A number of factors are reviewed on both industrial and occupational levels to create this list, and other lists are used to support the occupations included in the Target Occupations List. These lists include a Demand Industries List, a Target Industries List, and a Demand Occupations List.

### a. High-Growth/High-Demand Industries

Information from SOCRATES, TRACER, TIPS, and SWAP was used to create the Demand Industries List. In SOCRATES, Board Staff utilized the Shift-Share Analysis tool to evaluate the competitiveness of the industries in the Brazos Valley and to analyze industry growth in the region. TRACER provides a number of projections and a collection of data that is useful in making predictions about the future of industry in the region. TIPS was used to evaluate the regional Location Quotient for the Governor’s Industry Clusters and the Industry Sectors established by TWC. This was followed by SWAP, which was used to narrow the Industry Clusters the Sectors to more specific industries.

For the purposes of the Demand Industries List, Board Staff chose to focus on current employment numbers and employment growth in industries throughout the region. This list is composed of a broader range of industries than the Target Industries List, as there are fewer criteria used for adding occupations to this list.

The Demand Industries List includes:

<u>NAICS</u>	<u>Industry</u>
5415	Computer Systems Design and Rel Services
1152	Support Activities for Animal Production
5239	Other Financial Investment Activities
4246	Chemical Merchant Wholesalers
5112	Software Publishers
3327	Machine Shops and Threaded Products
6219	Other Ambulatory Health Care Services
2131	Support Activities for Mining
4251	Electronic Markets and Agents/Brokers
5171	Wired Telecommunications Carriers
5614	Business Support Services
2389	Other Specialty Trade Contractors
6233	Community Care Facility for the Elderly
8113	Commercial Machinery Repair/Maintenance

### b. Target Industries List

Much of the information used to create the Demand Industries List was also used to create the Target Industries List. However, the data was reevaluated to meet

a different set of criteria. In the industry targeting process, attention was paid to current employment, employment growth, regional average weekly wages, local competitiveness, the Governor's Industry Clusters, TWC Industry Sectors, and local wisdom. Much of the local wisdom was the result of discussions with employers at local Board meetings, Chamber of Commerce meetings, Regional Economic and Community Development meetings, and through a Board and Research Valley Partnership-sponsored forum for the manufacturing, oil, and energy industries.

Accounting, Tax Preparation, Bookkeeping, & Payroll Services (NAICS 5412) was selected because the industry ranked highly for current employment numbers, employment growth, and wages. This industry fits into the Business and Financial Services Industry Sector and the Biotechnology and Life Sciences Support, Energy Support, and Information and Computer Technology Support Industry Clusters.

Colleges, Universities, and Professional Schools, Public and Private (NAICS 6113) was selected because the industry ranked highly for current employment numbers, employment growth, and local competitiveness. This industry fits into the Education, Training, and Personal Development Industry Sector, as well as the Information and Computer Technology Core, Aerospace and Defense Support, Advanced Technologies and Manufacturing Support, Biotechnology and Life Sciences Support, Energy Support, Petroleum Refining and Chemical Products Support Industry Clusters. Also, Texas A&M University is currently the largest employer in the region, and Blinn College has two campuses in the Brazos Valley.

Commercial and Industrial Machinery and Equipment (Except Automotive and Electronic) Repair and Maintenance (NAICS 8113) was selected because the industry ranked highly in employment numbers, employment growth, and local competitiveness. This industry fits into the Production Support and Industrial Machinery Industry Sector.

Computer Systems Design and Related Services (NAICS 5415) was selected because the industry ranked highly for employment numbers, employment growth, and wages. This industry fits into the Telecommunications and Information Services Industry Sector and the Advanced Technologies and Manufacturing Core, Information and Computer Technology Core, Biotechnology and Life Sciences Support Industry Clusters.

Elementary & Secondary Schools, Public and Private (NAICS 6111) was selected because this industry ranked highly for employment numbers and employment growth. This industry fits into the Education, Training, and Personal Development Industry Sector.

Home Health Care Services (NAICS 6216) was selected because this industry ranked highly for employment numbers, employment growth, and wages. This industry fits into Personal and Residential Services. In addition, the Brazos Valley is currently served by a single regional hospital located in Bryan, so Home Health Care serves a large percentage of the medical needs throughout the region.

Limited-Service Eating Places (NAICS 7222) was selected because this industry ranked highly for employment numbers, employment growth, and wages. This industry fits into the Tourism, Hospitality, and Leisure Industry Sector.

Machine Shops, Turned Product, and Screw, Nut, and Bolt Manufacturing (NAICS 3327) was selected because this industry ranked highly for employment

growth and wages. This industry fits into the Production Support and Industrial Machinery Industry Sector and the Aerospace and Defense Ancillary, Advanced Technologies and Manufacturing Ancillary, Energy Ancillary, Petroleum Refining and Chemical Products Ancillary Industry Clusters.

Offices of Physicians (NAICS 6211) was selected because this industry ranked highly for employment numbers, employment growth, wages, and local competitiveness. This industry fits into the Biotechnology, Life Sciences, and Medical Industry Sector.

