*Workforce*Solutions
ALAMO
BUILDING BUSINESS • BUILDING CAREERS

A proud partner of the
american**job**center®
network

Workforce Solutions Alamo

Local Plan

2021-2024

Draft Available for Stakeholder Approval

January 2021

Executive Summary

Under the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580), each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Board Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Board Plan must be developed openly and be available to the public for comment for at least 15 days, but no more than 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Board Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and, and as needed or required by TWC, prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

_The strategic elements of the Local Workforce Development Board Planning Guidelines
(Guidelines) are as follows:_

A. Vision and Goals

(WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5))

_Boards must include a description of the Board's strategic vision to support regional economic
growth and economic self-sufficiency. The description must include:_

- _goals for preparing an educated and skilled workforce, including early education
  services, and services for youth and individuals with barriers to employment; and_
- _goals relating to the performance accountability measures based on performance
  indicators described in WIOA §116(b)(2)(A)._

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 of Directors represents various sectors among the 13 county Alamo
region and reflects the diverse constituencies of the regional community: business, economic
development, education, manufacturing, healthcare, community organizations, and
government.

The WSA Board strives to manifest its core values of accountability, collaboration, excellence,
innovation, and integrity. WSA is committed to promoting regional economic growth, economic
self-sufficiency through sector-based 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
align.

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 and insight about the needs
of the workforce system in the Alamo region, especially as it relates to the unique needs of urban
and rural areas.

WSA Board vision provides the inspiration to execute an 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 strategies align with the TWC's System Strategic Plan goals outlined in the:

- The Texas Workforce Consolidated 2021-2025 Strategic Plan:
  https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf

- The Texas Workforce System Strategic Plan FY 2016–FY 2023
https://gov.texas.gov/uploads/files/organization/twic/System-Strategic-Plan-Update.pdf

- The Texas Workforce Commission 2021–2025 Strategic Plan
https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf

- WIOA Combined State Plan Program Years 2020–
2023 https://www.twc.texas.gov/files/partners/wioa-combined-state-plan-twc.pdf

- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2015–2020
http://www.twc.state.tx.us/files/twc/twc-strategic-plan-adult-education-literacy-fy2015-2020.pdf

- Texas Early Learning Strategic Plan, 2020–
2025 https://www.twc.texas.gov/files/partners/texas-early-learning-needs-assessment-twc.pdf

Workforce Solutions Alamo is defined by a commitment to supporting the regional economic growth and economic self-sufficiency and acknowledging the unique needs of urban and rural areas of the 13-county region.

Key Goal: A shared prosperity through inclusive growth

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

- Address the global scale and technological complexity of of an advanced economy, and

- Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.

Core Principles of Inclusive Growth

- Growth from within and prioritize industries, occupations, and firms that:

1. Drive local competitive advantage, innovation, productivity, and wage gains

2. Prioritize industry specializations through sector-based strategies

- Invest in people and skills by:

1. Targeting upskilling, re-skilling, and life-long learning to expand educational attainment and capacity to increase experience and wages

2. Increase capacity to serve priority populations including veterans, foster youth, and individuals with identified barriers to meaningful employment

- Support sector-based strategies

1. Data-informed decision-making at the partnership level

2. High level of industry engagement

3. Delivery of services specific to sector-based partnerships

4. Emphasis on sustainability and continuous improvement

5. Investment in capacity of staff to manage partnerships

Primary Objective:

- Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations.

Key Performance Indicators (KPIs):
- Formative and summative evaluation is conducted using established metrics including TWC-contracted performance measures. Short and long-term outcomes inform policy and program development and drive the allocation of staff and financial resources throughout the strategic framework.

B. Board Strategies
(WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6))

Boards must include 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 workforce development area (workforce area) to achieve the vision and goals.

Sector-Based Partnerships

Workforce Solutions Alamo is working toward the development of a sector-based partnership model based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-county area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand. WSA has established the agency as the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA's approach incorporates data collection from specific constituencies in order to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists

between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.
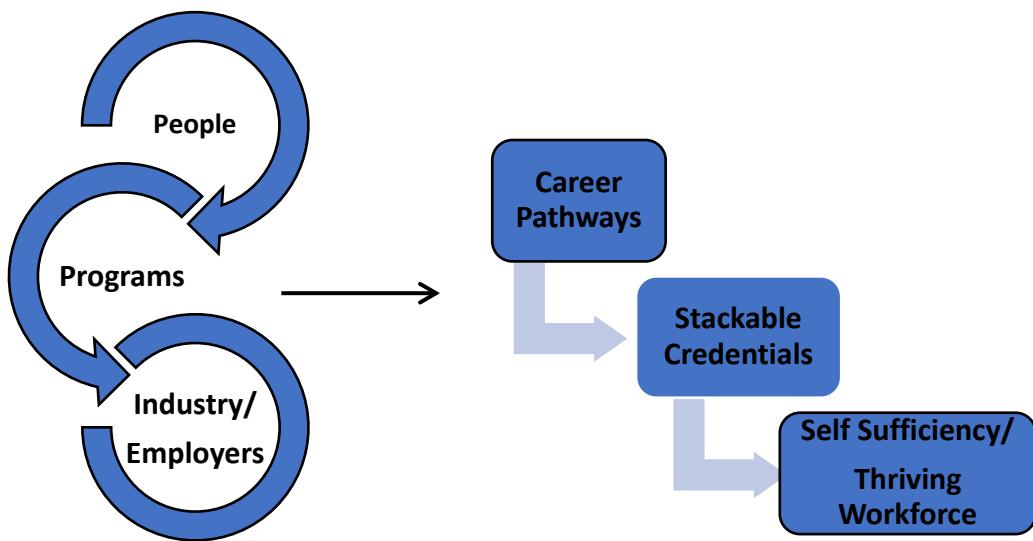
This fundamental framework is the foundation for the continued development of plans and programs that support targeted sectors through intentional cooperation and continuous improvement that builds on integration of education, economic, and workforce development.

To accomplish the development of sector-based partnerships, WSA seeks to adopt best practices from other high performing workforce development boards and partnerships throughout the nation. Boards who have created successful relationships share operational elements that are the hallmarks of the sector-based model.

The Sector-Based partnership model (illustrated below) is based on the development of relationships with organizations and entities that facilitate career pathways with entry points, or on-ramps, to the regional workforce. Additionally, representatives from identified target industries provide input and information that drives the development of training and education programming to increase or expand appropriate entry points. WSA, as convener, provides cohesion and coordination to facilitate communication, coordination, and formative and summative evaluation.
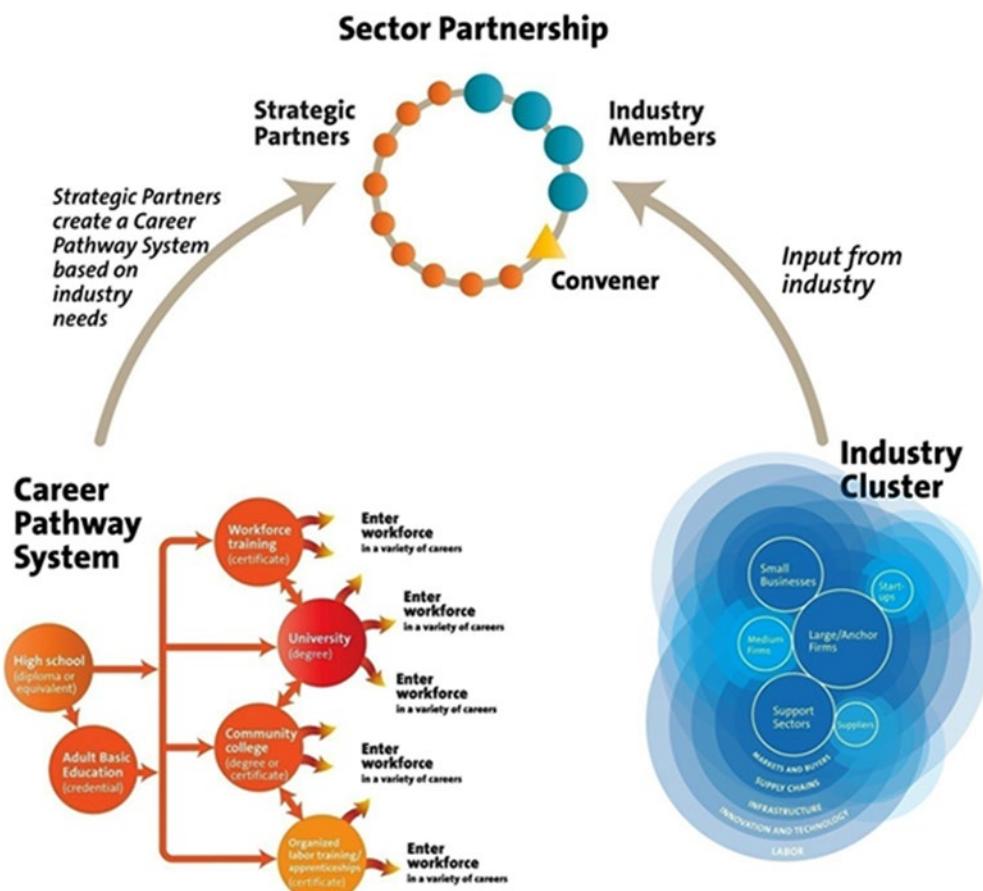
Source: https://www.wtb.wa.gov/wp-content/uploads/2020/02/Improving-Employment-Outcomes_Handout.pdf

Best practices associated with the Sector-Based model include:

- The development of collaborative infrastructure with a lead agency in the role of convener or lead organization that facilitates connection with education, industry, and economic development partners with a shared vision for workforce development

- Transparency and communication among regional partners to promote the shared vision for workforce development

- Creation of a playbook to define communications plan for programs and partnerships

- Emphasize local wisdom and community voice in program development and evaluation

- Create measurable goals and objectives with culturally responsive data-gathering and evaluation processes

- Clearly define career pathways that address the needs of employers and jobseekers

These deliverables must be predicated on existing or developing circumstances A study of Gold Standard Workforce Development Partnerships (Armstrong, 2018) outlines key tenets that

inform the development of successful sector-based partnerships. WSA is developing capacity in each of these in order to realize mature sector-based partnerships within the life span of this plan.

- Sector partnerships must be data-driven

    o WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.

- Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability

    o WSA will execute a MOU and data sharing agreement with each of the sector partners. MOUs and data sharing agreements provide valuable information to WSA and its partners to align education and training programming with target labor market skills and credentials. MOUs will outline long-term expectations for the partnership, and data sharing will inform workforce development planning, curricula, marketing and communications, and evaluation.

- Sector partnerships should include K-12 partners and included measurable and connected activities toa achieve measurable progress and scale

    o WSA has established relationships with the largest K12 independent school districts and Pre-Kindergarten initiatives that serve a majority of students in the 13-county region i.e. Pre-K 4 SA, SAISD, Northeast ISD, Northside ISD, and others. WSA and schools will define middle and secondary curricula tracks that align with target industries to establish the prerequisite courses and graduation tracks that lead to career pathways for targeted industries and occupations.

- Sector partnerships should leverage cross-system resources

    o In addition to the investment of WIOA funds and resources, WSA has forged strategic partnerships with cross-system organizations including municipal governments and city councils, county commissioners and rural, county judges, early childhood education organizations, housing, food and nutrition supplemental programs, and veterans and juvenile and adult corrections programs. WSA will continue to seek partnerships with other programs that support mental health and substance abuse prevention, child abuse and neglect prevention, healthcare, as other organizations that address social determinants of health and coalitions that address systems and systemic change.

- Sector partnerships should be guided by intermediary-level governance boards

    o The sector-based model proposed by WSA will be informed by a wide array of key decision-makers with particular expertise at the executive operational levels.

Sector champions will be identified from target industries to form an advisory board intended to inform strategic planning and program development.

- Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs

    o WSA has identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.

- Sector partnerships should be built with business, labor, and industry partners

    o WSA has created an ongoing survey process to seek input from job seekers, local elected officials, employer, education, and community non-profit partners. These surveys collect both quantitative and qualitative data related to economic priorities, target industries and occupations, specialized populations, and hiring/recruitment/retention of workforce. These surveys provide local wisdom for the development of this plan as well as the framework for formative evaluation of programming.

The sector-based framework of WSA prioritizes strategies that promote systems change and partnership across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development.

WSA has engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients.

The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions. Representatives and stakeholders from each industry cluster, from urban and rural counties, will be recruited to provide insight and input specific to their respective industries. Together with representatives from other strategic partners categories to form the sector-based advisory group for the WSA 13-county region.

WSA Sector-Based Partnership Example
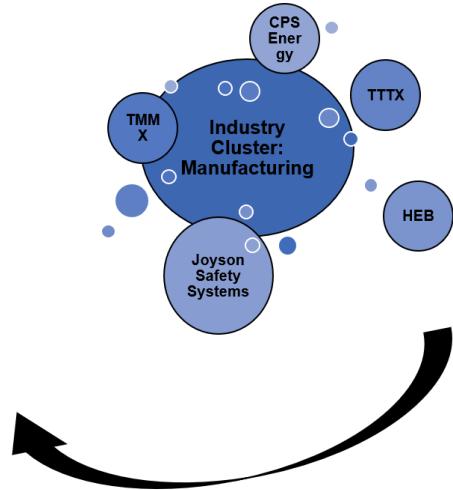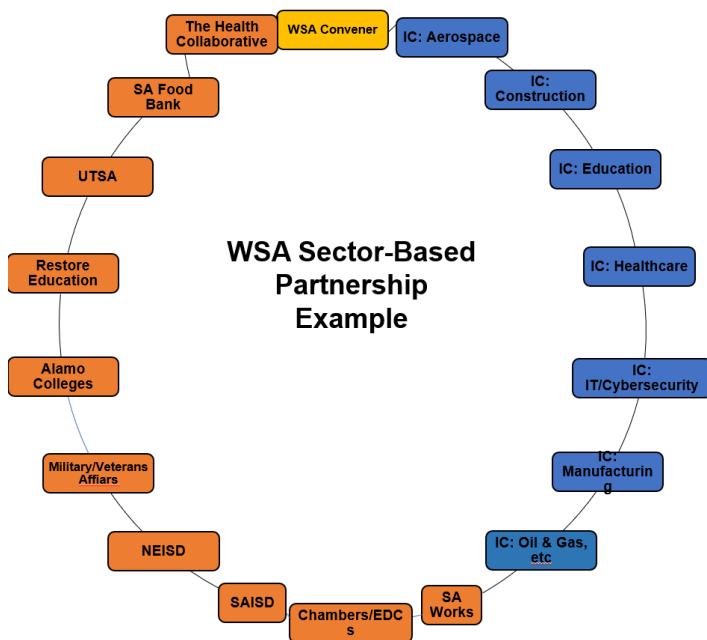
Resource Alignment

Board Response: Resource Alignment

Within the WSA operated workforce system, contract partners who 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, and shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

WSA works collaboratively across entities to execute core programs and align resources available to the local area.

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 that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or

learn English. Classes are offered both in-person and virtually at a variety of locations and times. 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. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in # of the workforce centers in the Alamo workforce area. On November 18 and December 2nd, 2016 ESC-20 hosted work sessions for approximately 230 participants from VRS, ESC-20, Workforce Center Contractors and WSA Board staff. The purpose of the work sessions was to share program information, identify gaps between the service delivery system, and implement a referral system.

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 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.

C. High-Performing Board

Boards must include a description of the actions the Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).

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 and other relevant stakeholders, develop and submit a 4-year local plan and appropriate modifications as needed or required by TWC

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 through the implementation of sector-based partnerships 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 childcare, K-12, 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-Based 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).

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).

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

(WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))

Boards must include a regional analysis of the following:

• The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations

• The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations

B. Knowledge and Skills Analysis

(WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2))

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

C. Labor Force Analysis and Trends

(WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3))

Boards must include an analysis of the regional workforce, including current labor force

WD Letter 18-20, Attachment 2 5

employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

D. Workforce Development Analysis

(WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4))

Boards must include an analysis of workforce development activities in the region, including education and training.

Board Response: Economic conditions

Existing in-demand industry sectors

The economic environment of the WSA service region strengthened significantly during the last four years, offering quality employment opportunities for varying occupations and skill levels to local job seekers. For the past four years, through February 2020, the Alamo region had a growing economy with record low unemployment. The pandemic of 2020, coronavirus disease, 2019, (COVID-19) affected the Alamo area as well as Texas and the Nation. A Bureau of Labor Statistics article examines the labor market impacts of establishment shutdowns implemented in response to coronavirus disease 2019 (COVID-19). The article identifies sectors directly exposed to the shutdowns using data from the Quarterly Census of Employment and Wages and Occupational Employment Statistics programs of the U.S. Bureau of Labor Statistics. The six of the most directly exposed sectors include: Restaurants and Bars, Travel and Transportation, Entertainment (e.g., casinos and amusement parks), Personal Services (e.g., dentists, daycare

providers, barbers), other sensitive Retail (e.g., department stores and car dealers), and sensitive Manufacturing (e.g., aircraft and car manufacturing). Furthermore, the occupations with lower wages are more common in the highly exposed sector than elsewhere in the economy (Loewenstein, April 2020).

The effects of the pandemic have now become widespread, and employment losses have not been confined to businesses in industries that were forced to shut down. As localities and states lifted stay-at-home orders and businesses in vulnerable industries have begun to reopen and the economy is rebounding, however, there are several uncertainties yet to be determined. Will the industries identified as vulnerable continue to face difficulty? Another uncertainty is how COVID will affect how industries operate and the reskilling needs of incumbent workers employed by industries. As the Alamo region embarks on the changes occurring due to the COVID-19 pandemic, the Alamo WDA also reviews the strengths of the existing and emerging economy.

As evident in **Table 1,** TWC quarterly employment and wage data (QCEW) indiates that thirteen counties have shown a steady increase in the number of establishments, average employment, for all the 13 counties. Average weekly wages show a steady increase from 2018-2020 for 12 of the of the 13 counties, with Frio County indicting a loss. For the Alamo WDA estabalishment increased between 2018 to 2019 by 1,604 establishments and between 2019-2020 grew by 1,577 establishements. The averaged weekly wage for the Alamo WDA increased by 6.22% between 2018 and 2020. Average employment for the WDA increased by 33,940 jobs.

