



**BOARD CONTRACT YEAR 2009-2010
STRATEGIC AND OPERATIONAL PLAN MODIFICATION**

SUMMARY OF PROPOSED CHANGES

General Information

Workforce Boards are encouraged by the Texas Workforce Commission (TWC) to position themselves to influence the direction of all workforce activities in their local workforce development areas and to achieve their objectives by using their limited resources to leverage those of their partners and move closer to a market-driven system.

The Texas Workforce Development Board Planning Guidelines, issued in Workforce Development Letter 15-06, set forth the required modifications. The plan is comprised of a Strategic Narrative and 9 Appendices and is available in its entirety at www.detwork.org or by request at the Board office. The modifications added several new issues and required updates in existing sections. The plan modification includes an updated list of targeted industries and occupations that are based on an analysis of regional economic conditions. Performance targets and current Board funding allocations, rescissions, or adjustments are required elements of the plan and are included in the plan by reference.

The Board must approve and submit a plan modification to TWC no later than June 30, 2009. This plan modification will be effective through September 2010 when approved.

Modifications

The summary discusses each section of the plan. New information is in *italic* Print.

Strategic Narrative

- a. **The Board's mission statement** - No changes
- b. **The Board's goals and objectives** – No changes
- c. **Describe how the Board identified its target industries and related Texas Workforce Commission (TWC)/Labor Market and Career Information (LMCI) target industry sectors, including, but not limited to, industries related to the Governor's industry clusters.**

This section was replaced with the following new information:

A labor market analysis was completed to determine the major industries in the area at this time and to determine which of those industries the Board would target.

Data sources used for the analysis were Texas Industry Profiles and SOCRATES, Tools used were the Shift-Share Analysis, Industry Evaluation, Economic Base Analysis, Local Employment Dynamics Industry Focus, and Strategic Workforce Assessment Project (SWAP.)

Growth, wages, and competitiveness were reviewed, but the primary reason for selection was the number of workers and whether or not intensive workforce services could benefit the overall industry. To limit the number of industries included on the target list, similar industries with fewer workers were removed. The Manufacturing sector is not projected to grow according to the 2006-2016 Industry Projections; however, they continue to represent a large number of employment opportunities in the area. The Construction sector is also not projected to grow, but was included because of the anticipated public works construction in the American Recovery and Restoration Act.

The target industries represent the following industry sectors:

- *Manufacturing,*
- *Mining (oil and gas)*
- *Utilities*
- *Retail*
- *Finance and Insurance*
- *Professional, Scientific, and Technical Services*
- *Health Care and Social Services Assistance*

The target industries also support two of the Governor's Industry Clusters: Energy and Biotechnology.

- d. **Describe how the Board identified the target occupations for which it will dedicate Workforce Investment Act (WIA) training resources (as reflected in the Board's submitted Target Occupations List)**

This section was replaced with the following new information:

An analysis was then completed to determine occupations within the target industries that were in demand in the current economy or projected to be in demand in the future and required training. Additional analysis was completed to determine other occupations that were in demand outside of the target industries, but were occupations for which training was available locally and provided good employment prospects.

The analysis used data sources from SOCRATES and Texas Industry Profiles. The tools that were used included the previous target occupation list, an Occupational Evaluation, SWAP and the 2006-2016 Occupational Projections.

Initially, occupations with the greatest number of workers requiring other than short-term on-the-job training were chosen for a demand list. This list was then compared with the occupational evaluation results and with current and future projections. The resulting occupations were evaluated to determine if the training for an occupation was related to training for other occupations on the list. Where training would have been redundant, the occupation with the lower employment figures was eliminated.

The final list represents the following occupational clusters:

- *Architecture & Construction*
- *Business & Administration*
- *Education & Training*
- *Finance & Insurance*
- *Health Science*
- *Human Services*
- *Information Technology*
- *Law & Public Safety*
- *Manufacturing*
- *Transportation, Distribution & Logistics*

- e. Describe the types of resources available at the local level and how the Board will use these resources to operate more efficiently in light of the changing economy.**

No changes

The following questions were added to the Strategic Narrative and the responses are beneath the question.

- f. Describe the strategies and initiatives the Board will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor's industry clusters.**

The Board will prioritize specialized business services according to its target industries as appropriate. These services may include on-the-job training, customized training, incumbent worker training, or assistance with skills development and other grants in conjunction with local community colleges.

- g. Describe the Board's specific plans for workforce training in support of its target occupations.**

Target occupations are those occupations that require training and which have been identified as having good employment prospects. The Board encourages job seekers to enter these occupations and is able to pay educational expenses to train eligible persons in those occupations. The Board also publishes the occupation list for other entities to share with their clientele so that more job seekers are aware of good work opportunities within the deep east Texas area.

h. Describe the reemployment strategies the Board is employing to meet future workforce needs, particularly in light of the changing economy.