Other Financial Investment Activities (NAICS 5239) was selected because this industry ranked highly for employment growth and local competitiveness. This industry fits into the Business and Financial Services Industry Sector and the Energy Core, Petroleum Refining and Chemical Products Core, Advanced Technologies and Manufacturing Support, Information and Computer Technology Support Industry Clusters.

Support Activities for Mining (NAICS 2131) was selected because this industry ranked highly for employment numbers, employment growth, and wages. This industry fits into the Energy, Mining, and Related Support Services Industry Sector and the Energy Ancillary, Petroleum Refining and Chemical Products Ancillary Industry Clusters.

Vocational Rehabilitation Services (NAICS 6243) was selected because this industry ranked highly for employment growth and local competitiveness. This industry fits into Education, Training, and Personal Development Industry Sector. The Brazos Valley is soon to be home to the Texas A&M University Health Science Center, the Texas Institute for Preclinical Studies, and other healthcare related fields.

**Target Industries List**

This template is used by Boards to identify the Board's top 10 to 15 target industries and the associated top 3 to 6 TWC/LMCI industry sectors. The Board's target industries should include, but not be limited to, industries related to the Governor's industry clusters.

Board Name: Brazos Valley Date Submitted: 6/30/2009

<u>NAICS Code (4-digit)</u>	<u>NAICS Industry Name<sup>2</sup></u>	<u>Lav Industry<sup>3</sup></u>	<u>TWC/LMCI Industry Sector<sup>4</sup></u>	<u>Governor's Industry Cluster<sup>5</sup></u>	<u>Basis for Selection</u>				<u>Additional Rationale, Local Wisdom, or Comments</u>
					<u>Employment (#)</u>	<u>Employment Growth (%)</u>	<u>Wages (\$)</u>	<u>Local Industry Competitiveness</u>	
5412	Accounting, Tax Preparation, Bookkeeping, & Payroll Services		Business and Financial Services	Biotechnology and Life Sciences (Support), Energy (Support), Information and Computer Technology (Support)	X	X	X		
6113	Colleges, Universities, & Professional Schools, Public/Private		Education, Training, and Personal Development	Information and Computer Technology (Core), Aerospace and Defence (Support), Advanced Technologies and Manufacturing (Support), Biotechnology and Life Sciences (Support), Energy (Support), Petroleum Refining and Chemical Products (Support)	X	X		X	Texas A&M University is currently the largest employer in the region, and Blinn College has two campuses located in the Brazos Valley.
8113	Commercial & Industrial Machinery & Equipment (Ex. Automotive & Electronic) Repair & Maintenance		Production Support and Industrial Machinery		X	X		X	
5415	Computer Systems Design and Related Services		Telecommunications and Information Services	Advanced Technologies and Manufacturing (Core), Information and Computer Technology (Core), Biotechnology and Life Sciences (Support)	X	X	X		
6111	Elementary & Secondary Schools, Public/Private		Education, Training, and Personal Development		X	X			
6216	Home Health Care Services		Personal and Residential Services		X	X		X	The Brazos Valley is served by a single regional hospital, located in Bryan, so Home Health Care serves a large percentage of the medical needs throughout the region.
7222	Limited-Service Eating Places		Tourism, Hospitality, and Leisure		X	X	X		
3327	Machine Shops; Turned Product & Screw, Nut, & Bolt Manufacturing		Production Support and Industrial Machinery	Aerospace and Defense (Ancillary), Advanced Technologies and Manufacturing (Ancillary), Energy (Ancillary), Petroleum Refining and Chemical Products (Ancillary).		X	X		
6211	Offices of Physicians		Biotechnology, Life Sciences, and Medical		X	X	X	X	
5239	Other Financial Investment Activities		Business and Financial Services	Energy (Core), Petroleum Refining and Chemical Products (Core), Advanced Technologies and Manufacturing (Support), Information and Computer Technology (Support),		X		X	
2389	Other Specialty Trade Contractors		Heavy and Special Trade Construction		X	X		X	
2131	Support Activities for Mining		Energy, Mining, and Related Support Services	Energy (Ancillary), Petroleum Refining and Chemical Products (Ancillary).	X	X	X		
6243	Vocational Rehabilitation Services		Education, Training, and Personal Development			X		X	The Brazos Valley is soon to be home to the Texas A&M University Health Science Center, the Texas Institute for Preclinical Studies, and other healthcare related fields.

**c. Demand Occupations**

The Demand Occupations List was created using information from TRACER. The data collected was evaluated with attention to employment growth from growth or replacement, the growth rate, and the amount of change in annual average employment from 2006 to 2016. Much like the Demand Industries List, this list covers a broader spectrum than the Target Occupations List and uses fewer criteria for selection of occupations. Many occupations will appear on both lists, but a number of occupations may also be unique to a single list.