TABLE 2. ECONOMIC INDICATORS ALAMO REGION ALL INDUSTRIES

Area	Establishments	Firms	Average Employment	Average Weekly Wage		Area	Establishments	Firms	Average Employment	Average Weekly Wage		Area	Establishments	Firms	Average Employment	Average Weekly Wage	
	2018 1st Quarter						2019 1st Quarter						2020 1st Quarter				
Atascosa	894	834	13,130	$	946	Atascosa	918	854	14,105	$	1,077	Atascosa	915	852	14,162	$	1,065
Bandera	485	454	3,292	$	664	Bandera	473	446	3,357	$	680	Bandera	477	450	3,433	$	710
Bexar	41,919	33,737	855,595	$	1,009	Bexar	43,044	34,740	868,468	$	1,030	Bexar	44,224	35,663	877,300	$	1,062
Comal	3,770	3,438	54,357	$	861	Comal	3,963	3,606	56,486	$	895	Comal	4,159	3,782	59,352	$	918
Frio	424	401	7,050	$	1,028	Frio	425	403	7,700	$	1,017	Frio	428	403	7,403	$	995
Gillespie	1,078	1,019	10,574	$	701	Gillespie	1,111	1,055	10,789	$	735	Gillespie	1,156	1,099	11,020	$	749
Guadalupe	2,201	1,982	41,067	$	849	Guadalupe	2,253	2,026	40,649	$	881	Guadalupe	2,315	2,075	41,549	$	888
Karnes	402	362	6,010	$	1,115	Karnes	406	360	6,603	$	1,275	Karnes	431	379	7,119	$	1,213
Kendall	1,504	1,434	15,760	$	935	Kendall	1,583	1,505	17,129	$	950	Kendall	1,627	1,548	17,291	$	958
Kerr	1,496	1,366	17,640	$	780	Kerr	1,553	1,420	18,416	$	794	Kerr	1,549	1,418	18,461	$	825
McMullen	79	75	515	$	1,023	McMullen	83	78	516	$	1,034	McMullen	84	78	565	$	1,117
Medina	848	760	9,730	$	710	Medina	862	767	10,004	$	716	Medina	873	778	10,183	$	753
Wilson	743	696	8,150	$	717	Wilson	773	719	8,770	$	786	Wilson	786	725	8,972	$	790
WDA	55,843	46,558	1,042,870	$	11,338	WDA	57,447	47,979	1,062,992	$	11,870	WDA	59,024	49,250	1,076,810	$	12,043
Source:TWC/LMCI/Quaterly Census of Employment and Wages (QCEW)																	

- **Table 2**, reviews Quarterly Census of Employment and Wages (QCEW) data for Quarter 1, 2020. Findings indicates that the Alamo WDA, the industry sectors with the **most establishments** are: Healthcare and Social Assistance (62) with 11,074. The industry sector with the 2nd most establishments is Professional, Scientific and Professional Services (54) with 6,576. Industry sectors ranking 3rd and 4th most establishments are the 44-45 Retail Trade sector and the 72 Accommodations and Food Service Sector with 6,445 and 5,340 respectfully.

- The industry sectors with the **highest weekly wages**, ranking 1st, 2nd and 3rd are Management of Companies and Enterprise (55) Finance and Insurance (52) and Mining Quarrying and Oil and Gas (21) sectors at $2,877.00, $2,145.00 and $2,103.00 respectively. Two IT/Cyber related sectors Professional, Scientific, and Technical Services (54) and Information (51) have the 4th and 5thth highest *Average Weekly Wage* at $ 1,524.00 and $1,334.00.

The Healthcare and Social Assistance sectors also indicate the **largest average employment** with 171,181, followed by Accommodation and Food Service with128,849, Retail Trade with 118,454 and Educational Services 104,206. Industries with large, triple digit employment the 72-Accomadation and Food Service and the 44-45 Retail Trade, indicated an inverse relationship with wages at $406 and $670 (*Average Weekly Wage*) respectively. Accommodation and Food Service and Retail Trade, two sectors with triple digit employment, also indicate the 1st and 3rd lowest wages of all the Industry sectors.

- **Healthcare industry, a component of the Healthcare and Social Assistance (62) sector,** in the Alamo Region, is spearheaded by the South Texas Medical Center, the University of Texas Health Science Center, and the surrounding major cluster of healthcare facilities. **Information Technology and Cybersecurity** lead by JBSA Airforce Cyber, UTSA Cyber Security and Southwest Regional Institute (SwRI) create a nucleus of cyber and defense technology. Professional, Scientific, and Technical Services (54) sector, industries 5416, 5417 and 5415, are Cybersecurity related NAICS. The NAICS 5182 Data Processing and Related Services is an IT related industry component of the 51-industry sector. In the Alamo region NAICS 5182, the cloud computing industry, is led by the company, Rackspace.

Table 2-Economic Indicators Alamo Region 2020 Quarter 1

Industry Code	Industry	Establishments	Firms	Average Employment	Average Weekly Wage
11	Agriculture, Forestry, Fishing and Hunting	607	603	2,699	$ 700.00
21	Mining, Quarrying, and Oil and Gas Extraction	525	460	12,755	$ 2,013.00
23	Construction	4,766	4,502	60,481	$ 1,111.00
31-33	Manufacturing	1,648	1,509	52,997	$ 1,187.00
22	Utilities	114	85	7,224	$ 1,507.00
42	Wholesale Trade	2,646	2,342	36,443	$ 1,401.00
44-45	Retail Trade	6,445	3,846	118,454	$ 670.00
48-49	Transportation and Warehousing	1,511	1,274	37,632	$ 1,037.00
51	Information	639	475	19,244	$ 1,524.00
52	Finance and Insurance	3,174	1,854	67,726	$ 2,145.00
53	Real Estate and Rental and Leasing	2,830	2,121	18,404	$ 1,308.00
54	Professional, Scientific, and Technical Services	6,576	5,930	56,025	$ 1,334.00
55	Management of Companies and Enterprises	263	246	13,643	$ 2,877.00
56	Administrative and Support and Waste Management and Remediation	3,078	2,729	71,077	$ 805.00
61	Educational Services	737	675	104,206	$ 902.00
62	Health Care and Social Assistance	11,074	9,886	177,181	$ 940.00
71	Arts, Entertainment, and Recreation	757	670	17,452	$ 639.00
72	Accommodation and Food Services	5,340	3,897	123,849	$ 406.00
81	Other Services (except Public Administration)	4,753	4,245	30,422	$ 684.00
92	Public Administration	520	173	47,356	$ 1,292.00
99	Unclassified	574	573	851	$ 595.00

SOURCE: TWC/LMCI/QCEW/Q1 2020

According to TWC **projection data** shown in **Table 3** the WSA region had 1,158,263 jobs in 2018 and annual average employment is projected to grow by 1,340,601 or approximately 15.7% by the year 2028.

Table 3: Economic Indicator Alamo Region All Industries

Industry Title	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018-2028	Percent Change 2018-2028
Total, All Industries	1,158,263	1,340,601	182,338	15.7

As indicated in **Table 4**, the healthcare and social assistance sector continues to enhance its position as a primary driver of the local economy. According to TWC projections, the healthcare and social assistance sector in 2018 had 158, 096 jobs and is projected to be the largest industry employer with 197,181 jobs in 2028, 39,085 new jobs are added by 2028. Mining, Quarrying, and Oil and Gas Extraction, an industry with downturns after the great recession is project to gain 5,212 jobs by 2028, with a 41.2% employment increase. At the low end of the spectrum, Agriculture, Forestry, Fishing and Hunting is projected to lose -312 jobs by 2028.

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 2028. Workforce Solutions Alamo (WSA) target sectors for 2019 included: 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. The sectors are reviewed on Table 4. with 2018-2028 projection data. All the 2019 sectors indicate continued growth.

TABLE 4. INDUSTRY SECTOR PROJECTIONS WITH 2019 SECTORS HIGHLIGHTED

Industry Code	Industry Title	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018-2028	Percent Change 2018-2028
62	Health Care and Social Assistance	158,096	197,181	39,085	24.7
72	Accommodation and Food Services	124,011	145,199	21,188	17.1
44-45	Retail Trade	118,416	136,056	17,640	14.9
61	Educational Services	99,246	111,105	11,859	11.9
999000	Government, Except Postal Services, State and Local Education & Hospitals	78,597	85,797	7,200	9.2
56	Administrative and Support and Waste Management and Remediation Services	72,120	84,170	12,050	16.7
52	Finance and Insurance	66,342	79,485	13,143	19.8
31-33	Manufacturing	52,211	62,442	10,231	19.6
54	Professional, Scientific, and Technical Services	51,265	59,675	8,410	16.4
23	Construction	54,872	57,487	2,615	4.8
81	Other Services (except Public Administration)	40,994	43,920	2,926	7.1
48-49	Transportation and Warehousing	34,783	39,472	4,689	13.5
42	Wholesale Trade	34,521	38,254	3,733	10.8
51	Information	20,449	24,438	3,989	19.5
53	Real Estate and Rental and Leasing	18,165	20,689	2,524	13.9
71	Arts, Entertainment, and Recreation	16,822	20,321	3,499	20.8
21	Mining, Quarrying, and Oil and Gas Extraction	12,647	17,859	5,212	41.2
55	Management of Companies and Enterprises	13,612	15,608	1,996	14.7
11	Agriculture, Forestry, Fishing and Hunting	2,515	2,203	-312	-12.4
22	Utilities	1,335	1,502	167	12.5

Source: TWC/LMCI/Industry Projections 2018-2028

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 1. 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.

Emerging in-demand industry sectors

Emerging-Industry Sectors and Growth Areas:

Historically, through decades, the Alamo area, had traditional economic influencers that were drivers of the economy. The traditional economic assets for the San Antonio and surrounding area are: Tourism (Accommodation, Food Service, Retail), Healthcare, Education, and the Military. Among the original big three, tourism, healthcare and the military, the military influence remains the strongest. Manufacturing, aviation, finance, technology, healthcare, bioscience, and education, all are tied to the military. Following the federal base realignment and Closure in 2005, many of the Pentagon's medical functions were transferred to San Antonio. This is highlighted by the Medical Education and Training Campus built at Fort Sam Houston, the world's largest facility for military medical education, research, and training. Brooke Army Medical Center, an inpatient hospital that is the military's largest health care organization is also housed at Ft. Sam Houston.

The aviation industry, also a product of both the military and aerospace manufacturing, has remained important for San Antonio since the closer of Kelly Air Force Base. Key to the aerospace

manufacturing industry has been Port San Antonio. In 1995, following the Cold War's end, Kelly Air Force Base was closed. A government entity was created to repair and lease out the vast space to private companies, since then, the port has become an important facility and economic driver in San Antonio. **Port San Antonio** is located at the former Kelly AFB, with access to an airport and adjacent to Lackland AFB. The port houses heavy industrial and aerospace companies and includes tenants like Boeing, GDC Techniques and StandardAero. Port San Antonio has more recently evolved into a cybersecurity and IT center. The military has driven tech growth, as well. Some of this billion-dollar impact is generated by federal agencies that contract with local IT and cybersecurity firms, making San Antonio a lead in the country in concentration of data centers. Ventures such as Rackspace, Geekdom, have strengthened the IT economy for the region (Beyer, 2016).

The backbone of a growth economy is one that has strengthened and diversified. Today San Antonio has evolved beyond its "traditional three" economic influencers — tourism, military, and health care. Although these industries remain important economic assets, the target growth areas for economic partners include industries with the "new mid-skill, mid-wage" jobs. Newer mid-skill/mid-wage jobs require technical certifications and Associates degrees and work experience. These jobs are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. The target job growth areas where the "new" analytical, high tech jobs are found in the industries and clusters identified by Workforce Solutions Alamo partners including SAEDF, San Antonio Tomorrow, San Antonio 2020, AACOG and other economic agencies. Target growth Industries include: 1) Healthcare, Bio-Science, Life Sciences, Bio-Scientific-Research and Development, 2) Information Technology and Cybersecurity, 3) Advanced Manufacturing (Aero, Auto and Heavy Equipment) 4) New Energy (Solar, Battery, Natural Gas) (Report).

Economic growth in the traditionally "rural "counties surrounding San Antonio also provide many economic assets for the WDA. A new economic corridor is emerging in the center of Texas. Hays and Comal Counties are part of the Austin and San Antonio metropolitan areas respectively. But they are not merely suburbs capturing overflow from larger cities. They are becoming part and parcel of an emerging 80-mile-long economic corridor between San Antonio and Austin, along the I-35. Texas State Demographer Lloyd Potter foresees an additional 1.5 million people in the corridor by 2030, a nearly 34 percent jump. In Hays and Comal counties, the state projects between 69 and 44 percent in population growth during that period. "Over the next 50 years, Austin and San Antonio will become a single mega-metro area" says Potter. Companies such as the Sysco distribution facility in New Braunfels, and other distribution facilities such as Amazon are a driving forces in this growth. The entire I-35 corridor is among the national leaders in job creation. The Alamo Counties affected by this growth are Bexar, Comal, Guadalupe, and Kendall. The corridor may also be a catalyst for an emerging high-tech corridor between Austin and San Antonio (Beyer, 2016).

Sharing the longest border with Mexico of any U.S. state, Texas has become an important part of the realigned North American "auto alley," now running north from Mexico through several southern U.S. states. The Alamo Manufacturing Partnership is a Department of Commerce special designation targeting the Transportation Equipment Manufacturing subsector, NACIS 336. This designation has placed the Alamo Region in the top third of the country for employment in this manufacturing category. A catalyst to this subsector is the Toyota motor manufacturing plant and suppliers on the Southside of San Antonio. Other transportation manufacturing companies located in the Alamo WDA are Caterpillar, Boeing, Kalmar RT.

Education has traditionally been a part of a high-tech corridor's success. Education levels in many of the counties in the WDA have remained below the national standards. Efforts to educate and upskill the workforce are critical to advancing in the target growth industries. Big changes are happening in the once rural areas of the Alamo WDA. WSA's target industries are inclusive industries strengths throughout the Alamo Region and most of the WSA target occupations fall withing the "new mid-skill, mid-wage" jobs. A recent partnership with the City of San Antonio and Bexar County has provided opportunity to offer reskilling opportunities to many Bexar County and COSA residents affected by COVID-19. The Bexar Strong and the COSA Job Ready initiative have strong community support, having recent approval through a City-Wide election. Census data indicates continued population growth in the Alamo WDA 13 Counties. This continued population growth is an asset to the local economy.

COVID Essential Sectors:

As the nation comes together to respond to COVID-19, the Cybersecurity, and Infrastructure Security agency (CISA) identified the essential sectors and the critical workers employed in these sectors that will assist to address the "new" requirements. Over 104 million U.S. workers, or 71 percent of the total U.S. workforce, are employed in the "Essential Critical Infrastructure Workforce" battling COVID-19. Critical worker occupations and numbers vary by state. The following sectors were identified as essential:

HEALTHCARE / PUBLIC HEALTH
Workers, including laboratory personnel, that perform critical clinical, biomedical, and research, development, and testing needed for COVID-19 or other diseases. Healthcare providers including, but not limited to, physicians, dentists; psychologists; mid- level practitioners; nurses; emergency medical services; infection control and quality assurance personnel; phlebotomists; pharmacists; physical, respiratory, speech and occupational therapists and assistants; social workers; optometrists; speech pathologists; chiropractors; diagnostic and therapeutic technicians; and radiology technologists. The healthcare industry also requires many support occupations.

LAW ENFORCEMENT, PUBLIC SAFETY, AND OTHER FIRST RESPONDERS
Public, private, and voluntary personnel in emergency management, law enforcement, fire and rescue services, emergency medical services (EMS), and security, public and private hazardous material responders, air medical service providers (pilots and supporting technicians), corrections, and search and rescue personnel. Personnel involved in provisioning of access to emergency services. Personnel that are involved in the emergency alert system (EAS) (broadcasters, satellite radio and television, cable, and wireline video) and wireless emergency alerts (WEA).

EDUCATION
Workers who support the education of pre-school, K-12, college, university, career and technical education, and adult education students, including professors, teachers, teacher aides, special education and special needs teachers, ESOL teachers, para-educators, apprenticeship supervisors, and specialists. Workers who provide services necessary to support educators and students.

FOOD AND AGRICULTURE
Workers enabling the production, sale, distribution of human food, animal food. This includes many support service and supplier workers producing food supplies and other agricultural inputs for domestic consumption and export. Also includes manufacturing, packaging, and distribution of veterinary drugs and biologics (e.g., vaccines).

ENERGY
Workers supporting the energy sector, regardless of the energy source (including, but not limited to, nuclear, fossil, hydroelectric, or renewable), segment of the system, or infrastructure the worker is involved in, who are needed to construct, manufacture, repair, transport, permit, monitor, operate engineer, and maintain the reliability, safety, security, environmental health, and physical and cybersecurity of the energy system, including those who support construction, manufacturing, transportation, permitting, and logistics.

WATER AND WASTEWATER
Workers needed to operate and maintain drinking water and wastewater and drainage infrastructure.

COMMUNICATIONS AND INFORMATION TECHNOLOGY
Communications: Maintenance of communications infrastructure, -- including privately owned and maintained communication systems, -- supported by technicians, operators, call centers, wireline and wireless providers, cable service providers, satellite operations, Internet Exchange Points, Points of Presence, Network Access Pointsand manufacturers and distributors of communications equipment. *Information Technology*: Workers who support command centers, including, but not limited to, Network Operations Command Centers, Broadcast Operations Control Centers, and Security Operations Command Centers. Data center operators, including system administrators, IT managers and purchasers, data transfer solutions engineers, software and hardware engineers, and database administrators for all industries. Workers who support client service centers, as well as manufacturers and supply chain vendors that provide hardware and software, support services, research and development, information technology equipment. Workers supporting communications systems, information technology, and work from home solutions and remote education. Workers required in person to support Software as a Service businesses that enable remote working, and education performance of business operations, distance learning, media services, and digital health offerings, or required for technical support crucial for business continuity and connectivity.

OTHER COMMUNITY- OR GOVERNMENT-BASED OPERATIONS AND ESSENTIAL FUNCTIONS
Workers to ensure continuity of building functions, including but not limited to security and environmental controls (e.g., HVAC), building transportation equipment, the manufacturing and distribution of the products required for these functions, and the permits and inspections for construction supporting essential infrastructure. Elections personnel. Workers supporting the operations of the judicial system. Workers who support administration and delivery of unemployment insurance programs, income maintenance, employment services, vocational rehabilitation programs and services, disaster assistance, workers' compensation insurance and benefits programs, and pandemic assistance. Workers providing dependent care services, including childcare, eldercare, and other service providers necessary to maintain a comprehensive, supportive environment for individuals and caregivers needing these services.

CRITICAL MANUFACTURING
Workers necessary for the manufacturing of: metals (including steel and aluminum), industrial minerals, semiconductors, materials and products needed for medical supply chains, including PPE, medical equipment, products to support essential services, remote workforce including computing, communications devices, security tools to support communications, information technology and for supply chains associated with transportation, building transportation

equipment, aerospace, energy, food and agriculture, chemical manufacturing, nuclear facilities, wood products, commodities used as fuel for power generation facilities, the operation of dams, water and wastewater treatment, processing and reprocessing of solid waste, emergency services, and the defense industrial base. Additionally, workers needed to maintain the continuity of these manufacturing functions and associated supply chains, and workers necessary to maintain a manufacturing operation.

DEFENSE INDUSTRIAL BASE
Workers who support the essential services required to meet national security commitments to the federal government and U.S. Military, including, but are not limited to, space and aerospace workers, nuclear matters workers, mechanical and software engineers (various disciplines), manufacturing and production workers, transportation logistics and cargo handling workers, IT support, security staff, security personnel, intelligence support, aircraft and weapon system mechanics and maintainers, and sanitary workers.

RESIDENTIAL/SHELTER FACILITIES, HOUSING
Workers who support food, shelter, and social services, and other necessities of life for needy groups and individuals, including in-need populations and COVID-19 responders, including traveling medical staff.

HYGIENE PRODUCTS AND SERVICES
Workers to support production of hygiene products, home cleaning, disinfection services, sanitation of food manufacturing, pest control, home cleaning and pest control products.

CHEMICAL
Workers supporting the chemical and industrial gas production and supply chains.

COMMERCIAL FACILITIES
Workers who support the supply chain of building materials from production through application and installation, including plumbing (including parts and services), electrical, heating and cooling, refrigeration, appliances, paint and coatings, and repair materials and equipment for essential functions. Workers supporting ecommerce of essential goods through distribution, warehouse, call center facilities, and other essential operational support functions, that accept, store, and process goods, and that facilitate their transportation and delivery.

FINANCIAL SERVICES
Workers who are needed to provide, process, and maintain systems for processing, verification, and recording of financial transactions and services, including payment, clearing, and settlement; wholesale funding; insurance services; consumer and commercial lending; public accounting; and capital markets activities.

