

COMPREHENSIVE

LOCAL PLAN

PROGRAM YEARS 2017 – 2020
TWO-YEAR PLAN MODIFICATION



MARCH 2019

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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
TWO-YEAR PLAN MODIFICATION
WORKFORCE SOLUTIONS ALAMO**

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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 submitted a comprehensive four-year plan (Local Plan) in February 28, 2017 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. TWC requires Local Boards to submit a Two-Year Plan Modification to reflect changes related to labor market and economic conditions, target occupations and in-demand industries, financing availability to support WIOA Title I and partner-provided services, strategies to meet local performance goals, and other factors affecting the implementation of the Plan.

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 2016-2026,
- 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:

- Seven (7) regional targeted industry clusters,
- Sixteen (16) targeted industries,
- Fifty-nine (60) target occupations,

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 regarding quality control, and compliance with federal, state and local policies, competitive processes, and the disbursement of grant funds.

This two-year plan modification includes a new and/or updated In-demand Industry and Target Occupation List, and additional/revised language to better align the implementation of the plan with changes in economic conditions.

Part A. STRATEGIC ELEMENTS

Board's Vision

1. Strategic vision

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 13 county Alamo region. 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*. TWC WD Letter 19-18 provides further guidance on the development and submission of the two-year plan modification for Program Years 2017-2020.

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, McMullen, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership over the workforce system in the Alamo region, 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.

The following helps to synthesize WSA's vision and overall strategy to support regional economic growth and economic self-sufficiency.

Key Goal. A shared prosperity through inclusive growth.

Strategy Framework. Target and develop initiatives based on key principles of inclusive growth to:

- 1) Address the global scale and technological complexity of an advanced economy, and
- 2) Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.

Core Principles. Core principles of inclusive growth.

A. Growth from Within

1. Prioritize industries, occupations, and firms that:
 - a. Drive local competitive advantage, innovation, productivity, and wage gains, and
 - b. Those that boost export growth and trade with other markets.
2. Deepen industry specializations through regional and sectoral strategies and bring new income and investments.

B. Invest in People and Skills

1. Target student, job-seeker, and worker up-skilling, re-skilling, and life-long learning and employers to improve human capacities that result in meaningful work and wages.
2. Increase capacity to serve priority populations, Veterans, Foster Youth, and individuals with barriers to employment (see Question #7).

C. Support Place-based Strategies

1. Connect local communities to regional jobs, resources, and opportunities.
2. Address blight, gentrification, isolation, segregation, and concentrated poverty.

Primary Objective. Develop/promote workforce development opportunities that lead toward self-sufficiency, including those that support career pathways into mid-skill/mid-wage industries and occupations.

Key Performance Indicators (KPIs). By embracing transparency, accountability, and evaluation, progress and outcomes are measured with a set of KPIs, including TWC-contracted performance measures. Measures of impacts and findings are used to inform policy choices. KPIs drive the primary functions of individual staff, departments, and the agency as a whole, and to evaluate WSA grant recipients.

Self-sufficiency & Mid-skill/Mid-wage Industries & Occupations

The promotion of self-sufficiency through workforce development is a part of WSA's primary objective. WSA plans to formulate a definition of self-sufficiency that aligns with the vision of the WSA Board and our local officials, including the Committee of Six and its respective bodies.

As part of our Board's "high-performing" goals, this "self-sufficiency" wage metric has been added to Question 18.2.b.

Mid-wages. Self-sufficiency and mid-skill/mid-wage occupations tie into the American Dream and the success that our nation has had in fostering economic opportunity for all, as historically achieved through employment that integrates most workers into the mainstream, or middle-class. In recent years, the middle-class has however been shrinking and wages have polarized. The following table shows mean wages for all occupations in the Alamo region benchmarked to 2017 - \$22.07 an hour which can be used as a baseline and/or growth target reflective of a mid-wage.

Summary Level	Occupational Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026	Annual Exits from Workforce	Annual Transfers from Occupation	Annual Change in Employment (Growth)	Total Annual Openings	2017 Mean Hourly Wage	2017 Mean Annual Wage
Total	Total, All Occupations	1,128,665	1,303,435	174,770	15.5	58,871	76,236	17,477	152,584	\$22.07	\$45,908

Texas Workforce Commission projections for all industries in the Alamo region.

Traditional mid-skill/mid-wage jobs. These jobs were characterized as jobs that are cognitive or manual in nature and require following precise procedures. Traditional middle skill jobs include, for example, clerical, blue-collar, telemarketers, cashiers, mail carriers, and cooks. At one time, these jobs paid relatively well, required a high school or less education, and helped sustain the American Dream – but have more recently transitioned to ‘low-skill’ jobs.

Newer mid-skill/mid-wage jobs. These jobs require technical certifications and Associates degrees, work experience, are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. Some of these jobs may be considered STEM or “hidden” STEM. “Hidden” STEM includes older job categories, such as machinists and precision welders. These “older-jobs” may require specific training in “new skills,” such as “blue-print reading” or other similar skills/credentials. These newer mid-skill/mid-wage jobs can commonly be found to be in demand and in short supply in manufacturing and production.

Target Occupation List. Approximately 56 of the 60 occupations listed in WSA’s 2019 Target Occupation List may be considered to fall within the “newer” mid-skill jobs. Please refer to Part A. Question 5 for more information, where the Target Occupation List identifies these occupations.

Seven Strategies

The overall strategy described above helps to provide an overall framework for the following seven strategies.

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 region 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 strategy, 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 high school and high school equivalency 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, 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 region.

2. Alignment of resources with core programs and required partners

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 region. 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.

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, TWC VRS was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with VRS 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 co-location. 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. Regional analysis of economic conditions and employment needs

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, if 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 two years, offering quality employment opportunities for varying occupations and skill levels to local job seekers.

As evidenced in Table 1, the thirteen county area collectively have 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 2016-2018 for most of the 13 counties. According to TWC quarterly employment and wage data, in 2016, there were 52,490 establishments located in the region, and in 2018 the region grew by 3,332 establishments and collectively had \$13,284,357,255 in total wages, a 12% increase from 2016.

TABLE 1. ECONOMIC INDICATORS

County	2016 1st Quarter				2017 1st Quarter				2018 1st Quarter			
	Establishments	Avg Emp	Total Wages	Avg Weekly Wages	Establishments	Avg Emp	Total Wages	Avg Weekly Wages	Establishments	Avg Emp	Total Wages	Avg Weekly Wages
Atascosa	876	12,210	\$127,170,170	\$801	879	12,359	\$137,532,488	\$856	894	13,130	\$161,504,137	\$946
Bandera	454	3,065	\$25,253,990	\$634	475	3,169	\$27,641,298	\$671	485	3,292	\$28,406,190	\$664
Bexar	39,368	830,742	\$10,071,963,766	\$933	40,900	848,200	\$10,839,371,327	\$983	41,903	855,381	\$11,215,905,841	\$1,009
Comal	3,395	49,085	\$530,039,318	\$831	3,582	51,891	\$561,866,341	\$833	3,768	54,357	\$608,092,263	\$861
Frio	433	6,316	\$67,352,202	\$820	420	6,565	\$78,071,504	\$915	424	7,050	\$94,171,751	\$1,028
Gillespie	1,055	10,265	\$87,172,441	\$653	1,070	10,349	\$93,166,828	\$693	1,078	10,574	\$96,410,041	\$701
Guadalupe	2,049	37,487	\$366,620,506	\$752	2,110	39,254	\$403,638,984	\$791	2,199	41,005	\$449,567,073	\$843
Karnes	388	5,626	\$74,399,434	\$1,017	392	5,768	\$75,403,362	\$1,006	402	6,010	\$87,157,610	\$1,115
Kendall	1,369	14,271	\$158,616,320	\$855	1,443	15,008	\$181,889,772	\$932	1,503	15,760	\$191,563,185	\$935
Kerr	1,481	17,586	\$166,995,690	\$730	1,480	17,396	\$172,097,874	\$761	1,496	17,640	\$178,950,561	\$780
McMullen	83	653	\$8,399,926	\$990	77	509	\$6,788,121	\$1,026	79	515	\$6,846,344	\$1,023
Medina	832	9,282	\$77,254,416	\$640	839	9,684	\$84,501,234	\$671	848	9,730	\$89,790,603	\$710
Wilson	707	7,709	\$63,568,134	\$634	718	7,889	\$70,662,927	\$689	743	8,150	\$75,991,656	\$717
Sum	52,490	1,004,297	\$11,824,806,313	\$10,290	54,385	1,028,041	\$12,732,632,060	\$10,827	55,822	1,042,594	\$13,284,357,255	\$11,332
Average		143,471		\$1,470		146,863		\$1,547		148,942		\$1,619

Source: TWC/Tracer2/Quarterly Census for Employment and Wages (QCEW)

According to TWC projection data shown in Table 2, the WSA region had 1,128,665 jobs in 2016 and annual average employment is projected to grow by 1,303,435 or approximately 15.5% by the year 2026. 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 2016 had 152,165 jobs and is projected to be the largest industry employer with 33,009 new jobs added by 2026. Mining, Quarrying, and Oil and Gas Extraction, previously in the low end of the spectrum is projected to gain 706 jobs by 2026, with a 8.3 employment increase. At the low end of the spectrum, Agriculture, Forestry, Fishing and Hunting is projected to lose 175 jobs by 2026.

Health Care & Social Assistance, Accommodation & Food Services, Educational Services, and Retail Trade are projected to be the four sectors with the most jobs in the WS Alamo region in 2026. Likewise, key clusters such as manufacturing, transportation/warehousing, information technology/cybersecurity, education and finance/professional/technical/business services as well as service industry businesses in the accommodation, food services and retail trade cluster are projected to continue to expand at a solid rate. WSA target sectors are: Healthcare and Social Assistance, Educational Services, Finance and Insurance, Construction, Professional, Scientific, and Technical Services, Manufacturing, Transportation & Warehousing, Information, and Mining, Quarrying, and Oil and Gas Extraction.

TABLE 2. INDUSTRY SECTOR PROJECTIONS

Industry Code	Industry Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026
62	Health Care and Social Assistance	152,165	185,174	33,009	21.7
72	Accommodation and Food Services	118,546	149,694	31,148	26.3
44-45	Retail Trade	119,107	133,770	14,663	12.3
61	Educational Services	104,235	117,055	12,820	12.3
999000	Government, Except Postal Services, State and Local Education & Hospitals	77,970	83,529	5,559	7.1
52	Finance and Insurance	69,394	81,501	12,107	17.4
56	Administrative and Support and Waste Management and Remediation Services	68,127	80,823	12,696	18.6
23	Construction	52,984	65,603	12,619	23.8
54	Professional, Scientific, and Technical Services	48,445	56,757	8,312	17.2
31-33	Manufacturing	48,967	52,503	3,536	7.2
81	Other Services (except Public Administration)	40,788	45,773	4,985	12.2
42	Wholesale Trade	33,795	38,451	4,656	13.8
48-49	Transportation and Warehousing	32,043	37,033	4,990	15.6
51	Information	20,897	22,306	1,409	6.7
53	Real Estate and Rental and Leasing	16,868	19,076	2,208	13.1
71	Arts, Entertainment, and Recreation	15,729	17,708	1,979	12.6
55	Management of Companies and Enterprises	10,994	14,857	3,863	35.1
21	Mining, Quarrying, and Oil and Gas Extraction	8,531	9,237	706	8.3
11	Agriculture, Forestry, Fishing and Hunting	2,519	2,344	-175	-6.9
22	Utilities	1,374	1,522	148	10.8

Source: TWC Tracer2

*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, SATomorrow, 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 TARGET INDUSTRIES BY REGIONAL PARTNER

Clusters	SA2020	SATomorrow Growth	SAEDF/ COSA EDD	AACOG (CEDS)	WSA
Healthcare/Bioscience	●	●	●	●	●
Aerospace	●	●	●	●	●
Manufacturing	●	●	●	●	●
IT/Cybersecurity	●	●	●	●	●
Military/Defense	●	●	●	●	●
Finance				●	●
Energy		●	●	●	●
Construction					●
Business Services					●

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.

A list of chambers and industry associations from which we gather continuous feedback on emerging industry trends is included in the Appendix section, Part A, Question 3.b.

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. There are two industries with a high concentration in the WSA region: Data Management, Hosting and Related Services and Insurance Carriers. 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, Financial Services, Other Financial Investments and Support Activities for Air Transportation. There was a moderate concentration of the Pharmaceutical & Medicine Manufacturing, Architectural and Engineering Services, Legal Services, Medical Equipment Supply Manufacturing industries in the WSA regional area.

TABLE 4. TARGET CLUSTERS & INDUSTRIES

TARGET INDUSTRY CLUSTERS	
Clusters	Industries
Manufacturing/ Aerospace	3361 Motor Vehicle Manufacturing
	3364 Aerospace Products and Parts Manufacturing
Healthcare	6211 Offices of Physicians
	6221 General Medical and Surgical Hospitals
	6212 Offices of Dentists
	6215 Medical and Diagnostic Laboratories
Information Technology/ Cybersecurity	5182 Data Processing and Related Services
	5415 Computer Systems Design
	5416 Management/Scientific, and Technical Consulting Services
Construction/ Utility/ Architecture	2361 Residential Building Construction
	2371 Utility System Construction
	5413 Architectural, Engineering, and Related Services
Oil & Gas/ Warehouse & Transportation/ Finance/Others	5221 Depository Credit Intermediation
	2111 Oil & Gas Extraction
	4931 Warehousing and Storage
Education	6111 Elementary and Secondary Schools

The table shows our target clusters and their related target industries in the Alamo Region for 2019 to 2020.

4. In-demand industry sectors and occupations

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

Board Response:

The WSA region continues to have strong and diversified industries, and many industry sectors in the area are considered emerging in-demand industry sectors. For 2019-2020, 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. The following table shows WSA's in-demand industry sectors for 2019-2020.

TABLE 5. TARGET INDUSTRY SECTORS

Industry Code	In-demand Industry Sectors	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026
62	Health Care and Social Assistance	152,165	185,174	33,009	21.7
61	Educational Services	104,235	117,055	12,820	12.3
52	Finance and Insurance	69,394	81,501	12,107	17.4
23	Construction	52,984	65,603	12,619	23.8
54	Professional, Scientific, and Technical Services	48,445	56,757	8,312	17.2
31-33	Manufacturing	48,967	52,503	3,536	7.2
48-49	Transportation and Warehousing	32,043	37,033	4,990	15.6
51	Information	20,897	22,306	1,409	6.7
21	Mining, Quarrying, and Oil and Gas Extraction	8,531	9,237	706	8.3

Source: TWC Tracer2

*Target Sectors

The original Plan includes information shown below regarding high-demand occupations. 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 6. HIGH DEMAND OCCUPATIONS

HIGH DEMAND OCCUPATION ¹		Occupational Demand: Basis for Selection ²							
SOC or ONET	Occupational Title	Current Positions	Current Job Openings	Projected Positions in 10 years	Occupation		Required Education	Career Pathway	Job Growth Rate
					Lowest	Highest			
Business/Finance/Other									
43-5081	Stock Clerks & Order Fillers	13,330	700	2,760	\$ 8.92	\$ 14.02	No formal educational credential	Yes	20.7%
41-2031	Retail Salespersons	34,490	2,050	8,560	\$ 8.22	\$ 15.72	No formal educational credential	Yes	24.8%
43-4051	Customer Service Representatives	29,410	1,505	7,790	\$ 10.18	\$ 17.35	High school diploma or equivalent	Yes	26.5%
43-9061	Office Clerks, General	27,230	1,050	4,670	\$ 10.03	\$ 19.10	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	1,875	9,830	\$ 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	10	60	\$ 16.88	\$ 30.61	Associate's degree	Yes	24.0%
Construction									
47-2061	Construction Laborers	8,290	390	2,270	\$ 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), unless otherwise included in the Target Occupation List. They represent entry-level occupations that are in high demand..

