

COMPREHENSIVE

LOCAL PLAN

PROGRAM YEARS 2017 – 2020



JANUARY 2017

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MISSION

STRENGTHEN THE ALAMO REGIONAL ECONOMY
BY GROWING AND CONNECTING
TALENT PIPELINES TO EMPLOYERS

2020 VISION STATEMENT

TO LEAD THE MOST INTEGRATED COMMUNITY
WORKFORCE NETWORK IN THE NATION

CORE VALUES

ACCOUNTABILITY
COLLABORATION
EXCELLENCE
INNOVATION
INTEGRITY

FOUR-YEAR COMPREHENSIVE PLAN
FOR THE PROGRAM YEARS OF 2017 – 2020
WORKFORCE SOLUTIONS ALAMO

WORKFORCE SOLUTIONS ALAMO BOARD

<p>Ms. Andrea Guajardo Chair Representing Private Sector</p>	<p>Ms. Melissa A. Sadler-Nitu Vice-Chair Representing Education</p>	<p>Mr. John T. Blaylock Secretary Representing Private Sector</p>
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CHIEF ELECTED OFFICIALS

<p>Mayor Ivy R. Taylor City of San Antonio</p>	<p>Judge Nelson W. Wolff Bexar County</p>
<p>Judge Robert L. Hurley Atascosa County</p>	<p>Judge Richard Evans Bandera County</p>
<p>Judge Sherman Krause Comal County</p>	<p>Judge Arnulfo C. Luna Frio County</p>
<p>Judge Mark Stroehler Gillespie County</p>	<p>Judge Kyle Kutscher Guadalupe County</p>
<p>Judge Walter R. Long, Jr. Karnes County</p>	<p>Judge Darrel L. Lux Kendall County</p>
<p>Judge Tom Pollard Kerr County</p>	<p>Judge Chris Schuchart Medina County</p>
<p>Judge Richard L. Jackson Wilson County</p>	

SIGNATURES

Ms. Andrea Guajardo
Board Chair

Date

Honorable Judge Nelson W. Wolff
Bexar County

Date

Mayor Ivy R. Taylor
City of San Antonio

Date

Mr. Alan D. Miller
WSA Interim Chief Executive Officer

Date

Executive Summary

The Workforce Innovation and Opportunity Act (WIOA) passed in July 2014 requires that Boards set priorities for and oversee the workforce development system in their region. Local Workforce Boards have until February 28, 2017, to submit a comprehensive four-year plan (Local Plan) to the Texas Workforce Commission (TWC) that promotes communication, coordination, and collaboration among employers, economic development organizations, community-based partners, and other service providers that support the economic growth of the local workforce development system while meeting the needs of employers and job seekers.

Workforce Solutions Alamo's (WSA) Board of Directors, Chief Executive Officer, Directors and staff initiated processes to address key mandates of the changed Act and to ensure that the local plan aligns with a) *The Texas Workforce System Strategic Plan FY 2016-FY 2023*, b) *The Texas Workforce Commission 2015-2019 Strategic Plan*, c) *the Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA) of 2014 PY 2016-PY 2019*, and d) *the Adult Education and Literacy Strategic Plan for FY 2015-FY 2020*. This Plan also fulfills our local partnership agreements and requirements in collaboration with chief elected officials.

The Local plan addresses strategic and operational elements that WSA will undertake to support the local workforce development system and align with WSA's mission, vision and core values. To develop the plan extensive research was conducted, including a comprehensive regional labor market analysis, and an assessment of the delivery of services and partnerships. Substantial focus was placed on incorporating the new WIOA mandates into the local program design.

Research involved an analysis of, but was not limited to, the following:

- Demographic data,
- Socio-economic data,
- Employment trends and projections 2012-2022,
- Labor market conditions,
- Career pathways,
- STEM occupations,
- Apprenticeship programs,
- Community input (public comments, stakeholder meetings),
- Service delivery and programs, and
- Partnerships.

Key outcomes include the identification of:

- Seventeen high-demand occupations,
- Seven regional targeted industry clusters,
- Fifteen targeted industries,
- Sixty-four target occupations,
 - Twenty-two occupations tied to registered apprenticeship programs.

The regional labor market analysis ties the ways in which career pathways, which include recognized, portable, and stackable credentials, will be integrated into services and to target

occupations. A key effort aims at the development of apprenticeships and work-based experiences. WSA will work with industry and Department of Labor (DOL) to develop additional apprenticeship programs in the region.

The Plan outlines the following seven overall goals and strategies: focus on employers, build an educated and skilled workforce, engage in partnerships, promote sector-focused career pathways, align systems to improve and integrate programs, strategies for youth and job seekers with barriers, and strategies for performance and accountability.

Incorporated within the plan are sector strategies and regional and local partnerships along with collaborative efforts. The plan identifies required partnerships, new partners based on regional needs, as well as efforts towards specific service and systems integrations.

Addressed in the plan are the operational goals and elements that WSA will undertake to ensure a strong focus on providing services for its primary customers: job seekers (adults and youth) and employers. The plan identifies strategies that will eliminate barriers for targeted populations (i.e. veterans, individuals with disabilities, persons with limited English proficiency, homeless, ex-offenders, long-term unemployed, and foster youth).

Additionally, the plan also addresses how WSA will continue to create linkages between industry needs, training provider offerings and job seekers, as well as prioritize services to businesses in targeted industry/occupations.

The Plan also outlines WSA's commitment to continuous improvement and ensuring that required mechanisms are in place in regards to quality control, and compliance with federal, state and local policies, competitive processes, and the disbursement of grant funds.

Part A. STRATEGIC ELEMENTS

Board's Vision

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

Board Response: WSA Board Strategic Vision

The Workforce Solutions Alamo (WSA) Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. The Board represents the taxpayers of the 12-county Alamo region. WSA anticipates incorporating a thirteenth county, McMullen County, which will be added to our workforce development area effective July 1, 2017. The Board's membership reflects the diverse constituencies of the regional community: business, economic development, education, labor, community organizations, and government.

The WSA Board is committed to promoting **regional economic growth** and **economic self-sufficiency** by operating a workforce system that fully aligns efforts of local partners and communities in the region with State-level strategic efforts with which the Plan is required to be aligned to. TWC WD Letter 22-16, Change 1, *Local Workforce Development Board Planning Guidelines for Program Years 2017-2020—Update*, required for the Plan to align with a) *The Texas Workforce System Strategic Plan FY 2016-FY 2023*, b) *The Texas Workforce Commission 2015-2019 Strategic Plan*, c) *the Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA) of 2014 PY 2016-PY 2019*, and d) *the Adult Education and Literacy Strategic Plan for FY 2015-FY 2020*.

The Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership over the Alamo workforce system, working to ensure that the area has an educated, skilled workforce.

WSA Board's vision endeavors to lead the most integrated community workforce network in the nation. The WSA Board and its' regional partners recognize the collaborative process as a powerful means to collectively achieve economic growth that enables the workforce occupational demand to increase, thus providing the opportunity for more job seekers to reach self-sufficiency. WSA and its' regional workforce partners have a history of collaborative planning and have aligned strategic initiatives with targeted industry sectors and demand occupations. The Strategic Goals outlined below identify the key areas of focus for the duration of this Plan. Subsequent sections describe the Strategies and Actions to achieve the outlined broader goals of the workforce system.

As required, WSA's strategies fully align with the TWC's System Strategic Plan's goals which have a focus on employers, of engaging in partnerships, on the alignment of system elements, and on improving and integrating programs. Our strategies are also consistent with TWC's 2015-2019 Strategic Plan's and TWC's 2016-2019 Combined State Plan's goals that support benchmarks related to secondary and post-secondary educational achievement, the self-sufficiency of individuals, economic development and job creation, and providing citizens with greater access to government services. In addition, these strategies also wholly incorporate the alignment of Adult Education & Literacy (AEL) activities with other core programs in the workforce system, as outlined in TWC's AEL Strategic Plan for 2015-2020.

I - Focus on Employers

By engaging employers, education and training providers to work together to align career and technical education with local industry skill expectation, the WS Alamo area will have job seekers that are trained to meet the employer's hiring criteria to obtain employment. WSA Board staff have identified the strategies below to focus on employers in the Alamo region:

- **Strategy 1:** Work together with employers, education and training providers, and local organizations to better align career and technical education with local industry skill expectation.
- **Strategy 2:** Increase marketing, outreach, and enrollment efforts in rural communities
- **Strategy 3:** Continue to work with rural counties to assist with employer retention and expansion strategies and to provide information about any opportunities for grant assistance i.e. skills development grants.
- **Strategy 4:** Strengthen and expand mechanisms that capture employer needs and develop tools, processes, and actions that support these needs.
- **Strategy 5:** Identify under-utilized talent pools, such as foster youth, individuals with special needs, and residents of underserved areas (including the Eastside Promise Zone/EPZ), to increase their marketability through community partnerships, training, and resources that promote linkages with employers.

II - Assist in Building an Educated and Skilled Workforce

By collaboratively working with all regional partners and employers in building a better educated and skilled workforce, WSA will be contributing to the economic growth and wage elevation for individuals in the local workforce. The synergy created from the collaboration will enhance the education training and skill sets of the local workforce, which is a critical contributor in regional economic development efforts. WSA Board staff have identified the strategies below to build an educated and skilled workforce in the Alamo region:

- **Strategy 1:** Increase registered apprenticeship training opportunities that align with the targeted occupations.
- **Strategy 2:** Promote and structure training services that provide portable, stackable, and transferable credits and credentials.
- **Strategy 3:** Support local initiatives that focus on technology as spearheaded by industry-centered partnerships.

- **Strategy 4:** Continue working on alignment to the TWC-contracted goals and regional workforce needs, and funding opportunities that expand available training/educational resources for students, job seekers, and incumbent workers.

III - Engage in Partnerships

The framework over which WSA's services will be offered is one that is based on strong networks as developed through vibrant partnerships. Through these partnerships, WSA will aim at leveraging regional resources, enhancing the alignment of systems, and promoting communication. WSA will work towards the identification of shared needs, data, and information, WSA will build systems that can influence positive change in the local economy. WSA Board staff have identified the strategies outlined below to engage in partnerships:

- **Strategy 1:** Continue to work with area partners to leverage resources by establishing shared entry points and a fail proof and effective referral system.
- **Strategy 2:** Continue to assist in promoting all community workforce targeted programs in the American Job Centers and will share eligible resources that assist in other partner programs; i.e. co-enrollment, entrepreneurship and small or start-up business workshops.
- **Strategy 3:** Seek out opportunities to collaborate with all regional workforce partners to pursue other resources that would provide a greater impact in the local workforce training pipeline.
- **Strategy 4:** Engage partners to identify and address regional priorities and continue to support needs-based and results-oriented programs.

IV - Promote Fully Articulated Career Pathways

By promoting fully articulated career pathways, WSA will provide residents with efficient channels for career progression and upward mobility that provides regional employers with a ready supply of talent for growth and expansion. WSA Board staff have identified the strategies below as critical to promote fully articulated career pathways:

- **Strategy 1:** Work with employers, educational institutions and regional partners to identify clear pathways or "mapping" of knowledge, skills and abilities that illustrate the steps necessary to move from one educational or employment milestone to another.
- **Strategy 2:** Provide strong support or "navigation" career counseling, assessment of skills, interests, and aptitudes.
- **Strategy 3:** Work with training partners on instruction in basic or foundational skills to include both academic and interpersonal relationship skills or soft skills necessary to succeed in the workplace.
- **Strategy 4:** WSA will systematically shift toward a sector strategies, career pathways model, and public-private industry partnership initiatives to ensure that workforce training is directly linked to employers' talent needs.

V - Align System Elements to Improve and Integrate Programs

By aligning local programs and resources that address high-priority programmatic needs through an integrated strategy, WSA can improve the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. WSA

Board staff have identified the strategies below to align system elements and to improve and integrate both programs funded by WSA as well as our community partners:

- **Strategy 1:** Work with area partners to continuously improve the referral system to help remove obstacles and barriers to success, to promote successful performance on the job and in school.
- **Strategy 2:** Address all WIOA defined barriers to employment through Adult, Dislocated Worker and Youth program activities and partner with community program providers to enhance the skill level and earnings potential for participants with significant barriers to employment.
- **Strategy 3:** Work with TWC, AEL, and Vocational Rehabilitation partners to consolidate intake, referral, and service strategies that focus on training and employment.
- **Strategy 4:** WSA will collaborate to promote both economic and educational mobility for the Alamo Region.

VI – Youth and Job Seekers with Barriers Strategies

Children and youth represent the future of the region. By fostering specific opportunities and providing multiple wrap-around services for both in- and out-of-school youth, WSA will help increase high school graduation, post-secondary enrollment/completion, and gainful employment rates for youth.

- **Strategy 1:** Work with employers and with agencies that connect youth with employers to assist in the implementation of work-based learning initiatives, including internships, work experience, job shadowing, leadership development activities, pre-apprenticeship, apprenticeship, subsidized summer employment, and financial literacy.
- **Strategy 2:** Focus on reconnecting out-of-school youth (OSY) to education and jobs.
- **Strategy 3:** Provide in-school-youth (ISY) with supports that are necessary for the successful completion of high school.
- **Strategy 4:** Work in partnerships to assist youth in GED/high school completion activities, tutoring, subsidized employment, college visits, and strategic career information.
- **Strategy 5:** Increase enrollment of marginalized and OSY by cultivating strong relationships with community and faith-based organizations.
- **Strategy 6:** Strengthen partnerships with secondary education institutions and AEL providers to promote high school (and equivalency) attainment, and to prevent youth from dropping out of school.

VII – Performance Accountability Strategies

The WSA Board of Directors and committees (i.e. oversight, planning, youth, and executive), evaluate the performance and operations of the system as a whole, and that of each individual component. This committee structure and WSA's emphasis on continuous planning and continuous improvement facilitates high levels of integration and coordination in the workforce system.

- **Strategy 1:** Continue to strengthen systems that support an environment of knowledge and provides the needed insight to attain and excel in all TWC-Contracted performance measures and other contracted grants.
- **Strategy 2:** Maintain adequate internal accounting controls to provide assurance of properly recorded and timely transactions that are in accordance with state and federal regulations, including the provision of accurate financial records to the Board, Local, State, and Federal agencies.
- **Strategy 3:** Maintain and promote a continuous improvement process to ensure accountability, integrity, and quality within our workforce programs.
- **Strategy 4:** Commit to review and refine all contracting and procurement policies, procedures, and processes to ensure compliance and adherence to applicable rules and regulations.
- **Strategy 5:** Continue to work to ensure that all data and customer information is secure and protected from unauthorized access and exposure.

WIOA requires states to support regional efforts that result in the analysis of the regional labor market, establishment of regional service strategies, development and implementation of sector initiatives for in-demand industry sectors or occupations for the region, and the coordination of services with regional economic development needs. To that effect, WSA has a demonstrated history of collaboration beyond the designated workforce area. These collaborative efforts have resulted in workforce system leaders partnering to align workforce policies and services with regional economies and supporting service delivery strategies tailored to these needs. Examples of WSA's inter-regional partnerships include:

- Five Boards (Alamo, Coastal Bend, Golden Crescent, Middle Rio Grande, and South Texas) working collaboratively to support the needs of the oil and gas industry in the Eagle Ford Shale area;
- Alamo, the Capital Area, Central Texas, Greater Dallas, Heart of Texas, North Central Texas, Rural Capital Area, and Tarrant County Boards acting as members of the I-35 Initiatives Consortium. The consortium was founded in 2010 to establish a multiregional coordinated strategy for meeting the recruitment and skill training needs of businesses in the life sciences cluster, with an emphasis on health care and bioscience. The consortium represents 46% of Texas' residents located in the 51 counties that span from San Antonio to Dallas-Fort Worth.

With these strategies, WSA will continue to lead a flexible and adaptable market-based and customer-focused workforce development system in the Alamo area.

2. [A description of the Board's strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local area, to achieve the vision and goals.](#)

Board Response:

WSA works with entities carrying out core programs, and with required partners to align resources available to the local area by continuing to implement and strengthen execution of the Texas Model in the Alamo area. Within the WSA operated workforce system, the contractors

managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, but shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance. The contractor is likewise responsible for providing direction to Texas Veterans Commission (TVC) staff, in coordination TVC administration, as well as the Texas Veterans Leadership Program (TVLP).

Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

- Due to the restructuring of AEL services in Texas, to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the regional AEL Alamo Consortium of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20).
- In 2016, the Department of Assistive and Rehabilitative Services (DARS) and Division of Blind Services (DBS) was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with DARS and DBS to leverage the full breadth of resources provided to the Alamo region. WSA Board staff has actively engaged with their departmental counterparts. To efficiently coordinate operations and services, leadership from both of our groups has been engaged in strategic planning, business engagement and future facility colocation. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities.

AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources, and are responsible for integration of services. WSA Board staff is responsible for direct management and oversight of any and all WSA contractors and coordination and collaboration with AEL and VRS to ensure effective execution.

Alignment with Vision and Goals: Consolidation of core program management and oversight, and day to day management of partner staff, ensures alignment of resources. Strong management and oversight by the WSA Board and Board staff ensures resources are deployed consistent with the WSA Vision, "to lead the most integrated community workforce network in the nation" and achieve the goals outlined within this plan.

Economic and Workforce Analysis

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

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

Board Response:

The economic environment of the WSA service region has strengthened significantly during the last three years, offering quality employment opportunities for varying occupations and skill levels to local job seekers. The region is comprised of twelve Counties – Atascosa, Bandera, Bexar, Frio, Comal, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, and Wilson.

As evidenced in Table 1, the twelve county area collectively has shown a steady increase in the number of establishments, average employment, average weekly wages and total wages contributing to the local economy. Average weekly wages show a steady increase from 2014-2016 for most of the twelve counties. According to TWC quarterly employment and wage data, in 2014, there were 48,023 establishments located in the region, and in 2016 the region grew by 3,399 establishments and collectively had \$9,638,289,699 in total wages, a 9.9% increase from 2014.

TABLE 1. ECONOMIC INDICATORS

County	2014 1st Quarter				2015 1st Quarter				2016 1st Quarter			
	Establishments	Avg Emp	Ave Weekly Wages	Total Wages	Establishments	Avg Emp	Ave Weekly Wages	Total Wages	Establishments	Avg Emp	Ave Weekly Wages	Total Wages
Atascosa	784	10,147	\$837	\$110,432,082	832	11,151	\$872	\$126,388,080	876	12,210	\$801	\$127,170,170
Bandera	385	2,155	\$574	\$16,091,460	401	2,323	\$585	\$17,648,972	415	2,348	\$606	\$18,505,954
Bexar	36,446	639,726	\$897	\$7,456,938,768	37,390	665,010	\$919	\$7,947,338,608	38,987	686,472	\$917	\$8,187,339,188
Comal	3,010	36,895	\$743	\$356,360,207	3,143	40,266	\$765	\$400,675,927	3,321	43,239	\$823	\$462,374,193
Frio	373	5,774	\$1,044	\$78,373,827	377	6,151	\$1,035	\$82,721,571	389	4,801	\$832	\$51,915,180
Gillespie	958	8,413	\$601	\$65,686,625	983	8,801	\$604	\$69,140,667	993	9,052	\$639	\$75,202,047
Guadalupe	1,836	26,249	\$735	\$250,864,773	1,889	26,946	\$753	\$263,908,789	1,943	31,152	\$737	\$298,499,361
Karnes	307	3,479	\$827	\$37,411,192	340	4,314	\$1,152	\$64,597,179	343	3,875	\$1,128	\$56,814,191
Kendall	1,244	10,524	\$791	\$108,235,794	1,292	11,772	\$853	\$130,588,850	1,342	12,538	\$847	\$138,033,653
Kerr	1,369	13,899	\$668	\$120,743,979	1,371	14,050	\$697	\$127,234,097	1,411	14,530	\$699	\$132,098,295
Medina	721	5,993	\$624	\$48,630,134	740	6,236	\$635	\$51,493,849	742	6,229	\$600	\$48,564,270
Wilson	590	4,972	\$583	\$37,688,862	648	5,272	\$596	\$40,851,646	660	5,277	\$609	\$41,773,197
Sum	48,023	768,226		\$8,687,457,703	49,406	802,292		\$9,322,588,235	51,422	831,723		\$9,638,289,699
Average		64,019	\$744			66,858	\$789			69,310	\$770	

Source: TWC Tracer 2 Quarterly Employment and Wages

According to TWC projection data shown in Table 2, the WSA region had 1,067,800 persons employed in 2014 and is projected to grow by 241,730, or approximately 22.6%, new jobs by the year 2024.

The healthcare and social assistance cluster continues to enhance its position as a primary driver of the local economy. According to TWC projections, the healthcare and social assistance cluster in 2014 had 140,840 jobs, and is projected to be the largest industry employer with 44,150 new jobs added by 2024. On the other end of the industry projection spectrum, Mining is projected to lose 350 jobs by 2024, a 3.3% industry employment decrease.

Health Care & Social Assistance, Accommodation & Food Services, Educational Services, and Retail Trade are projected to be the four largest employer industries in the WS Alamo area in 2024. Likewise, other key clusters such as manufacturing, transportation/logistics, information technology, education and professional/technical/business services as well as service industry businesses are projected to continue to expand at a solid rate. WSA target sectors are: Healthcare and Social Assistance, Educational Services, Administration, Finance and Insurance, Construction, Manufacturing, Information, Professional and Technical Services, Other Services.

TABLE 2. INDUSTRY SECTOR PROJECTIONS

Industry		Annual Ave Employment		2014 - 2024	
Code	Title	2014	2024	Number Change	Percent Growth
62	Health Care & Social Assistance *	140,840	184,990	44,150	31.3%
72	Accommodation & Food Services	110,120	141,570	31,450	28.6%
61	Educational Services, Public & Private *	100,050	127,540	27,490	27.5%
44	Retail Trade	112,030	135,150	23,120	20.6%
56	Administrative & Waste Services	63,990	81,480	17,490	27.3%
52	Finance & Insurance *	63,900	77,850	13,950	21.8%
23	Construction *	47,840	61,180	13,340	27.9%
67	Self Employed & Unpaid Family Workers	81,690	94,840	13,150	16.1%
81	Other Services, Excluding Government	40,360	49,990	9,630	23.9%
54	Professional & Technical Services *	45,490	54,910	9,420	20.7%
90	Government	75,770	82,530	6,760	8.9%
42	Wholesale Trade	32,660	39,270	6,610	20.2%
48	Transportation & Warehousing	27,760	33,640	5,880	21.2%
31	Manufacturing*	48,780	53,810	5,030	10.3%
51	Information *	21,090	25,430	4,340	20.6%
55	Management of Companies & Enterprises	10,480	14,410	3,930	37.5%
71	Arts, Entertainment, & Recreation	14,220	17,590	3,370	23.7%
53	Real Estate & Rental & Leasing *	16,230	18,830	2,600	16.0%
22	Utilities	1,370	1,610	240	17.5%
11	Agriculture, Forestry, Fishing, & Hunting	2,430	2,570	140	5.8%
21	Mining	10,690	10,340	-350	-3.3%

Source: TWC Tracer 2

* Target Sectors

Economic Development Alignment: WSA regional workforce partners have a history of collaborative planning and have executed strategic economic development initiatives aligned with targeted industry sectors and occupations.

The WSA Target Industry Clusters/Sectors/Industries are in strong alignment with those of regional economic development partners in metropolitan Bexar County and surrounding counties. Bexar County partners, the San Antonio Economic Development Foundation (SA EDF), Bexar County Economic Development (Bexar Co ED), SA 2020, SA Works, the City of San Antonio Economic Development Department (CoSA EDD), and the Alamo Area Council of Governments

(AACOG) as articulated in the region’s Comprehensive Economic Development Strategy (CEDs). Table 3 shows the aligned industry clusters with these regional partners.

TABLE 3. ALIGNMENT OF TARGETED INDUSTRIES BY REGIONAL PARTNER

CLUSTERS	SA2020	SAEDF / CoSA EDD / BexarCo ED	AACOG (CEDs)	WSA
Healthcare/Bioscience	①	①	①	①
Aerospace	②	②	②	②
Manufacturing (Advanced)	③	③	③	③
IT/Cybersecurity	④	④	④	④
Energy		⑤	⑤	
Finance		⑥	⑥	⑤
Military/Defense	⑤	⑦	⑦	⑥
Construction				⑦
Business Services				⑧

In addition to the economic development partners identified above, WSA works with economic development professionals from rural communities to best align community resources and target/demand occupations to meet their needs, and to support initiatives identified as key drivers of future economic growth in the Alamo region. Communities throughout the region have unique needs that WSA strives to support related to the presence of military bases throughout Bexar County, to robust and balanced economic growth in New Braunfels (Comal County) and the development of micro-cluster vineyard communities in Fredericksburg (Gillespie County). WSA strives to support all communities throughout the region to both capitalize on regional efforts driven by large economic development partners, but also to further economic development strategies capitalizing on their own unique community assets.

Associations and Chambers of Commerce: WSA partners with regional professional associations and Chambers of Commerce to identify workforce gaps and leverage workforce initiatives driven from industry that are taking place in the region.

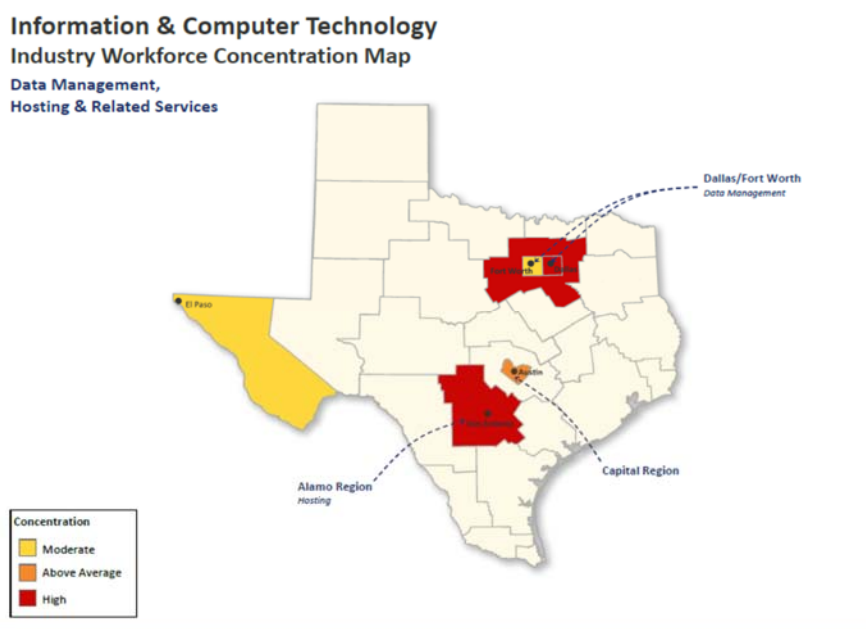
- Active association partnerships include the San Antonio Manufacturers Association (SAMA), the New Braunfels Manufacturers Association, Seguin Industrial Relations Committee, Northwest Vista Business Council, San Antonio Chamber of Commerce Healthcare & BioScience Committee, TechBloc (information technology), US Conference of Mayors, National Association of Workforce Boards (NAWB), Texas Association of Workforce Boards (TAWB/Executive Committee), Texas Economic Development Council (TEDC), International Economic Development Council (IEDC), P16 Council, United Way, Joint Base SA Transition Information Program (TIP), Future of the Region, State Adult Education Literacy Council, Northeast Partnership, Alamo Manufacturing Partnership, Alamo Academies, Fredericksburg Workforce Taskforce, Agile Robotics Manufacturing Institute (Automation, Growth, Investment, and Lasting Employment), Alamo STEM Workforce Coalition (ASWC), UTSA Institute of Economic Development, Alliance for

Technology Education in Advanced Manufacturing (ATEAMS), and the Eagle Ford Shale Consortium (energy).

- Active Chamber of Commerce partnerships include, in Bexar County, the Greater San Antonio Chamber of Commerce, San Antonio Hispanic Chamber of Commerce, Women’s Chamber, and North San Antonio Chamber of Commerce. In the rural areas, these include Devine Chamber of Commerce, Castroville, Tri-County (Shertz/Cibolo/Universal City) Chamber of Commerce, New Braunfels Chamber of Commerce, Seguin Chamber of Commerce, Kenedy Chamber of Commerce, Castroville Chamber of Commerce, Hondo Chamber of Commerce, Pearsall Chamber of Commerce, Bandera Chamber of Commerce, Medina Chamber of Commerce, Kerrville Chamber of Commerce, Fredericksburg Chamber of Commerce, Boerne Chamber of Commerce, and Floresville Chamber of Commerce. These partnerships are critical to understanding industry needs. In addition to representing membership views and feedback, many of these agencies maintain industry specific committees that are aligned to regional economic development efforts and WSA’s targeted industry clusters.

Governor’s Industry Clusters: WSA identified targeted industry clusters that align with the Governor’s Industry Clusters, which positions the region to capitalize on state investments to support WSA’s regional economic and workforce development initiatives. The Governor’s clusters industry workforce concentration maps are color coded for high, above average and moderate concentrations. The map shows one industry with a high concentration in the WSA region: Data Management, Hosting and Related Services. The map also indicates an above average concentration in the WSA region: Aerospace Products & Parts Manufacturing - Support Activities for Air Transportation - Medical & Diagnostic Laboratories - Motor Vehicle Parts Manufacturing - Scientific Research & Development Services - Specialized Hospitals and Oil & Gas. There was a moderate concentration of the Pharmaceutical & Medicine Manufacturing Industry in the WS Alamo regional area.

FIGURE 1. GOVERNOR'S INDUSTRY CLUSTERS



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

Board Response:

The WSA region has strong and diversified industries, and many industry sectors in the area are considered emerging in-demand industry sectors. The WSA Board will target industries for both the high demand and targeted occupations that are expected to continue to experience high growth, high demand and offer living wages, including:

TABLE 4. TARGETED CLUSTERS AND INDUSTRIES

TARGETS	
Clusters	Industries
Aerospace/Advanced Manufacturing	3363 Motor Vehicle Parts Manufacturing 8111 Automotive Repair/Maintenance
Healthcare & Bioscience/Biotech	6211 Offices of Physician 6223 Other Hospitals 6212 Offices of Dentists 6215 Medical and Diagnostic Laboratories
Information Technology/Cybersecurity	5182 Data Processing and Related Services 5415 Computer Systems Design
Construction	2361 Residential building construction 4441 Building Materials and Supplies
Financial Services, Business Support, and Finance	5221 Depository Credit Intermediation 5242 Insurance Agencies and Brokerage 5611 Office Administrative Services
Education	6111-Elementary and Secondary Schools
Military/Defense (Transitioning)	WSA recognizes that the Alamo Region is home to a significant population of transitioning military members that require assistance with entry into private sector employment. The agency seeks to position itself as a value add for this population, and through coordination with Military Transition Offices, facilitate the utilization of this tremendous talent pool for the benefit of the local economy.

WSA WIOA high demand occupations found in Table 5 correlate to the targeted industries and are projected to increase from 2014 to 2024. Within the 17 high demand occupations, eight require no formal education, six require high school, two require an Associates, and one requires some college.

WSA applies TWC’s long term projections to identify industries and occupations that will likely grow the fastest (by % change). Long term projections also point to industries and occupations likely to have the largest absolute employment growth (by number change) over the projected period, from 2014-2024. The projections for fastest growing or most added jobs were included in the data analysis of target industries and occupations for the Alamo region. Industries were also selected based on secondary data targets, such as average weekly wages, export-related jobs, and “local wisdom.” Growth assumes an adequate supply of workers with relevant skills, therefore an analysis of trained/available workers and a validation of skills gaps were also completed. The local labor market analysis included input from all relevant stakeholders.

TABLE 5. HIGH DEMAND OCCUPATIONS

HIGH DEMAND OCCUPATION ¹		Occupational Demand: Basis for Selection ²							
		Current Positions	Current Job Openings	Projected Positions in 10 years	Occupation Wages		Required Education	Career Pathway	Job Growth Rate
Lowest	Highest								
Business/Finance Other									
43-5081	Stock Clerks & Order Fillers	13,330	700	7,790	\$ 8.92	\$ 14.02	No formal educational credential	Yes	20.7%
41-2031	Retail Salespersons	34,490	2,050	4,670	\$ 8.22	\$ 15.72	No formal educational credential	Yes	24.8%
43-4051	Customer Service Representatives	29,410	1,505	2,660	\$ 10.18	\$ 17.35	High school diploma or equivalent	Yes	26.5%
43-9061	Office Clerks, General	27,230	1,050	4,670	\$ 19.10	\$ 9.00	High school diploma or equivalent	Yes	17.2%
35-1012	First-Line Supervisors of Food Preparation & Serving Workers	7,720	495	2,660	\$ 10.69	\$ 19.55	High school diploma or equivalent	Yes	34.5%
35-3031	Waiters & Waitresses	19,810	1,455	4,980	\$ 8.19	\$ 12.44	No formal educational credential		25.1%
37-2011	Janitors & Cleaners, Ex. Maids & Housekeeping Cleaners	17,280	840	4,960	\$ 8.17	\$ 11.98	No formal educational credential		28.7%
41-2011	Cashiers	23,560	1,410	4,110	\$ 8.20	\$ 10.60	No formal educational credential		17.4%
25-9041	Teacher Assistants	8,180	440	2,460	\$ 8.16	\$ 12.50	Some college, no degree	Yes	30.1%
43-3071	Tellers	3,370	155	270	\$ 10.49	\$ 14.20	High school diploma or equivalent	Yes	8.0%
35-3021	Combined Food Preparation & Serving Workers, Incl. Fast Food	27,640	9,830	1,875	\$ 8.16	\$ 9.15	No formal educational credential		35.6%
Health Care/Biosciences									
29-2056	Veterinary Technologists & Technicians	980	45	330	\$ 10.63	\$ 15.00	Associate's degree	Yes	33.7%
29-2099	Health Technologists & Technicians, All Other	930	40	320	\$ 12.04	\$ 22.17	High school diploma or equivalent	Yes	34.4%
39-9021	Personal Care Aides	22,580	955	7,690	\$ 8.16	\$ 8.67	No formal educational credential	Yes	34.1%
Aerospace/Advanced Manufacturing									
53-3033	Light Truck or Delivery Services Drivers	5,300	205	1,170	\$ 8.76	\$ 16.84	High school diploma or equivalent	Yes	22.1%
17-3027	Mechanical Engineering Technicians	250	60	10	\$ 16.88	\$ 30.61	Associate's degree	Yes	24.0%
Construction									
47-2061	Construction Laborers	8,290	390	10,560	\$ 9.87	\$ 15.07	No formal educational credential	Yes	27.4%

Source: TWC/LMCI/Tracer 2/LMCI/Occupational Wages 2015

- Approximately 10 to 20 high demand occupations are recommended. Occupations must correspond to a six-digit SOC code. High demand occupations do not have to be listed in any specific order.
- Basis for Selection: Key types of labor market indicators are available in Labor Market and Career Information (LMCI) tools for use in evaluating and ranking the demand for occupations. Boards must fully explore this data in their analyses, so they can identify what data elements they will use in selecting high demand occupations. Required data includes:
 - > Total Current Positions Available
 - > Total Current Openings
 - > Total Projected Positions in 10 year (Job Growth Rate)
 - > Occupation Wage - Salary Range
 - > Required Education or Training Component
- Additional Rationale & Local Wisdom: This column is to identify any additional indicators used in targeting the occupation, and, if applicable, must include information on local wisdom that further supports or validates the importance of the target occupation in the workforce area. This may include, but need not be limited to, information gained from surveys of employers; local or regional labor market or occupational studies; or other information gained from industry, economic development, or professional or occupational organization partners.

These high demand occupations are not supported by WIOA training (i.e., Individual Training Accounts). They represent entry-level occupations that are in high demand, do not meet targeted occupation criteria, but do ideally lead onto a career pathway for which funding for training is available through the targeted occupations.

One of the industries indicated a need for the Mechanical Engineering Technicians occupation. The need was explored and the occupation was retained on the 2017 high-demand occupation. The projected job growth for this occupation is estimated to be significantly low (10 positions over the next 10 years).

5. A list of the target industry sectors and occupations.

Board Response:

Industries and Occupations identified as priority investment areas for WSA are included on the Targeted Lists. Targeted occupations are those occupations that are authorized for expenditures from the Workforce Innovation Opportunity Act (WIOA). WSA will commit resources in the form of Individual Training Accounts (ITAs), On-the-Job Trainings (OJTs), Work Experience, and other individualized services for customers. The targeted industries and occupations also represent regional economic and workforce development priorities, for which WSA will pursue opportunities for special projects, grant opportunities, and regional collaboration.

WS Alamo has identified sixty-four targeted occupations. The criteria that was applied to select these includes, but is not limited to, the fastest growing in relative terms, wage growth, and those having most jobs and openings projected from 2014-2024. WSA applied both primary and secondary data targets to identify the sixty-four occupations. Primary data targets include a % change > or = to 22.6 %, an absolute change > or = to 500, and a minimum self-sufficiency hourly wage of \$11.68. Of these 64 occupations, Table 6 reports the top 20, or those that best meet the growth, wage, and job openings requirements. Table 7 shows the remaining 44 targeted occupations.