TRANSPORTATION AND LOGISTICS
Workers supporting or enabling transportation and logistics functions, including truck drivers, bus drivers, dispatchers, maintenance and repair technicians, warehouse workers, third party logisticians, driver training and education centers, DMV workers, enrollment agents for federal transportation worker, towing and recovery services, roadside assistance workers, intermodal transportation personnel, and workers that construct, maintain, rehabilitate, and inspect infrastructure. Workers who are critical to the manufacturing, distribution, sales, rental, leasing, repair, and maintenance of vehicles and other equipment. Warehouse operators, including vendors

and support personnel critical for business continuity. (Guidance on the Essential Critical Infrastructure Workforce: Ensuring Community and National Resillence In COVID-19 Response, V. 4.0, 2020. August 18).

Governor's Industry Clusters: The Governor's Industry Clusters are: 1) Aerospace and Defense Cluster, 2) Advanced Technologies and Manufacturing Cluster, 3) Biotechnology and Life Science Cluster, 4) Energy cluster, 5) Petroleum Refining and Chemical Products Cluster, 6) Information and Computer Technology Cluster.

San Antonio, sometimes referred to as "Military City, USA" is home to tens of thousands of U.S. Air Force personnel and is a major national hub for aircraft maintenance, repair and overhaul (MRO).

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**. For industries in the WSA regional area:

- o There are three industries with a **high concentration** in the WSA region: Data Management, Hosting and Related Services -Funds, Trusts & other Financial Vehicles (Mutual) - Insurance Carriers.
- o The maps also indicate an **above average** concentration in the WSA region for: Aerospace Products & Parts Manufacturing - Support Activities for Air Transportation - Medical & Diagnostic Laboratories - Motor Vehicle Parts Manufacturing - Motor Vehicle Manufacturing - Scientific Research & Development Services - Specialized Hospitals - Oil & Gas, Financial Services - Other Financial Investments - HVAC and Refrigeration Equipment Manufacturing - Food Manufacturing – Beverage Manufacturing - Support Activities for Air Transportation.
- o There was a **moderate concentration** of the Consumable Pharmaceutical & Medicine Manufacturing - Architectural and Engineering Services, Legal Services - Medical Equipment Supply Manufacturing - Credit and Consumer Lending Services – Architectural and Structural Metals Manufacturing.

TABLE 2. TARGET CLUSTERS & INDUSTRIES

The table shows our target clusters and their related target industries in the Alamo Region for 2021 to 2024. In-demand industry sectors and occupations

TARGETS	
Clusters	**Industries**
Aerospace/Manufacturing	3361 Motor Vehicle Manufacturing 3363 Motor Vehicle Parts Manufacturing 3364 Aerospace Products and Parts Manufacturing
Health	6211 Offices of Physician 6221 General Medical and Surgical Hospitals 6223 Specialty (except Psychiatric and Substance Abuse) 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 4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers
Construction/Architecture/Utilities	2373 Highway, Street, and Bridge Construction 2371 Utility System Construction 5413 Architectural, Engineering, and Related Services 4441 Building Material and Supplies Dealers
Oil & Gas/ Warehousing & Transportation/Finance/Others	5221 Depository Credit Intermediation 5242 Agencies, Brokerages, and Other Insurance Related Activities 2111 Oil & Gas Extraction 4931 Warehousing and Storage 2131 Support Activities for Mining
Education	6111-Elementary and Secondary Schools

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 2021-2024, 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 2020-2024.

TABLE 3. TARGET INDUSTRY SECTORS

Industry Level	Industry Code	Industry Title	Annual Average Employment	Annual Average Employment	Number Change 2018-2028	Percent Change 2018-2028
Sector (2 digit)	62	Health Care and Social Assistance	158,096	197,181	39,085	24.7
Sector (2 digit)	44-45	Retail Trade	118,416	136,056	17,640	14.9
Sector (2 digit)	61	Educational Services	99,246	111,105	11,859	11.9
Sector (2 digit)	52	Finance and Insurance	66,342	79,485	13,143	19.8
Sector (2 digit)	31-33	Manufacturing	52,211	62,442	10,231	19.6
Sector (2 digit)	54	Professional, Scientific, and Technical Services	51,265	59,675	8,410	16.4
Sector (2 digit)	23	Construction	54,872	57,487	2,615	4.8
Sector (2 digit)	48-49	Transportation and Warehousing	34,783	39,472	4,689	13.5
Sector (2 digit)	42	Wholesale Trade	34,521	38,254	3,733	10.8
Sector (2 digit)	51	Information	20,449	24,438	3,989	19.5
Sector (2 digit)	21	Mining, Quarrying, and Oil and Gas Extraction	12,647	17,859	5,212	41.2
Source: TWC/LMCI/Projections-Totals will not add due to rounding and suppression for confidentiality						

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 2018-2028. 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, competitive effect, Location Quotient, Regional % of Industry, percent female employment 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.

A recent employer survey conducted in collaboration with the UTSA Policy Institute utilized Qualtrics an online survey tool, to analyze survey responses. The questions measured the employer's knowledge of occupations with labor shortages. The target population were employers withing the 13 county WSA regions. A qualifying question assure the response was from the target population. Utilizing a sample of convenience, the survey indicated the response to the following:

Q1.5 - Please list and describe the top occupation where your organization has a critical labor shortage. (e.g. Welder, fill holes, indentions, or seams of metal products)

The results of the survey indicated labor shortages in the following top fifteen occupations: Sales, Data Analyst, Childcare Providers, Electricians, Electrician Apprentice, Electrician Helper, Sheet Metal Technicians, Electrical Engineers, Contracting Specialist, Qualified Office Staff, Qualified Sales Staff, Registered Nurses, Carpenters, Property, Casualty Insurance, Security Officer. The survey responses were considered during the target occupation analysis.

TABLE 4. HIGH DEMAND OCCUPATIONS

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 occupations that are in high demand. These Occupations fall withing the staffing pattern of the target industries and Selection Criteria includes Percent change >= 15.7% and/or Number change (absolute) >= 500 Mean Wage >= $15.00 hourly ($31,200 annual). Occupations may fall withing the career pathway of the Target Occupations either at a more advanced or entry education level.

SOC Code	Occupational Title	Education	Entry Level Wage (as of 2019)	Experienced Level Wage (as of 2019)	Change in employment 2028 - 2018	Percentage Change	Change in Emp by Growth	Help Wanted Ads - 3rd Qtr 2020	Career Cluster	STEM	2019 Mean Hourly Wage	Target Industry Title- Staffing Pattern
Manufacturing/Construction/Architecture/Oil and Gas Extraction & Energy												
11-9041	Architectural and Engineering Managers	Bachelor's Degree	$91,001	$172,289	116	23.15	12	100	Science, Technology, Engineeri	Yes	$69.80	Transportation Equipment Manufacturing
17-2141	Mechanical Engineers	Bachelor's Degree	$67,067	$114,798	286	27.9	29	219	Science, Technology, Engineeri	Yes	$47.54	Transportation Equipment Manufacturing
17-2171	Petroleum Engineers	Bachelor's Degree	$98,320	$239,949	347	45.84	35	0	Science, Technology, Engineeri	Yes	$92.66	Mining, Quarrying, and Oil and Gas Extraction
17-2199	Engineers, All Other	Bachelor's Degree	$70,674	$129,697	202	24.08	20	215	Science, Technology, Engineeri	Yes	$52.90	Architectural, Engineering, and Related Services
17-3025	Environmental Engineering Technologists and Technicians	Associate's Degree	$29,780	$56,618	49	21.4	5	0	Agriculture, Food and Natural	Yes	$22.92	Transportation Equipment Manufacturing
19-2042	Geoscientists, Except Hydrologists and Geographers	Bachelor's Degree	$57,567	$107,082	253	55.97	25	3	Science, Technology, Engineeri	Yes	$43.55	Architectural, Engineering, and Related Services
Education and Education Support/ Health Care												
27-2022	Coaches and Scouts	Bachelor's Degree	$26,649	$61,164	260	23.66	26	313	Education and Training	No	$23.87	Elementary and Secondary Schools
11-9111	Medical and Health Services Managers	Bachelor's Degree	$65,282	$138,707	837	24.24	84	1,630	Business, Management and Ad	Yes	$28.14	Hospitals
29-9091	Athletic Trainers	Bachelor's Degree	$36,708	$64,049	48	29.81	5	37	Health Science	Yes	$26.41	Elementary and Secondary Schools
Transportation and Warehousing/Related -Wholesale-Retail Trade												
11-3071	Transportation, Storage, and Distribution Managers	High-School Diploma or Equivalent	$60,589	$114,551	137	19.13	14	259	Transportation, Distribution a	No	$46.42	Merchant Wholesalers, Durable Goods
13-1121	Meeting, Convention, and Event Planners	Bachelor's Degree	$34,611	$69,766	132	19.05	13	63	Hospitality and Tourism	No	$27.91	Hospitals
41-4012	Sales Rep., Wholesale & Manufacturing, Except Tech. & Scientific Proc	High-School Diploma or Equivalent	$32,431	$86,856	1,178	14.45	118	4,027	Marketing, Sales and Service	No	$33.04	Building Material and Garden Equipment and Supplies Dealers
43-9061	Office Clerks, General	High-School Diploma or Equivalent	$22,648	$40,777	1,779	6.14	178	567	Marketing, Sales and Service	No	$16.70	Mining, Quarrying, and Oil and Gas Extraction
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	High-School Diploma or Equivalent	$46,674	$71,774	640	10.96	64	214	Architecture and Construction	No	$30.48	Mining, Quarrying, and Oil and Gas Extraction
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	High-School Diploma or Equivalent	$44,820	$75,237	498	16.03	50	630	Manufacturing	No	$31.30	Mining, Quarrying, and Oil and Gas Extraction
51-7011	Cabinetmakers and Bench Carpenters	High-School Diploma or Equivalent	$23,528	$38,415	238	28.88	24	21	Manufacturing	No	$16.08	Transportation Equipment Manufacturing
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	High-School Diploma or Equivalent	$24,018	$41,120	125	17.48	12	15	Manufacturing	No	$17.03	Mining, Quarrying, and Oil and Gas Extraction
27-3031	Public Relations Specialists	Bachelor's Degree	$35,211	$70,202	454	17.04	45	255	Marketing, Sales and Service	No	$28.14	Hospitals
Source: TWC/LMCI/Projections/LMI Tools												

Target industry sectors and occupations

A list of the target industry sectors and occupations are found below:

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. 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 includes 59 occupations. Based on local wisdom and comments received through the public comment period held January 8, 2021 – January 22, 2021 as well as WSA Board, local public official, and key stakeholder feedback.

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) Crosswalks. 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 crosswalk 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 5. Target Occupation List (2021)-Selection Criteria Percent change >= 15.7% and/or Number change (absolute) >= 500 Mean Wage >= $15.00 hourly ($31,200 annual) Secondary Data Targets: Employment change due to growth (not exits) >= 50, Entry Wage >= $15.00 hourly, Help Wanted Online (HWOL) postings >= 300, STEM related, Staffing Pattern Target Industry, Occupations identified by TWC as adding the most jobs or fastest growing, Local Targets for Investment, Local Wisdom

No.	SOC Code	Occupational Title	Education	Entry Level Wage (as of 2019)	Experienced Level Wage (as of 2019)	Change in employment 2028 - 2018	Percentage Change	Change in Emp by Growth	Help Wanted Ads - 3rd Qtr 2020	Career Cluster	STEM	2019 Mean Hourly Wage	2019 Mean Annual Wage	Target Industry Title- Staffing Pattern
										Cyber Security/information Technology				
1	11-3021	Computer and Information Systems Managers	Bachelor's Degree	$96,234	$166,005	316	23.71	32	61	Information Technology	Yes	$68.63	$142,748	Computer Systems Design and Related Services
2	15-1211	Computer Systems Analysts*15-1121	Bachelor's Degree	$61,692	$118,730	994	24.36	99	730	Information Technology	Yes	$47.94	$99,717	Computer Systems Design and Related Services
3	15-1212	Information Security Analysts *15-1122	Bachelor's Degree	N/A	N/A	N/A	N/A	N/A	N/A	Information Technology	Yes	$43.79	$91,075	Computer Systems Design and Related Services
4	15-1231	Computer Network Support Specialists *15-1152	Associate's Degree	$42,999	$72,399	248	19.98	25	117	Information Technology	Yes	$30.10	$62,599	Computer Systems Design and Related Services
5	15-1232	Computer User Support Specialists *15-1151	Some College, No Degree	$33,317	$56,806	1,098	24.82	110	1,135	Information Technology	No	$23.55	$48,976	Computer Systems Design and Related Services
6	15-1241	Computer Network Architects *15-1143	Bachelor's Degree	$80,049	$130,160	207	20.25	21	293	Information Technology	Yes	$54.55	$113,456	Computer Systems Design and Related Services
7	15-1244	Network and Computer Systems Administrators	Bachelor's Degree	$58,999	$92,573	820	24.8	82	673	Information Technology	Yes	$39.13	$81,382	Management, Scientific, and Technical Consulting Services
8	15-1256	Software Developers and Software Quality Assur	Bachelor's Degree	$74,285	$126,111	1,513	39.47	151	3,070	Information Technology	Yes	$52.32	$108,836	Computer Systems Design and Related Services
9	15-1257	Web Developers and Digital Interface Designers *	Associate's Degree	$44,961	$87,605	181	21.78	18	239	Information Technology	Yes	$35.28	$73,391	Computer Systems Design and Related Services
10	15-2031	Operations Research AnalystsL	Bachelor's Degree	$54,381	$95,984	440	38.97	44	459	Business, Management and Adr	Yes	$39.48	$82,116	Computer Systems Design and Related Services
11	17-2061	Computer Hardware Engineers	Bachelor's Degree	$72,200	$117,480	26	23.64	3	51	Science, Technology, Engineerin	Yes	$49.22	$102,386	Computer Systems Design and Related Services
12	41-4011	Sales Rep., Wholesale & Manufacturing, Technical	Bachelor's Degree	$48,293	$109,345	207	24.79	21	327	Marketing, Sales and Service	No	$42.79	$88,994	Merchant Wholesalers, Durable Goods
										Transportation and Warehousing/Related -Wholesale-Retail Trade				
13	11-1021	General and Operations Managers	Bachelor's Degree	$53,590	$149,577	2,766	18.23	277	999	Business, Management and Adr	No	$56.53	$117,582	Building Material and Garden Equipment and Supplies Deale
14	13-1041	Compliance Officers	Bachelor's Degree	$43,857	$85,228	420	17.83	42	149	Government and Public Admini	No	$34.35	$71,438	Management, Scientific, and Technical Consulting Services
15	13-1071	Human Resources Specialists	Bachelor's Degree	$45,269	$80,511	826	15.09	83	789	Business, Management and Adr	No	$33.06	$68,764	Mining, Quarrying, and Oil and Gas Extraction
16	13-1081	Logisticians	Bachelor's Degree	$58,134	$95,634	239	18.67	24	128	Transportation, Distribution an	No	$39.97	$83,134	Transportation Equipment Manufacturing
17	13-1111	Management Analysts	Bachelor's Degree	$57,131	$94,485	1,098	24.96	110	790	Business, Management and Adr	No	$39.44	$82,034	Hospitals
18	13-1151	Training and Development Specialists	Bachelor's Degree	$39,002	$70,124	533	22.46	53	309	Education and Training	No	$28.73	$59,750	Hospitals
19	13-1161	Market Research Analysts and Marketing Specialis	Bachelor's Degree	$37,130	$82,264	726	31.55	73	423	Marketing, Sales and Service	Yes	$32.32	$67,220	Management, Scientific, and Technical Consulting Services
										Manufacturing/Construction/Architecture/Oil and Gas Extraction & Energy				
20	17-2112	Industrial Engineers	Bachelor's Degree	$64,520	$118,533	516	38.36	52	39	Science, Technology, Engineerin	Yes	$48.33	$100,529	Transportation Equipment Manufacturing
21	17-3026	Industrial Engineering Technologists and Technicia	Associate's Degree	$41,068	$71,584	70	20.11	7	328	Manufacturing	Yes	$29.53	$61,412	Transportation Equipment Manufacturing
22	49-3011	Aircraft Mechanics and Service Technicians	Postsecondary Non-Degree Award	$39,292	$62,987	256	15.19	26	129	Transportation, Distribution an	No	$26.49	$55,089	Transportation Equipment Manufacturing
23	43-5061	Production, Planning, and Expediting Clerks	High-School Diploma or Equivalent	$33,950	$55,689	439	19.05	44	301	Manufacturing	No	$23.29	$48,443	Transportation Equipment Manufacturing
24	47-2073	Operating Engineers and Other Construction Equi	High-School Diploma or Equivalent	$31,993	$44,430	557	15.73	56	84	Architecture and Construction	No	$19.37	$40,284	Mining, Quarrying, and Oil and Gas Extraction
25	47-2111	Electricians	High-School /Equivalent/Apprenticeship	$34,071	$56,648	670	13.91	67	324	Architecture and Construction	No	$23.62	$49,122	Construction
26	47-2152	Plumbers, Pipefitters, and Steamfitters	High-School /Equivalent/Apprenticeship	$29,600	$53,382	546	17.52	55	299	Architecture and Construction	No	$21.85	$45,455	Construction
27	47-2211	Sheet Metal Workers	High-School /Equivalent/Apprenticeship	$30,559	$46,292	28	2.21	3	66	Architecture and Construction	No	$19.73	$41,048	Construction/Transportation Equipment Manufacturing
28	49-3031	Bus and Truck Mechanics and Diesel Engine Specia	High-School Diploma or Equivalent	$37,846	$56,511	320	18.78	32	166	Transportation, Distribution an	No	$26.49	$55,089	Transportation Equipment Manufacturing
29	49-9041	Industrial Machinery Mechanics	High-School Diploma or Equivalent	$32,698	$58,712	482	22.64	48	167	Manufacturing	No	$24.06	$50,041	Mining, Quarrying, and Oil and Gas Extraction
30	51-1011	First-Line Supervisors of Production and Operatin	High-School Diploma or Equivalent	$39,144	$74,766	741	21.87	74	249	Manufacturing	No	$30.24	$62,892	Mining, Quarrying, and Oil and Gas Extraction
31	51-4041	Machinists	High-School Diploma or Equivalent	$29,114	$55,569	360	31.28	36	34	Manufacturing	No	$22.48	$46,750	Transportation Equipment Manufacturing
32	51-4121	Welders, Cutters, Solderers, and Brazers	High-School Diploma or Equivalent	$30,563	$51,619	299	10.77	30	88	Manufacturing	No	$21.41	$44,534	Transportation Equipment Manufacturing
33	53-3032	Heavy and Tractor-Trailer Truck Drivers	Postsecondary Non-Degree Award	$30,041	$48,880	2,341	14.8	234	2,296	Transportation, Distribution an	No	$20.48	$42,600	Warehousing
										Finance/Insurance/Other				
34	11-3031	Financial Managers	Bachelor's Degree	$71,645	$175,285	930	31.32	93	630	Business, Management and Adr	Yes	$67.66	$140,738	Hospitals
35	13-2052	Personal Financial Advisors *13-2051	Bachelor's Degree	$49,883	$113,155	237	24.97	24	197	Finance	No	$36.24	$75,372	Management, Scientific, and Technical Consulting Services
36	43-4051	Customer Service Representatives	High-School Diploma or Equivalent	$23,676	$37,830	3,720	11.88	372	3,798	Marketing, Sales and Service	No	$15.92	$33,112	Transportation Equipment Manufacturing
37	13-2011	Accountants and Auditors	Bachelor's Degree	$48,911	$87,747	1,984	21.02	198	761	Business, Management and Adr	Yes	$35.96	$74,802	Hospitals
38	41-3031	Securities, Commodities, and Financial Services Sa	Bachelor's Degree	$33,955	$93,514	985	22.23	98	300	Finance	No	$35.41	$73,661	Finance
39	43-3031	Bookkeeping, Accounting, and Auditing Clerks	Some College, No Degree	$29,549	$46,957	890	7.55	89	664	Business, Management and Adr	Yes	$19.79	$41,155	Mining, Quarrying, and Oil and Gas Extraction
40	13-1031	Claims Adjusters, Examiners, and Investigators	High-School Diploma or Equivalent	$47,944	$74,698	559	14.74	56	186	Finance	No	$31.62	$65,780	Agencies, Brokerages, and Other Insurance Related Activities
										Healthcare				
41	29-1031	Dietitians and Nutritionists	Bachelor's Degree	$42,396	$69,369	134	23.02	13	319	Health Science	Yes	$29.03	$60,378	Denist
42	29-1126	Respiratory Therapists	Associate's Degree	$48,755	$65,391	332	22.51	33	238	Health Science	Yes	$28.77	$59,845	Hospitals
43	29-1141	Registered Nurses	Bachelor's Degree	$54,270	$81,386	3,795	18.01	380	6,786	Health Science	Yes	$34.78	$72,348	Hospitals
44	29-2031	Cardiovascular Technologists and Technicians	Associate's Degree	$32,893	$65,996	74	15.91	7	239	Health Science	Yes	$26.42	$54,962	Hospitals
45	29-2032	Diagnostic Medical Sonographers	Associate's Degree	$54,011	$77,023	106	29.28	11	110	Health Science	Yes	$33.34	$69,353	Hospitals
46	29-2034	Radiologic Technologists and Technicians	Associate's Degree	$44,061	$66,648	324	19.49	32	229	Health Science	Yes	$28.42	$59,119	Offices of Physicians
46	29-2035	Magnetic Resonance Imaging Technologists	Associate's Degree	$59,130	$77,683	39	23.08	4	89	Health Science	No	$34.37	$71,499	Hospitals
48	29-2052	Pharmacy Technicians	High-School Diploma or Equivalent	$30,282	$40,461	600	19.72	60	428	Health Science	Yes	$17.82	$37,068	Hospitals
49	29-2055	Surgical Technologists	Postsecondary Non-Degree Award	$33,366	$46,785	161	13.47	16	193	Health Science	Yes	$20.34	$42,312	Hospitals
50	29-2061	Licensed Practical and Licensed Vocational Nurses	Postsecondary Non-Degree Award	$36,297	$50,626	1,031	14.58	103	1,650	Health Science	Yes	$22.04	$45,850	Offices of Physicians
51	29-2098	Medical Dosimetrists, Medical Recrds Specs, & He	Postsecondary Non-Degree Award	$29,439	$51,955	421	30.27	42	599	Health Science	Yes	$21.37	$44,449	Offices of Physicians
52	31-2021	Physical Therapist Assistants	Associate's Degree	$41,960	$77,584	218	35.28	22	107	Health Science	No	$31.59	$65,709	Hospitals
53	31-9091	Dental Assistants	Postsecondary Non-Degree Award	$29,366	$41,703	1,039	30.87	104	336	Health Science	No	$18.07	$37,591	Hospitals
54	31-9092	Medical Assistants	Postsecondary Non-Degree Award	$26,261	$34,179	1,640	26.35	164	1,205	Health Science	No	$15.16	$31,539	Offices of Physicians
55	31-9097	Phlebotomists	Postsecondary Non-Degree Award	$27,040	$35,183	190	22.51	19	264	Health Science	No	$15.61	$32,468	Hospitals
56	43-6013	Medical Secretaries and Administrative Assistants	High-School Diploma or Equivalent	$26,394	$41,564	2,222	24.88	222	1,029	Business, Management and Adr	No	$17.55	$36,507	Hospitals
										Education and Education Support				
57	25-2021	Elementary School Teachers, Except Special Educa	Bachelor's Degree	$47,526	$60,202	1,599	13.52	160	274	Education and Training	No	$26.91	$55,977	Elementary and Secondary Schools
58	25-2022	Middle School Teachers, Except Special and Caree	Bachelor's Degree	$50,863	$60,861	710	13.65	71	483	Education and Training	No	$23.45	$57,529	Elementary and Secondary Schools
59	33-3051	Police and Sheriff's Patrol Officers	High-School Diploma or Equivalent	$43,941	$66,110	576	11.95	58	57	Law, Public Safety, Corrections	No	$28.23	$58,720	Elementary and Secondary Schools

