

Local Workforce Development Board Planning Guidelines Program Years 2017–2020

Introduction

Under the Workforce Innovation and Opportunity Act (WIOA) §108, each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Local Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Local Plan must be developed openly and be available to the public for comment for 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Local 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 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.

Part A: Strategic Elements

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

Board's Vision

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

Board Response:

The Workforce Solutions Capital Area Workforce Board (WFSCA) serves as the leadership and governing body for the Austin/Travis County workforce system. WFSCA is a public/private partnership, with its Directors representing business, education, labor, economic development, community-based organizations, and public entities. WFSCA's vision is that all people (our human capital) are productive, and the region is prosperous. WFSCA believes that it is best positioned to support regional economic growth and economic self-sufficiency by successfully implementing and holding itself accountable for the following responsibilities:

- Strategic and operational planning;
- Design of the local workforce development delivery system, including the establishment of one-stop career centers;

- Oversight and evaluation of workforce development activities in the local area;
- Connection and alignment of the components of the regional workforce system;
- Leverage and investment in workforce development resources;
- Policy guidance;
- Advocacy for workforce issues and needs;
- Building partnerships in support of local workforce initiatives; and
- Serving as the link between the workforce system and the taxpayers.

WFSCA has established the following goals related to its strategic vision:

I. Employers have access to a skilled workforce

Employers are the public workforce system’s primary customer, and working with employers in a meaningful, sustained, productive manner ensures that the workforce system is aligned to the needs of industry. Alignment includes assisting to fill immediate job openings, as well as long-term career pathway planning in order that employers may find locally trained workers to keep their companies growing and competitive.

II. The workforce has the literacy, workforce readiness, education and occupational skills to obtain and maintain meaningful employment

WFSCA strives to serve as both the agency of choice and the “safety net” for job seekers and workers who face barriers to employment, including youth. By actively collaborating with the educational system, from secondary to post-secondary education, and Community-Based Organizations (CBOs), WFSCA acts on its vision to design a well-connected and effective local workforce delivery service that is, at its core, a career pathway approach to services. This strategy ensures that Opportunity Youth and those otherwise disconnected from traditional education systems and those individuals who face barriers to employment find the most effective and resource-efficient services through the public workforce system.

One of WFSCA’s greatest strengths is its ability to serve as a neutral convener of entities and agencies that together form the partnerships that comprise the public workforce system.

III. Job seekers have access to meaningful employment opportunities

WFSCA recognizes that both job seekers and employers endeavor to find a “right fit” in workplaces in order to obtain maximum productivity and satisfaction. Job seekers, especially those from younger generations, report that they desire to have meaningful employment, jobs that they feel contribute to a greater good. WFSCA believes that area employers offer such opportunities, but that job seekers may not always be aware of these occupations or the value that they bring to the companies, community, and global economy. As such, WFSCA has a goal to better inform and raise awareness of the industries and occupations that are in demand and growing. By educating job seekers about the range of opportunities available in our community, we contribute both to meaningful employment for job seekers as well as better-equipped employees for local companies.

IV. Workforce Solutions Capital Area meets or exceeds all performance targets set by its governing body

WFSCA places a high premium on performance measures as accountability for the public resources that it administers. While WFSCA has a strong history of meeting and exceeding mandated performance measures, it employs a system of continuous improvement by allocating staff resources to weekly oversight of performance indicators that may point to possible issues with performance. Additionally, WFSCA monitors its activities through rigorous risk-assessment and sampling to ensure that performance overall is solid and consistent. Understanding that the taxpayers expect transparency and effective use of resources, WFSCA also employs quality assurance activities that continuously seek to improve how information is shared with internal partners, and external stakeholders, often going above and beyond what is mandated by funders.

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

Board Response:

WFSCA has established the following partnership strategies related to its strategic vision and goals:

I. Employers have access to a skilled workforce

- a. Meet regularly with, and attend convenings hosted by local Chambers of Commerce.
- b. Become members of areas Chamber of Commerce.
- c. Join existing, or create if none exist, industry sector partnerships.
- d. Leverage the knowledge, expertise, and networks of Board of Directors in order to deepen trust and commitment to the public workforce system.
- e. Engage and ensure customer satisfaction of the employers who utilize the public workforce system.

II. The workforce has the literacy, workforce readiness, education and occupational skills to obtain and maintain meaningful employment

- a. Enter into an agreement with, and meet regularly with, the local Adult Education and Literacy (AEL) provider and its contractors.
- b. Co-locate AEL staff in One-Stop System to ensure staff collaboration.
- c. Meet regularly with executive and operational leadership of key secondary and post-secondary systems (area Independent School Districts and Austin Community College) to ensure understanding of and ability to contribute to effective and results-driven career pathways.
- d. Enter into agreements with area CBOs who are essential participants in the provision of services in the workforce system.

- e. Collaborate with and plan for future co-location of representatives from the Department of Assistive and Rehabilitative Services (DARS) and the Division of Blind Services (DBS), now under the governance of TWC. Ensure regular and planned presence of DARS and DBS staff on-site at One-Stop to ensure access to services for all customers, particularly those with disabilities.

III. Job seekers have access to meaningful employment opportunities

- a. Through area educators and with area CBOs, promote customer-focused, engaging collateral about in-demand industries and occupations via the Board's website and printed materials for educators, parents, youth, and job seekers
- b. Post and publicize WFSCA's Target Occupation List, with related information about access to training in those occupations.
- c. In collaboration with area employers, promote the multitude of earn-and-learn opportunities. Engage and enter into agreements with employers who will offer registered apprenticeship opportunities for job seekers. Increase work experience and On-the-Job training opportunities for youth and job seekers with barriers to employment, including those job seekers with disabilities.
- d. In collaboration with local government and area ISDs, support, promote, and participate in career fairs for young people, including Opportunity Youth to inform about and connect youth to career pathways which lead to meaningful employment.

IV. Workforce Solutions Capital Area meets or exceeds all performance targets set by its governing body

- a. In collaboration with WFSCA's contractors, meet at least monthly to review budgets, expenditures, and procurements.
- b. In collaboration with WFSCA's contractors, review performance and provide technical assistance on a monthly basis.
- c. With CBOs and other community stakeholder groups, identify trends that impact the workforce system's ability to prepare the workforce and meet employer demand, both current and future.
- d. Adopt a localized goal, called 75x20, in order to measure WFSCA's overall effectiveness in placing job seeker trainees in training-related employment. The goal states that by the year 2020, at least 75% of all job seekers who engage in training services funded by WFSCA will find training-related employment upon completion of training services.
- e. Establish and follow a regular risk-assessment monitoring schedule for publicly funded contracts.

Economic and Workforce Analysis

- 3. *A regional analysis of the following:*
 - a. *The economic conditions, including existing and emerging in-demand industry sectors and occupations, as well as targeted occupations*

b. *The employment needs of employers in existing and emerging in-demand industry sectors and occupations*

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

Board Response:

The Austin-area economy is experiencing growth in almost all of the major industry sectors, but its growth is outpacing the local talent pipeline. According to the monthly Bureau of Labor Statistics (BLS) labor force data for Travis County, Texas, all of the industries except for Natural Resources and Mining and Manufacturing experienced job growth from the second quarter of 2015 to the second quarter of 2016. Over the past year, the Construction and Trade, Transportation and Utilities industries experienced 5.5 and 4.2 percent job growth, respectively. Professional and Business Services, which includes Information Technology, grew 4.6 percent. This county-specific information matches the growth trends in the region. Over the past year, the Austin-Round Rock, Texas Metropolitan Statistical Area (MSA) experienced job growth in all industries except for Manufacturing. The Construction industry experienced the most growth – 6.6 percent – followed by Education and Healthcare, 4.3 percent. Trade, Transportation and Utilities experienced 2.3 percent growth.

In 2016, WFSCA spearheaded an effort to create a Master Community Workforce Plan to address labor shortages by engaging employers and industry partnerships with chambers of commerce, institutions of higher education, and community-based organizations that provide occupational training. In September 2016, WFSCA presented a local supply-demand analysis¹ to Austin Mayor Steve Adler and Travis County Judge Sarah Eckhardt, which identified a significant delta between the supply of qualified job seekers and employers' demand for a qualified labor force.

WFSCA projects that from 2016 to 2021 in the Austin-Round Rock, Texas MSA there will be 38,347² middle skill³ job openings, or 7,669 annually, in the Construction/Trade/Transportation, Healthcare and Information Technology industries. WFSCA collected local certificate and associate's degree graduation data from Austin Community College and other public and private training providers and determined that in 2015, only 4,064⁴ individuals graduated with postsecondary certificates and associate's degrees in these three critical industries. Thus, WFSCA estimates that if graduation rates remain the same over the next five years, local talent will only be able to fill about 53 percent of employers' middle skill jobs in Construction/Trade, Transportation and Utilities, Healthcare and Information Technology. Due to this supply shortage, WFSCA analyzed its 2017 targeted occupations and focused on these three critical industries.