TABLE 6. TARGET OCCUPATIONS (TOP 20 OF 64)

Occ Code	Occupational Title	Annual Average Employment		2014 - 2024		Typical Education Needed for Entry into Occupation	Mean Annual Wage 2015
		2014	2024	Number Change	Growth		
Business & Financial Operations Occupations							
13-2011	Accountants & Auditors \diamond	8,830	11,130	2,300	26.0%	Bachelor's degree	\$71,547
Computer & Mathematical Occupations							
15-1121	Computer Systems Analysts * \diamond	2,620	3,570	950	36.3%	Bachelor's degree	\$93,561
15-1132	Software Developers, Applications * \diamond	4,740	6,560	1,820	38.4%	Bachelor's degree	\$100,677
15-1151	Computer User Support Specialists *	4,950	6,210	1,260	25.5%	Some college, no degree	\$49,243
Education, Training, & Library Occupations							
25-2011	Preschool Teachers, Ex. Special Education	2,940	3,690	750	25.5%	Associate's degree	\$38,308
25-2021	Elementary School Teachers, Ex. Special Education \diamond	12,540	16,540	4,000	31.9%	Bachelor's degree	\$52,981
25-2022	Middle School Teachers, Ex Special/Career/Technical Ed	6,010	7,930	1,920	31.9%	Bachelor's degree	\$52,649
25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed	8,650	11,390	2,740	31.7%	Bachelor's degree	\$53,572
Healthcare Practitioners & Technical Occupations							
29-1141	Registered Nurses \diamond	18,980	24,780	5,800	30.6%	Bachelor's degree	\$66,253
29-2061	Licensed Practical & Licensed Vocational Nurses	7,480	9,150	1,670	22.3%	Postsecondary non-degree award	\$43,346
Healthcare Support Occupations							
31-1014	Nursing Assistants	7,330	9,400	2,070	28.2%	Postsecondary non-degree award	\$25,086
31-9091	Dental Assistants	2,930	3,800	870	29.7%	Postsecondary non-degree award	\$33,742
31-9092	Medical Assistants \diamond	5,720	7,570	1,850	32.3%	Postsecondary non-degree award	\$29,000
Office & Administrative Support Occupations							
43-4131	Loan Interviewers & Clerks	3,110	3,930	820	26.4%	High school diploma or equivalent	\$41,269
43-6013	Medical Secretaries * \diamond	7,580	10,000	2,420	31.9%	High school diploma or equivalent	\$29,990
Construction & Extraction Occupations							
47-2031	Carpenters *	4,240	5,220	980	23.1%	High school diploma or equivalent	\$38,118
47-2111	Electricians *	4,380	5,570	1,190	27.2%	High school diploma or equivalent	\$44,266
Installation, Maintenance, & Repair Occupations							
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists \diamond	2,270	3,130	860	37.9%	High school diploma or equivalent	\$45,195
49-9041	Industrial Machinery Mechanics * \diamond	1,830	2,580	750	41.0%	High school diploma or equivalent	\$50,794
49-9071	Maintenance & Repair Workers, General * \diamond	9,720	11,980	2,260	23.3%	High school diploma or equivalent	\$32,821

Source: LMCI/Tracer2/ Occupational Projections 2014-2024

* Blue = Apprenticeship

\diamond On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

RED = Meets Primary Data Targets of >=22.6% Growth (% Change), and/or >= 500 Absolute Change (Number Change), \$11.68 median hourly wage (2016 HHS poverty threshold for a family of 4)

Note: For Bachelor's includes credentials, certifications, certificates or other leading (on career path) to Bachelors

TABLE 7. TARGET OCCUPATIONS (44 OF 64)

Occ Code	Occupational Title	Annual Average Employment		2014 - 2024		Typical Education Needed for Entry into Occupation	Mean Annual Wage 2015
		2014	2024	Number Change	Growth		
Management Occupations							
11-3021	Computer & Information Systems Managers	1,180	1,570	390	33.1%	Bachelor's degree	\$145,510
11-3071	Transportation, Storage, & Distribution Managers	550	660	110	20.0%	High school diploma or equivalent	\$93,176
Business & Financial Operations Occupations							
13-2051	Financial Analysts	1,950	2,400	450	23.1%	Bachelor's degree	\$89,771
Computer & Mathematical Occupations							
15-1122	Information Security Analysts	1,190	1,700	510	42.9%	Bachelor's degree	\$85,483
15-1133	Software Developers, Systems Software	1,620	2,070	450	27.8%	Bachelor's degree	\$144,049
15-1134	Web Developers ^o	850	1,190	340	40.0%	Associate's degree	\$64,456
15-1141	Database Administrators	1,420	1,870	450	31.7%	Bachelor's degree	\$76,249
15-1142	Network & Computer Systems Administrators *	2,230	2,770	540	24.2%	Bachelor's degree	\$79,440
15-1143	Computer Network Architects	740	930	190	25.7%	Bachelor's degree	\$116,355
15-1152	Computer Network Support Specialists	2,220	2,740	520	23.4%	Associate's degree	\$61,243
15-2031	Operations Research Analysts	1,010	1,470	460	45.5%	Bachelor's degree	\$89,166
Architecture & Engineering Occupations							
17-3024	Electro-Mechanical Technicians	101	114	13	13%	Associate's degree	\$54,145
17-3029	Engineering Technicians, Ex. Drafters, All Other +	940	1,070	130	13.8%	Associate's degree	\$50,990
Legal Occupations							
23-2011	Paralegals & Legal Assistants *	2,280	2,960	680	29.8%	Associate's degree	\$44,466
Healthcare Practitioners & Technical Occupations							
29-1126	Respiratory Therapists	1,140	1,500	360	31.6%	Associate's degree	\$51,542
29-2011	Medical & Clinical Laboratory Technologists	1,530	1,900	370	24.2%	Bachelor's degree	\$54,540
29-2012	Medical & Clinical Laboratory Technicians	1,520	1,880	360	23.7%	Associate's degree	\$37,264
29-2021	Dental Hygienists	1,590	2,080	490	30.8%	Associate's degree	\$69,886
29-2031	Cardiovascular Technologists & Technicians	330	470	140	42.4%	Associate's degree	\$56,482
29-2032	Diagnostic Medical Sonographers	470	680	210	44.7%	Associate's degree	\$78,795
29-2034	Radiologic Technologists	1,360	1,660	300	22.1%	Associate's degree	\$53,892
29-2052	Pharmacy Technicians	2,720	3,430	710	26.1%	High school diploma or equivalent	\$33,656
29-2055	Surgical Technologists ^o	1,010	1,340	330	32.7%	Postsecondary non-degree award	\$38,846
29-2071	Medical Records & Health Information Technicians *	2,230	2,850	620	27.8%	Postsecondary non-degree award	\$37,392
Healthcare Support Occupations							
31-2011	Occupational Therapy Assistants ^o	500	680	180	36.0%	Associate's degree	\$72,601
31-9097	Phlebotomists	770	960	190	24.7%	Postsecondary non-degree award	\$31,837
31-2021	Physical Therapist Assistants +	780	1,100	320	41.0%	Associate's degree	\$36,676
Food Preparation & Service Related Occupations							
35-1011	Chefs & Head Cooks *	620	800	180	29.0%	High school diploma or equivalent	\$44,870
Office & Administrative Support Occupations							
43-3031	Bookkeeping, Accounting, & Auditing Clerks *	11,140	11,770	630	5.7%	Some college, no degree	\$37,207
43-6014	Secretaries & Admin Assistants, Ex. Legal/Medical/Executive ^o	15,320	17,920	2,600	17.0%	High school diploma or equivalent	\$32,388
43-9041	Insurance Claims & Policy Processing Clerks	2,950	3,700	750	25.4%	High school diploma or equivalent	\$37,036
Construction & Extraction Occupations							
47-2021	Brickmasons & Blockmasons *	300	410	110	36.7%	High school diploma or equivalent	\$42,882
47-2073	Operating Engineers & Other Construction Equipment Operators	2,800	3,490	690	24.6%	High school diploma or equivalent	\$34,031
47-2152	Plumbers, Pipefitters, & Steamfitters *	2,240	2,770	530	23.7%	High school diploma or equivalent	\$44,089
47-2211	Sheet Metal Workers +	1,350	1,610	260	19.3%	High school diploma or equivalent	\$36,171
Installation, Maintenance, & Repair Occupations							
49-3023	Auto Service Technicians & Mechanics *	4,490	5,380	890	19.8%	Postsecondary non-degree award	\$41,813
49-9021	Heating, AC, & Refrigeration Mechanics & Installers	2,650	3,360	710	26.8%	Postsecondary non-degree award	\$41,418
49-9051	Electrical Power-Line Installers & Repairers +	750	920	170	22.7%	High school diploma or equivalent	\$55,262
Production Occupations							
51-2092	Team Assemblers *	4,740	5,680	940	19.8%	High school diploma or equivalent	\$27,804
51-4041	Machinists	1,410	1,700	290	20.6%	High school diploma or equivalent	\$39,582
51-4121	Welders, Cutters, Solderers, & Brazers *	2,110	2,520	410	19.4%	High school diploma or equivalent	\$40,081
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers *	3,250	3,540	290	8.9%	High school diploma or equivalent	\$37,603
Transportation & Materials Moving Occupations							
53-3032	Heavy & Tractor-Trailer Truck Drivers ^o	13,720	16,480	2,760	20.1%	Postsecondary non-degree award	\$43,241
53-7051	Industrial Truck & Tractor Operators +	3,030	3,750	720	23.8%	No formal educational credential	\$28,140

Source: EMSI Occupational Projections 2014-2024 for 17-3024, and LMCI/Tracer2/ Occupational Projections 2014-2024 for all others.

* Blue = Apprenticeship

^o On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

RED = Meets Primary Data Targets of >=22.6% Growth (% Change), and/or >= 500 Absolute Change (Number Change), \$11.68 median hourly wage (2016 HHS poverty threshold for a family of 4)

+ Green = Occupations added from comments received during Public Comment Period Nov 1-Nov 30

Note: For Bachelor's includes credentials, certifications, certificates or other leading (on career path) to Bachelors

Note: The Electro-Mechanical Technicians is included as based on local wisdom from input from key industry stakeholders, such as Toyota and Amazon.

WSA targeted occupations were crossed with industries using employer staffing pattern data found in TWC Texas Industry Profiles. The data base ranks the occupations that account for the largest percentage of employees working in any given industry in the WSA workforce area. Table 8 shows the WSA targeted industries with their associated targeted occupation.

TABLE 8. TARGET INDUSTRIES/TARGET OCCUPATIONS

INDUSTRY	OCCUPATION
Aerospace/Advanced Manufacturing	
3363 Motor Vehicle Parts Manufacturing	51-2092 Team Assemblers, 51-9061 Inspectors, Testers, Sorters, Samplers, & Weighers.
8111 Automotive Repair/Maintenance	49-3031 Bus and Truck Mechanics and Diesel Engine Specialists, 49-3023 Automotive Service Technicians and Mechanics.
Healthcare and & Bioscience/ Biotechnology	
6211 Offices of Physicians	31-9092 Medical Assistants, 43-6013 Medical Secretaries, 29-2061 Licensed Practical and Licensed Vocational Nurses, 31-1014 Nursing Assistants, 29-2071 Medical Records and Health Information Technicians, 29-2034 Radiologic Technologists, 29-2012 Medical and Clinical Laboratory Technicians, 43-3031 Bookkeeping, Accounting, and Auditing Clerks, 29-1141 Registered Nurses, 29-2031 Cardiovascular Technologists & Technicians, 29-2055 Surgical Technologists, Physical Therapy Assistance.
6223 Other Hospitals	31-1014 Nursing Assistants, 43-6013 Medical Secretaries, 29-2061 Licensed Practical and Licensed Vocational Nurses, 15-1121 Computer Systems Analysts, 29-1126 Respiratory Therapists, 29-2011 Medical and Clinical Laboratory Technologists, 29-2071 Medical Records and Health Information Technicians, 29-2052 Pharmacy Technicians, 29-1141 Registered Nurses, 31-2011 Occupational Therapy Assistants.
6212 Offices of Dentists	29-2021 Dental Hygienists, 31-9091 Dental Assistant, 43-6013 Medical Secretaries, 29-2055 Surgical Technologists.
6215 Medical and Diagnostic Laboratories	43-6013 Medical Secretaries, 31-9097 Phlebotomists, 29-2012 Medical and Clinical Laboratory Technicians, 29-2011 Medical and Clinical Laboratory Technologists, 29-2032 Diagnostic Medical Sonographers,

INDUSTRY	OCCUPATION
	29-2034 Radiologic Technologists, 29-2031 Cardiovascular Technologists & Technicians, 31-2021 Physical Therapists Assistants.
Information Technology/Information Security	
5182 Data Processing and Related Services	15-1121 Computer Systems Analysts, 15-1132 Software Developers, Applications, 15-1141 Database Administrators, 15-1134 Web Developers, 15-1152 Computer Network Support Specialists, 15-1142 Network and Computer Systems Administrators, 15-1143 Computer Network Architects, 11-3021 Computer and Information Systems Managers, 15-1133 Software Developers, Systems Software, 15-1151 Computer User Support Specialists, 11-3021 Computer & Information Systems Managers, 15-1122 Information Security Analysts.
5415 Computer Systems Design	15-1132 Software Developers, Applications, 15-1121 Computer Systems Analysts, 13-2011 Accountants and Auditors, 15-1133 Software Developers, Systems Software, 15-1143 Computer Network Architects, 15-1152 Computer Network Support Specialists, 15-1142 Network and Computer Systems Administrators, 11-3021 Computer and Information Systems Managers, 15-1141 Database Administrators, 15-1151 Computer User Support Specialists, 11-3021 Computer & Information Systems Managers, 15-1122 Information Security Analysts, 15-2031 Operations Research Analysts.
Construction	
2361 Residential Building Construction	47-2031 Carpenters, 47-2021 Brickmasons & Blockmasons, 47-2061 Construction Laborers.
4441 Building Materials and Supplies	41-20311 Retail Sales Persons, 41-2011 Cashier, 43-5081 Stock Clerks and Order Fillers, 53-3033 Light Truck or Delivery Service Driver.
Financial Services/Business Support	
5221 Depository Credit Intermediation	43-4131 Loan Interviewers and Clerks, 13-2011 Accountants and Auditors, 13-2051 Financial Analysts, 43-3031 Bookkeeping, Accounting, and Auditing Clerks,

INDUSTRY	OCCUPATION
	43-6014 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive, 11-3021 Computer & Information Systems Managers, 15-1122 Information Security Analysts, 15-2031 Operations Research Analysts.
5242 Insurance Agencies and Brokerage	43-9041 Insurance Claims and Policy Processing Clerks, 43-6014 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive, 43-3031 Bookkeeping, Accounting, and Auditing Clerks.
5611 Office Administrative Services	13-2011 Accountants and Auditors, 43-6013 Medical Secretaries, 29-2071 Medical Records and Health Information Technicians, 43-3031 Bookkeeping, Accounting, and Auditing Clerks, 43-6014 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive.
Education	
6111-Elementary and Secondary Schools (11)	25-2022 Middle School Teachers, Except Special and Career/Technical Education, 25-2031 Secondary School Teachers, Except Special and Career/Technical Education, 25-2021 Elementary School Teachers, Except Special Education, 43-6014 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive, 29-1141 Registered Nurse, 15-1151 Computer User Support Specialists, 25-2011 Preschool Teachers, Ex. Special Education, 49-3031 Bus & Truck Mechanics & Diesel Engine Specialists, 49-9071 Maintenance & Repair Workers, General, 31-2011 Occupational Therapy Assistants, 49-9021 Heating, AC, & Refrigeration Mechanics & Installers.

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

Board Response:

Knowledge and Skills for Targeted Demand Occupations (20 of 64)

Looking at the high demand occupations as a group, WSA used the top five skills and knowledge areas in ONET to analyze specific requirements. Table 9 details the frequency of occurrence of Knowledge and Skills for the 20 high demand/targeted occupations. Analysis of the primary knowledge and skills profiles reveals that:

- Required skills to meet employer expectations should focus on critical thinking, monitoring, and speaking.
- Training should focus on English language, and customer and personal service knowledge.

TABLE 9. TOP 15 KNOWLEDGE/SKILLS FOR TARGET OCCUPATIONS (20 OF 64)

Knowledge	Frequency	Skills	Frequency
English Language	20	Critical Thinking	20
Customer and Personal Service	19	Monitoring	20
Mathematics	13	Speaking	20
Computers and Electronics	12	Coordination	19
Education and Training	11	Active Listening	18
Public Safety and Security	11	Reading Comprehension	18
Administration and Management	10	Complex Problem Solving	17
Psychology	9	Judgment and Decision Making	17
Clerical	7	Time Management	17
Engineering and Technology	5	Active Learning	16
Mechanical	5	Service Orientation	14
Medicine and Dentistry	5	Social Perceptiveness	14
Building and Construction	4	Writing	13
Design	4	Instructing	9
Sociology and Anthropology	4	Learning Strategies	9

Knowledge and Skills for Targeted Occupations (44 of 64)

Analysis of the primary knowledge, skills, and abilities that are required for the remaining 44 occupations reveals the following needs:

- A strong core in the English Language, customer and personal service, mathematics, and computer and electronics knowledge.
- Critical thinking, monitoring, reading comprehension, active listening, and speaking.

TABLE 10. TOP 15 KNOWLEDGE/SKILLS FOR TARGET OCCUPATIONS (44 OF 64)

Knowledge	Frequency	Skills	Frequency
English Language	35	Critical Thinking	37
Customer and Personal Service	31	Monitoring	36
Mathematics	24	Reading Comprehension	35
Computers and Electronics	23	Active Listening	34
Education and Training	16	Speaking	34
Administration and Management	14	Coordination	31
Clerical	14	Time Management	31
Medicine and Dentistry	11	Judgment and Decision Making	30
Public Safety and Security	10	Writing	25
Engineering and Technology	10	Active Learning	24
Mechanical	10	Complex Problem Solving	24
Design	8	Social Perceptiveness	22
Production and Processing	8	Service Orientation	19
Psychology	6	Operation Monitoring	19
Biology	5	Instructing	15

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

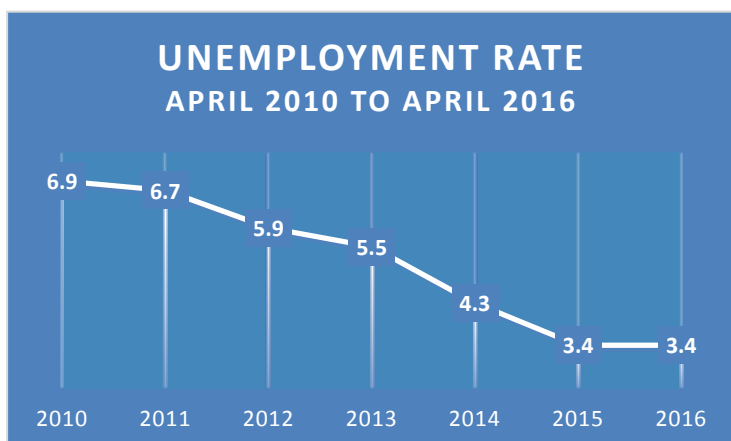
Board Response:

Labor Market:

- The estimated Labor Force is 1,174,702 (May 2016),
- Unemployment is 40,042 or 3.4% (May 2016), and
- The estimated employment for all occupations is 1,134,660.

The graph below reflects a declining unemployment rate for WSA from April 2010 to April 2015, and how the rate was significantly higher, about twice as high, during the recession period of 2010 and 2011.

FIGURE 2. UNEMPLOYMENT RATE



In the Alamo region, the over the year change indicates that eight counties have lower Unemployment Insurance (UI) rates over the year *(May 2015 to May 2016). Three counties have increasing UI rates over the year. This increase over the year may reflect an effect of the oil and gas down turn in those counties, as related to the Eagle Ford Shale. Gillespie County is the county with the lowest annual average UI rate.

TABLE 11. UNEMPLOYMENT BY COUNTY

County	Type	May-16	May-15	Over the Year Change
Atascosa	RT	5.1	4.7	0.4
Bandera	RT	3.8	3.9	-0.1
Bexar	RT	3.4	3.7	-0.3
Comal	RT	3.4	3.6	-0.2
Frio	RT	4.5	3.5	+1
Gillespie	RT	2.6	2.8	-0.2
Guadalupe	RT	3.2	3.5	-0.3
Karnes	RT	4.8	4.1	0.7
Kendall	RT	2.9	3.2	-0.3
Kerr	RT	3.3	3.7	-0.4

County	Type	May-16	May-15	Over the Year Change
Medina	RT	4.1	4.3	-0.2
Wilson	RT	3.6	3.6	0

Education

The educational attainment in 2015 of the population age 25+ having High School, Some College, Associates, Bachelors and Graduate Degrees or higher in the WS Alamo region was estimated at 1,336,467 persons. According to projection estimates from EMSI data, the area should see an 88% increase (1,519,497) from 2015 – 2025 of persons falling in one of the aforementioned categories. The EMSI data also shows a projected increase of persons 25 and older with less than a 9th Grade education increasing by an estimated 85% between 2015 - 2025. The data in Table 13 also shows the 25 and older population having a 9th Grade to 12th education decreasing in the WSA area. In the WSA workforce area there is a relatively large population of individuals who have attended college but did not complete and receive a degree. This trend is projected to keep increasing by 2025; and comparing 2015 EMSI data to the State and National data, the WSA workforce population 25 years and older has 23.5% college non-completers which is a higher percentage than the percentage in both the State and National data regarding the population in this category.

TABLE 12. ALAMO REGION EDUCATIONAL ATTAINMENT

Education Level	Population				
	2015	2025	2015 %	2015 State %	2015 National %
Less Than 9th Grade	148,884	175,062	9.3%	11.8%	7.3%
9th Grade to 12th Grade	120,330	131,893	7.5%	7.2%	6.9%
High School Diploma	427,614	497,127	26.6%	25.3%	28.0%
Some College	377,852	425,216	23.5%	22.1%	20.8%
Associate's Degree	120,590	140,181	7.5%	6.6%	7.9%
Bachelor's Degree	267,149	298,290	16.6%	17.9%	18.2%
Graduate Degree and Higher	143,263	158,683	8.9%	9.2%	11.0%

Source: EMSI data for WSA, 25 years of age and older

In looking at EMSI data and the break-down of WSA population 25 and older, 16.8% of the population show no high school diploma, while 52.0% hold a High School diploma, 33.1% hold college degrees in 2015 in the WSA workforce area.

TABLE 13. POPULATION DISTRIBUTION, 25 YEARS AND OLDER

Race/Ethnicity	Population		2015		
	2015	2025	≤ HS Diploma	HS Diploma	College Degree
White, Non-Hispanic	649,750	697,403	5.60%	49.00%	45.40%
Black, Non-Hispanic	99,973	119,648	10.70%	51.00%	38.30%
American Indian or Alaskan Native, Non-Hispanic	4,663	5,242	19.20%	54.50%	26.30%
Asian, Non-Hispanic	40,387	51,071	14.20%	29.30%	56.40%
Native Hawaiian or Pacific Islander, Non-Hispanic	1,653	2,115	12.60%	58.40%	29.00%
Two or More Races, Non-Hispanic	14,476	17,763	13.50%	50.80%	35.70%
White, Hispanic	759,018	889,148	26.90%	52.00%	21.10%
Black, Hispanic	10,326	13,342	26.60%	52.10%	21.30%
American Indian or Alaskan Native, Hispanic	13,480	16,214	27.00%	51.90%	21.10%
Asian, Hispanic	3,276	4,159	26.60%	52.00%	21.40%
Native Hawaiian or Pacific Islander, Hispanic	1,110	1,340	26.70%	52.10%	21.30%
Two or More Races, Hispanic	7,569	9,007	26.70%	51.90%	21.40%
Total	1,605,682	1,826,453	16.80%	50.20%	33.10%

Source: EMSI 25 and older.

Table 14 shows the most credentials awarded in the WSA workforce area are certifications and 2-year degrees. The vast majority of the top 12 credentials in the WSA workforce area are in the Health field.

TABLE 14. TOP 12 CREDENTIALS AWARDED IN THE ALAMO REGION

CIP Code	Title	Certificates and 2-Year Awards	4-Year Awards	Post-graduate Awards	Total Awards
51.0801	Medical/Clinical Assistant	1,305	0	0	1,305
51.3801	Registered Nursing / Registered Nurse	875	418	2	1,295
52.0201	Business Administration and Management, General	311	493	283	1,087
24.0101	Liberal Arts and Sciences / Liberal Studies	940	8	0	948
51.3901	Licensed Practical/Vocational Nurse Training	833	0	0	833
12.0401	Cosmetology / Cosmetologist, General	753	0	0	753
26.0101	Biology/Biological Sciences, General	152	517	28	697
42.0101	Psychology, General	127	524	9	660
43.0104	Criminal Justice / Safety Studies	234	315	15	564
52.0301	Accounting	22	286	146	454
31.0505	Kinesiology and Exercise Science	18	368	56	442
51.0601	Dental Assisting / Assistant	412	0	0	412

CIP Code	Title	Certificates and 2-Year Awards	4-Year Awards	Post-graduate Awards	Total Awards
Total		11,395	8,364	3,600	23,359

Source: JobsEQ® Data as of 2016Q1

Table 15 represents shortfalls in training concentrations for occupation groups. As noted, Education, Training and Library, Management and Business/Financial Operations Occupations have the greatest training shortfall according to JobsEQ data.

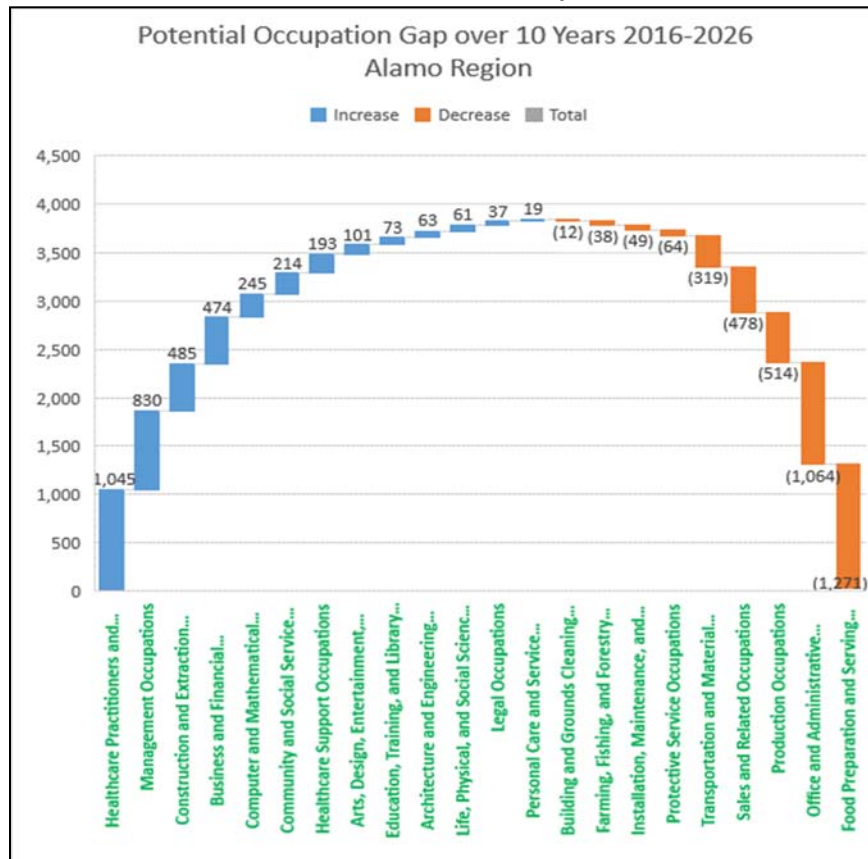
TABLE 15. TRAINING AWARDS BY OCCUPATION GROUPS/CONCENTRATION SHORTFALL

SOC	Title	2016Q1 Employment	Awards (2013-2014)	Training Concentration	Shortfall
11-0000	Management Occupations	50,408	2,979	60%	1,990
13-0000	Business and Financial Operations Occupations	51,799	1,449	72%	572
15-0000	Computer and Mathematical Occupations	25,261	904	83%	188
17-0000	Architecture and Engineering Occupations	11,870	592	67%	288
19-0000	Life, Physical, and Social Science Occupations	7,456	485	47%	558
21-0000	Community and Social Service Occupations	15,688	1,003	64%	570
23-0000	Legal Occupations	8,229	287	62%	178
25-0000	Education, Training, and Library Occupations	59,268	2,838	55%	2,332
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	15,050	1,131	66%	577
29-0000	Healthcare Practitioners and Technical Occupations	63,315	3,858	94%	231
31-0000	Healthcare Support Occupations	3,049	108	44%	140
33-0000	Protective Service Occupations	5,799	425	93%	34
39-0000	Personal Care and Service Occupations	4,862	392	209%	-
41-0000	Sales and Related Occupations	29,791	57	38%	94
43-0000	Office and Administrative Support Occupations	6,976	11	17%	55
49-0000	Installation, Maintenance, and Repair Occupations	1,487	78	129%	-
53-0000	Transportation and Material Moving Occupations	761	2	17%	10
51-000	Production	1,444	908	62%	536

Source: JobsEQ® Data as of 2016Q1

Figure 3 shows potential occupation over- and under-supply in training completions over 10 years (2016 – 2026) in the Alamo Region. The data shows the greatest gap over the next 10 years (2016-2026) will be in HealthCare, followed by Management and Construction.

FIGURE 3. TRAINING COMPLETIONS/POTENTIAL GAPS



Source: JobsEQ, data as of 2016Q1 unless noted otherwise.

Barriers to Employment -Individuals with Disabilities and Veterans.

The following two tables show the proportion of individuals with disabilities¹ and estimated population of Veterans² in the Alamo region. Table 16 reflects that approximately 13.7% of the total population have a disability. The counties with the largest proportion of individuals with disabilities are Karnes (19%), Kerr (18.9%), and Bandera (18.4%). In absolute numbers, and excluding Bexar, both Guadalupe (17,703) and Comal (16,234) have the largest populations of individuals with disabilities in the rural areas. Estimates also show that the number of individuals with a disability in the Alamo area grew by 25,330, or by 8.5%, since 2012. The greatest increases and decreases in the proportion of the population with a disability occurred in Kendall (44.2%) and Atascosa (-24.3%) respectively.

Table 17 shows a total of 210,625 estimated population of Veterans in the Alamo region. While San Antonio is considered

¹ 2015 ACS 5-Year data, file S1810.

² 2015 ACS 5-Year data, file S2101.

TABLE 16. INDIVIDUALS WITH DISABILITIES

County	Pop	w/Dis	% w/Dis	Growth Since 2012
Atascosa	46,593	5,645	12.1	-24.3%
Bandera	20,602	3,796	18.4	-6.8%
Bexar	1,793,642	241,574	13.5	9.5%
Comal	118,666	16,234	13.7	20.3%
Frio	15,055	2,558	17	-7.6%
Gillespie	25,005	4,015	16.1	6.0%
Guadalupe	141,235	17,703	12.5	9.0%
Karnes	12,189	2,314	19	-4.4%
Kendall	36,902	5,450	14.8	44.2%
Kerr	49,209	9,286	18.9	7.2%
Medina	44,775	7,287	16.3	6.6%
Wilson	44,857	5,799	12.9	-7.1%
Total	2,348,730	321,661	13.7%	8.5%

TABLE 17. VETERANS WITH PERCENTAGES BY COUNTY AND WAR ERA

Veterans in Alamo Region							
County	Veterans	Gulf War				WW II	Growth Since 2012
		09/2001 or Later	1990-08/2001	Vietnam	Korean		
Atascosa	3,221	19.2	24.8	37.7	11.1	2.2	3.6%
Bandera	2,833	10.6	13.7	47.1	10.8	6.6	-17.6%
Bexar	153,129	29	32.9	31.6	7.4	3.7	0.9%
Comal	12,443	17.6	29.9	40.4	7.7	5.5	-2.0%
Frio	858	1	20.6	49.1	5.6	7	-10.1%
Gillespie	2,483	8.2	13.7	37.3	16.4	10.3	-18.3%
Guadalupe	16,301	29.5	43.9	32.3	7.2	2.7	3.8%
Karnes	1,000	14.2	11.8	36.5	10.5	5.3	-16.3%
Kendall	3,357	11.6	33.7	42.2	8.2	6.3	-12.1%
Kerr	5,675	7.3	11.2	38.6	19.8	10.6	-10.2%
Medina	4,571	16.2	27	36.7	9.9	3.7	0.3%
Wilson	4,754	19.3	34.4	42.6	6.5	4.4	0.3%
Total	210,625						-0.3%

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

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

Board Response:

Workforce Development Activities in the Region: WSA is working in partnership with several notable workforce development strategies, activities, and projects which are being implemented throughout the 12-county region, all of which have the potential to increase job gains for local job seekers in the targeted industry sectors as evidenced in the following:

- **SA Works, a nonprofit,** SA Works board and staff implement an industry-led demand-driven collective impact model that ties together three domains or areas of focus through a collaborative system that includes multiple entry points for both businesses and job seekers. SA Works seeks to create and support innovative programs that develop coordinated engagement with the in-demand industries and support consistent implementation of best practices in order to meet the workforce needs of employers.
 - The foundation of SA Works was made possible by a grant from Charles Butt and H-E-B. Incubated by the San Antonio Chamber of Commerce and Alamo Colleges, SA Works propels our community to push the boundaries of collaboration in order to successfully begin to transform San Antonio's workforce development strategy into a national model.
 - In March of 2016, San Antonio Mayor Ivy R. Taylor announced that SA Works would transition under the San Antonio Economic Development Foundation (SAEDF) to integrate San Antonio and Bexar County's economic and workforce development programs. Additional funding sources for SA Works include the City of San Antonio and Bexar County.

Information Technology/Cyber Security

- **The City of San Antonio (CoSA) and Bexar County through the San Antonio Chamber, SA Economic Development Foundation and other partners,** *are* targeting job growth in the Cyber/ IT and have assisted in the expansion of 8 local IT companies by 319 jobs. Over the last five years, COSA has also worked in partnership with 4 new IT companies (330 net new jobs) and 48 existing non-IT companies have expanded with total job creation commitments of 13,980 new jobs with an estimated 140-600 IT related. An additional 75 new non-IT companies have created a net new 13,045 jobs generating a potential approximate need of another 100-600 skilled IT workers.¹
- **Geekdom,** a local IT co-working space, currently boasts 780 members.²
- **TechBloc,** a 3,000-member nonprofit formed in 2015 at a grassroots level by local IT innovators to encourage progressive high technology policies on a city level, recruit and train talented and highly-skilled tech workers, install high-speed fiber Internet and attract venture capital and economic development funds to bring more technology entrepreneurs to the area. Corporate sponsors include Rackspace, SecureLogix, WP Engine, Accenture, Scaleworks, Gils-Parscale, Code-up and Geekdom.³
- **Youth Code Jam (Code Jam)** works to inspire youth to tell computers what to do by learning to code. With a focus on parent engagement, the agency works to connect the

dots from playing online to creating online to real world jobs. Code Jam fosters an interest in technology by introducing upper elementary through high school students to computer science. Four of Code Jam's key programs include School-based Coding Clubs, Summer Camps, She Code Connect, and the TechTEAM Fellowships. In collaboration with San Antonio Housing Authority's (SAHA) ConnectHome project, WSA is in the process of partnering with Youth Code Jam to identify and enroll youth into these programs. WSA and SAHA are collaborating to expand Code Jam's opportunities also for out-of-school youth. Code Jam fills a critical gap in the creation of entry pipelines that can help youth gain the confidence and skills they need to continue into more advanced education and training as required by industry and occupations in IT.

- **Codeup** is shifting away from its roots as a bootcamp and aiming to be more of local institution. Codeup allows up to 700 hours of paid apprenticeship with companies offering the 16-week program. The startup acts as a career accelerator.⁴ WSA has been in the process of and will continue developing an on-site intake/referral mechanism aimed at creating pipelines into Codeup's training opportunities for both youth and adults.
- **The Iron Yard** offers programs that tackle the core elements of web development, from design to databases. These programs focus on back-end engineering, front-end engineering, design, and mobile engineering. As with Codeup and other training providers in the region that offer short-term training, WSA in the process of developing one-to-one pipelines that will assist both youth and adults acquire the skills required by IT occupations and industry.
- **Rackspace** and the Alamo Colleges received a \$1.39 million skills development fund grant in 2015 to train 1,000 new and existing workers in Linux/Apache, Windows, Cisco, Red Hat, network security and Microsoft Server. Once the training is completed, some workers might be eligible for advanced industry certifications. The project is part of a collaborative with the Austin and Tarrant County College systems extending the reach to Austin and Grapevine, TX.⁵
- **Microsoft Corp** acquired 158 acres of Texas Research and Technology Foundation park real estate and plans, in 2016, to begin the building of an eight-building data center encompassing approximately 1.2 to 1.3 million square feet. Construction will consist of four phases over a five-year period and will create an estimated 900 construction jobs.⁶
- **Cyrus One** is considered a "carrier neutral" co-location data center for enterprise clients that want to buy servers inside the facility with dedicated Internet service connections. The company's first San Antonio location, a 106,000-square-foot data center in Westover Hills, reached capacity a little more than a year after opening. The second, nearly 372,000-square-foot data center, will address the growing customer demand in the San Antonio market.⁷
- **SA Works:** a Roundtable with Information Technology Industry partners (SA Works, August 2016) indicated that training programs deliver insufficient programming-related talent throughput ("limiting production factor") and are misaligned to industry requirements. To meet industry demand: (1) training should focus on credentialing (Associate and Bachelor programs should include progressive industry-recognized stackable credentials), (2) incumbent training should be prioritized, (3) training duration

should be accelerated and experiential, and (4) the culture of training institutions must accelerate to meet the pace of change within programming-related occupations.

Business, Professional Services/Finance

Fortune 500 companies (such as Netflix and Motorola Solutions)

- **Security Service Federal Credit Union (SSFCU)**, the largest credit union in Texas and seventh largest credit union in the United States, established their corporate headquarters in the WS Alamo region. The City of San Antonio provided an incentive package for infrastructure improvements and that is based on SSFCU investing \$120M. SSFCU will employ 947 banking and financial professionals.⁸
Entrepreneurship.
- **Launch SA** is a one-stop shop where entrepreneurs and small-business owners can gain valuable information, resources, market data, and expert guidance to help start and maintain their business. Through a partnership with the City of San Antonio and LiftFund, Launch SA is able to offer tailored programs, workshops, networking opportunities and valuable resources created especially for the San Antonio entrepreneurial community, at no cost.⁹
- **In 2016, Bexar County Economic Development** implemented an Innovation Policy, funded at \$1.15M, to encourage companies in the innovation-focused digital information technology sector to “Start There-Scale Here” (Recruitment/Attraction) and “Start- Here-Scale Here” (Retention/Expansion).¹⁰
- **Maestro Entrepreneur Center**, a collaboration with the Maestro Leadership Foundation and the SA Hispanic Chamber of Commerce Leadership Development Foundation has 24,200 square foot of office space for small, women and Veteran owned businesses. The Center offers mentoring, assistance in accessing capital, and business financial literacy to help the small business owners.¹¹

Manufacturing

- **The San Antonio Manufacturers Association (SAMA)** conducted a study in 2015 to identify and quantify the Alamo Region’s skilled workforce demands to meet the regional manufacturing industry’s needs. Manufacturing companies were asked to identify their top 3 high-demand employment needs for current, 2-, 5- and 10-year projections. The assessment included responses from nearly all sectors of the manufacturing industry and represented over 25% of the region’s manufacturing employment. Although progress continues to be made to address regional workforce issues, the report provides a perspective that significant efforts are still needed to meet both critical current and projected vacancies within the manufacturing industry. To meet the skill and training needs will require continued engagement and collaboration within the Alamo Region.¹²
- **Alamo Manufacturing Partnership (AMP)**, representing the Alamo region, was designated as a “Manufacturing Community” by the Department of Commerce in 2015 as part of the “Investing in Manufacturing Communities Partnership” (IMCP) program. AMP is led by the University of Texas at San Antonio and is an eight-county region that makes up the San Antonio-New Braunfels metro area. The AMP Consortium is focused on Transportation and Equipment manufacturing which has its strengths in three major

product lines: aerospace manufacturing, motor vehicle and parts manufacturing and heavy/industrial vehicle manufacturing.¹³

- **Texas Manufacturing Assistance Center (TMAC)**, the Texas organization responsible for the execution of the federal Manufacturing Extension Partnership (MEP) program. TMAC delivers hands-on technical assistance and training to a wide range of businesses, including manufacturing, government, and health care. This organization offers a wide array of services that improve efficiency, quality, and productivity. Focus areas include Lean Enterprise, technology solutions, strategic management, quality systems, environment, and safety.
- **Toyota** is expanding production of the Tacoma pickup truck in Mexico to increase Tacoma's production by more than 60,000 trucks annually starting in 2018. During a speech before the SAMA, the San Antonio Mayor revealed that the local Toyota plant has never been at "full employment" due to a lack of skilled workers, a problem that plagues all if not most manufacturers across the Alamo City.¹⁴
- **Holt Industries**, the largest Caterpillar dealership in the United States is expanding its corporate headquarters to a new 84,000 square-foot, three-story building located in East San Antonio. The city of San Antonio provided an incentive package based on a capital investment of \$20.2M; the company employs about 642 persons.¹⁵
- **Takata Seat Belt**, construction for a \$18M 48,000 square foot expansion of the Takata Seat Belt facility, which manufactures high tech seat belt buckles was completed in 2015 and 35 new employees were hired bringing their overall employee total to about 375. The new facility uses seat belt assembly with high-tech robotics. The company plans to invest another \$12M to add a second line in 2017 and hire another 35 persons.¹⁶
- **Indo-Mim** has established a 20-year lease for a 58,000 square foot facility located at Port San Antonio. The company produces precision component parts through metal injection molding technology. Manufacturers in the aerospace, automotive, biomedical equipment, defense and other advanced industries use the company's products. The startup workforce will have more than 100 employees with a potential growth of 300 jobs within five years.¹⁷
- **Niagara Bottling LLC** selected Seguin, Texas, as the site for their new 557,000-square-foot, \$85 million bottling plant. on the construction has taken place on 30.77 acres of land at the intersection of Rio Nogales Drive and Eighth Street. Niagara is currently hiring or has hired about 75 workers during the first phase of development and could hire more during their second phase. Guadalupe County approved a five-year partial property tax abatement and the Seguin Economic Development Corp. approved a land-grant incentive worth \$985,900.¹⁸

Aerospace

- **Port San Antonio** Port San Antonio is a unique asset that has helped to advance the industry regionally. The aerospace complex and international logistics platform located on the 1,900-acre site of the former Kelly Air Force Base operates an industrial airport along one of the region's longest runways, Kelly Field. Fourteen aerospace-related businesses operate there, including large hangar and shop facilities. Among the marquee names with facilities on site are Boeing, Lockheed Martin, StandardAero Chromalloy, New Breed Logistics, and General Dynamics.¹⁹

Healthcare and Social Assistance/BioScience

- **InCube Labs' Fe3 Medical** secured \$14.5 million to support product development, clinical trials and regulatory submission required to obtain a CE Mark and FDA for the transdermal patch, which could be a step forward to manufacturing the medical device.²⁰
- **Cytocentrics**, the city of San Antonio approved a \$1 million grant over five years for Cytocentrics, a company that manufactures and analyzes data for a medical device called a *CytoPatch Machine*. The device is automated with a medical "patch clamp" technique that is an example of the convergence of robotics, microbiology and bioscience. The company is expected to create 300 jobs with an average salary of \$70,000, invest \$15 million, partner with Alamo Colleges for workforce training, and create a research development partnership with the Center for Innovative Drug Discovery (CIDD), a joint venture between the University of Texas at San Antonio (UTSA) and UT Health Science Center at San Antonio. Along with executive and clerical/support positions, forty-percent of the job positions require post-graduate level education and 53 percent will need assorted certified training through Alamo Colleges. Cytocentrics has encountered difficulties finding qualified lab technicians who work with cells and know how to grow cells in incubators.²¹
- **Methodist Hospital and Children's Hospital** construction, which began in 2014 and will continue through 2017, includes upgrades to add two new patient towers, expansion of women's services and neonatal ICU, and expansion of emergency and surgical services. The expansion is projected to increase jobs at the Methodist Hospital campus by eight percent.²²
- **Impact Urgent Care** (NextCare Holdings, Inc.), plans to open a new urgent-care facility by March 2016 has brought their total to seven facilities in the WS Alamo region in the 2014-2016 period. NextCare Holdings also added 10 more urgent-care facilities across Texas. The clinics have extended hours, accept insurance, and patients may check-in online reducing waiting time.²³
- **Christus Santa Rosa Children's Hospital**, expected to complete expansion by opening a multispecialty clinic for children in the retail space - Shops at La Cantera, located in Northwest San Antonio. In the past two years, more than 160 pediatric subspecialists have been recruited by the hospital.²⁴
- **The Texas Research and Technology Foundation**, has leveraged revenue from the sale of two parcels of Texas Research Park land to start a new investment fund to support the development of early-stage life sciences and technology companies. The sale of land could bring in an estimated of \$40M to \$60M.²⁵

Education & Training

- **Adult Education & Literacy (AEL) Alamo Consortium**, the AEL Alamo Consortium includes eight service providers and is led by TWC grant recipient Education Service Center, Region 20. The AEL Alamo Consortium guides adult learners as young as 16 years old on the path to reach their education, training, and employment goals. Classes are offered at various locations throughout Bexar and 11 surrounding counties. Services include High School Equivalency preparation, basic academic skills upgrading, ESL, preparation for postsecondary education and training, integrated academics and career training, and

contextualized ESL. Partners in the AEL Alamo Consortium include Alamo Colleges I-BEST, Each One Teach One, ESC-20 AEL Program, North East ISD Adult Education, Northside ISD Adult Education, Restore Education, San Antonio ISD Adult and Community Education, and South West Texas Junior College Adult Education and Literacy.