Source: TWC/LMCI 2018-2028 Projections/LMI Tools

An analysis of knowledge and skills to meet employer needs.

B.   **Knowledge and Skills Analysis**

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

Minimum Plan Requirements:

An analysis of knowledge and skills needed to meet the following:

Employers' needs

Employment needs in in-demand industry sectors, in-demand occupations, and target occupations

Board Response:

The following table shows the number of regional institutions degree and certificate completions. Regional Trends indicate that a % change of 132% between 2003 and 2016.

Table 1: All Completions for All programs for Certificates and Degrees

County	County Name	All Completions - All Program Types - 2019 Completions	All certificates - All Program Types - 2019 Completions	All degrees - All Program Types - 2019 Completions	All degrees - All Program Completions % Change (2003-2016)
48029	Bexar	31,152	6,305	24,847	132%
48265	Kerr	348	27	321	115%
48187	Guadalupe	322	9	313	22%
48091	Comal	19	19	0	0%
48013	Atascosa	0	0	0	0%
48019	Bandera	0	0	0	0%
48163	Frio	0	0	0	0%
48171	Gillespie	0	0	0	0%
48255	Karnes	0	0	0	0%
48259	Kendall	0	0	0	0%
48311	McMullen	0	0	0	0%
48325	Medina	0	0	0	0%
48493	Wilson	0	0	0	0%
Total		31,841	6,360	25,481	129%

Source: EMSI

Educational Attainment Gaps

An educational attainment gap is indicated in the number of bachelor's degrees required to meet the job demands in the Alamo Region. A gap is also indicated in the high school diploma or equivalent required to meet the job demands of the region. The results are an underemployment gap in the region.

Table 2: Educational Attainment Gap

Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	No Education Gap	Education Gap
No Formal Education Required	19%	16%		3%
High School Diploma or Equivalent	43%	26%		16%
Some College, Non-Degree Award	9%	23%	(14%)	
Associate degree	2%	8%	(6%)	
Bachelor's Degree	**24%**	**17%**		6%
Graduate Degree and Higher	4%	9%	(6%)	

Source: EMSI

In 2019, there were 31,152 graduates in the 13 Alamo Counties. This pipeline has grown by 9 % over the last 5 years. The highest   share of these graduates come   from Liberal Arts and Sciences/Liberal Studies, General Studies, and   Medical/Clinical Assistant.   Table 3 shows the primary educational pipeline and the number of graduates.

Table 3: Educational Institutions Creating a Pipeline with Total Graduates

Educational Pipeline	
School	Total Graduates (2019)
The University of Texas at San Antonio	7,116
San Antonio College	3,622
Northwest Vista College	3,078
University of the Incarnate Word	2,438
St Philip's College	2,207
Palo Alto College	1,741
Texas A&M University-San Antonio	1,669
The University of Texas Health Science Center at San Antonio	1,326
Our Lady of the Lake University	918
St. Mary's University	903

Source: EMSI

Figure 1- below compares the education attainment at for the Alamo Region, the State and the Nation. The percent of the population having attained High School Diploma and Some College is higher than the State's % of the population. The attainment of a bachelor's and Graduate degree is less than the State or the Nation.

## Figure 1: Educational Completions Regional Trends:

Educational Attainment Comparison Alamo, State, National
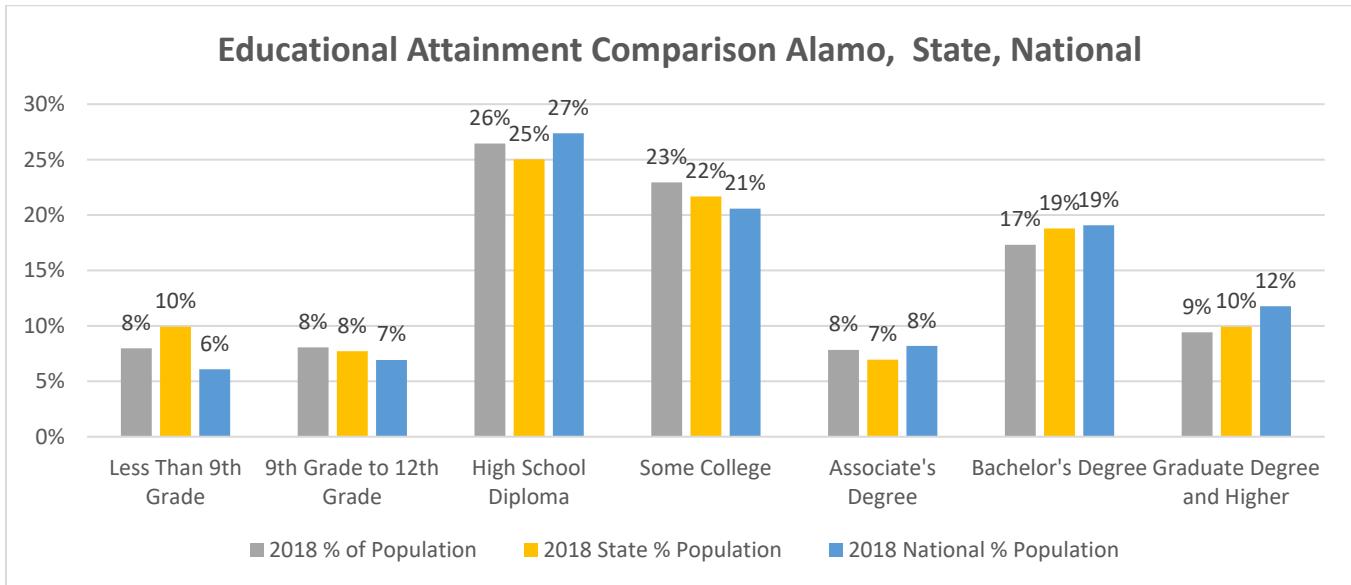
Source: EMSI/Economic Analysis

Figure 2: Regional Completions by Award Level (EMSI)

Educational Attainment

Concerning educational attainment, 17.2% of the selected regions' residents possess a Bachelor's Degree (1.8% below the national average), and 7.8% hold an Associate's Degree (0.4% below the national average).
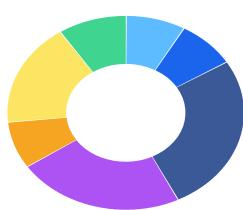
	% of Population	Population
Less Than 9th Grade	8.1%	144,564
9th Grade to 12th Grade	8.1%	143,741
High School Diploma	26.5%	471,454
Some College	22.9%	408,207
Associate's Degree	7.8%	139,323
Bachelor's Degree	17.2%	307,203
Graduate Degree and Higher	9.4%	167,307

While 22.9% of the population in the Alamo Region have some college, but no-degree, most program completions in 2019 are bachelor's degree with 17.2% of the population obtaining an award.

Knowledge & Skills In-Demand.

Using Job Postings Analytics, EMSI, Table 9. shows the top 30 most requested Certifications & Degrees. Table 10 provide insight into the supply and demand of relevant skills. The skills associated with workforce profiles represent workers of all education and experience levels.

TABLE 6. CERTIFICATIONS & DEGREES

Qualification (Certifications and Degrees)	Postings with Qualification
Commercial Driver's License (CDL)	9,883
Licensed Vocational Nurses	2,428
Certified Nursing Assistant	2,119
Bachelor of Science in Nursing (BSN)	1,722
Bachelor of Science in Business	1,706
Licensed Practical Nurse	1,519
Master Of Business Administration (MBA)	1,350
Certified Information Systems Security Professional	1,057
Certified Public Accountant	1,004
CompTIA Security+	922
Nurse Practitioner	894
Project Management Professional Certification	804
IAT Level II Certification	725
Certified Information System Auditor (CISA)	594
Associates Degree In Nursing	574
Certified Internal Auditor	537
Certificate Of Clinical Competence In Speech-Language Pathology (CCC-SLP)	494
GIAC Certifications	476
Food Handler's Card	467
CDL Class B License	458
Certified Pharmacy Technician	449
Critical Care Registered Nurse (CCRN)	425
Master of Science in Nursing (MSN)	405
Licensed Clinical Social Worker (LCSW)	395
Hazmat Endorsement	389
Automotive Service Excellence (ASE) Certification	384
Radiologic Technologist	373
Certified Medical Assistant	349
Cisco Certified Network Associate	343
American Registry Of Radiologic Technologists (ARRT) Certified	341

SOURCE: EMSI

TABLE 7. HARD SKILLS & SOFT SKILLS

Hard Skill	Frequency in Postings	Postings with Skill / Total Postings (Jun 2020 - Nov 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)	Common Soft Skill	Frequency in Postings	Postings with Skill / Total Postings (Jun 2020 - Nov 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)
Nursing	6%	9,817 / 174,003	2%	15,274 / 658,311	Communications	27%	47,106 / 174,003	9%	58,850 / 658,311
Auditing	5%	9,485 / 174,003	3%	23,012 / 658,311	Management	21%	36,002 / 174,003	26%	171,675 / 658,311
Merchandising	5%	8,452 / 174,003	3%	22,608 / 658,311	Customer Service	18%	31,799 / 174,003	29%	191,165 / 658,311
Accounting	4%	7,554 / 174,003	5%	34,648 / 658,311	Sales	15%	25,293 / 174,003	23%	153,214 / 658,311
Selling Techniques	4%	6,256 / 174,003	3%	20,928 / 658,311	Operations	14%	24,513 / 174,003	12%	81,787 / 658,311
Basic Life Support	3%	6,062 / 174,003	1%	7,983 / 658,311	Leadership	13%	22,117 / 174,003	23%	148,485 / 658,311
Restaurant Operation	3%	5,651 / 174,003	2%	15,513 / 658,311	Valid Driver's License	9%	15,708 / 174,003	0%	135 / 658,311
Cardiopulmonary Resuscitation (CPR)	3%	5,466 / 174,003	3%	16,736 / 658,311	Detail Oriented	8%	14,091 / 174,003	2%	13,774 / 658,311
Warehousing	3%	4,915 / 174,003	3%	17,643 / 658,311	Problem Solving	8%	13,426 / 174,003	2%	9,981 / 658,311
Data Analysis	3%	4,415 / 174,003	2%	14,056 / 658,311	Planning	8%	13,307 / 174,003	3%	17,456 / 658,311
Agile Methodology	3%	4,387 / 174,003	1%	4,297 / 658,311	Innovation	7%	11,967 / 174,003	2%	12,893 / 658,311
Risk Management	2%	4,290 / 174,003	2%	12,588 / 658,311	Presentations	7%	11,484 / 174,003	4%	23,442 / 658,311
Financial Services	2%	4,162 / 174,003	2%	15,716 / 658,311	Microsoft Excel	6%	10,822 / 174,003	17%	109,868 / 658,311
Customer Satisfaction	2%	4,136 / 174,003	4%	26,160 / 658,311	Microsoft Office	6%	10,516 / 174,003	17%	108,952 / 658,311
Customer Experience	2%	3,863 / 174,003	1%	5,892 / 658,311	Research	6%	10,414 / 174,003	11%	71,114 / 658,311
Strategic Planning	2%	3,706 / 174,003	7%	47,676 / 658,311	Interpersonal Communications	6%	9,782 / 174,003	1%	8,555 / 658,311
Project Management	2%	3,691 / 174,003	6%	37,404 / 658,311	Coordinating	6%	9,711 / 174,003	4%	23,864 / 658,311
Caregiving	2%	3,614 / 174,003	0%	2,705 / 658,311	Written Communication	5%	9,569 / 174,003	1%	3,420 / 658,311
Billing	2%	3,418 / 174,003	4%	26,157 / 658,311	Basic Math	5%	9,072 / 174,003	1%	8,366 / 658,311
Cash Register	2%	3,369 / 174,003	1%	4,258 / 658,311	Verbal Communication Skills	5%	8,435 / 174,003	1%	4,136 / 658,311
SQL (Programming Language)	2%	3,320 / 174,003	2%	12,478 / 658,311	Computer Literacy	5%	8,141 / 174,003	2%	15,942 / 658,311
Business Process	2%	3,316 / 174,003	1%	6,903 / 658,311	Troubleshooting (Problem Solving)	5%	7,849 / 174,003	3%	16,848 / 658,311
Advanced Cardiovascular Life Support (ACLS)	2%	3,278 / 174,003	1%	5,525 / 658,311	Scheduling	4%	7,741 / 174,003	2%	11,054 / 658,311
Computer Science	2%	3,273 / 174,003	0%	3,048 / 658,311	Professionalism	4%	7,286 / 174,003	1%	4,137 / 658,311
Customer Relationship Management	2%	3,266 / 174,003	4%	25,287 / 658,311	Self-Motivation	4%	7,086 / 174,003	2%	13,772 / 658,311
Cash Handling	2%	3,232 / 174,003	0%	2,270 / 658,311	Teamwork	4%	6,916 / 174,003	3%	17,209 / 658,311
Python (Programming Language)	2%	3,167 / 174,003	0%	2,669 / 658,311	Good Driving Record	4%	6,744 / 174,003	0%	34 / 658,311
Bilingual (Spanish/English)	2%	3,151 / 174,003	0%	1,696 / 658,311	Organizational Skills	4%	6,636 / 174,003	0%	1,725 / 658,311
Automation	2%	3,119 / 174,003	1%	7,113 / 658,311	Android (Operating System)	4%	6,169 / 174,003	0%	906 / 658,311
Purchasing	2%	3,013 / 174,003	3%	21,309 / 658,311	Time Management	3%	6,024 / 174,003	4%	27,640 / 658,311
					Microsoft PowerPoint	3%	5,990 / 174,003	11%	70,546 / 658,311

Further Gap Analysis

The following tables (Tables 11 & 12) indicate a gap in demand and supply

Table 11. indicates the occupations groups that have a hiring gap. Monthly job postings June 2020-Nobember 2020 indicate a hiring gap in 12 major occupational groups (highlighted in blue).

TABLE 11. Hiring GAP June 2020-November 2020 Job Postings vs. Hires

Avg. Monthly Postings (Jun 2020 - Nov 2020)	Avg. Monthly Hires (Jun 2020 - Nov 2020)		
Occupation	Avg Monthly Postings (Jun 2020 - Nov 2020)	Avg Monthly Hires (Jun 2020 - Nov 2020)	Hiring GAP
Healthcare Practitioners and Technical Occupations	8,721	1,883	**6,837**
Transportation and Material Moving Occupations	7,002	6,422	**579**
Computer and Mathematical Occupations	6,468	973	**5,495**
Sales and Related Occupations	6,251	7,947	(1,696)
Management Occupations	5,331	2,088	**3,242**
Office and Administrative Support Occupations	5,225	9,185	(3,960)
Business and Financial Operations Occupations	3,718	2,517	**1,201**
Unclassified Occupation	3,664	0	**3,664**
Food Preparation and Serving Related Occupations	2,741	14,412	(11,671)
Installation, Maintenance, and Repair Occupations	2,437	2,320	**117**
Healthcare Support Occupations	2,209	4,555	(2,346)
Architecture and Engineering Occupations	1,310	574	**735**
Production Occupations	1,230	3,295	(2,065)
Personal Care and Service Occupations	1,221	2,414	(1,193)
Educational Instruction and Library Occupations	1,170	1,881	(711)
Construction and Extraction Occupations	1,061	3,389	(2,328)
Building and Grounds Cleaning and Maintenance Occupations	1,037	2,551	(1,514)
Community and Social Service Occupations	930	693	**237**
Arts, Design, Entertainment, Sports, and Media Occupations	722	698	**24**
Protective Service Occupations	686	1,299	(614)
Life, Physical, and Social Science Occupations	523	293	**229**
Legal Occupations	380	191	**189**
Military-only occupations	68	535	(467)
Farming, Fishing, and Forestry Occupations	30	396	(367)

Source: EMSI

A key question for WSA is: "Are educational completions tied to key clusters for the Alamo region supported by WSA and partners sufficient to meet regional employer hiring needs?": Key clusters reviewed include healthcare, finance, information technology/Cybersecurity and Manufacturing/Construction. The occupations fall within staffing patterns and are identified as 2021 target occupations. 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 and gap in employment (growth) for 28 occupations on the Target Occupation List. The table below identifies the gap in current labor demand and supply **in green and pink**, and the results show how employer demand *is not* being met for many of the listed occupations (by either worker supply, supply gap, or annual number of graduates, education gap). An employment growth gap is indicated for all except for two of the listed Target Occupations. Thus, for the listed 28 occupations, in key occupational clusters, the region does not have a current supply of candidates and is not graduating enough candidates in 16 occupations to supply the number of job openings.