¹ Please see Attachment A – Supply-Demand Analysis conducted by Workforce Solutions.

² JobsEQ Five-Year Jobs Forecast for the Austin-Round Rock, TX MSA, 2016-2021.

³ Workforce Solutions Capital Area generally defines "middle skill" jobs as those requiring more than a high school diploma but less than a bachelor's degree.

⁴ Data compiled from the National Center for Education Statistics and Interviews with Local Training Providers.

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

Board Response:

In its supply-demand analysis of the Capital Area labor market, WFSCA identified middle skill occupations in five industries⁵ - Arts, Education, Healthcare, Information Technology, Construction/Trade/Transportation, Legal/Law Enforcement/Public Safety, Personal Services, Professional and Business Services, and Science, Technology, Engineering and Mathematics (STEM). Over the next five years, WFSCA projects that 64,032 new and replacement jobs will be created in these occupations. In particular, WFSCA identified a large supply-demand delta in Construction/Trade/Transportation, Healthcare and Information Technology and has focused its Fiscal Year 2017 targeted occupation list on funding occupational training in these three industries.

In addition to the high skill, high demand occupations, WFSCA has identified several high demand occupations that do not require postsecondary education or long-term on-the-job training. These occupations include Waiters/Waitresses, Customer Service Representatives, Food Preparation and Serving Workers, Retail Salespersons and Office Clerks. These occupations primarily support the Leisure/Hospitality industry, which is a strong industry that represents 13 percent of the total employment in the Capital Area and experienced five percent growth over the past year.

5. *A list of the target occupations.*

Board Response:

Because of the supply-demand delta in Construction/Trade/Transportation, Healthcare and Information Technology, WFSCA's Fiscal Year 2017 target occupation list focuses on these three industries that are vital to our community. The target occupation list includes 40 occupations. These occupations are primarily middle skill, which WFSCA defines as requiring additional training/education beyond a high school diploma/GED but less than a bachelor's degree. In lieu of postsecondary education, these occupations may require long-term on-the-job training.

The targeted occupation list also includes some entry-level Healthcare and Construction/Trade/Transportation occupations that may not require formal education or a high school diploma/GED to obtain employment. WFSCA has identified these occupations as preferred for youth and lower skilled adults who are entering a career pathway that will eventually lead to higher wage, higher skill employment. Conversely, WFSCA also included several Information Technology occupations that require a bachelor's degree. WFSCA recognizes that some clients, such as dislocated workers, may have bachelor's degrees and may be eligible for training to enter employment in these fields.

⁵ See Attachment B for the full list of middle skill occupations.

Finally, WFSCA will continue to include as targeted occupations several office support careers that fall into the Professional and Business Services industry. WFSCA determined that these occupations support a variety of businesses in other industries, such as Information, Healthcare and Skilled Trades, and will continue to be in demand as other industries grow. In addition, these Professional and Business Services occupations have historically provided clients with strong employment prospects, according to WFSCA’s annual training effectiveness evaluation.

Workforce Solutions Capital Area Targeted Occupations
Effective January 1, 2017

#	SOC	Title
1	31-9091	Dental Assistants
2	29-2021	Dental Hygienists
3	29-2032	Diagnostic Medical Sonographers
4	29-2041	Emergency Medical Technicians and Paramedics
5	31-1014	Certified Nursing Assistants
6	29-2061	Licensed Practical and Licensed Vocational Nurses
7	29-2012	Medical and Clinical Laboratory Technicians
8	31-9092	Medical Assistants+ (requires obtaining 31-9097 Phlebotomists certification)
9	29-2071	Medical Records and Health Information Technicians
10	43-6013	Medical Secretaries
11	31-2011	Occupational Therapy Assistants
12	29-2052	Pharmacy Technicians
13	31-2021	Physical Therapist Assistants
14	29-2034	Radiologic Technologists
15	29-1141	Registered Nurses
16	29-1126	Respiratory Therapists
17	29-2055	Surgical Technologists
18	15-1150	Computer Support Specialists, includes: 15-1552 Computer Network Support Specialists 15-1551 Computer User Support Specialists
19	15-1134	Web Developers
20	15-1131	Computer Programmers
21	15-1121	Computer Systems Analysts
22	15-1141	Database Administrators
23	15-1132	Software Developers, Applications
24	15-1133	Software Developers, Systems Software
25	49-3000	Vehicle & Mobile Equipment Mechanics, Installers & Repairers, limited to: 49-3023 Automotive Service Technicians and Mechanics

		49-3031 Bus and Truck Mechanics and Diesel Engine Specialists
26	47-2031	Carpenters
27	49-9051	Electrical Power-Line Installers and Repairers
28	47-2111	Electricians
29	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
30	53-3032	Heavy & Tractor-Trailer Truck Drivers
31	47-3000	Helpers, Construction Trades, limited to: 47-3019 Helpers-Construction Trades, All Other 47-3013 Helpers-Electricians 47-3015 Helpers-Pipelayers, Plumbers, Pipefitters, and Steamfitters
32	49-9041	Industrial Machinery Mechanics
33	51-4041	Machinists
34	49-9071	Maintenance and Repair Workers, General
35	47-2152	Plumbers, Pipefitters, and Steamfitters
36	49-2098	Security and Fire Alarm Systems Installers
37	47-2211	Sheet Metal Workers
38	51-4121	Welders, Cutters, Solderers, and Brazers
39	43-3031	Bookkeeping, Accounting & Auditing Clerks
40	43-6014	Secretaries & Administrative Assistants

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

Board Response:

In its supply-demand analysis, WFSCA evaluated the current training provider capacity as well as local employer demand for middle skill workers. The study found there is a large gap between the supply of qualified job seekers and employers’ demand for talent, particularly in the Construction/Trade/Transportation, Healthcare and Information Technology industries. WFSCA is currently gathering information from employers about their workforce needs.

WFSCA is developing a Master Community Workforce Plan to train and upskill local working-age individuals, with an emphasis on those who are economically disadvantaged. As a part of this plan, WFSCA is aligning its targeted occupation list with the Construction/Trade/Transportation, Healthcare and Information Technology industries. In December 2016, WFSCA held an employer roundtable to receive feedback about its proposed targeted occupations list. Participants included local advanced manufacturing business owners as well as the Austin Chapter of the Associated General Contractors of America.

WFSCA has joined multiple Austin-area chambers of commerce and industry associations. In December 2016, WFSCA met with the following chambers of commerce and industry associations to obtain feedback about the needs of their employers: Austin Regional Manufacturing Association, Healthcare Workforce Alliance of Central Texas, Greater Austin

Chamber of Commerce, Young Austin Chamber, Austin Gay & Lesbian Chamber of Commerce and the City of Austin's TechHire initiative⁶. By the final submission of this Plan, WFSCA will have met with additional chambers of council and industry partnerships including the Austin Technology Council and the Austin Chapter of the Associated General Contractors of America.

Throughout the spring of 2017, WFSCA will facilitate industry sector partnership meetings in each of the critical sectors that have been previously identified:

Construction/Trade/Transportation, Healthcare and Information Technology. Through these sector meetings, WFSCA will gather further information from employers about the skills and certifications that they are seeking when hiring and will be able to provide employer feedback to training providers to ensure that local training programs reflect the skill set needs of local employers.

Finally, WFSCA is partnering with Goodwill Industries of Central Texas and Construction/Trade/Transportation employers on Goodwill's Training to Work collaborative, which is a collaborative created to support a Department of Labor grant that Goodwill received to serve reentry youth and train them in Construction/Trade/Transportation occupations. WFSCA's role in the collaborative is to provide labor market information to the employers and clients as they are choosing their training programs.

7. *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:

According to the monthly BLS labor force data, the unemployment rate in Travis County, Texas, was 2.9 percent in November 2016, which was lower than the Austin-Round Rock, TX MSA unemployment rate (3.0 percent) and the state of Texas (4.2 percent). Each quarter, WFSCA also calculates the local underemployment rate, based on the BLS' quarterly state analysis of six alternative measures of labor underutilization. The BLS measures states' numbers of discouraged workers, marginally attached workers and part time workers for economic reasons. The BLS definitions are:

- **Marginally Attached Workers** - Persons not in the labor force who want and are available for work, and who have looked for a job sometime in the prior 12 months (or since the end of their last job if they held one within the past 12 months), but were not counted as unemployed because they had not searched for work in the 4 weeks preceding the survey.
 - **Discouraged Workers** - Discouraged workers are a subset of the marginally attached. Persons not in the labor force who want and are available for a job and who have looked for work sometime in the past 12 months (or since the end of

⁶ TechHire is an initiative awarded by the White House to the City of Austin. "Austin has assembled an advisory and implementation team of educators, employers and non-profits to help identify data related to employer needs, innovative hiring practices, opportunities to connect students to internships and jobs, and/or potential strategies for scaling up programs," according to the TechHire website (<https://techhire.org/community/austin/>).

their last job if they held one within the past 12 months), but who are not currently looking because they believe there are no jobs available or there are none for which they would qualify.