Workers who are unlikely to return to their previous jobs are encouraged to explore options such as relocation or training. As the economy continues to evolve, the workers who receive training in targeted occupations should have the skills needed to address the future workforce needs of business.

In-school youth are outreached. The Board provides information resources to secondary schools and counselors to educate youth on careers in the area so they can explore these careers and make plans to be prepared for post-secondary education.

The Board works with various groups, including P-16, to identify successful strategies for youth to transition from secondary education to a successful career.

i. Describe innovations or enhancements to reemployment strategies, services to unemployment insurance (UI) claimants, or related service delivery models that the Board is exploring. Any successes the Board has had with these new or innovative efforts must be identified.

Reemployment strategies consist of activities to outreach and engage unemployed workers. Outreach occurs during the provision of rapid response services and orientations and invitations to services for those receiving Unemployment Insurance (UI) benefits. To the extent possible, each worker is interviewed and assessed and referred for appropriate services. Those services may include job search workshops or appropriate training. This model has been successful for this area in that the area has exceeded its performance measures for re-employment of UI recipients.

j. Explain how the Board 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. Explain how this information supports the Board's reemployment strategies.

For basic assessment of skills and interests, several excellent electronic tools are available to help the Board identify transferable skills. The ONet system is one that can identify military job skills or civilian job skills and match to similar jobs. The Career and Labor Market Information department of TWC has also

developed good tools such as OSCAR and AutoCoder that can associate one job with other occupations with similar skills. Some of these and other tools are able to identify other industries that use similar workers. Short-term training can then be identified, if needed, to upgrade worker skills.

When immediate employment is not feasible for an unemployed worker, skills are assessed to determine if the worker needs additional training to become employed. If the worker needs additional skill training and is willing to receive training, it is the best option of service to enable the worker to gain employment at the soonest opportunity, thus supporting the Board's reemployment goal.

Appendix 1. Elements of System Operation

This appendix must be updated if there have been significant developments in the Board's partnerships with economic development and industry partners, new initiatives, or accomplishments since the last plan modification specifically addressing the following items:

- **Provide an updated list of the local economic development entities, chambers of commerce, and industry/employer associations that are actively engaged in the workforce system.**
 - **Describe the relationships and types of interactions these partners have within the workforce system.**

- **Describe the Board's role in local and regional economic development efforts.**
 - **Provide a brief description of model projects or best practices the Board is implementing in collaboration with local economic development entities, chambers of commerce, and industry/employer associations.**
 - **Provide a brief, detailed summary of economic development or labor market projects in which the Board may be participating during the plan modification time frame.**

All sections of this appendix were updated to reflect the closing of five workforce centers in 2008. Child care contractor information was updated to reflect the current contractor, Neighborhood Centers, Inc. (NCI.) Dates for both major contracts were updated.

Under b.1. the following was added to the second paragraph:

The Board has not participated in any model projects in collaboration with these entities, but does participate in planning efforts. The Board is not currently planning any labor market projects during the plan modification time frame.

Appendix 2. Target Industries, Sectors, and Occupations

Target Industries

The plan modification requires that Boards revise their industry and occupational targeting through a labor market analysis evaluating and ranking the relative importance of various industries.

The criteria used to determine what industries were targeted was primarily local industry competitiveness, the number employed as well as projected growth rates.

DRAFT Target Industries

SOC SOC Title

2131	<i>Support Activities for Mining</i>
2211	<i>Power Generation and Supply</i>
2362	<i>Nonresidential Building Construction</i>
2382	<i>Building Equipment Contractors</i>
3116	<i>Animal Slaughtering and Processing</i>
3211	<i>Sawmills and Wood Preservation</i>
3212	<i>Veneer and Engineered Wood Products</i>
3221	<i>Pulp, Paper, and Paperboard Mills</i>
3323	<i>Architectural and Structural Metals</i>
4411	<i>Automobile Dealers</i>
4441	<i>Building Material and Supplies Dealers</i>
4451	<i>Grocery Stores</i>
4529	<i>Other General Merchandise Stores</i>
5418	<i>Advertising and Related Services</i>
6211	<i>Offices of Physicians</i>
6216	<i>Home Health Care Services</i>
6221	<i>General Medical and Surgical Hospitals</i>
6231	<i>Nursing Care Facilities</i>
6232	<i>Residential Mental Health Facilities</i>
7222	<i>Limited-Service Eating Places</i>

These industries represent the following Industry Sectors

- *Manufacturing,*
- *Mining (oil and gas)*
- *Utilities*
- *Retail*
- *Finance and Insurance*
- *Professional, Scientific, and Technical Services*
- *Health Care and Social Services Assistance*
- *Hospitality*

The target industries also support two of the Governor's Industry Clusters: Energy and Biotechnology.