If our labor exchange, Business Engagement, and Program services are working efficiently, then, WSA should identify qualified jobseeker candidates and train these jobseekers to meet the

employer demand. Then employers should hire job seekers mostly from within the region (e.g., as opposed to mostly importing talent from other areas).

TABLE 2. DEMAND AND GAPS FOR 28 OCCUPATIONS

SOC Code	SOC Title	Current Demand (HWOL)	Current Supply (WIT)	Supply GAP (Current)	Avg.Annual Openings	Annual Graduates	Education Gap (Annual)	Current Employment (2019)	Projected Employment (2028)	Employment GAP (#C)
	Finance									
13-2052	Personal Financial Advisors	90	61	29	104	320	-216	830	1,186	356
41-3031	Securities, Commodities, and Financial Services Sales Agents	158	135	23	564	N/A	N/A	3,570	5,415	1,845
	Healthcare									
29-1031	Dietitians and Nutritionists	164	41	123	54	40	14	500	716	216
29-1126	Respiratory Therapists	80	30	50	120	73	47	1,060	1,807	747
29-1141	Registered Nurses	3,388	667	2,721	1,607	1,417	190	21,920	24,869	2,949
29-2031	Cardiovascular Technologists and Technicians	119	22	97	34	17	17	660	539	-121
29-2032	Diagnostic Medical Sonographers	53	40	13	33	55	-22	440	468	28
29-2034	Radiologic Technologists and Technicians	82	52	30	132	148	-16	1,530	1,986	456
29-2035	Magnetic Resonance Imaging Technologists	60	16	44	15	3	12	180	208	28
29-2052	Pharmacy Technicians	196	183	13	330	51	279	3,590	3,642	52
29-2055	Surgical Technologists	87	63	24	119	83	36	1,390	1,356	-34
29-2061	Licensed Practical and Licensed Vocational Nurses	708	333	375	682	506	176	7,220	8,104	884
31-2021	Physical Therapist Assistants	57	99	-42	112	106	6	650	836	186
31-9091	Dental Assistants	129	290	-161	539	300	239	3,470	4,405	935
31-9097	Phlebotomists	131	136	-5	118	44	74	820	1,034	214
	IT/Cybersecurity									
11-3021	Computer and Information Systems Managers	22	308	-286	149	1,049	-900	1,870	1,649	-221
15-1211	Computer Systems Analysts	243	212	31	430	532	-102	4,060	5,074	1,014
15-1212	Information Security Analysts	N/A	N/A	N/A	N/A	N/A	N/A	860	N/A	
15-1231	Computer Network Support Specialists	52	112	-60	137	787	-650	1,380	1,489	109
15-1232	Computer User Support Specialists	379	628	-249	517	N/A	N/A	4,510	5,522	1,012
15-1241	Computer Network Architects	96	137	-41	99	1,025	-926	1,100	1,229	129
15-1244	Network and Computer Systems Administrators	216	276	-60	341	811	-470	3,350	4,126	776
15-1256	Software Developers and Software Quality Assurance Analyst	880	196	684	475	212	263	5,590	5,346	-244
15-1257	Web Developers and Digital Interface Designers	102	75	27	88	160	-72	830	1,012	182
17-2061	Computer Hardware Engineers	18	31	-13	11	66	-55	120	136	16
	Manufacturing/Construction									
17-3026	Industrial Engineering Technologists and Technicians	151	8	143	45	2	43	310	418	108
43-5061	Production, Planning, and Expediting Clerks	127	130	-3	307	N/A	N/A	2,230	2,743	513
49-9041	Industrial Machinery Mechanics	37	94	-57	265	N/A	N/A	2,540	2,611	71
51-1011	First-Line Supervisors of Production and Operating Workers	133	407	-274	458	1	457	3,250	4,129	879
51-4041	Machinists	15	68	-53	171	71	100	1,360	1,511	151
51-4121	Welders, Cutters, Solderers, and Brazers	37	464	-427	351	42	309	2,330	3,076	746
17-2112	Industrial Engineers	18	43	-25	161	28	133	1,520	1,861	341
47-2111	Electricians	85	264	-179	702	52	650	4,460	6,076	1,616
47-2152	Plumbers, Pipefitters, and Steamfitters	85	203	-118	355	21	334	2,810	3,179	369
47-2211	Sheet Metal Workers	20	51	-31	152	N/A	N/A	1,200	1,377	177

Source: TWC/LMCI/LMI Tools

To meet employer needs, WSA will implement a process 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 real-time demand, such as job postings.

Business Engagement (BE) staff – which at the Centers are now specializing by key industry, using sector strategies, – will strengthen current and develop new initiatives with each of these employers (along with the top ten employers for all job postings in a specific target 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 will be utilized.

For example, using a sample occupation, 15-1212, Information Security Analyst*15-1122: Using tools such as ONET ONLINE and Help Wanted On-Line (HWOL) a profile of the occupation will be developed.

The identified occupation, **Information Security Analyst,** will plan, implement, upgrade, or monitor security measures for the protection of computer networks and information. Assess system vulnerabilities for security risks and propose and implement risk mitigation strategies. May ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure. May respond to computer security breaches and viruses.

As per ONET-Online the *Hard Skills for this occupation* include the following software and certificates:

Software
- Development environment software — C; Go ; Microsoft PowerShell ; Microsoft Visual Studio
- Network monitoring software — IBM QRadar SIEM; Nagios ; Symantec Blue Coat Data Loss Prevention; Wireshark
- Operating system software — Linux ; Microsoft Windows Server ; Shell script ; UNIX
- Transaction security and virus protection software — HP WebInspect; McAfee; Portswigger BurP Suite; Symantec
- Web platform development software — AJAX ; Hypertext markup language HTML ; Node.js ; Spring Framework

Certification Name
- Cisco Certified Network Associate Security
- Certified Information Systems Auditor
- GIAC Assessing and Auditing Wireless Networks
- EC-Council Certified Security Analyst
- Certified Secure Software Lifecycle Professional

The related *Soft Skills* include Oral and Written Communication, Critical Thinking, Complex Problem Solving, Monitoring, System Analysis, Troubleshooting, etc. Additional information about the occupation can be found at O*NET OnLine.Org.

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. Knowledge of principles and processes for providing customer services to appropriately match job seekers to employers will be targeted for staff training. This includes administering customer needs assessment, assessment to identify knowledge skills and abilities and customer interest. Workforce Center staff training will also include meeting quality standards for job seeker, providing wrap around services and follow-up that will assure job seekers success in training and success on the job, once placed. Appropriate referrals to the employers, along with the provision of needed soft skills as offered through the Job Centers (and/or partners), will be provided to job seekers. The further ramp-up of short-term pre-vocational training and employability skills as well as the provision of services to address specific barrier to employment will be a focus for the 2021-2024 plan years. Finally, an evaluation of customer satisfaction at different points of job seeker services will be implemented.

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 WSA's and the State's system. Part of our marketing and of BE team involvement includes developing the needed promotional materials and a more strategic approach to promote the use of WIT. Varied media production, communication, and dissemination techniques and methods will be utilized. This includes alternative ways to inform and entertain via written, oral, and visual media.

Lastly, WSA will 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. Many of the training providers in the rural counties are in adjacent counties outside of the Board Area. The BE team and staff in the rural centers will develop relationships with those training providers and identify training available at their institutions in the target occupations.

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.

C. Labor Force Analysis and Trends

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 for Alamo WDA:
- As of October 2020, the estimated Labor Force was reported at 1,264,721
- With an unemployed population of 78,269 or 6.2%, and
- An estimated employment for all occupations of 1,135,300.

FIGURE 1. UNEMPLOYMENT RATE, WDA

The unemployment rate in the region has continued to decrease from 2015 to 2019 and was reported at a low of 2.4% in April of 2019, in April 2020 because of Coronavirus related business closures the unemployment rate rose to 13.2%. This was the largest March to April unemployment rate increase in the series that began in 1976. *Source: TWC LAUS*

The unemployment rate in for the counties also rose over the year because of Coronavirus related business closures. In October of 2020 the lowest unemployment rate of the 13 counties was reported in McMullen at 2.2% and the highest was in Atascosa County at 8.0%. All the counties indicated an increase in employment over the year.
Source: TWC/LMCI/LAUS October of 2020.

DRAFT

Unemployment Rate(January 2015 to October 2020)
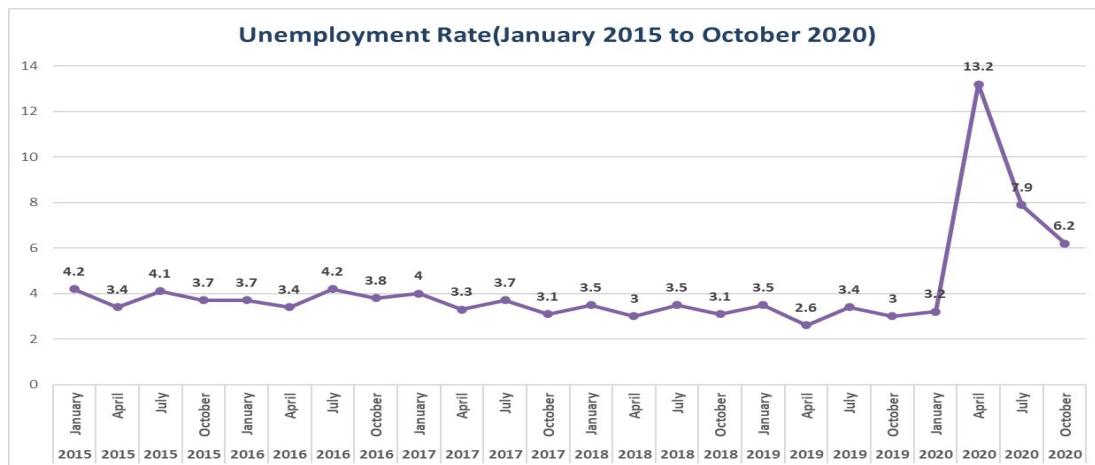
TABLE 8. UNEMPLOYMENT BY COUNTY

SAN ANTONIO-NEW BRAUNFELS			
		October-20	October-19
Area	Area Type	Rate	Rate
Atascosa	County	8.0	3.4
Bandera	County	5.1	3.2
Bexar	County	6.5	3.0
Comal	County	5.3	2.8
Frio	County	5.2	2.4
Gillespie	County	3.9	2.2
Guadalupe	County	5.1	2.8
Karnes	County	6.5	2.4
Kendall	County	4.3	2.6
Kerr	County	4.7	2.9
Medina	County	5.7	3.0
McMullen	County	2.2	1.6
Wilson	County	5.0	2.7
Cibolo	City	4.9	3.0
Converse	City	7.5	3.1
New Braunfels	City	5.2	2.7
San Antonio	City	6.4	2.9
Schertz	City	5.1	3.0
Seguin	City	5.9	3.0
TWC/LMCI/LAUS			

FIGURE 2. LABOR FORCE, WDA

The labor force for the Alamo Region continued to grow from January 2015 until the dramatic drop in April 2020, due to coronavirus related affects.
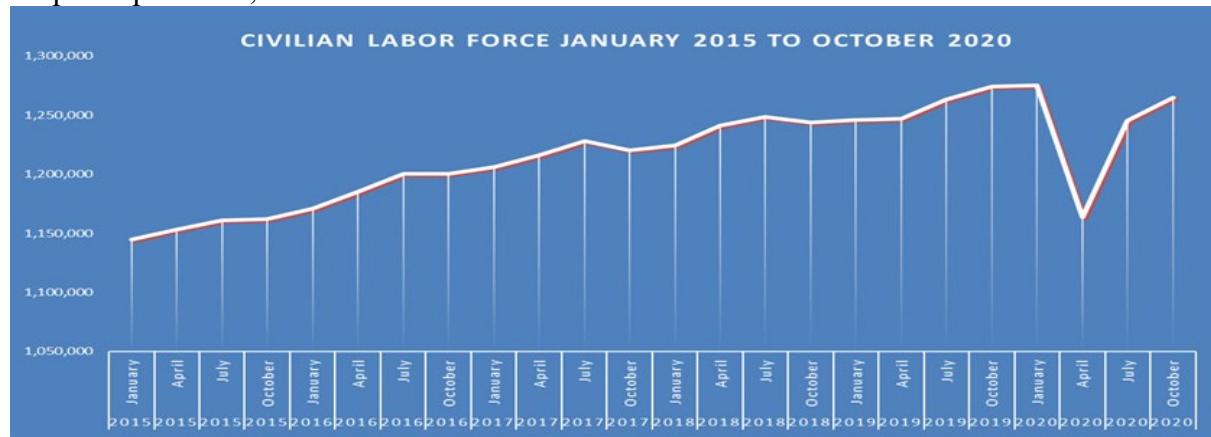
Educational Attainment

Educational attainment in the Alamo region indicates some challengers. For the population ages 18-24, three counties show a high number not having completed high school: Atascosa 47.9%, Bandera 57.0%, and Frio 48.6%.

TABLE 9. EDUCATIONAL ATTAINMENT, AGES 18-24

Geographic	Population 18 to 24	Less than high school graduate	%	High school graduate (includes equivalency)	%	Some college or Associate's degree	%	Bachelor's degree or higher	%
Atascosa County, Texas	4,479	795	17.70%	2,145	47.90%	1,434	32.00%	105	2.30%
Bandera County, Texas	1,502	98	6.5%	856	57.0%	488	32%	60	4.0%
Bexar County, Texas	203,048	27,391	13.5%	71,219	35.1%	88,507	44%	15,931	7.8%
Comal County, Texas	10,715	1,735	16.2%	4,342	40.5%	3,631	34%	1,007	9.4%
Frio County, Texas	2,680	976	36.4%	1,303	48.6%	316	12%	85	3.2%
Gillespie County, Texas	1,802	314	17.4%	686	38.1%	650	36%	152	8.4%
Guadalupe County, Texas	14,144	1,742	12.3%	6,777	47.9%	4,747	34%	878	6.2%
Karnes County, Texas	1,615	481	29.8%	522	32.3%	522	32%	90	5.6%
Kendall County, Texas	3,503	672	19.2%	1,469	41.90%	1,119	31.90%	243	41.9%
Kerr County, Texas	4,234	630	14.9%	1,808	42.7%	1,534	36%	262	6.2%
McMullen County, Texas	54	4	7.4%	22	40.7%	25	46%	3	5.6%
Medina County, Texas	4,844	1,159	23.9%	1,950	40.3%	1,460	30%	275	5.7%
Wilson County, Texas	4,038	617	15.3%	1,475	36.5%	1,589	39%	357	8.8%

Source: US Census ACS 5-Year 2019

For the population 25 years of age and older, three counties show high rates of individuals not having completed high school: Frio 33.8%, Karnes 24.3%, and Atascosa 22.9.   The completion is bachelor's degrees in the region is a challenge with the highest % occurring in Kendall County at 27% and followed by Comal Cunty at 5 24.2%. The lowest completion of bachelor's degrees was in Frio County at 3.9%.

TABLE 10. EDUCATIONAL ATTAINMENT 25 AND OLDER

Geographic	Population 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 Degree or Higher	%
Atascosa County, Texas	31,431	3,461	11.0%	3,744	11.9%	12,168	38.7%	6,055	19.3%	1,470	4.70%	3,193	10.20%	1,340	4.30%
Bandera County, Texas	16,904	653	3.9%	1,154	6.8%	5,463	32.3%	4,393	26.0%	1,384	8.20%	2,626	15.50%	1,231	7.30%
Bexar County, Texas	1,247,428	91,412	7.3%	105,982	8.5%	316,364	25.4%	283,452	22.7%	100,767	8.10%	221,427	17.80%	128,024	10.30%
Comal County, Texas	98,736	3,242	3.3%	4,049	4.1%	24,695	25.0%	22,617	22.9%	7,768	7.90%	23,881	24.20%	12,484	12.60%
Frio County, Texas	12,449	2,245	18.0%	1,968	15.8%	4,252	34.2%	2,115	17.0%	962	7.70%	481	3.90%	426	3.40%
Gillespie County, Texas	19,327	986	5.1%	1,148	5.9%	5,779	29.9%	5,779	29.9%	1,170	6.10%	4,465	23.10%	1,764	9.10%
Guadalupe County, Texas	104,489	4,501	4.3%	7,291	7.0%	31,836	30.5%	22,016	21.1%	9,394	9.00%	18,958	18.10%	10,493	10.00%
Karnes County, Texas	10,693	1,334	12.5%	1,260	11.8%	3,945	36.9%	1,988	18.6%	526	4.90%	1,237	11.60%	403	3.80%
Kendall County, Texas	29,910	1,234	4.1%	930	3.1%	6162	20.6%	6,684	22.3%	2,310	7.70%	8,070	27.00%	4,520	15.10%
Kerr County, Texas	37,607	1,695	4.5%	2,595	6.9%	10,219	27.2%	10,229	27.2%	2,580	6.90%	6,590	17.50%	3,699	9.80%
McMullen County, Texas	496	12	2.4%	24	4.8%	162	32.7%	120	24.2%	35	7.10%	77	15.50%	66	13.30%
Medina County, Texas	33,616	2,387	7.1%	3,272	9.7%	10,417	31.0%	8,084	24.0%	2,785	8.30%	4,245	12.60%	2,426	7%
Wilson County, Texas	33,086	1,647	5.0%	2,467	7.5%	11,940	36.1%	7,406	22.4%	2,429	7.30%	4,850	15%	2,347	7.10%

Source: US Census ACS 5-YearEstimates 2015-2019

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.

D. Workforce Development Analysis

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:
In reviewing strengths and weaknesses, WSA includes a review of poverty, disparities and population growth. 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.

A strong San Antonio area economy has helped reduce poverty over the past 5-Years. For the 13 WSA counties, the new 2019 American Community Survey (ACS) Five-Year Estimates found in Table 15, indicate disparities for the population living below the poverty level. The highest estimates for individuals living below the poverty levels are found in Frio County at 23.3%, followed by Bexar and Bandera Counties at 15.7%. Further disparities in the WSA thirteen (13) counties are indicated for childhood poverty. For children less than 18 years of age who are living below poverty, ACS Five-Year-Estimates indicate that in WSA counties the highest rate of 40.1% is found in Frio County, followed by 29.8 in Bandera County and 22.3% in Bexar County. These numbers indicate that almost a quarter of children under 18 years of age were living below poverty in Bexar County and over a quarter in Bandera County. Bexar County's childhood poverty rate for 2015-2019 at 22.3 percent, accounts for more than 110,000 children. That's a decline from the 25.4 percent reported for 2010-2014, covering almost 120,000 children. All the ACS poverty data was collected before the pandemic of 2020, so they don't reflect the economic downturn due to COVID-19, which, according to the Houston Chronical, has killed nearly 300,000 people across the country and infected millions more. According to the Chronical quote from Lloyd Potter, the State Demographer, "the numbers indicate the economy was getting better prior to the coronavirus pandemic". However, Dr. Potter is concerned the progress may have been halted by the pandemic sweeping across the nation. "Certainly, it's a sign that the economy has been continuing to recover since the recession that we had in 2008," said Potter, who is also a University of Texas at San Antonio professor of demography. "And that was continuing to have positive impacts on those people who are at the lower end of the socioeconomic spectrum. But I can't help but worry about what's happened in this last year. We won't know (the effects) … for another year." (O'Hare, December 9, 2020 11:05 p.m.)