- **Part-time for Economic Reasons (aka “Involuntary Part-time Workers”)** – Persons who, when surveyed, indicated that they would like to work full-time but were working part-time (1-34 hours) because of an economic reason (such as their hours were cut back) or they were unable to find full-time jobs.

Although the BLS does not provide underemployment calculations for the Austin-Round Rock, TX MSA and Travis County, WFSCA estimates them by comparing the state, MSA and county unemployment rates. With this calculation,⁷ Workforce Solutions estimates that in the Austin-Round Rock, TX MSA, about 29,002 (2.6 percent of the MSA’s total civilian labor force) is underemployed, and in Travis County, about 17,235 (2.5 percent of the county’s total civilian labor force), is underemployed. As previously discussed, WFSCA conducted a supply-demand analysis that found significant shortcomings in the pipeline of local qualified workers, especially in Skilled Trades, Healthcare and Information Technology.

According to 2015 1-year estimates, Travis County is a highly educated area. Twenty-eight percent of individuals over the age of 18 have a bachelor’s degree, and another 22 percent have some college but no degree. Fifteen percent have a graduate or professional degree. Another six percent have associate’s degrees, and 18 percent have high school diplomas or GEDs.

WFSCA also conducts a quarterly analysis of unemployment insurance claimants in Travis County, and, for the second quarter of Program Year 2017⁸, 61 percent had more than a high school diploma or GED. Six percent had less than high school education, 33 percent had a high school diploma or GED, 23 percent had some college but no degree, 28 percent had an associate’s degree and 10 percent had a bachelor’s degree or higher. Of these individuals, over half live in zip codes that WFSCA has identified as areas of need⁹.

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

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

Board Response:

⁷ Please see Attachment C for the full underemployment estimates, calculated by Workforce Solutions.

⁸ October 1, 2016 – December 31, 2016. The demographic data is for UI claimants who were (a) within 10 weeks of filing an initial claim, (b) determined monetarily eligible for UI, and (c) subject to work search.

⁹ Zip codes identified as areas of need include those with high levels of residents living below 200 percent poverty and those identified as Community Development Block Grant zip codes with at least 49.36 percent low-to-moderate income residents.

WFSCA's supply-demand analysis (Attachment A) gathered information about occupational training programs in the Austin area. The analysis includes information from training providers on WFSCA's Eligible Training Provider list such as Austin Community College and approved private for-profit colleges, the University of Texas at Austin and other traditional four-year colleges. Additionally, WFSCA interviewed numerous community-based organizations that provide training and wrap-around supportive services.

As previously noted, there are not enough graduates of local training providers to fill the available jobs, especially in Construction/Trade/Transportation, Healthcare and Information Technology. This supply shortage causes problems for employers who are unable to find local talent to fill their jobs, which forces them to recruit from outside of the area. Additionally, since employers are turning to outside talent, it leaves the underemployed and economically disadvantaged with fewer living wage job options.

To encourage employers to hire locally, WFSCA and other workforce development funders and training providers must focus on funding training in the Construction/ Trade/Transportation, Healthcare and Information Technology sectors where there is the most need for skilled workers. Additionally, WFSCA will focus its elementary and secondary school outreach on informing students about job opportunities in these three critical industries. In 2017, WFSCA will outreach local school districts as well as Gardner Betts Juvenile Justice Center¹⁰ to provide labor market data to students considering their future occupations. This outreach will help develop the future pipeline of qualified workers for local employers.

WFSCA's technical assistance (TA) team is responsible for evaluating the effectiveness of workforce services and system. The TA team conducts program file reviews to ensure compliance with program rules and policies and also evaluates performance to ensure that customers are completing training, obtaining a credential, entering employment, and retaining employment. Reviews of orientations, service delivery, employment plan development, and follow up are also reviewed to ensure quality service delivery.

Part B: Operational Elements

The Operational Elements of the Guidelines are as follows:

1. *A description of the workforce development system in the local area that identifies:*
 - a. *the programs that are included in the system; and*
 - b. *how the Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs 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).*

¹⁰ Gardner Betts Juvenile Justice Center is Travis County's pre-adjudication facility for juveniles.

Board Response:

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

The core programs provided within the Career Centers are:

- Workforce Innovation and Opportunity Act (WIOA) Adult 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: Provides services to individuals with disabilities;
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model;
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC) or TWC. The contractor is responsible for the coordination of this program and staff with the TVC or TWC.

Additionally, WFSCA receives funding for the Workforce and Education Readiness Continuum (WERC), a City- and County-funded program designed to provide short-term job training, job search and employment services. These services are similar to WIOA and offered to customers that might not qualify for WIOA services or as a supplement to enhance WIOA services.

Goodwill Industries of Central Texas (Goodwill) is the contractor for our WIOA Youth program. The program is offered through a partnership of four community agencies: Goodwill, LifeWorks, American Youth Works, and Communities in Schools. Although WIOA Youth staff are not co-located in the Career Centers, orientations for the program are held within the Career Center and the Career Center contractor has an MOU with Goodwill for coordinated services under WIOA.

For required programs that are not under the direct oversight of the workforce board, WFSCA has established Memoranda of Understanding (MOUs) with:

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

WFSCA works to strengthen service integration for seamless delivery of services to our customers as well as our community. WFSCA has MOUs in place with several community agencies to provide co-case management and workforce services through co-enrollment when appropriate.

2. *A description of how the Board will work with entities carrying out core programs to:
 - a. *expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*
 - b. *facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*
 - c. *improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

Board Response:

WFSCA works with entities carrying out core programs, and with required partners to align resources available to the local area by continuing to implement and strengthen execution of the Texas Model in the Capital area. The contractor that manages the Career Centers in Travis County is responsible for the provision of core programs and services. These include TANF, SNAP, WIOA (Adult and Dislocated Worker). The contractor also provides guidance and oversight to TWC Employment Services staff. Although these staff work for the state, they are located within our career centers and provide services to customers. The contractor is likewise responsible for providing direction to Texas Veterans Commission (TVC) staff, in coordination with TVC administration.

Although not co-located with the career centers, the WIOA Youth program works closely with the career centers to provide referrals, as appropriate. Orientations for the WIOA Youth program are also held monthly at the three career centers.

Having the City- and County-funded Workforce and Education Readiness Continuum (WERC) program within the career centers provides another avenue for individuals with barriers to employment to receive workforce services. Individuals that do not meet workforce program eligibility requirements or are not ready for training are able to receive services through the City- and County-funded WERC program.

WFSCA is working with Austin Community College's (ACC) Adult Education department to develop a plan that details pathways and entry points for individuals in need of workforce services and/or adult education. A blueprint has been developed that highlights points in which information can be shared and individuals can be referred for services. ACC has a staff member on site at the Career Center to help individuals navigate the ACC system and enroll in adult education and post-secondary education.

Training is the largest client service expense that WFSCA provides. As workforce funded individuals complete training, it is critical that they are able to obtain employment in the field or industry for which they were trained. In 2015, WFSCA developed the 75 X 20 Plan to work towards ensuring that by the year 2020, 75 percent of individuals trained will obtain employment in training related fields.

At the request of the Mayor of Austin and Travis County Judge, WFSCA is facilitating the development and ultimate implementation of the Master Community Workforce Plan. This plan will create a common agenda for the Austin community united in building or enhancing career pathways for economically disadvantaged individuals into middle skills jobs via career pathways. In order to be successful, the Master Plan will require participation from not only the Board and its contractors, but also the broader community of employers, employer associations, chambers of commerce, educators, faith-based entities, civic groups, CBOs, and individuals who will add their voice to solutions.

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

Board Response:

Employers. Beyond the regular outreach and services offered to area employers by the Business Solutions Team, WFSCA seeks to engage and serve employers through partnerships with local industry associations, chambers of commerce and community based organizations. In addition, WFSCA partners with employers on publicly- and privately-funded grant opportunities as they arise to support additional in-demand skills training

Ex-offenders: WFSCA has continued its commitment to serving ex-offenders after the funding specific to this population (Project RIO) ended. Since then, WFSCA received funding from Travis County to run the Rapid Employment Model (REM) program, which focused on serving ex-offenders by providing short-term training, job search assistance and placement, case management and support services. In October 2015, the Travis County money was added to the Workforce and Education Readiness Continuum (WERC) contract that was funded by the City of Austin. The services are very similar to REM and there is still a strong focus on serving ex-offenders.