Demand Occupations

A list of over 190 demand occupations was developed from overall data based on both the number employed in an occupation in the area and projected growth. The demand occupation list will be used as general labor market information and training for programs other than WIA. It is shown below.

Draft Demand Occupations

Soc	Soc Title
11-2022	Sales Managers
11-3011	Administrative Services Managers
11-3031	Financial Managers
11-3051	Industrial Production Managers
11-9011	Farm, Ranch, and Other Agricultural Managers
11-9021	Construction Managers
11-9032	Education Administrators, Elementary and Secondary School
11-9051	Food Service Managers
11-9111	Medical and Health Services Managers
11-9141	Property, Real Estate, and Community Association Managers
11-9199	Managers, All Other
11-1011	Chief Executives
11-1021	General and Operations Managers
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products
13-1051	Cost Estimators
13-1071	Employment, Recruitment, and Placement Specialists
13-1073	Training and Development Specialists
13-1111	Management Analysts
13-1199	Business Operations Specialists, All Other
13-2011	Accountants and Auditors
13-2072	Loan Officers
15-1021	Computer Programmers
15-1041	Computer Support Specialists
15-1051	Computer Systems Analysts
15-1071	Network and Computer Systems Administrators
15-1081	Network Systems and Data Communications Analysts
17-2051	Civil Engineers
17-3022	Civil Engineering Technicians
17-3023	Electrical and Electronic Engineering Technicians
19-3021	Market Research Analysts
19-4011	Agricultural and Food Science Technicians
21-1021	Child, Family, and School Social Workers
21-1022	Medical and Public Health Social Workers
21-1092	Probation Officers and Correctional Treatment Specialists

21-1093 *Social and Human Service Assistants*
 23-2011 *Paralegals and Legal Assistants*
 25-1191 *Graduate Teaching Assistants*
 25-2011 *Preschool Teachers, Except Special Education*
 25-2012 *Kindergarten Teachers, Except Special Education*
 25-2021 *Elementary School Teachers, Except Special Education*
 25-2022 *Middle School Teachers, Except Special and Vocational Education*
 25-2031 *Secondary School Teachers, Except Special and Vocational Education*
 25-2032 *Vocational Education Teachers, Secondary School*
 25-2041 *Special Education Teachers, Preschool, Kindergarten, and Elementary School*
 25-2042 *Special Education Teachers, Middle School*
 25-3099 *Teachers and Instructors, All Other*
 25-4031 *Library Technicians*
 25-9041 *Teacher Assistants*
 27-1024 *Graphic Designers*
 27-1026 *Merchandise Displayers and Window Trimmers*
 27-3031 *Public Relations Specialists*
 29-1111 *Registered Nurses*
 29-1126 *Respiratory Therapists*
 29-2011 *Medical and Clinical Laboratory Technologists*
 29-2012 *Medical and Clinical Laboratory Technicians*
 29-2021 *Dental Hygienists*
 29-2034 *Radiologic Technologists and Technicians*
 29-2041 *Emergency Medical Technicians and Paramedics*
 29-2052 *Pharmacy Technicians*
 29-2061 *Licensed Practical and Licensed Vocational Nurses*
 29-2071 *Medical Records and Health Information Technicians*
 31-1011 *Home Health Aides*
 31-1012 *Nursing Aides, Orderlies, and Attendants*
 31-2021 *Physical Therapist Assistants*
 31-9091 *Dental Assistants*
 31-9092 *Medical Assistants*
 33-1011 *First-Line Supervisors/Managers of Correctional Officers*
 33-2011 *Fire Fighters*
 33-3012 *Correctional Officers and Jailers*
 33-3051 *Police and Sheriff's Patrol Officers*
 33-9032 *Security Guards*
 35-1012 *First-Line Supervisors/Managers of Food Preparation and Serving Workers*
 35-2011 *Cooks, Fast Food*
 35-2012 *Cooks, Institution and Cafeteria*
 35-2014 *Cooks, Restaurant*
 35-2021 *Food Preparation Workers*
 35-3011 *Bartenders*
 35-3021 *Combined Food Preparation and Serving Workers, Including Fast Food*

35-3022 *Counter Attendants, Cafeteria, Food Concession, and Coffee Shop*
 35-3031 *Waiters and Waitresses*
 35-9011 *Dining Room and Cafeteria Attendants and Bartender Helpers*
 35-9021 *Dishwashers*
 35-9031 *Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop*
 37-1011 *First-Line Supervisors/Managers of Housekeeping and Janitorial Workers*

