



Two-Year Board Plan Modification

Program Years 2019 - 2020



Why a Two-Year Board Plan Modification?

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards to develop a comprehensive four-year plan (Local Plan). The plan is required to be modified every two-years.

The Local Plan has been developed in accordance with guidelines issued by Texas Workforce Commission (TWC), and which included a public comment period with three public hearings: S. Flores (1/22/19), Hondo (1/23/19), and New Braunfels (1/25/19). WSA also has gathered feedback directly from the Area Judges, Councilman Perry, and Commissioner Wolff, as well as from the general public and partners.

The plan shall be approved by the WSA Board and the Committee of Six and its respective bodies (City of SA, Bexar County, Rural Judges), and is due to TWC on or before April 1, 2019.

Overview of the Local Plan



A. Board's Vision/Overall Strategy

1. Strategic Vision: regional economic growth and economic self-sufficiency
2. Economic & Workforce Analysis – Target Occupation List

B. Board's Operational Plans (in support of "A")

1. Description of WSA's plans regarding programs, services, coordination, and implementation

What does the Two-Year Board Plan Modification Include?

- 1. Updates to the language and information of the original 2017-2020 plan:**
 - **Goals and Strategies**
 - **Economic and Workforce Analysis**
 - **Operational Strategies**
 - **High-performing Board Metrics**
- 2. New and updated *Target Occupation List***

GOALS & STRATEGIES

Added an overall strategic framework.

Overall Strategic Framework



- **Key Goal:** A shared prosperity through inclusive growth.
- **Strategy Framework:** Target and develop initiatives based on key principles of inclusive growth to:
 - Address the global scale and technological complexity of an advanced economy, and
 - Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.
- **Primary Objective:** Promote pipelines into mid-skill/mid-wage occupations in key industries.

Core Principles of Inclusive Growth

A. Growth from Within

- Prioritize industries, occupations, and firms that drive local competitive advantage and boost export growth and trade with other markets.
- Deepen industry specializations through regional and sectoral strategies, and bring new income/investments.

B. Invest in People & Skills

- Target up-skilling/re-skilling and life-long learning and employers to improve human capacities that result in meaningful work and wages,
- Increase capacity to serve priority populations, Veterans, Foster Youth, and individuals with barriers to employment.

C. Support Place-based Strategies

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



Seven Goals!

- I. Focus on Employers (5 strategies).**
- II. Assist in Building an Educated & Skilled Workforce (4 strategies).**
- III. Engage in Partnerships (4 strategies).**
- IV. Promote Fully Articulated Career Pathways (4 strategies).**
- V. Align Systems Elements to Improve and Integrate Programs (4 strategies).**
- VI. Youth and Job Seekers with Barriers Strategies (6 strategies).**
- VII. Performance and Accountability Strategies (5 strategies).**

High-Performing Board Metrics



1. Compliance

- a) **No findings (disallowed costs) from federal and state monitoring/audits.**
- b) **Fiscal integrity (from Single Audits).**
- c) **No recapture funds (expend at least 95% of program funds for each applicable grant).**

2. Performance & Services

- a) **Meet or Exceed 100% of TWC-contracted performance measures.**
- b) **Ensure core partners offer services from one local Comprehensive Job Center.**
- c) **Attain the highest ratio of TRS providers in Texas (compared to other Boards).**

High-Performing Board Metrics

A blue-tinted photograph of a city skyline at night, featuring several illuminated skyscrapers and buildings against a dark sky.

3. Sector Strategies

- a) **Develop and maintain three (3) sector strategies that promote, primarily for individuals with barriers to employment and/or program participants, up-skilling/re-skilling to meet job demand tied to industry/occupations from the Target Occupation List.**
- b) **10% or greater increase in employers in industry/occupations from the Target Occupation List using WorkInTexas (WIT).**
- c) **10% or greater increase in program participant placements in employment in industry/occupations from the Target Occupation List.**

In-demand Industries & Target Occupations

Updated Target Occupation List



Goal: Identify Key Industry Sectors, Industries, and Occupations

- **In-Demand Industry Sector:** Industry sectors have a substantial current or potential impact on the local economy (e.g., jobs that lead to economic self-sufficiency and opportunities for advancement), and/or contribute to the growth and/or stability of other supporting businesses or industry sectors.
- **Target Industries and Occupations:** Industries and Occupations identified as priority investment areas for WSA are included on the Target Occupation List. These represent industries and occupations to which WSA will commit resources in the form of Individual Training Accounts (ITAs) for Occupational/Vocational Training. They also represent regional economic and workforce development priorities for which WSA will pursue opportunities for special projects, grant opportunities, and regional collaborations.