5. Target industry sectors and occupations

A list of the target industry sectors and occupations.

Board Response:

Industries and Occupations identified as priority investment areas for WSA are included in the Target Occupation List which, at the request of our Board, we are titling “Target Occupation Career Paths” (Target List). Targeted occupations are those that are authorized for training expenditures from the Workforce Innovation Opportunity Act (WIOA). WSA will commit resources in the form of Individual Training Accounts (ITAs) to promote high-growth/high-demand industries and occupations that include educational programs offering industry-recognized credentialing. While On-the-Job Training (OJTs), Work Experience, and other individualized services for customers are related to these occupations, these services are tied to the career lattices and industries (and not specifically the occupation, as allowable).

Scope. It is important to note that WSA's investments to meet labor demands of industry/employers is not limited to the Target List. WSA's mission and scope includes offering services to businesses in need of labor – generating quality matches between job seekers and employers is perhaps the most critical workforce development task. Please refer to Part A. Question #4 in this document for a broader description of Business Engagement and Business Services. The Target List also represents local regional economic and workforce development priorities, for which WSA will pursue opportunities for special projects, potential grants, etc., through regional collaboration.

Methodology. To select the industries and occupations, we applied a specific methodology and used specific data sources as guided and required by TWC, including the use of both 'primary' and 'secondary' data targets. For a description of the methodology, please refer to the Appendix section. TWC recommends for the Target List to include 20-40 target occupations. It is permissible (and conducive) for large Board regions (such as WSA) to have more than 40 but not in excess.

Local Wisdom. WSA's original list included 41 occupations. Based on local wisdom and comments received through the public comment period held 1/11/19 to 2/06/19, including three public hearings (1/22/19 in S. Flores, 1/23/19 in Hondo, and 1/24/19 in New Braunfels), as well as WSA Board, local public official, and key stakeholder feedback, we incorporated an additional 19 occupations (for a total of 60).

Local Partnerships. The work that several key partners do with industry and employers ties into other local funding streams and resources. These funding streams depend on and/or are tied to the occupations on the Target List. WSA is cognizant of this extended type of role that the Target List plays at the local level and is fully in support of this type of regional collaboration. For this reason, we have included occupations that, based on local wisdom, help leverage local resources. Targets of investments and growth targets of key local stakeholders (e.g., AACOG, SATomorrow, SA2020, SAEDF/COSA EDD, Port of SA) play a primary role for alignment of WSA's target industries.

Standard Occupational Classification (SOC) Cross-walks. We received recommendations for occupations without a specific SOC code tied to them. In as best possible, these occupations were cross-walked, and all the occupations for which a SOC code was identified were reviewed using primary and secondary data targets.

Classification of Instructional Programs (CIP) Codes. Some occupations submitted for review were not tied or did not cross-walk to a formal educational/training credentialing program, or CIP Code. All occupations in the Target List are required to have a CIP code. CIP codes are tied to our Occupational/Vocational Training, and to specific programs as offered by training providers registered through the Eligible Training Provider System (ETPS), and which must meet additional State requirements.

In-demand Industries. In-demand industries are defined by TWC as an industry or industry sector that has a substantial current or potential impact on the local economy. They include jobs that

lead to economic self-sufficiency and opportunities for advancement, and that contribute to the growth or stability of other industry sectors or businesses.

Target Industries. Target industries have a high demand for workers due to growth or expansion. These industries provide sustainable job opportunities and opportunities for advancement. Three key characteristics of the staffing patterns of these industries show that they are projected to provide good pay, job security, and job portability. The target wage for these industries was set at a minimum average of \$15.00 an hour.

Target industries should reflect the following:

- Turnover that is consistently moderate (including most of their occupations);
- High unmet demand for labor that may be a good option for:
 - career changers,
 - students selecting a major, or
 - officials who develop training programs;
- Workers do not move from site to site and from employer to employer with a lot of turnover (separations with replacement hires);
- Other optional economic factors that affect the outlook of staffing patterns may include:
 - A high-technology occupation,
 - The degree to which they are tied to “newer” middle-skill, middle-wage occupations and/or STEM,
 - Local targets for investments and job trends that indicate:
 - expansion hiring,
 - continued growth,
 - demand for or emerging skills (such as high technical, analytical, communicative skills).
- Be minimally impacted by business cycles, or seasonal hiring. Traditionally there are industries with occupations that are affected by the business or seasonal cycles, the ups and downs due to weather or contracted jobs. The occupations in the staffing pattern of these industries may reflect replacement hiring due to high turnover, as well as seasonal hiring rather than expansion hiring. For example, the accommodations, food services, and retail trade are industries characterized with changes in employment due to seasonal cycles. Construction Laborers may be an occupation affected by business cycles and is often affected by contracted jobs. However, the more technical occupations in the construction industry such as plumbers, electricians, sheet-metal workers, iron-steel workers are not readily affected by the business cycle because of the demand for the technical skills for these occupations.

In-demand Industries & Target Occupations Policy Statement

WSA is committed to move towards in-demand industry sectors and target occupations that pay a living wage, and invest funds in ways that promote sustainability.

Table 7. Target Occupation List (2019)

Workforce Solutions Alamo Target Occupation Career Paths (2019)									
Occ Num	Code	Occupational Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026	2017 Mean Hourly Wage	2017 Entry Hourly	
Healthcare									
1	21-1094	Community Health Workers ¹¹	341	407	66	19.4	\$18.19	\$13.73	
2	29-1126	Respiratory Therapists ^{Δ1}	1484	1781	297	20.0	\$28.89	\$23.70	
3	29-1141	Registered Nurses ^{•Δ12}	19702	23555	3853	19.6	\$32.59	\$24.85	
4	29-2021	Dental Hygienists ^{•Δ}	1103	1336	233	21.1	\$35.58	\$29.49	
5	29-2034	Radiologic Technologists ^{Δ,1,12}	1578	1927	349	22.1	\$26.69	\$19.74	
6	29-2031	Cardiovascular Technologists and Technicians ^{Δ,1}	381	446	65	17.1	\$19.25	\$12.94	
7	29-2032	Diagnostic Medical Sonographers ^{•Δ}	485	661	176	36.3	\$38.61	\$24.21	
8	29-2055	Surgical Technologists ^{Δ,1}	1215	1430	215	17.7	\$22.25	\$15.87	
9	29-2061	Licensed Practical and Licensed Vocational Nurses ^{•Δ,12}	7286	8406	1120	15.4	\$21.73	\$17.27	
10	29-2071	Medical Records and Health Information Technicians ^{•Δ}	2010	2346	336	16.7	\$19.79	\$13.47	
11	31-1014	Nursing Assistants ^{•Δ}	8391	9873	1482	17.7	\$12.39	\$10.17	
12	31-2011	Occupational Therapy Assistants ^{Δ1}	513	671	158	30.8	\$38.96	\$29.50	
13	31-2021	Physical Therapist Assistants ^{Δ1}	619	819	200	32.3	\$35.88	\$19.74	
14	31-9091	Dental Assistants ^{•Δ}	3460	4176	716	20.7	\$15.88	\$13.12	
15	31-9092	Medical Assistants ^{•Δ,12}	5895	7955	2060	34.9	\$15.16	\$12.38	
16	43-6013	Medical Secretaries [•]	8398	10740	2342	27.9	\$15.69	\$11.95	
Manufacturing/Aerospace									
17	17-3023	Electrical and Electronic Engineering Technicians ^{•Δ,6,7,9}	855	970	115	13.5	\$29.95	\$20.52	
18	17-3027	Mechanical Engineering Technicians ^{•Δ,7}	249	297	48	19.3	\$26.39	\$14.81	
19	17-3029	Engineering Technicians, Except Drafters, AO ^{•Δ,1,6,7,9}	843	991	148	17.6	\$33.02	\$19.73	
20	19-4099	Quality Control Analysts/Life, Physical & Social Science Technicians, Other ^{•Δ,1,6,7}	246	286	40	16.3	\$23.54	\$15.99	
21	47-2031	Carpenters ^{•Δ,7}	4034	4711	677	16.8	\$19.03	\$13.74	
22	47-2211	Sheet Metal Workers ^{•Δ,7}	1167	1377	210	18.0	\$18.89	\$13.68	
23	49-2091	Avionics Technicians ^{•Δ,7}	197	228	31	15.7	\$30.43	\$21.05	
24	49-3011	Aircraft Mechanics and Service Technicians ^{•Δ,7}	1694	1823	129	7.6	\$25.14	\$18.29	
25	49-3023	Automotive Service Technicians and Mechanics ^{Δ,1}	5315	5931	616	11.6	\$20.86	\$11.39	
26	49-9041	Industrial Machinery Mechanics ^{•Δ,6,7}	1868	2210	342	18.3	\$24.42	\$16.86	
27	51-4041	Machinists ^{Δ,1,4}	825	876	51	6.2	\$22.16	\$14.04	
28	51-4121	Welders, Cutters, Solderers, and Brazers ^{•Δ,8}	2766	3244	478	17.3	\$20.67	\$13.62	
IT /Cybersecurity									
29	15-1121	Computer Systems Analysts ^{•Δ,9}	2729	3130	401	14.7	\$46.37	\$28.36	
30	15-1122	Information Security Analysts ^{•Δ,9}	1246	1699	453	36.4	\$44.06	\$30.44	
31	15-1131	Computer Programmers ^{•Δ,9}	1338	1403	65	4.9	\$47.08	\$28.44	
32	15-1132	Software Developers, Applications ^{•Δ,9}	5644	7388	1744	30.9	\$50.02	\$32.15	
33	15-1133	Software Developers, Systems Software ^{•Δ}	1435	1674	239	16.7	\$69.35	\$35.88	
34	15-1134	Web Developers ^{•Δ}	872	1022	150	17.2	\$31.79	\$18.93	
35	15-1141	Database Administrators ^{•Δ,9}	1440	1659	219	15.2	\$39.62	\$26.30	
36	15-1142	Network and Computer Systems Administrators ^{•Δ,9}	2818	3161	343	12.2	\$40.16	\$28.22	
37	15-1151	Computer User Support Specialists ^{•Δ}	4920	5746	826	16.8	\$25.20	\$16.46	

Num	Occ Code	Occupational Title	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Change 2016-2026	2017 Mean Hourly Wage	2017 Entry Hourly
Construction/Utilities/Architecture								
38	17-3011	Architectural and Civil Drafters ^{•△}	895	1081	186	20.8	\$24.46	\$18.19
39	47-1011	Supervisors of Construction and Extraction Workers ^{△,1}	5507	6720	1213	22.0	\$30.34	\$20.47
40	47-2111	Electricians ^{•△}	5227	6076	849	16.2	\$22.39	\$15.50
41	47-2152	Plumbers, Pipefitters, and Steamfitters ^{•△}	2614	3179	565	21.6	\$21.66	\$15.09
42	47-2221	Structural Iron and Steel Workers ^{•△,7}	699	890	191	27.3	\$17.69	\$12.99
43	49-9052	Telecommunications Line Installers and Repairers ^{•△,13}	1416	1688	272	19.2	\$24.38	\$14.89
44	49-9071	Maintenance and Repair Workers, General ^{•△}	10591	12461	1870	17.7	\$16.58	\$11.41
45	53-7021	Crane and Tower Operators ⁴	419	495	76	18.1	\$23.11	\$16.07
Oil and Gas/Warehousing & Transportation/Finance								
46	11-3071	Trans., Storage, and Distribution Managers / Logistics Managers ^{△,1,3}	598	690	92	15.4	\$49.67	\$31.28
47	13-1081	Logisticians ^{△,3}	1050	1179	129	12.3	\$38.85	\$26.56
48	43-3031	Bookkeeping, Accounting, and Auditing Clerks ^{•△}	11801	12713	912	7.7	\$18.48	\$12.68
49	43-4051	Customer Service Representatives [•]	30023	34713	4690	15.6	\$15.64	\$10.78
50	49-3031	Bus & Truck Mechanics & Diesel Engine Specialists ^{•△,10}	1971	2378	407	20.6	\$21.76	\$16.29
51	53-3032	Heavy and Tractor-Trailer Truck Drivers ^{•△,4,6}	13135	15000	1865	14.2	\$21.96	\$14.08
Education								
52	25-2011	Preschool Teachers, Except Special Education ^{△,5}	3045	3488	443	14.5	\$18.12	\$9.16
53	25-2012	Kindergarten Teachers, Except Special Education ^{△,5}	1296	1474	178	13.7	\$26.47	\$20.91
54	25-2021	Elementary School Teachers, Except Special Ed. ^{•△}	12162	13802	1640	13.5	\$27.42	\$21.71
55	25-2022	Middle School Teachers, Except Special and Career/Technical Education ^{•△}	5687	6462	775	13.6	\$27.55	\$21.62
56	25-2031	Secondary School Teachers, Except Special and Career/Technical Education ^{•△}	8840	10043	1203	13.6	\$27.44	\$21.38
Hospitality								
57	11-1021	General and Operations Managers / Front Office and Revenue Manager ^{△,2,12}	13859	16391	2532	18.3	\$59.61	\$25.42
58	13-1071	Human Resources Specialist ^{△,2,12}	5492	6149	657	12.0	\$32.22	\$19.92
59	13-1111	Management Analysts / Revenue Manager / Analyst ^{△,2,12}	5284	6193	909	17.2	\$40.67	\$27.33
60	13-2011	Accountants and Auditors ^{△,2,12}	9580	11415	1835	19.2	\$36.20	\$21.94

Source: Texas Workforce Commission/Labor Market & Career Information/Tracer2

Each occupation is inclusive of occupational-educational career pathways with industry-recognized credentials leading up to the occupation (e.g., up to a Bachelors Degree).

[•]Initially identified by WSA (including local targets for investments).

[△]Newer "mid-skill" occupations. "Mid-wages" as reflected by the Alamo region's average wage for all industries and occupations was \$22.07.

Local Wisdom (specifically requested/proposed by a local industry group, employer, association, etc.).

¹ Local Social Service Organizations/Delegate Agencies

² Hospitality/Accommodations industry

³ Economic Development partner / rural area

⁴ Economic Development partner / rural area

⁵ Bexar Early Childhood Organizations

⁶ Oil & Gas industry / employers

⁷ Aerospace industry/employers

⁸ Manufacturing industry

⁹ Cybersecurity industry

¹⁰ Transportation industry

¹¹ Community Healthcare/Local Network

¹² Economic Development partner/rural area

¹³ Energy industry/Utility

6. Knowledge and skills to meet employment needs

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:

The following table shows the estimated number of regional institutions that had completions (61), the number of program completions (33,311), and the estimated number of annual openings (120,473).

TABLE 8. PROGRAM COMPLETION SNAPSHOT (EMSI)

<p>61</p> <p>Regional Institutions had Completions in the last 15 years</p>	<p>33,311</p> <p>Regional Program Completions (2017)</p>	<p>120,473</p> <p>Annual Openings (2017)</p>
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Regional trends in program completions reflect that the rate of completions is quite high compared to both the State and the Nation. The percent change from 2003 to 2017 in the region was 124.3%, compared to 77% in Texas, and 49.3% in the nation.