- **The Military Family Support Pilot Program:** The pilot program is designed to better meet the needs of military spouses entering the job market at military installations in Texas. Services provided include job search assistance, assessment of skills, labor market information, resume writing and interviewing skills, and training in targeted occupations.
- **Operation Welcome Home / Texas Transition Alliance:** WSA will receive funding to assist military members transition into the civilian workforce up to 180 days of their separation date. Training and other relevant services will be offered.
- **Alamo STEM Workforce Coalition (ASWC):** The ASWC was formed in 2015 as a partnership between WSA and several community partners, including ATEAMS (Alliance for Technology Education in Applied Math and Science), Education Service Center-20, P16+, SA Works, and UTSA. ASWC provides professional development to middle and high school math, science, and career technical education (CTE) teachers on Problem-Based Learning (PBL) workforce development in local workforce settings. Through the Externship for Teachers summer project, ASWC served 151 teachers from 20 different ISDs or charter schools, 86 campuses, 26 different communities, and 10 counties. Twenty-nine different organizations from a wide variety of industry sectors hosted the teachers during the sessions. The project was funded by TWC with matching funds from ATEAMS and SA Works. WSA has submitted a new RFP proposal to TWC for the 2016-2017 school year.
- **Health Profession Opportunity Grant (HPOG):** The HPOG is administered by the U.S. Department of Health & Human Services. It was created as part of the Affordable Care Act to provide education and training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals for healthcare occupations that pay well and are in high demand. HPOG participants enroll in a variety of training and education programs that result in an employer or industry recognized certificate or degree. The Alamo Colleges was awarded a \$15 million, five-year grant to train 800 low-income participants for in-demand healthcare occupations. Training will be provided at the Alamo College's Westside Education and Training Center, the Alamo University Center and at locations in the federally designated Promise Zone. To provide the training, the Alamo Colleges is partnering with WSA, San Antonio Housing Authority (SAHA), Goodwill Industries of San Antonio, Project Quest, Family Service Association and a network of more than 30 employers.
- **America's Promise Job Driven Grant:** a \$2M DOL grant awarded to the San Antonio Chamber and Alamo Colleges to accelerate the development and expansion of regional workforce partnerships across the country committed to providing a pipeline of skilled workers in those industries in high demand in their region. The Partnership will focus on IT and manufacturing industries to ensure a strong and robust system.
- **Alamo Colleges Central Texas Technology Center,** the 30,000 square foot facility expansion will make space available for Associate Degree programs as well as for the enhancement of workforce development training programs. Collaboration in the project comes from the City of Seguin and City of New Braunfels, Seguin Economic Development

Corporation, New Braunfels Chamber of Commerce, New Braunfels Industrial Development Board (4B), and Alamo Colleges. Voters from New Braunfels agreed to borrow \$4 million to contribute toward the \$6.2 million expansion. The New Braunfels Industrial Development Board contributed \$320,000. The Seguin Economic Development Corp. allocated \$600,000, and the U.S. Department of Commerce awarded a grant of \$1.25 million toward the expansion project.²⁶

- **The City of Hondo and the South Texas Regional Training Center (STRTC)** received a \$1.2 million grant (80/20) from the US Department of Commerce Economic Development Administration (EDA). Part of the funding comes from the City of Hondo, Economic Development, which is providing a 20% required match with an estimated value of \$240,000. The STRTC Vocational and Technical Training Annex will be expanded by 8,000 square feet and will house training for welding, diesel, mechanical, and HVAC courses.²⁷
- **The SA2020 Talent Pipeline Task Force Report** (July, 2015) identified approximately 300,000 persons in the San Antonio area as having some college but no degree (a disproportionate number compared to those of the state and nation). Analysis showed that the majority were working, but that wages for this population continue to decline. The analysis also reflected that a higher earning potential is deferred both to the individual and the greater community. The Task Force challenged the community to implement a “no wrong door” approach among education and workforce providers, including WSA, Goodwill SA, Project Quest, and the colleges and universities in the region. A “no wrong door” strategy is needed so that no matter where an adult learner goes for help, they are connected to the education, training or job opportunities that best meet their needs.²⁸ To that effect, WSA’s plans to initiate and, or, support coordinate efforts for the development of a common intake and referral mechanism/framework amongst key partners, including Adult Education & Literacy, Vocational Rehabilitation, required partners, and the organizations mentioned above.
- **The Alamo Colleges** hosts a national award-winning, innovative, STEM-based instructional model which is operated by the Alamo Area Academies Inc., a non-profit organization. In partnership with Alamo Colleges, five academies offer the region’s youth with tuition-free career pathways into critical demand STEM-related jobs.²⁹ The five academies include the Aerospace Academy, Information Technology and Security Academy, Advanced Technology and Manufacturing Academy, Health Professions Academy, and Heavy Equipment Academy.
- **Alamo Colleges (ACCD)– Seguir Adelante** is a training program that is designed to assist low-income single parents, welfare/public assistance recipients, the homeless, and those in transitional housing who are in need of a GED, adult education opportunities, college access programs, and supportive services. Utilizing a one-stop service approach, the City of San Antonio, Alamo Colleges, and external partners will deliver a mix of social services, GED classes, college readiness, and career and supportive services. The initiative aims to address the barriers preventing many at-risk populations from enrolling in college.³⁰
- **Chrysalis Ministries – Welcome Home Reentry Program:** The “Welcome Home Reentry” program focuses on providing services to former offenders. The program includes facilitating job readiness courses within detention centers in Bexar County, as well as providing case management services, life-skills and job readiness courses within the Family Renewal Center upon release.³¹ To assist both the courts and the ex-offenders,

WSA works closely with the Ministries, has Job Center staff housed on-site at the courts, and is in the process of having a more direct participation during court proceedings.

- **Dress for Success San Antonio - Enhancing Economic Self-Sufficiency:** Provides workforce development services tailored to the people and cultures of San Antonio. Services that are unique to the organization include those related to post-employment support as well as specific partnerships with WSA.³²
- **Goodwill Industries of San Antonio – Learn While You Earn:** The Goodwill Learn While You Earn program assists eligible program participants to overcome barriers to employment. The model provides opportunities for immediate transitional employment (funded by Goodwill) into jobs paying \$7.25 an hour for 32 hours a week, and these include placement goal within 90 days. The goals of the program include a *model continuum* which focuses on preparing, placing, retaining and advancing a participant on the job.³³
- **Project Quest Inc.:** Project QUEST provides San Antonio residents with access to a variety of training programs that lead to the attainment of certificates, associate degrees, bachelor degrees, and industry recognized certifications. QUEST provides intense case management and wrap around services, and offers job search and placement assistance upon completion of training. Through its Open Cloud Academy, QUEST also offers a comprehensive training program leading to occupations in information technology, including cyber security. Instruction in the program is provided by Rackspace.³⁴ In addition, WSA has specific partnerships with QUEST that focus on the provision of training for dislocated workers, including the long-term unemployed.
- **SA Youth – YouthBuild Program:** The YouthBuild program provides young people, ages 16 to 24 an opportunity to receive workforce training and education. The program operates 40 hours a week and helps young people attain a GED, a HS Diploma, and several workforce certifications and skills attainment. The program is holistic in that it offers case management, leadership development, counseling, soft job skills and preparedness, workforce certifications, and civic engagement. Depending on need, YouthBuild offers scholarships and assistance with clothing and transportation.³⁵
- **My Brother’s Keeper San Antonio (MBKSA)** is a national initiative designed to help boys and men of a variety of minorities reach their full potential regardless of life’s circumstances. MBKSA helps coordinate strategies that connect youth with opportunities focusing on six primary goals: 1) ensuring all youth graduate from high school, 2) ensuring all youth complete post-secondary education or training, 3) ensuring all out-of-school youth are employed, 4) ensuring all youth are safe from violent crime, 5) ensuring all youth who have been convicted or incarcerated receive opportunity to lead a productive life, and 6) ensuring that local efforts are sustainable. In alignment with WSA’ Youth Program goals, WSA will continue to collaborate closely with MBKSA to provide youth with leveraged resources.
- **P16 Plus Council of Greater Bexar County (P16+)** includes the involvement of the San Antonio Youth Commission as a civic engagement platform for area high school students. The commission is comprised of 22 high school youth leaders, two members from each City Council District and two Mayoral appointees. The Youth Commission meets monthly to create and advocate for student policies and programs. To better model and leverage

services to in-school youth, WSA will continue to collaborate closely and request ongoing input from P16+.

- **San Antonio Works (SA Works)** was modeled after the Boston Private Industry Council (PIC) and housed at the San Antonio Economic Development (SAEDF). SA Works is an industry led coalition assembled to develop a comprehensive human capital strategy to fill San Antonio’s and Bexar County’s most pressing talent needs. The goal of SA Works includes offering educators and students a minimum of 20,000 experiential learning opportunities by year 2020, and to develop true career pathways that lead to meaningful employment opportunities for San Antonio and Bexar County residents. WSA is committed to continue to work closely with SA Works, and this includes the development of sector strategies and career pathways envisioned as part of a region-wide “workforce community plan.” SA Works’s impetus is critical to meeting the needs of both residents and industry in the San Antonio-Bexar County region of WSA’s 12-county workforce development area.

Part B. OPERATIONAL ELEMENTS

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

Board Response:

The Workforce Opportunity and Innovation Act (WIOA) authorizes key employment and training programs in the service delivery system to help workers acquire the tools and skills they need to be successful and to connect employers to the skilled workers they need. WIOA further aligns “core” programs to provide coordinated, comprehensive workforce services.

The following core programs must be made available either in-person and/or virtually at the American Job Centers:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth and Dislocated Worker;
- Temporary Assistance for Needy Families (TANF)/CHOICES;
- CHOICES Non-Custodial Program (NCP);
- Supplemental Nutrition Assistance Program Employment & Training (SNAP);
- Trade Adjustment Assistance Act (TAA);
- Rehabilitation Act: that provide services to individuals with disabilities;
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model;
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC)

or TWC. The contractor is responsible for the coordination of this program and staff with the TVC or TWC.

Under the guidance of TWC and in collaboration with our local area public officials, WSA provides service delivery oversight and planning through a partnership network. In support of WIOA, WSA will continue to reinforce progress toward integrating services for customers.

As part of the job training, employment, and employment-related educational program and functions, WSA convenes all relevant programs identified as one-stop required-partner programs, including:

- Workforce Innovation and Opportunity Act (WIOA);
- Wagner-Peyser Employment Service (ES);
- Unemployment Insurance (UI) Benefits Information;
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program;
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T);
- Subsidized child care;
- Trade Adjustment Assistance (TAA); and,
- Adult Education and Literacy (AEL) programs.

As for required programs that are not under the direct oversight of the Board, WSA establishes memoranda of understanding (MOUs) with:

- Adult Education and Literacy (WIOA, Title II);
- Apprenticeship programs;
- National and Community Services Act Program;
- Non-Certificate Postsecondary Career and Technology Training programs;
- Senior Community Service Employment Program; and,
- HHSC (jointly developed with TWC).

Some agencies and services with which WSA may establish additional cooperative relationships to strengthen the regional workforce system include:

- Local boards of education;
- Local-level vocational education agencies;
- Community-based Organizations (CBOs);
- Faith-based Organizations (FBOs);
- Texas Department of Housing and Community Affairs (TDHCA); and,
- Other appropriate training and employment agencies and services to expand local presence.

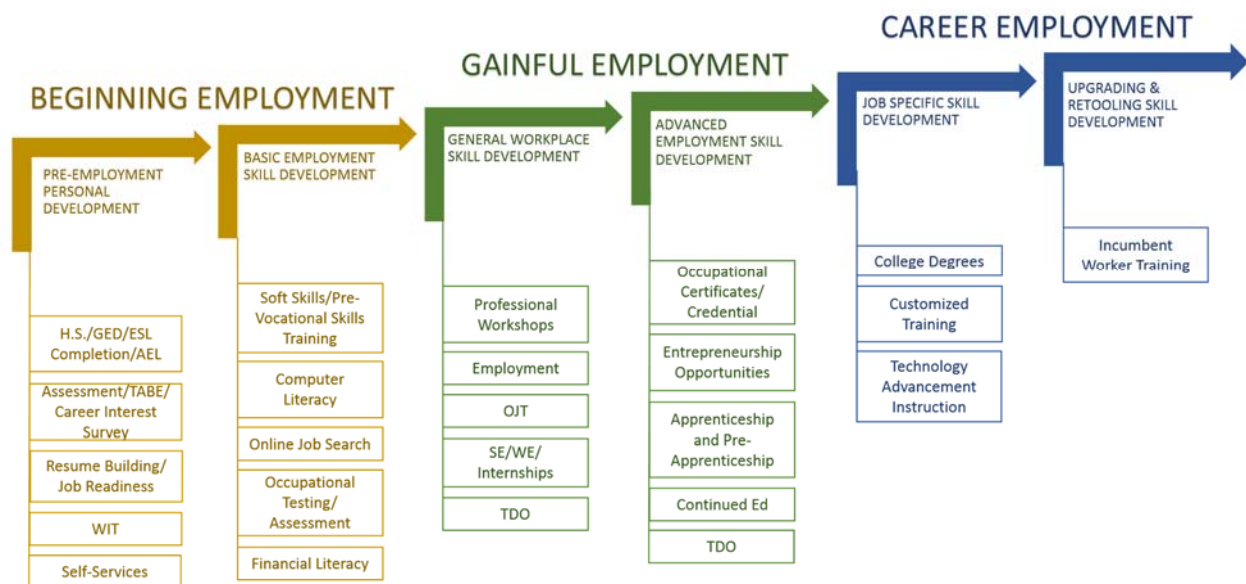
Career and Technical Education Act: In adherence to the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

To that effect, WSA will explore opportunities to enter into MOUs with the following optional partners:

- Career and technical education programs authorized under the Carl D. Perkins Act of 2006;
- Job counseling, training, and placement services for veterans, 38 USC 41;
- Education and vocational training program through Job Corps administered by DOL;
- Native American programs authorized under Title I of WIOA;
- HUB-administered employment and training programs;
- Employment and training activities carried out under the Community Services Block Grant Act;
- Reintegration of offenders programs authorized under the Second Chance Act, 2007; and
- Migrant and Seasonal Farmworker programs authorized under Title I of WIOA.

WSA has developed the following employment supply-chain that describes our customers’ experience from entry into the network/system and on through advanced training/employment opportunities. This diagram describes the progression of career services available to youth, job seekers, and incumbent workers and serves as a framework for workforce and economic development.

FIGURE 4. CUSTOMER FLOW SUPPLY-CHAIN



2. A description of how the Board will work with entities carrying out core programs to:
 - a. expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
 - b. facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

- c. improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Board Response:

To promote a stronger Alamo workforce area, WSA provides innovative, progressive services through its Workforce Solutions American Job Center network. Our Centers help connect job seekers, incumbent workers, and students with employment and training opportunities.

WSA has a strong focus on providing leveraged services. This includes, for example, forming partnerships throughout the community to create alternative entry points and opportunities for co-enrollment. To do so, WSA works with community-based organizations, such as San Antonio Housing Authority (SAHA) and the SA Food Bank, as well as with the City of San Antonio's delegate agencies, libraries, faith-based organizations, and multiple education and training providers.

Individualized Career Services: Consistent with our vision and mission, as well as WIOA requirements and federal cost principles, individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- **Informational Services**, such as orientations, career guidance services, and referrals;
- **Outreach and Eligibility Determination**, such as outreaching potential applicants and making eligibility determinations;
- **Assessment & Planning**, such as comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and REA assessments;
- **Case Management**, such as tracking and reporting of training and training outcomes provided by other entities/agencies for job seekers, but support services are being paid for out of TWC program funds while in training. A qualifying service must be provided in addition to this service to make the person a participant. These services also include tracking participants during one or more quarters after exit;
- **Job Search Services**, such as job search assistance, supervised job-search, computer workstation usage, counseling, labor market/information, resume/application/interview preparation, job development, self-service career guidance, self-service labor market information;
- **Life Skills**, such as mentoring (Choices, NCP, and youth) and leadership development (youth only),
- **Pre-Employment Activities**, such as job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility; and,
- **Work Readiness**, such as short-term work readiness services (Choices, NCP, and WIOA).

Employment Services: employment-related services are offered to job seekers to help them gain and retain employment as well as advance in their employment opportunities. These services include the following:

- **Unsubsidized Self-Employment**, an income-producing enterprise that is intended to lead an individual on a clear pathway to self-sufficiency by lessening the family's reliance on public benefits;
- **Unsubsidized Employment/Employment Entry**, for TANF/Choices customers, includes full or part-time employment for a Choices customer even if they already have the job; for SNAP E&T customers, customers must receive other services before this service can be used to take credit for full or part-time employment (no other programs can use this service);
- **Community Service**, community service opportunities with nonprofit organizations (only for TANF/Choices and NCP);
- **Subsidized Employment**, full or part-time employment in either the private or public sector that is subsidized in full or in part with wages of at least federal or state minimum wage, whichever is higher (only for TANF/Choices and NCP);
- **Unpaid Public/Non Profit/For Profit Work Experience**, unpaid work experience, time-limited training in the public, non-profit, or for-profit sectors;
- **Subsidized Work Experience**, paid work experience, time-limited training in the private, for-profit, nonprofit, or public sectors (SNAP E&T and WIOA);
- **Workfare**, work programs in which food stamp recipients perform public service work in a public service capacity as a condition of eligibility to receive their household's normal food stamp entitlement (SNAP E&T); and,
- **Summer Employment-Work Experience**, employment or work experience opportunities for youth within designated timeframes, directly linked to academic and/or occupational learning (WIOA Youth).

Training programs: training services are offered to individuals who are unable to gain employment through basic labor exchange services, and for those who need additional training to advance into and attain economic self-sufficiency. These services include both short-term training (for rapid return to the workplace) and more extensive training (for job seekers who remain unsuccessful in finding or returning to employment, or in advancing into occupations that lead to economic self-sufficiency). Training-related services/activities are classified as follows:

- **Occupational/Vocational Training:** training conducted in an institutional setting that provides specific technical skills and knowledge required for a specific job or group of jobs and results in the attainment of a certificate
- **On-the-Job Training:** employee training at the place of work while he/she is doing the actual job, and which may be supported by formal classroom training;
- **Apprenticeship Training** (only under Trade Adjustment Assistance and WIOA): a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the-job training;
- **Internships** (only under WIOA): participants receive supervised practical training in a job setting;
- **Entrepreneurial training:** training that assists job seekers to achieve their goals for economic self-sufficiency by providing information on starting and running their own business;

- **Customized Training** (only under Trade Adjustment Assistance and WIOA for Adults and Dislocated Workers): training designed to meet the specific requirements of an employer or employers' group;
- **Private Sector Training – Upgrade/Retrain** (only under WIOA): training provided and operated by the employer for current employees that provides instruction on new technologies and production or service procedures. Training provided to upgrade skills necessary for retraining or upgrading skills;
- **Prerequisite Training** (only under Trade Adjustment Assistance): coursework required by a training provider prior to acceptance into a specific training program; and,
- **Skills/Self Grant**: training provided through a Skills Development or Self-Sufficiency Grant.

Under WIOA sec 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

Educational Services

- **Basic Educational Skills/ABE**: training designed to enhance the employability of job seekers by upgrading basic skills. For WIOA Adult and Dislocated Workers, it includes services provided in combination with other training activities. For WIOA Youth, it includes training services conducted in an institutional setting that is designed to enhance the employability of the individual by upgrading basic skills. For TANF/Choices, it includes Basic Education Skills training that does not occur in an employment setting;
- **English as a Second Language**: training services activities designed to enhance the English speaking ability of nonnative speakers;
- **High School (for TANF/Choices)**: for teen heads of households and adults without high school diploma or GED, who are attending high school;
- **GED**: for job seekers lacking a high school degree or GED, and those who are attending GED classes as a training service conducted in an institutional setting designed to enable an individual to pass a GED exam;
- **Tutoring/Study Skills/Instruction**: includes the communication of knowledge, ideas, and facts to help youth complete their secondary education. This includes dropout prevention strategies;
- **Alternative Secondary School**: includes enrollment in nontraditional schools to complete high school or a GED;
- **Short-term Educational Services**: includes services to prepare the individual for unsubsidized employment and increase employability, e.g. Literacy, Adult Basic Education, development of learning skills, etc. "Short Term" is defined by Board policy but should, with limited exceptions, be six-months or less;

- **Work-based Literacy:** work-based (tied to employment) literacy component (ABE, ESL, Workforce Adult Literacy);
- **Middle School:** for teen heads of households and adults without high school diploma or GED, including those who are attending middle school; and,
- **High School:** includes tracking and supporting High School attendance and completion.

Support Services: to remove barriers and provide assistance necessary to allow participants to successfully complete program goals, WSA provides a wide variety of support services, including:

- **Health Care,** includes, but is not limited to preventive and clinical medical treatment, voluntary family planning services, nutritional services and appropriate psychiatric, psychological and prosthetic services to the extent any such treatment(s) or service(s) are necessary to enable the attainment or retention of employment (NCP, WIOA);
- **Family/Child Care,** referrals to and subsidies for child care services;
- **Transportation,** such as bus passes, gas allowance, and other transportation related costs;
- **Housing/Rental Assistance;**
- **Counseling,** provision of or referral to Counseling Services necessary to allow a participant to successfully complete program goals;
- **Needs-Related payments,** needs-related payments provide financial assistance to participants (Adult, DW, and Youth) for the purpose of enabling the individual to participate in training. Includes NRPs made to individuals who have exhausted UI or TRA payments or did not qualify for UI payments where the individual is in training;
- **Substance Abuse Treatment,** referral to Substance Abuse Treatment as needed to allow a participant to successfully complete program goals (Choices, NCP, and WIOA Statewide Initiative Funding);
- **Wheels to Work,** provides low cost automobiles to eligible participants (Choices, WIOA Statewide Initiative Funding);
- **GED Test Payment,** provision of financial assistance to help a participant pay for GED testing (Choices, NCP, SNAP, WIOA Statewide Initiative Funding);
- **Work Related Expense,** provision of financial assistance to assist participants to pay for necessary, work related items. Can include clothing and tools needed for employment (Choices, NCP, SNAP, WIOA Statewide Initiative Funding);
- **Financial Planning Assistance;**
- **Incentives;** incentive payments are funds paid to participants based on actions such as attendance, successful performance, or completion of a program activity to encourage the participant to continue in the program (Choices, NCP, WIOA); and,
- **Job Search and Relocation Allowance (TAA only).**

Follow-up services: follow-up services are provided, as appropriate, to program participants who have received their last WIOA service and no other WIOA services are necessary. WIOA Youth are provided with follow-up for a minimum of 12 months. Follow-up services are made up of a wide variety of services, including: post-employment services, job search assistance, individual counseling/career planning, job clubs, group counseling, outreach/intake/orientation, job referrals/contacts, counseling, labor market information, support services, local area information, provider information, non-WIOA financial assistance information, UI Claims, and

resource room services. Some of WSA's follow-up services are available only to Youth, and these include leadership development, employer contact, mentoring, and progressive tracking.

Youth Services: WSA provides WIOA youth activities consistent with the governor's vision of strengthening the academic and future workplace outcomes for youth facing challenges and barriers to success. WSA, its partners, network, and contractors provide activities consistent with eligibility criteria for two groups: in-school youth (ISY) and out-of-school youth (OSY). WIOA requires the following 14 Youth Elements to be made available to eligible youth:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a high school diploma or its recognized equivalent or postsecondary credential;
2. Alternative secondary school services or dropout recovery services;
3. Paid and unpaid work experiences that have academic and occupational education as a component, such as summer and non-seasonal employment, pre-apprenticeship programs, internships and job shadowing, and on-the-job-training, in the private for-profit or nonprofit sectors;
4. Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials in in-demand industries or occupations in the local area;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation;
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
7. Support services, such as linkages to community services, assistance with transportation, child and dependent care, assistance with housing, needs-related payments, assistance with educational testing, reasonable accommodations for youth with disabilities, referrals to health care, and assistance with uniforms or other appropriate work attire and tools;
8. Adult mentoring for at least 12 months;
9. Follow-up services for not less than 12 months after completing participation;
10. Comprehensive guidance and counseling, such as drug and alcohol abuse, as well as referrals to counseling, as appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services providing labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

Referrals: WSA providers make referrals to other resources when funds are available through other sources. Referrals are also made when WSA's funding is not available and, or, when specific services are not allowable. Through our continued promotion of strong partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

Additional Job Center Services: In addition to the services outlined above, WSA American Job Centers operate programs in service of several additional key customer groups. These include

services to: (1) Unemployment Insurance Claimants, (2) Long Term Unemployed, (3) Adult Education and Literacy customers, (4) Temporary Assistance for Needy Families (TANF), (5) Non-Custodial Parent (NCP), (6) Supplemental Nutrition Assistance (SNAP) customers, and (7) Child Care.

- **Unemployment Insurance Claimants:** Consistent with State goals, one of our priorities includes serving the unemployment insurance (UI) claimant population, and ensuring a fast return to work. As allowed by law and in alignment to local labor market conditions, WSA determines the number of work search contacts required of UI claimants. WSA uses the Rapid Reemployment Services (RRES) statistical score (provided by TWC) to target UI claimants for enhanced re-employment services. At a minimum, outreached claimants will receive an orientation and an employment plan.
- **Long-Term Unemployed:** “Long-term unemployed” is defined by DOLETA as someone who has been jobless for 27 weeks or longer. WSA offers job search and related services to these individuals before they reach this level of unemployment. One of the TWC-contracted performance measures requires for WSA to assist those who are in receipt of Unemployment Insurance gain employment within 10 weeks of their initial monetary eligibility. Our strategies include increased outreach, improved quality in job postings/job matching, and job development activities.
- **Adult Education and Literacy:** WSA participates in the strengthening of career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and, in particular, the AEL Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center 20, and the AEL Consortium include:
 - Colocation for the provision of AEL classes and services in WSA’s American Job Centers;
 - Design and implementation of WSA, AEL, and VR Integration events;
 - Cross-training;
 - Monthly meetings;
 - Development of one-on-one contacts;
 - With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information;
 - Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services);
 - Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success;
 - Strategic and program design guidance for career pathways;
 - information from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies; and,

- As feasible, exploring opportunities in taking additional roles, such as executing responsibilities as the AEFLA grant recipient and/or participating as a strategic managing organization in AEL consortia.
- **Temporary Assistance for Needy Families:** With a work-first service delivery approach, WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency. Through Choices, Texas' TANF employment and training program, WSA assists applicants, recipients, and former recipients of TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:
 - Job search and job readiness;
 - Basic skills training;
 - Education;
 - Vocational training; and,
 - Support services.

The primary goal is to keep participants "engaged in work" through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or Educational services for those who have not completed secondary school or received a GED credential. In the 2015-2016 program year, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Work Rate.

- **Noncustodial Parent Choices:** The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are behind on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs overcome barriers to employment and career advancement, become economically self-sufficient, and make consistent child support payments. To promote the provision of a wide range of services, WSA Contractors are encouraged to collaborate with other programs and explore opportunities for co-enrollment.
- **Supplemental Nutrition Assistance Program Employment and Training (SNAP):** Through our partnership with TWC, WSA manages the SNAP Employment & Training (SNAP E&T) program. As determined eligible by Health and Human Services (HHS), SNAP eligible individuals receive comprehensive services designed to improve the recipient's ability to obtain and retain regular employment, increase earnings, and reduce dependency on public assistance. Services to this population include:
 - Informational Services,
 - Assessment and Planning,
 - Case Management,
 - Job Search Services,
 - Education (Basic Educational Skills/ABE, English as a Second Language, and GED),

- Training Services – Occupational Skills (Occupational/Vocational Training),
- Employment Experience, and
- Support Services.

Employment Experience under SNAP includes Unsubsidized Employment/Employment Entry, Unpaid Public Work Experience, Unpaid Non-Profit Work Experience, Unpaid For-Profit Work Experience, Subsidized Work Experience, and Workfare.

- **Child Care**, WSA administers Child Care Services (CCS) funding for the 12-county region. CCS helps parents pay for child care while they work, go to school, or participate in job training to become self-sufficient. Those eligible for child care assistance include:
 - Parents in receipt of TANF,
 - Parents who have recently stopped receiving TANF benefits because of earned income,
 - Parents with low incomes who need help paying for child care so they can continue to work or attend school,
 - Teen parents from low-income families who need child care to attend school,
 - Parents with low incomes who have children with disabilities, and
 - Parents who meet the definition of experiencing homelessness.

Parents who receive CCS assistance are required to pay a portion of their cost of care, with the exception of those parents who are participating in Choices or who are in Choices child care, parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T child care, parents of a child receiving child care for children experiencing homelessness, and parents who have children who are receiving protective services child care unless the Texas Department of Family and Protective Services (DFPS) assesses the parent share of cost. The parent's share of cost will be based on a sliding fee scale. Families must be working or in school or training for a minimum of 25 hours per week for a single parent household and 50 hours for a two parent household with each parent working 25 hours in order to be eligible for services. Additionally, families must meet income requirements located on the sliding fee scale to be eligible for service. A family of four, for example must have a monthly income of \$5,051 or less

Individuals with Disabilities: Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all of the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,

- The Business Enterprises of Texas program, and
- The Independent Living Services program for older individuals who are blind.
- Because VR services fall under TWC, a specific Memorandum of Understanding between WSA and VR is not required.

Strategies to Expand Access: Due to the nature of our workforce funding, eligible customer groups for workforce programs are well defined. WSA will focus on implementing seven key strategies to expand access to services for these populations, as follows. These strategies are aligned with the understanding that the foundation for success heavily relies on solid partnerships.

1. **Micro-targeting outreach:** WSA will leverage data mining and analysis capabilities tied to its two large information systems (WorkInTexas.com and The Workforce Information System of Texas, or TWIST). Improved data mining and analysis will be performed to refine and tailor traditional marketing efforts and help drive potentially eligible customers to services. Outreach efforts include (1) social media strategies (i.e. LinkedIn, Facebook, Twitter, Constant Contact, Instagram, etc.), (2) traditional print, radio, and television media, (3) public service announcements, and (4) distribution of collateral materials. These strategies may be particularly important in an economy characterized by low unemployment rates and reduced Unemployment Insurance claims, mandates shifting to serving lower income adults and “the working poor,” and shrinking funds.
2. **Streamlining Service Delivery:** WSA will work with its partners and contractors to streamline programs and services to engage with customers. These efforts will include the provision of intake and other services outside of the American Job Center locations, that is, on-site at various key locations and throughout the community. These include, for example, creating or tapping into pipelines that lead individuals ages 14 and over into key training and employment opportunities. For instance, performing intake and providing other case management-related services on location.
3. **Leverage Partnerships:** WSA will strategically develop partnerships with agencies that serve target population groups in order to (1) establish strong intake, referral, and service networks, (2) identify and capitalize on efficiencies, (3) provide more robust service offerings to common customers and enhance outcomes, and (4) explore applying and working with community partners to secure match and expand services (i.e., SNAP third party reimbursement, local investments in child care and quality child care, etc.).
4. **Leverage Technology:** The WSA service region covers 12-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, and other frameworks.
5. **Localized and Specialized Planning Approaches:** a *localized planning approach* will involve holding regional “round tables” at different locations in the 12-county region. The intent behind the “round tables” aims at reviewing and discussing local labor market, educational, and service delivery conditions, opportunities, and gaps. The goals include the development of specific plans tailored to each region as based on their specific goals and needs. A *specialized planning approach* will involve participating in and, or,

developing and structuring group panels dedicated to addressing the needs of specific population groups. This includes, for example, a Youth Panel, a VR Panel, a Veterans Panel, and others.

6. **Data Analysis and Information:** WSA will continue offering data analysis and information services to key partners in the community. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes.
7. **Building Strong Internal Partnerships:** WSA understands that our own Board members and staff, and our contractors and network of suppliers, along with our partnerships along with the supports offered by TWC are our most valuable asset. Building on these relationships will be critical to WSA's success.

Career Pathways and Co-enrollment: A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults.

With a focus on career pathways, WSA will collaborate with employers, industry associations and organizations, high schools and colleges, community-based and private education and training providers, and human service agencies to develop and integrate a coordinated approach into career advising and human capital development. This approach will include work based learning and stackable credentials.

In addition, WSA will partner with agencies that have invested resources and developed Career Pathways strategies and materials, including the Alamo Colleges and SA Works, both of which have completed work to align respective systems and programs. Alamo Colleges is also one of four grant recipients of the TWC-Texas Higher Education Coordinating Board (THECB) Accelerate TEXAS program. This initiative aims to integrate basic skills with career and technical pathways to help adult students quickly acquire skills and certificates in high demand occupations. Approximately 300 adults are expected to enroll in an integrated education and training model in health care, computer support, office technology, logistics, and building maintenance occupations. The partnership with Alamo Colleges includes WSA, Education Service Center Region 20, and San Antonio ISD.

In alignment to the Accelerate TEXAS program, WSA supports the state's ambitious 60x30 goal, that at least 60% of WSA Alamo residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030. Career pathways strategies and programs, for both youth and adult customers, will include:

- Short/long-term career planning,
- Apprenticeships/Pre-Apprenticeships,

- Contextualized adult education and English as a second language,
- Internships,
- Structured mentoring,
- Career Technical Education Programs of Study with embedded industry & professional certifications,
- Dual enrollment options to work concurrently toward high school diploma, industry certifications & postsecondary credentials,
- Modularized Applied Associate & Technical Diploma programs,
- Other Structured Career Pathways,
- Stackable credentials - a sequence of credentials that accumulate over time and build qualifications in career pathways or career ladders toward higher paying jobs,
- Lattice/ladder credentials which help mobility across career pathways, and
- Processes for awarding credit for learning (for instance, give credits to veterans for experience).

WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well as a means to identify gaps in training opportunities. Samples of these pathways are included below.