The Demand Occupations List includes:

<b>SOC Code</b>	<b>Occupation</b>
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food
29-1111	Registered Nurses
39-9021	Personal and Home Care Aides
25-1071	Health Specialties Teachers, Postsecondary
25-2021	Elementary School Teachers, Except Special Education
47-2073	Operating Engineers and Other Construction Equipment Operators
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers
39-9011	Child Care Workers
43-4051	Customer Service Representatives
31-1012	Nursing Aides, Orderlies, and Attendants
47-2061	Construction Laborers
43-4051	Customer Service Representatives
43-3031	Bookkeeping, Accounting, and Auditing Clerks
49-9042	Maintenance and Repair Workers, General
53-3032	Truck Drivers, Heavy and Tractor-Trailer
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers
43-6011	Executive Secretaries and Administrative Assistants
25-1071	Health Specialties Teachers, Postsecondary
41-1011	First-Line Supervisors/Managers of Retail Sales Workers
11-1021	General and Operations Managers
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food

**d. Target Occupations List**

Information from SOCRATES and TRACER were utilized in conjunction with local wisdom, derived from the Board’s interaction with employers who attended Board meetings, Chamber of Commerce meetings, Regional Economic and Community Development meetings, and a Board and Research Valley Partnership-sponsored forum for the manufacturing, oil, and energy industries. In order to determine those occupations that would be considered high-growth/high-demand a set of criteria was established based on a number of different factors. Consideration

was given to the number of projected job openings over the course of a ten year span. Those occupations that did not have at least 20 projected job openings per year or 200 projected job openings over the ten year span were eliminated from the list. Secondly, the amount of education or training required to obtain employment in the remaining occupations was evaluated. The goal was to eliminate all occupations that required more than two years of training or an educational attainment above an Associate Degree. Next, all occupations with a local hourly wage of less than \$9.00 per hour were eliminated. The basis for this amount was the Center for Public Policy Priority's *Family Budget Estimator*, which states that in the Brazos Valley area a single-adult with no children would be required to make at least \$9.00 per hour in order to be self-sufficient. Finally, some consideration was given to the availability of an Eligible Training Provider or a suitable alternative.

Automotive Service Technicians and Mechanics (SOC Code: 493023) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation may be for either an entry-level or an experienced position.

Bookkeeping, Accounting, and Auditing Clerks (SOC Code: 433031) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Carpenters (SOC Code: 472031) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Child Care Workers (SOC Code: 399011) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. Although this occupation did not meet the criteria established for self-sufficient wages, it is understood to be an occupation that is vital to other occupations in the region. According to an occupational profile created by SOCRATES, job openings in this occupation may be for either an entry-level or an experienced position.

Computer Support Specialists (SOC Code: 151041) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Construction Laborers (SOC Code: 472061) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation may be for either an entry-level or an experienced position.

Customer Service Representatives (SOC Code: 434051) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Electricians (SOC Code: 472111) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Elementary School Teachers, Except Special Education (SOC Code: 252021) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, and wages. In addition, there is currently an Eligible Training Provider available for this occupation. This occupation does not meet the established preferred education level, but the Board can sponsor a potential applicant for training to receive a teaching certificate after they have been awarded the necessary degree. According to an occupational profile created by SOCRATES, job openings in this occupation may be for either an entry-level or an experienced position.

Executive Secretaries and Administrative Assistants (SOC Code: 436011) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

First-Line Supervisors/Managers of Construction Trades and Extraction Workers (SOC Code: 471011) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

First-Line Supervisors/Managers of Food Preparation and Serving Workers (SOC Code: 351012) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is

currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

First-Line Supervisors/Managers of Office and Administrative Support Workers (SOC Code: 431011) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

First-Line Supervisors/Managers of Production and Operating Workers (SOC Code: 511011) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Licensed Practical and Licensed Vocational Nurses (SOC Code: 292061) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Maintenance and Repair Workers, General (SOC Code: 499042) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Medical and Clinical Laboratory Technicians (SOC Code: 292012) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Medical Assistants (SOC Code: 319092) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers. The significance of this occupation is further indicated by the opening of the TAMU Health Science

Center and other large-scale research facilities in our local Workforce Development Area.

Nursing Aides, Orderlies, and Attendants (SOC Code: 311012) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Operating Engineers and Other Construction Equipment Operators (SOC Code: 472073) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Police and Sheriff's Patrol Officers (SOC Code: 333051) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Registered Nurses (SOC Code: 291111) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for experienced jobseekers.

Roustabouts, Oil and Gas (SOC Code: 475071) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Slaughterers and Meat Packers (SOC Code: 475071) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. While there is currently no Eligible Training Provider for this occupation, customers may be trained through On-the-Job Training (OJT) or apprenticeships. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Tellers (SOC Code: 433071) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this

occupation. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers.

Truck Drivers, Heavy and Tractor-Trailer (SOC Code: 533032) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation.

Veterinary Technologists and Technicians (SOC Code: 292056) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. While there is currently no Eligible Training Provider for this occupation, customers may be trained through On-the-Job Training (OJT) or apprenticeships. According to an occupational profile created by SOCRATES, job openings in this occupation are usually for entry-level jobseekers. The significance of this occupation is further indicated by the opening of the Texas Institute for Preclinical Studies and other large-scale research facilities in our local Workforce Development Area.

Welders, Cutters, Solderers, and Brazers (SOC Code: 514121) was selected as a targeted occupation because according to all relevant data, this occupation meets the criteria established for employment, projected job openings, wages, and preferred education level. In addition, there is currently an Eligible Training Provider available for this occupation. According to an occupational profile created by SOCRATES, job openings in this occupation may be for either an entry-level or an experienced position.