 37-2011 *Janitors and Cleaners, Except Maids and Housekeeping Cleaners*
 37-2012 *Maids and Housekeeping Cleaners*
 37-3011 *Landscaping and Groundskeeping Workers*
 39-3091 *Amusement and Recreation Attendants*
 39-5012 *Hairdressers, Hairstylists, and Cosmetologists*
 39-9011 *Child Care Workers*
 39-9021 *Personal and Home Care Aides*
 39-9031 *Fitness Trainers and Aerobics Instructors*
 39-9032 *Recreation Workers*
 41-1011 *First-Line Supervisors/Managers of Retail Sales Workers*
 41-1012 *First-Line Supervisors/Managers of Non-Retail Sales Workers*
 41-2011 *Cashiers*
 41-2021 *Counter and Rental Clerks*
 41-2022 *Parts Salespersons*
 41-2031 *Retail Salespersons*
 41-3011 *Advertising Sales Agents*
 41-3021 *Insurance Sales Agents*
 41-3031 *Securities, Commodities, and Financial Services Sales Agents*
 41-3099 *Sales Representatives, Services, All Other*
 41-4012 *Sales Reps, Wholesale & Manufacturing, Ex Technical and Scientific Products*
 41-9022 *Real Estate Sales Agents*
 43-1011 *First-Line Supervisors/Managers of Office & Administrative Support Workers*

 43-3011 *Bill and Account Collectors*
 43-3021 *Billing and Posting Clerks and Machine Operators*
 43-3031 *Bookkeeping, Accounting, and Auditing Clerks*
 43-3051 *Payroll and Timekeeping Clerks*
 43-3071 *Tellers*
 43-4051 *Customer Service Representatives*
 43-4081 *Hotel, Motel, and Resort Desk Clerks*
 43-4111 *Interviewers, Except Eligibility and Loan*
 43-4171 *Receptionists and Information Clerks*
 43-5031 *Police, Fire, and Ambulance Dispatchers*
 43-5032 *Dispatchers, Except Police, Fire, and Ambulance*
 43-5052 *Postal Service Mail Carriers*
 43-5053 *Postal Service Mail Sorters, Processors, and Processing Machine Operators*
 43-5061 *Production, Planning, and Expediting Clerks*

43-5071 *Shipping, Receiving, and Traffic Clerks*
 43-5081 *Stock Clerks and Order Fillers*
 43-6011 *Executive Secretaries and Administrative Assistants*
 43-6012 *Legal Secretaries*
 43-6013 *Medical Secretaries*
 43-6014 *Secretaries, Except Legal, Medical, and Executive*
 43-9021 *Data Entry Keyers*
 43-9061 *Office Clerks, General*
 45-2093 *Farmworkers, Farm and Ranch Animals*
 45-4022 *Logging Equipment Operators*
 47-1011 *First-Line Supervisors/Managers of Construction Trades & Extraction Workers*
 47-2031 *Carpenters*
 47-2051 *Cement Masons and Concrete Finishers*
 47-2061 *Construction Laborers*
 47-2073 *Operating Engineers and Other Construction Equipment Operators*
 47-2111 *Electricians*
 47-2141 *Painters, Construction and Maintenance*
 47-2152 *Plumbers, Pipefitters, and Steamfitters*
 47-2211 *Sheet Metal Workers*
 47-4051 *Highway Maintenance Workers*
 47-5071 *Roustabouts, Oil and Gas*
 49-1011 *First-Line Supervisors/Managers of Mechanics, Installers, and Repairers*
 49-3021 *Automotive Body and Related Repairers*
 49-3023 *Automotive Service Technicians and Mechanics*
 49-3031 *Bus and Truck Mechanics and Diesel Engine Specialists*
 49-3093 *Tire Repairers and Changers*
 49-9021 *Heating, Air Conditioning, and Refrigeration Mechanics and Installers*
 49-9041 *Industrial Machinery Mechanics*
 49-9042 *Maintenance and Repair Workers, General*
 49-9044 *Millwrights*
 49-9051 *Electrical Power-Line Installers and Repairers*
 51-1011 *First-Line Supervisors/Managers of Production and Operating Workers*
 51-2023 *Electromechanical Equipment Assemblers*
 51-2041 *Structural Metal Fabricators and Fitters*
 51-2092 *Team Assemblers*
 51-3021 *Butchers and Meat Cutters*
 51-3022 *Meat, Poultry, and Fish Cutters and Trimmers*
 51-3023 *Slaughterers and Meat Packers*
 51-4031 *Cutting/Punching/Press Machine Setters/Operators/Tenders/Metal and Plastic*
 51-4033 *Grind/Lapping/Polish/Buffi Machine Tool Setters, Op/ Tend, Metal and Plastic*
 51-4041 *Machinists*
 51-4121 *Welders, Cutters, Solderers, and Brazers*
 51-5023 *Printing Machine Operators*