FIGURE 5. CAREER PATHWAYS: HEALTHCARE/SUPPORT

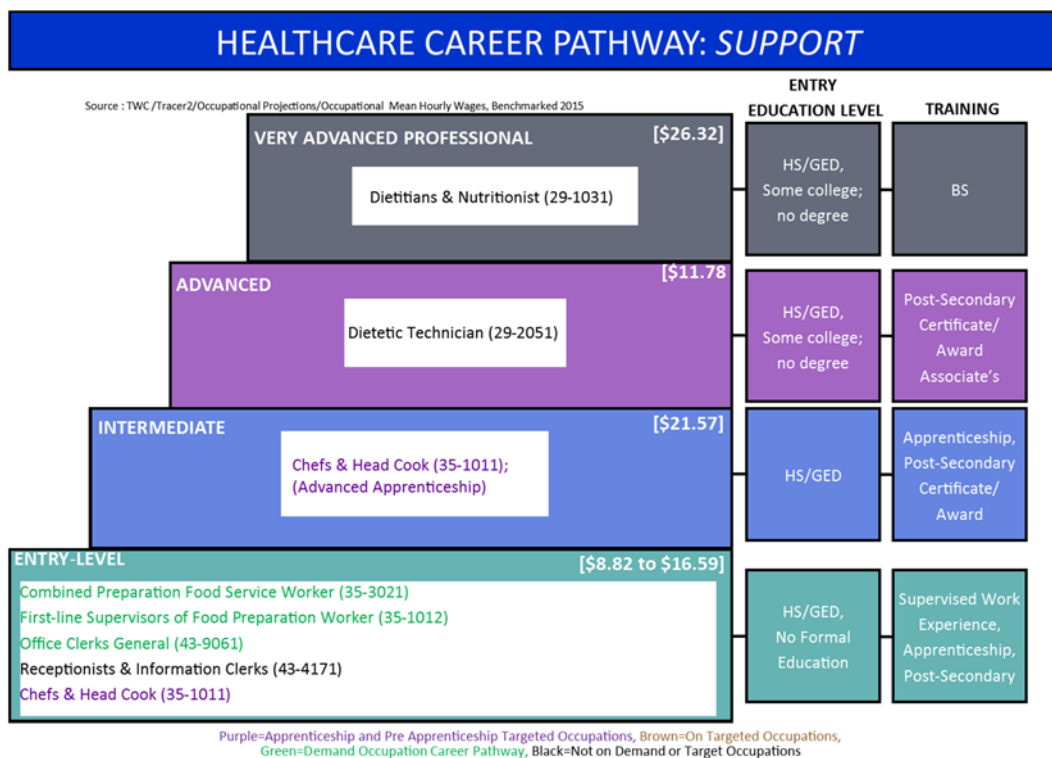


FIGURE 6. CAREER PATHWAYS: HEALTHCARE/THERAPEUTIC

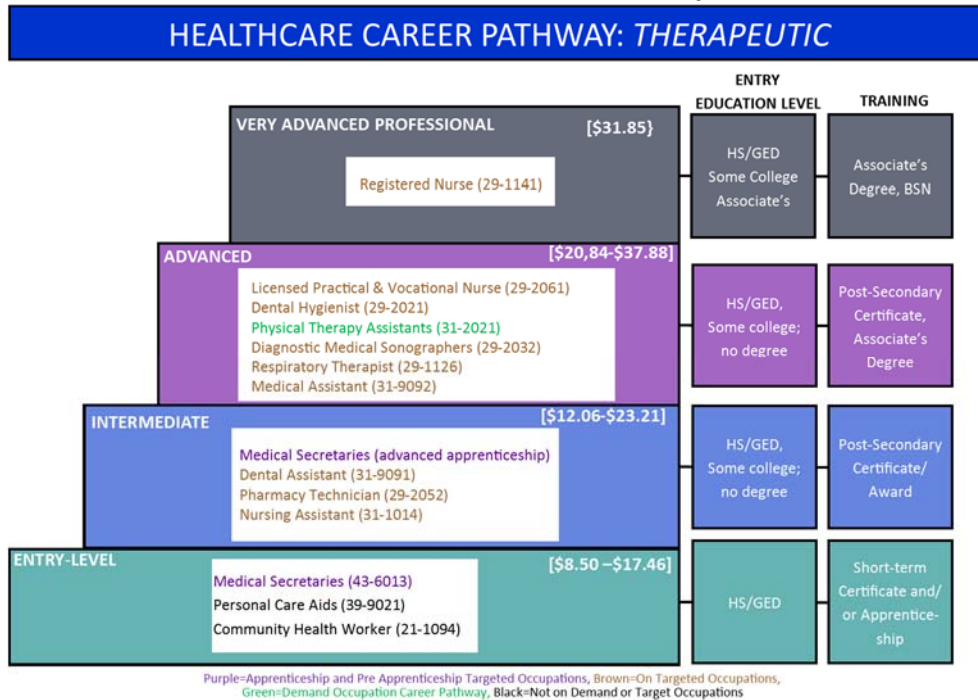


FIGURE 7. CAREER PATHWAYS: HEALTHCARE/DIAGNOSTIC

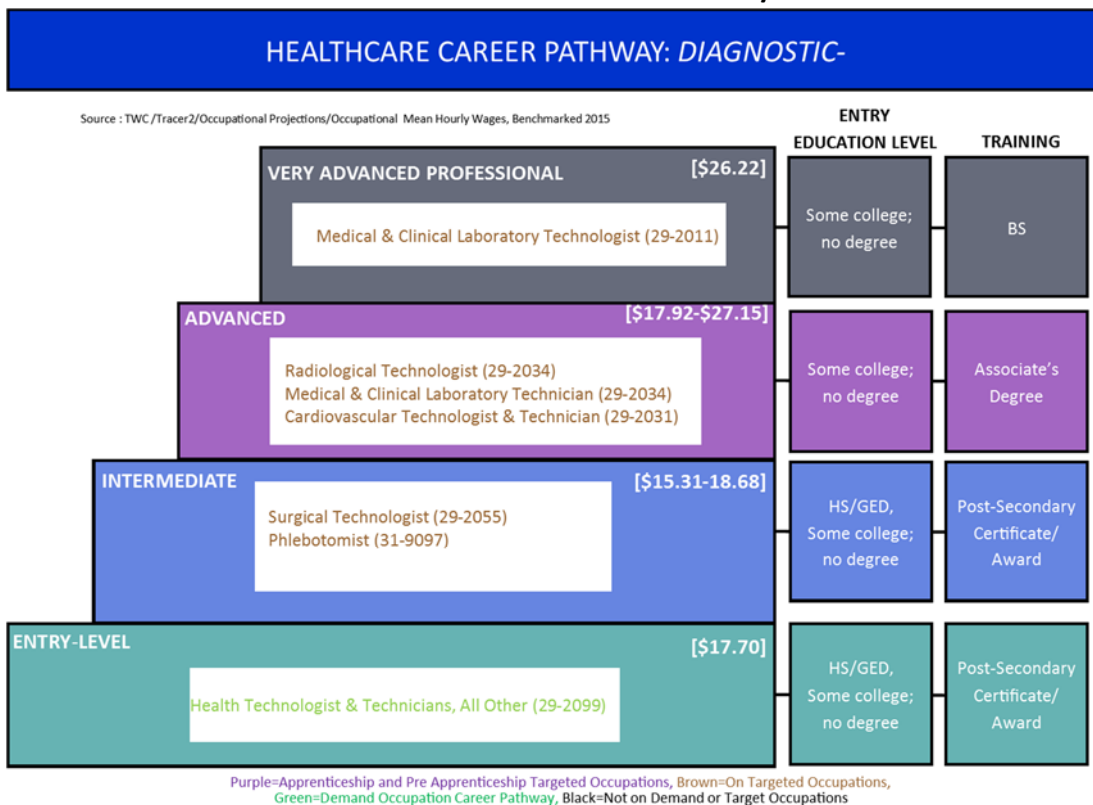


FIGURE 8. CAREER PATHWAYS: HEALTHCARE/INFORMATICS

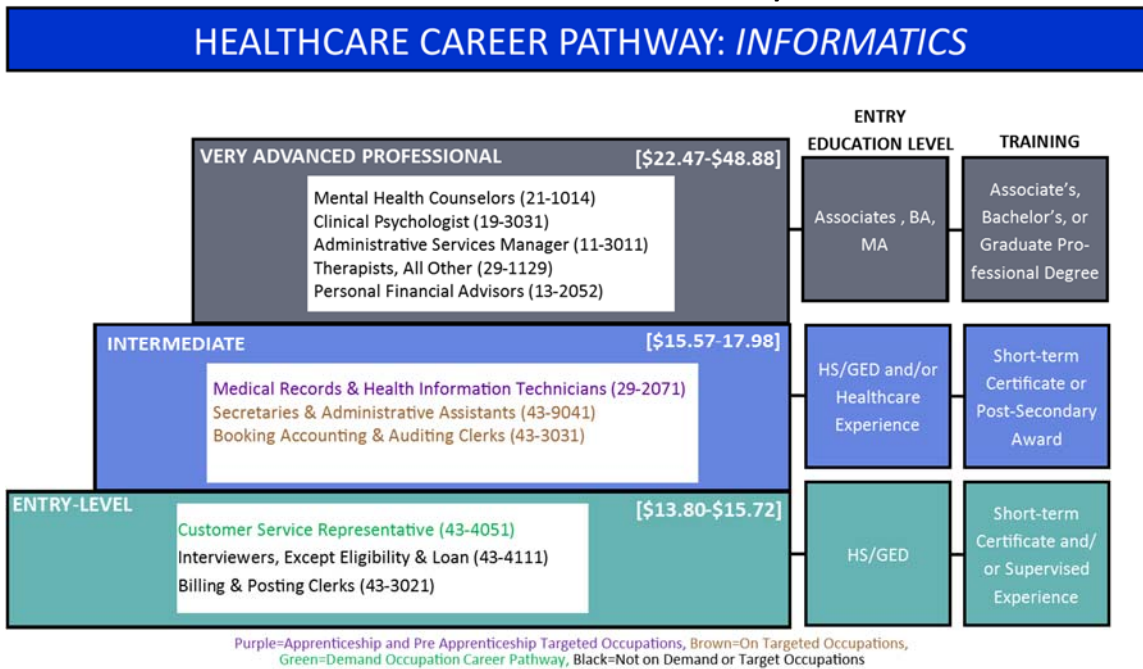


FIGURE 9. CAREER PATHWAYS: MANUFACTURING

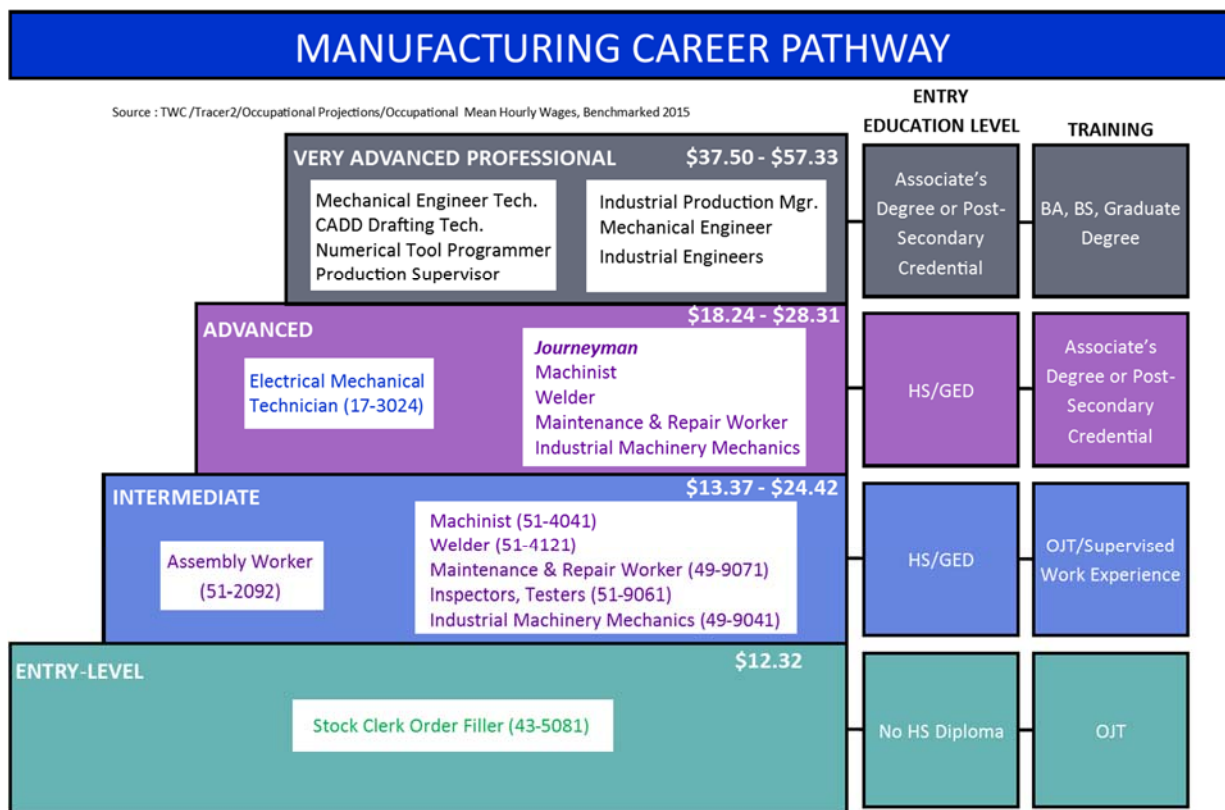
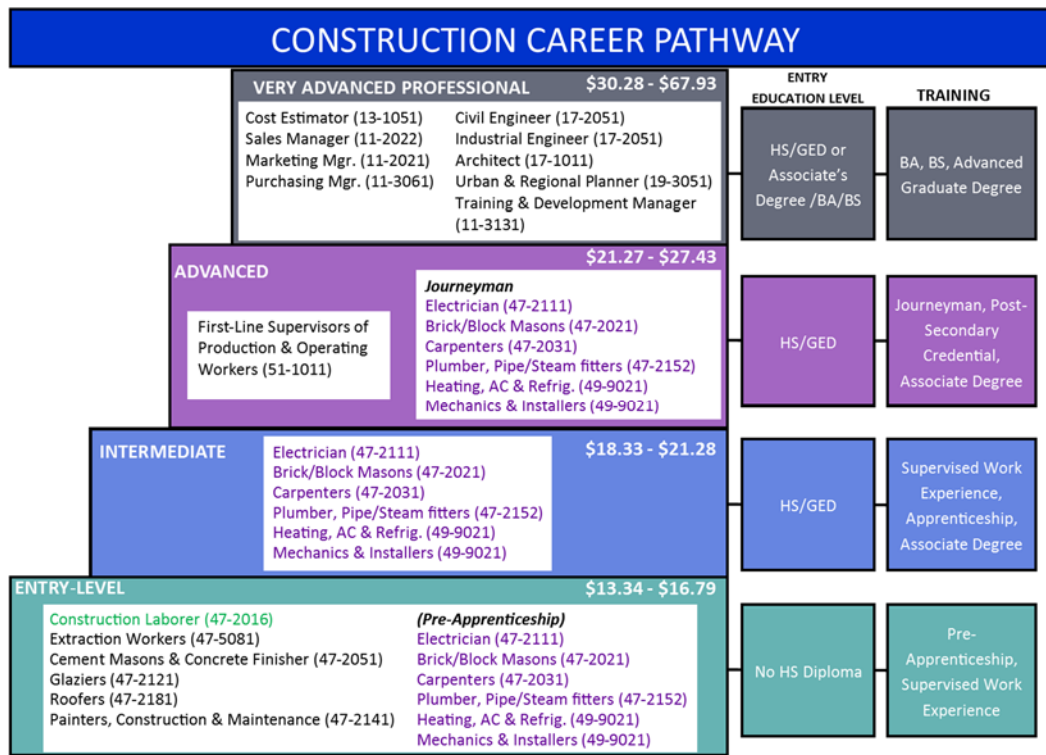
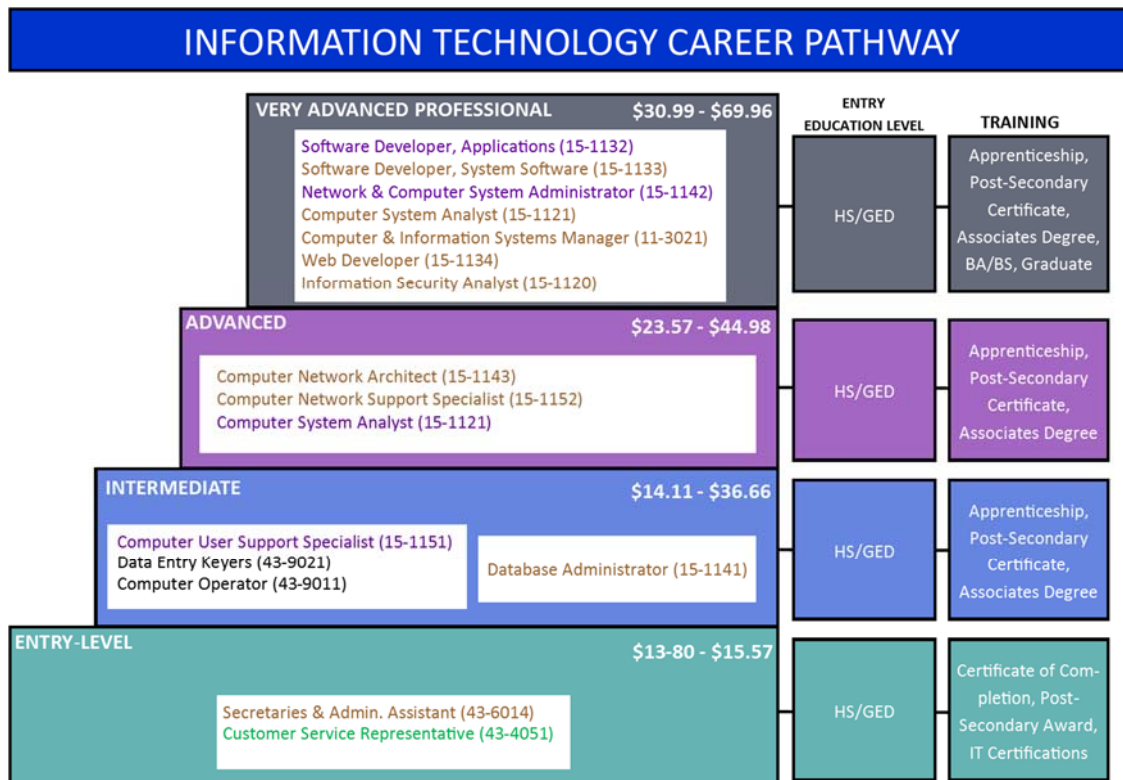


FIGURE 10. CAREER PATHWAYS: CONSTRUCTION



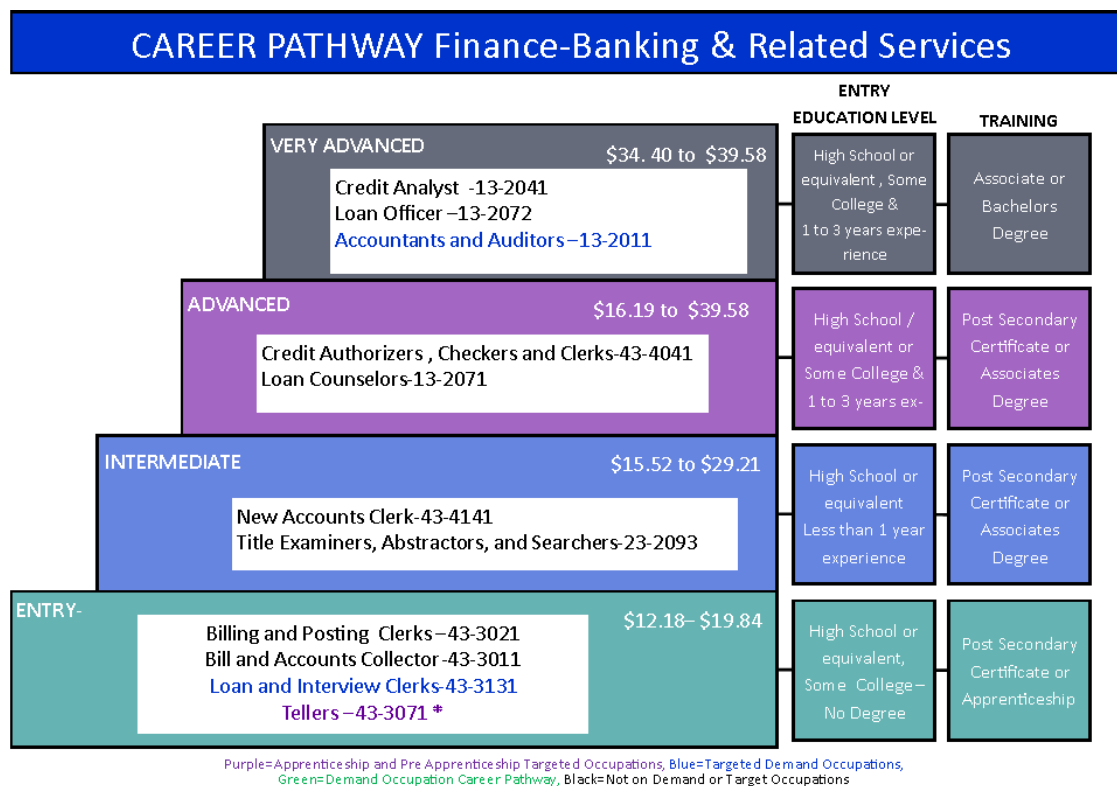
Purple=Apprenticeship and Pre Apprenticeship Targeted Occupations, Green=Demand Occupation Career Pathway, Black=Not on Demand or Target Occupations

FIGURE 11. CAREER PATHWAYS: INFORMATION TECHNOLOGY



Purple=Apprenticeship and Pre Apprenticeship Targeted Occupations, Brown=On Targeted Occupations, Green=Demand Occupation Career Pathway, Black=Not on Demand or Target Occupations

FIGURE 12. CAREER PATHWAYS: FINANCE-BANKING & RELATED SERVICES



Co-enrollment: As appropriate and allowable, WSA explores co-enrollment opportunities that could benefit eligible individuals. For individuals who may be eligible for one or more of WSA’s program, this strategy is particularly helpful when funding from one of the core programs helps cover services or activities that cannot be funded by another core program, or when funding from one program is limited. For example, support services to remove barriers for participants in the Trade Adjustment Assistance (TAA) program could be provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for Adult and Youth services (depending on age and other eligibility criteria), so that the leveraging of resources from multiple grants may benefit these customers.

Co-enrollment of WSA customers with partner agencies and programs is also used to leverage resources and support initiatives of broader local community workforce development efforts. These types of co-enrollments aim to build more efficient regional talent pipelines. Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote these types of co-enrollments. MOUs of this nature require an individualized and customized approach in the relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. We include below descriptions of elements that the agency will look at for potential co-enrollments.

- Overlaps in the characteristics of eligible populations,

- Streamlining of intake (including cross-training in eligibility determinations, record development, sharing of applicant information as allowable by related law; ideally, WSA aims at supporting the development of a single intake system or mechanism for all applicants and which will require investments and TWC involvement and guidance),
- Streamlining of referrals (i.e., one-on-one direct partner staff contacts),
- Overlaps and similarities in performance outcomes (i.e., high school or an equivalent diploma completion, enrollment into post-secondary training or education, attainment of post-secondary degrees and credentials, job gain, job and wage advancement, job retention, etc.),
- Opportunities for the leveraging of resources (through a combination or mix of partner funding and services, including wrap-around and support services),
- Local initiatives/investments (whether the specific program forms a part of a larger or broader local effort/investment),
- Overlaps and similarities in activities/services (i.e., assessments, development of individualized career plans, case management, follow-up), and
- Other similar elements.

Improving Access to Activities Leading to a Recognized Postsecondary Credential: WSA promotes education and training opportunities that provide portable, stackable, and transferable credits and credentials. This includes identifying gaps in opportunities and outreaching local training providers to assist in the development of programs within the career pathways that are reflected in the Target Occupations. This effort entails offering assistance to training providers so that they may incorporate specific courses and programs of study in the Eligible Training Provider System (ETPS). This process is critical because WIOA requires training providers to apply to WSA for certification to receive WIOA funds. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

At another level, improved access also requires having the necessary processes and tools to administer in-depth and comprehensive assessments of the educational abilities and interests of potential students. While WSA has excellent “job-matching” systems, we acknowledge that improved and, or, additional “training-matching” processes will also help expand access to these training opportunities. WSA plans on investing into these types of tools.

Adult Education and Literacy (AEL): With the addition of AEL program services to TWC, WSA has been charged with exploring new strategies to engage training providers and encourage adults to take part in literacy advancement to achieve greater success in employment leading to self-sufficiency. The AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions regarding services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. These efforts include, for example, the Skills Development Fund, which helps support credit courses offered by colleges and other institutions to accelerate students in obtaining needed credentials.

Strategies will aim at supporting system integration with postsecondary educational outcomes, as measured by high school equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

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

Board Response:

Veteran Services: As a priority population for TWC, WSA will continue to follow the priority of service requirements for Veterans. WSA career centers provide assistance to increase employment outcomes for veterans and their spouses, including veterans who are homeless or have a disability. Data of the Veteran population in the Alamo region is provided in Table 17. The area's workforce is made up of an estimated 12% veterans.

Information and guidance for providing priority of services for eligible veterans is provided by the Alamo Board through an MOU. American Job Center contractors will continue to be required to develop procedures to assure compliance with WSA, TWC and DOL mandates.

Once eligible veterans are identified through a point of entry triage tool, they are directed to the appropriate Job Center staff, Texas Veteran Commission (TVC) staff, or Texas Veterans Leadership Program (TVLP) staff. Priority of services includes personalized service delivery and preference in the receipt of and entry into available services, including preference for jobs posted on the TWC online job-matching website WorkInTexas.com. To ensure priority of services for transitioning veterans, WSA will continue to coordinate with Veteran service providers, federal and state veteran's programs, and reintegration programs.

The Disabled Veterans' Outreach Program (DVOP)/Local Veterans' Employment

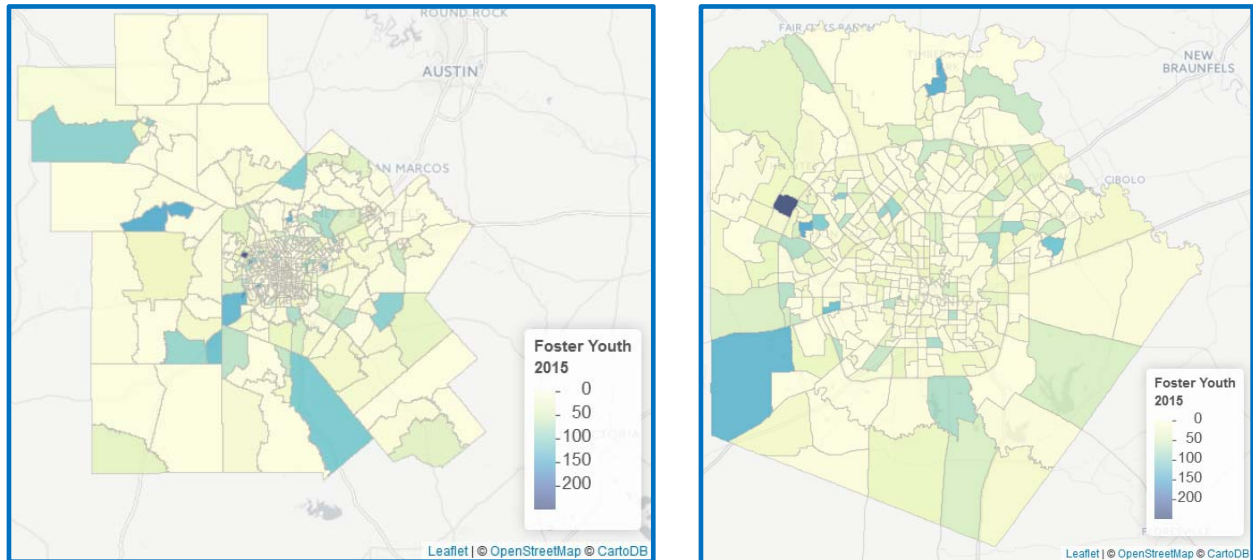
Representative (LVER) grants are administered by the Texas Veterans Commission (TVC). DVOP and LVER staffs are housed at the American Job Centers with our service provider staff and Employment Services staff. TWC, TVC, and WSA work closely to ensure veterans are given priority and the services they have earned.

In partnership with TWC, TVC, and TVLP, WSA plans on continuing to host a widely promoted and well attended job fair, the "Hiring Red, White and You." Our efforts will continue to support TWC's Skills for Veterans and its efforts to address the unique challenges and training needs of post-9/11 veterans entering the Texas workforce.

Foster Youth: Another priority population for TWC and WSA is foster youth. WSA has established relationships with local entities serving foster youth, in particular with the Texas Department of Family and Protective Services (DFPS) Preparation for Adult Living (PAL) program. The partnership supports our objective of helping foster youth and those aging out of foster care transition to independent living through successful employment. Foster youth receive priority over all other eligible individuals – except veterans – in federal and state-funded services. Data

from the 2015 American Community Survey³ show that there are an estimated 8,853 foster youth in the Alamo area, or 1.4% of all children under 18 years of age, and that these children are spread out across the region.

FIGURE 13. FOSTER YOUTH



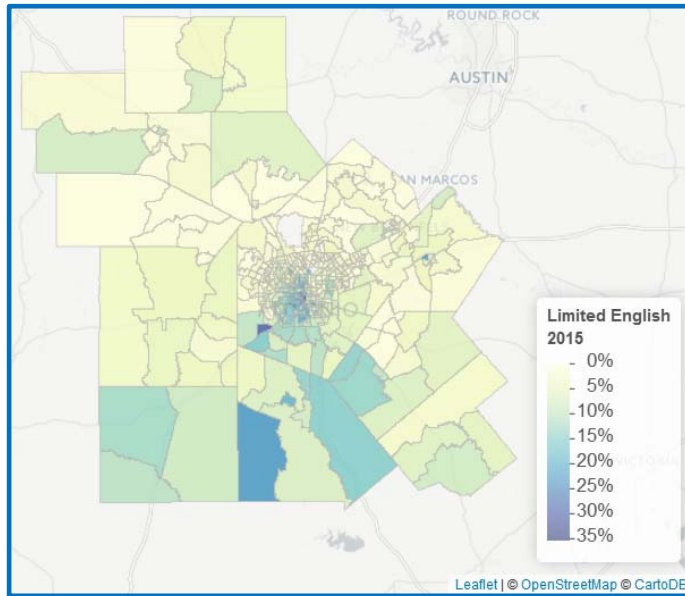
For this population, the rural areas show a larger percentage than the urban, an average of 1.7% compared to 1.4% respectively. Bandera County has the largest percentage of foster youth (4.2%), followed by Wilson County (2.8%), Kerr County (2.7%), Medina County (2.5%), and Atascosa County (2.3%). Of the 479 neighborhoods in the region, 17 (or 3.5%) have 100 or more foster youth, and one neighborhood in Bexar County has an estimated 247 foster youth.

Individuals with Limited English Proficiency: TWC estimates that a large and growing population of job seekers in Texas involves individuals with limited English proficiency (LEP).

Linguistic isolation acts as a barrier to successful integration into the mainstream. In this regard, limited English speaking households include those that may need English language assistance. According to the U.S. Census Bureau, a limited English speaking household is one in which no member 14 years old and over 1) speaks only English at home, or 2) speaks a language other than English at home and speaks English “very well.”

³ File B09018, Relationship to Householder for Children Under 18 Years in Households, 2015 ACS 5-year Estimates.

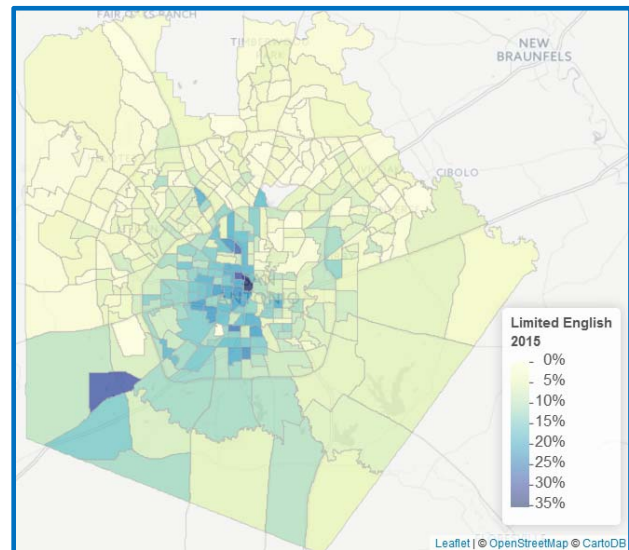
FIGURE 14. LINGUISTIC ISOLATION: ALAMO



Estimates from the Census⁴ show that approximately 6.2% of all households in the Alamo region experience linguistic isolation. Analysis by neighborhood (census tracts), however, shows that linguistic isolation varies significantly across the region. Based on household data, one of every four (25%) neighborhoods experience 10% or higher linguistic isolation, and 12% experience 15% of higher linguistic isolation. The map on the left shows how linguistic isolation is concentrated in specific areas of the region. These include Frio County, Atascosa County, and portions of Wilson County. As the map that is included below

for Bexar County shows, households with Limited English proficiency are also mostly concentrated in urban locations.

FIGURE 15. LINGUISTIC ISOLATION: BEXAR



The entire area within loop 1604 appears to be split in half, with entire west-side within 1604 along with areas lying outside of the loop toward the southwest showing some of the highest concentrations in linguistic isolation.

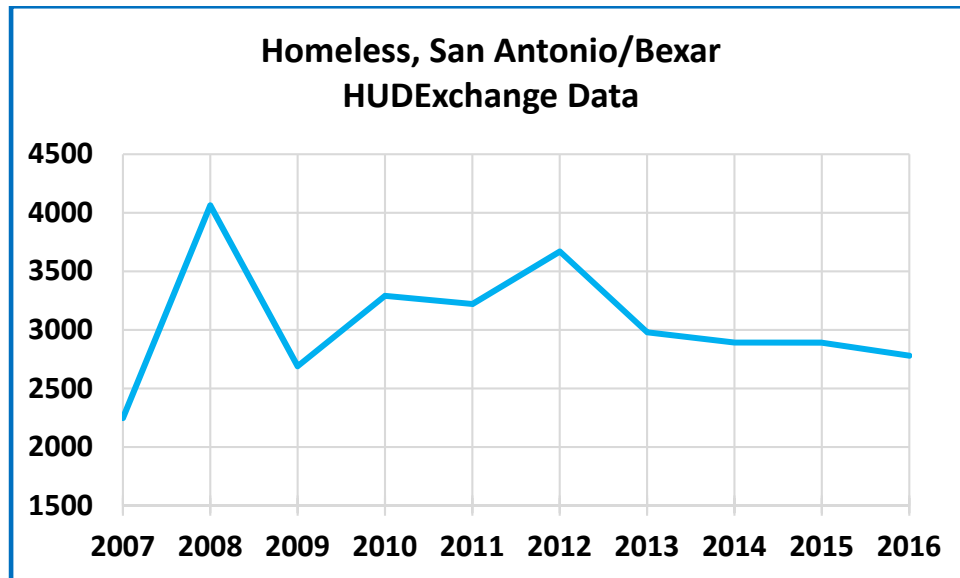
WSA will continue to integrate English literacy with civics education, workforce preparation activities, secondary education, and occupational skills training into our workforce development delivery system. Along with strong coordination with the Alamo AEL Consortium, the Limited English Proficiency (LEP) Guide for Workforce Professionals will be used as a blueprint in planning, developing, and implementing strategies to continue to improve LEP outcomes.

Homeless Individuals: WSA will collaborate with groups involved in the planning and provision of services to the homeless and those at risk of becoming homeless including, for example, the

⁴ File S1602, Limited English Speaking Households, 2015 ACS 5-Year Estimates.

Homeless Veteran Reintegration Program (HVRP) and Haven for Hope. The HUDExchange⁵ reports 2,781 homeless in the San Antonio/Bexar County area as of January of 2016.

FIGURE 16. HOMELESS



Ex-Offenders: The safety of area residents and of private property are key to the area’s prosperity. As reported by the Texas Department of Public Safety (TxDPS), the Crime Index in the Alamo area was 106,629 in 2015. The Index, which measures the extent, fluctuation, and distribution of crime in a given jurisdiction, is calculated by the sum of the following offenses: murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft.

The overall crime rate, or number of offenses per 1,000 inhabitants, for the Alamo area was 42.8⁶. The rate was also over twice as large in the urban area (49.7) than the average crime rate in the rural areas (20.7). Four jurisdictions in the rural areas reflect crime rates that are close to or higher than the average crime rate in urban area. These include Lytle PD (57.8), Pleasanton PD (67.2), and Poteet PD (45) in Atascosa County, and Kenedy PD (68) in Karnes County. Of the 28 individual jurisdictions in Bexar, five were reported as having higher than average crime rates, including Bexar Co SO (66.7), Hill Country Village PD (50.7), Leon Valley PD (67.6), Windcrest PD (64.1), and San Antonio PD (56.2).

Some of the conditions which may affect both crime types and crime volume that occur in different jurisdictions include the following:

- Crime reporting practices of the citizenry and public attitudes toward law enforcement and crime,
- The size, density, and demographic composition of a jurisdiction’s population,

⁵ <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007/>.

⁶ http://www.dps.texas.gov/administration/crime_records/pages/crimestatistics.htm.

- Population stability, including the number of commuters, transients, and seasonal population variations,
- Labor market conditions, including economic status, job opportunities, and area unemployment,
- Other structural conditions, including access to educational and recreational opportunities, and presence of local institutions and role models,
- Climate,
- Law enforcement employment standards and relative strength,
- Policies and practices of the prosecuting officials and the courts,
- The administrative and investigative efficiency of the local law enforcement agency (including the degree of adherence to crime reporting standards).

WSA will continue to provide ex-offenders with access to employment and vocational training services. Fidelity bonding for employment will be offered and marketed to employers for individuals in the ex-offender population. Collaborative efforts to serve this population include staffing to assist with the reintegration of offenders at the Bexar County Courthouse and other locations. WSA will also provide a Second Chance job fair targeting individuals with this barrier.

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

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

Board Response:

Engagement of employers: WSA’s Business Engagement (BE) Team serves as the Board’s ambassador to businesses by connecting them to workforce system services throughout our 12 county region. The focus is on multiple activities in which services are prioritized based on employer needs. These include but are not limited to:

- Assessment and delivery of system-wide services to assist businesses in meeting their workforce needs;
- Support economic efforts and initiatives throughout the region by providing socio-economic and labor market data, analysis, and information;
- Outreach targeted businesses to inform them of system-wide workforce services and connect them to those services through a “warm-handoff” referral to service providers;

- Implement marketing and communications to expand access to employment through partnerships with local community colleges within our region;
- Expand career pathways by connecting employers to Department of Labor Registered Apprenticeship (work/education blended training) and TWC’s Employer Initiatives, Skills Development, Self-Sufficiency grants, Skills for Small Business, and Skills for Veterans;
- Expand career pipelines by identifying eligible candidates, implementing in-depth assessments and matching, and developing intake/referral mechanisms to help enroll these candidates into training that meets employer skills needs;
- Facilitate the development of work-related opportunities for program participants; and,
- Educate businesses about benefits offered that are available through partner agencies and refer as needed.

Business Engagement Model. The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This involves capitalizing on the “Texas Model.” This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services. The Texas Model was created by TWC in 1995 through House Bill 1863. HB 1863 integrates both TWC staff and Job Center staff under one roof and line of supervision, thereby creating a unified workforce system and holistic approach to service delivery.

The BE strategy also includes a division of the region into two sectors in a way that it supports the economic development and business needs of both the surrounding counties and the San Antonio metro area. By assigning staff by region (East/West), WSA engages all communities in the 12 counties.

Small Employers

WSA recognizes the critical role that small businesses play in economic and workforce development and, particularly, job creation. To that effect, the WSA BE Team will work closely with local business incubators and startup initiatives, small business ambassadors, entrepreneurial training providers, and the small business committees that participate in various chambers. We include below a non-exhaustive list of efforts in which the BE Team engages in support of small business.