Veterans: TVC staff are located within the Career Centers and are knowledgeable in all of the services available through the workforce system. They make referrals to workforce programs, as appropriate. WFSCA is also involved with the Texas Veterans Leadership Program (TVLP) in initiatives, such as Skills for Veterans, to work with Veterans that are within 180 days pre and post discharge in an effort to assist them with training and/or job search assistance. In partnership with TWC and TVC, WFSCA participates in an annual Hiring Red, White, and You! job fair that is exclusively open to veterans, services members and their spouses. This event has continued to increase in the number of employers participating, as well as the number of Veterans attending the job fair.

Individuals with Disabilities: WFSCA is committed to providing equal opportunity and access to services for individuals with disabilities. Front line staff have received training in serving individuals with disabilities to understand challenges and work with customers focus on their abilities. Goodwill Industries of Central Texas, WFSCA's WIOA Youth contractor, is an agency recognized for serving individuals with disabilities. The Career Center contractor has developed an MOU with Goodwill for referrals to their programs and staffing agency.

Foster Youth: WFSCA’s WIOA Youth program is managed by a consortium of youth serving agencies in the community. One of the four partner agencies is LifeWorks, which is a youth serving entity focused on serving foster youth, as well as homeless youth. This partnership has helped to increase outreach and enrollment of foster youth into the WIOA Youth program.

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

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

Board Response:

- a. WFSCA assists on average 5,000 employers in our region a year. However, with an estimated number of 32,000+ business enterprises in Travis County, this level of engagement touches less than 16% of potential employer partners in our region. Many small employers are unaware of the no cost services available and many mid-size to large employers assume we will be unable to fill their specific hiring needs. In order to increase the number of employers engaged each year, WFSCA will:

Grow Internal Industry Experts: Recognizing the needs of each industry are unique, WFSCA recently changed the way the Business Solutions Team was assigned and operated. Our team moved from a generalist model to one of industry experts. While team members were experts in the services WFSCA provides, assignments based on zip codes, alphabetical order or a first-come, first-serve queue did not allow individuals to become experts in the needs of employers within the industries represented in our region. The industry expert model allows staff to grow their knowledge in a handful of industries (including those in demand), more readily identify common employment/hiring trends among like employers, and more readily identify potential partnerships with and among employers with similar needs. The industry expert model also allows staff to better identify and target employers within their assigned industries not actively involved in the local workforce development system, including potentially overlooked smaller employers. When reaching out to an employer new to our system, being able to speak directly to how WFSCA served an employer in their same industry with similar hiring challenges – rather than one in a completely unrelated industry – helps our team more quickly and effectively establish

relevance and benefit. WFSCA will maintain the industry expert model to ensure employers receive the best possible service.

Align Outreach with Targeted Occupations: While our system serves all job seekers within our region, a special emphasis is placed on ensuring customers completing WFSCA-funded training programs are presented with employment opportunities that align with their course of study. In addition to being industry focused, Business Solutions Team members are charged with identifying target employers with current and future job openings that align with WFSCA's in-demand Targeted Occupations List.

Promote Incumbent and New Hire Training Programs: Recognizing one of the greatest challenges local employers face is the ability to develop in-house programming to help incumbent workers gain or to find new hires already with the up-to-date skills needed to grow their business, WFSCA will engage and enter into agreements with (as appropriate) employers to establish various training programs including:

- On-the-Job Training opportunities
- Internship and Subsidized Employment opportunities for job seekers with limited work experience and/or other barriers to employment
- Registered Apprenticeships

In addition, WFSCA will engage and enter into agreements with (as appropriate) employers to participate in publicly- and privately-funded grant opportunities to support additional in-demand skills training, including but not limited to Texas Workforce Commission-supported customized Skills Development Fund and Skills for Small Business grants.

- b. **Join or Create Industry Sector Partnerships:** As the economy of our region grows, so does the need of local employers. WFSCA will join or partner with Industry Sector Partnerships that currently representing the in-demand industries of our region, namely Healthcare, Information Technology and Skilled Trades. Should an Industry Sector Partnership not exist in an in-demand industries or if the current Industry Sector Partnerships do not have or allow for workforce development discussion, WFSCA will create an Industry Sector Partnership designed to inform the local workforce development system of current and future workforce needs, including career pathway development.

Regularly Assess Industry and Employer Needs Outside of Our System: As we recognize the number of actively engaged employers is a sampling of the total business community in our region, WFSCA will actively track media coverage of industry trends and local employer announcements, including relocations, expansions, layoffs and closures. We will conduct appropriate targeted outreach to employers not currently in our system and follow-up to employers currently in our system.

- c. WFSCA is a longstanding member of and partner with the largest economic development organization in the region, the Greater Austin Chamber of Commerce. We regularly partner in new business prospect projects as well as in business retention and expansion projects with employers currently in the region. In addition, the Greater Austin Chamber of Commerce is represented on our Board of Directors and is an active participant in the Board-led Master

Community Workforce Development Plan for Austin/Travis County. WFSCA will continue the partnership with the Greater Austin Chamber of Commerce.

We are also a part of the Greater Austin Chamber of Commerce-supported Opportunity Austin Regional Partners, a collective of public and private economic development organizations from across the MSA. The Regional Partners collective meets on a monthly basis to hear from economic development-related subject matter experts and to discuss local business developments, national and regional industry trends, legislative challenges and opportunities and new programming needs and opportunities. WFSCA will continue to participate in the Opportunity Austin Regional Partners collective and serve as a workforce development subject matter expert and resource.

As a vibrant and diverse community, Austin/Travis County is home to a number of smaller, more niche economic development organizations, many of whom are also a part of the Opportunity Austin Regional Partners collective. These economic development organizations serve specific populations and provide additional opportunities for our team to engage smaller businesses not actively supported by the local workforce development system. WFSCA will join and partner with the:

- Austin Gay & Lesbian Chamber of Commerce
 - Greater Austin Asian Chamber of Commerce
 - Greater Austin Black Chamber of Commerce
 - Greater Austin Hispanic Chamber of Commerce
- d. The Career Center outreaches individuals receiving Unemployment Insurance (UI) in order to bring them into the center to learn about programs and services available to assist in their job search or training needs. WFSCA's Business Solutions Team identifies job openings within industries in which UI claimants have been employed and job leads are provided at the orientation. WFSCA has also identified individuals that have been receiving UI for longer than 10 weeks and created industry specific job search boot camps to assist individuals in obtaining employment. These boot camps proved to be successful in that the cohort of customers were in similar industries and the course was tailored to meet the specific needs of the particular industry. Additionally, at the end of the boot camp, an industry specific job fair was set up in which boot camp participants were allowed to meet the employers before the general public. Funding permitting, WFSCA will continue to hold these boot camps to aid UI recipients in obtaining employment in their desired fields.
5. *An explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Board will promote entrepreneurial-skills training and microenterprise services.*

Board Response:

In addition to the partnerships noted above in the response to Part B 4 c., WFSCA will review and align where appropriate the individual project/campaign, annual and multi-year goals of regional economic development organizations and economic development departments of local

government. Our internal industry experts, training programs and industry sector partnerships may be natural support mechanisms for planned economic development activities.

Many of the occupations supported on WFSCA's Targeted Occupations list could prepare a trainee to become an independent contractor/entrepreneur or a direct hire for an established employer. While WFSCA does not provide training specifically for aspiring entrepreneurs, we do partner with the City of Austin Economic Development Department's Small Business Program to ensure customers interested in entrepreneurial activities have a direct resource. In addition, we connect interested clients with PeopleFund, a non-profit that provides small business loans as well as business assistance and education to people with otherwise limited access to such resources.

Microenterprises have access to the same employer services available to much larger employers. However, we recognize many startups and small businesses are unaware of the services we provide. WFSCA will continue to engage new employers through and seek employer referrals from local economic development organizations.

6. *A description of the one-stop delivery system in the local area, including explanations of the following:*
 - a. *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;*
 - b. *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;*
 - c. *How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188, if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities; and*
 - d. *The roles and resource contributions of the one-stop partners.*

Board Response:

- a. WFSCA believes that TWC contracted performance is only one way in which to measure contractor/provider performance. Along with the required measures, WFSCA places quality measures into provider contracts that measure the effectiveness of the system and programs. For the Career Center, the 75x20 Plan is one such measure. As part of the 75 x 20 Plan, WFSCA developed a Quality Expectations Plan to ensure that the contractor was working toward the goal of 75 x 20, but also of providing quality services to individuals that utilize career center services. The plan focuses on six core elements of providing quality case management while ensuring customers are supported throughout training and as they enter employment. The six core elements are:
 - Create clear pathways to training and employment
 - Assist clients to get into a pathway
 - Keep clients on a pathway until completion

- Ensure clients know how and where to look for a job
- Assist clients in getting a job
- Support clients after job placement

The contractor is working toward developing a plan to ensure that each element is offered through quality case management and services. Each element and service delivery component is designed to help towards the achievement of the 75 x 20 goal.