**Target Occupations List**

This template is used by Boards to identify the Board's target occupations, the 20 to 30 occupations that are most in demand and most critical to the Board's target industries, and for which the Board will dedicate WIA training resources. The Board's target occupations should include, but not be limited to, occupations related to the Governor's industry clusters.

Board Name: Brazos Valley

Date Submitted: 6/30/2009

SOC Code (6-digit)	Occupation <sup>2</sup>	Lav Occupation <sup>3</sup>	NAICS Industry Code (4-digit) <sup>4</sup>	Basis for Selection					Additional Rationale, Local Wisdom, or Comments <sup>6</sup>	Eligible Training Provider Available <sup>7</sup> (Y/N)	Targeted Occupational Level (X one or both)	
				Employment (#)	Employment Growth (%)	Job Openings	Wages (\$)	Preferred Education Level			Entry-Level	Experienced
				Place an X in a cell below to indicate which of the following types of indicators were used to select the target occupation. At least two of the indicator types must be used. <sup>5</sup>								
493023	Automotive Service Technicians and Mechanics		8111	X		X	X	X		Y	X	X
433031	Bookkeeping, Accounting, and Auditing Clerks		6113	X		X	X	X		Y		X
472031	Carpenters		0671	X		X	X	X		Y		X
399011	Child Care Workers		0671	X		X	X	X	Major necessity for the area, on which other occupations depend	Y	X	X
151041	Computer Support Specialists		6113	X		X	X	X		Y	X	X
472061	Construction Laborers		2373	X		X	X	X		Y	X	X
434051	Customer Service Representatives		4451	X		X	X	X		Y	X	
472111	Electricians		6115	X		X	X	X		Y		X
252021	Elementary School Teachers, Except Special Education		6111	X		X	X		Teacher's Certification is an approved training program despite having higher than an Associate Degree	Y	X	X
436011	Executive Secretaries and Administrative Assistants		6113	X		X	X	X		Y		X
471011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers		0671	X		X	X	X		Y		X
351012	First-Line Supervisors/Managers of Food Preparation and Serving Workers		7222	X		X	X	X		Y		X
431011	First-Line Supervisors/Managers of Office and Administrative Support Workers		9299	X		X	X	X		Y		X
511011	First-Line Supervisors/Managers of Production and Operating Workers		3323	X		X	X	X		Y		X
292061	Licensed Practical and Licensed Vocational Nurses		6113	X		X	X	X		Y	X	
499042	Maintenance and Repair Workers, General		6113	X		X	X	X		Y	X	
292012	Medical and Clinical Laboratory Technicians		6221	X		X	X	X	Opening of TAMU Health Science Center and other large-scale research facilities	Y	X	
319092	Medical Assistants		6211	X		X	X	X		Y	X	
311012	Nursing Aides, Orderlies, and Attendants		6231	X		X	X	X		Y	X	
472073	Operating Engineers and Other Construction Equipment Operators		2373	X		X	X	X		Y	X	
333051	Police and Sheriff's Patrol Officers		9399	X		X	X	X		Y		X
291111	Registered Nurses		6221	X		X	X	X		Y		X
475071	Roustabouts, Oil and Gas		2131	X		X	X	X		Y	X	
513023	Slaughterers and Meat Packers		3116	X		X	X	X		N	X	
433071	Tellers		5221	X		X	X	X		Y	X	
533032	Truck Drivers, Heavy and Tractor-Trailer		4841	X		X	X	X		Y		X
292056	Veterinary Technologists and Technicians		5419	X		X	X	X	Opening of Texas Institute for Preclinical Studies and other large-scale research facilities	N	X	
514121	Welders, Cutters, Solderers, and Brazers		3323	X		X	X	X		Y	X	X

- Employment (current employment estimates or projected future employment) (#)
- Employment growth rate (growth rate observed over a recent period or projected into the future) (%)
- Job openings (projected average annual job openings; job openings due to growth) (#)
- Preferred educational levels
- Wages (mean, median, entry-level, experienced-level)

- As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and Target Occupations List and e-mail the updated lists to Board.Plans@twc.state.tx.us.
- 20 to 30 target occupations is recommended; no more than 40 is permitted. Occupations must correspond to a 6-digit SOC code. Target occupations do not need to be listed in any rank order.
- If applicable, local planning efforts may identify occupations using lay concepts and labels. These can be used, but they must be best-fitted into an appropriate SOC-coded occupation. See <http://autoocder.lmci.state.tx.us:8080/jc/onetmatch> for a tool that can assist.
- The Board target industry to which the occupation pertains, identified by NAICS 4-digit code (must also be included on the Board's Target Industries List).
- Key types of labor market indicators are available in LMCI tools for use in evaluating and ranking the relative importance of occupations. Boards should fully explore these in their Step 3 analyses, so that they can identify what criteria they will use in selecting target occupations:
- For sample language, see page 17 of Attachment 1.
- Boards should review Eligible Training Provider (ETP) availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on a Board's Target Occupations List, but it is an indication that the Board needs to be developing ETP availability for that occupation in their workforce area.