- **UTSA, Institute for Economic Development**
 - Work closely with Small Business Development Center,
 - Work with regional staff to ensure small businesses in our rural counties have access and knowledge of business services available,
 - Provide training information for small businesses/entrepreneurial development to customers and businesses.
- **Launch SA, formerly Café Commerce**
 - Meet regularly to discuss and refer any new businesses for WSA and follow up on referrals,
 - Coordinate with staff to present and offer entrepreneurship and small business pathways to WSA business services, specifically highlighting Break Fast & Launch

- (Culinary Business Accelerator), Venture Challenge SA (Start up or business growth challenge),
 - Develop a two-way street for referrals to Launch SA customers,
 - Promote Launch SA programs and services to individuals interested in business startup or small business development,
 - Partner on Venture Challenge SA by aiding in the facilitation or hosting of the workshops, promotion, post challenge support, etc. (Launch SA programs are designed to lead towards partnering with Venture Challenge SA, where seed funding is made available to help launch or grow a business).
- **City of San Antonio Economic Development Department**
 - Assist with labor market analysis,
 - Provide support for business retention and attraction by attending business meetings,
 - Work with Small Business Economic Development Advocacy team; the City of San Antonio has made it a requirement for all Delegate Agencies to implement MOU's with WSA that aim at creating leverages through co-enrollments and a holistic approach in the provision of services to meet business needs.
- **TechBloc**
 - Meet on a regular basis and, or, as needed to discuss IT needs,
 - Work on consortium to support future skill grants,
 - Follow up on referrals,
 - Provide presentations at Lunch and Learns to IT employers, and
 - Coordinate and promote WSA business services via weekly newsletters.
- **San Antonio Entrepreneur Center**
 - Share services to businesses and WSA customers,
 - Provide presentations of WSA services as requested, and
 - Promote service to individuals interested in business entrepreneurship.
- **Minority Week Development (MED Week)**
 - Assist with annual conference planning,
 - Provide presentations of WSA business services, and
 - Connect and follow up on business referrals to WSA business services.
- **San Antonio Hispanic Chamber of Commerce-Small Business Committee**
 - Regularly attend and participate in committee meetings and conferences, and
 - Follow up and coordinate with business referral needs.
- **Texas Governor's Forum (AACOG)**
 - Target is general small business,
 - Assist with conference planning in 12-county region,
 - Present WSA business services at conferences, and
 - Assist with promotion and outreach for conferences.
- **Texas Business Conference**
 - Target is general small business,
 - Assist with conference planning in 12-county region,
 - Present WSA business services at conferences, and
 - Assist with promotion and outreach for conferences.
- **Bexar County Small Minority Women-Owned Business Enterprise**
 - Assist with annual conference,

- Provide information on services to clients,
- Attend meetings as requested,
- Coordinate workshops and outreach for area small business- construction, commodities, services and professional services,
- Develop a reputation for having great applicants at all job levels for local business owners, and
- Develop a customer service team for local business owners via business engagement.
- **Lift Fund**
 - Attend meetings and provide support and information about WSA business services,
 - Refer and cross-refer to businesses as needed, and
 - Promote services available via Lift Fund.
- **Texas Manufacturing Assistance Center (TMAC)**
 - WSA will explore opportunities for partnership with TMAC. TMAC delivers TMAC delivers hands-on technical assistance and training to a wide range of businesses, including manufacturing, government, and health care. We have a wide array of services that improve efficiency, quality, and productivity. Focus areas include Lean Enterprise, technology solutions, strategic management, quality systems, environment and safety.

Business Human Resource Needs.

BE staff supports the human resource needs of businesses by:

- Offering opportunities to help businesses improve their current workforce through easy access to incumbent worker training resources,
- Working with businesses who are downsizing through “rapid response” to manage economic transition, including the potential for lay-off aversion,
- Developing a profile of the workforce system talent pool to help businesses appreciate the potential for recruiting from the workforce system,
- Presenting services available via TWC, Employer Initiatives Skills for Small Businesses,
- Offering benefits of the Work Opportunity Tax Credit (WOTC) which is a federal income tax benefit administered by the U.S. Department of Labor (DOL) for employers who hire individuals from specified target populations. The WOTC reduces a business’s federal tax liability, and serves as an incentive to select job candidates who may be disadvantaged in their efforts to find employment,
- Providing specialized recruiting events at the Job Centers for small employers, and directing Business Service Representatives (BSRs) to assist in identifying leads prior to scheduled hiring events, and
- Recruiting and specifically targeting employers from In-Demand Industry Sectors/Occupations to utilize services.

Employers in In-Demand Industry Sectors/Occupations

WSA Target Demand Industry Sectors include:

1. Aerospace/Advanced Manufacturing,
2. Business/Finance,

3. Information Technology,
4. Healthcare/Bioscience,
5. Construction, and
6. Military/Defense/Transitioning.

WSA's BE Team will work to promote target industries and occupations by:

- Developing industry-specific partnerships to meet the specific human resource needs of Alamo's targeted industries,
- Giving priority to outreaching and facilitating service delivery to businesses within these targeted industries,
- Prioritizing hiring events based on Targeted occupations and wages, and
- Developing externships for Teachers Program for the facilitation of Career Pathways in STEM fields.

Meeting Business Needs. WSA's BE Team assesses business needs and helps determine the best plan of action for workforce growth and/or any potential grants, TWC grants, and board special programs/grants to help fill workforce needs.

- WSA works with local economic development councils, chambers, and professional organizations to provide support for new and expanding business,
- WSA's BE Team participates in various committees in our 12-counties supporting local business and economic development needs,
- BE Team utilizes a monthly dashboard to identify active WIT job seekers and recruit businesses,
- WSA builds upon what already exists with partners in communities (SA Promise Zone, Fredericksburg Labor Force Taskforce, Hondo Economic Development Council-Go Medina, and other efforts), and
- WSA also works with community partners to assist in identifying individuals that meet recruiting needs. (i.e., Goodwill Ind. SAMMinistries, career training schools, and others)

Workforce and Economic Development Coordination: WSA has a strong commitment to engage and align workforce development, economic development and educational efforts to ensure the Alamo region remains competitive in the global economy. WSA is actively involved with a large number of economic development entities, chambers of commerce, and industry/employer associations within the region, including, but not limited to:

- **Alamo Area Council of Governments (AACOG)**
 - Share business and economic opportunities, engage in collaborative business outreach, assist with the Texas Governor's Women's Small Business Forum, and participate in industry-recognized certifications grant collaborative efforts.
- **Alamo Manufacturing Partnership (AMP)**
 - WSA plans to support and partner with AMP, a consortium of manufacturing partners across the Alamo region and one of 12 groups in the country to receive designation in the U.S. Department of Commerce's exclusive Investing in Manufacturing Communities Partnership (IMCP) program.
- **Bandera Chamber of Commerce**

- Work with local Chamber & EDC on general workforce needs and provide labor market information, coordinate community career fair, present business service information to chamber members, participate on attraction meetings, and follow up with local business referrals for workforce services.
- **Bexar County Economic Development Department**
 - Assist with labor market analysis, support business retention and attraction, promote the Local Innovation Grant, and coordinate and refer qualified individuals to participate in On-the-Job training, work experience, and other work-related opportunities.
- **Bexar County Small Minority Women-Owned Business Enterprise Program (SMWBE)**
 - Assist with annual conference, present business service information to customers and clients, follow up on referrals to businesses, and participate in meetings.
- **BioMed, SA**
 - Provide labor market information to members and follow up on referrals related to workforce or business resources.
- **Boerne Economic Development Council**
 - Work with local EDC on general workforce and labor market information, coordinate community career fairs, participate in attraction meetings, and follow up with local business referrals for workforce services.
- **Brooks City Base**
 - Provide labor market information and support to businesses.
- **City of San Antonio Economic Development Department**
 - Assist with labor market analysis, and provide support for business retention and attraction by attending business meetings. The City of San Antonio has made it a requirement for all Delegate Agencies to implement MOU's with WSA that lead to co-enrollments and a holistic approach to the provision of services to meet business needs.
- **City Public Service**
 - Provide labor market information to members and follow up on referrals related to workforce or business resources.
- **City of Schertz Economic Development Council**
 - Participate in prospect visits, engage with Business Retention site visits, provide a professional summary of WSA business services and programs electronically via flash drive, and help promote the use of Northeast Lakeview College for workforce training that focuses on the skills needs of NE businesses.
- **Floresville Economic Development Council**
 - Assist with economic prospects, assist with providing business needs assessments, provide labor market analysis and information, and present WSA business services to employers in the community.
- **Free Trade Alliance**
 - Meet with prospects looking to do businesses with the Alamo area, provide labor market analysis, and offer WSA business services to follow up with employer referrals.
- **Fredericksburg Labor Force/Taskforce Committee**

- Attend monthly Labor Force Taskforce meetings to discuss growing workforce needs, assist with annual county wide job fair and employer symposium, work together to disseminate information on local, state, and federal services for job seekers and businesses, assist in filling local job vacancies, assist in connecting state funding for workforce training in the hospitality, construction trades, medical profession and retail trade industries, and help connect businesses to veteran services and job seekers.
- **Frio Canyon Chamber of Commerce**
 - Secure membership to participate in various committees and provide business needs assessments, present WSA business services to members, connect with partner community agencies for additional workforce support, and provide labor market analysis and information.
- **Greater New Braunfels Chamber of Commerce**
 - Participate in various committees, Workforce & Education, Business Retention & Expansion, offer business needs assessments, provide labor market and information, and present WSA business services to chamber members.
- **Go Medina**
 - Provide local workforce support by attending monthly meetings, and provide monthly labor market report to County Judge as requested for GO Media.
- **Hondo Economic Development Council**
 - Participate in various committees, provide business needs assessments, and connect with other agencies for additional community support including, for example, potential grants.
- **Hondo Chamber of Commerce**
 - Provide labor market analysis and information, and present WSA business services to chamber.
- **Kenedy Chamber of Commerce**
 - Provide labor market analysis and information, present WSA business services to community businesses, and attend and participate on Eagle Ford Shale Consortium Committee meetings.
- **Kerr Economic Development Foundation**
 - Assist with labor market analysis, provide support for business retention and attraction, and attend community meetings.
- **Kerrville Chamber of Commerce**
 - Participate in various chamber functions including ribbon cuttings, presentations, and meetings, and present WSA business services.
- **Kirby Economic Development Council**
 - Present WSA business services, work with city to coordinate educational and service opportunities available to businesses, identify employment programs that businesses and the City of Kirby can participate in and benefit from, and provide general support.
- **Minority Enterprise Development (MED) Week Council**
 - Participate in annual conference planning, provide presentations about WSA services, work with small business referrals, and provide needed supports to small

businesses, such as with needed connections with education and other federal, state, and local services.

- **New Braunfels Manufacturers Association**
 - Attend monthly meetings, provide presentations, connect with businesses, follow up with needs assessments, and connect with training opportunities via TWC Employer Initiatives and Department of Labor Registered Apprenticeship programs.
- **North San Antonio Chamber of Commerce**
 - Attend meetings, provide presentations, connect with businesses, follow up with needs assessments, and connect with training opportunities via TWC Employer Initiatives and Department of Labor Registered Apprenticeship programs.
- **Northeast Partnership Council**
 - Attend meetings, provide workforce supports to 13 member cities, assist with economic development planning, resent WSA businesses services, support business retention, expansion, and attraction, help promote workforce services to the NE corridor, provide a professional summary of WSA business services and programs electronically via flash drive, and help promote the use of Northeast Lakeview College for workforce training focusing on NE businesses.
- **Port San Antonio**
 - Assist with labor market analysis, provide support for businesses, follow up with referrals, and participate in meetings.
- **Pleasanton Chamber of Commerce**
 - Assist with labor market analysis, present WSA business services to members, and participate in community meetings.
- **San Antonio Chamber of Commerce**
 - Participate in Workforce & Education Committee, be a part of various grants in support of SA Chamber, provide labor market analysis and information to businesses, participate with business prospect visits/meetings, and coordinate presentations and informational sessions.
- **San Antonio Chamber Healthcare and Bio-Science Committee**
 - Attend monthly meetings, and provide labor market analysis and other WSA business supports.
- **San Antonio Eastside Promise Zone**
 - Assist with bi-annual job fairs held at WSA E. Houston Job Center, engage and partner at the Eastside Education and Training Center (EETC), and explore opportunities for co-location.
- **San Antonio Economic Development Foundation**
 - Continue participating as a member of the Strategic Planning Committee, assist with business attraction meetings, provide labor market analysis and general business service information, continue participating as member of the Business Retention & Expansion team, conduct meetings with local businesses, increase the provision of training about WSA programs and services, work closely with SA Works and SAEDF on apprenticeships and industry round tables in healthcare, IT/cyber, business and energy, and collaborate to improve marketing to both prospects and retention sites.

- **San Antonio Hispanic Chamber of Commerce**
 - Regularly attend SAHCC Small Business Committee meetings, and participate in economic development meetings.
- **San Antonio Manufacturers Association**
 - Regularly attend SAMA meetings, present and provide information about WSA services and special grants, follow up on employer/business referrals, collaborate with SAMA to provide funding for entry-level and skills upgrade training with Alamo College, assess the degree to which industry needs are being met, assist in the development of needed manufacturing-related training programs for adults and youth, and help promote current workforce needs, such as welders, machinists, CNC operators, and advanced manufacturing technicians.
- **Seguin Economic Development Department (SEDC)**
 - Assist with labor market analysis, engage and provide integral support for business retention and attraction, attend community meetings, provide information about existing business services, grants, and programs, and coordinate initiatives to help reduce turnover.
- **Seguin Chamber of Commerce**
 - Assist with labor market analysis, provide presentations and information about WSA services to members, participate in various committees and chamber meetings, meet one on one with chamber members and Chamber staff to ensure employment needs are being met, strengthen efforts related to general workforce needs, healthcare, and industrial skilled workers, and collaborate with businesses and educational institutions to promote training that meets employer skills needs.
- **Texas Workforce Solutions- Vocational Rehabilitation Services (VRS)**
 - Continue to work and collaborate with VRS Business Service staff, implement cross-training of VRS and WSA staff to develop not only a succinct marketing strategy but also a streamlined approach to business services.
- **UTSA Institute for Economic Development**
 - Participate in various meetings, provide information and referrals, and cross-refer businesses as needed. UTSA leads the AMP with support of the SA Manufacturing Association.

With a market-driven approach, WSA will continue to engage multiple organizations involved with economic development. WSA staff will maintain membership and participation in related boards, committees, task-forces, and/or panels. WSA and American Job Center staff play a consultative role and serve as a principal resource for regional labor market information, economic data, demographic information, and other forms of data analysis. WSA will collaborate in meetings with prospective employers and business clients seeking to relocate or start a business in the region. WSA will also participate in joint planning activities and in economic impact studies and analysis. Collaboration with local and regional economic development organizations allows us to better identify future workforce needs to develop timely and responsive solutions.

In addition, WSA will collaborate with TWC in the presentation of and promotion of resources through the Governor's Small Business Forums. These forums offer businesses with opportunities, best practice methodologies, and access to credit and needed supply chains.

Other services that WSA offers to local area EDC's include:

- **Grant application partnerships:** for example, Access High Demand Job Training Program which supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). These grants are part of a statewide effort to create occupational job training programs that will improve the skill sets of individuals for jobs in high-demand occupations in Texas communities;
- **Labor Market Analysis and Information:** for business development, attraction, and retention resource; and,
- **Business Summits:** information dissemination of programs/services to communities.

Linkages Between One-stop Delivery and Unemployment Insurance Programs: Acting as 'head-hunters,' WSA's Business Engagement (BE) Team targets employers whose needs align with identified skill sets of UI recipients. WSA evaluates active WIT job seeker and program participant qualifications to perform quality job matches and develop employment-related opportunities. This is accomplished through networks and collaborative strategies which include labor exchange and career counseling services that aim at providing enhanced services to UI job seekers.

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

Board Response:

As described in the previous section, WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's efforts aim to (1) develop regional service strategies, facilitate job fairs, perform targeted talent development, participate in the development of community partnerships, and other similar efforts, (2) participate in business recruitment, expansion and retention efforts, and (3) promote workforce development by participating in planning and initiatives for economic development. Part of our involvement focuses in the promotion of entrepreneurial-skills training and microenterprise services.

Entrepreneurial skills training and micro-enterprise services: The Alamo region benefits from a significant footprint of agencies providing small business development and microenterprise services, to include micro-lending. Established regional Small Business Development Centers (SBDC) have a long history of assisting burgeoning entrepreneurs, and new investments by governments and professionals such as Launch SALaunch SA and TechBloc are injecting new energy into community startups and bootstrappers.

Consistent with priorities put forth in WIOA, WSA has established efficient two-way referral processes with these agencies to provide entrepreneurial training and resources to customers of the workforce system. These services are offered through strong partnerships, including:

- UTSA, Small Business Development Center;
- Launch SA;
- TechBloc;
- San Antonio Entrepreneur Center;
- Alamo Colleges;
- Minority Week Development (MED Week);
- San Antonio Hispanic Chamber of Commerce-Small Business Committee and Maestro Entrepreneurship Center;
- Texas Governor’s Forum;
- Texas Business Conference;
- Bexar County Small Minority Women-Owned Business Enterprise; and,
- Lift Fund.

Services from these partners will be incorporated into the portfolio of services offered by WSA to customers, highlighting a broad range of opportunities supported by the local community. Examples of local entrepreneurship and microenterprise services to be incorporated include Launch SA’s ‘Breakfast and Launch’ (culinary business accelerator), and ‘Venture Challenge SA’ (startup/business growth challenge).

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

Board Response:

Continuous improvement of eligible providers: Eligible providers, to include all agencies contracted by WSA, are required to carry out the duties consistent with all applicable federal and state laws, regulations, and other requirements, and implement all workforce services and/or programs consistent with the Board Plan, WSA policy, procedures, directives, and Memorandum of Records.

WSA requires providers to operate responsive systems and programs that embrace continuous improvement. This requires a top down commitment to performing a continuous assessment of system performance as well as the development of systemic solutions. As part of its internal

controls, WSA deploys and requires providers to engage in two key strategies to drive continuous improvement in the workforce system: data analysis and customer feedback.

Data Analysis: Workforce systems are data rich environments. TWC requires utilization of two large information systems, (1) The Workforce Information System of Texas (TWIST) and WorkInTexas.com. Each year critical demographic, service, and outcome information is collected on tens of thousands of participants, and available for ad hoc analysis. WSA and its providers engage in proactive internal monitoring done through random sampling, data mining, analysis, and synthesis to quantify compliance, quality, and customer flow, and evaluate opportunities for efficiencies and targets for reducing inertia and redundancy for customers accessing the system.

Customer Feedback: Critical to continuous improvement initiatives is collecting qualitative and quantitative feedback regarding the system's efficiency and efficacy in serving primary customer groups, including:

1. **Employer Customers:** Employers are the primary customers of the workforce system. Establishing meaningful relationships with employers and providing streamlined, value-added services is critical to our ability to prepare and place job seeker customers.
2. **Job Seeker Customers:** To effectively serve job seeker customers, they must be prepared to enter the local job markets, and placed on Career Pathways that lead to self-sufficiency and career progression.
3. **Community Partner Customers:** To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers.
4. **Internal Customers:** Staff are a critical asset of the workforce system. Their feedback is invaluable to enhancement efforts.

WSA evaluates system compliance and performance, and requires providers to monitor these systems as well by collecting feedback from customer groups and developing action plans to improve systems based on analysis.

Facilitating access to services: WSA maintains five (5) Job Centers in the urban area and one (1) in each of the eleven (11) rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson. Center capacity and staffing levels are dictated by the composition of the county population (i.e. demographic profile), the consumption of Center services, and funding. Regular (annual minimum) demographic and customer flow analysis is conducted to ensure Job Center capacity is adequate to meet the community demand and that operations are efficient. Access to services in Bexar and in the surrounding counties aim to mirror population. Center traffic in the Bexar County locations was 77.9% of total traffic in the area, compared to 22.1% in the surrounding counties. In terms of total population, an estimated 76.1% reside in Bexar and 23.9% in the surrounding counties.

In addition to physical service delivery locations, WSA utilizes its web-based resources as a "virtual information center" for customers to access information, including information about child care eligibility, youth services, job seeker services, and labor market information. Local efforts are complemented with state technology tools. WorkInTexas.com, for example, provides

a powerful platform for removing geographic barriers from the provision and dissemination of job seeker services (events calendar, bulletin board, subscriptions, etc.).

WSA utilizes social media to quickly deliver information to large numbers of users of all ages and backgrounds. It also enables WSA to assist customers in a form that they are familiar with. Furthermore, social networking capabilities provide a low-cost way to reach employers, job seekers, and others with a need for WSA services. WSA hosts a Facebook page, Twitter account, LinkedIn account, and Instagram account.

Satellite offices are strategically located in rural areas in an effort to increase access, including that for individuals with disabilities, and all customers in need of services. Particularly with VRS, Board and Job Center staff will maintain strong relationships with entities that assist individuals with disabilities in the 12 county region. Board and Job Center Business Service staff will promote the benefits of workforce services to local business and training providers throughout the region.

Accessibility: One of the ways in which barriers for individuals with disabilities are reduced comes by locating a Job Center at each geographical location (five in the urban area and one in each county), which increases access. In addition, space is made available at the Job Centers for VR staff and other community partners to co-locate and offer services from the Centers. Board staff conduct yearly accessibility reviews at the Centers to improve or correct barriers for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Visikey keyboards, large trackball mouse, noise-canceling headphones, Zoom Text, and JAWS. To ensure equal access and quality of services, interpreters are coordinated, made available, and funded by WSA upon request. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. Part of our plans include developing a common intake, WSA-VR team staffing for case management, and the alignment of the various elements that are a part of our services. This includes, for example, the alignment of eligibility determinations, assessments, individual plan development, case management, and the whole gamma of services. In addition, WSA will continue to learn and share best practices for services people with disabilities by attending workforce forums, Quality Assurance Network (QAN) meetings, and other similar events

One-Stop partner contributions: WSA partners include employer-led organizations, associations of employers, industry sectors, economic development organizations, training and educational institutions, labor organizations, and faith-based, other private, and community-based organizations. Regional workforce and economic development planning and execution requires a collaborative effort to fully maximize return of investments made in the interest of growing a robust and vibrant economy.

The roles and resource contributions of one-stop partners to the workforce development delivery system are many. WSA plans on leveraging these resources and complementing a comprehensive workforce development service delivery via the development of Memorandums of Understanding (MOUs). MOUs are intended to describe the services to be provided through the system, including the manner in which the services will be coordinated and delivered. At a minimum, MOUs will:

- Identify each partner,

- Describe the system design,
- Identify the services, including career services applicable to partners,
- Identify and describe the system’s customers, and
- Describe each partner’s responsibilities.

In accordance with the “*Workforce Innovation and Opportunity Act Memorandum of Understanding Provisions Checklist*,” (WD Letter 03-16, Attachment 1), and as appropriate, MOUs will include a description of how operating costs will be funded, methods for referring customers, access to services, and the duration of the MOU.

WSA plans on continuing the delivery of comprehensive workforce development services through the development of MOUs that support one or more of the following:

- Training and education,
- Labor market attachment, advancement, and retention,
- Employer attraction, expansion, and retention,
- Support and Wrap-around Services, including for example:
 - Assessments,
 - Transportation,
 - Housing,
 - Child Care,
 - Utilities, and
 - Other services,
- Services that support the attainment of TWC-contracted performance measures,
- Services that support local workforce and economic development initiatives as based on their alignment with TWC’s and WSA’s vision, mission, and goals.

7. [A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.](#)

Board Response:

WSA operates a total of 16 American Job Centers and Satellite offices located throughout the Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of (1) local demographics to identify significant population centers and projected population centers, (2) concentrations of historical WSA job seeker customers, (3) geographic areas with characteristics that are likely to utilize workforce services, (4) feedback from local stakeholders regarding community need and planned development, (5) alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers), and (6) costs and funding availability. All Centers provide access to the full range of programs and services offered by WSA, including resource room services, informational services, orientations, training, employment, supportive services, and all related program services. The following table lists our Center locations.

TABLE 18. AMERICAN JOB CENTER LOCATIONS

	Job Center	Address
1	Hillcrest Job Center	1499 Hillcrest Dr. San Antonio, TX 78228
2	Fredericksburg Job Center	221 Friendship Lane Fredericksburg, TX 78624
3	Kerrville Job Center	1700 Sidney Baker Suite 200 Kerrville, TX 78028
4	Bandera Job Center	702 Buck Creek Bandera, TX 78003
5	Boerne Job Center	1414 E. Blanco Suite 10A Boerne, TX 78006
6	Hondo Job Center	402 Carter St. Hondo, TX 78861
7	New Braunfels Job Center	183 IH-35 South New Braunfels, TX 78130
8	Walzem Job Center	4615 Walzem Rd. San Antonio, TX 78218
9	Marbach Job Center	7008 Marbach Rd. San Antonio, TX 78227
10	East Houston Job Center	4535 E. Houston St. San Antonio, TX 78220
11	South Flores Job Center	6723 S. Flores Suite 100 San Antonio, TX 78221
12	Seguin Job Center	1500 E. Court St. Seguin, TX 78155
13	Pearsall Job Center	107 E. Hackberry Pearsall, TX 78061
14	Floresville Job Center	1106 10th St. Suite C Floresville, TX 78114
15	Pleasanton Job Center	1411 Bensdale Pleasanton, TX 78064
16	Kenedy Job Center	491 N. Sunset Strip # 107 Kenedy, TX 78119

WSA also aims at making services available off-site, that is, at partner site and other locations in the community. There are several goals and multiple benefits behind this approach. For instance, it allows Center staff to take advantage of partner agency locations that lend themselves to accessing and contacting potentially eligible individuals and groups. It creates an added convenience to both customers and partners, and expands our offering of immediate access to services (customers do not *have* to go to a Center to access services). Our services become immersed within or as a part of the broader system of services that are offered throughout the community. Serving customers who also receive additional services from partner agencies helps create stronger safety nets and supports in ways that are expected to lead toward improved outcomes. This is applicable to both adults and youth.

WSA is partnering with Joint Base San Antonio (JBSA) to offer workforce services to veterans and transitioning military members and military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston. WSA's contractor also has a case manager at Haven for Hope to provide workforce services to homeless individuals.

By housing Center staff, for example, within the court system, WSA provides employment and training services on location to non-custodial parents who are mandated by the court to obtain and retain employment for child support purposes.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, Iron Yard, etc.). Instead of requiring potential customers to come to a Job Center to apply for and receive ongoing services, WSA aims at instituting one-on-one contact mechanisms whereby staff at the partner site know who to call by being assigned to a specific Job Center contact, and Center staff will go on location to offer and provide such services. These efforts focus, for example, aim at increasing enrollments into training for IT-

related target occupations. In addition, WSA will continue to explore co-location opportunities, or regularly scheduled visits, at various campuses throughout the region.

To supplement WSA program services and better serve customers, WSA has established partnerships with the following agencies. MOUs in place with all agencies include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

TABLE 19. PARTNERSHIPS & MOU'S

Organization	Reason for MOU	Services
AEL Alamo Consortium (Alamo Colleges I-Best, Each One Teach One, ESC-20 AEL Program, North East ISD Adult Education, Northside ISD Adult Education, Restore Education, San Antonio ISD Adult and Community Education, and South West Texas Junior College Adult Education and Literacy) and other privately funded agencies	Integration of AEL-WSA services throughout the region.	The AEL Alamo Consortium offers AEL services to eligible customers, provides AEL services at Job Centers, and participates in cross-referrals and co-enrollments.
Alamo Colleges	Services to increase opportunities for highly-skilled IT security+ for industries in San Antonio.	WSA funds a project called “Just in Time” (JIT) for customers who are eligible for WIOA and who have been assessed for skill sets related to occupational competencies by information technology partners and Alamo Colleges. WIOA participants will enter into the Alamo Colleges fast-track training program, as approved by WSA. Upon completion of the fast track training program for Security+, WSA will enter into an on-the-job training contract with information technology industry partners for employment for four weeks. Progress follow ups are offered to the trainee for 12 months depending on the training curriculum program.

Organization	Reason for MOU	Services
Alamo Colleges	The American Job Center for Excellence houses the Alamo Academies program.	This program trains junior and senior high school students in aerospace, IT, IT security, heavy equipment, health professions, and advanced technology and manufacturing.
Alamo Colleges	The Westside Education and Training Center offers short term workforce training programs. The programs consist of IBEST and the Health Profession Opportunity Grant (HPOG)	The programs offer technical skills assessment, college enrollment, assessment, financial aid information and processing, advising, career exploration, job search assistance, computer lab, income tax preparation, emergency and supportive services.
Alamo Colleges	Seguir Adelante provides short-term basic computer skills, and job and college readiness.	This program is free and provides supportive services.
Baptist Children Family Health and Human Services	Services to current Foster Youth and former Foster Youth.	WSA will prioritize employment, training, and support services for both current and former foster youth, including child care for foster youth with children. Provide access to current labor market information, which identifies job vacancies, the skills necessary for high-growth, high-demand jobs, and information on employment trends to foster youth. Co-enroll foster youth when applicable in WIOA and Self Sufficiency Fund.
Camino Real Community MHMR Center	Services to customers with mental health and substance abuse issues.	WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information between WSA, Job Center staff and the provider. The standardized forms must include a statement from the provider to certify treatment is necessary to assist Choices participants with seeking, obtaining or retaining employment.

Organization	Reason for MOU	Services
Chrysalis Ministries	Welcome Home Job Readiness program.	Provides job readiness, job resume preparation, money management classes, and job leads to incarcerated individuals serving in several detention centers.
COSA Department of Human Services Family Assistance Division	Training for Job Success program.	Designed to assist individuals attending Alamo Colleges in demand occupation training programs based upon eligibility requirements. Participants will receive assistance with resume writing, interviewing skills, job leads, career coaching, case management and counseling.
COSA Department of Human Services Child Care Services Division	Emergency Child Care.	Provides short-term child care for families facing emergencies and violence.
Experience Works	Career and Employment services to older customers.	WSA will ensure provisions are made for the placement of appropriate Experience Works trainees/enrollees (if applicable) to serve participants in the Job Centers under the supervision of the Job Center manager (if applicable).
San Antonio for Growth on the Eastside (SAGE)	Services to low income adults, dislocated workers and youth.	WSA will offer program services to eligible participants to support the 2014 Community Economic Development program proposed by San Antonio for Growth on the Eastside (SAGE). Includes working with low income adults, dislocated workers, and youth, to assist meeting employment goals, earn higher wages, and help improve their quality of life.
South Central Area Health Education Center	Assist customers with health workforce trends, issues and opportunities.	WSA will work collaboratively with South Central AHEC on any project, committee or Board that supports health workforce development in the 12 county area. South Central AHEC staff will be included in communications and activities deemed appropriate and beneficial to AHEC and WSA initiatives.
The American G.I. Forum National Veterans Outreach Program	Provide workforce services to veterans, including job search assistance, job readiness and life skills, counseling, and referral services to	WSA will provide computers and software as necessary for the Veterans Representatives staff located at the Veterans Service Center, 611 N. Flores, San Antonio, TX 78205, and access to the Work in Texas and The Workforce Information System of Texas (TWIST). Coordinate the provision of

Organization	Reason for MOU	Services
	housing and medical assistance, case management, and related workforce services.	employment services between WSA and the G.I. Forum.
The Senior Community Service Employment Sub-Grantees	Provide assistance to qualified individuals, including job matching information, job readiness training, job development and placement, counseling, referral services, and supportive services to qualified SCSEP participants.	WSA will coordinate Center services with the Senior Community Service Employment Activities (SCSEP) sub-grantees.
Forefront SA (SAEDF)	Services to increase business attraction, retention, expansion, and entrepreneurship, as well as leveraging of resources, and assistance with location factors.	WSA acts as a coordinating council member to help attract new job-producing investments, retention, and assistance with expansion of companies, the nurturing of entrepreneurial development, growing a skilled and education workforce, and collaborating toward a robust economy.
TX Department of Family and Protective Services	Job readiness, employment, and life skills services for youth.	WSA will prioritize Job Center services for both current and former foster youth. Provide outreach, intake, assessment, and case management services for program eligible youth.
TX Department of State Health Services /Hill Country Community Center	Services to customers with mental health issues.	Provide uniform outreach, screening and assessment, referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening, and assessment consent forms to facilitate service coordination and exchange of information.

Organization	Reason for MOU	Services
TX Department of State Health Services /Bluebonnet Trails Community Center	Services to customers with mental health and substance abuse issues.	Provide uniform outreach, screening and assessment, referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information.
TX Department of State Health Services /Teddy Buerger Center	Services to customers with mental health and substance abuse issues.	Provide uniform outreach, screening and assessment, referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information.
Dress for Success	Enhancing Economic Competitiveness program	Provides participants with short-term services that include transitioning into jobs with job readiness skills and professional clothing.
Each One Teach One	Adult & Family Literacy	Tutoring to adults who function below 8 th grade reading writing, or math level; tutoring for ABE and GED exams; AEL-related services; Computer Literacy.
Family Endeavors	Endeavors Unlimited	Provides long-term employment training (packaging & order fulfillment, commercial custodial services, commercial grounds maintenance and landscaping, and construction debris removal), education, and support, and employs individuals with disabilities.
Family Service Association	Workforce and Financial Sustainability Services	Provides workforce training to adults that have a GED or HS diploma. Provides ABE and ESL so students can learn literacy and workplace skills.
Financial Empowerment Center	Financial Counseling services	Offers free one-on-one professional financial counseling services and is a dual-generation initiative partner.

Organization	Reason for MOU	Services
Goodwill Industries	Good Careers Academy/Learn While You Earn	Offers training in vocational nursing, computer support specialist, CDL, pharmacy tech, medical assistant, administrative assistant, and training courses in construction and manufacturing. Also provides short-term training to help people transition into the workplace.
JOVEN – Juvenile Outreach and Vocational Educational Network	Youth Services	Youth learn financial literacy, resume writing, interviewing skills, and attend peer-to-peer meetings to discuss their experiences in the workforce for in-demand careers.
Project Quest, Inc.	TechHire	Coordinate workforce services with WSA’s WIOA programs for eligible customers from Quest’s federal TechHire grant in H1B IT jobs.
Rackspace	Cloud Academy	Develop local talent and enhance technical skills for high demand career opportunities in our local economy; includes IT and Cyber Security.
San Antonio Food Bank	Culinary Arts Program	Provides training in the field of Culinary Arts to prepare participants for careers as chefs, and in kitchen management and food preparation.
Texas Department of Criminal Justice	Academic College Education	Provides soft skills training and adult education for ex-offenders and currently incarcerated individuals.
Veterans Employment Services	Texas Veterans Leadership Program and Texas Veterans Commission	Provides resource and referral services connecting returning veterans with employment, training, medical, educational, and other services.

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

Board Response:

WSA Board staff coordinate Rapid Response services with employers, and subcontractors are utilized for all service provision. Rapid Response is an early intervention service to help dislocated workers transition quickly to new employment. Rapid Response services are provided to layoffs and closures of all sizes. Per the statutory reference to mass layoffs, rapid response services must be provided to plant closures or layoffs of 50 or more. Additionally, rapid response services must be provided for any layoff which receives a WARN notice.

During the Rapid Response orientation session, workers are given an overview of the WIOA Dislocated Worker program, job readiness services, job placement assistance, unemployment insurance, and an explanation of occupational skills training offered at the Job Centers. With the consent of the employer, affected employees are contacted on-site by the Rapid Response Team before they become unemployed. Workers learn about workforce services and are given the opportunity to complete a Rapid Response Registration Form. Affected workers may immediately begin receiving workforce services without having to wait to complete the intake process at the Job Center. To ensure accessibility to all available services, and to obtain employment or occupational skills training, affected employees are given the opportunity to enroll into the WIOA Dislocated Worker program.

Activities under Rapid Response acknowledge the importance of early intervention and are designed to address the most commonly recognized needs of dislocated workers. The services provided through Rapid Response are designed to help make the period of unemployment as manageable and brief as possible. Through Rapid Response, on-site workshops at the employer's location are made available to help prepare employees to seek employment. The workshops that are offered include resume writing, interviewing, job search, stress management, and financial management.

At the request of the employer, on-site job fairs are coordinated with local area employers who may be interested in hiring affected workers with known skills sets. Services are tailored as needed to meet the various levels of need of the affected workers. To successfully return to the workforce, some workers require only minimal assistance while others may need more intensive services. The focus is to assist everyone regardless of their level of need.

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

Board Response:

Service Assessment: The 12-county WSA region is home to significant, but decentralized support structures to serve WIOA youth target populations. This includes a complex network of more than 50 Independent School Districts, fragmented dropout recovery efforts, and numerous agencies whose service communities are marbled throughout the Alamo area. Providing for a consistent type of coverage of WIOA elements and related services is one of WSA's primary goals. An inventory of significant youth serving community partners, with service area descriptions is contained below. While not entirely inclusive of all agencies, the resource mapping provides for an assessment of availability and gaps in workforce investment services available to youth in the region.

TABLE 20. WORKFORCE INVESTMENT ACTIVITIES FOR YOUTH

Agency	Workforce Investment Services	Service Region
Communities in Schools	Needs assessment, service planning, support services, mentoring, and case management.	San Antonio (ISDs: Dilley, Harlandale, Edgewood, IDEA, Northeast, Northside, Pearsall, San Antonio, Somerset, South San Antonio, Southwest), New Braunfels (ISDs: New Braunfels, Canyon, Marion, Schertz-Cibolo-Universal City).
SA Works	Internships.	San Antonio.
Connections	Counseling, life skills training, housing.	Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.
Goodwill	Career services, support services, and training.	Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.
George Gervin Youth Center	Education, tutoring, transitional living, Youth Build, job readiness, counseling, and mentoring.	San Antonio.
Good Samaritan	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.
San Antonio Youth Literacy	Education and tutoring.	San Antonio.
United Way	Education, tutoring, emergency assistance, food/shelter, and referrals.	San Antonio and Bexar County.
Alamo Academies (Alamo Colleges)	Occupational skills training, dual credit, tutoring, and internships.	Alamo region with concentration in San Antonio, New Braunfels, and Seguin.
BCFS Health and Human Services	Workforce assistance, dropout prevention activities, self-esteem and leadership activities, and counseling.	San Antonio.
TWC Vocational Rehabilitative Services	Career readiness, employment, assistive technology (for youth with disabilities - see further detail below).	Alamo region.

Agency	Workforce Investment Services	Service Region
SA Lighthouse for the Blind	Educational programs, work skills, assistive technology, and scholarships.	San Antonio.
Chrysalis Ministries	Job readiness, money management, substance abuse and other counseling.	Alamo region (City of San Antonio delegate agency).
Each One Teach One	Tutoring and mentoring.	San Antonio (City of San Antonio delegate agency).
SA Youth	Child nutrition, Youth Build – workforce training,	San Antonio (City of San Antonio delegate agency).
Haven for Hope	Housing and counseling.	San Antonio.
SA Children’s Shelter	Parenting education and shelter.	San Antonio.
Catholic Charities of San Antonio	Parenting education and counseling.	San Antonio.
Texas Juvenile Justice Department	Education, life skills, support services, and counseling.	Alamo region.
Adult Education and Literacy (AEL) Partners / Numerous TWC funded headed by ESC-20 and private funded agencies	Adult education, English as a second language, and remediation.	Alamo region.
Independent School District (ISD) Partners	Education, tutoring, dropout recovery, and credit recovery.	Alamo region.

Due to the significant need for youth workforce investment activities in the region, and the high concentrations of WIOA youth target populations, WSA’s focus is on (1) fostering partnerships with youth serving agencies in the region to ensure the availability of services, (2) strengthening the service delivery system and (3) supplementing community services with WIOA resources, and (4) working to fill service gaps.

To increase accessibility for youth, WSA’s definition of the Board’s WIOA definition of “additional assistance” has been made sufficiently broad to incorporate disconnected low-income youth experiencing a wide variety of barriers.

Youth with Disabilities: Active partnerships with youth-serving agencies in the region help build the resources and competencies needed to serve youth with disabilities. WSA’s partnership with the TWC Vocational Rehabilitative Services Department (formerly Department of Assistive and Rehabilitative Services) aims to do just that. VRS serves youth with vision related disabilities, behavioral and mental health conditions, hearing impairments, including deafness, alcoholism or

drug addiction, Intellectual, learning and developmental disabilities, and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

In addition to VRS, WSA also partners with numerous agencies deploying highly successful service strategies in benefit of youth with disabilities, including:

- Texas Lighthouse for the Blind,
- BCFS Health and Human Services,
- Family Endeavors, and
- San Antonio Independent Living Services.