The ACS survey focuses solely on the years 2015 through 2019. In Bexar County as a whole, overall five-year poverty rate from 2015 to 2019 was 15.7 percent, lower than San Antonio's. That amounts to more than 300,000 Bexar County residents living below the poverty level. The U.S. Census Bureau defines the 2019 poverty threshold as persons younger than 65 living alone who earn less than $13,300 annually or seniors 65 and older who live alone and get by on less than $12,261 per year.

TABLE 15. POVERTY BY COUNTY-5-YEAR ESTIMATES

Geography	Poulation	In Poverty	Percent	<18 Yers of age	In Poverty	Percent
Atascosa	48,704	7,196	14.8	13,196	2,783	21.10
Bandera	21,998	3,455	15.7	3,769	1,122	29.80
Bexar	1,919,412	301,755	15.7	495,184	110,657	22.30
Comal	140,476	10,712	7.6	31,771	3,303	10.40
Frio	15,557	3,618	23.3	4,030	1,616	40.10
Gillespie	26,082	2,476	9.5	5,276	851	16.10
Guadalupe	156,942	14,297	9.1	39,993	5,089	12.70
Karnes	12,432	2,199	1.77	3,036	790	0.26
Kendall	43,212	2,411	5.6	10,188	830	8.10
Kerr	50,232	5,880	11.7	9,704	1,892	19.50
McMullen	774	91	11.8	224	22	9.80
Medina	47,552	5,372	11.3	11,461	2,044	17.80
Wilson	48,484	4,652	9.6	11,899	1,547	13.00
Total	2,531,857	364,114	11.3	639,731	132,546	17.0

Source: US Census/5 year Estimates ACS

Table 16-1- Year Estimates, 2019, for population, income and poverty indicates poverty remains high with 12.9% persons in poverty for the Alamo WDA, this percent is higher than the national average which is around 10.5%, but lower than Texas's 13.6%**.** Per capita income is a

measure of the amount of money earned per person in a nation or geographic region. Per capita income can be used to determine the average per-person income for an area and to evaluate the standard of living and quality of life of the population. the lowest per capita incomes are found in Frio and Atascosa counties at $18,288 and $24,421 respectively, the highest per capita incomes are found in Kendall and Comal at $43,241 and $36,899 respectively. For the **City of San Antonio**, the largest urban area, the percent of persons living in poverty is also high at 18.6%, with a median income of 50,980 and per capita income of $25,091.

TABLE 16. POPULATON ESTIMATES 2019-1 YEAR, INCOME AND POVERTY BY COUNTY

Geography	Population 2010	Population 2019	Percent Change	Median income 2014-2018	Per Capita income	In Poverty, percent
Atascosa	44,923	51,153	13.87%	$55,265	$24,421	15.70%
Bandera	20,487	23,112	12.81%	$53,683	$28,539	13.40%
Bexar	1,714,781	2,003,554	16.84%	$55,456	$26,988	15.20%
Comal	108,520	156,209	43.94%	$75,356	$36,899	7.10%
Frio	17,217	20,306	17.94%	$42,476	$18,288	27.50%
Gillespie	24,828	26,988	8.70%	$58,325	$33,515	8.50%
Guadalupe	131,527	166,847	26.85%	$70,931	$30,817	8.50%
Karnes	14,828	15,601	5.21%	$52,252	$26,875	21.00%
Kendall	33,384	47,431	42.08%	$82,390	$43,241	7.40%
Kerr	49,644	52,600	5.95%	$52,473	$30,498	12.50%
McMullen	707	743	5.09%	$68,750	$32,556	10.50%
Medina	45,993	51,584	12.16%	$61,059	$26,274	12.20%
Wilson	42,905	51,070	19.03%	$72,445	$30,935	8.30%
Total	2,249,744	2,667,198	18.56%	$61,605	$29,988	12.91%
Source: US Census/QuickFacs Nov 18 2020						

Another economic indicator is population growth, population percent change in Table 16. indicates population growth for all the Alamo WDA counties from 2010 to 2019. Population growth is evident in Figure 1. as the change in a population for five years is depicted. Population growth is a very positive indicator for a growing economy.

FIGURE 1. POPULATON GROWTH 2019 TO 2019 WORKFORCE SOLUTIONS ALAMO

US Census-Population Estimates
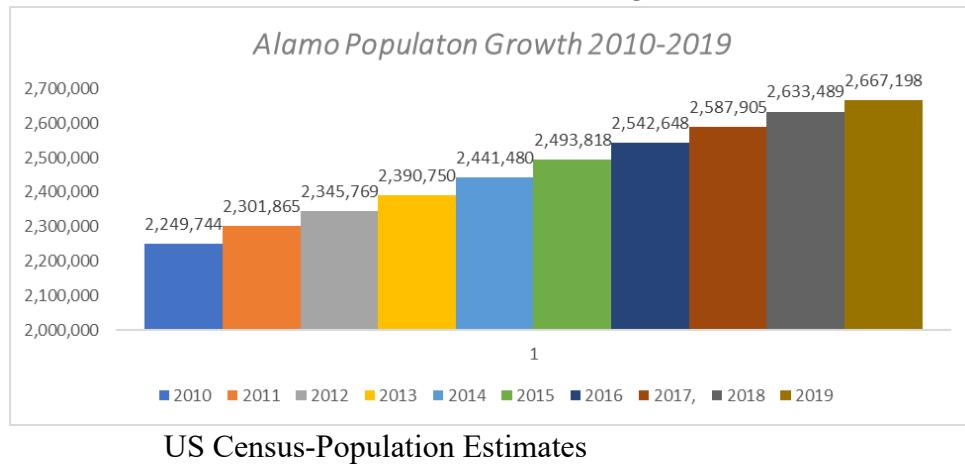
WSA's services have quite a large impact in the well-being of the population and the economic productivity of the region. This is significant because WSA's region indicates a growing population with a percent change of 18.56% from 2010 to 2019.

From October 2019 to September of 2020, our Job Centers welcomed and serviced approximately 90,705 in-person visitors at job centers and 116,225 virtual guests for a total of 206,930 visitors. In March/April 2020, all WSA job centers closed due to municipal and statewide stay-at-home mandates. WSA immediately took steps to provide technology and support for staff to work from home and began to implement virtual orientations and other services usually provide in-person at job centers. As of September 2020, 127,343 job seekers were active in WorkInTexas (WIT).

Additionally, 7,996 jobs were filled, 25,499 job postings, and 7,163 active employers are in the WIT system. Over 5,000 participants are enrolled in workforce development programs from October 2019 through September 2020 with approximately 83% and 17% residing in urban and rural counties, reJob centers provided 34,600 units of service to all job seekers and universal customers (those not enrolled in a program).

The following graphic provides detail on job center activity from October 2019-September 2020.

WORKFORCE DEVELEOPMENT ACTIVITIES AT OUR JOB CENTERS
OCTOBER 2019 - SEPTEMBER 2020

DATA SOURCES:
WORKFORCE CENTER CUSTOMER TRACKING (WCCT), WORKINTEXAS.COM (WIT), TWC WORKFORCE REPORTS, THE WORKFORCE INFORMATION SYSTEM OF TEXAS (TWIST) AD HOC REPORTS

GUESTS AT JOB CENTERS
90,705
(OCT 2019 - MAR 2020)
COVID-19 Stay at Home orders led to center closures in the month of March

21,942
24%

68,763
76%

■ urban ■ rural
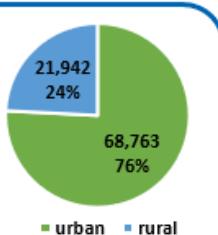
VIRTUAL GUESTS AT JOB CENTERS
116,225*
(APR 2020 - SEP 2020)
Number of phone calls and emails sent/received by staff working remotely

32,817
28%

83,408
72%

■ urban ■ rural
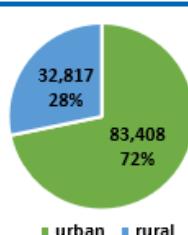
LABOR EXCHANGE SUMMARY – WorkInTexas.com

JOBS FILLED (OCT 2019 - SEP 2020)	ACTIVE JOB SEEKERS (as of SEP 2020)	JOB ORDERS (OCT 2019 - SEP 2020)	ACTIVE EMPLOYERS (as of SEP 2020)
7,996	127,343	25,499	7,163

PARTICIPANTS ENROLLED IN WORKFORCE DEVELOPMENT PROGRAMS
5,114
(OCT 2019 - SEP 2020)
Some programs not available outside Bexar County.

881
17%

4,233
83%

■ urban ■ rural
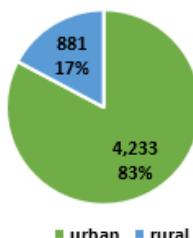
UNITS OF SERVICE AT JOB CENTERS
34,600
(OCT 2019 - SEP 2020)

Provided to all job seekers and universal customers (those not enrolled in a programs)

PROGRAM PARTICIPANTS WITH BARRIERS TO EMPLOYMENT
(OCT 2019 - SEP 2020)

BARRIER	# ENROLLED
NOT SELF SUFFICIENT	1,769
LACK WORK HISTORIES	976
CRIMINAL JUSTICE INVOLVED	774
INDIVIDUALS WITH DISABILITIES	648
DEFICIENT IN BASIC LITERACY	358
HOMELESS	349
AMERICAN INDIANS ALASKA NATIVES, AND NATIVE HAWAIIANS	137
LIMITED ENGLISH	130
LONG TERM UNEMPLOYED	28
DISPLACED HOMEMAKERS	16

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

39

A review of training for the past program year, October 1, 2019 to September 30, 2020 indicates the following customer choice of occupational training:

Table 19: Customer Choice of Occupational Training October 1, 2019 to September 30, 2020

Training Analysis Adult, Dislocated Worker and Youth	
Accounting Technology/Technician and Bookkeeping	14
Agile Full Stack Software Developer Bootcamp	10
Business Administration and Management, General	1
College/University Preparatory and Advanced High School/Secondary Diploma Program	1
Computer and Information Sciences and Support Services, Other	3
Computer Programming/Programmer, General	18
Computer Systems Analysis/Analyst	10
Computer/Information Technology Services Administration and Management, Other	1
Construction/Heavy Equipment/Earthmoving Equipment Operation	3
Cyber Security	4
Dental Assisting/Assistant	25
Diploma in Digital Marketing and Search Engine Optimization	2
Electrician	1
Emergency Medical Technology/Technician (EMT Paramedic)	1
Executive Assistant/Executive Secretary	3
Health Information/Medical Records Administration/Administrator	22
Industrial Radiologic Technology/Technician	2
Information Technology	49
IT Project Management Professional	4
Licensed Practical /Vocational Nurse Training (LPN, LVN, Cert, Dipl, AAS)	4
Licensed Vocational Nurse	10
LVN-RN Bridge	1
Marketing, Other	4
Medical Administrative/Executive Assistant and Medical Secretary	1
Medical Coding and Billing	1
Medical Office Specialist	2
Medical/Clinical Assistant	99
Nursing - Registered Nurse Training (RN, ASN, BSN, MSN)	2
Pharmacy Technician/Assistant	3
Project Management	2
Security IT Associate	11
Special Education and Teaching, General	1
Surgical Technology/Technologist	1
Truck and Bus Driver/Commercial Vehicle Operation	80
Welding Technology/Welder	2

A. Workforce Development System

(WIOA §108(b)(2); 20 CFR §679.560(b)(1))

Boards must include a description of the workforce development system in the workforce area that identifies:

• the programs that are included in the system; and

*• how the Board will work with the entities that facilitate core programs and other workforce development programs **to support alignment to provide services**, 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).*

The Workforce Opportunity and Innovation Act (WIOA) authorizes key employment and training programs in the service delivery system to assist workers in the acquisition of essential tools and skills and to connect employers to a workforce with identified sector-specific skillsets. 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 theses 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 service integration 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 childcare

- Trade Adjustment Assistance (TAA)

- Adult Education and Literacy (AEL) programs

WSA establishes memoranda of understanding (MOUs) with the following agencies for programs that are not under the direct oversight of the board:

- Adult Education and Literacy (WIOA, Title II)

- Apprenticeship programs

- Non-Certificate Postsecondary Career and Technology Training programs

- Senior Community Service Employment Program

- HHSC (jointly developed with TWC)

WSA establishes additional cooperative relationships, on an ad hoc basis, to expand capacity and strengthen the regional workforce ecosystem include:

- Local boards of education

- Local-level vocational education agencies

- Community-based Organizations (CBOs)

- Chambers of Commerce

- Industry- and Sector-based Consortiums

- Appointed Municipal Task Force(s)

- Faith-based Organizations (FBOs)

- Texas Department of Housing and Community Affairs (TDHCA)

- Other appropriate training and employment agencies and services to expand local presence

Career and Technical Education Act: Consistent with 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

As previously noted within this plan, youth, job seekers, and incumbent workers are expected to enter the education and/or workforce at various points and various levels of job readiness and education. Many require front-end services to gain the necessary competencies to begin the search for employment. Those with high school graduation or equivalency, computer literacy, interviewing skills, completed resume, and the ability to autonomously complete job searches are potentially equipped to pursue gainful employment and subsequently progress toward advanced education, skills acquisition, and professional development.

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 these career services available and serves as a framework for workforce and economic development.

BEGINNING EMPLOYMENT

GAINFUL EMPLOYMENT

CAREER EMPLOYMENT

PRE-EMPLOYMENT PERSONAL DEVELOPMENT

BASIC EMPLOYMENT SKILL DEVELOPMENT

GENERAL WORKPLACE SKILL DEVELOPMENT

ADVANCED EMPLOYMENT SKILL DEVELOPMENT

JOB SPECIFIC SKILL DEVELOPMENT

UPGRADING & RETOOLING SKILL DEVELOPMENT

PRE-EMPLOYMENT PERSONAL DEVELOPMENT	BASIC EMPLOYMENT SKILL DEVELOPMENT	GENERAL WORKPLACE SKILL DEVELOPMENT	ADVANCED EMPLOYMENT SKILL DEVELOPMENT	JOB SPECIFIC SKILL DEVELOPMENT	UPGRADING & RETOOLING SKILL DEVELOPMENT
H.S./GED/ESL Completion/AEL	Soft Skills/Pre-Vocational Skills Training	Professional Workshops	Occupational Certificates/ Credential	College Degrees	Incumbent Worker Training
Assessment/TABE/ Career Interest Survey	Computer Literacy	Employment	Entrepreneurship Opportunities	Customized Training	
Resume Building/ Job Readiness	Online Job Search	OJT	Apprenticeship and Pre-Apprenticeship	Technology Advancement Instruction	
WIT	Occupational Testing/ Assessment	SE/WE/ Internships	Continued Ed		
Self-Services	Financial Literacy	TDO	TDO		

Building on this progressive approach, WSA has also developed wages and professional advancement over time in order to sufficiently articulate to youth, job seekers, and incumbent workers about potential entry into appropriate career pathways based on their current skill levels, credentials, certifications, or educational attainment.

THE AEROSPACE INDUSTRY
NEEDS YOU NOW!

WHY AEROSPACE?

There are a lot of openings for exciting, cutting-edge jobs that offer great pay! Be part of an innovative, fast-changing industry. Most aerospace jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE	THE AVERAGE YEARLY WAGE
$37.50	$78,000

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

Coastal Bend COLLEGE

ALAMO COLLEGES DISTRICT

SOUTHERN CAREERS INSTITUTE

IBEW NECA

Lamson Institute

ST VT

ALAMO COLLEGES DISTRICT St. Philip's College

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the aerospace industry. Contact our career counselors for a complete list of job opportunities in the aerospace industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
$14.30	$19.20	$25.23	$54.07
Helpers – Carpenters	Sheet Metal Workers	Mechanical Engineering Technicians	Computer Network Architects
EDUCATION NO FORMAL EDUCATION	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE ON-THE-JOB TRAINING	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

THE CONSTRUCTION INDUSTRY
NEEDS YOU NOW!

WHY CONSTRUCTION?
There are a lot of job openings in a variety of fields that offer great pay! Most construction jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
$34.78

THE AVERAGE YEARLY WAGE
$72,332

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

ALAMO COLLEGES DISTRICT

IBEW NECA

Lamson Institute

HOW DO I GET STARTED?
Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the construction industry. Contact our career counselors for a complete list of job opportunities in the construction industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
$15.47	$19.05	$26.16	$37.41
Roofers	Carpenters	Telecommunication Line Installers and Repairers	Architect
EDUCATION NONE	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE MODERATE	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE INTERNSHIP / RESIDENCY

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

THE EDUCATION INDUSTRY
NEEDS YOU NOW!

WHY EDUCATION?
The education industry offers job security, great pay and flexible schedules! Help shape the future of children in our community. Some education jobs let you earn certifications while you teach.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
$21.93

THE AVERAGE YEARLY WAGE
$45,604

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

ALAMO COLLEGES DISTRICT

HOW DO I GET STARTED?
Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the education industry. Contact our career counselors for a complete list of job opportunities in the education industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
$10.89	$22.23	$27.37	$54.44
Substitute Teacher	Education Admin., Preschool & Childcare Center	Kindergarten Teachers	Education Administrators, Postsecondary
EDUCATION HIGH SCHOOL/ EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE	EDUCATION MASTER'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

45

THE HEALTHCARE INDUSTRY
NEEDS YOU NOW!

WHY HEALTHCARE?
There are a lot of job openings in a variety of fields that offer great pay! Be a part of this critical, life-saving industry. Most healthcare jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
$35.35

THE AVERAGE YEARLY WAGE
$73,530

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

ALAMO COLLEGES DISTRICT · Coastal Bend COLLEGE · SOUTHERN CAREERS INSTITUTE · The William of Allied Healthcare

GALEN COLLEGE OF NURSING · Lamson Institute · TSCER Texas School of Continuing Education & Recruitment · SWTJC Southwest Texas Junior College

HALLMARK UNIVERSITY · Schreiner University · Quest College · CONCORDE

CHCP THE COLLEGE OF HEALTH CARE PROFESSIONS · New Horizons Computer Learning Centers · GOODWILL SAN ANTONIO GOOD CAREERS ACADEMY · SWS SOUTHWEST SCHOOL OF BUSINESS AND TECHNICAL CAREERS

Savant Achievement Center · YATES HEALTH CAREER INSTITUTE · UIW · TEXAS DENTAL ASSISTING ACADEMY

HOW DO I GET STARTED?
Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the healthcare industry. Contact our career counselors for a complete list of job opportunities in the healthcare industry and to get your personal career plan!

SAMPLE CAREER PLAN

	CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
Wage	$14.72	$16.87	$28.87	$51.87
Job	Pharmacy Aides	Pharmacy Technicians	Dietitians and Nutritionists	Medical and Health Services Managers
EDUCATION	HIGH SCHOOL / EQUIVALENCY DIPLOMA	HIGH SCHOOL / EQUIVALENCY DIPLOMA	BACHELOR'S DEGREE	BACHELOR'S DEGREE
WORK EXPERIENCE	SHORT-TERM ON-THE-JOB TRAINING	MODERATE ON-THE-JOB TRAINING	INTERNSHIP / RESIDENCY	LESS THAN 5 YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

THE IT/CYBERSECURITY INDUSTRY
NEEDS YOU NOW!