Methodology



Industry:

Analysis of historical trends including Governor's Clusters, WSA Sectors, and industry projections 2016-2026 using 4-digit NAICS.

- **Primary Data Targets**
 - % Growth 15.5% and/or Job Projections of 500+ (50+ for counties)
 - Mean Wages of at least \$15.0/hour
- **Secondary Data Targets:** competitive effect, location quotient, % female employment, % regional employment, local wisdom and local investments.

Occupations:

- **Primary Data Targets:**
 - % Growth 15.5% and/or Job Projections of 500+
 - Mean Wages of at least \$15.0/hour
- **Secondary Data Targets:** employment change due to growth (not exits), competitive effect, occupational mix-effect, location quotient, postings, STEM related, % female employment, local wisdom and local investments.

Goal: Identify Key Industry Sectors, Industries, and Occupations

ALIGNMENT OF TARGETED 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					●

Target Occupation List available upon request.

Public Comments

- **Held from 01/11/19 to 02/06/19 (max of 30 days allowed, we used 27).**
- **60,000+ emails were sent out to inform community (to partners, EDDs, employers, etc.).**
- **Setup an email account for comments (localplan@wsalamo.org), and put channels in place to receive feedback (phone, fax, etc.).**
- **Held three (3) public hearings:**
 - **S. Flores Center 01/22/19,**
 - **Hondo Center 01/23/19,**
 - **New Braunfels Center 01/25/19.**
- **Provided a short presentation to and requested feedback from Area Judges,**
- **Made ourselves available to meet individually with Co6 officials (we're grateful for the opportunity to gather your individual feedback).**
- **Also received feedback from WSA Board members.**
- **As appropriate, incorporated other comments from public, partners, EDDs, industry, employers, etc.**

Public Comments (from Public Officials)

- **Metrics.** Develop metrics, measurable goals/outcomes, and include visuals/graphs.
 - If 90,000 job seekers come to the Centers each year – what is the goal?
 - Are program participants self-sufficient 1 or 2 years after we serve them?
 - Report based on Direct Workforce Service dollars (not the entire \$90M, how do we compare to private sector?)
- **Occupations.** Include occupations that are strong for the overall economy and our future.
 - ‘Blue-collar,’ construction, laborers, pipefitters,
 - Transportation,
 - Cybersecurity.
- **Programs.** With employers in mind...
 - Develop programs and aptitude/assessments that work for the occupations and create pipelines.
 - Nomenclature – use language/information that better markets and informs about the occupations (e.g., entry-level education for some occupations was misleading – a BA is not required for entry into IT).
- **Data Targets**
 - \$15.00/hour used for Target Occupations (further discussion as we move forward was recommended).

Public Comments (from partners, industry, etc.)

- **Data Targets.** \$15.00/hour used for Target Occupations
 - Received both positive and negative feedback (mostly positive, including from our WSA Board).
- **Industry/Occupations.** Received comments to include certain occupations.
 - Hospitality (we added four occupations).
 - Education (we added one additional occupation – Early Childhood/Pre-K).
 - Health (we added Community Health Workers).
- **Education/Training/Services.** information
- **Regional Needs.** information
- **Partnerships.** Comments included information about partnerships with WSA (e.g., Delegate Agencies and other partners).
- **‘High-Performing’ Board.** Comments about better addressing questions in the Plan (e.g., ‘high-performing’ Board).
- **Texas Veterans Commission.** VR Submitted several comments about our partnership.
- **Board Composition.** Comments in disagreement about board membership/representation.
- **Editing.** General editing, clarity, and language.

Your guidance/vision is greatly appreciated!

[Email: localplan@wsalamo.org](mailto:localplan@wsalamo.org)
WorkforceSolutionsAlamo.org

Employer Survey:

<https://www.cognitoforms.com/WorkforceSolutionsAlamo1/InDemandIndustriesAndTargetOccupationsSurvey>