**Notes**

Please do not alter these cells:  
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## **Appendix 3: Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance**

### **Question 1: Employer Participation**

*A) Describe the Board's two most successful strategies for increasing the number of employers accessing programs and services. Include examples or a description to explain how the Board implemented the strategies. Specify how these strategies removed barriers to employer access.*

One of the most successful strategies that the Board has used to increase the number of employers accessing programs and services is a local outreach campaign. This has been a dual-purpose campaign targeted at both local employers and local jobseekers. A Board Staff has the function of media liaison and manages communication with an array of media outlets, including newspaper, radio, the internet, billboards, and other venues. In addition, several members of the Board, with Board Staff and Center staff, make regular presentations to community, business, and civic groups, attend ribbon cuttings and job fairs, and remain involved in community life.

Within the campaign the two most successful strategies have been public and private sector employer endorsements and a strong internal message for all Workforce staff to deliver what they promise employers and the community. The employer endorsements create a strong reputation throughout the region using peer referrals. The credibility created by a Workforce system that is aligned in the commitment to consistently deliver all services promised to employers and routinely surpassed expectations has generated a strong desire among employers in the Brazos Valley to regularly use available services and often refer other employers. Another strategy has been the recognition of employers who utilize our services through the annual Workforce Solutions Brazos Valley awards luncheon. Employers, their colleagues and the media are invited to participate in the celebration. This event showcases both the successes enjoyed by employers in the Brazos Valley who work with Workforce Solutions and the services provided by the Board to ensure the continuation of those successes.

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

Between FY07 and FY08 there was a 2.23% increase in the number of employers who used Workforce Solutions Brazos Valley. Since January 2009, the Board's Rolling Contracted Measure indicates that 1,741 employers have been served. Employers regularly cite advertisements for Workforce Solutions – Brazos Valley Board programs and events when contacting Board Staff. Similarly, employers frequently note referrals by colleagues when requesting

services. In one case, a number of local electrical companies chose to attend a meeting solely on the recommendation of another local electrical company with a long history of working with the Board. Each of the companies had initially read about the meeting in local newspapers.

## **Question 2: Employer Communication**

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

The first strategy is consistent use of outreach to communicate timely messages to employers. Automated communications include the Work in Texas billboard feature, the Board's web site, and emails about services as well as events such as Business Services Workshops. Non-automated communications usually consist of Board Members pocket referral cards, press releases, radio outreach, flyers, and public service announcements. Invitations are also issued to targeted industry clusters for the different Business Services workshops given for employers.

The second strategy to communicate and outreach to local employers has also been through the local Chambers of Commerce and the local Economic Developers. The Board Program Manager attends the quarterly regional economic development meetings and discusses new developments within Workforce Solutions as well as addresses specific problems that the Board can directly or indirectly by referral help businesses solve. The local Workforce Solutions Business Services unit provides labor market information to various organizations throughout the seven-county region, making Workforce Solutions – Brazos Valley a valuable asset to local leaders.

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

Over the years, since the Board began holding the recognition ceremonies, there has been a tremendous increase in the number of employers who attend the event. In turn, Board Staff has found a direct relationship between the number of employers who attend the event and the number of employers who utilize the services provided by the Workforce Solutions – Brazos Valley Board. The same can be said for the time that has passed since Board Staff began attending regional economic development meetings. The number of employers with whom the Board has developed a relationship has been amplified by the information that Board Staff was able to provide at these meetings. In the past year, the number of employers who utilize services provided by the Board has increased by approximately 19%.

**Question 3: Employer Needs**

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

In assessing employer needs, the Board has enjoyed great success by utilizing two different strategies for meeting with the employers. The first is an intensive one-on-one meeting with a representative from a single employer. In these meetings, the employer will usually provide the Board with information about what they need to remain competitive in their given industry, increase their presence in the area, and other vital information that they would not likely disclose in the presence of their competitors.

The second meeting strategy that the Board has utilized is the creation of small industry cluster focus groups. In this setting, employers are free to discuss the needs of their entire industry, moving beyond a single employer and demonstrating how the Board might serve the entire cluster. In addition, these focus groups allow for a better understanding of how various occupations and industries contribute to the entire demographic of the industry cluster.

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

In FY09, Board and Center Staff have met with approximately 870 individual local employers to discuss their labor force needs. The meetings resulted in applications for skills development training, rapid response lay offs, referrals to drug testing companies, and work keys testing. In these meetings, Board and Center Staff visited the employer's site and learned more about the needs of the employer in their day-to-day operation. Simultaneously, the employer was afforded the chance to learn about the services available from the Board that may be of use in those same day-to-day operations or in unusual circumstances. The result has been an increased use of workforce services by employers and job seekers.

## **Appendix 4: Process Elements**

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

The Workforce Solutions Brazos Valley Board Integrated Plan draft public notice appeared in the April 19, 2009 issue of *The Eagle*, 1729 Briarcrest Drive, Bryan, TX 77802, a newspaper serving all counties in the Brazos Valley region. The notice indicated that the plan draft would be available for public viewing from April 17, 2009 through May 21, 2009 at the WSBVB offices. Prior to this period, on April 16, 2009, the plan was presented to the members of the Board in an open meeting. Their input was received, and the plan was adjusted accordingly. Additionally, the TWC Board Representative requested clarification on the roles of the Texas Workforce Commission and non-TWC entities.