FIGURE 1. REGIONAL TRENDS, PROGRAM COMPLETIONS (EMSI)

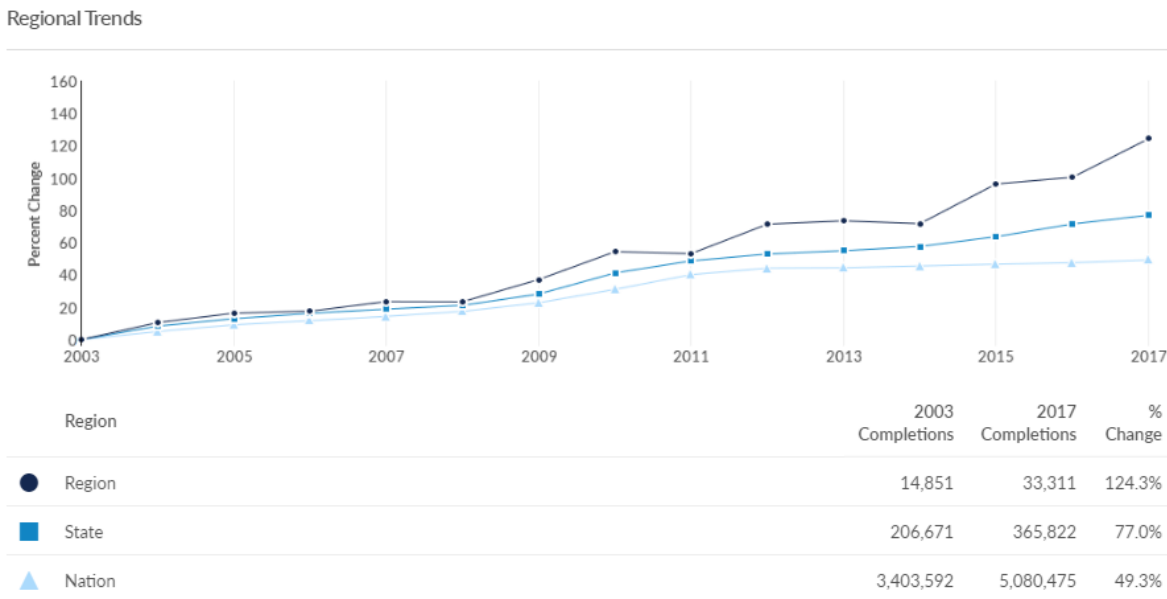


FIGURE 2. REGIONAL COMPLETIONS BY AWARD LEVEL (EMSI)

Regional Completions by Award Level



Award Level	Completions (2017)	Percent
Award of less than 1 academic year	4,339	13.0%
Award of at least 1 but less than 2 academic years	3,409	10.2%
Associate's Degree	10,918	32.8%
Award of at least 2 but less than 4 academic years	3	0.0%
Bachelor's Degree	10,267	30.8%
Postbaccalaureate certificate	87	0.3%
Master's Degree	3,208	9.6%
Post-masters certificate	58	0.2%
Doctor's Degree	1,022	3.1%

While almost one of every four individuals in the Alamo region has some college but no degree, most program completions in 2017 included individuals gaining an Associate's Degree (32.8%).

Using Help Wanted Online-Wanted Analytics, the following tables show the top 20 most requested Certifications, Hard Skills, and Soft Skills in the region (for the period of November 14, 2017 to December 13, 2018).

TABLE 9. CERTIFICATIONS

Certifications	Time-Frame	Prior Period
Certification in Cardiopulmonary Resuscitation	1,419	1,138
Basic Life Support	1,148	1,615
Certified Registered Nurse	838	2,293
Advanced Cardiac Life Support	428	791
Driver's License	287	206
Pediatric Advanced Life Support	262	694
Health Insurance Portability and Accountability Act - HIPPA	254	325
ICD-10 / ICD-9	220	326
Chief Nursing Officer	214	33
Neonatal Resuscitation Program	171	560
Emergency Medical Technician	164	280
Board Certified	150	195
Basic Cardiac Life Support	143	157
Continuing Education	124	131
Clinical Laboratory Improvement Act	118	150
American Registry of Radiologic Technologists	118	174
Emergency Nursing Pediatric Course	113	500
Certified Medical Assistant	104	144
Board Eligible	98	126
Licensed Vocational Nurse	94	108

TABLE 10. HARD SKILLS & SOFT SKILLS

Hard Skills	Time-Frame	Prior Period	Soft Skills	Time-Frame	Prior Period
Microsoft Office	848	119	Oral and written communication	923	759
Pediatrics	495	1,062	Customer service oriented	440	471
Geriatrics	462	669	High degree of autonomy	417	976
Microsoft PowerPoint	386	4	Problem solving	389	355
Bilingual	285	214	Marketing	351	204
Patient Electronic Medical Record	257	383	Integrity	349	189
Quality Assurance	240	233	Detail oriented	346	267
Critical care	231	575	Team-oriented, teamwork	289	232
Behavioral health	215	481	Management experience	284	209
Medicaid	200	161	Clinical experience	274	527
Crisis intervention techniques	195	526	Resource Management	264	112
Medical-Surgical Nursing	179	141	Organizational skills	260	192
Bilingual Spanish	176	222	Administrative support	219	102
Quality control	169	172	Coaching	218	86
Cath lab	167	481	Process Improvement	210	154
Epic software	158	45	Project Management	205	64
Labor and Delivery	136	107	Troubleshooting	202	130
Medical devices	134	69	Data Analysis	199	89
Oracle PeopleSoft	116	41	Quality improvement	197	161
Preventive maintenance	108	87	Work independently	192	150

Gap Analysis for the Target Occupation List

While the regional program completion rate is high compared to Texas and the Nation, one key question for WSA is to what degree are completions tied to our Target Occupation List. The following table focuses on this type of “Gap Analysis” as it reflects both the gap in demand and supply and the gap in annual openings and graduates for the Target Occupation List.

The list is sorted by the gap in current labor demand and supply, and the results show how employer demand *is not* being met for most of the occupations (by either worker supply or annual number of graduates).

There are five occupations (12.2%) for which talent supply and graduates do not meet labor demands and job openings respectively (these are in light red). These are followed by six occupations (14.6%) for which the labor supply falls short (in blue), and 22 (53.7%) for which the number of graduates does not meet the number of average annual job openings (in green). Thus, for half of the occupations the region is not graduating enough candidates for the talent pool that is currently needed to match the number of job openings of employers in our Target Occupation List.

Finally, both the demand and annual openings are being met for the last eight occupations (19.5%). If our labor exchange, Business Engagement, and Program services are working well, we should then be seeing employers hiring residents mostly from within the region (e.g., as opposed to mostly importing talent from other areas).

TABLE 11. HARD SKILLS & SOFT SKILLS DEMAND

SOC Code	SOC Title	Current Demand (HWOL)	Current Supply (WIT)	GAP (Current)	Average Annual Openings	Annual Graduates	GAP (Annual)
15-1132	Software Developers, Applications	426	88	-338	583	264	-319
53-3032	Heavy and Tractor-Trailer Truck Drivers	642	456	-186	1,666	947	-719
49-9071	Maintenance and Repair Workers, General*	505	349	-156	1,298	0	-1,298
29-2061	Licensed Practical and Licensed Vocational Nurses	249	164	-85	662	188	-474
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	144	62	-82	232	106	-126
29-1141	Registered Nurses	1,704	169	-1,535	1,474	1,663	189
15-1122	Information Security Analysts	306	156	-150	143	693	550
15-1121	Computer Systems Analysts	250	161	-89	225	449	224
15-1133	Software Developers, Systems Software	108	57	-51	121	288	167
29-2032	Diagnostic Medical Sonographers	32	9	-23	47	61	14
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	104	88	-16	761	2,342	1,581
29-2021	Dental Hygienists	9	11	2	94	87	-7
31-1014	Nursing Assistants	414	428	14	1,165	548	-617
25-2022	Middle School Teachers, Except Special and Career/Technical Education	30	46	16	503	99	-404
17-3027	Mechanical Engineering Technicians*	7	25	18	28	0	-28
25-2021	Elementary School Teachers, Except Special Ed.	84	108	24	1,073	308	-765
17-3023	Electrical and Electronic Engineering Technicians	41	84	43	89	7	-82
17-3011	Architectural and Civil Drafters	17	63	46	101	3	-98
49-9041	Industrial Machinery Mechanics*	54	102	48	208	0	-208
47-2221	Structural Iron and Steel Workers*	5	61	56	102	0	-102
31-9091	Dental Assistants	38	95	57	485	444	-41
47-2211	Sheet Metal Workers*	29	94	65	152	0	-152
49-9052	Telecommunications Line Installers and Repairers*	3	85	82	180	0	-180
47-2111	Electricians	93	179	86	702	85	-617
19-4099	Life, Physical & Social Science Technicians, Other*	5	123	118	35	0	-35
47-2152	Plumbers, Pipefitters, and Steamfitters	66	259	193	355	11	-344
15-1151	Computer User Support Specialists	291	542	251	465	64	-401
47-2031	Carpenters*	49	310	261	461	0	-461
51-4121	Welders, Cutters, Solderers, and Brazers	27	342	315	363	223	-140
43-6013	Medical Secretaries	188	543	355	1,251	244	-1,007
29-2071	Medical Records and Health Information Technicians	128	572	444	163	150	-13
43-3031	Bookkeeping, Accounting, and Auditing Clerks	98	815	717	1,439	127	-1,312
43-4051	Customer Service Representatives	673	4,299	3,626	4,552	3	-4,549
49-2091	Avionics Technicians*	9	35	26	19	102	83
15-1134	Web Developers	127	156	29	81	251	170
15-1131	Computer Programmers	65	103	38	91	323	232
15-1141	Database Administrators	34	80	46	118	551	433
17-3029	Engineering Technicians, Except Drafters, AO	7	93	86	92	188	96
49-3011	Aircraft Mechanics and Service Technicians	27	127	100	146	150	4
15-1142	Network and Computer Systems Administrators	370	484	114	216	615	399
31-9092	Medical Assistants	184	470	286	935	1,232	297
TOTAL		7642	12493	4851	557.9512195	12816	-10060

To meet employer needs, WSA will implement a process like the described as follows. Some employers take the initiative to contact WSA for assistance, and these will be provided with labor exchange and other services.

To be strategic, we will develop strategies for specific occupations, occupational groups, individual employers, and groups of employers. For instance, we will review data that reflects demand, such as job postings. HWOL showed that in the most recent month (Nov 14, 2018 to Dec 13, 2019) there were a total of 5,053 job postings of employers hiring for *Software Developers, Applications*. Employers with the largest share of current postings include Oracle, Apex Systems, Inc., United Services Automobile Association, ACCENTURE, and Kforce Professional Staffing, Inc. Combined, job postings for these employers account for 35% of all postings in the occupation.

Business Engagement (BE) staff – which at the Centers are now specializing by key industry – will strengthen current and develop new initiatives with each of these employers (along with the top ten employers which combined account for 42% of all job postings for this occupation).

Staff dedicated to Programs will work with BE staff to first, understand the characteristics of workers that these employers are looking for. To match job seekers to these employers, the top *Credentials* sought for ‘juniors’ or entry-level (0 to 2 years of experience) in the occupation for these employers include Security Clearance, Secret Clearance, Application Developer, etc. The *Hard Skills* that they are looking for include Java, JavaScript, Structured Query Language, Python, C/C++, Linux, etc., and the related *Soft Skills* include Oral and Written Communication, Problem Solving, Troubleshooting, SAP, Detail Oriented, etc. Additional information about the occupation can be found at O*NET OnLine (i.e., at <https://www.onetonline.org/link/summary/15-1132.00>).

Individual conversations with and surveys of these employers will be used to validate their needs, which combined with the posting analysis can be used to identify potential talent. Identifying potential talent involves finding and developing talent pipelines. These include, primarily, priority populations (e.g., Transitioning Service Members, Veterans, and Foster Youth) and individuals with barriers to employment. Some of these job candidates will come from job seekers whom we serve directly (through WorkInTexas, our Job Centers, and our grants and Programs), while others will be identified by working closely on these initiatives with our partners (organizations that invest in and/or work with these populations).

WSA will administer assessments that will let us determine which individuals from the potential talent either meets the requirements and/or needs short-term or occupational/vocational training to meet the job requirements. Appropriate referrals to the employers, along with the provision of needed soft skills as offered through the Job Centers (and/or partners), will be then be made.

The usage of our labor exchange system (WorkInTexas/WIT) by these employers is also critical – the system is used to post the job openings and match the job seekers with the employers. To be effective, the BE team will recruit employers and market WIT – this will help ensure that the postings for these occupations are a part of our and the State’s system. Part of our marketing and of BE team involvement includes developing the needed promotional materials and a more strategic

Lastly, we work with training providers and educational institutions to promote the needed training for these occupations. This involves working with TWC (e.g., for skills development and other funds), community colleges, public and private universities, and other training providers (e.g., through the Eligible Training Provider System/ETPS). Having current and adequate training – training that meets employer needs for the job – can be challenge in Bexar County but also particularly in the rural counties.

At an industry-wide level, WSA aims to develop plans that address industry’s immediate goals (0-1 year), medium term goals (2-5 years), and long-term goals (more than 5 years). These plans would specifically address the hiring needs of employers, along with plans for each employer.

Industry-wide level plans/strategies will be based on the plans that are developed for individual employers and/or groups of employers.

7. Analysis of regional workforce and labor market

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.

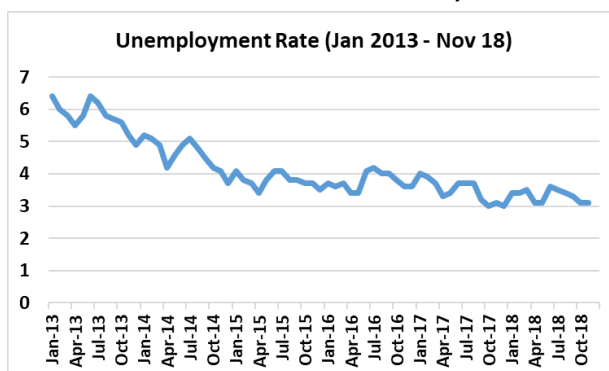
Board Response:

The regional information provided in the following sections pertains to the 13-county Alamo region unless otherwise stated.

Labor Market:

- As of November 2018, the estimated Labor Force was reported at 1,240,755,
- With an unemployed population of 37,959 or 3.1%, and
- An estimated employment for all occupations of 1,202,796.

FIGURE 3. UNEMPLOYMENT RATE, WDA



The unemployment rate in the region has continued to decrease and was reported at a 3.1% low in November 2018.

Source: TWC LAUS.

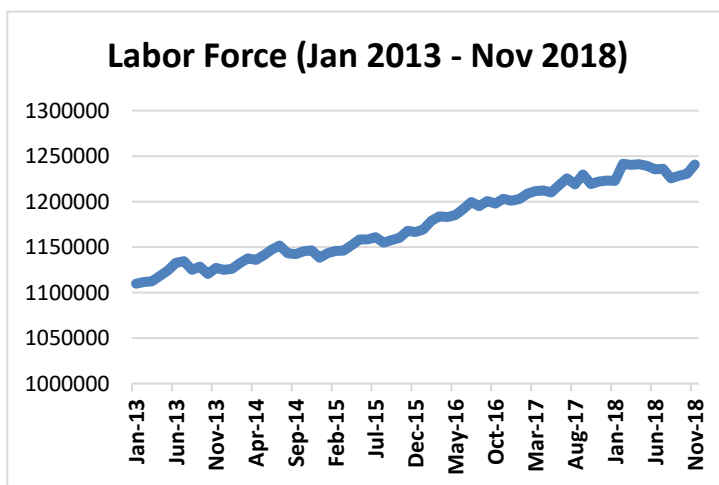
TABLE 12. UNEMPLOYMENT BY COUNTY

Area Title	Nov-17	Nov-18	Over the Year Change
Atascosa	3.6	3.5	-0.1
Bandera	3.3	3.3	0
Bexar	3.2	3.1	-0.1
Comal	3	3	0
Frio	3.2	2.6	-0.6
Gillespie	2.3	2.6	0.3
Guadalupe	3	2.9	-0.1
Karnes	2.9	2.7	-0.2
Kendall	2.8	2.9	0.1
Kerr	3.3	3	-0.3
McMullen	2	1.7	-0.3
Medina	3.4	3.1	-0.3
Wilson	3	2.8	-0.2

The unemployment rate in November 2018 for the counties also continues low, and ranges from a low of 1.7 in McMullen. County to a high of 3.5 in Atascosa.