WHY IT/CYBERSECURITY?
There are a lot of job openings in a variety of fields that offer great pay! Most IT/Cybersecurity jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
$37.77

THE AVERAGE YEARLY WAGE
$78,562

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

DCI DIGITAL CREATIVE INSTITUTE · DYNAMIC ADVANCEMENT

HALLMARK UNIVERSITY · TSCER Texas School of Continuing Education & Recruitment

open cloud academy · LEADERQUEST

New Horizons Computer Learning Centers · codeup · UIW

HOW DO I GET STARTED?
Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the IT/Cybersecurity industry. Contact our career counselors for a complete list of job opportunities in the IT/Cybersecurity industry and to get your personal career plan!

SAMPLE CAREER PLAN

	CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
Wage	$15.61	$22.98	$46.04	$54.07
Job	Data Entry Keyers	Computer Operators	Information Security Analysts	Computer Network Architects
EDUCATION	HIGH SCHOOL / EQUIVALENCY DIPLOMA	HIGH SCHOOL / EQUIVALENCY DIPLOMA	BACHELOR'S DEGREE	BACHELOR'S DEGREE
WORK EXPERIENCE	SHORT-TERM ON-THE-JOB TRAINING	MODERATE ON-THE-JOB TRAINING	LESS THAN 5 YEARS	5 OR MORE YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

THE MANUFACTURING INDUSTRY
NEEDS YOU NOW!

WHY MANUFACTURING?
There are a lot of job openings in a variety of fields that offer great pay! Most manufacturing jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
$24.54

THE AVERAGE YEARLY WAGE
$51,043

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

Coastal Bend COLLEGE

ALAMO COLLEGES DISTRICT

SOUTHERN CAREERS INSTITUTE

ST VT

Lamson Institute

IBEW NECA

TSCER
Texas School of Continuing Education & Recruitment

HOW DO I GET STARTED?
Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the manufacturing industry. Contact our career counselors for a complete list of job opportunities in the manufacturing industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
$12.56	**$22.61**	**$25.23**	**$55.49**
Helpers – Production Workers	Machinists	Mechanical Engineering Technicians	Industrial Production Manager
EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

These projections are intended to communicate the potential entry points for a targeted industry while also enabling youth, job seekers, and incumbent workers to visualize the upward progression of a company, industry, or sector. These projections also enable WSA and training providers to make data-informed decisions about how to customize programming to meet the needs of employers.

B. Core Programs—Expand Access, Facilitate Development, and Improve Access

(WIOA §108(b)(3); 20 CFR §679.560(b)(2))

Boards must include a description of how the Board will work with entities carrying out core programs to:

• expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment;

• facilitate the development of career pathways and coenrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards must include a description of the Board's plan for working with at least one of the Governor's industry clusters.

WSA provides innovative, progressive services through its Workforce Solutions American Job Center network and WSA centers assist in connecting 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 closely with community-based organizations urban and rural city and county delegate agencies, libraries, faith-based organizations, mutual aid, housing authorities, and multiple education and training providers. Examples of these established relationships include the San Antonio Food Bank, the Health Collaborative, Victoria College, Coastal Bend Junior College (Pleasanton, Atascosa County), Go Medina/Southwest Texas Junior College (Hondo, Medina County), and Hill Country University Center (Fredericksburg, Gillespie County).

This section describes services that offered by WSA and contracted by Texas Workforce Commission. These are defined according to the TWC service matrix descriptions. The intent here is not to provide a full description or definition of the service; rather, the intent is to report on the available services as TWC records them in WSA 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**: orientations, career guidance services, and referrals

- **Outreach and Eligibility Determination**: targeted contact of potential applicant eligibility determinations

- **Assessment & Planning**: comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and REA assessments

- **Case Management**: tracking and reporting of training and educational outcomes provided by other entities/agencies for job seekers, but where supportive services are paid from 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**: 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:** mentoring (Choices, NCP, and youth) and leadership development (youth only)

- **Pre-Employment Activities:** job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility

- **Work Readiness**: short-term work readiness services (Choices, NCP, and WIOA)

Employment Services: employment-related services are offered to job seekers to assist in gaining and retaining employment and promote advancement in their employment trajectories. These services include the following:

- **Unsubsidized Self-Employment**, an income-producing enterprise that is intended to promote a clear pathway to self-sufficiency by decreasing family 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 are currently employed; 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 are eligible for 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** is a SNAP E&T activity designed to improve the employability of ABAWDs through actual employment experience or training, or both. Nonexempt ABAWDs perform work in a public service capacity as a condition of eligibility to receive the SNAP allotment.

- **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 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 they are 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, training includes services provided in combination with other training activities. For WIOA Youth, training includes 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.

<u>**Support Services**</u>: 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 childcare 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)

- **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 consist 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).

Referrals: WSA providers make available and coordinate supportive services to promote the ability of WIOA participants to participate in activities leading to employment or other performance outcomes. WSA providers make referrals to ensure community resources are sought prior to providing services and services provided are reasonable and necessary for participation. 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 www.211texas.org, United Way San Antonio Texas www.unitedwaysatx.org, San Antonio Community Resource Directory www.sacrd.org, Federally Qualified Health Centers (FQHCs), and other community action networks, indigent care programs, and mutual aid organizations. 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 career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended 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 the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. AEL services encompass; High School Equivalency (HSE), Upgrade Academic Skills, English as a Second Language, Re-entry Services for probation/incarcerated adults, Career Training while you learn English and or earn your HSE, Employer Partnerships (AEL services on work sites with employers), College and Career Readiness services and Distance Learning.

   The Alamo Consortium includes Alamo Colleges I-BEST, Southwest Texas Junior College, Northside ISD, North East ISD, San Antonio ISD, Each One Teach One, Restore Education, and ESC-20 AEL Program. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 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

   - 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

- Sharing results from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies

- **Temporary Assistance for Needy Families (TANF)**: WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency through a "work-first" delivery approach. Choices, Texas' TANF employment and training program, enables WSA to assist 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

  - 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. WSA, through its contractor for workforce services engages Choices participants by focusing on intensive case management, the provision of support services and a mix of allowable work activities. Career Pathways for Choices participants is included in the Boards Targeted Occupations list, identifying opportunities for entry level, to mid-level and eventual career level employment (reference Health Care Industry example). In the Alamo area work-based learning activities including Subsidized Employment is promoted to connect Choices participants with employers that can provide relevant, hands on work experiences. In addition to providing learning opportunities, work-based training enables Choices participants to earn needed wages while gaining valuable work experience and building networks and social capital.

The Choices Work Rate, defined as the percentage of TANF participants required to meet work-related participation requirements, reflects WSA's ability to engage the Choices participant in work activities. In the 2017-2018 and 2018-2019 program years, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Work Rate. WSA has exceeded the Choices Work Rate target of 50% in each of the last four contract years.

Comparison Year	Alamo	Dallas	Lower Rio Grande	Tarrant County	State
2018-2019	62.97%	50.27%	58.45%	49.04%	52.62%
2017-2018	64.69%	45.03%	61.29%	51.07%	52.69%
2016-2017	61.69%	49.66%	64.46%	54.56%	48.41%
2015-2016	62.58%	45.76%	67.86%	56.29%	52.42%
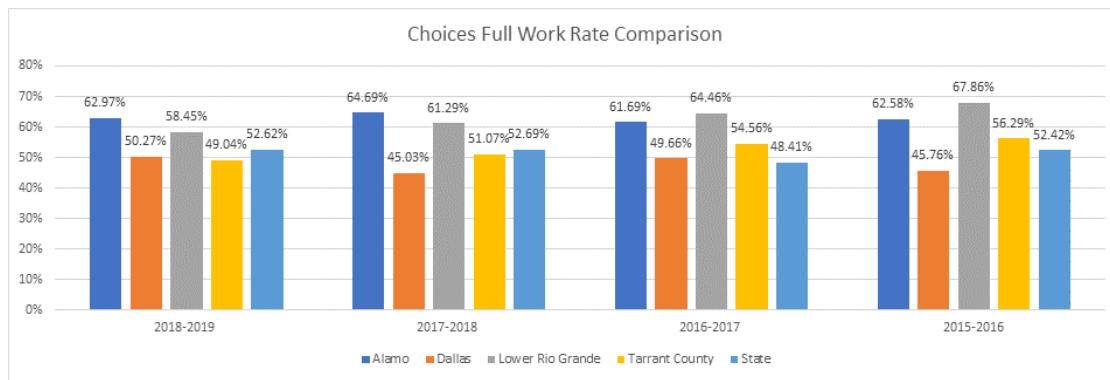
- **Noncustodial Parent Choices**: The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are in arrears on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs in overcoming 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.

- Opportunities to co-enroll NCP program participants into other workforce programs is an area that WSA will seek to improve. During the past four program years less than 5 NCP's have been enrolled in WIOA program services. To address the need to provide a wide range of services that can assist the NCP in developing a career pathway, that leads to more sustainable wages, the Office of the Attorney General's staff agreed to allow short term training as an activity for NCP's beginning in the 2019 program year. The short-term training ranges from 8 to 90 hours. NCP's are now able to participate in OSHA General Industry training, Forklift Operator training and Computer Literacy Training. Seven NCP's completed short term training with 4 of the 7 obtaining employment within 4 weeks of finishing the training.

- Collaboration with partners in the Alamo area to provide additional services or supports for NCP's include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.

Since 2005, when the NCP program was implemented in the Alamo area over 5044 Noncustodial parents have been served with over $61,447,887 dollars collected in child support payments.

- **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.

- **Childcare:** WSA administers Childcare Services (CCS) funding for the 1213-county region. CCS helps parents pay for childcare while they work, go to school, or participate in job training to become self-sufficient. Those eligible for childcare 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 childcare, so they can continue to work or attend school

  - Teen parents from low-income families who need childcare to attend school

- Parents with low incomes who have children with disabilities

- Parents who meet the definition of experiencing homelessness

Parents who receive CCS assistance are required to pay a portion of their cost of care except:

- parents who are participating in Choices or who are in Choices childcare
- parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T childcare
- parents of a child receiving childcare for children experiencing homelessness,
- parents who have children who are receiving protective services childcare 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 **are required to participate in employment or school/training activities for an average of 25 hours per week for a single family or 50 hours per week for a two- parent family, with each parent averaging 25 hours per week at eligibility determinations / redeterminations, in order to receive subsidized child care. Based on sliding scale the max income for a family size of 4 is $5814.**

Workforce Solutions Alamo Child Care Services (CCS) Sliding Fee Scale

Effective October 1, 2020 through September 30, 2021

Percentage of State Median Income (SMI)

	0%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-75%	76%-80%	81%-85%
1st Child	$30	$50	$75	$100	$170	$210	$250	$270	$290
Each Additional Child	$0	$20	$30	$40	$50	$90	$115	$125	$140

Percentage of State Median Income (SMI)

Family Size	0% - 20%		21% - 30%		31% - 40%		41% - 50%		51% - 60%		61% - 70%		71% - 75%		76% - 80%		81% - 85%	
2	$0	$930	$931	$1,395	$1,396	$1,861	$1,862	$2,326	$2,327	$2,791	$2,792	$3,256	$3,257	$3,488	$3,489	$3,721	$3,722	$3,954
3	$0	$1,149	$1,150	$1,724	$1,725	$2,298	$2,299	$2,873	$2,874	$3,447	$3,448	$4,022	$4,023	$4,309	$4,310	$4,597	$4,598	$4,884
4	$0	$1,368	$1,369	$2,052	$2,053	$2,736	$2,737	$3,420	$3,421	$4,104	$4,105	$4,788	$4,789	$5,130	$5,131	$5,472	$5,473	$5,814
5	$0	$1,587	$1,588	$2,380	$2,381	$3,174	$3,175	$3,967	$3,968	$4,761	$4,762	$5,554	$5,555	$5,951	$5,952	$6,348	$6,349	$6,744
6	$0	$1,806	$1,807	$2,709	$2,710	$3,612	$3,613	$4,515	$4,516	$5,417	$5,418	$6,320	$6,321	$6,772	$6,773	$7,223	$7,224	$7,675
7	$0	$1,847	$1,848	$2,770	$2,771	$3,694	$3,695	$4,617	$4,618	$5,541	$5,542	$6,464	$6,465	$6,926	$6,927	$7,387	$7,388	$7,849
8	$0	$1,888	$1,889	$2,832	$2,833	$3,776	$3,777	$4,720	$4,721	$5,664	$5,665	$6,608	$6,609	$7,080	$7,081	$7,552	$7,553	$8,024
9	$0	$1,929	$1,930	$2,893	$2,894	$3,858	$3,859	$4,822	$4,823	$5,787	$5,788	$6,751	$6,752	$7,233	$7,234	$7,716	$7,717	$8,198
10	$0	$1,970	$1,971	$2,955	$2,956	$3,940	$3,941	$4,925	$4,926	$5,910	$5,911	$6,895	$6,896	$7,387	$7,388	$7,880	$7,881	$8,372
11	$0	$2,011	$2,012	$3,017	$3,018	$4,022	$4,023	$5,028	$5,029	$6,033	$6,034	$7,039	$7,040	$7,541	$7,542	$8,044	$8,045	$8,547
12	$0	$2,052	$2,053	$3,078	$3,079	$4,104	$4,105	$5,130	$5,131	$6,156	$6,157	$7,182	$7,183	$7,695	$7,696	$8,208	$8,209	$8,721
13	$0	$2,093	$2,094	$3,140	$3,141	$4,186	$4,187	$5,233	$5,234	$6,279	$6,280	$7,326	$7,327	$7,849	$7,850	$8,372	$8,373	$8,896
14	$0	$2,134	$2,135	$3,201	$3,202	$4,268	$4,269	$5,335	$5,336	$6,402	$6,403	$7,469	$7,470	$8,003	$8,004	$8,537	$8,538	$9,070
15	$0	$2,175	$2,176	$3,263	$3,264	$4,350	$4,351	$5,438	$5,439	$6,526	$6,527	$7,613	$7,614	$8,157	$8,158	$8,701	$8,702	$9,244

*The parent share of cost cannot exceed the family's monthly gross income.

- **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.

- WSA is working with TWC's Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

- WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers provide real work opportunities. Last year 179 students were provided a work experience under the SEAL program with over 57, employers, encompassing over 71 worksites participating in the program.

- Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

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.

- **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. Workforce Solutions Alamo utilizes the following social media and communication platforms to reach our consumers. From December 2019 to November 2020, Facebook had a total of 27, 512 followers, 2,669 Instagram followers, 39,442 LinkedIn followers, and 5,618 Twitter followers.
- The WSA website has had a total of 68,161 unique visits between May 2020 and November 2020. WSA Our constant contact email marketing platform has sent over 423,922 emails and has reached 166,789 contacts between November 2019 and November 2020.

- **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.

- **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.).

- **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.

- **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.

- **Data Analysis and Information**: WSA will continue offering data analysis and information services to key partners and stakeholders in the community that have executed a data sharing agreement and/or a memorandum of understanding. 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.

- **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 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.

The following table shows the educational attainment of individuals ages 25-34 in both Texas and the Alamo Region as related to attainment of an Associate degree, as well as information of WSA program participants attaining credentials in both PY20 and PY19.

Ages 25 - 34 with Associates Degree (2013 to 2018)						
	Texas			Alamo Region		
	Male	Female	Total	Male	Female	Total
2013	121,975	135,908	257,883	13,145	12,097	25,242
2018	141,811	169,677	311,488	16,057	17,915	33,972
Difference	19,836	33,769	53,605	2,912	5,818	8,730
% Chg	16.3%	24.8%	20.8%	22.2%	48.1%	34.6%

Recognized Credentials

From October 2019 - September 2020, 256 WSA participants (8.9% increase)
From October 2018 - September 2029, 235 WSA participants

The following table shows the proportion of individuals ages 25-34 whose educational attainment is an Associate degree in both Texas and the Alamo Region from 2013 to 2018.

Proportion with an Associate's Degree, Ages 25-34 (2013-2018)						
	Texas			Alamo Region		
	Both	Male	Female	Both	Male	Female
2013	1.4%	1.3%	1.4%	7.8%	8.0%	7.6%
2018	1.5%	1.4%	1.6%	9.0%	8.3%	9.7%
% Change	9.8%	5.5%	13.7%	15.1%	3.0%	28.5%

The proportion of individuals attaining an Associate degree in the Alamo Region was 5.3% greater than that of Texas as a whole, but the difference varied substantially by sex. The proportion of women ages 25 to 34 who had an Associate degree in the Alamo Region was 14.9% greater than that of the State's, but the proportion of males was lower than the State, by –2.5%. This shows the need locally for additional outreach and efforts to promote post-secondary attainment in the Alamo Region.

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 **College Reengagement**. In partnership with Alamo Colleges, WSA has co-located 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 allocates 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 are 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. In 2020, WSA more than doubled the number of approved training opportunities available on this list from 224 in January 2020 to 450 in December 2020. The Statewide List of Certified Training Providers and instructions may be found at: http://www.twc.state.tx.us/partners/eligible-training-provider-system.

  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. WSA intends to implement revised job-matching systems and, training-matching processes based on customer data and predictive analytics to create innovative efficiencies and 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. WSA engages and supports AEL grant recipients and the AEL Alamo 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, Region 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 on TWC sponsored Labor Market Information (every 2 years or as needed)
  - 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

WSA 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.

DRAFT

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

(WIOA §108(b)(6); 20 CFR §679.560(b)(5))

Boards must include a description of the one-stop delivery system in the workforce 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

• 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

• How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), 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

• The roles and resource contributions of the one-stop partners

Board Response: One-Stop Service Delivery

Continuous improvement of eligible providers: Eligible providers, including 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:

  - **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.

  - **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.

  - **Chief Elected Officials:** The elected officials that represent the constituents of the 13 counties of the Alamo region are responsible for creation of policy and activities that drive alignment of economic priorities and allocation of resources to address these priorities. WSA has established regular communication with the area judge and other governing bodies in each of the 13 counties of the Alamo region and will continue to seek the input of these officials to inform the development of programming.

  - Education and Training Partners:

  - **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.

  - **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.

Workforce Development Academy

WSA will create a Workforce Development Academy focusing and emphasizing Jobs and Career Pathways that will target middle school and high school students. The Academy will be open to students, teachers, parent liaisons and counselors. The Academy will be designed as an engaging and interactive forum. An additional outcome of the Academy is to create Workforce Ambassadors that expand and connect to workforce opportunities and resources within our communities.

The proposed curriculum may offer a half-day or whole day session or could be provided via workshops over the course of 4 to 5 months. The proposed curriculum will include:

- Introduction of Workforce-Overview of WSA, its impact in the community, and its ability to provide educational and employment opportunities through exploring Career Pathways.

- Partnerships-Connecting employment opportunities to high school students through community pipelines such as SA Works. Highlighting partnerships to bridge educators and employers to connect career pathways in-demand occupations.

- Provide tools and resources such as are available through TWC's LMCI (i.e. Texas Reality Check, etc.)
  - Walkthrough lifestyle expenses
  - Determine your minimum salary needs
  - Explore the occupations that earn the salary desire

- Ambassadors will explore information on occupations and Labor Market trends.
  - Attend workgroups facilitated by employers
  - Participate at workforce events
  - Market workforce career occupation opportunities and events
  - Receive professional development training

- Credential Badging
  - Digital credentials that can be posted or linked to participants social media accounts
  - Digital credentials provided to Ambassadors for completion of industry curriculum

Facilitating access to services: WSA maintains five Job Centers in located in urban areas of Bexar County and one in each of the twelve rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson.

Center capacity and staffing levels are adjusted according to the composition of the county population (i.e. demographic profile), the consumption of Center services, and available 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.