The contractor is working toward developing a plan to ensure that each element is offered through quality case management and services. Each element and service delivery component is designed to achieve the goal of 75 x 20.

The Quality Expectations Plan outlines a path to provide services that meet the needs of job seekers/participants, as well as employers. The strong case management and career pathway focus allows for participants/job seekers to enter into a pathway through training and/or case management, to a career. With a strong focus on identifying employment opportunities for individuals exiting training, the 75 x 20 Plan ensures that the Business Solutions Team is identifying jobs within industries in which customers are completing training and matching customers to those employers.

In an effort to ensure that the youth in the Capital Area most in need were able to receive services, WFSCA required the WIOA Youth contractor to maintain a 75% out-of-school expenditure rate 6 years prior to the WIOA legislation that required this expenditure rate.

The WIOA Youth contract is a consortium of four youth serving agencies within the community. Goodwill is the lead agency and the partners are LifeWorks, American YouthWorks and Communities in Schools. Each agency specializes in services to youth with specific challenges, such as homelessness or foster youth. This consortium ensures youth are able to be served throughout the community and not solely within one entity. This system allows for youth to “begin where they are,” often times transitioning from one partner to another and growing within the program.

The Youth contractor has developed a system for case management in which staff specialize in serving the youth at various points within their service plan. Staff specialize in case management, while other staff begin working with youth when they complete training and are ready to begin to look for work. There are also staff that provide GED preparation and tutoring. This team approach of working with youth helps to ensure the youth feel supported at every step of their service plan and know that a team is working together to ensure their success.

- b. WFSCA maintains three (3), full service Career Centers within Travis County in order to provide access throughout the city. WFSCA is currently working with Travis County to provide Career Center services in satellite offices in the outlying areas of the county.

WFSCA utilizes its website to offer information about basic eligibility for workforce programs and child care. Applications for programs are also available on WFSCA’s website.

- c. Physical accessibility of each career office location is assessed by the EO Officer on an annual basis. WFSCA staff conduct accessibility reviews to improve or correct barriers for individuals with disabilities. Each Career Center houses adaptive equipment, which is evaluated and replaced as needed, including but not limited to: Reserved workstations, Closed-circuit televisions/Video Magnifiers, Digital TTY system, JAWS, TypeAbility, Vetch-analog phone, Personal amplifier system, Sit Stand desk, Zoomtext software, Interpreters are available upon request and coordinated and funded by the Board to ensure access and quality of service.

To make certain staff are focused on customer abilities, all career office staff participate in professional development trainings which include:

- Courses through a Learning Management System (bizlibrary) where staff learn to provide customer service from a strength-based approach; identifying customers' skills and abilities and then matching them to available jobs.
- Computer based trainings from Texas Workforce Commission on Diversity, EEO, and Discrimination Prevention as well as the Discrimination Complaint Process, required of all new hires and then to be renewed every 2 years.
- Diversity Awareness training from Texas Workforce Solutions Vocational Rehabilitation Services.
- Usage of assistive technology in the career offices and various disability awareness topics.
- An overview of Equal Opportunity Standards and Guidelines including providing accommodations and the discrimination complaint process, as described in TWC's Employment Services guide.

To ensure customers with disabilities are able to "navigate" the workforce system in finding employment, our Business Solutions Team and Management staff:

- Provide staff training on various disability related topics including the use of auxiliary aids and assistive technologies.
- Coordinate with Texas Workforce Solutions Vocational Rehabilitation Services and other community organizations to promote awareness of disability related topics, attend disability related events, and assist individuals with reaching their employment goals.
- Work alongside career office staff to ensure needs of individuals with disabilities are being met.
- Recruit and prepare individuals with disabilities for special hiring initiatives.
- Host employer education events to provide information on hiring and providing accommodations for job seekers with disabilities.

- d. WFSCA believes that service delivery should be seamless for customers. They should not have to worry about which funding stream or partner is serving them. Rather, they should simply receive quality services from the workforce system. All Career Center partners are considered to be staff and are included in trainings and staff meetings. This helps to encourage coordination for customers and staff. The Career Center also utilizes a universal application for services. New customers are encouraged to attend an orientation detailing all services available within the Career Center and complete a universal application that is not categorized by funding or program. The application allows for staff to evaluate all programs

for which a customer might qualify in order to braid services to ensure that the customer receives the highest quality of service.

7. *A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

Board Response:

We offer services to individuals entering the workforce, going back to work, continuing work, or advancing in their careers. The Career Centers provide two levels of service: Career Services and Training Services.

Career Services are available to any customer who wants or needs services. Career Services are designed to assist individuals in obtaining or maintaining employment. Career Services include:

- Job openings/listings;
- Labor market information;
- Computer access
 - Resume preparation
 - Job search
 - Email for job search purposes
- Employment related seminars
 - Resume preparation
 - Job search tools
 - Interviewing tips
 - Overcoming barriers
 - Job clubs;
- Placement services;
- Career counseling and planning;
- Outreach, intake (including worker profiling), and orientation to the full array of services available through the Career Centers (including those not funded by TWC);
- Information on the availability of support services, and appropriate referrals to those services, including;
 - Child care;
 - Child support;
 - Medicaid and Children’s Health Insurance Program;
 - Benefits under the Supplemental Nutrition Assistance Program (SNAP);
 - Assistance through the earned income tax credit; and
 - Assistance for Temporary Assistance for Needy Families (TANF);
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Provision of performance information and program cost information on eligible providers of training services;
- Workforce preparation activities;
- Follow up services.

Training services are available to assist individuals in gaining the skills necessary to obtain employment in high demand occupations with the workforce area, subject to eligibility and funding availability. Training services include:

- Occupational skills training;
- On-the-job training (OJT);
- Registered apprenticeship;
- Incumbent worker training;
- Skills upgrading and retraining;
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition; and
- Customized training.

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

Board Response:

WFSCA will partner with the State Rapid Response Unit to ensure local employers and workers receive timely and appropriate services. WFSCA services include the coordination of customized Rapid Response Orientation and the provision of packets of relevant Unemployment Insurance, job search and workforce development programming information for affected workers.

Time and employer interest permitting, the Board will also provide:

- Customized listings of current job openings similar to those of the affected workers
- Onsite online or paper registration for the statewide online talent database WorkInTexas.com
- Job posting referrals
- Organization of targeted job fairs
- Coordination of additional required supports, including multi-lingual staff

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

Board Response:

Our youth program consists of four agencies referred to as the Youth Employment Partnership (YEP). The agencies that make up the YEP are Goodwill Industries of Central Texas serving as the lead agency, and partners LifeWorks, American YouthWorks, and Communities in Schools.

Goodwill’s mission is “generating lifelong connections to work”. Goodwill has served opportunity youth since its founding, with 1,632 opportunity youth served in 2014. Opportunity Youth are defined as youth ages 16-24 that are neither in school nor working. Of these, 647 participated in WIOA Youth services, which represents one of Goodwill’s most intensive, highest-impact programs. The organization has chosen to focus strategically on four target populations for maximum impact: people with disabilities, those lacking skills or education, ex-offenders, and those who are homeless or experiencing housing instability. In almost all situations, opportunity youth meet one or more of the target population designations.

The YEP has been identified as the “promising pathway” by the Austin Opportunity Youth Collaborative, a consortium of more than 20 youth-serving organizations and partners committed to empowering youth to be productive members in the community. In response to the need to address the challenges faced by the nearly 6.7 million youth nationwide who are not in school, college, or work, the Aspen Forum for Community Solutions has committed to working with a selection of 21 cities to build a multi-year cross-sector collaborative approach to changing the system in these regions to encourage connection to and success in school, work, and the community. Through a competitive application process, Austin was chosen in 2013, with WFSCA as the backbone agency, to be one of these cities—the only one in Texas. As the backbone organization, Workforce Solutions convened the Austin Opportunity Youth Collaborative, a broad coalition of community organizations, public agencies, school districts, colleges and universities, and businesses dedicated to changing systems and working directly with youth to co-create pathways to success. The Austin Opportunity Youth Collaborative Strategic Plan directly correlates with the proposed WIOA Youth services, through supporting youth transitions, developing industry partnerships, partnering with high schools to pair a diploma with an industry-recognized credential, and increasing youth knowledge of career pathways.