During the public comment period, a the Integrated Plan was made available at the Workforce Solutions Brazos Valley office located at 3991 E. 29<sup>th</sup> St, Bryan, TX 77805. Contained in a binder along with the plan were a sign-in sheet, a form to allow members of the public to make comments, an envelope to submit their forms, and business cards for their reference. However, no comments were received from the public during this time.

Plan sections were also made available to Board members in the monthly Board packets as the plan was being developed.

### ***b. Fiscal Agent***

The Brazos Valley Council of Governments is both the fiscal and the administrative agent for the Workforce Solutions Brazos Valley Board and is responsible for disbursing the state and local grand funds provided under this plan.

### ***c. Priority of Service***

#### **Designation of Restricted or Unrestricted Funds**

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

#### **Identifying and Informing Eligible Veterans and Eligible Spouses**

##### *A) Procedures*

In accordance with WD Letter 04-09, the Board ensures priority of service for both state and federal veterans and their families. Eligible veterans receive priority over all other equally qualified individuals in the receipt of services funded in whole or in part by the US

Department of Labor (USDOL) and in the receipt of employment assistance or job training services funded in whole or in part by state funds. Eligible foster youth receive priority over all other equally qualified individuals – except eligible veterans – in the receipt of federal and state funded services. Further, the Board has established a priority among eligible veterans. Federal veterans receive priority over state veterans with equal qualifications, and both will receive priority over the spouse of a veteran with equal qualifications.

Eligible veterans are permitted to self-identify themselves at the point of entry, and upon doing so are informed of their priority of service, the full array of employment, training, and placement services available under priority of service, and any applicable eligibility requirements for those programs and services. Priority of service is applied to qualified job training programs including: universal access programs, discretionary targeting programs, and statutory targeting programs. While the Board makes every effort to provide priority of service to eligible veterans, the Workforce Center Operator is prohibited from displacing non-eligible persons who are currently receiving services. Instead, the next available workforce services are provided to eligible veterans.

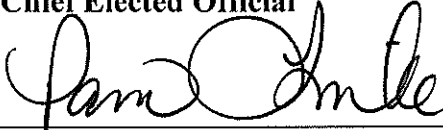
*B) Process of Identification of Eligible Veterans*

Eligible veterans may self-identify at the point of entry, provided they meet mandatory eligibility requirements and the veteran's provision. Should a veteran decide to present a form DD-214, the self-attestation form is neither necessary nor required. Eligible veterans may be aware of their right to priority of service at the point of entry, or they may be informed of this right during orientation with a career coach.

## Appendix 5: Signature Page

The Workforce Solutions Brazos Valley Board Integrated Plan for Fiscal Year 2010 Modification was developed jointly by the Board and its partners and was submitted to the Chief Elected Officials for their approval and acceptance of all assurances found in Appendix 6 of this document.

**Chief Elected Official**



\_\_\_\_\_  
The Honorable Commissioner Pam Finke, CEO

*June 17, 2009*  
\_\_\_\_\_  
Date

**Workforce Solutions Brazos Valley Board**



\_\_\_\_\_  
Mr. Nick Gilley, Board Chair

*6/22/09*  
\_\_\_\_\_  
Date

## Appendix 6: Assurances

### a. Planning

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

### b. General.

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

<i><b>RULE</b></i>	<b>TOPIC</b>
800	General Administration
801	Local Workforce Development Boards
809	Child Care Services
811	Choices
813	Food Stamp Employment and Training
815.28	UI Work Search Requirements
823	Integrated Complaints, Hearings, and Appeals
841	Workforce Investment Act
847	Project RIO Employment Activities and Support Services
849	Employment and Training Services for Dislocated Workers Eligible for Trade Benefits

5. The Board shall carry out its duties and functions under this plan in compliance with the requirements of applicable federal and state statutes, regulations, and other issuances as provided by:
  - Texas Labor Code, Chapters 302 and 306;
  - Texas Government Code, Chapter 2308;
  - Texas Human Resources Code, Chapters 31 and 34;
  - Commission rules;