	BCY 2017	**BCY 2018**	**BCY 2019**
Urban	187,493	176,671	153,699
Rural	48,389	39,255	40,873
Total	235,882	215,926	194,572
Split	79%/21%	82%/18%	79%/21%

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 childcare 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: Geographic availability is a strategy for increasing access to services for individuals with disabilities. In each of the five urban and some of our rural locations, designated space is made available and VR staff and other community partners are co-located in order to increase the scope of services that are provided at the center.

Board staff will conduct yearly accessibility and Equal Opportunity reviews at the Centers to maintain and expand access to services 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.

Interpreters are coordinated, made available, and funded by WSA upon request to ensure equal access and quality of services. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. VR and Workforce management level staff meet monthly to share updates and coordination activities. Issues or concerns that may be impacting service delivery are identified and resolved. 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 and consortiums 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,
    - Childcare,
    - 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.

B. Cooperative Agreements

(WIOA §108(b)(14); 20 CFR §679.560(b)(13))

Boards must 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 USC 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 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 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.

WSA has attached all 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 USC 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 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 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.

C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

(WIOA §108(b)(4); 20 CFR §679.560(b)(3))

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

• Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations

• Support a local workforce development system that meets the needs of businesses in the workforce area

• Better coordinate workforce development programs and economic development

• Strengthen links 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.

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 created '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-Based 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.

- **Dynamism Barriers**. These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.

- **Skills Barriers**. These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.

- **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 the 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 model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services.

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.

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.

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, taskforces, 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.

D. Coordination of Wagner-Peyser Services

(WIOA §108(b)(12); 20 CFR §679.560(b)(11))

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: Coordination of Wagner-Peyser Services

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.

DRAFT

E. Integrated, Technology-Enabled Intake and Case Management

(WIOA §108(b)(21); 20 CFR §679.560(b)(20))

Boards must include 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: Integrated, Technology-Enabled Intake and Case Management

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 childcare 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.

- 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.

- Caseworthy: a data platform that aims to allow co-case and career management of participants with partners, particularly COSA's Delegate Agencies and management of COVID-related programs.

DRAFT

Part 5: Workforce Investment Activities

A. Economic Development and Entrepreneurial/Microenterprise Activities

(WIOA §108(b)(5); 20 CFR §679.560(b)(4))

Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board will promote entrepreneurial-skills training and microenterprise services.

Board Response: Economic Development and Entrepreneurial/Microenterprise Activities

WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's efforts goals include:

- developing regional service strategies
- facilitating job fairs
- perform targeted talent development
- participating in the development of community partnerships
- participating in business recruitment
- 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 the Maestro Entrepreneur Center, Launch SA, Lift Fund, and TechBloc are injecting new energy into community startups.

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
- 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. Specifically, WSA intends to foster an enhanced relationship with the Maestro Entrepreneur Center to align resources and support small business owners.

The Maestro Entrepreneur Center is a non-profit organization that provides an innovation model to assist entrepreneurs grow their small businesses in the Alamo region. Maestro provides incubation, acceleration, and connection in a creative learning environment for businesses with the goal of job creation. Maestro provides resources and tools for entrepreneurs in order to continue to grow their business.

The Maestro campus provides office space, shared business amenities (including wifi, utilities and janitorial services, onsite notary, parking, scanning/printing, etc), a HUBZone address for Federal Certification, large and small conference rooms, training classrooms, reception, and property, tax, and maintenance services.

Maestro seeks to remove barriers to sustainability and growth and has created multiple programs aimed at acceleration.

- Entrepreneurship Cohort Program
  A 12-week Cohort Program curriculum based-intensive accelerator program for existing small businesses seeking to accelerate their growth.

- After Cohort Meet Ups
  Monthly small support group sessions are for cohort entrepreneurs to come together, discuss challenges, share solutions and celebrate success stories.

- Phenomenal Women in Leadership
  A tradition started since Maestro's inception, the series brings together a panel of women leaders who discuss topics, trends, and issues as the relate to women in business.

- Maestro Leadership Life Lessons
  Intimate conversations with successful business owners who share their Life Lessons around particular topics.

- Mastering Your Money
  Lessons by successful business owners who have built wealth by diversifying, increasing financial capacity and investing in multiple business ventures.

- Going Global- 3 Day Bootcamp
  3 Day Bootcamp for international business owners to enhance their skills in all areas of operating a successful business in the US.

- Youth Entrepreneurship Program
  This one-week youth program introduces the spirit of entrepreneurship and leadership skills to the next generation of entrepreneurs.

- Silver Jacket Program
  This 12 Week Intensive Start Up Program for fashion industry in partnership with the Texas Fashion Industry Institute.

DRAFT

B. Rapid Response Activity Coordination

(WIOA §108(b)(8); 20 CFR §679.560(b)(7))

WD Letter 18-20, Attachment 2 8

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

Board Response: Rapid 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 quickly transition dislocated workers 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 provided:

- 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. The Rapid Respond Registration form is available in electronic format, utilizing Cognito form. Affected workers may immediately begin receiving workforce services without waiting 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 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.

In March 2020, all of these activities were transitioned to an online/digital format. Workshops, orientations, job fairs, and individual employee services are available virtually.

DRAFT

C. Youth Activities and Services

(WIOA §108(b)(9); 20 CFR §679.560(b)(8))

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

Board Response: Youth Activities and Services
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 11. 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, Harlendale, 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 organization
- 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
- Supported employment services

DRAFT

D. Coordination with Secondary and Postsecondary Education Programs

(WIOA §108(b)(10); 20 CFR §679.560(b)(9))

Boards must include a description of how the Board will coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

Board Response: Coordination with Secondary and Postsecondary Education Programs

WSA supports partnerships with employers, training institutions and providers, and agencies to facilitate institutionalization of opportunities for youth and adult learners toward the goal of transitioning to and attaining needed postsecondary credentials.

The continuity of these partnerships leads 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, Southwest Texas Junior College, Victoria College, Schreiner University, Texas Lutheran University, 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:

- leverage the entire larger workforce and education communities
- ensure agency coordination to minimize duplication of services in the community
- 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.

WSA and the Community Responsive Model for Workforce Development
WSA serves a 13-county region but acknowledges that each county is unique with respect to its population characteristics and economic and educational priorities. The Alamo region consists of both urban and rural areas and includes some of the most economically segregated communities in the United States. Disparities related to social determinants of health create the need to solicit community input and feedback from local stakeholders and job seekers in order to create customized programming and services. To this end, WSA will distribute surveys and hold community listening sessions related to target industries and occupations, SDOH, special populations, and other priorities at least twice per year for the duration of this Plan. Quantitative and qualitative data from surveys and listening sessions will inform ongoing program development and will provide insights to formative and summative evaluation of core programs. Survey recipients include local area judges and other elected officials, education and training partners at the Pre-K, middle and secondary levels, vocational training centers, colleges and universities, employer and industry partners, organized labor associations, and jobseekers.

E. Child Care and Early Learning

(40 TAC §809.12 Board Plan for Child Care Services)

Each Board must include a description of how the Board is strategically managing childcare and early learning within its workforce system to enhance school readiness and strengthen and support the childcare industry.

Note: This may include efforts to:

• Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool

• Support improved school readiness through higher quality childcare, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships

• Support the needs of the Child Care industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education

WSA has developed a Child Care Committee that meets on a regular basis to discuss Child Care. The key focus areas for the committee are:

- Provide guidance and recommendations on access to high quality Child Care for every child in the WSA board area
- High quality teaching practices
- Educator supports and career pathways for EC teachers
- Coordinated systems
- Comprehensive, continuous and integrated, advocacy, oversight and family engagement.

WSA has a wealth of knowledge that includes board members, early childhood education experts, and community partners. The committee works together to develop strategies and collaborate on Child Care opportunities.

WSA strives to increase the number of quality providers in our region and recognizes that quality care helps make children school ready. The Texas Rising Star (TRS) program is the quality rating system in Texas.   WSA has contractors who work with Child Care Centers wanting to become Texas Rising Star certified. TRS mentors assist centers in the pre-qualifications to prepare for assessments and provide training to Childcare Staff. TRS assessors schedule and complete Texas Rising Star assessments and meet with Center staff to provide follow up reports that outline the score received. Centers are rated as TRS 2 Star, 3 Star or 4 Star. Once designated, these centers receive enhanced reimbursement rates for CCS children served.

WSA also understands the lack of Child Care in the rural areas. WSA works to ensure that funding is balanced in efforts to continue to provide opportunities for quality Childcare to children & families in these underserved areas.

WSA is working towards implementing Contracted slots, which are designed to (a) increase the supply of available child care for children receiving subsidies, (b) help stabilize finances of child care programs, and (c) improve quality. With this opportunity, WSA can address supply issues particular to the local board region, in order to address the goal of increasing quality childcare for low-income children and their communities.

WSA will begin offering TRS / Child Care discounts for families who chooses a TRS certified center for Child Care. The goal is to increase the number of children served in TRS certified centers, and to assist families offset the cost of this choice.

WSA participates in the Shared Services Alliance meetings and collaborates with other programs, such as United Way of SA and Pre-K 4 SA on the goals and mission that centers are working towards. The goal of Shared Services is to provide child care providers with the tools necessary to improve operations and make businesses more profitable. WSA also partners with Region 20 and Head Start in facilitating partnerships.

Childcare and Workforce Development

WSA is mounting an evaluation effort focused on the alignment of the provision of childcare subsidies and its impact on wages and advancement in career pathways for parents. Pre-K 4 SA was implemented in 2013 in seven school districts in the San Antonio area. Recent data indicates that children who receive full-day, yearlong education had improved outcomes related to attendance and educational success. A benefit-cost study conducted in 2019 examined whether, and to what extent, the program's benefits exceeded its costs. Study results indicated that the total cost per child was $12,760 for full-day instruction, and the resulting benefit to the San Antonio economy is approximately $3,790 per child or approximately $7.36 million for all children who attended Pre-K 4 SA in the 2018-2019 school year.

Based on this encouraging data, WSA will conduct a benefit-cost analysis of its childcare programs to determine the return on investment for childcare services. The WSA study will expand the analysis to include data related to jobs and wages of parents who receive childcare subsidy. The goal of WSA is to encourage parents to participate in education and training opportunities in target industries and occupations in order to maximize the benefit associated with the provision of childcare. This analysis will provide baseline data to inform additional programming and strategies for parents.

(WIOA §108(b)(11); 20 CFR §679.560(b)(10))

Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in

WD Letter 18-20, Attachment 2 9

coordination with WIOA Title I workforce investment activities.

Board Response: Transportation

WSA recognizes the need to provide convenient and efficient transportation supportive services to customers and to remove or alleviate the negative effects of a lack of transportation has on the ability to secure and maintain employment. WSA accomplishes this through a combination of utilizing gas cards/mileage reimbursement and 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.

F. Coordination of Adult Education and Literacy (AEL)

(WIOA §108(b)(13); 20 CFR §679.560(b)(12))

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL 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.

The AEL Alamo Consortium consists of 8 Service Providers that offer a variety of adult education services across 13 counties (to match WSA service area). Students can be served as young as 16 years of age, and services are free of charge to the student. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times.

AEL services include:

- High School Equivalency (HSE) (English & Spanish classes) (GED®, HiSET®)
- Upgrade Academic Skills: have diploma/HSE but need refresher
- English as a Second Language (ESL): ESL, ESL for Professionals, EL Civics
- Re-entry Services for probation/incarcerated adults
- Career Training while you learn English and/or earn your HSE
- Employer Partnerships (AEL services on work sites with employees)
- College and Career Readiness (CCRS) services: TSI prep, career navigator support
- Distance Learning: study anywhere with internet

The AEL Alamo Consortium also offers Student Success Initiatives to improve retention, enhance student resumes, and build community amongst our adult learners. These activities include but are not limited to:

- Student Externships: tours of employment and post-secondary opportunities
- National Adult Education Honor Society
- AEL Student IDs for various student discounts
- Certificates: Digital Literacy, CPR, Job Skills

The AEL Alamo Consortium 8 Service Providers include:

1. Alamo Colleges I-BEST
2. Southwest Texas Junior College
3. Northside ISD

4. North East ISD (Walzem Career Center)

5. San Antonio ISD (E. Houston Career Center)

6. Each One Teach One

7. Restore Education (Datapoint and Marbach Career Centers)

8. ESC-20 AEL Program (S. Flores Career Center)

Adult Education and Literacy: WSA participates in career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended 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 the AEL Alamo 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, Region 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

- We attempted to host monthly meetings with AEL Provider leadership and Career Center leadership (both adult and youth services), but there were challenges with that. We haven't done this in a long time. So perhaps omit this bullet or change to quarterly or twice annually? 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 Unclear on this statement. It seems like a verb is missing at the very beginning. Perhaps – "Sharing results from the analysis of……."

- 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 ESC-20 and the Consortium would hope that this is not a necessary statement, as we continue to collaborate with WSA and VRS as much as possible and offer quality AEL services in the Alamo area.

Part 6: Adult, Dislocated Workers, and Youth Services

A. Adult and Dislocated Worker Employment and Training

(WIOA §108(b)(7); 20 CFR §679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area.

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

Board Response: Adult, Dislocated Workers, and Youth Services

WSA operates a total of 16 American Job Centers and satellite offices located throughout the 13-county Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of:

- local demographics to identify significant population centers and projected population centers
- concentrations of historical WSA job seeker customers
- geographic areas with characteristics that are likely to utilize workforce services
- feedback from local stakeholders regarding community need and planned development
- alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers)
- 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. In addition, WSA has designated the Datapoint American Job Center as the "Comprehensive Center" which meets the Memorandum of Understanding/Infrastructure Funding Agreement Requirements. The following table lists Center locations:

Table 12. American Job Center Locations

	Job Center	Address
1	Datapoint Job Center	3652 Bluemel Rd., San Antonio, TX 7829
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

	Job Center	Address
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 makes services available off-site at partner offices and other ad hoc locations in the community. This approach allows center staff to take advantage of partner agency locations that are more accessible to that partner's client base is consistent with a culturally responsive strategy to leverage rapport and trust of the partner agency. It creates an added convenience to both customers and partners and expands our offering of immediate access to services i.e. customers are not obliged to visit 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 contribute to improved outcomes. This applies to both adults and youth.

WSA partners 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.

Another example of this type of co-location is the manifestation of a partnership with the Bexar County 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. This relationship facilitates continuity of services and alleviates the need for parents to visit an additional location while accomplishing the goal of increased compliance with court orders.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, Iron Yard, CodeBound, etc.). Recruitment and initial information are provided to students by a partner agency with training or educational opportunities. Partner agencies and Job Center contacts collaborate to determine eligibility facilitate the provision of other services. This approach increases enrollments into IT and cybersecurity-related target occupations.

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 key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources.

DRAFT

B. Priority to Recipients of Public Assistance and Low-Income Individuals

(20 CFR §679.560(b)(21))

Boards must include 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, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

Board Response: Priority to Recipients of Public Assistance and Low-Income Individuals

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:

- 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)

- 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

- 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)

- All other eligible veterans and eligible spouses (e.g., not included in #1)

- All other foster youth and former foster youth (not included in #2)

- All other eligible persons (not included in #3)

- *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)

- *Local Priority*: individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of:

- their entitlement to priority service
- the full array of career and training services available under priority of service
- 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 a waiting lists exists, priority of service requires these populations to be placed first on the list in the order listed above. 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 displace or deprive the participant of that service or 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).

Priority Groups have been identified for Child Care Services:

The first priority group is assured childcare services and includes:

- Children of parents eligible for CHOICES childcare as referenced in 809.45 and D-300 of the TWC Child Care Guide.
- Children of parents eligible for TANF Applicant childcare as referenced in 809.46 and D-400 of the TWC Child Care Guide.
- Children of parents eligible for Supplemental Nutrition Assistance Program (SNAP) Employment & Training childcare as referenced in 809.47 and D-500 of the TWC Child Care Guide.

The second priority group is served subject to the availability of funds and includes, in the order of priority:

- Children needing to receive protective services related to childcare as referenced in 809.49 and D-700 of the TWC Child Care Guide.
- Children of a qualified veteran or qualified spouse as defined in 801.23
- Children of a foster youth as defined in 801.23
- Children experiencing homelessness as defined in 809.2 and described in 809.52
- Children of parents on military deployment as defined in 809.2 whose parents are unable to enroll in military-funded childcare assistance programs
- Children of teen parents as defined in 809.2
- Children with disabilities defined in 809.2

The third priority group includes any other local priority group adopted by the Board. The order of the local priority groups will be as follows:
- Rural siblings of a child already receiving care
- Rural Workforce Innovation and Opportunity Act (WIOA) participants
- Rural children on the waitlist when the rural enrollment percentage is less than 20% of the total enrollments
- Bexar County siblings of a child already receiving care

- Bexar County Workforce Innovation and Opportunity Act (WIOA) participants
- Children enrolled in Early Health Start-Child Care Partnership
- Bexar County children on the waitlist

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.

DRAFT

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

(WIOA §108(b)(15); 20 CFR §679.560(b)(14))

Boards must include identification of the entity responsible for the disbursal of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

Board Response: Fiscal Agent, Grants, and Contracts

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursal 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.

B. Sub-Grants and Contracts

(WIOA §108(b)(16); 20 CFR §679.560(b)(15))

Boards must include a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

Board Response: Sub-Grants and Contracts

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.

Part 8: Performance

A. Board Performance Targets

(WIOA §108(b)(17); 20 CFR §679.560(b)(16))

Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the 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 area.

Board Response: Board Performance Targets

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), and the Measurable Skills Gains (MSGs). 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. All TWC-contracted measures are incorporated as part of WSA's subrecipient contracts.

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) are entities with job training programs approved by the Texas Workforce Commission (TWC) to provide Workforce Innovation and Opportunity Act (WIOA)–funded training services. Local Workforce Development Boards (Boards) fund training for Adult and

Dislocated Worker program participants primarily through Individual Training Accounts (ITAs). The publicly accessible Statewide Eligible Training Providers List (ETPL) includes all programs that are currently approved by TWC for ITA funding. The Statewide ETPL Performance Report includes data related to student enrollment for approved programs. To be included on the statewide ETPL, WIOA requires all ETPs, except Registered Apprenticeships, to submit verifiable student-level performance data for all students connected to programs. The student data is collected through Student Data Reports (SDRs) distributed to providers by TWC. For new programs, SDRs are required before inclusion on the statewide ETPL. Providers are also required to submit annual student data reports for the past program year.

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

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.

Part 9: Training and Services

A. Individual Training Accounts (ITAs)

(WIOA §108(b)(19); 20 CFR §679.560(b)(18))

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of 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.

B. ITA Limitations

(20 CFR §663.420)

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 Board 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: Individual Training Accounts (ITAs) and Limitations

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

- 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 2021, 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 the WSA 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.

ITAs 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:

- 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.

- 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:

- 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,

- 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).

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.

Board Response: Apprenticeship

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 https://www.dol.gov/agencies/eta/apprenticeship, apprenticeship.gov 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.

B. Apprenticeship Texas

Boards must include a description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

Board Response: Apprenticeship Texas

WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support Apprenticeship Texas 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 regional employers. 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.

Conclusion

Workforce Solutions Alamo submits this plan in accordance with the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580) and is intended to represent existing and proposed workforce and economic development activities for the 13-county Alamo region. This plan has been developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

Workforce Solutions Alamo is committed to the development of Sector-Based Partnerships model with emphasis on best practices that connect people to training opportunities that are employer-driven and data informed. Workforce Solutions Alamo is prepared to convene strategic partnerships that align with industry clusters as defined in this plan and according to the Sector-Based Partnership model.

Workforce Solutions Alamo will continue to seek feedback from stakeholders in each of the 13 counties served by WSA. Community voice and employer input is the essential to a community-based participatory and responsive methodology for continuous process evaluation and improvement.

DRAFT