Source: LAUS

FIGURE 4. LABOR FORCE, WDA



The labor force for the Alamo Region continues to grow.

Educational Attainment

Concerning educational attainment, there are some challenges in the Alamo region. For the population ages 18-24, three counties show a high number not having completed high school: Frio 35.4, Karnes 35.2, and Medina 23.4.

TABLE 13. EDUCATIONAL ATTAINMENT, AGES 18-24

Geography	Pop 18-24	Less than high school graduate	Percent	High school graduate (includes equivalency)	Percent	Some college or associate's degree	Percent	Bachelor's degree or higher	Percent
Atascosa	4290	783	18.3	1677	39.1	1613	37.6	217	5.1
Bandera	1311	203	15.5	640	48.8	417	31.8	51	3.9
Bexar	201070	28406	14.1	66092	32.9	90575	45	15997	8
Comal	9809	1347	13.7	3625	37	3823	39	1014	10.3
Frio	3030	1072	35.4	1442	47.6	443	14.6	73	2.4
Gillespie	1766	258	14.6	886	50.2	515	29.2	107	6.1
Guadalupe	13571	1986	14.6	6040	44.5	4684	34.5	861	6.3
Karnes	1603	564	35.2	575	35.9	447	27.9	17	1.1
Kendall	3195	533	16.7	1470	46	1070	33.5	122	3.8
Kerr	4171	692	16.6	1601	38.4	1585	38	293	7
McMullen	29	5	17.2	3	10.3	19	65.5	2	6.9
Medina	4777	1116	23.4	1695	35.5	1780	37.3	186	3.9
Wilson	3914	534	13.6	1354	34.6	1768	45.2	258	6.6

Source: US Census ACS 5-Year 2017

For the population 25 years of age and older, three counties show high rates of individuals not having completed high school: Frio 35%, Karnes 24.4%, and Atascosa 24.2%. In both Comal and Kendall, almost 95% of all individuals of this same age group have a high school diploma/equivalency. Also of interest, almost one of every four (23.1%) individuals 25 years of age and older in the Alamo region have some college but no degree.

TABLE 14. EDUCATIONAL ATTAINMENT 25 AND OLDER

Geography	Pop 25+	Less than 9th grade		9th to 12th grade, no diploma		High school graduate (includes equivalency)		Some college, no degree		Associate's degree		Bachelor's degree		Graduate or professional degree	
		9th grade	%	diploma	%	equivalency)	%	no degree	%	degree	%	degree	%	degree	%
Atascosa	30432	3598	11.8	3756	12.3	11414	37.5	5894	19.4	1430	4.7	2926	9.6	1414	4.6
Bandera	16297	661	4.1	1465	9	5060	31	3853	23.6	1383	8.5	2588	15.9	1287	7.9
Bexar	1197716	91435	7.6	103261	8.6	304405	25.4	277315	23.2	93741	7.8	208782	17.4	118777	9.9
Comal	89549	3488	3.9	3496	3.9	22607	25.2	20716	23.1	7023	7.8	21295	23.8	10924	12.2
Frio	11490	2371	20.6	1649	14.4	4001	34.8	1891	16.5	751	6.5	648	5.6	179	1.6
Gillespie	19001	992	5.2	927	4.9	5673	29.9	4087	21.5	967	5.1	4621	24.3	1734	9.1
Guadalupe	98048	4718	4.8	6862	7	29428	30	22179	22.6	8565	8.7	17245	17.6	9051	9.2
Karnes	10281	1108	10.8	1403	13.6	3737	36.3	2003	19.5	621	6	1031	10	378	3.7
Kendall	27557	1005	3.6	892	3.2	6126	22.2	6513	23.6	2272	8.2	7464	27.1	3285	11.9
Kerr	36657	1898	5.2	2472	6.7	10109	27.6	10166	27.7	2513	6.9	6047	16.5	3452	9.4
McMullen	401	28	7	34	8.5	160	39.9	87	21.7	9	2.2	49	12.2	34	8.5
Medina	32337	2451	7.6	3154	9.8	10374	32.1	7790	24.1	2089	6.5	4251	13.1	2228	6.9
Wilson	31631	1965	6.2	2829	8.9	11156	35.3	7052	22.3	2467	7.8	4199	13.3	1963	6.2
Alamo	1601397	115718	7.2	132200	8.3	424250	26.5	369546	23.1	123831	7.7	281146	17.6	154706	9.7

Source: US Census ACS 5-Year 2017

Individuals with Barriers to Employment

In alignment with WIOA purposes, WSA is committed to increase for individuals, particularly for those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market (WIOA Sec.

2.1). WIOA includes individuals with barriers to employment as members of one or more of the following populations (WIOA Sec. 3.24):

- 1) Displaced homemakers,
- 2) Low-income individuals,
- 3) Indians, Alaska Natives, and Native Hawaiians,
- 4) Individuals with disabilities, including youth who are individuals with disabilities,
- 5) Older individuals,
- 6) Ex-offenders,
- 7) Homeless individuals,
- 8) Youth who are in or have aged out of the foster care system,
- 9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers,
- 10) Eligible migrant and seasonal farmworkers,
- 11) Individuals within two years of exhausting lifetime eligibility under part A of the title IV of the Social Security Act,
- 12) Single parents (including single pregnant women),
- 13) Long-term unemployed individuals, and
- 14) Such other groups as the Governor determines to have barriers to employment.

WSA has a document that provides definitions for each of these populations, and which is available upon request.

To serve these individuals, WSA partners with organizations that have it as part of their mission to serve them. We help develop and participate in coalitions that pilot initiatives to help integrate these individuals into the labor market. WSA also invites staff from these organization to offer services from and/or be housed at one of our Job Center locations.

To further promote workforce development, WSA plans on developing an asset and/or resource mapping that identifies local organizations that specialize in or focus on providing services to these populations.

8. Workforce development activities, including education and training

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

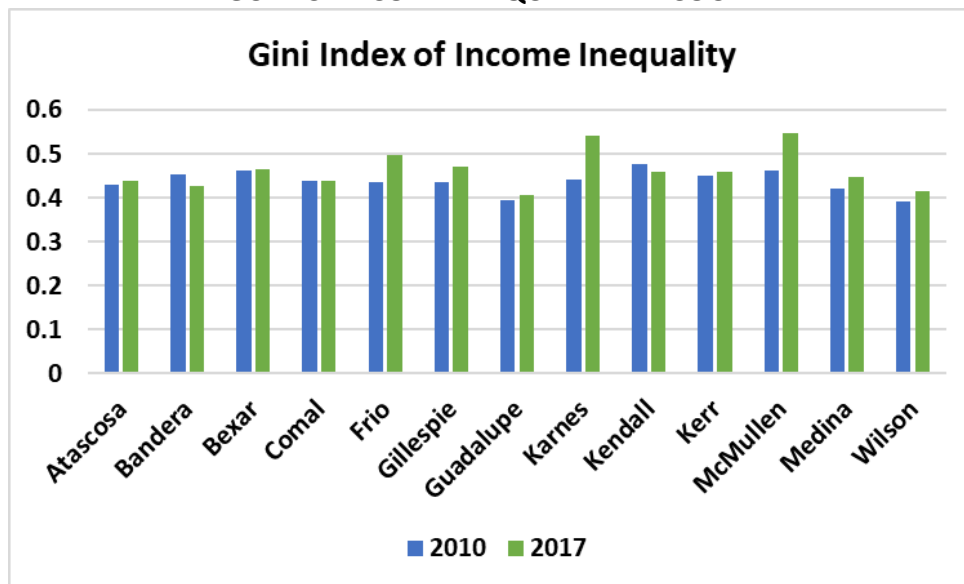
Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board's capacity to provide workforce development activities to address the identified education and skills needs of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

Board Response:

There are great challenges in the Alamo region, including for example, low to moderate educational attainment and skills particularly as these relate to meeting employer demand and the technological changes occurring in the labor market. At another level, the area has high levels of inequality and vast disparities of wealth. Segregation is high and there are multiple

geographical pockets that historically have been isolated. Overall, the Gini Index, which measures the income or wealth distribution of residents, is high and has continued to grow (in all but three of our counties) since 2010.

FIGURE 5. INCOME INEQUALITY BY COUNTY



Source: US Census ACS 5-Year 2017

Having a strong economy has helped reduce poverty. From 2012 to 2017, poverty rates in the region for the entire population decreased from 16.5 to 15.2, and from 23.6 to 21.9 for individuals 18 years of age and younger. Nevertheless, poverty remains high, and is higher than the national average which is around 14.6, but lower than Texas’s, which is reported at 16.0.

TABLE 15. POVERTY BY COUNTY

Geography	Population	In Poverty	Percent	< 18 yrs of age	In Poverty	Percent
Atascosa	47583	6961	14.6	13291	2992	22.5
Bandera	20955	3467	16.5	3529	1101	31.2
Bexar	1857889	304792	16.4	486326	113239	23.3
Comal	127926	11827	9.2	29368	4151	14.1
Frio	15876	3227	20.3	4301	1151	26.8
Gillespie	25541	3175	12.4	5154	1163	22.6
Guadalupe	148789	15774	10.6	38946	5685	14.6
Karnes	12342	2377	19.3	3047	978	32.1
Kendall	39690	2255	5.7	9372	720	7.7
Kerr	49155	6760	13.8	9682	2259	23.3
McMullen	600	42	7	170	0	0
Medina	45900	5850	12.7	11215	1948	17.4
Wilson	46297	4705	10.2	11333	1452	12.8
TOTAL	2438543	371212	15.2	625734	136839	21.9

WSA’s services have quite a large impact in the well-being of the population and the economic productivity of the region. From October 2017 to September of 2018, our Job Centers welcomed

and serviced approximately 215,926 visitors – we have about 17,994 visitors on average per month. During that same period, 252,618 job seekers were active in WorkInTexas (WIT), and close to 30,000 (29,835) job seekers experienced job placements. About 63% of total hires were accounted for through some form of staff involvement.

Of these, we provided highly individualized services to 8,985 individuals through one or more of our workforce development programs, including 537 who were enrolled in training and 215 who completed such programs with a recognized credential. On a year-to-date basis (Oct 17 – Sep 18), Center staff provided about 51,724 units of service including, for example, life skills, job search, education, support services, follow-up, and others.

Performance-wise, WSA exceeded and/or met all TWC-contracted measures (except for one measure, Child Care Units of Service). In particular, TWC awarded WSA with an incentive award of \$30,000 for having been #1 (compared to boards of the same size) in the State in the provision of services to customers who receive TANF/Choices benefits.

Many residents we serve face substantial challenges in the labor market. From Oct 17 to Sep 18, for example, we served 2,902 school dropouts. Concerning individuals with barriers to employment we served 237 American Indian/Alaskan Natives, 197 with Limited English, 627 individuals with a disability, 1,429 ex-offenders, 824 individuals who were deficient in basic literacy, 3,068 not self-sufficient, 1,638 lacked work histories, 652 homeless, and 41 displaced homemakers. For a description of “individuals with barriers to employment” please refer to Part A. Question #7.

While our success in placing these individual groups in employment ranged from about a low of 3% to a high of 45%, we aim at making greater strides by strengthening our partnerships with organizations whose mission specifically targets these populations.

Concerning employer involvement, WSA staff provides workforce services to about 9,000 employers. There also were a total of 67,299 active employers in WorkInTexas (WIT) during the months of Oct 17 – Sep 18. Combined, there were 87,551 new job postings for these employers in WIT during the same period.

A list/description of our partnerships is included in the Appendix section for Part A. Question 8.

Part B. OPERATIONAL ELEMENTS

1. Workforce development system and programs

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.

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, work-related, and educational programs 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.

Regarding 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:

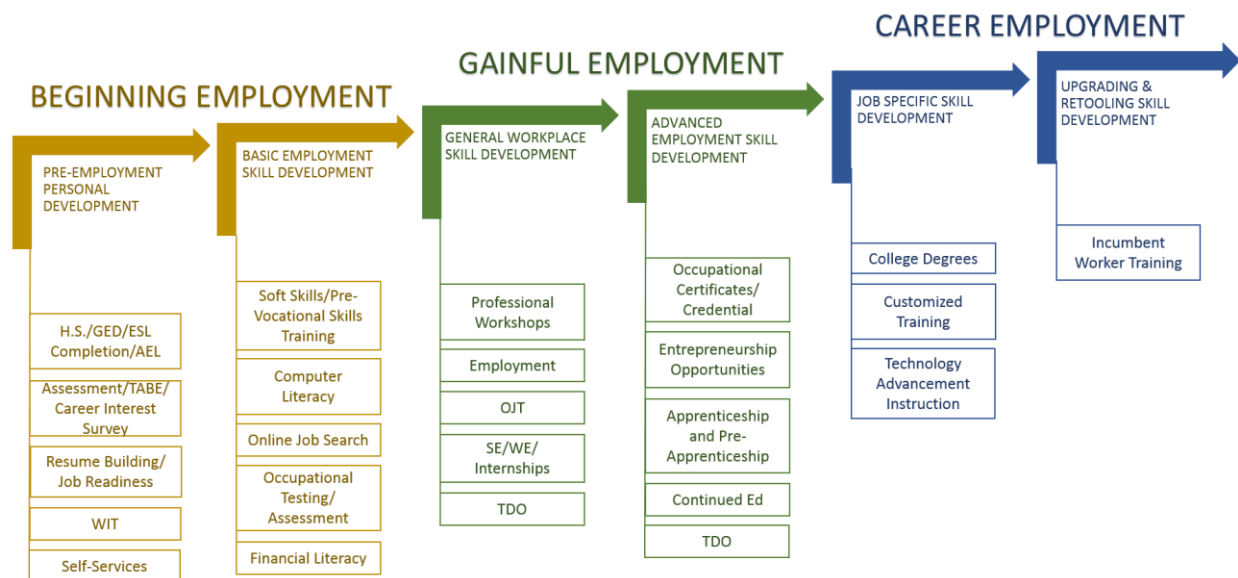
- Local boards of education;
- Local-level vocational education agencies;
- Community-based Organizations (CBOs);
- Faith-based Organizations (FBOs);
- Texas Department of Housing and Community Affairs (TDHCA); and,
- Other appropriate training and employment agencies and services to expand local presence.

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 develop 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 6. CUSTOMER FLOW SUPPLY-CHAIN

2. Coordination with entities carrying out core programs

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 workforce in the Alamo region, 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), as well as with the City of San Antonio's delegate agencies, libraries, faith-based organizations, and multiple education and training providers.

Throughout this section we include services that WSA is contracted by Texas Workforce Commission (TWC) to offer, and these are defined according to TWC's service matrix descriptions. The names of the services may not align with other definitions but TWC defines these as they are included. The intent here is not to provide a full description or definition of the

service – rather, to report on the available services as TWC records them in our data applications and systems.

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 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. The term "GED" includes all associated high school equivalencies.
- **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, GED, and related high school equivalency;
- **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:** middle school services are offered to 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:

- **Healthcare,** 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 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) to enable participation 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). For a description of Youth services please refer to Part B. Question 23.

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. An example of agencies that receive referrals include the Texas Information and Referral Network (TIRN) 2-1-1 Texas. 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 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:
 - Co-location 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/high school equivalency. In the 2017-2018 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 1213-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 average for a single parent household and 50 hours for a two-parent household. 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 \$5,305 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 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. **Microtargeting 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 13-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 13-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, human service agencies, and also involve parents (e.g., for youth) 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 Alamo Colleges and SA Works, both of which have made Career Pathways a part of their service design. 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 region 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, may 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 to identify gaps in training opportunities. Samples of these pathways are included in the Appendix section for Part B. Question 2.b.