51-6011 *Laundry and Dry-Cleaning Workers*
 51-7011 *Cabinetmakers and Bench Carpenters*
 51-7041 *Sawing Machine Setters, Operators, and Tenders, Wood*
 51-7042 *Woodworking Machine Setters, Operators, and Tenders, Except Sawing*
 51-8013 *Power Plant Operators*
 51-8031 *Water and Liquid Waste Treatment Plant and System Operators*
 51-9021 *Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders*
 51-9023 *Mixing and Blending Machine Setters, Operators, and Tenders*
 51-9032 *Cutting and Slicing Machine Setters, Operators, and Tenders*
 51-9041 *Extruding, Forming, Pressing, Compacting Machine Setters, Operators, Tenders*
 51-9051 *Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders*
 51-9061 *Inspectors, Testers, Sorters, Samplers, and Weighers*
 51-9111 *Packaging and Filling Machine Operators and Tenders*
 51-9121 *Coating, Painting, and Spraying Machine Setters, Operators, and Tenders*
 51-9196 *Paper Goods Machine Setters, Operators, and Tenders*
 51-9198 *Helpers--Production Workers*
 53-1021 *First-Line Supervisors/Mgrs of Helpers, Laborers, & Material Movers, Hand*
 53-1031 *First-Line Super/Mgrs of Transp/Material-Moving Machine & Vehicle Operators*
 53-3022 *Bus Drivers, School*
 53-3031 *Driver/Sales Workers*
 53-3032 *Truck Drivers, Heavy and Tractor-Trailer*
 53-3033 *Truck Drivers, Light or Delivery Services*
 53-7051 *Industrial Truck and Tractor Operators*
 53-7061 *Cleaners of Vehicles and Equipment*
 53-7062 *Laborers and Freight, Stock, and Material Movers, Hand*
 53-7063 *Machine Feeders and Offbearers*
 53-7064 *Packers and Packers, Hand*

Target Occupations

The list of high priority occupations was developed based on labor market data and local wisdom. The Target Occupations List is limited to 40 occupations. The following information will be included with the target occupations when submitted:

- *Six-digit SOC code*
- *The criteria used in making occupation targeting choices*
- *Eligible Training Provider availability*
- *Target occupational levels*

The target industry list, current and projected employment estimates, projected growth, wages, and educational levels were all reviewed in determining the occupations that are included.

DRAFT TARGET OCCUPATION LIST

11-2022	Sales Managers
15-1021	Computer Programmers
15-1099	Computer Specialists, All Other
17-3022	Civil Engineering Technicians
17-3023	Electrical & Electronic Engineering Technicians
17-3026	Industrial Engineering Technicians
21-1093	Social & Human Service Assistants
25-1081	Education Teachers, Postsecondary
25-2011	Preschool Teachers, Except Special Education
25-2031	Secondary School Teachers, Except Special & Vocational Ed
25-2041	Special Ed Teachers, Preschool, Kindergarten, & Elementary
29-1111	Registered Nurses
29-1126	Respiratory Therapists
29-1199	All Other Health Diagnosing & Treating Practitioners
29-2012	Medical & Clinical Laboratory Technicians
29-2034	Radiological Technologists & Technicians
29-2041	Emergency Medical Technicians & Paramedics
29-2052	Pharmacy Technicians
29-2061	Licensed Practical & Licensed Vocational Nurses
29-2071	Medical Records & Health Information Technicians
29-9099	All Other Health Professionals & Technicians
31-1012	Nursing Aides, Orderlies, & Attendants
31-9092	Medical Assistants
31-9099	Healthcare Support Workers, All Other
33-2011	Fire Fighters
33-3012	Correctional Officers & Jailers
33-3051	Police & Sheriff's Patrol Officers
43-3031	Bookkeeping, Accounting, & Auditing Clerks
43-6011	Executive Secretaries & Administrative Assistants
47-2073	Operating Engineers & Other Construction Equipment Operators
47-2111	Electricians
47-2152	Plumbers, Pipefitters, & Steamfitters
49-3023	Automotive Service Technicians & Mechanics
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers
49-9043	Maintenance Workers, Machinery
51-2023	Electromechanical Equipment Assemblers
51-4041	Machinists
51-4121	Welders, Cutters, Solderers, & Brazers
53-3032	Truck Drivers, Heavy & Tractor-Trailer

Appendix 3: Local Workforce Development Board Strategic Planning Alignment with Texas Workforce System Strategic Plan

The Texas Workforce Investment Council (Council) is charged under both state and federal law with the responsibility to recommend Board plans and plan modifications to the Governor for final approval. The Council reviews each plan to ensure that the local goals and objectives are consistent with the statewide long term objectives (LTOs) in the state's system strategic plan – Destination 2010: FY 2004–FY 2009 Strategic Plan for the Texas Workforce Development System (Destination 2010). Local boards are required to demonstrate alignment to six of the 22 LTOs contained in the system strategic plan.