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

## Appendix 7: Memoranda of Understanding

<b>Required Partner Agency or Program</b>	<b>Expiration Date</b>
WIA Title I- Adult, Dislocated Worker and Youth Programs	6-30-10
Temporary Assistance for Needy Families (TANF)/Choices	9-30-09
Food Stamp Employment and Training (FSE&T)	9-30-09
Child Care Services	9-30-09
Project RIO	9-30-09
Trade Act	9-30-09
Wagner-Peyser Employment and Training as amended by WIA (includes Migrant and Seasonal Farm workers)	9-30-09
Veteran’s Employment and Training as amended by the Jobs for Veterans Act	9-30-09
Apprenticeship Texas A&M University Physical Plant Apprenticeship Program	05-28-14
WIA Title II – Adult Education and Family Literacy Act Education Service Center, Region VI	06-30-11
National and Community Services Act	N/A
Postsecondary Vocational Education Activities under the Carl D. Perkins Act Blinn College	Ongoing
Senior Community Service Employment Program – Experience Works , Inc.	8-30-2010
Senior Texan Employment Program	Ongoing
Coordinated Choices Case Management with the Texas Health and Human Services Commission	11-19-09
Unemployment Insurance Texas Workforce Commission	08-31-09
Texas Department of Family and Protective Services – Preparation for Adult Living Program Serving Foster Youth	07-31-11 Ongoing
<b>Optional Partners and Programs</b>	<b>Expiration Date</b>
Vocational rehabilitation programs and services – DARS, Rehabilitative Services Division	1-31-10
Job Corps services under WIA Youth – Gary Job Corps Center	Ongoing
Native American programs under WIA – Alabama-Coushatta ITC Employment and Training Program	Ongoing
Community Services Block Grant programs	N/A
Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)	N/A
Texas Department of Housing and Community Affairs or local housing authority – BVCOG, Housing Choices Voucher Program	05-12-14

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Community Development Block Grant Recipients	N/A
Local Education Agencies – Bryan ISD- English Literacy Civics Education Program Bryan ISD – Even Start Family Literacy Program	Ongoing Ongoing
Vocational education agencies – DARS, Blind Services Division	01-31-10
Fatherhood initiative programs or other child support programs	N/A
Army National Guard employment and training programs	N/A
Texas Youth Commission	N/A
Juvenile Probation Commission	N/A
Texas Department of Criminal Justice – Parole Division Project RIO Coordination with College Station District Parole Office	Ongoing
Project RIO Coordination with Huntsville District Parole Office	Ongoing
Migrant and Seasonal Farmworker youth educational services	N/A
Domestic violence intervention programs Twin City Missions Home Partners Twin City Youth and Family Services	Ongoing Ongoing
<u>Community-based organizations:</u> Coordinated Interagency Case Management with Project Unity Area Information Center and Community Information Center with United Way of the Brazos Valley	10-20-10
Interagency Coordination with Brazos Valley Council on Alcohol and Substance Abuse	06-16-10
Transitional Housing Program with Twin City Mission Home Partners	Ongoing
SER-Jobs for Progress National, Inc.	Ongoing
Regional Economic Revitalization and Utilization Plan (REV-UP)	Ongoing Ongoing
Brazos County Community Supervision and Corrections Department	Ongoing
Brazos Valley Council on Alcohol and Substance Abuse and Brazos Valley MHMR	1/31/2014
Christian Women’s Job Corps	9/30/2010
Brazos Valley Workforce Development Area	12/6/2012
<b>Other Local Partners and Programs</b>	<b>Expiration Date</b>
Coordinated Case Management with Brazos Valley Mental Health Mental Retardation	Ongoing
Adult and Youth Workforce Preparation with Texas Cooperative Extension (TAMU)	Ongoing
Noncustodial Parent Referral Agreement with Office of the Attorney General	Ongoing
Interagency Coordination with Austin Resource Center for Independent Living and Brazos Valley Area Agency on Aging	Ongoing

The following Memoranda of Understanding are included with the plan:

**New per FY2009 Integrated Plan:**

Brazos Valley Council on Alcohol and Substance Abuse and Brazos Valley MHMR  
Christian Women's Job Corps  
Regional Economic Revitalization and Utilization Plan (REV-UP)  
SER-Jobs for Progress National, Inc.  
Twin City Mission Youth and Family Services

**Renewed or Revised per FY 2009 Integrated Plan:**

Brazos Valley Council of Governments Housing Choice Voucher Program  
Bryan ISD – Even Start Family Literacy Program  
Region VI, Education Service Center Site Testing Agreement  
Texas A&M University Physical Plant Apprenticeship Program

## Appendix 9: Fiscal Years 2009 – 2010 Texas Workforce Development Board Planning Guidelines: Review Criteria

	Page #	Y	N
<b>Strategic Narrative</b>			
c. The Board adequately described how it identified its target industries and related TWC/LMCI industry sectors, including, but not limited to, industries related to the Governor’s industry clusters (as reflected in the Board’s submitted Target Industries List).	4		
Comments:			
d. The Board adequately described how it identified the target occupations for which it will dedicate WIA training resources (as reflected in the Board’s submitted Target Occupations List).	4-5		
Comments:			
e. The Board adequately described the types of resources available at the local level and how it will use these resources to operate more efficiently in light of the changing economy.	5		
Comments:			
f. The Board adequately described the strategies and initiatives it will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters.	6		
Comments:			
g. The Board adequately described its specific plans for workforce training in support of its target occupations.	6		
Comments:			
h. The Board adequately described the reemployment strategies it is employing to meet future workforce needs, particularly in light of the changing economy.	6		
Comments:			
i. The Board described innovations or enhancements to reemployment strategies, services to UI claimants, or related service delivery models that it is exploring, including information on any successes the Board has had with these new or innovative efforts.	6-7		
Comments:			
j. The Board adequately explained how it identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant economic impact. The Board adequately explained how this information supports its reemployment strategies.	7		
Comments:			
<b>Appendix 1. Elements of System Operation</b>			
<b>Employer Involvement.</b> If updated, the Board’s Employer Involvement	8-22		