College Reengagement. In partnership with Alamo Colleges, we have housed Center staff at two campuses, San Antonio College (SAC) and St. Philip's College. Their presence at the colleges provides students who drop out or need assistance to have access to workforce development services on-site. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential.

Career Pathways Readiness (CPR). WSA tailors funds provided through TWC's Workforce Commission Initiatives (WCI) and that are awarded for the Career in Texas Industries/Youth Career Fair Events in a unique way. A pilot CPR Summit was held during the 2017-2018 program year and which included individual sessions for school administrators, teachers, counselors, youth, parents, and workforce development professionals. The intent of the CPR is to promote alignment of efforts, increase our understanding of Career Pathways, and develop a unified approach and definitions to regional efforts.

Co-enrollment: As appropriate and allowable, WSA explores co-enrollment opportunities for eligible individuals. For individuals who may be eligible for one or more of WSA's programs, 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 are offered/provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for WIOA Adult and WIOA 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 leading to broader local community workforce development outcomes. These types of co-enrollments aim to build regional talent pipelines that lead to attachment/re-attachment into the labor force but also to mid-skill/mid-wage occupations. 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 far-reaching “job-matching” systems, improved and, or, additional “training-matching” processes will also help expand access to 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.

For a description of “individuals with barriers to employment” please refer to Part A. Question #7.

3. Strategies, programs, and services for target populations

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

Board Response:

WSA adheres to serving and developing strategies for coordinating programs and services for target and priority populations. These include services provided to Veterans and Foster Youth, as well as individuals with barriers to employment (see Part A. Question #7) and other disadvantaged populations.

When targeting specific populations, simply creating more jobs can often lead to limited and/or short-lived outcomes. Strong strategies also require understanding these populations from the perspective of their place and role in the labor market. This includes acknowledging the impact of economic exclusion, gaining a greater understanding about innovation and technology and their related impacts, and seeing how these relate to the needs and challenges of both these populations and employers.

Target populations can be classified in different ways. One of these involves assessing the risk individuals have of detaching from the labor market and/or of their potential of attaching or re-attaching to it, for example:

- A key targeted group may include high-paying jobs, but which also include high risks of disappearing and/or of displacement due to automation. This has implications for retention and up-skilling.
- Other segments of the population have historically been attached to traditional industries, but these industries may be undergoing major shifts and/or may be volatile in nature.
- Depending on age, some groups face distinct barriers:
 - A growing share of the labor force is made up of older workers (55 – 64), and they may have strong attachment to the labor market but face educational and health-related challenges.
 - As part of a national trend leading to longer-term unemployment, a significant number of youth lack college degrees. These groups may experience low levels of inter-generational mobility and, to some extent, discouragement.
- Where one lives greatly determines economic opportunity. The neighborhoods in which certain groups live may be distant from where the jobs are.

- Regardless of geographic proximity to job opportunities, poverty and isolation often limit job seekers' connections with needed social and professional networks.

Different types of circumstances may act as barriers to successful attachment to the labor market. These include, for instance:

- **Dynamic Barriers.** These inhibit the process of firm creation and expansion that helps fuel employment, productivity, and growth.
- **Skills Barriers.** These inhibit individuals from gaining knowledge and capabilities to fill good-paying and promising jobs, and so they may fail to attain economic self-sufficiency.
- **Access Barriers.** These isolate individuals in particular communities/circumstances and exclude them from key networks, economic opportunities, resources, and ultimately prosperity.

Understanding the type of barrier(s) that target groups experience is key in the development of programs and services. WSA aims to develop more specific service designs for each target population and aims at doing so in collaboration with key partners.

Digital Skills. Geographic disparities between metro areas and cities hinge on the availability of both agglomeration economies/industries and skills, or a well-prepared digitally-skilled workforce. Regions that contain both gain traction by attracting more firms and more skilled workers, which leads to economic disparities across regions. WSA aims at promoting digital skills through workshops (online and in-person), short-term training, and occupational/vocational training.

Veteran Services

As a priority population, 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. Approximately 12% of the region's workforce are veterans.

Information and guidance for providing priority of services for eligible veterans is written into 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 (TEGL 19-16, WD 25-15, WD 08-15 Ch1 Att.1)

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

As administered by the Texas Veterans Commission (TVC), DVOPs and LVERs 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 of service.

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.

Transitioning Service Member Survey. In collaboration with Joint Base San Antonio (JBSA) and Bexar County, WSA is part of an initiative that surveys all transitioning service members. The Bexar County team administers and collects the surveys during JBSA’s TAPs, and provides the completed instruments to WSA. WSA data enters the responses and generates a report with an analysis. The analysis includes information about the respondents’ intent to stay in the region, the skills/credentials/education that they have as they exit the military, their future career goals, their partner’s occupational status and interests, and other valuable information.

Foster Youth: Another priority population for TWC and WSA is foster youth. WSA has established relationships with local entities serving foster youth, 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 Survey¹¹ show that there are an estimated 8,853 foster youth in the Alamo region, or 1.4% of all children under 18 years of age, and that these children are spread out across the region.

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.”

Estimates from the Census¹² show that approximately 6.2% of all households in the Alamo region experience linguistic isolation. Analysis by neighborhood (census tracts), however, shows that

¹¹ File B09018, Relationship to Householder for Children Under 18 Years in Households, 2015 ACS 5-year Estimates.

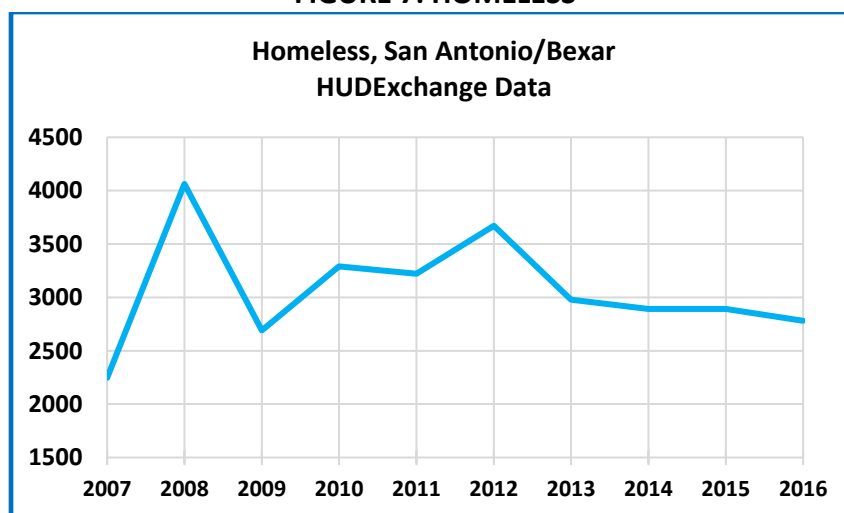
¹² File S1602, Limited English-Speaking Households, 2015 ACS 5-Year Estimates.

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% or higher linguistic isolation. Linguistic isolation is concentrated in specific areas of the region. These include Frio County, Atascosa County, and portions of Wilson County. Limited English proficiency is also mostly concentrated in urban locations.

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 Homeless Veteran Reintegration Program (HVRP) and Haven for Hope. The HUDExchange¹³ reports 2,781 homeless in the San Antonio/Bexar County area as of January of 2016.

FIGURE 7. 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 region 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 region was 42.8¹⁴. 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,

¹³ <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007/>.

¹⁴ http://www.dps.texas.gov/administration/crime_records/pages/crimestatistics.htm.

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,
- 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.

Healthcare. The conditions where people are born, grow, live, work, and age are influenced by the distribution of money, power, and resources in the community. The 2016 Bexar County Community Health Needs Assessment reported that there is a 20-year difference in life expectancy between residents in the north versus those in the south of the county because of inequitable distribution of resources that have been sustained across generations. People living in the south of San Antonio have lower levels of education, higher unemployment rates, and higher poverty rates compared to those living in the north. The social determinants of health represent those basic social needs such as food, clothing, housing, and transportation that have to be addressed so that a person can enroll and successfully complete an education program, as well as find and retain employment. Community Health Workers (CHW) represent the key target occupation that helps to connect families with resources and resolve their barriers so that they can focus on graduating from their program of study, retain a job, and actively contribute to economic growth. Investing in the CHW pipeline ensures that CHWs are trained, placed, and retained in the healthcare industry to provide this invaluable service, while also breaking themselves free from this cycle of poverty.

4. Business engagement strategies

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:

WSA's Business Engagement framework is based on some of the core principles of inclusive growth, specifically "Growth from Within." WSA's Growth from Within strategy prioritizes industries, occupations, and firms that:

- a. Drive local competitive advantage, innovation, productivity, and wage gains, and
- b. Boost export growth and trade with other markets.

WSA aims to focus on these industries, occupations, and firms in alignment to efforts of local partners and their workforce and economic development priorities and targets. Along with the City of San Antonio EDD, Bexar County EDD, and the Area Judges/AACOG, for example, the region has a focus on three key industries, including Healthcare, Advance Manufacturing, and Information Technology. Port SA is strong on Aerospace while portions of our region and nearby regions are tied to Oil & Gas. One of our region's primary industry focus also lies in Cybersecurity.

Our methodology to select the Target Occupations looks closely into these types of local investments and goals. WSA incorporates this "local wisdom" not only as an intricate part of our secondary data targets but mainly as our initial framework from which we began selecting industries that show the most promising projected growth, jobs, and wages.

Having selected these most promising industries, WSA aims to partner with organizations, associations, and employers with which to further help promote the needed education, up-skilling, and re-skilling of our residents to meet the needs of regional employers.

In addition to working closely with Chambers, associations, economic development corporations/agencies, and employers, there are several strategies that WSA aims at strengthening and/or implementing. These include the following:

- 1) Electronically surveying employers from these key industries in a regular basis. This will help WSA and the region stay in touch of industry labor and skills needs.
- 2) As based on industry needs, work to address local educational and training needs.

- 3) Develop Business Plans that address labor/skills needs in the immediate term (within 1 year), medium term (1 -3 years), and long-term (3-5 years).

Overall Goal. The overall goal of these strategies is to create pipelines into mid-skill/mid-wage occupations. WSA aims to achieve this goal by offering services that can be classified into the following three types: Traditional Services, Sector Strategies, and Place-based Strategies.

- A. **Traditional Services.** In addition to meeting/exceeding our TWC-contracted performance measure of Workforce Services to Employers, traditional services include the promotion and development of job postings through WorkInTexas and the participation of employers into our labor exchange system. Job Fairs, Hiring Fairs, providing space at our Job Centers for promotion and interviewing, and other similar services are also included. These services also include working with employers to create 'transitional' jobs programs, such as short-term subsidized employment and supportive services for people with limited work experience and barriers to employment, as well as other Job Center services. Job Center services focus on in-person and individualized assistance, including skill and interest assessments that help match employer needs, as well as career and training planning, and others with a view on ensuring that these services match employer needs.
- B. **Sector Strategies.** Sector strategies work to identify employer skill and workforce needs in a given industry cluster and region and develop recruiting, assessment, and training strategies to help employers find workers with the right skills. The following are examples of sector strategies:
 - a) **Industry Partnerships.** Collaborations of businesses from a particular industry that meet regularly with the assistance of a workforce intermediary to address their region and industry's collective workforce and talent needs. Includes discussions of shared human-resources issues, exchange of information about industry practices, and specific actions to address workforce challenges.
 - b) **Sectoral Skills Partnerships.** Bring together multiple employers within an industry to collaborate with colleges, schools, labor/workforce agencies, community organizations and other stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled.
 - c) **Regional Skills Alliances.** These can take many forms. Broadly, they can be defined as collaborations within a regional labor market among multiple firms with similar labor market needs and other key stakeholders (such as labor, educational institutions, community organization, the public sector) to identify and address skills shortages.
 - d) **Industry Skills Panels.** Private/public partnerships work to ensure that employees in key industries have the skills needed to quickly and competently meet the changing needs of businesses. Harnessing the expertise of leaders in business, labor, education, economic development, and other sectors. Skill Panels bring competitors within a specific industry together to collaboratively address critical issues, skill gaps, training needs, and performance outcomes that affect the industry as a whole.
 - e) **Value-Chain Models.** NAICS classifies industries by processes of production, and so do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend on (downstream). Value-

- Chain Models look into these upstream and downstream processes to better capture, understand, and meet the needs of industry.
- f) **Entrepreneurship.** Starting a business is challenging, but women and minorities have traditionally faced increased challenges (perhaps they have less access to capital and/or weaker networks). These strategies aim at closing these gaps by broadening access and building trust in under-represented communities.
 - g) **Incumbent Worker Training.** Workplace-based learning has critical advantages, particularly in rapid changing contexts. This type of training helps to keep training relevant to the job. These strategies help firms because it's an efficient way to up-skill workers and often open up new possibilities for lower skilled workers, and/or advancement opportunities for workers.
 - h) **Customized Training.** Involves tailoring of training programs to meet both the requirements of the targeted jobs and the learning needs of those being trained. Off-the-shelf programs often are in need of customization and/or to be offered at times and places that are accessible to the target population. Customized training helps to respond to competitive pressures and new technologies.
 - i) **Career Pathways.** A combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries, prepare individuals to be successful in education, includes counseling and support in education and career goals, and includes education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster, organizes education/training to accelerate educational and career advancement, and enables the attainment of recognized diplomas or credentials and advancement within a specific occupation or occupational cluster.
- C. **Place-based Strategies.** These strategies involve offering traditional services and/or developing sector strategies in specific locations, particularly those that have historically experienced isolation, such as lack of transportation and other services, in segregated areas, and/or areas that experience high poverty or unemployment.

Our Business Engagement team will work to remove barriers to inclusive growth by identifying barriers and working with partners to remove these.

1. **Dynamism Barriers.** These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.
2. **Skills Barriers.** These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.
3. **Access Barriers.** These barriers isolate individuals communities with limited access to economic opportunity.

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 -13-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 13- 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. A non-exhaustive list of efforts in which the BE Team engages in support of small business is included in the Appendix section for Question 4.b.

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.

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 regional 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 13-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 many economic development entities, chambers of commerce, and industry/employer associations within the region. A list of these organizations is included in the Appendix section for Question 4.c.

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. Economic development, entrepreneurial-skills training and microenterprise services

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 microenterprise 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 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. One-stop delivery system and one-stop partners

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 twelve (12) 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 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 13-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 way 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. Adult and Dislocated Worker services

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 16. 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	1415 E. Blanco Suite 10A Boerne, TX 78006
6	Hondo Job Center	402 Carter St. Hondo, TX 78861
7	New Braunfels Job Center	183 North IH-35, 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. (Hwy 181) Suite C Floresville, TX 78114
15	Pleasanton Job Center	1411 Bensdale Pleasanton, TX 78064
16	Kenedy Job Center	491 N. Sunset Strip St. #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 numerous agencies. MOUs in place with all agencies include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

Some of our key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources. A prime example of these agencies are the City of San Antonio's Delegate Agencies. A non-exhaustive list of partnerships and MOU's is included in the Appendix section for Part B. Question 7.

8. Rapid Response activities

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. Youth services and services to youth who have disabilities

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 13-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 region. 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 17. 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 Industries	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	Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.	San Antonio.
Good Samaritan	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.

Agency	Workforce Investment Services	Service Region
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.
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).
SA Youth	Youth Build – workforce training,	San Antonio
Haven for Hope	Housing and counseling. Needs assessment, service planning, support services, mentoring, and case management for homeless youth.	San Antonio.
SA Children’s Shelter (TAPPESTRY)	Needs assessment, service planning, support services, mentoring, and case management for youth transitioning out of foster care.	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.