In addition, state law charges the Council with reporting annually to the Governor and the Legislature on the implementation of the system strategic plan, and with monitoring the operation of the state's workforce development system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, the Council also reviews local board plans and plan modifications to determine the boards' progress in implementing the strategies that align with the system strategic plan.

State Fiscal Year (FY) 2009 is the final year of implementation for Destination 2010. During FY 2009, the Council is working with partner agencies to develop the next system strategic plan for Fiscal Years 2010 – 2015. The Council has previously determined that current Board Plans align with the required LTOs in Destination 2010. Since this is the final year of the current system plan, the Council will not request that Boards demonstrate further alignment at this time. However, while not part of the request in this appendix, the Council will review information submitted in response to the Texas Workforce Commission's request for industry and occupational priorities. This corresponds to LTO SC 4.0 in Destination 2010.

Three questions must be addressed during this plan modification. The questions and responses are below.

- 1. 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. (Corresponds to Long Term Objective CU 1.0)**

The two most successful strategies for increasing the number of employers accessing programs and services are incumbent worker grants and employer outreach. The overall barrier that these services overcame was a lack of community awareness of the new system and services.

Incumbent Worker grants have increased the business community's awareness of Workforce Solutions and access to all the services and programs offered by Workforce Solutions Deep East Texas and increased access to services by businesses. Training grants up to \$10,000 were offered to area businesses as reimbursement for approved trainings. A simple contracting process was developed for businesses wishing to participate. Local newspapers have printed articles about this grant program, providing publicity both for the training program and other workforce services offered.

Direct and indirect employer outreach occurs on numerous levels. Workforce staff and Board members are a part of community organizations that serve businesses. These organizations include economic development groups and chambers of commerce. Business services staff also have job duties directly related to making employer contacts, presentations, attendance at community events, cooperative job fairs, occasional workshops, and quarterly employer focus groups.

Rather than being known as the "unemployment office," Workforce Solutions Deep East Texas is now known for its business-friendly, variety of useful services.

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

Employer initiated contacts increased from an average of 230 per month in PY 2005 to 520 as of April 2009, indicating that employer awareness has increased. The percent of market share, as defined and measured by TWC, has increased from 21.38% for PY 2005, to 36.84% in April 2009, a 15% increase of employers accessing and using services.

2. 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 the strategies. (Corresponds to Long Term Objective CU 2.0)

The most successful strategies to increase communication and outreach to employers are employer focus groups in the workforce centers and partnerships with local organizations.

The five full-service one-stop centers host quarterly employer focus groups. Invitations are sent to 50-100 employers within the nearest counties. At the focus groups, employers are invited to discuss which services are most valuable to them and any additional services that might be useful. At least one short informational presentation is made. Ideas for future workshop topics and

meetings are also discussed. This has given employers a means of direct input into the centers, thereby increasing their satisfaction with services.

Forming partnerships with area organizations has greatly increased communication and outreach to employers. Many board members and staff are active and visible in local chambers of commerce and other community organizations, where they serve with employers on committees, make presentations, and participate in events. Relationships with influential community leaders and employers forged through working together creates many more networking connections and outreach opportunities. Staff has worked with local colleges on a number of grant awards and special projects to meet stated employer needs. Staff attends Human Resource Management meetings to meet directly with human resource personnel and hear their issues.

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.

Increased employer contacts show a success using these strategies. Data shows the average monthly contacts increased from 230 per month in PY 2005 to 520 as of April 2009. The percent of market share, as defined and measured by TWC, has increased from 21.38% for PY 2005, to 36.84% in April 2009, a 15% increase of employers accessing and utilizing services. Employer sustainability, as defined and measured by TWC, has increased from 58.95% in PY05 to 72.99% in April 2009.

The Board has no formal means to measure employer satisfaction other than an increase in the number of employers using center services. Informal measurement includes and occasional thank you note from employers to staff, comments from employers to staff at community events, or immediate feedback from employers to staff at focus groups or other special events. Generally, informal feedback has been very favorable.