Youth services include:

- Vocational counseling, including counseling in job exploration and post-secondary training opportunities;
- Counseling concerning opportunities for post-secondary education such as college and vocational schools;
- Work-based learning experiences, including internships and on-the-job training;
- Training related to workplace and employer expectations;
- Training in self-advocacy and social skills;
- Referrals for hearing, visual and other examinations;
- Assistance with medical appointments and treatment;
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces;
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis;
- Physical restoration;
- Medical, psychological and vocational assessments;
- Assistive technologies, including screen reader software, computer equipment and other items;
- Job matching and placement services;
- Transportation assistance to and from the job, college or certification program;
- Referral to other state, federal and community agencies and organizations;
- Rehabilitation Teachers Services to help learn Braille, orientation & mobility, and home and health management skills for youth with a vision-related disability;
- Vocational adjustment training; and
- Supported employment services.

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

Board Response:

WSA supports partnerships with employers, training institutions and providers, and agencies with which we help institutionalize opportunities for youth and adult learners so that they may transition to and attain needed postsecondary credentials.

The consistency and prevalence of these partnerships lead to varied opportunities in licensing and certification, including registered apprenticeship certifications, industry-recognized certificates, diverse licenses, and certifications that are both portable and stackable. To that effect, regional Independent School Districts, Alamo Colleges and regional community colleges and universities, including the University of Texas at San Antonio, Texas A&M San Antonio, and Coastal Bend College are progressive in developing fully articulated education pathways.

WSA helps to infuse these initiatives by sponsoring education, training, work experience and related services with workforce development resources, including WIOA, TANF, SNAP, and other sources of funding. Our Career Pathway partnerships help to (1) leverage the entire larger workforce and education communities, (2) ensure agency coordination to minimize duplication of services in the community, and (3) allow for customers to take advantage of their educational backgrounds and prior experience by granting them entry at the most advanced point possible along their Career Pathway.

Examples of these partnerships include:

- **Alamo Academies:** The Alamo Academies is a national award winning, innovative, STEM-based instructional model operated by the Alamo Area Academies Inc., a non-profit organization, in partnership with the Alamo Colleges, San Antonio area high schools, industry and the cities of San Antonio, New Braunfels and Seguin providing America's youth with tuition-free career pathways into critical demand technical STEM occupations.
- **SA Works:** The mission of San Antonio Works is to create a "best-in-class" industry led experiential learning program to serve students and employers in the city of San Antonio and Bexar County. As a result of SA Works, we hope to grow and enhance the existing career and technology programs currently in place throughout the community to meet specific high-skill workforce needs. In addition, SA Works is in the process of developing an action plan that will include the development of Pathways from 9-14 in manufacturing, healthcare, and IT.
- **Alamo STEM Workforce Coalition:** The Alamo STEM Workforce Coalition was formed in 2015 as a result of the partnership between WSA, ATEAMS/SAMSEC, ESC- 20, P16 Council of Bexar County and UTSA ATE. The goal of the Coalition is to increase student awareness of and preparedness for careers in the Alamo region. In 2016, more than 150 teachers traveled to employer sites to learn how math and science are applied in real world workforce settings. Teachers, counselors, and other educators with the tools they need to go back and educate their students and peers.
- **Health Professions Opportunity Grant:** \$15MM Health and Human Services funded Alamo Colleges program to provide training to low income residents in low/mid-tier healthcare occupation training.
- **Promise Zone Collaborative:** The Eastside Promise Zone (EPZ) is an initiative of the City of San Antonio, in partnership with the United Way of San Antonio and Bexar County, the San Antonio Housing Authority, San Antonio for Growth on the Eastside (SAGE) and SA2020. Support partners include San Antonio Independent School District (SAISD), Judson Independent School District, St. Philip's College and private sector businesses, employers and investors. The initiative connects secondary schools with post-secondary institutions, and provides wrap-around services for participants via a network of community partners, to include WSA.

- **Project QUEST:** Approximately \$6MM US DOL Tech-Hire grant to reduce dependence on H1-B Visas in the IT sector. The program is aimed at helping low- and moderate-income women, minorities, and veterans. In addition, Project QUEST receives funding provided by CoSA which supports substantial work in the healthcare industry.

WSA and the City of San Antonio’s Economic Competitiveness

One of WSA’s primary partnerships includes the City of San Antonio (CoSA) and its focus of economic competitiveness. Economic Competitiveness is the engine of prosperity in San Antonio. To that effect, SA supports programs that help ensure families have the skills and support needed for a quality standard of living. The primary focus lies on helping participants transition from welfare or unemployment into full-time employment, including the pursuit of training that will increase their marketability. These programs have two primary goals, long-term job training and adult education/short-term services.

Long-Term Job Training: Long-term job training programs primarily focus on helping participants obtain a training certificate or associated degree in a target occupation that pays an entry rate equal to or higher than the current “living wage” of \$11.68 per hour.

Adult Education/Short Term Services: these programs focus on long and short term job training and certificate programs that include basic life and work skills, GED, workplace competency training, interviewing skills, resume writing, successful work habits, and job search assistance. These services aim at helping participants transition from unemployment or underemployment into full-time employment, and they provide the opportunity for participants to pursue training that will increase their marketability.

Our partnership with CoSA centers upon three main drivers:

- SA Works,
- Economic Development Agents, and
- Delegate Agencies.

SA Works is widely supported by both private and public organizations in the local area, particularly in San Antonio and Bexar County. Our partnership efforts with SA Works aim at leading, facilitating, and developing opportunities that advance both economic development and the well-being of residents in these communities.

Economic Development efforts revolve around the following agencies:

- SA Works (with its additional focus on youth and overall well-being of the community),
- Bexar County Economic Development,
- CoSA Economic Development Department, and
- Economic Development Foundation (EDF).

Specific elements of the partnership include:

- Key input into the analysis and determination of Targeted Industries/Occupations;
- United/collective front in assisting industry and employers; and,
- Salesforce (Customer Relationship Management/CRM).

Delegate Agencies

CoSA supports a wide variety of agencies to implement programs that aim at promoting the well-being of San Antonio residents. Six-year funding/disbursement levels for these agencies are shown in the following table:

TABLE 21. CITY OF SAN ANTONIO DELEGATE AGENCIES

Delegate Agency	2017	2016	2015	2014	2013	2012	Total
Project Quest	\$2,000,000	\$2,021,750	\$1,521,750	\$1,346,042	\$1,593,753	\$2,000,001	\$10,483,296
PQ - OCA	\$200,000	\$200,000	\$0	\$400,000	\$0	\$0	\$800,000
Dress for Success	\$320,000	\$300,000	\$300,000	\$142,500	\$150,000	\$80,000	1,292,500
Goodwill	\$225,000	\$225,000	\$225,000	\$108,769	\$114,493	\$114,493	\$1,012,755
ACCD	\$204,413	\$204,413	\$204,413	\$193,334	\$203,509	\$203,509	\$1,213,591
SA Youth	\$62,500	\$125,000	\$125,000	\$0	\$0	\$29,509	\$342,009
Each One Teach One	\$150,000	\$50,000	\$50,000	\$0	\$0	\$0	\$250,000
Chrysalis (Innovation)	\$103,110	\$42,000	\$42,000	\$0	\$0	\$0	\$187,110
TOTAL	\$3,265,023	\$3,168,163	\$2,468,163	\$2,190,645	\$2,061,755	\$2,427,512	\$15,581,261

The specific programs offered through delegate agencies include, for example, Learn While You Earn, Seguir Adelante, Enhancing Economic Competitiveness through Workforce, Welcome Home Job Readiness, Adult Literacy/GED, Youth Build Plus, and Project QUEST.

Alamo Community College District – Seguir Adelante

- The program assists low-income single parents, individuals in need of a GED, welfare recipients, homeless and those in transitional housing by providing adult education opportunities, college access programs and supportive services. Utilizing a one-stop service approach, COSA, department personnel, and external partners will deliver a mix of social services, GED classes, college readiness, career and supportive services, to address the barriers preventing many at-risk populations from enrolling in college. Approximately 300 unduplicated participants are expected to be served.

Chrysalis Ministries – Welcome Home Reentry Program

- The “Welcome Home Reentry” program includes facilitating job readiness courses within detention centers in Bexar County and providing case management services, life-skills courses, and job readiness courses to former offenders within the Family Renewal Center upon release. Approximately 650 incarcerated or formerly incarcerated participants are expected to be served.

Dress for Success San Antonio - Enhancing Economic Self-Sufficiency

- Provides workforce development services tailored to the people and cultures of San Antonio. Many services are unique to the organization, including post-employment support. Partner with WSA to ensure the highest efficiencies of service to all clients.

Approximately 1,100 unduplicated participants (833 women/ 443 men) are expected to be served.

Each One Teach One - Adult Literacy & GED Readiness Program

- Each One Teach One targets adults citywide, age 18 and older regardless of income who: 1) perform below an 8th grade level in reading, writing, or math; 2) are preparing for a high school equivalency exam; 3) are non-native English speakers seeking to improve their speaking and writing skills in English; 4) are learning to use the computer and the Internet, and; 5) are seeking to strengthen their job seeking and interpersonal skills in an effort to compete for the City's most lucrative and demanded occupations. Approximately 100 unduplicated participants are expected to be served.

Goodwill Industries of San Antonio – Learn While You Earn

- The Goodwill Learn While You Earn program assists eligible program participants to overcome barriers to employment. The model provides an opportunity to solve these issues by providing immediate transitional employment (funded by Goodwill) earning \$7.25 an hour for 32 hours a week with a placement goal within 90 days. The goals of the program begin with the model continuum to prepare, place, retain and advance a participant on the job. Approximately 100 unduplicated participants are expected to be served.

Project Quest Inc. – Project Quest

- Project QUEST provides San Antonio residents access to training programs that lead to certificates, associate degrees, bachelor degrees, or industry recognized certifications. QUEST provides intense case management and wrap around services, and offers job search and placement assistance upon completion of training. Approximately 800 participants are expected to be served.

SA Youth – YouthBuild Program

- The YouthBuild program provides young people, considered “Opportunity Youth,” ages 16 to 24 with a second chance in life and an opportunity to receive workforce training and an education. The program operates 40 hours a week and helps young people attain the GED, HS Diploma and several different workforce certifications and skills attainment. The program is holistic in that it offers case management, leadership development, counseling, soft job skills and preparedness, workforce certifications, civic engagement, and direct benefits depending on need such as scholarships, food assistance, clothing and transportation aid. Approximately 156 youths are expected to be served.

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

Board Response:

WSA sponsored supportive services are provided to eligible customers to remove barriers to employment, education/training, and full participation in WSA workforce programs. Supportive

services are provided when determined reasonable, necessary, directly related to participation in workforce services, and authorized by applicable rules and regulations, and include⁷:

- Child Care,
- Transportation (funds may be used to purchase gas vouchers, bus passes, bus tokens, bus tickets, minor car repairs, vehicle inspection fees, driver license fees, car insurance, purchases of tires or automobile batteries),
- Housing and Utility Assistance,
- Work/Employment Related Expenses, and
- Mental health services/substance abuse services.

Funding that supports provision of support services includes Workforce Investment and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF)/Choices and Supplemental Nutrition Assistance Program (SNAP).

Transportation: WSA strives to provide convenient and efficient transportation supportive services to customers by a combination of (1) utilizing gas cards/mileage reimbursement and (2) leveraging of public transportation.

- **Gas cards/mileage reimbursement:** This service option is utilized for eligible program customers that have access to personal transportation, but require transportation assistance in order to fully participate in workforce programs. Assistance is provided within policy allowances and limitations specific to the program in which the customer is enrolled.
- **Public transportation:** The Alamo region benefits from efficient large scale public transportation system in Via Metropolitan Transit (www.viainfo.net). Via provides affordable transportation to 98 percent of Bexar County, including unincorporated parts of Bexar County and the following municipalities: Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, St. Hedwig, Terrell Hills, and Bexar county portions of Cibolo. Via offers Bus services, Van Sharing, Primo (rapid bus transit), and Paratransit services at low costs. Rural areas are served by Alamo Regional Transit through the Alamo Area Council of Governments (www.aacog.com). Public transportation cost is subsidized for customers within policy allowances and limitations specific to the program in which the customer is enrolled.

Leveraged Community Resources: WSA is also aggressive in braiding community funding with partner agencies to leverage community resources and expand availability of supportive services to joint agency customers in the Alamo region. WSA actively partners with several community agencies to expand the pool of resources available, including:

- Goodwill San Antonio (training support, emergency assistance, veterans' assistance);
- Alamo Area Council of Governments (transportation assistance);
- United Way (service referrals, food, clothing, shelter);

⁷ A description of support services is also included in Part B, Question 2, C.

- Goodwill San Antonio (career services, Veterans services, emergency assistance) (*City of San Antonio Delegate Agency*);
- Catholic Charities (food pantry, counseling, emergency financial assistance, clothing closet);
- Dress for Success (clothing closet) (*City of San Antonio Delegate Agency*);
- Chrysalis Ministries (job readiness, money management, substance abuse counseling, additional counseling) (*City of San Antonio Delegate Agency*);
- Project Quest (, emergency assistance, education/training support, transportation assistance) (*City of San Antonio Delegate Agency*);
- HPOG (emergency assistance, education/training support, transportation assistance);
- San Antonio Housing Authority (housing, Family Self Sufficiency program emergency assistance);
- Each One Teach One (tutoring, mentoring) (*City of San Antonio Delegate Agency*);
- SA Youth (child nutrition, Youth Build – workforce training) (*City of San Antonio Delegate Agency*);
- San Antonio Food Bank (SNAP application assistance, emergency food, and other collaborative efforts in support of SNAP-eligible populations);
- Christian Women’s Job Corps (Kerrville and Boerne, provides mentoring, budget management, computer, interviewing, and parenting skills); and
- Community Council of South Central (all Rural counties, WIC, utility, home, and rental assistance, weatherization).

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

Board Response:

WSA has fully implemented and operates the Texas Model for workforce system service delivery. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of Employment Services (ES) (Wagner-Peyser Act services). In the Alamo region, the contractor managing and operating the region’s American Job Centers has full responsibility for day-to-day guidance of TWC (state) ES staff. TWC maintains administrative responsibility, but the WSA contract or shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

Operating under the Texas Model ensures system coordination and that duplication of services is minimized. In addition, WSA engages in joint strategic planning with all contractors and partners, stressing the importance of coordination and consistent services provision.

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

Board Response:

WSA convenes and coordinates regional TWC funded WIOA Title II funded AEL Consortium (lead organization and grant recipient ESC-20) and additional regional partners to ensure alignment with the broader workforce system, including WIOA Title I funded activities. The AEL Alamo Consortium is composed of eight service providers listed below that may seek additional funds from other agencies, including TWC, WSA, DOL and other private funders to leverage resources in providing high quality AEL services.

The AEL Alamo Consortium includes:

- Alamo Colleges I-Best,
- Each One Teach One,
- ESC-20 AEL Program,
- North East ISD Adult Education,
- Northside ISD Adult Education,
- Restore Education,
- San Antonio ISD Adult and Community Education, and
- South West Texas Junior College Adult Education and Literacy.

Coordination activities include:

- **Regional Planning Meetings:** WSA coordinates planning meetings with AEL partners and Workforce staff to exchange information, plan orientations, outline training and service delivery for common groups (East Side Promise Zone, incumbent workers, grant participants, new hires) and any and all other. Meetings ensure an integrated, coordinated approach to service delivery that results in shared costs, reduction in duplication of services, and expanded enrollments of AEL customers into WIOA Title I programs.
- **Efforts to Support Integration:** WSA will coordinate and collaborate with the AEL Alamo Consortium to support, enhance, and expand WIOA integration efforts into current AEL services. This includes, but is not limited to, Career Pathways (ESL for Professionals, Integrated Education and Training, Workplace Literacy), Integrated EL Civics, and Transitions services. WSA will provide guidance on employer community engagement, career exploration and preparation, and established career pathways utilized in the workforce career centers.
- **Workforce System Training:** WSA provides training to American Job Center (WIOA Title I) staff regarding AEL programs to enhance integration. Training emphasizes the importance of the integration process and key to staff training is the understanding that basic skills are linked not only to employment outcomes but also to personal and social well-being. Also, by connecting AEL to the workforce system, the frontline, supervisory, and managerial staff have a working knowledge of the AEL programs and WIOA to ensure consistency of the message to all AEL customers.
- **Labor Market Training:** WSA provides training regarding understanding local labor market trends and utilization of labor market analysis tools to workforce system staff as well as community partners. Training helps ensure customers of the broader workforce and education system are able to make informed Career Pathways decisions, including employment and education/training choices. Analysis tools highlighted include Texas

Workforce Commission Labor Market and Career Information resources, Department of Labor resources, and other publicly available resources.

In addition, WSA engages in joint planning with AEL partners to gain broader system efficiencies, expand enrollments, and enhance outcomes for regional customers of all partner agencies. Joint planning emphasizes effective referral and co-enrollment procedures, common assessment opportunities, shared placement responsibilities, marketing/branding strategy, collocation, technology, and reporting.

WSA also leverages employer relationships to articulate and inform AEL partners on the up-skilling needs of incumbent workers and new hires on the industry specific basic skills, literacy and ESL needs. These employer relationships also offer opportunities to AEL customers and job seekers to include: Job shadowing, externships, and OJT. This reciprocal relationship with business guides the Employer Engagement component for the AEL integration for the board strategic initiative. Employers in combination with education agencies and Workforce business engagement teams will develop a stronger alignment of AEL services to the businesses.

WSA will carry out the review of local applications as submitted by ISDs and Community Colleges for the Jobs and Education for Texas (JET) grant program to defray start-up costs associated with career and technical education programs in high-demand occupations. WSA also reviews, provides letters of support, information, and assistance anytime a grant requires coordination with the local workforce investment board. In addition to reviewing AEL grant applications, WSA will participate in design and planning of application with AEL grant recipient.

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

Board Response:

WSA has attached a Letter of Agreement with the Lead Adult Education and Literacy (AEL) provider, Education Service Center Region 20, representing the Alamo AEL Consortium. WSA will be working to update the agreement under WIOA. Given that Vocational Rehabilitation Services (VRS) falls under the purview of TWC and as based on TWC guidance, a Letter of Agreement with VRS is not required.

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

Board Response:

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursement of grant funds for the 12-county Alamo region, as described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected official or the governor under WIOA §107(d)(12)(B)(i). The area Inter-local Agreement and the Partnership Agreement both identify the Alamo Workforce Development Board as the grant recipient.

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

Board Response:

Competitive proposal procedures are conducted in accordance with applicable administrative requirements as outlined in Chapter 14 of the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts (FMGC). The competitive proposal method of procurement is utilized when purchasing goods or services for which the aggregate cost exceeds the simplified acquisition threshold of \$150,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative importance;
- RFPs are solicited from an adequate number (usually two or more) of qualified sources;
- Technical evaluations are completed of the proposals received and for selecting awardees;
- Awards are made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.

In preparation of the competitive proposal procurement, an assessment of need is determined and an initial cost analysis conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a solicitation is developed and identifying the following:

- Purpose,
- Eligibility,
- Scope of work,
- Type of contract,
- Term of contract,
- Administrative/Governance provisions,
- Required certifications,
- Evaluation criteria,
- Proposal submission instructions, and
- Protest procedures.

Prior to finalization, an evaluation tool is developed based on the evaluation criteria defined within the solicitation. Upon finalization and approval of the CEO or his/her designee, the solicitation is publicly advertised on the (WSA) website and on the Electronic State Business Daily

(ESBD). In addition, the solicitation is distributed to applicable bidder's listings of interested parties.

A minimum of three (3) evaluators are selected from either internal or external subject matter experts. Evaluators must declare and sign conflict of interest and non-disclosure forms. Proposals received are date stamped and documented. Timely proposals are initially reviewed for responsiveness to the RFP requirements. Once deemed responsive, the proposals and evaluation tools are distributed to internal/external evaluators to score the proposals. The scores are averaged and ranked accordingly. Costs are analyzed. Results are presented to the CEO. The CEO communicates results to the Board Chair. A recommendation is taken to the appropriate Committee(s) for approval, and taken to the Board of Director's for action.

If the services solicited meet the definition of workforce services, a pre-award survey/fiscal integrity evaluation is conducted prior to the Board of Director's action. The pre-award survey/fiscal integrity evaluation is approved by the following:

- Director of Quality Assurance,
- Director of Contracts and Procurements,
- Chief Financial Officer,
- CEO,
- Board Chair, and
- Board of Directors.

The approval is documented on the appropriate review form and the Board of Director's approval is documented in the meeting minutes. Upon approval, the awarded contractor is notified and contract negotiations begin. Non-select notifications are sent to any other entity that submitted a proposal.

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

Board Response:

To meet employer and job seeker needs, WSA performance strategies aim to strengthen the alignment of TWC-Contracted common performance accountability measures with requirements governing the one-stop delivery system. WSA supplements performance negotiated with TWC with Local Expenditure Measures, Eligible Training Provider Measures, and Customer Satisfaction Measures.

Negotiated TWC-Contracted Performance

For each measure, the performance target set by TWC is evaluated based on the "Percent of Target" met. These are considered to be "Not Meeting" (attained outcome is less than 95% of target), "Meeting" (attained outcome falls within 95% to 105%), or "Exceeding" (attained outcome is 105% or greater).

At present, TWC has not yet released the specific performance targets for BCY 2016-2017. Once established and contracted, they will be automatically incorporated by WSA.

Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting of TWC expenditure benchmarks for which WSA is responsible. TWC sets specific benchmarks for each of the core formula grants (i.e., WIOA, TANF, SNAP E&T, Child Care), and also for special grants (i.e., NCP, NDW). WSA performs contractor oversight to ensure that all benchmarks are adequately met.

Eligible Training Provider Measures

Eligible Training Providers (ETPs) must adhere to standards articulated in Texas’ WIOA ETPS Certification System Notification of Board Performance Requirements. WSA has amended these standards with local ETPS performance measures, to include:

TABLE 22. TRAINING PROVIDER PERFORMANCE REQUIREMENTS

Measure	PY '15 Recommended Minimum	Board Standard
Program Completion Rate (ALL)	60%	60%*
Entered Employment Rate (ALL)	60%	60%*

**Must be equal to 60% or higher*

Customer Satisfaction Measures

Local area performance measures include both job seeker and employer satisfaction surveys. These are used to evaluate quality in the services provided to our primary customers.

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

Board Response:

WSA is committed to maximizing the workforce system’s value as an economic development asset for the community, by achieving and maintaining status as a high-performing Workforce Board. WSA efforts to achieve this end will include the following actions during the plan period:

- **Monitoring and Quality Assurance:** Board staff conduct comprehensive program monitoring activities to assess Contractor progress in achieving quality goals. WSA develops annual risk assessments and monitoring plans to ensure Contractors are monitored regularly. Special attention is placed on areas of concern and/or Contractors whose systems are identified as high-risk. WSA’s monitoring team also performs special or tailored reviews as needed. Monitoring consists of desk reviews, on-site visits, and file reviews. These efforts help identify non-compliances with applicable laws, regulations, and contract requirements. All non-compliances are detailed in final monitoring reports.

Board members receive regular updates on monitoring activities. If needed, corrective action and sanctions are implemented as a result of regular monitoring activities. For example,

Contractors are required to achieve at least 90% accuracy. Areas or elements with deficiencies that exceed these specifications are placed under a Corrective Action Plan.

As applicable, contractor profits in the delivery of workforce services are tied to the achievement of both performance and expenditure measures. Outcomes are tracked, reviewed, and reported on a monthly and quarterly basis.

- **Fiscal Monitoring:** The Board contracts with a CPA firm to conduct fiscal monitoring activities and pre-award surveys for Contractors and potential Contractors. The fiscal monitoring function includes: accounting and reporting systems, cash management practices, insurance coverage, payroll administration, purchases and procurement, and property accountability.

WSA supports and invests in ongoing staff development, training, and up-skilling of talents to ensure that WSA excels in the attainment of the Board's vision and mission. WSA is developing metrics for dashboards for programs and oversight with the development of data-driven systems. WSA is also in the process of implementing a customer relationship management system. In addition, WSA staff/management have achieved credentialing in Lean Process Improvement to apply efficiencies at both Board staff and Job Center levels. Board staff also have attended TWC's Rapid Process Improvement training. WSA will be implementing quality throughput measures to monitor progress in key organizational aspects.

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

Board Response:

Individual Training Accounts (ITA): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Using funds as authorized under WIOA Title I, TANF, and SNAP E&T, ITAs have established maximum reimbursement amounts for eligible program participants. Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA as prioritized Target Occupations. (The Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified and publishes the ETPS, a statewide list of all approved Providers. TWC monitors to ensure ETPs meet the training and established performance minimums for each board area.)

ITA funds may be used to pay for:

- Training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program not to exceed \$7,500;
- "Highly technical", in-demand job training at a rate not to exceed twice the standard rate (or \$15,000) are allowable for the occupations listed below:
 - Software Developers, Applications;

- Software Developers, Systems Software;
- Network & Computer Systems Administrators;
- Registered Nurses; and,
- Electro-Mechanical Technicians.

All customers funded with an ITA develop Individual Employment Plans (IEPs) with goals and objectives related to their selected training, and subsequent employment goals. In all cases, evaluation of lowest cost provider must be considered. If the cost of training exceeds WSA's fund limitation guidelines of \$7,500, Career Advisors assist customers in developing a financial plan to cover the total cost of training.

ITA's expire two (2) years from the date of the account's establishment; therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, with the following exceptions:

- a. If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- b. Contractor's management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for exceptions must include sufficient justification and evidence that financial support is available during this extended training period.

Funding may be provided for post-secondary instruction only when both criteria listed below are met:

1. Training Service Priority consideration shall be given to programs leading to recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including Bachelor's Degrees) whose CIP codes are cross walked or matched to a program of study/training in a Board-approved targeted demand occupation or Board-approved sector (on a case by case basis, with documented Labor Market Information); and,
2. The customer has demonstrated ability to meet all training program prerequisites and requirements.

Note: Contracts for training services will not be used (with the exception of special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

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

Board Response:

WSA aggressively incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. The backbone of WSA's approach are systems administered by the Texas Workforce Commission (TWC), which include:

- **WorkInTexas.com (WIT):** Labor-exchange online system mandated by the Wagner-Peyser Act and operated in cooperative effort with JobCentral, the National Labor Exchange system.
- **The Workforce Information System of Texas (TWIST):** integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WIT, the UI benefits system, and HHSC's system.
- **Child Care Attendance and Automation (CCAA):** allows parents to record attendance using a swipe card at a point-of-service device located at authorized child care facilities.
- **Cash Draw and Expenditure Reporting:** TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocation. Handles all financial transactions.
- **Workforce Job Center Traffic (WCCT):** traffic tracking system used at career center locations, job fairs, and other events/activities to record and report on usage.

TWC systems are supplemented by local technology investments that include:

- **Cabinet:** local network document management and workflow system used in the delivery of Child Care Services. WSA plans to expand this technology throughout the workforce system.
- **MyAlamoCareer.org, Virtual Job Center:** Jointly funded project through WSA and the Alamo Colleges to bring online career services to the community in an interactive environment that is engaging and multidimensional
- **Online applications and reporting:** to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.
- **Cisco Contact Center:** to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- **Kiosks:** plan to provide remote access locations to career center services and staff.
- **Customer Relationship Manager:** WSA is in the process of implementing a customer relationship manager (CRM, Salesforce). The CRM will assist in the capturing and sharing of information with key partners related to contacts and relationships with employers, business associations, and social-service and other agencies.
- **EMSI:** WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.
- **Learning Management Systems:** contractor uses a learning management system for staff development and policy implementation.

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

Board Response:

WSA has in place Board policy to ensure, as outlined in the Texas Workforce Commission *Workforce Innovation and Opportunity Act: Guidelines for Adults, Dislocated Workers, and Youth* (September 26, 2016):

“Service Priority for Individualized Career Services and Training Services Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

- public assistance recipients;
- other low-income adults; and
- individuals who are basic skills deficient.”

Please refer to the attached WSA Board Policy “WIOA 48” for guidance regarding ensuring priority for target populations.

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

Board Response:

Refer to response #19 for detail regarding WSA guidelines used to govern the use and distribution of ITAs in the Alamo region.

In addition, refer to WSA Board Policy “WIOA 47” and “WIOA 49” for additional guidance regarding ITA use, restrictions, and exceptions, as well as guidance regarding Incumbent Worker Training. These are included as an attachment.

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

Board Response:

WSA possesses limited resources to deliver services to youth in the Alamo region, relative to the amount of need that exists. The region is characterized by low educational attainment, high dropout rates, significant concentrations of WIOA youth target populations, and a complex network of more than 50 Independent School Districts and decentralized dropout recovery efforts. Due to these service challenges, WSA seeks to employ a collective impact youth model that leverages community partner services to ensure availability of the 14-WIOA Youth Elements and utilizes WIOA funds to supplement, strengthen, and fill gaps in service delivery. This model requires significant collaboration throughout geographically dispersed communities within the Alamo region, each with unique challenges in serving in-school youth (ISY) and out-of-school youth (OSY).

The table below provides a framework for how the 14 required WIOA Youth Elements are provided to youth in the Alamo Region.

TABLE 23. WIOA 14 YOUTH ELEMENTS

WIOA Youth Elements	Service Description	Partner Leverage
Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a high school diploma or its recognized equivalent or postsecondary credential	<ul style="list-style-type: none"> • GED Academy™ for dropout recovery (Rescare WS) 	<ul style="list-style-type: none"> • Alamo Colleges high school completion, literacy, and ESL • ISDs
Alternative secondary school services or dropout recovery services	<ul style="list-style-type: none"> • GED Academy™ (Rescare WS) 	<ul style="list-style-type: none"> • Adult Education and Literacy Alamo Consortium (AEL) programs • Alamo Colleges high school completion, literacy, and ESL • Texas Virtual School Network • ISD credit recovery • Pleasanton ISD • My Brother’s Keeper SA (MBKSA) • George Gervin Academy • Good Samaritan Center
Paid and unpaid work experiences that have academic and occupational education as a component, such as summer and non-seasonal employment, pre-apprenticeship programs, internships and job shadowing, and on-the-job-training, in the private for-profit or nonprofit sectors	<ul style="list-style-type: none"> • Employer agreements • Work experience • Internships • On-the-Job Training • Employer briefcase 	<ul style="list-style-type: none"> • Chambers of Commerce • SA Works • Employers • Municipalities • Community-based Organizations
Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials in in-demand industries or occupations in the local area	<ul style="list-style-type: none"> • Rescare Academy™ • Adult ITA 	<ul style="list-style-type: none"> • Postsecondary financial aid assistance • Co-enrollment with Partner Agency Programs
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation	<ul style="list-style-type: none"> • Rescare Academy™ • Work-based training 	<ul style="list-style-type: none"> • Adult Education and Literacy Alamo Consortium (AEL) Programs

WIOA Youth Elements	Service Description	Partner Leverage
Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors	<ul style="list-style-type: none"> • Roadmaps to Success • Rescare Academy™ 	<ul style="list-style-type: none"> • Voter registration • Community service projects • San Antonio Food Bank • San Antonio Council on Alcohol and Drug Abuse • Elected official “call to actions” • SA Youth • Chrysalis Ministries
Support services, such as linkages to community services, assistance with transportation, child and dependent care, assistance with housing, needs-related payments, assistance with educational testing, reasonable accommodations for youth with disabilities, referrals to health care, and assistance with uniforms or other appropriate work attire and tools	<ul style="list-style-type: none"> • Support service provision 	<ul style="list-style-type: none"> • Referrals to TANF • Referrals to Goodwill for clothing and supplies • Referrals to homeless shelters • Referrals to Affordable Care Act enrollment, Medicaid, and Children’s Health Insurance Program • Pregnant/parenting referrals to community and faith based organizations
Adult mentoring for at least 12 months	<ul style="list-style-type: none"> • Monthly/quarterly mentor sessions 	<ul style="list-style-type: none"> • Business partnerships/mentors
Follow-up services for not less than 12 months after completing participation	<ul style="list-style-type: none"> • Alumni activities • Career advancement and training, workshops • Peer mentors • Guest speakers • Drop-in hours • Contact with employers or educational institutions • Social media 	<ul style="list-style-type: none"> • Provided by Contractor
Comprehensive guidance and counseling, such as drug and alcohol abuse, as well as referrals to counseling, as appropriate	<ul style="list-style-type: none"> • Career and academic counseling 	<ul style="list-style-type: none"> • Referrals to mental health, substance abuse, and other counseling services
Financial literacy education	<ul style="list-style-type: none"> • MoneySKILL • Roadmaps to Success • Rescare Academy™ 	<ul style="list-style-type: none"> • Provided by Contractor

WIOA Youth Elements	Service Description	Partner Leverage
Entrepreneurial skills training	<ul style="list-style-type: none"> • GED Academy™ (Rescare WS) 	<ul style="list-style-type: none"> • Alison free online learning • Small business mentors • UTSA Institute for Economic Development Courses • Alamo Colleges Business and Entrepreneurial Training
Services providing labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	<ul style="list-style-type: none"> • Work readiness • WorkInTexas • Rescuer Supply & Demand Portal 	<ul style="list-style-type: none"> • Alamo’s STEM Coalition (website) • Virtual Job Center • TWC (website, LMCI data) • Career Pathways
Activities that help youth prepare for and transition to postsecondary education and training	<ul style="list-style-type: none"> • Guest speakers • Field trips • Peer mentors • FAFSA assistance 	<ul style="list-style-type: none"> • Café College • AEL Alamo Consortium Transition Services (if youth is enrolled for other academic AEL services) • Alamo Community College • ISDs • Alamo Academies

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

Board Response:

WSA will use the apprenticeship model as a key strategy in meeting the needs of business in the Alamo Region, integrating this service offering into business services and training strategies. WSA will design Registered Apprenticeship service strategies around recommendations outlined by the Department of Labor (Workforce Investment and Opportunity Act, Advancing Apprenticeship as a Workforce Strategy <https://www.dol.gov/apprenticeship/docs/WIOA-RA-Fact-Sheet.pdf>) and ApprenticeshipUSA (Making ApprenticeshipUSA Work for the Public Workforce System: Using Funds to Support Apprenticeship <https://www.dol.gov/apprenticeship/toolkit/docs/Desk-Aid-Use-of-Funds.pdf>).

To encourage Registered Apprenticeship programs to register with the Eligible Training Provider System (ETPS) and increase the overall utilization of Registered Apprenticeships among regional employers, WSA will:

- **Educate regarding Registered Apprenticeship program eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPS. The WSA Business Engagement Team will actively educate employers regarding their eligibility to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities

for job seekers and for the workforce system to use WIOA funds for related instruction and other apprenticeship costs.

- **Educate regarding Registered Apprenticeship benefits:** Registering an apprenticeship program provides a number of benefits, such as a national credential for apprentices and potential state tax credits for businesses. The WSA Business Engagement Team will educate employers regarding these additional benefits.
- **Promote work-based learning to meet employer skilled workers needs:** The WSA Business Engagement Team will promote the use of work-based learning services to employers, including use of On-The-Job Training (OJT) and Registered Apprenticeships. WSA will also encourage use of OJT to support non-registered apprenticeship programs.

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

Board Response:

In addition to the strategies outlined in Response #24, WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support ApprenticeshipTexas statewide and regional efforts:

- **Using Pre-Apprenticeships and Registered Apprenticeships to build Career Pathways for youth:** WIOA supports apprenticeship as a workforce strategy for youth, including the use of pre- apprenticeship activities and work-based learning as program elements. WSA youth programs will work with regional employers to emphasize these service strategies. The WSA youth program will also coordinate with Job Corps which recognizes apprenticeship as a career pathway, and coordinate with Youth Build to utilize pre-apprenticeship and apprenticeship programs.
- **Leverage related WIOA Youth Elements:** WSA will utilize WIOA youth services including tutoring, mentoring, and work experience, in combination with pre-apprenticeship and apprenticeship programs, to strengthen Career Pathway opportunities available to youth customers.
- **Customized Training/Incumbent Worker Training Options:** Using WIOA funds, customized and incumbent worker training will be leveraged to support businesses that sponsor apprenticeships and other training programs. Customized training will be used as an option to support apprenticeship programs by meeting the special requirements of an employer or a group of employers. Apprenticeships will also be used as an option to up-skill entry-level (incumbent workers) employees, retain them, and provide workers with an upward career path. In addition, WSA will explore other customized training and incumbent worker training opportunities.

WSA recognizes that WIOA emphasizes work-based learning/training and employer engagement, and provides workforce systems with enhanced flexibility in deploying resources to support the region's employer community. WSA will continue to work with representatives of the Texas Workforce Commission, US Department of Labor, and the regional employer community to identify further strategies that encourage use of Apprenticeship to develop Career Pathway opportunities for residents and efficiently supply employers with labor.

Part C. PUBLIC COMMENT

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

Board Response:

Consistent with WIOA §108(d), and as required by TWC WD Letter 22-16, Attachment 1, Part C: Public Comment, WSA provided a 30-day public comment period before submission of the plan. The public comment period included an opportunity to have input into the development of the Local Plan, particularly for representatives of businesses, education, and labor organizations.

From November 1, 2016 through November 30, 2016, WSA made the Local Plan available for Public Comment. Using various methods, communications and notices of the comment period were issued to the community. These included, for example,

- The posting of the notice of the Public Comment period and of the Local Plan in electronic format and made available for download on our website,
- Email blasts both through mass mail-outs to thousands of individuals and organizations using Constant Contact and also individually sent to members representing business, education, and the community, and
- The mail-out of hard copies of the Plan to local chief elected officials, such as those by which the Committee of Six is composed of.

WSA made receipt of comments via email as well as by several other means. We held one-on-one in-person and phone conference meetings with individual agencies and groups of agencies. In addition, we scheduled three Public Comment sessions. One was held at the South Flores American Job Center, in Bexar, and two sessions were held in the rural areas, one at the New Braunfels Job Center and another at the Job Center in Hondo. These sessions were held on November 28, November 29, and November 30 of 2016 respectively. Comments could also be submitted by fax or mail, and they could also be delivered in person at our Board office location.

This section includes comments submitted during the 30-day public comment period that represent disagreement with the plan. We include comments for which it is unclear whether they represent disagreement. Comments and WSA's responses and actions to the comments are listed in no particular order.

Comment: One commenter recommended to delete a section emphasizing the importance of the alignment of the Plan with the Texas' Strategic Plan for the Workforce System 2017-2020.

Response: As specified in TWC WD Letter 22-16, Change 1, Local Workforce Development Board Planning Guidelines for Program Years 2017-2020—Update, the Plan is primarily required to be align with The Texas Workforce System Strategic Plan FY 2016-FY 2023, the Texas Workforce Commission 2015-2019 Strategic Plan, the Combined State Plan for the Workforce Innovation

and Opportunity Act (WIOA) of 2014 PY 2016—PY 2019, and the Adult Education and Literacy Strategic Plan for FY 2015-FY 2020.

Comment: One commenter recommended adding language to multiple sections of the plan to emphasize local efforts and partnerships.

Response: WSA agrees with the recommendations and incorporated the comments in multiple areas of the plan.

Comment: Related to I-Focus on Employers, Strategy 1, one commenter recommended to make mention of SA Works as this agency is doing a lot of the same work so as to not duplicate efforts.

Response: WSA agrees that efforts, resources, and investments should avoid duplication at the local level. WSA recommends for local-level agencies, efforts, and investments to be evaluated so that these do not duplicate those that are already being supported and mandated through federal and state funding, such as those for which WSA is responsible for. Language in the Strategy was revised to reflect that coordination is to also take place with locally-funded organizations.