The YEP WIOA program model is the “Back on Track” design developed by Jobs for the Future that incorporates the three phases of Enriched Preparation, Postsecondary Bridging, and First-Year Support for opportunity youth. Without these pathways, opportunity youth are likely to remain disengaged in academics and the workforce. With the services offered through the YEP, youth will be supported to make accelerated progress on their educational and career goals through evidence-based interventions.

The YEP offers services throughout the Austin community. All seven service locations and facilities are fully ADA compliant, with many going beyond ADA compliance by exceeding minimum access requirements, offering assistive technology, etc.

Below is a chart outlining the roles, responsibilities, and functions of each YEP agency.

Partner/Collaborator	Roles and Responsibilities	Function
Goodwill Central Texas	Programmatic and fiscal reporting, program oversight. Hire, train, and manage Case Managers and other staff for the program. Goodwill recruits, provides orientations, and refers eligible youth to the program, provides	Prime contractor and lead and fiscal agent

	tutoring and basic education instruction, alternative/secondary education options, work experiences, occupational skills training, education, leadership development, supportive services, follow-up services, comprehensive guidance and counseling, financial literacy education, entrepreneurial skills training, labor market and employment information, and assistance to youth with transitioning to postsecondary education/training.	
LifeWorks:	Recruitment, orientation, and referral of eligible youth, particularly youth who are homeless or in/aging out of foster care. LifeWorks provides GED preparation and training, individual and group counseling, workforce development services, assistance with college enrollment, and co-enrollment in other LifeWorks programs.	Funded partner
American YouthWorks	Recruitment, orientation, and referral of eligible youth, alternative secondary school services, occupational skills training, paid and unpaid work experiences, wraparound support services, life skills, employment readiness training, career counseling and exploration, financial literacy, comprehensive counseling, community service projects, leadership skills development, and follow-up. Youth are co-enrolled in other AYW services as appropriate, such as YouthBuild.	Funded partner
Communities in Schools	Recruitment, orientation, and referral of eligible youth. Services including tutoring, college and career enhancement skills, paid and unpaid work experiences, individual and group counseling, referrals to community resources, mentoring and crisis intervention, and co-enrollment in other CIS programs.	Funded partner
Austin Community College	Occupational training, postsecondary education, participant referral.	Non-funded collaborator/partner
Texas Workforce Solutions Vocational Rehabilitation Services	Referrals include young adults ages 18-24 who qualify for WIOA and where Goodwill can leverage additional resources as a Community Rehabilitation Program (CRP) provider. a. Offer transition services for high school students with disabilities (job coaching, work adjustment training, and supported employment)	Non-funded collaborator/partner

	b. Pipeline of referral for eligible students with disabilities, via more than 20 area high schools (upon graduation these students qualify for WIOA and can complete career readiness training, occupational skills training, and paid work experiences)	
Career Center Contractor	Youth co-enrollment in WIOA Adult services, other career center services, and access to the full Eligible Training Provider System list for occupational skills training (required for WIOA funding approval). Career Center contractor allows youth access to career exploration/planning and other activities designed to help youth identify career interests and goals.	Non-funded collaborator/partner
Workforce Solutions Capital Area	Labor market expertise, program development guidance, Austin Opportunity Youth backbone agency, co-located One-Stop Career Center at the Goodwill Resource Center, mutual referrals for other programs, co-enrollment in WFS programs.	Funder/Contractor

For youth with disabilities, the YEP maintains relationships with local high schools to identify and recruit students who are in danger of dropping out of school or aging out of the public school system, including students with disabilities. YEP staff attend ISD Transition Fairs to connect with students with disabilities and parents. The AISD Greater Opportunities (GO) Project has a training site at the Goodwill Community Center and participating youth receive information on WIOA Youth Services. YEP staff also work closely with Vocational Adjustment Coordinators at schools, as well as through the Capital Area Association of Vocational Adjustment Coordinators; YEP representatives attend meetings and conduct presentations. Other organizations serving people with disabilities and their families are also a source of eligible youth. The YEP also works with Special Education departments at Travis County high schools to capture that sub-set of older youth with disabilities who continue in high school beyond age 18. Goodwill also provides job coaching and placement services for Travis County summer youth participants, who are high school students with disabilities, and Goodwill has a School-to-Work Program for youth with disabilities. Both programs are sources of potential referrals.

As a contracted Texas Workforce Solutions Vocational Rehabilitation Services Community Rehabilitation Program (CPR) provider, Goodwill is also well-positioned to connect with this population through mutual Texas Workforce Solutions Vocational Rehabilitation Services referrals and complementary services; these include job coaching, work adjustment training, and supported employment.

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

Board Response:

WFSCA provides both in-person services and educational materials to secondary students, as well as their parents, teachers, counselors and college advisors. WFSCA gives labor market presentations about in-demand occupations and industries at high schools as well as the Region 13 Education Service Center. Additionally, WFSCA attends career fairs as a career resources and provides student career profile resources, which are informational profiles that give students a general understanding of in-demand occupations. These profiles contain local labor market information about the average wages and job openings in the Capital Area.

In addition to in-person outreach, WFSCA has also collaborated with E3 Alliance, a local education-focused nonprofit, and the Austin Independent School District to implement the When I Grow Up (WIGU) curricula. Originally developed by Workforce Solutions Gulf Coast, the WIGU curricula highlights in-demand occupations in the area and provides lessons that teach students how to conduct their own career exploration. WFSCA and E3 Alliance adapted the curricula to in-demand occupations in the Capital Area, using local labor market information. In 2016, the WIGU curricula was implemented in AISD's elementary schools through a kick-off meeting with counselors. In 2017, WFSCA and E3 Alliance would like to expand this offering to middle and high school students in AISD and other school districts, as well as Gardner Betts Juvenile Justice Center.

WFSCA and ACC have had a long-standing relationship in the coordination of services for individuals in GED and post-secondary education. The Blue print for coordination of Adult Education and Workforce designs a plan to enhance services for individuals between the two agencies. ACC has a staff member on site at the career center to provide information about ACC courses.

WFSCA has coordinated with ACC to develop Integrated Basic Education and Skills Training (IBEST) for an Accelerating Connections to Employment grant that WFSCA received from DOL. IBEST is a teaching model that incorporates adult basic education with occupational training so that an individual can gain the skills necessary to enter the workforce. There are two teachers within the classroom at all times ensuring students work on adult education curriculum in conjunction with the theories and skills learned through the occupational training component. ACE served 120 participants and through ACC offered training in certified nursing assistant, administrative assistant and apartment maintenance technician courses of study. The success of the IBEST model and coordination between the agencies allowed for additional courses to be developed for Choices participants to obtain office certifications while working towards obtaining a GED or improving educational levels. An IBEST course was developed for English language learners to receive ESL services while receiving training HVAC.

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

Board Response:

Customers enrolled in WFSCA sponsored programs are able to receive support services in order to remove barriers to employment, education/training, and participation in workforce programs. Support services are provided as authorized by program rules and if determined to be necessary to enable the participant to enter into or continue with services. Support services include:

- Child care
- Transportation in the form of bus passes or gas cards depending upon the customer's circumstances
- Work/employment related expenses (tools, uniforms)
- Crisis assistance in the form of housing and utility assistance, minor car repairs, vehicle inspection and/or registration fees)

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

Board Response:

Under the Texas Model, WFSCA provides day-to-day guidance and oversight of Employment Service (ES) staff (Wagner-Peyser funded staff). TWC maintains administrative responsibility for ES staff; however, Career Center management is responsible for directing day to day activities, assigning goals, and evaluation of performance. TWC provides support to Career Center management through Integrated Service Area Managers (ISAM). Although day to day oversight is provided by the Career Center management, staff maintain close coordination with the ISAM to ensure adherence to ES state and federal guidelines, as well as maintain open communication regarding services and performance.

The integration of ES staff into the workforce system eliminates the possibility of duplication of services. ES staff work closely with program staff to assist with job referrals, WIT enrollment, as well as with the Business Solutions Team to ensure job postings are entered into WIT. The coordination of ES staff into the operations of the Career Center allows for seamless delivery of services to customers regardless of funding stream.

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

Board Response:

WFSCA has an Austin Community College Adult Education and Literacy representative on-site at one of our Career Centers. Having staff on-site allows for referral and coordination of services, both Adult Education and workforce. WFSCA and ACC have a long history of coordination. An area of coordination between Adult Ed and workforce was the development of Integrated Basic Education and Training (IBEST) courses. IBEST is a teaching model that incorporates adult basic education with occupational training so that an individual can gain the skills necessary to enter the workforce. Through coordination with ACC's Adult Education and Continuing Education departments, ACC developed IBEST courses specific to the needs of WFSCA. WFSCA was able to refer participants in need of basic education, as well as training. These trainings enabled participants to obtain the training and education needed to enter the workforce.