section adequately described employer involvement in the workforce system and the Board’s role in local and regional economic development efforts.			
Comments:			
<b>Appendix 2. Target Industries, Sectors, and Occupations</b>			
<p>1. The Board adequately identified its high-growth, high-demand industries, by NAICS code, using analysis of industry sectors, clusters, and industries. The Board submitted:</p> <ul style="list-style-type: none"> <li>▪ TWC/LMCI labor market analysis tool reports showing analysis of key labor market indicators, using at least two of the required tools;</li> <li>▪ When feasible, additional analyses or reports it has developed and regards as influential in its evaluation and prioritization of industries, and</li> <li>▪ A short summary describing which specific analyses – including, but not limited to, TWC/LMCI labor market analysis tools – were completed and viewed as influential in its evaluation and targeting of industries. The Board provided copies of all referenced sources as attachments or Internet links, where feasible.</li> </ul>	25		
Comments:			
<p>2. The Board adequately identified its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters. The target industries include, but are not limited to, industries related to the Governor’s industry clusters:</p> <ul style="list-style-type: none"> <li>▪ The Board submitted its Target Industries List using the required template (10 to 15 recommended target industries, no more than 20 accepted), providing all required information.</li> <li>▪ The Board’s target industries are supported by the Board’s provided criteria and rationale, including standard labor market indicators and local wisdom.</li> <li>▪ The Board described how local industry, economic development, or other partners were involved in the prioritization of targeting of industries.</li> </ul>	25-27		
Comments:			
<p>3. The Board adequately identified its demand occupations by SOC code, using analysis of occupational employment indicators. The Board submitted:</p> <ul style="list-style-type: none"> <li>▪ TWC/LMCI labor market analysis tool report(s) showing analysis of key labor market indicators for occupations, using at least the one required tool/report;</li> <li>▪ When feasible, additional analyses or reports it has developed and regards as influential in its evaluation of current and future projected demand for, and targeting of, occupations; and</li> <li>▪ A short summary describing which specific analyses – including, but not limited to, TWC/LMCI labor market analysis</li> </ul>	28		

tools – were completed and viewed as influential in its evaluation and targeting of occupations. Where feasible, copies of all referenced sources were included as attachments or Internet links.			
Comments:			
4. The Board adequately identified its target occupations critical to its target industries, including, but not limited to, occupations related to the Governor’s industry clusters, and for which the Board will dedicate WIA training resources: <ul style="list-style-type: none"> <li>▪ The Board submitted the completed Target Occupations List, identifying its top 20 to 30 occupations (no more than 40 allowed), each by SOC category (6-digit code), and all information required.</li> <li>▪ The Board’s target occupations are supported by its provided rationale including standard labor market indicators and local wisdom/validation.</li> <li>▪ The Board described how local employers, including small employers (defined as less than 100 employees) were involved in validating projected demand for target occupations.</li> <li>▪ The Board discussed how it assesses target occupations’ entry-level job skills and career ladders for which training may be provided and supported by WIA funds.</li> <li>▪ The Board discussed how it assesses target occupations against available offered by Eligible Training Providers, and where there are gaps, identifies and pursues potential providers to participate as Eligible Training Providers.</li> </ul>	28-33		
Comments:			
<b>Appendix 3. Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance</b>			
1. The Board adequately described its two most successful strategies for increasing the number of employers accessing programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.	34-35		
Comments:			
2. The Board adequately described its two most successful strategies to increase communication and outreach to employers, thereby increasing employer customer satisfaction. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies, and it included a description of how it measures employer customer satisfaction.	35		
Comments:			
3. The Board adequately described its two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. The Board provided cumulative information	36		

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and data on the outcomes achieved by implementing those strategies.			
Comments:			
<b>Appendix 4. Process Elements</b>			
<u>Public Comment</u> . The Board provided the required descriptive information on the public comment process, the process met the requirements, and the Board provided a written summary of any comments received on the plan modification.	37		
Comments:			
<u>Priority of Service</u> . The Board provided the required information to show that it is in compliance with priority of service regulations, including new requirements on identifying and informing eligible veterans and eligible spouses.	37-38		
Comments:			
<b>Appendix 5. Signatures Page</b>	39		
<b>Appendix 6. Assurances</b>	40-41		
The Board provided the required signature page that: <ul style="list-style-type: none"> <li>▪ Acknowledges joint development and submission of the plan modification;</li> <li>▪ Certifies acceptance of the assurances listed in Appendix 6; and</li> <li>▪ Is signed with an original signature of the Chief Elected Official(s) and the Board Chair</li> </ul>			
Comments:			
<b>Appendix 7. Memoranda of Understanding</b>	42-44		
The Board provided an updated copy of the MOU chart showing current MOU expiration dates, along with copies of any new, renewed, or revised MOUs with required partners executed since the Board's modification was submitted in 2007 (not required if the Board has a contract with the partner—the Board indicated whether this is applicable).			
Comments:			
<b>Additional Modifications of Updates</b> Boards may include additional lines to identify further updates made to the plans, along with the page number in the submission.			
Strategic Goals and Objectives	3-4		
Childcare	8, 11, 13		
Training Funds	9		
Structure	8		