Agency	Workforce Investment Services	Service 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.
Healy-Murphy Center	High school, GED, and high school equivalency programs	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:

- Alamo HireAbility Coalition (Established by WSA in 2018 to bring together youth-serving agencies to expand and enhance pre-employment transition services to students with disabilities.
- San Antonio 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;
- 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. Coordination with secondary- and postsecondary education programs

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 some of these partnerships are included in the Appendix section for Part B. Question 10.

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).

11. Transportation and support services

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 include¹⁵:

- 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 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. Examples of these partnerships are in the Appendix section Part. B. Question 11.

¹⁵ A description of support services is also included in Part B, Question 2, C.

12. Wagner-Peyser Act and other services

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. Coordination with adult education and literacy activities.

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 can 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. Cooperative agreements with Adult Education and Literacy (AEL) provider

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. 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. Fiscal agent

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 13-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. Competitive process and grant awards

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 key management staff and WSA's CEO.

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. TWC-contracted Performance

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. The WIOA measures currently focus on Credentials, Median Wages, and Employment (or wages) at the 2nd and 4th quarters after Exit (enrolled or employed for some measures). While TWC-Contracted Performance measures take priority, WSA also aims at facilitating living, self-sustaining wages, particularly for priority populations and individuals with barriers to employment.

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. WSA adheres to TWC’s method of calculating whether a measure is Met, Not Met, or Exceeded. Currently Meeting performance is set at 90% to 110% of target, above 110% is considered to be Exceeding and under 90% Not Meeting.

Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting 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 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 18. 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. Becoming or remaining a high-performing Board

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

Board Response:

Local Board Functions

As defined in WIOA Sec. 107(d), the Board will aim to excel in the following 13 functions. These include:

1. **Local Plan.** In partnership with local chief elected officials, develop and submit a 4-year local plan.
2. **Workforce research and regional labor market analysis.**
 - a. Analysis of economic conditions in the Alamo region, needed knowledge and skills, the workforce and workforce development activities;
 - b. Collection, analysis, and usage of workforce and labor market information;
 - c. Conducting research, data collection, and analysis related to workforce needs of the Alamo regional economy, including input from a wide array of stakeholders.
3. **Convening, brokering, and leveraging.** Convening a local workforce development system of stakeholders to assist in the development of the local plan.
4. **Employer engagement.** Lead efforts to engage with a diverse range of employers and with entities involved in:
 - a. Promoting business representation;
 - b. Developing effective linkages with employers to support employer utilization of the local workforce development system and support related investments;
 - c. Develop/implement proven or promising strategies for meeting employment and skill needs of workers and employers, including industry and sector partnerships, providing the skilled workforce needed by employers, expanding employment and career advancement opportunities for workforce development system participants in in-demand industry sectors and occupations.
5. **Career pathways development.** Along with representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways by aligning employment, training, education, and supportive services needed by adults and youth, particularly individuals with barriers to employment.
6. **Proven and promising practices.** Lead efforts to:
 - a. Identify and promote proven and promising strategies/initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment). This includes providing physical and programmatic accessibility to the one-stop delivery system;
 - b. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
7. **Technology.** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by:
 - a. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - b. Facilitating access to services provided through the one-stop delivery system, including access in remote areas;

- c. Identifying strategies for better meeting the needs of individuals with barriers to employment, including those that augment traditional service delivery and increase access to services/programs of the one-stop delivery system, such as improving digital literacy skills;
 - d. Leveraging resources and capacity within the local workforce development system.
8. **Program oversight.** In partnership with local chief elected officials:
- a. Conducting oversight for local youth, employment and training activities, and the one-stop delivery system, and ensuring the appropriate use and management of the funds for these purposes;
 - b. Ensuring the appropriate use, management, and investment of funds to maximize performance outcomes as contracted by TWC for workforce development activities.
9. **Negotiate local performance accountability measures.** Negotiate and reach agreement on local performance accountability measures
10. **Select one-stop operators.**
- a. Designate or certify one-stop operators, and may terminate for cause the eligibility of such operators (in alignment with the inter-local agreement with chief elected officials assigning the responsibility of this function to the Board);
 - b. Select youth providers;
 - c. Identify eligible providers of training;
 - d. Identify eligible providers of career services;
 - e. Ensure consumer choice requirements.
11. **Coordination with education providers.** Coordinate activities with education and training providers, providers of workforce investment activities, adult education and literacy, career and technical education, and agencies administering vocational rehabilitation services.
12. **Budget and administration.** Develop a budget for activities of the local board in the Alamo region consistent with the local plan and the duties of the local board, subject to the approval of the chief elected officials.
13. **Accessibility for individuals with disabilities.** Annually assess the physical and programmatic accessibility as required by applicable laws.

The Board will plan on using a set of criteria to determine whether it attains and retains “high-performing” status. These criteria focus on elements that are critical to the nature of our work and include the following (these may be modified, and additional criteria may be added).

1. Compliance

- a. Receive no findings or formal determinations in Federal or State monitoring, particularly disallowed or questioned costs, as evidenced by documentation provided by the monitoring agency.
- b. Sustain fiscal integrity, as evidenced through the yearly Single Audit documentation.
- c. Have no recapture of grant funds for failure to obligate at least 95% of program funds within/by each grant’s applicable program year.

- d. Ensure core (required) partners provide access to their services through the One-Stop delivery system (e.g., through at least one Job Center designated as “Comprehensive”) in alignment to TWC guidelines.
- 2. Performance & Services**
 - a. Meet or Exceed 100% of TWC-contracted performance measures as evidenced by performance reports provided by TWC.
 - b. The Board will work to develop a metric that measures the ratio or percent of WIOA Adult and Dislocated Workers (DW) program participants attaining “self-sufficient” wages. This will include a definition of “self-sufficient” for the Alamo region, as well as information as to how the metric will be measured. Our guidelines require, and our funding allows, for only up to one (1) year of follow-up services after WIOA Adult and DW participants Exit the program after having gained unsubsidized employment.
 - c. Attain the highest ratio of TRS Providers in Texas as compared to other Board areas.
 - 3. Sector Strategies**
 - a. Develop, implement, and sustain at least three (3) sector initiatives each program year directly tied to industry sectors or occupations in the Target Occupation List and which result in the following. Previous year’s data will be used as a baseline.
 - i. 10% or greater increase in the number of employers from industry sectors or occupations in the Target Occupation List that use WorkInTexas.
 - ii. 10% or greater increase in the number of placements of program participants in employment in industry sectors or occupations in the Target Occupation List.
 - iii. Percent of WIOA Adult/Dislocated Worker/Youth in training (goal to be determined).
 - iv. Percent WIOA Adult/Dislocated Worker/Youth training participants in training-related employment (80% goal).
 - v. At minimum three (3) sector strategies tied to Employers from industries and occupations in the Target Occupation List (using the number of workers, ideally program participants and individuals with barriers to employment, as a metric and for whom their jobs form a part of a sector strategy focused on local business recruitment, retention, or expansion).

19. Individual Training Accounts (ITAs) and informed customer choice

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 in the Target Occupation List. The Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the ETPS, a statewide list of all approved Providers, and monitors to ensure training providers meet 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 may be paid at a rate not to exceed twice the standard rate, or \$15,000, and these are allowable only for the occupations listed below:
 - Software Developers, Applications;
 - Software Developers, Systems Software;
 - Network & Computer Systems Administrators;
 - Registered Nurses; and,
 - Electro-Mechanical Technicians.

These occupations will be updated to reflect training programs that exceed the \$7,500 threshold for “highly technical” occupations in the Target List for 2019, until the Plan or other policy is amended (as approved by the Board).

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, and the occupation is not “highly technical,” 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 a 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 (except for special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

20. Integrated technology-enabled intake and case management

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.
- **Viridis:** a data platform that aims to allow co-case and career management of participants with partners, particularly COSA’s Delegate Agencies.

21. Priority of services

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 incorporated and follows the priority of services as established by federal and state guidelines. Career and training services must be given on a priority basis, regardless of funding levels, to the following populations in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (TEGL 19-16; WD 25-15);
2. Foster youth and former foster youth (as defined in WD 43-11) who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient;
3. All other individuals who are recipients of public assistance, low-income, or basic skills deficient (as referenced in WIOA §134(c)(3)(E) and Final Rule §680.600);
4. All other eligible veterans and eligible spouses (e.g., not included in #1);
5. All other foster youth and former foster youth (not included in #2);
6. All other eligible persons (not included in #3);
7. *Local Priority:* individuals potentially eligible for co-enrollment into programs of and services offered by local partners (e.g., City of San Antonio Delegate Agencies and other partners);
8. *Local Priority:* individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of: (1) their entitlement to priority service; (2) the full array of career and training services available under priority of service; and (3) any applicable eligibility requirements for those programs and/or services. It is expected that WSA Contractors monitor operations to ensure that policies, procedures, and processes comply with priority of service requirements (TEGL 10-09).

DEFINITIONS

Priority of Service

“Priority” means that these populations are entitled to precedence and receive access to a service earlier in time or, if the resource is limited, receive access to the resource instead of or before than lower priority populations. If waiting lists are involved, priority of service requires these populations to go to the top of the list in the order listed above. However, if a service has already been approved or funds have already been encumbered (e.g., approval for training or a support service, etc.), priority of service is not intended to allow a person from a priority group who is identified subsequently to “bump” the participant from that service or from that resource.

WSA has not established priority of services for any additional populations. However, WSA has approved services for Youth who exceed low-income guidelines, which fall under priority #6 (WSA WIOA 48).

Basic Skills Deficient

- WSA utilizes the TABE test including the three functional areas of Reading, Language, and Math. A score below 9.0 in any of the three areas is considered basic skills deficient.

- Behind grade level (e.g., based on age and scores from a recognized/standardized test showing grade-level, or attending secondary school but being behind one or more grade levels).

English language learners also meet the criteria and must be included in the priority populations for the title I Adult program (TEGL 19-16).

Individuals with Barriers to Employment

WIOA emphasizes the goal of helping job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy.

22. Training time-limits

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. Youth: 14 program elements

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 19. 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 	<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™ 	<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"> • 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"> • 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 	<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 	<ul style="list-style-type: none"> • Provided by Contractor
Entrepreneurial skills training	<ul style="list-style-type: none"> • GED Academy™ 	<ul style="list-style-type: none"> • Alison free online learning • Small business mentors

WIOA Youth Elements	Service Description	Partner Leverage
		<ul style="list-style-type: none"> • 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. Registered Apprenticeship programs

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 several 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 worker's 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. ApprenticeshipTexas

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. APPENDIX

Target Occupation List Research Methodology

Research Process for Industries

The initial selection of industries included a review of the following:

- Industry Historical Trends
- Governors Cluster & WSA Sectors
- Industry Projections for 2016-2026
 - Collapsed NAICS based on WSA primary & secondary Data Targets
- Stakeholder Input

Primary Data Targets for Industries

To identify Industries by 4-digit NAICS- with high growth and job availability based on Industry Growth Projections 2016-2026.

For the entire area including the 13-counties:

- Percent change $\geq 15.5\%$ and/or Number change (absolute) ≥ 500
- Mean Wage $\geq \$15.00$ hourly (\$31,200 annual).

For individual counties:

- Percent change data target $\geq 15.5\%$ and/or Number Change data target ≥ 50
- Mean Wage $\geq \$15.00$ hourly (\$31,200 annual)
- Location Quotient ≥ 3.00

Results: Primary in-demand industries for the Alamo Region were collapsed based on the primary data targets. The 15.5% percent change threshold matches the 10-year growth percentage for both industries and occupations for the Alamo Region (2016-2026).

Secondary Data Targets for Industries

Secondary data targets are used to further collapse industries:

- Competitive Effect ≥ 1000
- % of Total Regional Employment/Jobs $\geq 2\%$
- For region: Location Quotient ≥ 1.00 (TWC 1st Quarter 2018)
- For region: Location Quotient ≥ 1.00 (2026 Projections EMSI)
- Employment $\geq 50\%$ female
- Local investments
- Number of counties where primary data targets are met
- Industries identified by TWC as adding the most jobs or fastest growing

Source: TWC/LMCI Industry Projections/TWC LMCI Analyst Tools for Industries/EMSI for Shift-Share.

Research Process for Occupations

Matched industries (NAICS) to occupations (SOC codes) using Staffing Patterns.

Primary Data Targets

- Texas Workforce Commission 2016-2026 Occupational Growth Projections
 - % Growth (% change) \geq or 15.5% and/or number change (absolute) \geq 500
- Mean Wages \geq \$15.00 hourly (\$31,200 annual).
- Educational requirement \leq Bachelors.

Secondary Data Targets

- Employment change due to growth (not exits) \geq 50
- Competitive Effect \geq or= 300
- Occupational Mix-Effect \geq 300
- Entry Wage \geq \$15.00 hourly
- Location Quotient \geq 1.00 (2026 Projection EMSI)
- Help Wanted Online (HWOL) postings \geq 300 (for Nov. 2018)
- STEM related
- Employment \geq 50% female
- Local targets for investment
- Occupations identified by TWC as adding the most jobs or fastest growing

Source: TWC/LMCI Industry Projections 2016-2026/TWC LMCI Analyst Tools for Occupations/EMSI Industry Table 2016-2026 with Shift Share/Other

Key Sources

- **Industries**
 - TWC Guidelines- review of industries, sectors (2 Digit) and clusters
 - TWC/LMCI/Tracer2, Industry 2016-2016 Projections
 - TWC LMCI/Texas Analysis Tools for Industries/Location Quotient
 - Economic Modeling Specialist International for Shift Share Analysis
 - Texas (Governors') Clusters and
 - Partners Targets Industries or Occupations
 - Targets for Investments, Impact Studies, SA Tomorrow Report
 - Industry Groups Recommendations
 - SAEDF Business Recruitment and Expansion and Occupation Demand Report
 - Local Wisdom
- **Occupations**
 - TWC/LMCI- Industry and Occupational Projections 2016-2026
 - TWC LMCI/Texas Analysis Tools for Demand/GAP Analysis
 - Economic Modeling Specialist International (EMSI) for Shift Share
 - Current Labor Market Indicators (Monthly LAUS/CES Reports)
 - Historical Trends and Analysis
 - Local Targets for Investment
 - Local Wisdom

Part A. Question 3.b. Examples of partnerships with industry.

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 (Schertz/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.

Part A. Question 8. Non-exhaustive examples of partners, organizations, and employers.