WFSCA utilized a grant from TWC to enhance coordination of services between Adult Education and workforce. Through a thorough evaluation of each agency's programs and eligibility requirements, a cross walk was developed detailing points where students/participants can be referred or served by both programs. Frontline staff will be trained in the Blueprint for Coordinated Services and have a better understanding of each agency's services in order to ensure effective coordination and service provision for customers. Designated points of contacts within the community college and workforce programs, coupled with clear referral processes will ensure that customers receive needed services from both agencies.

WFSCA will review local applications submitted by the community college or other agencies submitting application under WIOA Title II. Anytime coordination with a local workforce board is required in an application, WFSCA works with community agencies to provide letters of support, review of application, information, and assistance.

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

Board Response:

The Capital Area Workforce Development Board, DBA Workforce Solutions Capital Area, is responsible for the disbursement of grant funds for the Austin/Travis County 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 Capital Area Workforce Development Board as the grant recipient.

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

Board Response:

WFSCA utilizes a procurement process for supplies, equipment, construction and specific services, program activities or goods for Workforce programs to ensure maximum full and open competition. These standards are intended to ensure that such purchases are obtained efficiently and economically and in compliance with the provisions of applicable State and Federal law and regulations and consistent with OMB 2 CFR 200.318, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, Texas Workforce Commission Financial Management Manual for Grants and Contracts, and the Texas Administrative Code Title 34 Part 1 Chapter 20 Subchapter C. These standards are also applicable to any covered procurement by subcontractors of the Board who purchase goods or services all or in part with Workforce funds. Additionally, WFSCA strives to select service providers who are registered as Historically Underutilized Businesses (HUBS) and have demonstrated effectiveness in delivering comparable or related services.

The competitive negotiation method of procurement is used if the following conditions are present:

1. The nature of the item or service needed precludes developing a precise specification or a purchase description.
2. In addition to price, other factors will be considered in making an award.
3. Two or more responsible suppliers are willing and able to compete effectively for the award.
4. The price of the item(s) and / or service(s) to be purchased is over an aggregate of \$25,000.

When using the competitive negotiation method, WFSCA adheres to the following:

1. Solicit offers by distributing Requests for Quotes (RFQs) or Requests for Proposals (RFPs) to qualified sources and by publicly advertising the intent to contract. RFQs and RFPs are made available on our website, as well.
2. Ensure that the RFQ or RFP states a formal objective and identifies all significant evaluation factors.
3. Evaluate proposals received, determine responsible offertory and select the contractor(s). A minimum of three (3) evaluators are selected from internal or external subject matter experts. If using external subject matter experts, a Request for Quotation process is utilized to contract with the evaluators. Proposals received are date stamped and documented to ensure compliance with submission requirements. An initial screen of the proposal is done to ensure responsiveness of proposal. The proposals are sent to the evaluators with an evaluation/scoring document.

Upon receipt of the evaluator's scores, a recommendation is presented to a Board Committee for approval and then taken to the Board of Directors for action.

4. Conduct negotiations with offertory deemed to be in the competitive range, if appropriate. A pre-award survey/fiscal integrity evaluation is conducted (Jerry-before or after Board decision?)
5. Award the contract to the responsible offertory(s) whose proposal will be most advantageous to Workforce.
6. Notify unsuccessful offertory of the award.

16. 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 local area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.

Board Response:

Performance targets are set by TWC and Boards are evaluated based on the “Percent of Target” met. A Board is considered “Not Meeting” if performance falls less than 95% of target, “Meeting” if performance falls within 95%-105% of target, or “Exceeding” if performance is greater than 105% of target.

In January 2017, TWC released proposed performance targets for the 28 Boards in Texas. WFSCA’s proposed targets are:

Program Specific

- Adult Employed Quarter 2 After Exit: 77.52%
- Adult Median Earnings: \$7,467
- Adult Employed Quarter 4 After Exit: 84.5%
- Adult Credential: 68.6%
- Dislocated Worker Employed Quarter 2 After Exit: 82.2%
- Dislocated Worker Median Earnings: \$8,070
- Dislocated Worker Employed Quarter 4 After Exit: 78.4%
- Dislocated Worker Credential: 78.4%
- Youth Employed/Enrolled in Post-Secondary Quarter 2 After Exit: 76.6%
- Youth Employed/Enrolled in Post-Secondary Quarter 4 After Exit: 75.8%
- Youth Credential: 76.8%

Workforce System: All Programs

- All Job Seekers Employed Quarter 2 After Exit: 64.2%
- All Job Seekers Median Earnings: \$5,120
- All Job Seekers Employed Quarter 4 After Exit: 81.9%

As part of fiscal oversight, information on budget and expenditures is presented to the Board of Directors. This ensures that WFSCA is in compliance with funding requirements and benchmarks that are set by TWC for programs.

Through contract management, WFSCA ensures contractors are in compliance with program rules, policies, and procedures. The Workforce Development Contract Manager ensures that contracts are meeting benchmarks and performance, as outlined in the contracts.

Eligible Training Providers must adhere to standards set as part of TWC's Eligible Training Provider Certification System. TWC set a minimum threshold that providers must meet in order to be considered for approval on the Eligible Training Provider List. The Training Provider Requirements are:

- Program Completion Rate (All) 60%
- Entered Employment Rate (All) 60%

Initial eligibility criteria include performance, as well as documentation of employer partnerships. Trainings must provide documentation of being approved by the Texas Workforce Commission's Career Schools and Colleges department as the first step in the eligibility/review process.

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

Board Response:

WFSCA is committed to continuing its long-standing reputation as a high-performing Workforce Development Board. In order to achieve this desired end, the following actions will remain in effect during the plan period:

Monitoring and Quality Assurance Duties: Annually, WFSCA Board staff develop and perform risk assessments and monitoring plans to ensure that Contractors have adequate oversight and monitoring relative to their relative risk to the agency. The monitoring methodology and quality assurance assessment tools are multi-faceted in order to best reflect the complexity of the many contracts that the Board enters into each year. The monitoring team is also available and ready to perform special or tailored reviews as deemed necessary as a result of issues identified by the Technical Assistance team, the Executive Director, and/or the Board of Directors.

The monitoring process itself helps identify non-compliance with applicable laws, regulations, and contract requirements. All findings, most notably non-compliance, are detailed in the final monitoring reports. Monitoring staff meet regularly with Technical Assistance (Contract Management) staff to anticipate areas of concern and address identified issues.

Board Members receive regular updates and schedules related to monitoring activities. If needed, corrective action and sanctions are implemented as a result of regular monitoring

activities. As applicable, contractor profits in the delivery of workforce services are tied to the achievement of both performance and expenditure measures.

Fiscal Monitoring: WFSCA procures and contracts with an agency to conduct fiscal monitoring activities and pre-award surveys for contractors and potential contractors, as necessary. The fiscal monitoring review includes, at minimum: accounting and reporting systems, cash management practices, insurance coverage, payroll administration, purchases and procurement, and property accountability.

Further, WFSCA invests in professional development for its Monitoring staff. This training includes participation in the Quality Assurance Network meetings, computer-based training from TWC and other entities, and workshops as pertinent to the monitoring and quality assurance functions.

Technical Assistance: While Monitoring, Quality Assurance, and Fiscal Monitoring are all essential components of WFSCA's work, a key to its continued success as a high-performing board is its constant Technical Assistance activities. WFSCA employs staff, from contract managers to coordinators and a data analyst, whose job is to ensure that performance and compliance issues are identified and remedied prior to monitoring reviewing the programs. Technical Assistance staff also have the responsibility for providing on-going process improvement and customer-service improvement services throughout the contracts.

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

Board Response:

All WIOA funded training is provided through the use of ITAs. TWC has designed a web-based application system for training providers to submit applications to Boards and for Boards to review and submit for final review to TWC. Through the online application, a provider must submit information about each course for which they are seeking certification that includes course curriculum and certifications received upon completion. Additionally, training providers must submit financial information detailing the stability of the organization and must show that the course is in line with WFSCA's target occupation list.

Providers must also submit performance information that details student success (Program completion 60% and Entered Employment 60%) for each course for which they are seeking approval. In order to ensure that course standards meet the needs of local employers, providers must a letter from an employer detailing that the curriculum has been developed in coordination with local employer(s).

WFSCA has not set caps or limits on ITAs. Instead, we have developed a cost cap tool to ensure that the cost and length of a training programs is consistent with industry standards for the local area. The cost caps tool has three components:

1. Maximum Total Cost
2. Maximum Cost per Hour
3. Minimum and Maximum Contact Hours

These caps are calculated from an average based on each program's a) curriculum/occupational target, b) credential type/program length, and c) institution type (public/private). Once the average is calculated for a particular type of program, the caps for maximum total cost and cost per hour are set at 125% of the average. The minimum number of contact hours is set at 50% of the average and the maximum at 150%.