3. 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. (Corresponds to Long Term Objective SC 4.0)

Identifying and assessing employer workforce needs has been successfully accomplished through the use of employer focus groups and through partnerships with area organizations

In addition to personal visits to employers by business services staff, the quarterly employer focus groups provide an ideal way to identify and assess

employer workforce needs. Employers are free to discuss effective services and any additional services that might be useful. Ideas for future workshop topics and meetings are also discussed, giving employers a means of direct input into the centers to express their needs. Staff then meets with management to discuss the results of the focus group, including the feasibility of implementing new ideas or projects to address employer needs.

Partnerships with area organizations also allow board members and staff to identify and assess employer need on a more informal level. While participating in community organizations, employers have the opportunity to hear what services are available and to directly inform staff of their ideas and needs. Relationships formed through partnerships with other organizations offers more occasions to identify what employers want through networking opportunities. A more formal assessment is done when staff work within organizations to help develop strategic plans, and community leaders and employers identify specific needs. Both formal and informal means helps management identify and make improvements to existing services.

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

Employer contacts indicate success in identifying and assessing needs as the number of employers continue to work with Workforce Solutions Deep East Texas. Data shows the average monthly contacts increased from 230 per month in PY 2005 to 520 as of April 2009. The percent of market share, as defined and measured by TWC, has increased from 21.38% for PY 2005, to 36.84% in April 2009, a 15% increase of employers accessing and using services. Employer sustainability, as defined and measured by TWC, has increased from 58.95% in PY05 to 72.99% in April 2009.

Appendix 4. Process Elements

a. Public Comment

The following replaced previous verbiage in this section:

An announcement that the Strategic and Operational Plan Modification Summary was available for review from May 26, 2009 through June 26, 2009 was published in local newspapers.

- 1. Lufkin Daily News- 300 Ellis, Lufkin Texas 75901*
- 2. Nacogdoches Daily Sentinel- 4920 Colonial Drive, Nacogdoches, Texas 75961*
- 3. Light & Champion- P.O. Box 1989, Center, Texas 75935*

4. *Diboll Free Press- 207 N. Temple, Diboll, Texas 75941*
5. *San Augustine Tribune- 807 E Columbia St., San Augustine, Texas 75972*
6. *Sabine County Reporter- 250 Worth St., Hemphill, Texas 75948*
7. *Newton County News- 211 Glover Drive, Newton, Texas 75966*
8. *LaLengua- 118 W Shepherd, Lufkin, Texas*
9. *Jasper Newsboy- 702 S. Wheeler, Jasper, Texas 75951*
10. *Tyler County Booster,- 204 W. Bluff, Woodville, Texas 75979*
11. *Trinity Standard- 106 Moon Mist, Trinity, Texas 75862*
12. *San Jacinto Newstime- 123 W. Main, Shepherd, Texas 77371*
13. *Polk County Enterprise- 100 E. Calhoun St, Livingston, Texas 77351*
14. *Houston County Courier- 102 S. 7th St., Crockett, Texas 75835*

This announcement was also posted in the Texas Register and on the Board's web site, detwork.org on May 26, 2009. The Strategic and Operational Plan Modification Summary was available on the web site, at the Board office at 539 S. Chestnut, Suite 300 in Lufkin, Texas, or by calling 639-8898 and requesting a copy be mailed.

Outreach was completed by mailing the publication announcement to local entities, including representatives of business, labor, economic development, and education to provide an appropriate opportunity for partner organizations to comment on the plan and allowed them to submit written comments to the Board.

Written comments were accepted at the following postal address: 539 South Chestnut, Suite 300, Lufkin, Texas 75901, faxed to the following number: 936-633-7491, or e-mailed to the following individual: Marilyn Hartsook at marilyn.hartsook@twc.state.tx.us.

The plan modification will be discussed at the June 9, 2009 Board meeting, which is a public meeting.

No negative written comments about the Board's plan modification were received.

b. Fiscal Agent - No changes at this time

c. Priority of Service –

Question 2 was added to this section.

1. Designation of Restricted or Unrestricted Funds - No changes at this time.

2. Identifying and Informing Eligible Veterans and Eligible Spouses

1. **Boards must describe the procedures they have developed and implemented to ensure that eligible veterans and eligible spouses are:**
 - **identified at the point of entry; and**
 - **informed of:**
 - a. **their right to priority of service;**
 - b. **the full array of employment, training, and placement services available under priority of service; and**
 - c. **any applicable eligibility requirements for those programs and services.**

2. **Boards must also describe the process used to identify eligible veterans at the point of entry by allowing individuals to self-identify as eligible veterans.**

Eligible veterans and spouses are self-identified by completing military information on the common application form. As they are greeted by front desk staff, self-identified priority groups are informed of their priority for services. First-time customers, including veterans and eligible spouses are given a brief orientation of the services available. Veterans are notified of workforce center programs, including priority of services in accordance with WD 04-09, and referred to appropriate programs as necessary. Additionally, veteran staff and job specialists ensure veterans are aware they have one-on-one assistance available to them. If needed, intensive services and training are recommended and discussed with individuals found to have one or more barriers or employment issues. Eligibility requirements for any programs referred to are discussed by program staff.