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 13-county region, all of which have the potential to increase job gains for local job seekers in the targeted industry sectors:

- **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 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 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.²⁸
- **Geekdom,** a local IT co-working space, currently boasts 780 members.¹⁷
- **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.¹⁸
- **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

¹⁷ <http://www.sanantonio.gov/IIID/Industry-Clusters/Information-Technology-And-Cybersecurity>

¹⁸ <http://www.sanantonio.gov/IIID/Industry-Clusters/Information-Technology-And-Cybersecurity>

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.¹⁹ 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.
- **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.²⁰
- **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.²¹
- **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.²²
- **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)

¹⁹ <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

²⁰ <http://www.sanantonio.gov/IID/Industry-Clusters/Information-Technology-And-Cybersecurity>

²¹ <http://www.bizjournals.com/sanantonio/news/2015/12/10/exclusive-microsoft-buys-nearly-160-acres-in-far.html>

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

- **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.²³
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 can offer tailored programs, workshops, networking opportunities and valuable resources created especially for the San Antonio entrepreneurial community, at no cost.²⁴
- **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).²⁵
- **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.²⁶

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.²⁷
- **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

²³ <http://www.expressnews.com/business/article/Security-Service-plans-new-San-Antonio-5938615.php>

²⁴ <https://cosaedd.wordpress.com/2015/06/30/happy-1-year-birthday-cafe-commerce/>

²⁵ <http://home.bexar.org/ed/Initiatives.html>

²⁶ <http://maestrocenter.org>

²⁷ http://www.sama-tx.org/images/SAMA_Workforce_Assessment_Report-Final-120115.pdf

product lines: aerospace manufacturing, motor vehicle and parts manufacturing and heavy/industrial vehicle manufacturing.²⁸

- **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.²⁹
- **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.³⁰
- **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.³¹
- **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.³²
- **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 \$985,900.³³

Aerospace

²⁸ <https://www.eda.gov/challenges/imcp/files/2nd-round/IMCP-2-Pager-Handout-alamo.pdf>

²⁹ <http://www.bizjournals.com/sanantonio/news/2016/09/15/with-san-antonio-plant-at-capacity-toyota-to.html>

³⁰ <http://www.bizjournals.com/sanantonio/news/2015/08/06/holt-cat-vp-on-headquarter-expansion-we-need-to.html>

³¹ <http://www.bizjournals.com/sanantonio/print-edition/2016/02/05/san-antonio-buckles-in-as-takata-seat-belts-expand.html>

³² <http://www.portsanantonio.us/Webpages.asp?wpid=438>

³³ <http://www.bizjournals.com/sanantonio/news/2015/06/30/niagara-to-build-water-bottling-plant-east-of-san.html>

- **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.³⁴

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.³⁵
- **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.³⁶
- **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.³⁷
- **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.³⁸
- **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

³⁴ http://www.expressnews.com/business/business_columnists/david_hendricks/article/Port-San-Antonio-plans-to-target-cybersecurity-9200039.php

³⁵ <http://www.prnewswire.com/news-releases/fe3-medical-an-incube-labs-company-receives-35m-investment-from-the-state-of-texas-300310098.html>

³⁶ <http://www.expressnews.com/business/health-care/article/CytoCentrics-refunds-100-000-in-economic-7216469.php>

³⁷ <http://www.bizjournals.com/sanantonio/news/2016/02/04/san-antonio-children-s-hospital-gets-new.html>

³⁸ <http://www.bizjournals.com/sanantonio/news/2016/02/24/interstate-35-corridor-to-get-more-medical.html>

Northwest San Antonio. In the past two years, more than 160 pediatric subspecialists have been recruited by the hospital.³⁹

- **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.⁴⁰

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 12 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

³⁹ <http://www.christussantarosa.org/body.cfm?id=18&action=detail&ref=326>

⁴⁰ <http://t3dc.org/trp/about-trtf>

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.⁴¹
- **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.⁴²
- **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.⁴³ To that effect, WSA's plans to initiate and, or, support coordinate efforts for the development of a common intake and referral mechanism/framework

⁴¹ <https://www.alamo.edu/main.aspx?id=8730>

⁴² <http://www.expressnews.com/news/local/article/Hondo-cheers-960-000-grant-to-expand-vocational-6406877.php>

⁴³ <http://www.sa2020.org/reports/>

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.⁴⁴ 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 need 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.⁴⁵
- **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.⁴⁶ 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.⁴⁷
- **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.⁴⁸
- **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’s 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

⁴⁴ <https://www.alamo.edu/main.aspx?id=5510>

⁴⁵

https://www.alamo.edu/uploadedFiles/District/Employees/Departments/Facilities_Operations_and_Construction_Management/pdf/Smaller-Building-Project-Assists-Important-Mission-0509.pdf

⁴⁶ <http://www.chrysalis.org>

⁴⁷ <https://sanantonio.dressforsuccess.org/about-us/who-we-are/>

⁴⁸ <http://www.goodwillsa.org/services/good-choices>

comprehensive training program leading to occupations in information technology, including cyber security. Instruction in the program is provided by Rackspace.⁴⁹ 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.⁵⁰
- **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 13-county workforce development area.
- **Healy Murphy Center** serves Youth who have had difficulty succeeding in a traditional school environment. Services focus on one-on-one attention, individualized curriculum, counseling, childcare, and health services. This includes high school, GED, and high school equivalency programs, daycare for infants and toddlers, and health services. Workforce

⁴⁹ <http://www.questsa.org>

⁵⁰ http://sanantonioyouth.org/?page_id=3445

Center staff perform on-site visits Tuesdays to meet with Youth. WSA Center staff offer universal services including labor market information and provision of job leads and referrals (e.g., to part-time jobs as they complete their education). A Pre-application for eligibility and eligibility determination is also performed on-site (for out-of-school youth). Services for program participants revolve around enrollment in GED/high school equivalency (credential completion). Enrollment takes place prior to initiation of their schooling at the agency and/or while they are already enrolled (e.g., close to or about one year from graduating). Coordination takes place with both administration but also Counselors – which is conducive for improved coordinated career planning. Work experience opportunities are tied individualized career planning (e.g., and not just to non-profits but linked to youth interests and industry/occupations from the Target Occupation List).

Part B. Question 2.b. Career pathways in key industry/occupations.