Where available, ETPL eligible programs in the board area are used to calculate the averages. Otherwise programs from the surrounding areas are used. If those aren't available, programs from around the state are used.

WFSCA staff review applications to ensure that all criteria are met, including the cost cap analysis, and if approved, submit to TWC for final review and inclusion on the statewide list of eligible training providers (ETPL). Once added to the ETPL, customers are able to select training approved in the workforce area. Career counselors work closely with customers to develop an Individual Employment Plan (IEP) that includes previous work and education experience, as well as future employment goals. It is through the career counseling process that staff determine if training is appropriate and refer the customer to the ETPL. Customers are encouraged to visit several providers in the training field they are interested in, before making a decision on which training to attend.

Career counselors continue to maintain regular contact with customers while in training. This helps to ensure that customers have the supports that they need to complete training. This also allows for an opportunity for customers to complete a satisfaction survey for the training that they attended. Results from these surveys are maintained at each Career Center and are available for customers to review as part of their training selection process.

19. 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:

WFSCA incorporates technology into the one-stop system that include integrated intake and case management systems WIOA programs, as well as all programs operated by the Career Center. WFSCA incorporates the following technology based programs that are administered by the Texas Workforce Commission:

- WorkInTexas.com (WIT)-online labor-exchange system that is mandated by the Wagner-Peyser Act. This system is available to individuals within the Career Centers, as well as anyone with access to a computer.
- The Workforce Information System of Texas (TWIST)-integrated intake, eligibility, case management, and reporting system. TWIST is utilized by employment and training programs, as well as the child care program. This central repository allows for case managers to identify additional services that a customer might be receiving or is eligible for. TWIST interfaces with WIT, Unemployment Insurance system, as well as Health and Human Services systems.
- Workforce Career Center Tracking (WCCT)-registration/tracking system that is used within the Career Center to track usage. The reporting tracks customer visits, but also the services they are seeking through the Career Center (i.e. job fair, resume class).
- Child Care Attendance and Automation (CCAA)-allows parents to record attendance through a swipe card system located within approved child care centers.
- Cash Draw and Expenditure Reporting (CDER)- TWC's web application that allows Boards to report and draw down funds from their program allocations.

The universal application for workforce services is available on WFSCA's website, as well as child care pre-assessment application documents. These are available for download so that customers can come to the Career Center prepared to begin the application process.

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

Board Response:

Based upon the TWC WIOA Guidelines, WFSCA gives priority of service for individualized career and training services in the following order:

- Eligible veterans and eligible spouses (as defined in TWC WD Letter 25-15) who are also recipients of public assistance, low-income, or basic skills deficient.
- Foster youth and former foster youth (as defined in TWC WD Letter 43-11) who are also recipients of public assistance, low-income, or basic skills deficient.
- All other individuals who are recipients of public assistance, low-income, or basic skills deficient.
- All other eligible veterans and eligible spouses.
- All other foster youth and former foster youth
- WFSCA has established two additional priority groups

- Priority Group 2 shall consist of income eligible individuals who fall into one or more of the following categories:
 - Ex-offenders
 - School dropouts
 - Individuals age 55 and older
- Priority Group 3 shall consist of individuals with an annualized income under 200% of the Lower Living Standard Income Level guidelines for use in determining self-sufficiency wage levels and the career center contractor has determined that the individual is in need of and can benefit from the intensive and/or training services.

As part of the intake and enrollment process, customers complete an Adult Priority of Service form where they can select if they meet criteria that would qualify them for priority of service. This tool enables the career counselor to ensure that priority is being given to those that fall into the various categories.

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

Board Response:

WFSCA does not place limits on the duration and amount of ITAs, although the trainings available through the Eligible Training Provider System are no longer than 2 years. ITAs are issued for the cost of the training. As part of the Eligible Training Provider review process, Board staff evaluate cost and contact hours of similar programs in order to determine an appropriate range of costs for each program. The ITA must reflect the cost approved by the Board and reflected on the ETPL.

As discussed in answer to question 19, we have developed a cost cap tool to ensure that the cost and length of a training programs is consistent with industry standards for the local area. The cost caps tool has three components:

1. Maximum Total Cost
2. Maximum Cost per Hour
3. Minimum and Maximum Contact Hours

These caps are calculated from an average based on each program's a) curriculum/occupational target, b) credential type/program length, and c) institution type (public/private). Once the average is calculated for a particular type of program, the caps for maximum total cost and cost per hour are set at 125% of the average. The minimum number of contact hours is set at 50% of the average and the maximum at 150%.

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

Board Response:

The design framework of our youth program consist of four agencies referred to as the Youth Employment Partnership (YEP). The YEP partners are Goodwill Central Texas as the lead agency and partners LifeWorks, American YouthWorks, and Communities in Schools. Below is a chart that outlines how the 14 program elements are made available within the framework.

14 Required Program Elements

Required Program Element	Provision/Availability
1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies	Directly by all partners in the YEP (Goodwill, Communities in Schools, American YouthWorks, and LifeWorks)
2. Alternative secondary school services or dropout recovery services	Directly by YEP (CIS), and charter schools, including the Goodwill Excel Center and Premier High School at American YouthWorks.
3. Paid and unpaid work experiences that have as a component academic and occupational education	Directly through the YEP and area employers, as well as through the Travis County Summer Employment Program.
4. Occupational skills training:	Payment to Austin Community College or trade/technical schools on the WIOA-approved training provider list.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Directly through YEP.
6. Leadership development	Directly through YEP, as well as utilization of existing community resources such as the Austin Opportunity Youth Collaborative.
7. Supportive services: Assistance with transportation, child care, housing, work attire/tools, linkages to community services, medical expenses, and food.	Directly through YEP, by voucher, or existing resources.
8. Adult Mentoring	Directly by YEP through American YouthWorks (Casa Verde Builders and YouthBuild participants) and Communities in Schools. Mentoring is offered for a minimum of 12 months.
9. Follow-up Services	Directly through YEP, offered for a period of not less than 12 months.

10. Comprehensive Guidance and Counseling	Directly through YEP, as well as through community resources such as Austin Child Guidance Center.
11. Financial literacy education	Directly through YEP (EverFi curriculum)
12. Entrepreneurial skills training	Provided directly through the YEP, as well as community classes including through the City of Austin and Austin Public Library.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area	Provided directly through YEP (CRT Boot Camp and other YEP activities)
14. Assistance transitioning to postsecondary education and training	Directly through YEP

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

Board Response:

WFSCA staff have been working closely with the Department of Labor to identify local apprenticeship programs and encourage application through the Eligible Training Provider System. WFSCA was asked to be part of a grant that TWC was awarded that is designed to work with employers to make their jobs “apprenticeable.” WFSCA hopes that this project increases the number of registered apprenticeships on our ETPL, but also further helps us to achieve the goal of 75 x 20.

24. *A description of the Board’s strategy and commitment to support ApprenticeshipTexas efforts across the state, as applicable.*

Board Response:

Apprenticeship is a key and important tool for assisting disadvantaged job seekers in gaining skills that will allow them to be successful in the workforce. WFSCA will utilize:

1. Pre-Apprenticeships and Registered Apprenticeships: WIOA supports apprenticeship as a workforce strategy for youth and other economically disadvantaged clients, including the use of pre-apprenticeship activities and work-based learning as program elements for youth. WFSCA will work with existing apprenticeship programs to provide better access for youth clients, as well as with employers to grow more apprenticeship and pre-apprenticeship opportunities. WFSCA also will coordinate with Job Corps and YouthBuild programs to ensure appropriate promotion of opportunities.

2. Leveraged WIOA Youth Elements: Because WIOA Youth services allows for pre-apprenticeship to be coupled with tutoring, mentoring, and work experience, WFSCA and its youth contractor will be able to enhance career pathways for youth.

WFSCA recognizes that WIOA emphasizes work-based learning/training and employer engagement, and provides workforce systems with the flexibility to deploy resources that support the region's employer community. WFSCA believes that apprenticeship and pre-apprenticeship are key earn-and-learn strategies to promoting enhanced career pathway opportunities for Austin's citizens and the region's employers

Part C: Public Comment

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

Board Response:

WFSCA will have made the WIOA Plan available for public comment on its website on Jan. 17, 2017. An email informing community and Board Members of the Plan and request for public comments will have been sent out on the same day. The deadline for public comment will be Feb. 16, 2017. On Jan. 25, 2017, WFSCA will hold an open session for individuals interested in making public comment on the Plan. WFSCA Board of Directors will vote to approve the Plan on Feb. 22, 2017.

One comment was received during the 30-day public comment period and the WFSCA Board approved the Plan at the Board meeting on February 22, 2017.