Comment: One commenter stated that I-Focus on Employers, Strategy 4 was confusing.

Response: WSA edited language for clarity.

Comment: One commenter asked whether Delegate Agencies are included as part of the community partnerships that are mentioned in I-Focus on Employers, Strategy 5.

Response: Yes, Delegate Agencies are to be included as part of these partnerships.

Comment: One commenter asked which local initiatives relate to II-Assist in Building an Educated and Skilled Workforce, Strategy 3.

Response: The Plan includes a non-exhaustive list of local initiatives in various sections. Because of the confidential nature of some initiatives (i.e., companies interested in opening, expanding, or relocating), these are not specifically mentioned.

Comment: One commenter indicated that the first sentence of the paragraph describing III-Engage in Partnerships strategy was confusing.

Response: WSA edited language for clarity.

Comment: Regarding IV-Promote Fully Articulated Career Pathways, Strategy 1, one commenter indicated that WSA needed to partner with SA Works and Alamo Colleges.

Response: WSA agrees.

Comment: Regarding IV-Promote Fully Articulated Career Pathways, Strategy 4, one commenter asked how it relates to other Sector Strategy efforts, and mentioned SA Chamber, SAEDF, etc.

Response: WSA aims to work in tandem with and support already existing industry round-tables.

Comment: Regarding V-Align System Elements to Improve and Integrate Programs, Strategy 4, one commenter asked “who and how?”

Response: The strategy aims at collaborating “to promote both economic and educational mobility for the Alamo Region.” WSA’s formula-funded grants are geared toward promoting and

supporting economic and educational mobility leading toward self-sufficiency, which is accomplished through partnerships.

Comment: Regarding VI-Youth and Job Seekers with Barriers Strategies, one commenter asked why the strategy was missing an introductory section similar to those in the other strategies.

Response: An introductory section has been added.

Comment: Regarding VI-Youth and Job Seekers with Barriers Strategies, Strategy 1, one commenter asked for WSA to partner with SA Works.

Response: WSA agrees. Because numerous agencies work with youth, language has been revised to include working with agencies who also help connect youth and employers.

Comment: Regarding VI-Youth and Job Seekers with Barriers Strategies, Strategy 3, one commenter asked for an example of the type of supports.

Response: Examples of services that assist in-school youth with high school completion are provided in other sections of the Plan.

Comment: Regarding VII-Performance Accountability Strategies, Strategy 1, one commenter asked whether the strategy relates to board members.

Response: Yes. However, the level of detail in the information is to be adapted to fit the audience. Information for Board members, chief elected officials, and Board partners aims to be provided at a high-level.

Comment: Once commenter recommended editing for clarity (second bullet under efforts to integrate additional required partners).

Response: WSA edited language for clarity. WSA is currently working on integrating agencies, including cross-training of staff and monthly unit meetings.

Comment: Under Question 6, in the section Information/Technology Employer Training Feedback, one commenter indicated that the information was good but possibly out of place (the commenter asked whether there was a better place for the information).

Response: The paragraph was moved to a more appropriate section, under Question 8, Information Technology/Cyber Security.

Comment: One commenter offered multiple editing recommendations for one of the paragraphs addressing Question 5, under Education.

Response: WSA edited the language.

Comment: Regarding Question 6, first paragraph, under Workforce Development Activities in the Region, one commenter asked how WSA was working in partnership, what the areas of alignment are, and who is leading which area.

Response: The paragraph states that “WSA is working in partnership with several notable workforce development strategies, activities, and projects which are being implemented throughout the 12-county region, all have the potential to increase job gains for local job seekers in targeted industry sectors.” This is followed by 36 examples of these types of partnerships with a summarized description of each. Providing additional information for each falls beyond the scope of this Plan.

Comment: Regarding Question 6, one commenter offered an explanation of SA Works indicating that it was better than the one included in the Plan.

Response: Some of the commenters language has been incorporated in SA Works’s description.

Comment: One commenter indicated that Café Commerce was rebranded as Launch SA.

Response: Edited language throughout the Plan to include Café Commerce’s rebranding as Launch SA.

Comment: One commenter indicated that information about Niagara Bottling LLC needed to be updated, particularly that Niagara expects for the plant to be completed by early 2016 and will initially hire 75 workers during the first phase of development.

Response: Language was revised to reflect more current information about Niagara Bottling LLC.

Comment: One commenter indicated that the Plan only described the Aerospace Academy of Alamo Colleges while Alamo Academies included five different academies.

Response: Updated plan to include the five academies.

Comment: One commenter submitted editing comments in the paragraph identifying Chrysalis Ministries.

Response: Edited language accordingly.

Comment: One commenter asked whether Part B. Operational Elements, Question 1, should include other organizations and programs in the greater workforce system rather than just WSA funded programs.

Response: The Local Plan is primarily a “compliance” plan. The Plan’s scope is limited to planning and describing how specific requirements are to be met. WSA acknowledges that our efforts are only but one piece of the greater workforce system. Developing a “community workforce” plan is outside the scope of TWC’s intent for the Plan. However, WSA aims to align local efforts with state-level goals and to contribute toward the greater workforce system in partnership with WSA’s required and “core” partners. One of WSA’s primary strategies aims to “Engage in Partnerships,” and this includes agencies that participate in the greater workforce system.

Comment: One commenter asked whether the career pathways being developed by SA Works and as set out in the SA2020 Talent Pipeline Report should be included under WSA’s Supply Chain graph.

Response: The framework offered through the Supply Chain in the Plan is broader and thus is intended to encompass or incorporate those mentioned by the commenter. As such, the Supply Chain diagram intrinsically includes those being developed by our partner agencies, SA Works and SA2020.

Comment: One commenter recommended editorial changes under Part B, Question 2, Temporary Assistance for Needy Families.

Response: Edited language accordingly.

Comment: For Part B, Question 2, one commenter asked what is the general strategy for co-enrollment (sharing of information, relationship between career advisors of both agencies, dual data entry, etc.).

Response: Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote co-enrollments. MOUs of this nature require an individualized or customized approach in the relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. However, WSA has included an additional description of elements that the agency will look at for co-enrollments.

Comment: Under Part B, Question 2, one commenter asked how do the WSA pathways correspond to the SA Works pathways, and indicated that these should be presented together to represent the entire workforce system.

Response: WSA's Career Pathways are developed as based on our Target Occupations. Career pathways that align with the Target Occupations correspond to WSA's pathways. The Plan includes samples of WSA's pathways, and is by no means exhaustive. WSA looks forward to collaborate in developing materials that reflect all available pathways in the region, including those of SA Works and other organizations.

Comment: Under Part B, Question 2, one commenter indicated that the last sentence in the section was unclear.

Response: The sentence was deleted.

Comment: Under Part B, Question 3, one commenter asked whether youth were not considered a target population.

Response: Youth are a part of the WIOA formula-funded grants. As such, youth are considered "eligible," or a potentially "eligible" population. "Target" populations include those that are "harder-to-serve." For example, because they experience barriers that go above and beyond those that the formula-funded grant eligible populations experience.

Comment: Under Part B, Question 4, Engagement of employers, one commenter asked whether the "Texas Model" was defined anywhere outside the plan.

Response: Additional information about the "Texas Model" was added.

Comment: Under Part B, Question 4, Engagement of employers, one commenter identified a typo, "bother" when it should be "other."

Response: Edited language accordingly.

Comment: Under Part B, Question 4, Engagement of employers, one commenter indicated that a sentence under Fredericksburg Labor Force/Taskforce Committee did not make sense.

Response: Edited language for clarity.

Comment: Under Part B, Question 4, Engagement of employers, one commenter suggested an additional action related to San Antonio Eastside Promise Zone, to engage and partner at the Eastside Education and Training Center (EETC).

Response: The goal was added.

Comment: Under Part B, Question 6, Continuous improvement of eligible providers, Data Analysis, one commenter asked whether Salesforce should be included in that section.

Response: Salesforce has been added.

Comment: Under Part B, Question 10, one commenter expressed that SA Works is more than an experiential learning program, and that they are in the process of contracting out the development of an action plan that will include the development of Pathways from 9-14 in manufacturing, healthcare, and IT.

Response: Added language referencing SA Works involvement in the development of pathways.

Comment: Under Part B, Question 10, one commenter stated that Project Quest does a lot of work in health care from funds provided by the City.

Response: Added language to indicate that Quest receives funding from the City of San Antonio and has substantial involvement in healthcare.

Comment: Under Part B, Question 10, section addressing WSA and the City of San Antonio's Economic Competitiveness, one commenter recommended grammatical edits.

Response: Language has been edited.

Comment: Under Part B, Question 10, section addressing Economic Development, one commenter expressed that this section seemed out of place, and recommended for it to be moved prior to the section where CoSA was included as it seemed to split up Cosa specific items.

Response: Edited language and reformatted the section for clarity and readability.

Comment: Under Part B, Question 10, table reporting funding for the City of San Antonio's Delegate Agencies, one commenter recommended adding funding amounts for 2017.

Response: Funding for Delegate Agencies for 2017 was added to the table.

Comment: Under Part B, Question 11, section addressing Leveraged Community Resources, one commenter recommended using italics identify "City of San Antonio Delegate Agency."

Response: Italics were added.

Comment: Under Part B, Question 25, section addressing Customized Training/Incumbent Worker Training Options, one commenter asked whether apprenticeships were the only way WSA was using Customized Training/Incumbent Worker Training, and whether it did not need to be so.

Response: Added language to reflect that WSA aims at supporting/creating not only apprenticeship opportunities but also other types of customized training opportunities.

Comment: Commenter wanted to know if under Healthcare Occupations on the Targeted Occupations list, Skincare professions like beauty, health and wellness technicians, would be included. Commenter submitted data from DOL for review.

Response: WSA reviewed the data for the occupation, and the occupation did meet the required criteria for the target occupations.

Comment: Commenter shared that WSA states that the in-demand occupations are not funded by WSA through Individual Training Accounts (ITA's). Commenter asked if this was because

wages for the occupations do not meet the wage threshold. Commenter asked if there is another avenue for which training can be provided for these occupations.

Response: In-demand occupations do not satisfy the criteria required by target occupations, including one or more of the following: percent growth, absolute growth, or minimum wages. Alternative funding for training activities include the Self-Sufficiency program. This type of funding helps train individuals in occupations that are not in the in-demand occupations but that require certifications and are in demand in various industries. Connecting Industries to the DOL/ETA Apprenticeship Office could also result in developing apprenticeships for occupations. An apprenticeship with a local employer is considered in-demand.

Comment: Commenter asked how gainful employment will be impacted, and whether it plays into the amount of training that will be provided.

Response: The ability to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment is one of several criteria that is used to assess whether individuals qualify for training services.

Comment: Commenter asked if the focus is on Career Pathways, and whether once an individual is ready for advancement can they come back and obtain support from the program or receive additional training.

Response: One of WSA's primary goals is to start individuals on career pathways. The attainment of a credential in a career pathway does not necessarily prevent an individual from obtaining additional training. Under WIOA sec 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who: (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

Comment: Commenter stated that they were aware Dynamic used to provide services here but now the Board had another contractor for youth, ResCare, and that the training cap for payment was \$7,500. Commenter wanted to know if child care was still being provided as it used to be.

Response: Depending on the occupation/field of study, funding caps for training are set by the Board at \$7,500 and, or, \$15,000 (for "highly technical" occupations). Regarding child care, WSA has been under a state-mandated enrollment freeze for child care (except for Protective Services populations, and Choices and SNAP program participants). As based on available funding, WSA may open enrollments for child care assistance, and the service will be provided in adherence to required and locally-based priority groups.

Comment: Commenter referenced page 21 of the Plan regarding Knowledge and Skills for WIOA High Demand Occupations and asked what the numbers mean.

Response: Tables 9 and 10 of the Local Plan reflect the top 15 knowledge and skills that are reported as being required by the top 20 and remaining 44 target occupations.

Comment: Commenter referenced page 16 of the Plan regarding Apprenticeships and asked what it meant. Commenter asked if there is money for apprenticeships, and whether an apprenticeship could serve as work experience for a college student.

Response: Apprenticeship training is a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the job training. Employment experience includes a variety of services. It includes, for example, subsidized work experience, which involves paid work experience through time-limited training in the private, for-profit, nonprofit, or public sectors. It also includes time-limited training through unpaid work experience in private, non-profit, or for-profit sectors. The Summer Employment/Work Experience offers opportunities for youth within designated timeframes, and is directly linked to academic and/or occupational learning. College students may participate in apprenticeships and, or, employment experience services. As based on local and regional demographic and socio-economic criteria, formula-funds are allocated to each Board for these services.

Comment: Commenter asked if a student is referred to the agency for help how is this reported related to the receipt of additional monies.

Response: WIOA requires that other alternative sources of funding be taken into consideration when determining eligibility and funding for services, including training.

Comment: Commenter referenced the target industry clusters slide showing other agencies that are working with Industry and asked why SA 2020 was not aligning under the Military/Defense industry.

Response: WSA has revised Table 3 of the Local Plan to reflect alignment of SA 2020 with the Military/Defense industry.

Comment: Commenter asked if WSA worked with companies to identify emerging occupations and if the Local Plan included emerging occupations.

Response: The percent change in Tables 2, 5, 6, and 7 of the Local Plan represents growth (emerging occupations). While WSA does aim at working with companies to identify emerging occupations, these tables include only occupations that meet either the in-demand or targeted criteria, one of which is growth.

Comment: Commenter stated employers share with her that they need people who are job ready. Internships are needed but many jobs have limits including age (18 years). Commenter expressed that there needs to be a way to expose kids to jobs. Many IT companies are looking for experience. Commenter shared that overall she felt that WSA is on the right track and that the externships being developed by WSA are good. Working with people with backgrounds is also a good step and we need to continue to seek ways to find an environment to provide experience for individuals.

Response: WSA agrees that, because of labor and other laws, it may be difficult to locate internships or work experience opportunities for youth, particularly younger youth. WSA will continue working with employers, social service, and educational agencies to identify internship and work experience opportunities for youth.

Comment: Commenter expressed need to provide experience opportunities for individuals, and whether TWC lobbied to try and move some of these issues forward.

Response: Through the Jobs & Education for Texans (JET) Grant program, TWC allocates \$10 million each biennium to defray start-up costs associated with the development of career and technical education programs to public community and technical colleges, and independent school districts. Formerly under the direction of the Texas Comptroller of Public Accounts, legislation passed by the 84th Texas Legislature transferred oversight of the state-funded program to the Texas Workforce Commission (TWC). JET grants provide potential economic returns through: supporting new, emerging industries or high-demand occupations, and offering new or expanded dual credit career and technical educational opportunities in public high schools.

Comment: Commenter stated that TWC is developing a pipeline from high school to business, but that lack of labor is what the business community sees as the most pressing and biggest issue. Businesses are looking at other places to find new people.

Response: WSA agrees that while there may not be a shortage in labor there is a shortage in the skills required by certain industries, such as in manufacturing and IT. DOL, TWC, WSA, and the regional network of agencies that support workforce development are partnering in support of these pipelines.

Comment: Commenter stated that wages in support of lower skilled jobs could offset some of the risk to companies and help move individuals up. Commenter also stated that the Local Plan overlooked warehouse distribution jobs, which is an area where opportunity may exist because more warehouse and distribution facilities are coming into the area.

Response: In-demand occupations represent those for which job seekers can usually gain employment in on their own. These are entry-level occupations that require minimal training and, or, for which employers provide training, and for which wages are generally low. WSA's target occupation list does include two occupations in the Transportation and Materials Moving industry. The list also includes a related occupation, 11-3071 Transportation, Storage, & Distribution Manager. The target occupation list also includes 21 occupations which require a High School or an equivalent diploma for entry, as well as one that does not require any formal credential. To meet these needs, WSA has worked with employers in the field, including the Amazon Fulfillment Center, and is open to work with other employers to pursue other avenues, such as the TWC's Skills Development Grant.

Comment: Commenter stated that it is important to acknowledge changes in ISO certifications, and also appreciated how the Local Plan described that employment services would be provided at Alternate Delivery Points, and that technology would also be incorporated. Commenter felt that areas needing improvement included individualized career services, and asked where these were being provided.

Response: Individualized career services are provided through each of the 16 American Job Centers that are located throughout the region. A wide variety of workforce services can be accessed by anyone coming into the center, including services for individuals that are based on eligibility. Apprenticeship programs may also be built by developing a track or pathway for a particular occupation, which helps create a pool of workers for specific occupations. Services are described in the Local Plan, Part B, Question 2, C.

Comment: Commenter asked if there are local groups that meet together to look at how these pathways can be developed for Skills Development or Self Sufficiency grants.

Response: WSA conducts Workforce/Business Summits and invites local economic development agencies, chambers, and businesses. The summits are used to provide information about the various programs provided by WSA, TWC, and DOL, and to gain feedback from participants. WSA also supports TWC's Texas Business Conference and Office of the Governor's Business Forums where general information on statewide programs are presented in addition to local WSA programs and services.

Comment: Commenter stated that Physical Therapy Assistant is not on the High Demand Occupation list. QUEST currently supports training for individuals in this field who are then employed in the field within 30 days of training completion at a rate of about \$21.00 per hour.

Response: WSA reviewed information submitted about the occupation and added 31-2021, Physical Therapy Assistant, to the target occupation list.

Comment: Commenter stated CDL training was not on the Demand Occupation list, and that the occupation was in demand in the Hondo area.

Response: Truck driving (CDL) is in the target occupation list, and the 53-3032, Heavy Tractor and Trailer Truck Driver, occupation is being added to the 2017 Target list.

Comment: Commenter stated that, while the Aerospace/Advanced Manufacturing occupation is in the target occupation list, industry in the Hondo area refer to the occupation as Logistics, which could not be found in the list.

Response: The CIP Code for a Logistics program of study was cross-walked via ONET and matches the Transportation/Storage and Distribution Managers (11-3071) occupation, which is in the 2017 target list. Several local programs of study for Logistics have the identified related CIP Code also matching the 11-3071 occupation.

Comment: Commenter asked whether services under the "Supply" side include child care services. Commenter emphasized the importance to ensure that rural customers would not get lost in the shuffle with the changes to child care.

Response: Changes in operations of child care relate to the transferring into a call center approach which is designed to make it easier for customers to access services. Customers do not have to go to a Job Center to access services, as they will be able to do so via a phone call or on the internet. In addition, WSA has implemented a priority strategy which aims to offer services to customers residing in rural areas (so that services at aggregate levels reach at least 18%) prior to offering services to customers residing in the urban area.

Comment: Commenter asked if any representatives from SWTRJC were invited to the public comment session. Commenter expressed concern if they were not advised of this information because they are different than Alamo Colleges.

Response: Invitation notices were communicated to all colleges having programs of study in WSA's Eligible Training Provider System (ETPS) list.

Comment: Commenter asked for two pieces of information related to Project QUEST be removed, emergency assistance and Open Cloud.

Response: WSA edited the language as requested by the commenter.

Comment: Commenter expressed that the application of a supply-based concept will yield a large number of people trained for employment in positions in which no jobs are available, further perturbing the ability to gainfully employ skilled workers in the region.

Board Response: Sector strategies and sector-based approaches under WIOA follow a demand-based, and not supply-based, approach. The target occupations, and the services that support these, are guided by the demand.

Comment: Starting with the “Board’s Vision” in the Part A-Strategic Elements, none of the “Strategic Goals” address upskilling efforts to provide incumbent workers with the training necessary to allow them to move up the career pathways. The upskilling of incumbent is critically necessary not only for small and medium-sized businesses to promote economic growth of both the business and the individual, but also to off-set the losses of critical skilled “baby-boomers” to the workforce. The benefits include greater opportunity for existing incumbent workers without incurring the “soft-skill” issues associated with new employees while also creating additional “back-fill” entry-level positions for new hire employees. The entire Plan is devoid of support for incumbent worker training planning and programs, in spite of significant current emphasis on such efforts by the federal programs under the Department of Labor workforce development grant programs.

Response: There are multiple references to incumbent worker training throughout the Local Plan. It is included in Strategy II – Assist in Building an Educated and Skilled Workforce (Strategy 4). Part B. Operational Elements, Question 1 (b), specifically identifies incumbent worker training as part of the career employment services that aim at upgrading and retooling skill development. Incumbent worker training is also mentioned in Part B., Questions 2, 4, 13, and 14. In addition, incumbent worker training is specifically addressed by WSA policy “WIOA 49, Incumbent Worker Training,” dated Aug 2016, and which is included as an attachment in the Local Plan. WSA Board Policy “WIOA 47” provides additional guidance regarding usage of Individual Training Accounts (ITAs) (also included as an attachment).

Comment: Consistent with a demand orientation, commenter stated they did not see any planning outlined to address the current (and recently common) situation where both critical and high demand skilled employment vacancies cannot be satisfied due to our region’s relatively low unemployment rates. A plan needs to be developed to address the situation where skilled candidates are not available within the region’s workforce pool to meet critical industry employment needs.

Board Response: Sector strategies and the development of Registered Apprenticeship programs, a focus of the Local Plan, address high demand skilled employment vacancies that cannot be satisfied. These strategies target individualized employer needs and are both demand-oriented. In addition, Strategy III – Engage in Partnerships (Strategy 3) aims at supporting workforce pipelines through training. Part A, Strategic Elements, Question 8, describes planning to create pipelines into IT by collaborating with at least three training providers, Youth Code Jam, Codeup, and The Iron Yard. WSA also partners with America’s Promise Job Driven Grant, which aims at providing a pipeline of skilled workers into IT and manufacturing (Part A(8) of the Local Plan). WSA welcomes input to continue developing plans that help address the issues mentioned by the commenter.

Comment: Although nominally addressed in the Plan, increased emphasis should be placed upon the issues associated with “case management” by WSA of workforce development programs. Efforts have improved in recent months. However, programs are greatly under-supported/underfunded relative to the extent of work that is needed to ensure that candidate workers are 1) able to attend programs, 2) are qualified for employment in the targeted industries, 3) are progressing satisfactorily through the workforce program, and 4) are assisted in gaining appropriate employment following program completion.

Response: Case management and technology programs that facilitate case management are addressed in Part B, Question 20. A description of the broad spectrum of services that are offered by WSA are described in Part B, Question 2. Funding for these services at the local region derive from TWC’s formula-funded allocations.

Comment: Table 3-Aligned Regional Partners Targeted Industries: The SA2020 Talent Pipeline activity did include “Aerospace” as part of their effort and it is addressed in the SA2020 Talent Pipeline final report as part of the Advanced Manufacturing sector.

Response: Table 3 has been amended to reflect the support of the Aerospace Cluster by SA2020.

Comment: Throughout the document, the Plan references the “Aerospace/Advance Manufacturing” industry sector as NAICS Code 3363 (for example-see Table 4). Analysis of workforce and economic impact for the Aerospace and Advanced Manufacturing industry sector must reflect the full manufacturing industry in the region, which requires reporting and analysis at the 2-digit NAICS code level, which for the Alamo region’s industry, is NAICS codes 31, 32, and 33. If the intent is to only address the Aerospace and Motor Vehicle manufacturing industry (and their related suppliers), then the assessment/analysis should be performed at the NAICS 3-digit code 336 level. Analysis at the 4-digit NAICS code 3363 only addresses motor vehicle parts manufacturing and excludes the manufacture of vehicles and aerospace products – a key Alamo region economic development sector.

Response: WSA will remove the word Sector, to clarify the WSA target Clusters and the relation of the Target Industries to the Clusters. Table 4 identifies WSA’s target clusters and Industries for 2017. Data analysis conducted at the 2-digit, 3-digit and 4-digit NAICS code levels for all Industries indicated that, for the manufacturing industry, the NAICS that best meets WSA data targets is 3363 Motor Vehicle Parts Manufacturing. In addition, input into the target, clusters, industries, and occupations from partners, such as SAMA and AMP, as well as finding reported in the SAMA report, were taken into consideration.

Comment: It is understood that the demand projections contained in the report are derived from sources that utilize historical activity. As a comparison, the “Alamo Region Manufacturing Industry Workforce Assessment Report-Nov. 2015” prepared for the San Antonio Manufacturers Association (SAMA)... was prepared using a forward looking survey of regional manufacturers. Additionally, the SAMA Report only surveyed manufacturers within the 8-county San Antonio/New Braunfels MSA, whereas the WSA addresses a 12-county district. Even with those differences, the comparison of demand occupations for the manufacturing industry are interesting and reasonably similar. Some notable exceptions are relative to the data reflected in Tables 5, 6 and 7 of the Plan. Notable differences (see enclosed SAMA Report data analysis

extracts) are: The Light Truck or Delivery Services Drivers occupation (SOC 53-3033) did not turn up as a demand occupation for manufacturers in the SAMA Report.

Response: The Light Truck or Delivery Services Drivers occupation (SOC 53-3033) is an occupation under one of the targeted NAICS 4441. The occupation was moved to the demand occupation list. This occupation, The Light Truck or Delivery Services Drivers occupation (SOC 53-3033), was placed under the advanced manufacturing/aerospace cluster, although, perhaps a better fit may be in the Construction cluster.

Comment: Page 14, Table 5: Based upon the explanation provided during the Nov. 28th WSA Plan briefing, the occupations identified in Table 5 do not meet the targeted wage levels necessary to receive federal workforce training funding. That wage threshold was defined in the meeting as \$11.68 per hour. Mechanical Engineering Technicians (SOC 17-3027) appears to significantly exceed that wage threshold and is a demand occupation. Should this occupation be relocated to the “Target Occupations” for consideration for funding of workforce development programs?

Response: WSA agrees that the occupation meets the wage criteria. However, the occupation did not meet the absolute change primary data target (of 500) and the annual openings secondary target (projected 10 positions over the next 10 years).

Comment: Page 14, Table 5; Page 16, Table 6; and Page 17, Table 7: Table 5 is prepared consistent with the industries having the occupational demand, which reflects a demand-base orientation. Tables 6 and 7, which reflect the occupations most likely to receive workforce development funding, are prepared consistent with the occupations rather than the industries that utilize the occupations, which results in a supply-oriented perspective. Commenter would recommend the 3 tables be prepared to reflect the demand information consistently, with an orientation toward the industries that will benefit from the development of workforce development programs. Once that orientation is established, it is recommended that the segregation between Table 6 and Table 7 occupations (perceived as priority funding and secondary funding) be re-structured to reflect the highest needs of the industry sectors. Additionally, consideration should also be given to those occupations that may not be high quantity demands but are critical positions to the continued viability of the industry operation and growth (e.g., without which the business is unable to satisfactorily meet its business requirements).

Response: The Target and Demand List for distribution is aligned by Clusters. Table 4 reflects the Cluster connection to the target industries. A Target Occupations by Industry Cluster table has been added to the Appendix of the Local Plan.

Comment: Pages 26 & 27, Table 16, Training, Awards by Occupation Groups/Concentration Shortfall: Good information; however, it appears that SOC class 51-0000, Production Operations, has been excluded. This is a critical occupational sector for manufacturing. If it is an oversight, it should be included. If it was intentionally excluded, an explanation should be provided.

Response: Production Occupations 51-000 are included in the Supply/Demand Gap Analysis, including Table 16. An EMSI pipeline report shows that in 2015 there were 19 programs, with 908 completions, 1,444 openings, and a shortfall of 536.

Comment: Page 51-52, Small Employers: WSA should also include the Texas Manufacturing Assistance Center (TMAC), the Texas organization responsible for execution of the federal Manufacturing Extension Partnership (MEP) program as part of this activity.

Board Response: WSA incorporated into the Plan language to explore partnership opportunities with TMAC.

Comment: Page 54, Coordination between workforce and economic development: WSA should also include the Alamo Manufacturing Partnership (AMP) as part of this list of organizations engaged in workforce and economic development efforts. AMP has played a key role in the development of federal grant applications applicable to the region's manufacturing industry.

Response: Plans to support and partner with AMP have been incorporated into the plan.

Comment: The terms management and oversight may be interpreted as oversight of program design, daily activities, and finances. That responsibility sits with the TWC AEL grant recipient. Terms that are less regulatory may better suit the role that WSA has been tasked with at this time. Second, the regional AE partnership is referring to the AEL Consortium. AEL has already been spelled out in the paragraph before, so acronym is acceptable here (see edit below). The second statement is more challenging to edit because WSA does have direct management and oversight of WSA contractors as their direct funder. There are also instances where individual AEL providers may indeed be WSA contractors under special grants (Integration, Site Based Literacy, Child Care Development). Please note, the preferred acronym for Education Service Center, Region 20 is ESC-20 (see below, as this is the first point in the board plan that ESC-20 is mentioned).

Suggested edit: Due to the restructuring of AEL services in Texas, to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the AEL Alamo Consortium of eight service providers, led by TWC grant recipient Education Service Center, Region 20 (ESC-20). AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources, and are responsible for integration of services. WSA Board staff is responsible for direct management and oversight of any and all WSA contractors and coordination and collaboration with AEL.

Response: WSA agreed and used the suggested edit for clarity. WSA also edited the acronym for Education Service Center, Region 20 to ESC-20 throughout the plan.

Comment: Under section titled an Analysis of workforce development activities in the region, including education and training. AEL Alamo Consortium services can be listed under Education and Training (starting on page 34) as a resource to enhance workforce development and eliminate barriers to employment. Each One Teach One, one of eight AEL Alamo Consortium service providers, is already listed on page 35. We suggest listing the Consortium as one bullet (one listed activity/effort) and including the providers within the description (see below).

Suggested edit: Adult Education & Literacy (AEL) Alamo Consortium: The AEL Alamo Consortium includes eight service providers and is led by TWC grant recipient Education Service Center, Region 20. The AEL Alamo Consortium guides adult learners as young as 16 years old on the path to reach their education, training, and employment goals. Classes are offered at various locations throughout Bexar and 11 surrounding counties. Services include High School Equivalency preparation, basic academic skills upgrading, ESL, preparation for postsecondary education and

training, integrated academics and career training, and contextualized ESL. The AEL Alamo Consortium includes (in alphabetical order): Alamo Colleges I-BEST, Each One Teach One, ESC-20 AEL Program, North East ISD Adult Education, Northside ISD Adult Education, Restore Education, San Antonio ISD Adult & Community Education, and South West Texas Junior College Adult Education & Literacy.

Response: WSA agreed and used the suggested edit for clarity. Note: EOTOSA is also city funded and this particular separate listing of EOTOSA was left as is.

Comment: Under section titled Individualized Career Services,” the last bulleted service is listed as “English language acquisition.” It is unclear if these listed items are services provided directly by Center staff or if they can be provided in collaboration with other programs. If directly by Center staff, should English language acquisition be removed? If the latter, this bullet may need to be renamed as Adult Education and Literacy services. AEL is listed in the next sections under “Training Programs: for those unable to find employment through basic labor exchange services.”

Suggested edit: None. Please see comments.

Response: WSA edited the language for clarity, added English language acquisition and integrated education and training programs. Also included the following services that are listed in the WIOA Guidelines for Adults, Dislocated Workers and Youth: Internship and Work Experiences linked to careers; Out of area Job Search and relocation assistance. Edit was also made to the paragraph directly below Individualized Career Services, Training programs, to include Registered Apprenticeship, Incumbent Worker training, Private Sector training, Skills upgrading and retraining, Entrepreneurial training and Job Readiness training.

Comment: Under section titled Improving Access to Activities Leading to a Recognized Postsecondary Credential: two paragraphs addressing Adult Education and Literacy. “AEL activities represent an opportunity to incorporate relevant labor market and career information...” implies this information is not already being used within AEL services planning or implementation. Integrated Education and Training (IET) efforts must be aligned to WSA’s Targeted & Demand Occupations. AEL Alamo Consortium’s ESL for Professionals and Transitions (postsecondary preparation) services are both focused on achieving a postsecondary credential and utilize WSA’s Targeted & Demand Occupations in career exploration, planning, and curriculum. AEL students could benefit from WSA’s guidance and collaboration with AEL Alamo Consortium to enhance the use of LMI and other data in all classrooms.

Suggested edit: AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions on services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. These efforts include, for example, the Skills Development Fund which helps support credit courses offered by colleges and other institutions to accelerate students in obtaining needed credentials. Strategies will aim to support system integration with postsecondary educational outcomes, as measured by high equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

Response: WSA agreed and used the suggested edit for clarity.

Comment: Under the “One-Stop partner contributions” section (list of partners). Based on the description of contributions that include “use of classroom facilities,” commenter would like to extend the same resources at ESC-20 as well as AEL services locations. The AEL Alamo Consortium promotes WSA services to all AEL students during Orientation, special events, and Transitions services (similar description of SAPL contribution to publicize www.workintexas.com). AEL Alamo Consortium also offers AEL services within the workforce centers to alleviate additional travel or other barriers to WSA clients. The Professional Development component of the AEL Alamo Consortium, housed at ESC-20, offers free TABE assessment training to WSA contractors as requested.

Suggested edit: Add: AEL Alamo Consortium (lead organization ESC-20) – use of classroom facilities for Workforce Career Center activities, promotes WSA to all AEL students through multiple avenues including print and career counseling, AEL services within career centers to promote educational advancement for job placement, and TABE assessment training for WSA contractors

Response: WSA agreed and used the suggested edit for clarity. With one exception, used promotes general Workforce American Job Center services (instead of promotes WSA) to all AEL students.

Comment: Begins table with “established connections with the following agencies to supplement WSA program services and better serve customers.” Page 66 lists ESC-20 Adult Basic Education Program, SAISD, NISD, NEISD as partners co-locating AEL services within workforce career centers. These have been the AEL Alamo Consortium service providers that have been present inside career centers for many years. Page 69 lists EOTO (one of eight AEL Alamo Consortium service providers) as a stand-alone MOU. To streamline AEL-related partnerships, these could be listed together. Suggestion below.

Suggested edit:

<p>AEL Alamo Consortium: Alamo Colleges I-BEST, Each One Teach One, ESC-20 AEL Program, North East ISD Adult Education, Northside ISD Adult Education, Restore Education, San Antonio ISD Adult & Community Education, and South West Texas Junior College Adult Education & Literacy</p>	<p>Adult Education & Literacy services, and services to customers within workforce centers</p>	<p>WSA will provide class space (including all related costs for computer equipment, utilities, janitorial services and furniture) to designated AEL Alamo Consortium service providers to offer adult education and literacy services to the Alamo are residents who are referred by the Workforce Career Center staff and other community partners. All AEL Alamo Consortium service providers will participate in cross-referrals with WSA contractors and promote WSA services through various methods within AEL service delivery.</p>
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Response: WSA agreed and used the suggested edit, removed EOTOSA on p.71 and included EOTOSA as part of the AEL Consortium.

Comment: Begins at the table with “significant youth serving partners.” Page 72 lists EOTO (one of eight AEL Alamo Consortium service providers) as a stand-alone partner. This may be because EOTO is receiving COSA funding this fiscal year. Page 73 lists “AEL Partners/Numerous TWC funded headed by Region 20 and private funded agencies.” AEL Alamo Consortium begins serving “adults” as young as 16 years old. To streamline AEL-related partnerships, these could be listed together. Suggestion below. Also, the preferred acronym for Education Service Center, Region 20 is ESC-20.

Suggested edit:

<p>TWC funded AEL Alamo Consortium (Alamo Colleges I-BEST, Each One Teach One, ESC-20 AEL Program, North East ISD Adult Education, Northside ISD Adult Education, Restore Education, San Antonio ISD Adult & Community Education, and South West Texas Junior College Adult Education & Literacy) and other privately funded agencies</p>	<p>All AEL Alamo Consortium service providers will participate in cross-referrals with WSA contractors and promote WSA services through various methods within AEL service delivery.</p>	<p>Alamo region</p>
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Response: WSA agreed and used the suggested edit. Additionally, removed EOTOSA from stand alone and included EOTOSA as part of the AEL Consortium.

Comment: Under “Alamo STEM Workforce Coalition,” it states “ESC Region 20.” Please edit to read ESC-20.

Response: WSA edited the language throughout the board plan.

Comment: “WSA convenes and coordinates regional AEL partners, including Education Service Center Region 20 (TWC funded WIOA Title II administrative and fiscal agent), Alamo Colleges (multi-agency funded Adult Education/ESL programs), and additional regional partners to ensure alignment with the broader workforce system, including WIOA Title I funded activities.” ESC-20 represents the AEL Alamo Consortium of eight service providers, including Alamo Colleges, under WIOA Title II. All of the eight service providers seeks additional (multi-agency) funds. This introductory response is an opportunity to highlight the efforts of the AEL Alamo Consortium as a unified system as well as the individual service providers.

Suggested edit: WSA convenes and coordinates TWC WIOA Title II funded AEL Alamo Consortium (lead organization and grant recipient ESC-20) and additional regional partners to ensure alignment with the broader workforce system, including WIOA Title I funded activities. The AEL Alamo Consortium is composed of eight service providers listed below that may seek additional funds from other agencies, including TWC, WSA, DOL, and other private funders to leverage resources in providing high quality AEL services.

The AEL Alamo Consortium includes (in alphabetical order)

Alamo Colleges I-BEST

Each One Teach One

ESC-20 AEL Program

North East ISD Adult Education

Northside ISD Adult Education

Restore Education

San Antonio ISD Adult & Community Education

South West Texas Junior College Adult Education & Literacy

Response: WSA agreed and used the suggested edit.

Comment: “Training to Support Integration: WSA coordinates with AEL partners to provide training regarding WIOA integration impacts to traditional AEL services. Traditional AEL services, including ESL, ELCivics, and ABE. Integrations impacts include emphasis on contextualized learning models (ex. iBest model), emphasis on career exploration and preparation components, connection to Career Pathways training/education initiatives, employer community engagement, and emphasis on employment related outcome metrics.” The description of “traditional AEL services” no longer exists under TWC (even prior to WIOA) and now even more defined in WIOA Title II. TWC AEL includes ESL, ABE/ASE (HSE preparation), ESL for Professionals (focus on job readiness and attainment), Integrated EL Civics (ESL and Civics integrated with career training), Integrated Education and Training (IET), Workplace Literacy (AEL services for employees at their worksite in partnership with employer), and Transitions (postsecondary preparation). Career Pathways in AEL includes ESL for Professionals, IET, and Workplace Literacy. AEL services emphasize contextualized learning models through Integrated EL Civics and IET, which are modeled after Washington state’s I-BEST model (has been adopted by Alamo Colleges locally approximately nine years ago). Three of the eight service providers offer IET services. Career exploration and preparation, including review of career pathways, is offered in depth through our Transitions services, and is also part of AEL students’ development of their Individual Training Education and Career (ITEC) Plan (TWC requirement). One component that has been implemented slower than others is employer community engagement through Workplace Literacy services. Excluding Site Based Literacy funds (two awarded grants in the Alamo area), the AEL Alamo Consortium service providers partner with approximately three to five employers per year.

Suggested edit: Efforts to Support Integration: WSA will coordinate and collaborate with the AEL Alamo Consortium to support, enhance, and expand WIOA integration efforts into current AEL services. This includes, but is not limited to, Career Pathways (ESL for Professionals, Integrated Education and Training, Workplace Literacy), Integrated EL Civics, and Transitions services. WSA will provide guidance on employer community engagement, career exploration and preparation, and established career pathways utilized in the workforce career centers.

Response: WSA agreed and used the suggested edit for clarity.

Comment: WSA will carry out the review of local applications as submitted by ISDs and Community Colleges for the Jobs and Education for Texas (JET) grant program to defray start-up costs...”

TWC has informed AEL grant recipients that our local workforce board must review future AEL grant applications. This is not mentioned specifically in the board response under item #13. JET grant application review may fall under this WIOA section also, but I am unfamiliar with JET.