FIGURE 8. CAREER PATHWAYS: HEALTHCARE/SUPPORT

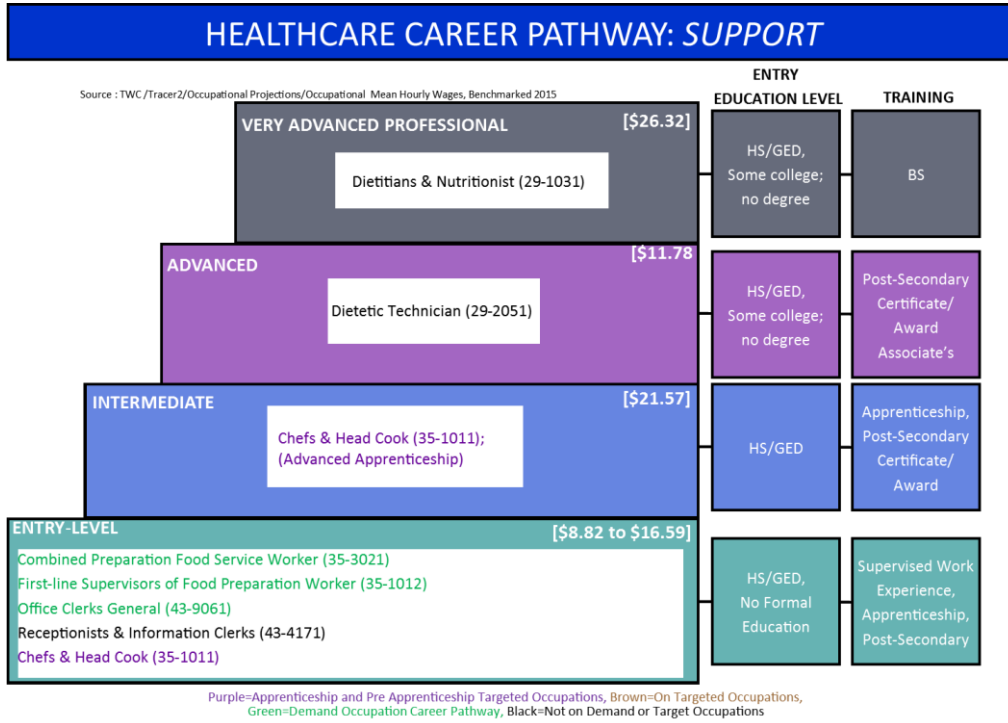


FIGURE 9. CAREER PATHWAYS: HEALTHCARE/THERAPEUTIC

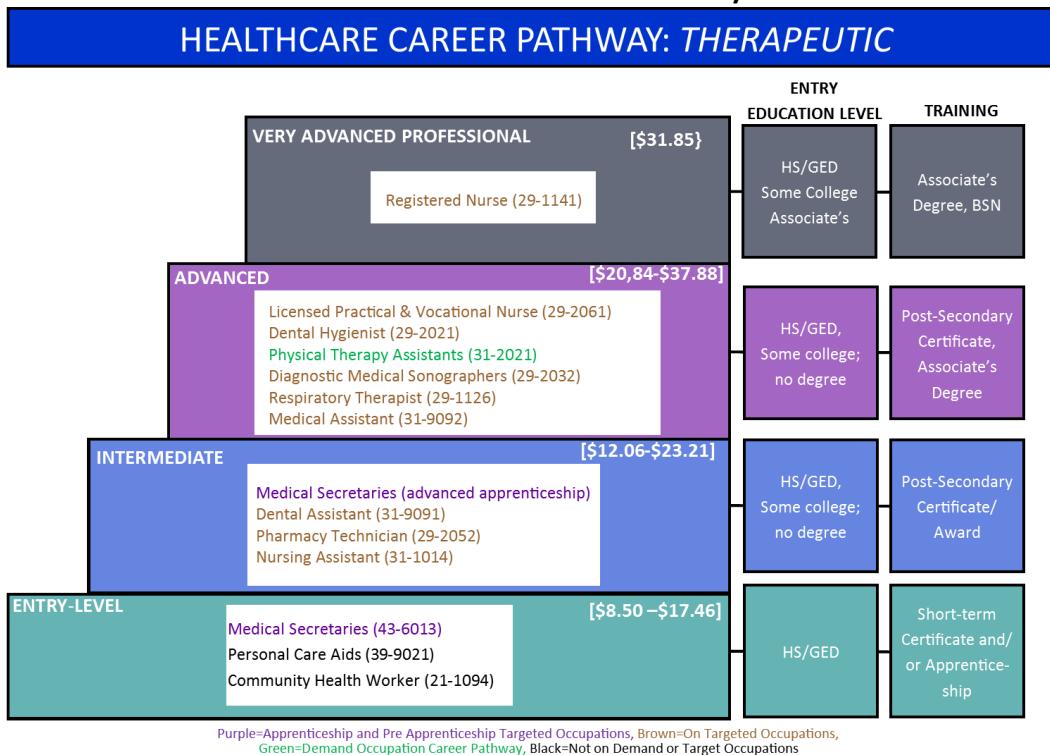


FIGURE 10. CAREER PATHWAYS: HEALTHCARE/DIAGNOSTIC

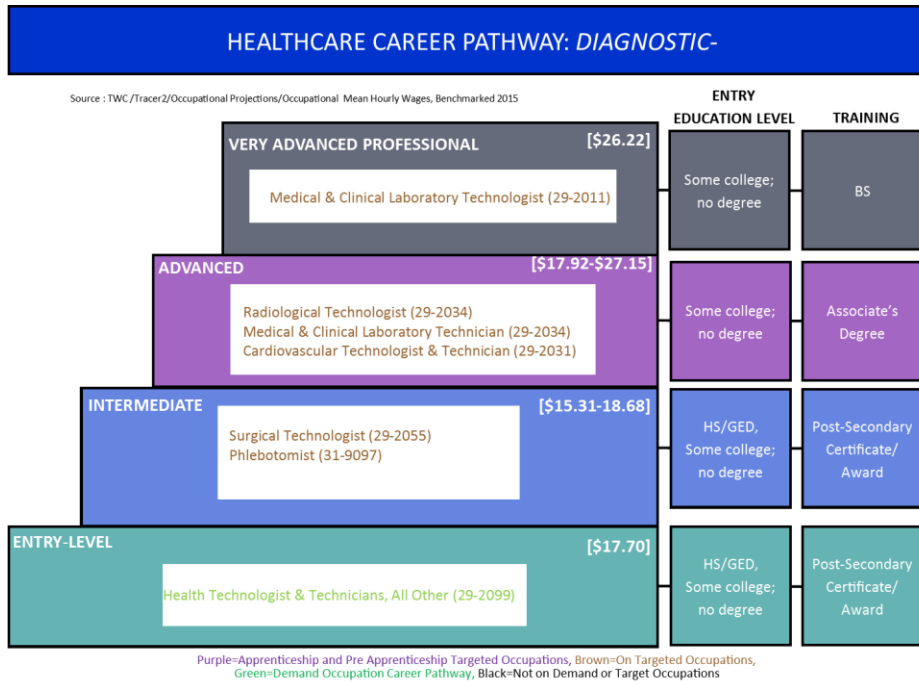


FIGURE 11. CAREER PATHWAYS: HEALTHCARE/INFORMATICS

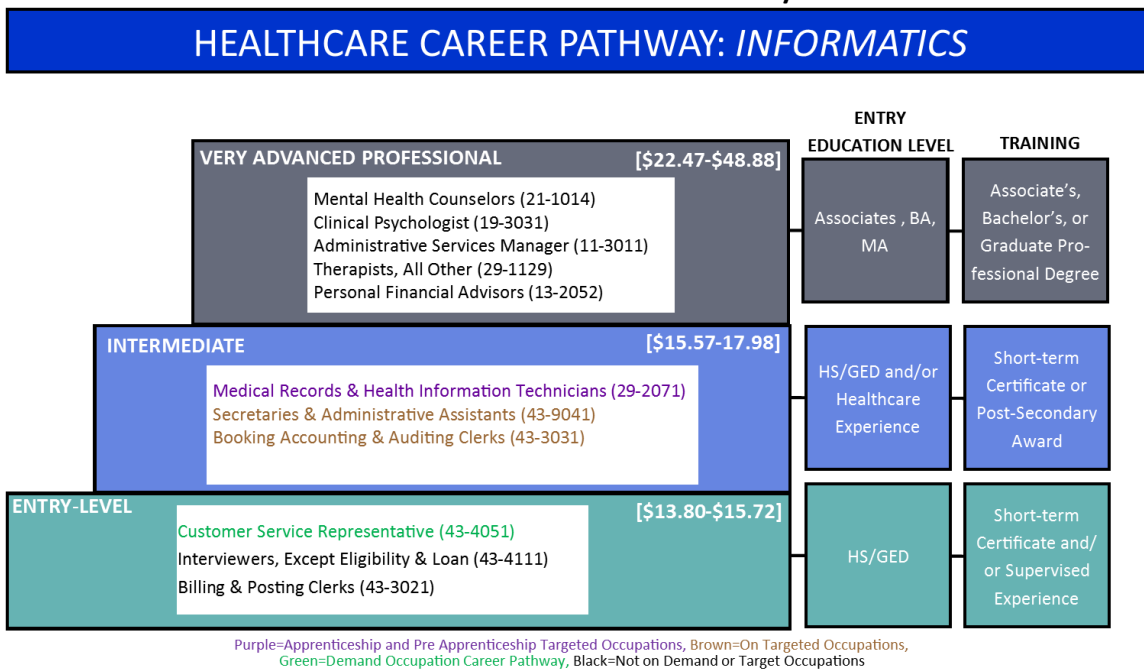


FIGURE 12. CAREER PATHWAYS: MANUFACTURING

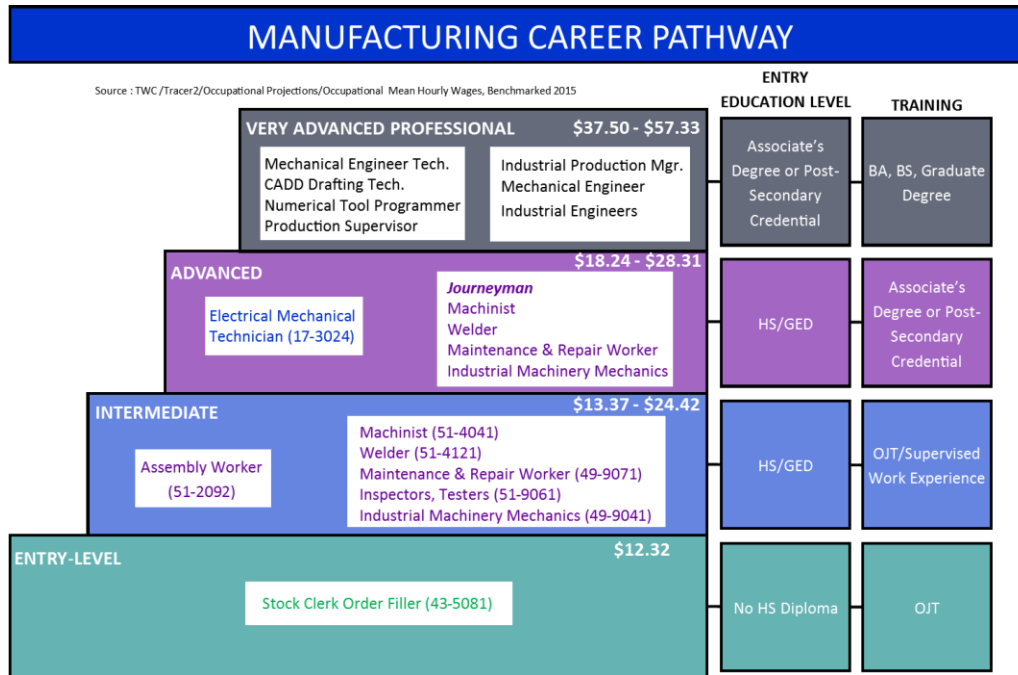
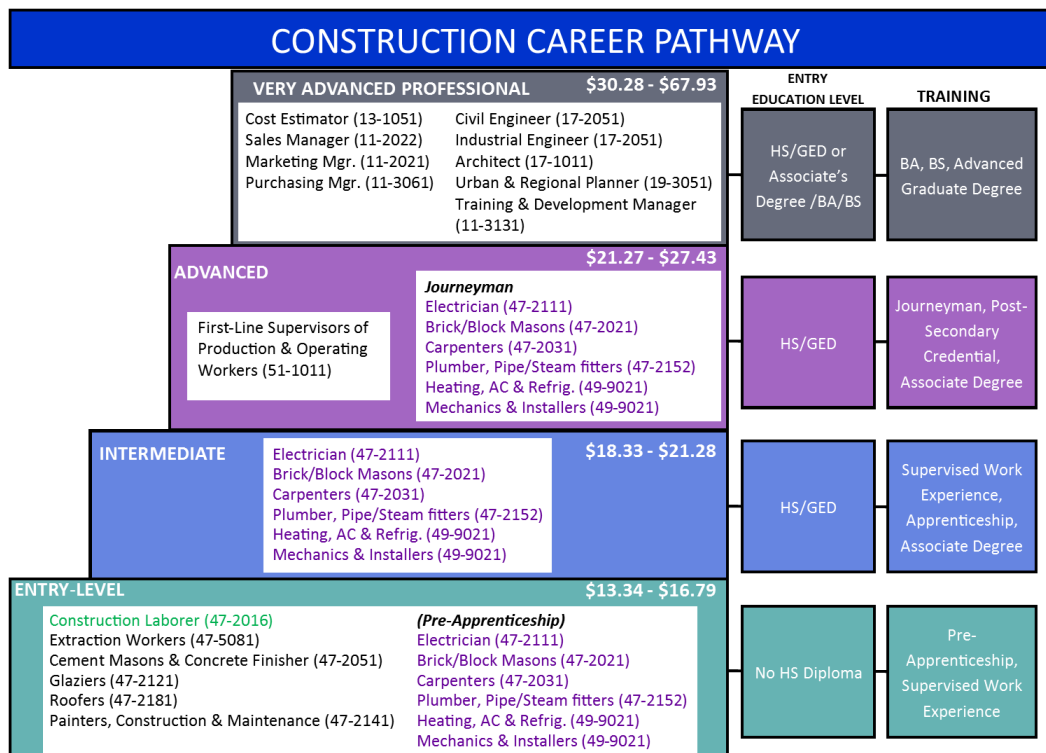


FIGURE 13. CAREER PATHWAYS: CONSTRUCTION



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

FIGURE 14. CAREER PATHWAYS: INFORMATION TECHNOLOGY

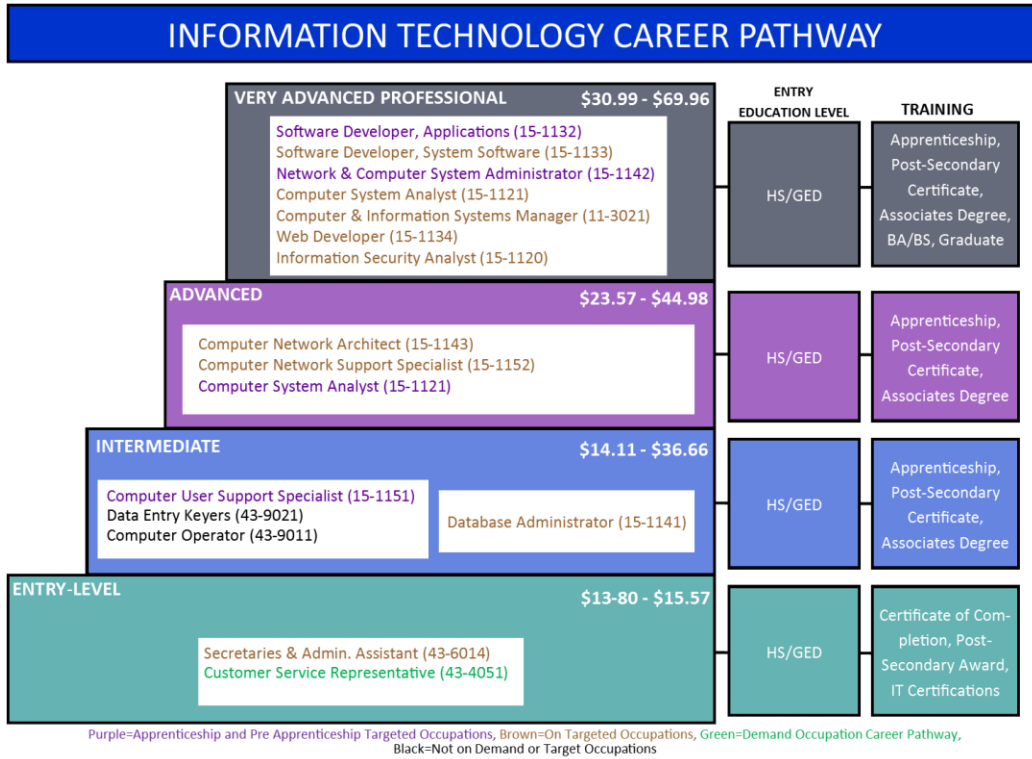
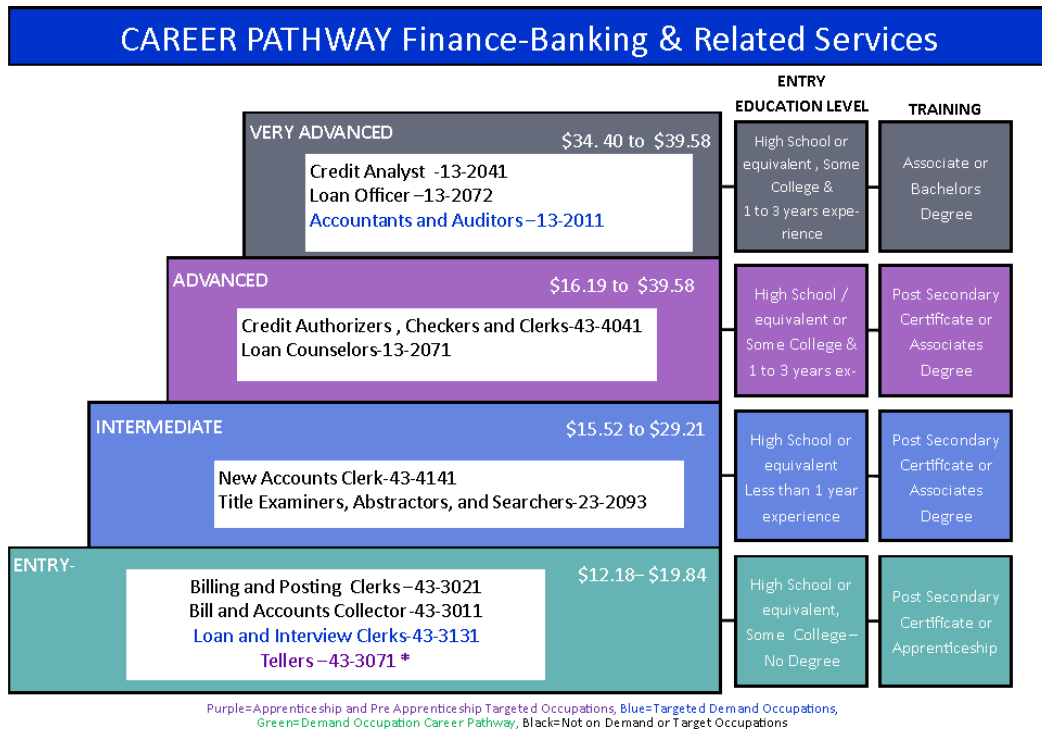


FIGURE 15. CAREER PATHWAYS: FINANCE-BANKING & RELATED SERVICES



Part B. Question 4.b. Initiatives/Coalitions for Small Employers

- **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 13-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 13-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.

Part B. Question 4.c. Alignment of workforce development.

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 many 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.
- **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.

Part B. Question 7. CoSA Delegate Agencies and MOUs

Non-exhaustive examples of Partnerships and Memorandums of Understanding (MOUs)

Delegate Agencies

CoSA supports a wide variety of agencies to implement programs that aim at promoting the well-being of San Antonio residents. WSA will continue partnering closely with the Delegate Agencies with which we plan on implementing a data application for tracking and reporting of co-enrolled participants.

Alamo College – Seguir Adelante

To assist 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.

Chrysalis Ministries

The primary service is Case Management, which includes a thorough intake process and relevant assessments to determine a care plan for each client. It is through the Case Management process that clients are directed to attend certain life-skills courses offered by the Course Facilitators and deemed by the Case Manager to be essential to assisting the client to be better prepared for reentry. For those needing employment assistance, they offer a Job Readiness course and program, partnering with agencies such as Workforce Solutions Alamo, Goodwill and others to provide actual job and education training that will lead the client to higher paying, more career-oriented positions.

Dress for Success and Career Gear

The program addresses the underlying social, emotional, health and financial factors that contribute to unemployment and ineffective support systems. They assist low-income individuals by providing them access and support towards completion of GED and/or Job Training that is essential to fill positions in traditional and emerging growth industries.

Family Service Association, Inc.

The program addresses the underlying social, emotional, health and financial factors that contribute to unemployment and ineffective support systems. They will assist low-income individuals by providing them access and support towards completion of GED and/or Job Training that is essential to fill positions in traditional and emerging growth industries. The project will provide services to 75 individuals that includes outreach and recruitment of a low-income adult (18+ with an average age of 27); assessment for suitability and academic achievement in demand occupations; access to occupational training; access to ramping up foundational reading and math skills; case management; support services, financial counseling, soft-skills training and employment assistance.

Goodwill Industries

This program will have an emphasis on career readiness and vocational skills training for participants enrolled. Participants will have access to tuition-free high demand occupational training programs and or career readiness training provided by Goodwill Industries.

Project Quest

The primary goal of Project QUEST is to strengthen the local economy by developing a skilled and educated workforce and placing participants in jobs paying family-level wages. To accomplish this goal, 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.

Restore Education

The objective of the Passport to College program is to provide free, flexible, and personalized academic instruction and activities to at-risk residents, plus intensive staff support to ensure that they receive not only a high school equivalency credential, but also that they are placed on, and persist through, a pathway of stackable credentials that connect them to middle-skill jobs, which ultimately lead to a stable career and self-sufficiency.

San Antonio Christian Hope Resource Center

The program will provide job readiness classes, one-on-one coaching, and support groups to provide assistance with applications, resumes and cover letters, job coaching, and soft and technical skills building, while providing best-practice case management services and referrals as needed to job seekers who are facing life challenges to ensure stability and successful completion of the program. The program will assess individuals for job related goals and assist them with creating goals and a plan for completion. Clients will commit, enroll, and attend CHRC programs to obtain job readiness skills, through job coaching, and/or employment. Services include referrals and one on one and/or group case management. Clients will also receive financial literacy education and additional programs (as needed) to stabilize the household. The program will also provide warm referrals to local employers.

TABLE 20. EXAMPLES OF MOU'S

Organization	Reason for MOU	Services
<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 and Community Education, and South West Texas Junior College Adult</p>	<p>Integration of AEL-WSA services throughout the region.</p>	<p>The AEL Alamo Consortium offers AEL services to eligible customers, provides AEL services at Job Centers, and participates in cross-referrals and co-enrollments.</p>

Organization	Reason for MOU	Services
Education and Literacy) and other privately funded agencies		
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 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.
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.

Organization	Reason for MOU	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.
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.

Organization	Reason for MOU	Services
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 13-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 housing and medical assistance, case management, and related workforce services.	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 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	WSA will coordinate Center services with the Senior Community Service Employment Activities (SCSEP) sub-grantees.

Organization	Reason for MOU	Services
	qualified SCSEP participants.	
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.
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.

Organization	Reason for MOU	Services
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.
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.

Organization	Reason for MOU	Services
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.

Part B. Question 10. Examples of partnerships with education, training, and work experience.

Examples of partnerships sponsoring education, training, work experience, and related workforce development services.

- **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 because 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.

Part B. Question 11. Examples of partnerships for transportation and support services.

Examples of partnerships that help leverage transportation and other support services.

- Alamo Area Council of Governments (transportation assistance);
- United Way (service referrals, food, clothing, shelter);
- Goodwill Industries (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 and Career Gear (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);
- SA Youth (child nutrition, Youth Build – workforce training);
- 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).

Public Comments

TWC Workforce Development Letter 19-18 requires Boards to provide an opportunity for public comment on the development of the plan modification by: making copies of the proposed plan modification available to the public through electronic and other means, such as public hearings and local news media; providing no more than a 30-day period for comment on the plan modification; and submitting to TWC any comments that express disagreement with the plan modification. 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 19-18, Public Comment, WSA provided a 27-day public comment period starting January 11, 2019 through February 6, 2019.

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 on our website.
- Making the Local Plan available for download from our website in electronic format.
- Email blast both through mass mail-outs to thousands of individuals and organizations using Constant Contact.
- Emails individually sent to members representing business, education, Joint Base San Antonio partners, and the community.
- The delivery of hard copies of the Plan to local chief elected officials, such as those by which the Committee of Six is composed of.

Public Hearings. In addition, three Public Comment sessions were scheduled as follows: a) South Flores American Job Center, on 01/22/2019; b) Hondo Job Center, on 01/23/2019; and c) New Braunfels Job Center, on 01/25/2019.

Local Elected Officials. Through our partners (AACOG, Bexar County, and City of San Antonio), we coordinated meetings with key local officials. This included a presentation and time for feedback from local area judges, and individual meetings with Commissioner Wolff and officials appointed to City Council – key representatives from the Committee of Six.

Receipt of Comments. There were several ways in which key stakeholders and the general public could provide comments. This included email (at localplan@wsalamo.org), fax, telephone, in-person, and at our public hearings. WSA made itself available to local officials so that they could provide their feedback directly to WSA.

This section will include the comments that were received, and which express some form of disagreement with the two-year plan modification.

Comments related to the Target Occupation List (e.g., employers, industry, partners commenting on the inclusion of certain occupations) have been reviewed and the necessary changes have been made to the Target List as presented. Other comments (e.g., regarding language, clarity, accuracy, formatting, etc.) have been reviewed and incorporated as needed.

²⁸ City of San Antonio (CoSA) and Bexar County through the San Antonio Chamber, SA Economic Development Foundation and other partners. <http://www.sanantonioedf.com>