Appendix 5. Signature Page

This page must be signed by the Board chair and lead CEO prior to submission to TWC.

Appendix 6. Assurances

No changes at this time.

Appendix 7. Memoranda of Understanding

Boards must submit the chart below showing current MOU expiration dates.

Memoranda of Understanding Summary

Required Partner Agency or Program	Expiration Date
<i>WIA Title I – Adult, Dislocated Worker, and Youth Programs: by contract</i>	<i>September 30, 2009</i>
<i>Temporary Assistance for Needy Families (TANF)/Choices: by contract</i>	<i>September 30, 2009</i>
<i>Food Stamp Employment and Training (FSE&T) : by contract</i>	<i>September 30, 2009</i>
<i>Child Care Services: by contract</i>	<i>September 30, 2009</i>
<i>Project RIO: by contract</i>	<i>September 30, 2009</i>
<i>Trade Act: by contract</i>	<i>September 30, 2009</i>
<i>Wagner-Peyser Employment and Training, as amended by WIA (includes Migrant and Seasonal Farmworkers): by contract</i>	<i>September 30, 2009</i>
<i>Veterans’ Employment and Training Service, as amended by the Jobs for Veterans Act: by contract</i>	<i>September 30, 2009</i>
<i>Apprenticeship – No apprenticeships are available locally with whom to execute an MOU</i>	
<i>WIA Title II – Adult Education and Family Literacy Act</i>	<i>June 30, 2009</i>
<i>National and Community Services Act</i>	<i>Open Ended</i>
<i>Postsecondary Vocational Education Activities under the Carl D. Perkins Act</i>	<i>Open Ended</i>
<i>Senior Community Service Employment Program</i>	<i>August 31, 2009</i>
<i>Coordinated Choices Case Management with the Texas Health and Human Services Commission</i>	<i>Open Ended</i>
<i>Unemployment Insurance</i>	<i>August 31, 2010</i>
<i>Texas Department of Family and Protective Services</i>	<i>August 1, 2011</i>

Optional Partners and Programs	
<i>Vocational rehabilitation programs and services</i>	<i>June 30, 2011</i>
<i>Job Corps services under WIA Youth</i>	<i>June 30, 2012</i>
<i>Native American programs under WIA</i>	<i>Open Ended</i>
<i>Community Services Block Grant programs</i>	<i>Open Ended</i>
<i>Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)</i>	
<i>Texas Department of Housing and Community Affairs or local housing authority</i>	<i>Open Ended</i>
<i>Community Development Block Grant recipients</i>	

<i>Local education agencies</i>	
<i>Vocational education agencies</i>	
<i>Colleges</i>	
<i>Extension Services</i>	
<i>Fatherhood initiative programs or other child support programs</i>	
<i>Army National Guard employment and training programs</i>	
<i>Texas Youth Commission</i>	
<i>Juvenile Probation Commission</i>	
<i>Texas Department of Criminal Justice</i>	<i>Open Ended</i>
<i>Migrant and Seasonal Farmworker youth educational services</i>	<i>Open Ended</i>
<i>National Farmworker Jobs Program Grantee</i>	
<i>Domestic violence intervention programs</i>	<i>Open Ended</i>
<i>Community-based organizations</i>	<i>Open Ended</i>

<i>Other Local Partners and Programs</i>	
<i>Military Recruiting Battalion</i>	<i>Open Ended</i>
<i>2-1-1 Information and Referral Services</i>	<i>Open Ended</i>
<i>Head Start/Early Head Start Child Development Center</i>	<i>Open Ended</i>

Boards must submit copies of new, renewed, or revised MOUs with required partners that have been executed since the Board’s modification submitted in 2007, unless the Board has a contract with the partners listed.

The following MOUs are either new, revised, or renewed:

- Head Start/Early Head Start Child Development Center
- Department of Assistive and Rehabilitative Services
- Goodwill Industries of Central East Texas
- Texas Department of Criminal Justice-Parole Division
- Texas Workforce Commission for Unemployment Insurance Benefits
- Angelina College Adult Education Services
- 211

Copies of these MOUs will be submitted with the plan modification

Appendix 8. Regional Plans

Workforce Solutions Deep East Texas is not required to submit a regional plan at this time.

Appendix 9. Review Criteria

This section shows the required elements of the plan and the page number where those elements may be found. It will be included with the final submission.