Suggested edit: To follow the statement about reviewing AEL grant applications: In addition to reviewing AEL grant applications, WSA will participate in design and planning of application with AEL grant recipient.

Response: WSA agreed and used the suggested edit for clarity.

Comment: Table 21. WIOA 14 Youth Elements. Element #1: Tutoring, study skills training, instruction... Partner Leverage lists Each One Teach One, and no other AEL Alamo Consortium providers. Recommend replacing EOTO as an individual partner to the AEL Alamo Consortium. Element #8 Adult mentoring... Partner Leverage lists Each One Teach One. EOTO primarily provides literacy and academic tutoring. Without knowing too many details on what adult mentoring under the youth program involves, this may be a mismatch with EOTO's primary focus. Element #14 Activities that help youth prepare for and transition to postsecondary education and training. Partner Leverage could include AEL Alamo Consortium Transition Services (if the youth is enrolled for other academic AEL services).

Suggested edit: See comments above.

Response: WSA agreed with the comments and edited the language.

Comment: Page 106 begins the LOA between ESC-20 and WSA for the AEL Alamo Consortium. This LOA was part of the grant application awarded by TWC and is the current grant recipient. Page 108 begins the LOA between Alamo Colleges and WSA for the Alamo Pathways Consortium. This LOA was part of a grant application that was not selected by TWC for AEL services. The second LOA may not be needed in the local plan, as it is for a potential consortium that ultimately did come to fruition.

Suggested edit: See above.

Response: WSA Agreed and used the suggested edit. Remove LOA between Alamo Colleges and WSA for the Alamo Pathways Consortium.

Part D. TWIC REQUIREMENTS

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

The Texas Workforce Investment Council (TWIC) is charged with recommending the plans of Local Workforce Development Boards to the governor for final approval. TWIC reviews each Board Plan to ensure that local goals and objectives are consistent with the statewide goals and objectives in the system strategic plan, *The Texas Workforce System Strategic Plan FY 2016-FY 2023*. The four sections below list and describe the four system goals from *The Texas Workforce System Strategic Plan FY 2016–FY 2023* that identify critical, high-priority system issues. For each goal, provide a detailed description of one significant board strategy or initiative that both fulfills the intent of the goal and that could be considered a best or promising practice. Also, include the anticipated quantitative outcomes to be achieved as a result of implementation.

1. System Goal and Rationale: **Focus on Employers:**

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

Board Strategy: *Work together with employers, education and training providers, and local organizations to better align career and technical education with local industry skill expectation.*

Initiative: WSA is working in collaboration with SA Works, a non-profit that convened a diverse mix of employers, workforce development leaders including WS Alamo, chambers of commerce, postsecondary education and social service providers in 2014-2015 to create a framework to close the skills gaps in three of the aligned targeted industries.

HEB CEO Charles Butt provided a planning grant to SA Works to operationalize an education/career advising strategy that leverages community resources, scales quickly, and focuses on connecting adults with some college to high-demand degrees and employers. Through this collaboration, career pathway documents were created and aligned for each of the targeted industries. The pathways illustrate the necessary training and skills for individuals to move from entry level to high skill jobs in the targeted industries and related occupations. WSA will continue working with workforce partners to better design career and technical education content that align with industry skill needs.

Anticipated quantitative outcome: Provide a wide-variety of services to approximately 8,500 employers.

2. System Goal and Rationale: **Engage in Partnerships:**

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

Board Strategy: *Continue to work with area partners to leverage resources by establishing shared entry points and a fail proof and effective referral system.*

Initiative: The SA2020 Talent Pipeline Task Force Report (July, 2015) identified approximately 300,000 persons in the San Antonio area as having some college, but no degree, a disproportionate percent compared to the state and nation. Analysis showed that the majority were working, but that wages for that subgroup continue to decline, and a higher earning potential is deferred both to the individual and the greater community.

The SA2020 Task Force challenged the community to implement a “no wrong door” approach among education and workforce providers, (WS Alamo American Job Centers, Goodwill SA, Project Quest, colleges and universities), so that no matter where an adult learner goes for help, they are connected to the education, training or job opportunities that best meet their needs.

Anticipated quantitative outcome: In alignment to the Accelerate TEXAS program, WSA supports the state’s ambitious 60x30 goal, that at least 60% of WSA Alamo residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030. The difference between the percentage of residents aged 25-34 who do not have a post-secondary degree or recognized certification (as reported by US Census Bureau 5-Year ACS most recent estimates) and 60% shall be divided into the number of years between PY2016-2017 and 2030 (i.e., 15 years). This number will reflect the expected percentage increase that is expected yearly (through 2030). These benchmarks must be re-evaluated for PY2018-2019 and PY2019-2020.

3. System Goal and Rationale: **Align System Elements:**

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

Board Strategy: *Work with TWC, AEL, and Vocational Rehabilitation partners to consolidate intake, referral, and service strategies that focus on training and employment.*

Initiative: WSA holds regional planning meetings with AEL partners, Vocational Rehabilitation, and Job Center staff to exchange information, plan orientations, and outline training and service delivery for common targeted populations (East Side Promise Zone, incumbent workers, grant participants, new hires, OSY). These meetings promote an integrated, coordinated approach to

service delivery that results in shared costs, reduction in duplication of services, and expanded enrollments of AEL customers into WIOA Title I programs.

Anticipated quantitative outcome:

- Using PY2105-2016 as a baseline,
 - **AEL:** Increase the provision of AEL services for Job Center participants (adults and, or, youth with TABE scores of 8.9 or below) by 10%; and,
 - **AEL:** As feasible, co-enroll 5% additional AEL participants into one or more Job Center programs;
 - **VR:** Increase referrals of Job Center participants with a disability (adults and, or, youth) to VR services by 5%; and,
 - **VR:** As feasible, co-enroll 5% additional individuals with a disability served by VR into one or more Job Center programs.
 - If a current baseline does not exist, PY2016-2017 data will be used as a baseline for PY2017-2018.
- These benchmarks may be evaluated in collaboration with both AEL and VR, and may be revised by mutual agreement.
- Benchmarks must also be re-evaluated for PY2018-2019 and PY2019-2020.

4. System Goal and Rationale: **Improve and Integrate Programs:**

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

Board Strategy: *Work with area partners to continuously improve the referral system to help remove obstacles and barriers to success, to promote successful performance on the job and in school.*

Initiative: The WSA service region covers 12-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, etc.

Anticipated quantitative outcome: Using PY2016-2017 as a baseline, increase applications for enrollment into WIOA services using some form of technology by 10% (to be attained in PY2017-2018). Re-evaluate the benchmark for PY2018-2019 and PY2019-2020.

Part 2—Industries of Significance to the Regional Economy

Texas has continued to exhibit economic success over the past decade, and local Workforce Boards have contributed to regional economic success through the establishment of industry sector or cluster strategies in partnership with employers. These strategies help to drive job creation and stimulate economic growth by providing job candidates with the skills and knowledge that employers require to be competitive. Texas’ targeted industry cluster initiative supported this work. WIOA continues that support by encouraging sector partnerships and strategies to ensure that the skills of the workforce meet the needs of local industries. The questions below focus on industry clusters and sectors within the region.

Describe the top three industry clusters/sectors and occupations.

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

Board response:

By performing economic and workforce analysis, WSA aims to ensure that the workforce system deploys the region’s limited workforce development resources in a manner that maximizes positive impact for the communities within the Alamo region and incorporates mandates from WIOA and Texas’ Strategic Plan.

Outcomes of the analysis included identification of three key targets: IT/Cybersecurity, Healthcare/Bioscience, and Manufacturing (Advanced). Regional partners have aligned targeted industry clusters as investment areas as follows:

TABLE 24. ALIGNED REGIONAL PARTNERS’ TARGETED INDUSTRIES

CLUSTERS	SA2020	SAEDF / CoSA EDD / BexarCo ED	AACOG (CEDs)	WSA
Healthcare/Bioscience	①	①	①	①
Aerospace	②	②	②	②
Manufacturing (Advanced)	③	③	③	③
IT/Cybersecurity	④	④	④	④
Energy		⑤	⑤	
Finance		⑥	⑥	⑤
Military/Defense	⑤	⑦	⑦	⑥
Construction				⑦
Business Services				⑧

2. For each cluster or sector identified in Question 1, identify the top five occupations for which employer-demand exceeds the number of available workforce or education-program graduates or skilled applicants. Provide labor-

market-information data, including the number of jobs, wages, the education required, and projected growth.

Board response:

Employer demand in the IT/Cybersecurity Industry Sector in the WSA workforce area exceeds available workforce, or education-program graduates, or skilled applicants. The top five occupations from this sector for which these conditions are representative include:

- Network & Computer Systems Administrators*
- Computer User Support Specialists*
- Software Developers, Applications*◇
- Computer Systems Analysts*◇
- Information Security Analysts

According to TWC TRACER2, these five occupations are projected to create 5,080 new jobs in the workforce area by 2024. The five targeted occupations are a sampling from the 11 IT/Cybersecurity WSA target occupations, which combined are projected to increase to 31,180 jobs by 2024 according to the TWC data.

TABLE 25. FIVE TARGETED OCCUPATIONS: IT/CYBERSECURITY

Occ Code	Occupational Title	Annual Average		2014 - 2024		Typical Education Needed for Entry into Occupation	Mean Annual Wage 2015
		2014	2024	Number Change	Growth		
<i>IT/CyberSecurity</i>							
15-1142	Network & Computer Systems Administrators *	2,230	2,770	540	24.2%	Bachelor's degree	\$79,440
15-1151	Computer User Support Specialists *	4,950	6,210	1,260	25.5%	Some college, no degree	\$49,243
15-1132	Software Developers, Applications *◇	4,740	6,560	1,820	38.4%	Bachelor's degree	\$100,677
15-1121	Computer Systems Analysts *◇	2,620	3,570	950	36.3%	Bachelor's degree	\$93,561
15-1122	Information Security Analysts	1,190	1,700	510	42.9%	Bachelor's degree	\$85,483

Source: EMSI Occupational Projections 2014-2024 for 17-3024, and LMCI/Tracer2/ Occupational Projections 2014-2024 for all others.

* Blue = Apprenticeship

◇ On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

RED = Meets Primary Data Targets of >=22.6% Growth (% Change), and/or >= 500 Absolute Change (Number Change), \$11.68 median hourly

Note: For Bachelor's includes credentials, certifications, certificates or other leading (on career path) to Bachelors

The following table estimates a shortfall between supply and demand for the five occupations of 1,496, or 66.1%.

TABLE 26. IT/CYBERSECURITY SHORTFALL

Occupation	Average Monthly (Sep 2015 - Sep 2016)		
	Postings	Hires	Shortfall
Network & Computer Systems Administrators	540	110	430
Computer User Support Specialists	518	273	245
Software Developers, Applications	443	216	227
Computer Systems Analysts	411	119	292
Information Security Analysts	352	50	302
Total	2,264	768	1,496
<i>Percent Shortfall</i>			66.1%

Manufacturing (Advanced)

Although data does not show a gap in education for Manufacturing, local wisdom does indicate a critical need to strategically focus in the Manufacturing Industry (Advanced).

According to DOL, Office of Foreign Labor Certification (OFLC), 2,234 applications for H1-B visas were certified for positions within the region in FY 2014, with 71.3% falling within computer programming-related IT and Advanced Manufacturing occupations.

The Alamo Region Manufacturing Industry Workforce Assessment Report (Nov 2015), prepared by the San Antonio Manufacturers Association (SAMA)⁸, noted a commonality in IT/Cyber-Security and Advanced Manufacturing industry skills needs. The report identified a need for the development of broader-based skills development programs that could provide deeper penetration into the number of positions impacted by the H1-B Visas. In addition, the report called for the establishment of broader-based training programs which could facilitate a knowledge baseline for further development of the workforce upon employment. The report also recommended the creation of training alternatives (not currently available) to address skills shortages, including internships, apprenticeships, and OJTs.

Among regional manufacturers, there has been a critical shortage of skilled workers with the skills needed to develop and, or, modify complex automated production systems, including robotic systems.

TABLE 27. FOUR MANUFACTURING OCCUPATIONS

Occ Code	Occupational Title	Annual Average		2014 - 2024		Typical Education Needed for Entry into Occupation	Mean Annual Wage
		2014	2024	Number Change	Growth		
51-2092	Team Assemblers *	4,740	5,680	940	19.8%	High school diploma or equivalent	\$27,804
51-4041	Machinists	1,410	1,700	290	20.6%	High school diploma or equivalent	\$39,582
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers *	3,250	3,540	290	8.9%	High school diploma or equivalent	\$37,603
17-3024	Electro-Mechanical Technicians	101	114	13	13%	Associate's degree	\$54,145

Source: EMSI Occupational Projections 2014-2024 for 17-3024, and LMCI/Tracer2/ Occupational Projections 2014-2024 for all others.

* Blue = Apprenticeship

∅ On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

RED = Meets Primary Data Targets of >=22.6% Growth (% Change), and/or >= 500 Absolute Change (Number Change), \$11.68 median hourly wage

Note: For Bachelor's includes credentials, certifications, certificates or other leading (on career path) to Bachelors

TABLE 28. MANUFACTURING SHORTFALL

Occupation	Average Monthly (Sep 2015 - Sep 2016)		
	Postings	Hires	Shortfall
Team Assemblers	45	206	-161
Machinists	14	333	-319
Inspectors, Testers, Sorters, Samplers, & Weighers	12	76	-64
Electro-Mechanical Technicians	2	5	-3
Total	73	620	-547
<i>Percent Shortfall</i>			<i>-749.3%</i>

⁸ http://www.sama-tx.org/images/SAMA_Workforce_Assessment_Report-Final-120115.pdf

While the postings and hires (shown above) do not reflect a shortfall, local wisdom substantially supports the claim that there is a significant gap in skilled-labor in the region.

Healthcare and BioScience

WSA targeted Healthcare occupations shown in the following Table are projected to grow by 6,890 new jobs by 2024. Four occupations in the industry, Registered Nurses, Cardiovascular Technologists & Technicians, Surgical Technologists, and Medical Records & Health Information, show an estimated educational gap of 2,546 to meet employer demand. The four are a sub-set from seventeen WSA targeted Healthcare Occupations, which together project about 16,520 new jobs by 2024.

TABLE 29. FOUR HEALTHCARE OCCUPATIONS

Occ Code	Occupational Title	Annual Average		2014 - 2024		Typical Education Needed for Entry into Occupation	Mean Annual Wage
		2014	2024	Number Change	Growth		
29-1141	Registered Nurses ^o	18,980	24,780	5,800	30.6%	Bachelor's degree	\$66,253
29-2031	Cardiovascular Technologists & Technicians	330	470	140	42.4%	Associate's degree	\$56,482
29-2055	Surgical Technologists ^o	1,010	1,340	330	32.7%	Postsecondary non-degree award	\$38,846
29-2071	Medical Records & Health Information Technicians *	2,230	2,850	620	27.8%	Postsecondary non-degree award	\$37,392

Source: EMSI Occupational Projections 2014-2024 for 17-3024, and LMCI/Tracer2/ Occupational Projections 2014-2024 for all others.

* Blue = Apprenticeship

^o On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

RED = Meets Primary Data Targets of >=22.6% Growth (% Change), and/or >= 500 Absolute Change (Number Change), \$11.68 median hourly wage

Note: For Bachelor's includes credentials, certifications, certificates or other leading (on career path) to Bachelors

TABLE 30. HEALTHCARE SHORTFALL

Occupation	Average Monthly (Sep 2015 - Sep 2016)		
	Postings	Hires	Shortfall
Registered Nurses ^o	3000	786	2214
Cardiovascular Technologists & Technicians	237	101	136
Surgical Technologists	134	34	100
Medical Records & Health Information Technicians	106	10	96
Total	3477	931	2546
<i>Percent Shortfall</i>			<i>73.2%</i>

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

Board response:

Strategy: Work together with employers, education and training providers, and local organizations to better align career and technical education with local industry skill expectation.

Strategy: Promote and structure training services that provide portable, stackable, and transferable credits and credentials.

Strategy: Continue working on alignment to the TWC-contracted goals and regional workforce needs, and funding opportunities that expand available training/educational resources for students, job seekers, and incumbent workers.

Strategy: Seek out opportunities to collaborate with all regional workforce partners to pursue other resources that would provide a greater impact in the local workforce training pipeline.

Strategy: *Work with employers, educational institutions and regional partners to identify clear pathways or “mapping” of knowledge, skills and abilities that illustrate the steps necessary to move from one educational or employment milestone to another.*

Strategy: *WSA will systematically shift toward a Sector Strategies, Career Pathways model, and public-private industry partnership initiatives to ensure that workforce training is directly linked to employers’ talent needs.*

Part E. ATTACHMENTS

WSA Policies

1. WIOA 47, Individual Training Accounts



WORKFORCE SOLUTIONS- ALAMO POLICY LETTER

ID NO: WIOA 47

DATE ISSUED: May 27, 2016

TO: Workforce Solutions-Alamo Contractors

FROM: Gail L. Hathaway, Executive Director

SUBJECT: Individual Training Accounts

PURPOSE:

To provide guidance to **Workforce Solutions Alamo's (WSA)** workforce center contractors regarding Individual Training Accounts (ITAs). This policy specifies the standards and requirements for ITAs issued to eligible participants of the Workforce Innovation and Opportunity Act (**WIOA**), Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Trade Adjustment Assistance (TAA) programs (TAA is exempt from the established ITA funding cap).

REFERENCE(S):

- WIOA-Notices of Proposed Rulemaking, Titles I-IV, (4/16/15), Texas Workforce Commission Letter (TWC), WD 12-15 dated July 1, 2015, Texas Workforce Commission, WIOA Guidelines for Adults, Dislocated Workers and Youth (10/19/15), available at: <http://www.twc.state.tx.us/files/jobseekers/workforce-innovation-and-opportunity-act-guidelines-for-adults-dislocated-workers-and-youth-twc.pdf>.
- TWC Letter, WD 24-14 C1 (Individual Training Accounts) dated November 12, 2014.
- TWC Financial Manual for Grants and Contracts, §8.1 General Allowability Criteria, at http://www.twc.state.tx.us/business/fmgc/fmgc_toc.html
- Workforce Innovation and Opportunity Act of 2014, Section, 134(3)(D)
- Workforce Innovation and Opportunity Act of 2014, Section 134(3)(F)(iii)
- TWC General Administrative Rules, TAC 40, Chapter 811, Subchapter A, Chapter 813, Subchapter A

BACKGROUND:**Training Services**

WIOA is designed to increase participant access to training services and equip individuals to enter the workforce and retain employment. Examples of training services are listed in the WIOA Guidelines for Adults, Dislocated Workers and Youth.

Training services authorized under the WIOA Eligible Training Provider System (ETPS) shall be provided through the use of ITAs. The ITA establishes a maximum reimbursement amount for eligible program participants, with funds authorized under WIOA Title I, TANF, and SNAP E&T. Individuals use ITAs to purchase training services for skill attainment, subject to WIOA Guidelines for Adults, Dislocated Workers and Youth and all applicable laws, including, subsequent issuances.

The TWC will certify providers on the local ETP list and publish a statewide list of ETP and ensure they meet the training and the established performance minimums for each board area.

Eligibility for Training Services

Training services may be made available to eligible participants who meet the requirements of the most recent WIOA Guidelines for Adults and Dislocated Workers and Youth, all applicable TWC policies, guidelines and laws and any other applicable federal or state laws.

ITA POLICY:

ITA funds may be used to pay for:

- Training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program not to exceed \$7,500;
- “Highly technical”, in-demand job training at a rate not to exceed 2 times the standard rate (or \$15,000). This must be done on a case-by-case basis and with prior approval from WSA Board. Training in “highly technical” occupations includes:
 - Software Developers, Applications
 - Software Developers, Systems Software
 - Network & Computer Systems Administrators
 - Registered Nurses
 - Electro-Mechanical Technicians.

ITA funds may not be used to pay for:

- Supportive services such as childcare, transportation or other eligible follow-up services
- Equipment,
- Room and board;

- Late fees, fines, or penalties caused by customer error or delay;
- Costs exceeding, \$7,500 for eligible training programs.

In all cases, evaluation of lowest cost provider must be considered.

If the cost of training exceeds the fund limitation guidelines outlined in this policy, career advisors must assist in developing a financial plan to cover the total cost of training.

An ITA established for a participant eligible to receive training services shall expire two (2) years from the date of the account's establishment; therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, except as follows:

- a. If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- b. WSA Career Center operator management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for any exception must include sufficient justification and evidence that financial support is available during this extended training period.

Funding may be provided for post-secondary instruction only if both criteria listed below are met:

1. Training Service Priority consideration shall be given to programs leading to a recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including Bachelor's Degrees) whose CIP codes are cross walked or matched to a program of study/ training in a Board approved targeted demand occupation or Board approved sector (on a case by case bases, with documented LMI); and
2. The customer has demonstrated the ability to meet all training program prerequisites and requirements.

ACTION REQUIRED

WSA Career Center operators must provide written procedures governing the issuance and use of ITAs in compliance with this policy to WSA Program Operations within 15 days of issuance of this policy. ITA procedures are subject to approval by WSA.

EXCEPTION TO THE ISSUANCE OF ITAs

To promote additional upgrading of skills or education, the Board may contract with training providers not listed on the ETPL.

EFFECTIVE DATE:

Immediately

RESCISSIONS:

WIA 45 Change 1, "Individual Training Accounts"

ATTACHMENTS:

None

INQUIRIES:

Please direct all inquiries pertaining to this policy to: **WSA Director of Program Operations** at policyinquiry@wsalamo.org.



WORKFORCE SOLUTIONS- ALAMO POLICY LETTER

ID NO: WIOA 48

DATE ISSUED: August 15, 2016

TO: Workforce Solutions-Alamo Contractors

FROM: Gail L. Hathaway, Chief Executive Officer

SUBJECT: WIOA Youth Eligibility/ Low Income Exception

PURPOSE:

Workforce Solutions Alamo (WSA) policy on eligibility and registration ensures that every Workforce Innovation and Opportunity Act (WIOA) participant who receives WIOA program funded services is eligible and registered to receive those services: WIOA guidelines allows a low-income exception in which 5 percent of all youth participants in a workforce area may be participants who ordinarily would be required to be low-income for eligibility purposes and meet all other eligibility requirements.

REFERENCE(S):

WIOA Section 3(2), (5), (15), (16), (36)
WIOA Section 129(a) (1) (B) and (C)

BACKGROUND:

The WIOA Section 129(a) (1) provides new eligibility criteria for the WIOA youth program. To be eligible to participate in the WIOA youth program, an individual must be an out of school youth (OSY) or an in-school youth (ISY). Youth enrolled in the WIA youth program were grandfathered into the WIOA youth program even if the participant would not otherwise have been eligible for WIOA local youth programs were not required to complete an eligibility re-determination if the participant had been determined eligible and enrolled under WIA. Furthermore, these participants must be allowed to complete the WIA services specified in their individual service strategy (ISS).

ACTION REQUIRED:

Up to 5% of youth registered may be classified as not low income but meet all other WIOA youth program eligibility requirements. At least 95% of registered youth must be classified as low income. It is the contractor's responsibility to review and sign off on all registration paperwork for completeness, and accuracy prior to program service delivery. Requests to enroll youth who are not low income must be approved by WSA board, youth program specialist or Program Director.

EFFECTIVE DATE:

Immediately

INQUIRIES:

Please direct all inquiries pertaining to this policy to: **WSA Director of Program Operations** at policyinquiry@wsalamo.org.

3. WIOA 49, Incumbent Worker Training



WORKFORCE SOLUTIONS ALAMO POLICY LETTER

ID NO: WIOA 49

DATE ISSUED: August 15, 2016

TO: Workforce Solutions Alamo Contractors

FROM: Gail L. Hathaway, Chief Executive Officer

A handwritten signature in blue ink, appearing to read "G. Hathaway", is placed over the name in the "FROM" field.

SUBJECT: Incumbent Worker Training

PURPOSE:

To establish local policy for providing services to incumbent workers under the Workforce Innovation and Opportunity Act (WIOA) and identify the requirements for Contractors when providing these services to adults and dislocated workers.

REFERENCE(S):

Workforce Innovation and Opportunity Act (WIOA)-Notices of Proposed Rulemaking, Titles I-IV, (4/16/15)

Texas Workforce Commission, Workforce Innovation and Opportunity Act (WIOA) Guidelines for Adults, Dislocated Workers and Youth (10/19/15)

Texas Workforce Commission Letter (WD 01-07), (01/10/07), Using Workforce Investment Act Funds to Serve Incumbent Workers and Employed Workers

Employment and Training Administration/U.S. Department of Labor, Training and Employment Guidance Letter (TEGL) WIOA No. 3-15, Operating Guidance on Services Provided through the Adult and Dislocated Worker Program under the Workforce Innovation and Opportunity Act (WIOA) (07/01/15)

WIOA Sections 3(23) and 134(d)(4)

BACKGROUND:

The WIOA provides guidance on the use of funds for incumbent worker training. Incumbent worker training is designed to meet the workforce needs of an employer or group of employers and is considered the most appropriate type of training for current employees as a layoff aversion strategy.

POLICY:

WIOA allows not more than 20% of funds allocated under the Adult and Dislocated Worker funds to be used for the cost of providing training for incumbent workers.

Employer Eligibility

For an employer to be eligible to receive incumbent worker training and funding WSA will consider under WIOA section 134(d)(4)(A)(ii):

1. Characteristics of the participants in the program;
2. Relationship of the training to the competitiveness of a participant and the employer; and
3. Other factors such as, the number of employees participating in the training, the wage and benefit levels of those employees (at present and anticipated upon completion of the training), and the existence of other training and advancement opportunities provided by the employer.

Worker Eligibility

Individuals do not have to meet WIOA Adult and Dislocated program eligibility criteria in order to qualify for incumbent worker training unless they are also receiving other services under those programs.

To be eligible for incumbent worker training an employee must:

1. Must be employed and have an established work history with the current employer (have worked for the employer for 6 months or more);
2. Have knowledge, skills and abilities needed by the current employer and need additional training; and
3. Meet the requirements outlined in the incumbent worker training requirements described in § 680.790 and as prescribed by WIOA sec 134(d)(4)(B).

Local Requirements

Incumbent workers must obtain an industry recognized certification or credential at the end of the training in order for grant funds to be authorized. In addition, both the employer's location and the incumbent worker's residence must be within our board's workforce development area.

Employer Share of Cost

The following sliding scale will be used to determine the employer's share of cost based on the employer size and location where the training will be provided. Cost for employers is:

- 10% with no more than 50 employees;
- 25% with more than 50 but less than 100 employees; or
- 50% with more than 100 employees.

However, if the cost of training exceeds the board's maximum training amount, the employer shall pay the difference.

Funds provided under WIOA cannot be used to pay wages of incumbent workers during their participation in an economic development activity provided through a statewide workforce development system WIOA section 181(b)(1). Additionally, when a relocation of a business results in the loss of employment of any employee of such business, no funds provided for employment training can be used for incumbent worker training until after 120 days has passed since the relocation that caused the loss of employment at an original business location in the U.S., WIOA section 181(d)(1).

ACTION REQUIRED:

Contractors shall adopt these guidelines as policy and develop and implement procedures. Procedures developed must be submitted to WSA no later than 30 days from the receipt of this policy.

EFFECTIVE DATE:

Immediately

INQUIRIES:

Please direct all inquiries pertaining to this policy to: **WSA Director of Program Operations** @ policyinquiry@wsalamo.org.

RESCISSIONS:

NONE

ATTACHMENTS:

NONE



WORKFORCE SOLUTIONS- ALAMO POLICY LETTER

ID NO: WIOA 50

DATE ISSUED: October 17, 2016

TO: Workforce Solutions-Alamo (WSA) Contractors

FROM: Gail L. Hathaway, Chief Executive Officer

SUBJECT: Workforce Innovation and Opportunity Act (WIOA) Youth Eligibility

POLICY:

The determination of eligibility for applicants of the WIOA Youth program must adhere to the “WIOA Guidelines for Adults, Dislocated Workers, and Youth” (TWC WIOA Guidelines).

In addition, “*requires additional assistance to complete an educational programⁱ, or to obtain or retain employmentⁱⁱ*,” is to be defined as one or more of the following at the time of application:

1. Did not maintain an average equivalent to 70 on a scale of 100 in two or more subjects in the preceding or current school year, or is not maintaining such average in two or more subjects;
2. During the past two school years was not advanced from one grade or course level to the next, or is one or more grade levels below the grade level appropriate to the age of the individual;
3. Has been placed in an alternative or disciplinary education program, or probationary program/status, during the preceding or current school year;
4. Has been expelled during the preceding or current school year;
5. Was previously reported to have dropped out of school (remains “at-risk” for the remainder of his/her public school education or post-secondary education);
6. Is in the custody/care of the Department of Family & Protective Services, or has been referred to the department by a school official, officer of the juvenile court, or law enforcement official;
7. Is or was homeless during the past two years;
8. Resided during the past two years or resides in a residential placement facility, including a detention facility, substance abuse treatment facility, emergency shelter, psychiatric hospital, halfway house, or foster group home;
9. Is a migrant, or whose parents, spouse, or guardian is a migratory agricultural worker;
10. Failed all or part of any State of Texas test required for graduation or entry into post-secondary education (e.g., STAAR, or vocational certification);

11. Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months received, assistance through SNAP, TANF, or the SSI program, or state or local income-based public assistance;
12. Has been unemployed for eight (8) weeks or longer (self-attestation and UI records);
13. Worked on average less than 45 weeks or 30 hours per week during the past year (underemployment; self-attestation and UI records);
14. Worked full-time/year-round (at least 50 weeks at 35 hours per week during the past year) but his/her income was below the current poverty threshold (underemployment; self-attestation and UI records);
15. Income at present employment is lower than what the applicant should be gaining given his/her skills, work experience, or education (underemployment);
16. Family member is unemployed or lost job during the past six (6) months, includes spouse, partner, or a sibling who is 18 years of age or older (UI records and self-attestation of family member);
17. Applicant is 20 years of age or older and does not own a vehicle (self-attestation and a needs assessment);
18. Resides in a single parent household (self-attestation).

Examples of Required Documentation. DPFS for foster; doctor's note for pregnancy; birth certificate for parenting; juvenile/adult justice documentation for offenders; test results or school documentation; layoff notice; TWC wage records; paystubs; employer letter; LPC or similar; social service agency. Self-attestation may only be used as a last resort (attempts to obtain documentation must be recorded in TWIST *Counselor Notes*), or as otherwise stated herein or in the TWC WIOA Guidelines.

Basic Skills Deficient. The basic skills deficient requirement must be documented using either the TABE or an instrument that is previously approved by WSA.

REFERENCE(S):

WIOA Guidelines for Adults, Dislocated Workers, and Youth, TWC, Revised September 26, 2016.

ACTION REQUIRED:

Contractors shall implement this policy immediately.

EFFECTIVE DATE:

October 17, 2016.

RESCISIONS:

WIA-20, C3; MR #2, C1; MR #379; WIA 20, C4.

INQUIRIES:

policyinquiry@wsalamo.org.

ⁱ Educational-related criteria are mostly based on the "at risk" definition provided by TEC §29.081 and the 2014-15 Texas Academic Performance Report (TAPR) Glossary (and previous WSA policy).

ⁱⁱ Employment-related criteria are mostly based on under- and unemployment status as well as on barriers to successful labor market attachment (and previous WSA policy).

1. Alamo AEL Consortium (ESC Region 20)

Letter of Agreement

Education Service Center, Region 20 and Workforce Solutions Alamo

This letter of agreement serves to confirm the following roles and responsibilities in the Adult Education and Literacy (AEL) Alamo Consortium:

Name and type of entity for Consortium Member:

Education Service Center, Region 20 – Local Education Agency (LEA)

Workforce Solutions Alamo – Local Workforce Board Area Entity

Purpose of the Consortium:

The AEL Alamo Consortium is a group of LEAs, community-based organizations, Institutes of Higher Education (IHEs), public or private nonprofit entities, and other entities who have come together to build systems of success for Adult Education and Literacy and English Literacy Civics at all levels: success for adult students, service providers, Consortium, employers, community, city, and Workforce Board area. Consortium members will lead the Adult Learner Success Network of organizations to plan and design education services, support services, and workforce pathways across the 12 county Workforce Solutions Alamo board area to that results in adults achieving their academic, career, and life goals.

Responsibilities of Education Service Center, Region 20:

1. Serve as Grant Recipient: Offeror awarded a grant by the Agency to deliver AEL services and responsible for all TWC, AEL, EL Civics requirements, including reporting, professional development, service provider technical assistance, and any other duties assigned by TWC; and complies with 40 TAC § 805.42(f) during the grant period.
2. Serve as Lead Organization of the Consortium: responsible for planning and leadership responsibilities as outlined in this written agreement and future financial contracts, including leading Consortium meetings, Consortium advisory committee, Network summits, technical assistance, data review, service provider monitoring, and other Consortium needs. Commit to collaborate with Consortium members to carry out deliverables and timelines as submitted in this grant proposal.
3. Serve as Fiscal Agent: responsible for financial management duties of the Consortium.
4. Serve as Service Provider: provide AEL services as specified in 20 U.S.C. § 9202 and Texas Labor Code § 315.003, in designated areas of the Workforce Solutions Alamo board area.

Responsibilities of Workforce Solutions Alamo:

1. Serve as an active participant and Workforce Expert in the Consortium: participate in and contribute to Consortium meetings, Consortium advisory committee, and Network summits. Collaborate with ESC-20 and all Consortium members to provide Workforce Expertise and guidance to Consortium planning, program design, and other work of the Consortium.

Contact information for Workforce Solutions Alamo:

Name Kenneth J Carlson
 Title Joint Interim Executive Director (Deputy Executive Director)
 Department Operations
 Entity Workforce Solutions Alamo
 Address 115 E. Travis, Suite 220, San Antonio, Tx 78205
 Email / Phone Kcarlson@wosalamo.org

Termination:

Notice of termination of this Letter of Agreement shall be made in writing thirty calendar days prior to the date of termination via email, facsimile, or mail to:

Education Service Center, Region 20
 Attn: Kimberly Vinton
 1314 Hines Avenue
 San Antonio, Texas 78208

Original signature by the authorized representative of Consortium Member:

[Signature] 04/02/2014
 Authorized Representative Date

Workforce Solutions Alamo
[Signature] 3-28-14
 Authorized Representative Date

Education Service Center, Region 20

Target Occupations by Industry Cluster

TABLE 31. TARGET OCCUPATIONS BY INDUSTRY CLUSTER

Target Occupations by Industry Cluster		Business/Finance Other	
		13-2011	Accountants & Auditors◊
13-2051	Financial Analysts		
23-2011	Paralegals & Legal Assistants *		
25-2011	Preschool Teachers, Ex. Special Education		
Health Care/Bioscience		25-2021	Elementary School Teachers, Ex. Special Education ◊
29-1126	Respiratory Therapists	25-2022	Middle School Teachers, Ex Special/Career/Technical Ed
29-1141	Registered Nurses◊	25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed
29-2011	Medical & Clinical Laboratory Technologists	35-1011	Chefs & Head Cooks *
29-2012	Medical & Clinical Laboratory Technicians	43-3031	Bookkeeping, Accounting, & Auditing Clerks *
29-2021	Dental Hygienists	43-4131	Loan Interviewers & Clerks
29-2031	Cardiovascular Technologists & Technicians	43-6013	Medical Secretaries *◊
29-2032	Diagnostic Medical Sonographers	43-6014	Secretaries & Admin Assistants, Ex. Legal/Medical/Executive◊
29-2034	Radiologic Technologists	43-9041	Insurance Claims & Policy Processing Clerks
29-2052	Pharmacy Technicians	Aerospace/Advance Manufacturing	
29-2055	Surgical Technologists◊	11-3071	Transportation, Storage, & Distribution Managers
29-2061	Licensed Practical & Licensed Vocational Nurses	17-3024	Electro-Mechanical Technicians
29-2071	Medical Records & Health Information Technicians *	49-3023	Auto Service Technicians & Mechanics *
31-1014	Nursing Assistants	49-3031	Bus & Truck Mechanics & Diesel Engine Specialists ◊
31-2011	Occupational Therapy Assistants◊	49-9041	Industrial Machinery Mechanics *◊
31-2021	Physical Therapist Assistants +	49-9071	Maintenance & Repair Workers, General *◊
31-9091	Dental Assistants	51-2092	Team Assemblers *
31-9092	Medical Assistants◊	51-4041	Machinists
31-9097	Phlebotomists	51-4121	Welders, Cutters, Solderers, & Brazers *
Information Technology		51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers *
11-3021	Computer & Information Systems Managers	53-7051	Industrial Truck & Tractor Operators +
15-1121	Computer Systems Analysts *◊	Construction	
15-1122	Information Security Analysts	17-3029	Engineering Technicians, Ex. Drafters, All Other +
15-1132	Software Developers, Applications *◊	47-2021	Brickmasons & Blockmasons *
15-1133	Software Developers, Systems Software	47-2031	Carpenters *
15-1134	Web Developers◊	47-2073	Operating Engineers & Other Construction Equipment Operators
15-1141	Database Administrators	47-2111	Electricians *
15-1142	Network & Computer Systems Administrators *	47-2152	Plumbers, Pipefitters, & Steamfitters *
15-1143	Computer Network Architects	47-2211	Sheet Metal Workers +
15-1151	Computer User Support Specialists *	49-9021	Heating, AC, & Refrigeration Mechanics & Installers
15-1152	Computer Network Support Specialists	49-9051	Electrical Power-Line Installers & Repairers +
15-2031	Operations Research Analysts	53-3032	Heavy & Tractor-Trailer Truck Drivers◊

Source: EMSI Occupational Projections 2014-2024 for 17-3024, and LMCI/Tracer2/ Occupational Projections 2014-2024 for all others.

* Blue = Apprenticeship

◊ On TWC Adding Most Jobs, Fastest Growing, Most Average Annual Job Openings List

+ Green = Occupations added from comments received during Public Comment Period Nov 1-Nov 30

Part F. ENDNOTES

¹ City of San Antonio (CoSA) and Bexar County through the San Antonio Chamber, SA Economic Development Foundation and other partners. <http://www.sanantonioedf.com>

² <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

³ <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

⁴ <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

⁵ <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

⁶ <http://www.bizjournals.com/sanantonio/news/2015/12/10/exclusive-microsoft-buys-nearly-160-acres-in-far.html>

⁷ <http://www.bizjournals.com/sanantonio/news/2016/03/28/this-texas-based-corporation-is-building-a-new-22m.html>

⁸ <http://www.expressnews.com/business/article/Security-Service-plans-new-San-Antonio-5938615.php>

⁹ <https://cosaedd.wordpress.com/2015/06/30/happy-1-year-birthday-cafe-commerce/>

¹⁰ <http://home.bexar.org/ed/Initiatives.html>

¹¹ <http://maestrocenter.org>

¹² http://www.sama-tx.org/images/SAMA_Workforce_Assessment_Report-Final-120115.pdf

¹³ <https://www.eda.gov/challenges/imcp/files/2nd-round/IMCP-2-Pager-Handout-alamo.pdf>

¹⁴ <http://www.bizjournals.com/sanantonio/news/2016/09/15/with-san-antonio-plant-at-capacity-toyota-to.html>

¹⁵ <http://www.bizjournals.com/sanantonio/news/2015/08/06/holt-cat-vp-on-headquarter-expansion-we-need-to.html>

¹⁶ <http://www.bizjournals.com/sanantonio/print-edition/2016/02/05/san-antonio-buckles-in-as-takata-seat-belts-expand.html>

¹⁷ <http://www.portsanantonio.us/Webpages.asp?wpid=438>

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