

Texas Workforce Development Board Planning Guidelines for Fiscal Years 2007–2008

A. Background

In the spring of 2005, the U.S. Department of Labor (DOL) adopted new priorities for the workforce system at the national level. In response to new national priorities, the Texas Workforce Commission (Commission) shifted the focus of the local strategic planning process from targeting specific occupations to targeting entire industry sectors and from developing skills for specific jobs to developing transferable skills valuable for an entire spectrum of jobs.

The Workforce Investment Act of 1998 (WIA), the *Strategic Two-Year State Workforce Investment Plan for the Title I Workforce Investment Act of 1998 and the Wagner-Peyser Act* (WIA State Plan), and the subsequent Texas Workforce Development Board (Board) plan modifications placed Texas at the forefront of states creating workforce solutions by including employers in the planning and implementation of an employer-driven system. The Board plan modifications changed the planning landscape by merging the use of labor market information automated systems with critical validation by local employers.

In developing the Board planning guidelines for Fiscal Years 2007–2008 (FY'07–'08), the Commission assessed the strengths, weaknesses, opportunities, and threats that may impact the Texas workforce system's goal of creating an integrated, employer-driven, service delivery system that maximizes resources.

Recently, federal budget cuts to WIA and Employment Service (ES) were announced. The President's proposed budget adjustments, along with DOL's analysis of the budget, present both opportunities and challenges. Initial reviews indicate the need for critical decisions regarding funding and service priorities, streamlined administration at the state and local levels, and an overarching drive for efficiencies that do not diminish effectiveness. The Commission expects that Boards and their partners will use these challenges to develop an effective service delivery design that supports employers and job seekers alike.

It is critical to note that the Boards' resources are only a fraction of those available in the collective workforce system. *The challenge for Boards is to establish themselves in a position to influence the direction of all workforce activities in their local workforce development areas (workforce areas), regardless of the funding source or services provided.* In this way, Boards will be sure to achieve their objectives by leveraging their limited resources with those of their partners to move the system closer to the ideal of a demand-driven system. To accomplish this, Boards must become involved with the community and the region, which may require working beyond the boundaries of the workforce area.

B. Board Plans

The FY'07-'08 planning cycle covers a two-year period from October 1, 2006, to September 30, 2008. This planning cycle represents the next step in the growth of the Boards as the principal source for integrated workforce solutions. A major component of this next step is convening local employers to discuss and confirm labor market analysis and the high-growth, high-demand occupations for which resources will be used.

Boards must prepare and submit a local plan for workforce service delivery that consists of strategic and operational components, as well as required compliance items. The Board plan must define the goals of the Board as the source for workforce solutions in the workforce area and the local service design supporting those goals.

The Commission supports local flexibility in developing strategies by which Boards will meet employers' needs. For consistency and to allow the Commission to report the types of occupational training in demand by workforce area, Boards will be required to use the North American Industrial Classification System (NAICS) codes and the Standard Occupational Classification (SOC) codes. Boards must use the NAICS and SOC codes to identify where their resources will be used for training, as well as for recruiting training providers for the Statewide List of Eligible Training Providers. In addition, the Commission encourages the use of SOCRATES, which is an excellent tool for determining high-growth, high-demand industries in the workforce area. Once SOCRATES or other automated systems generate labor market information, Boards must seek critical validation of the labor market information by local employers. Many Boards have already partnered with employers and economic development agencies to conduct model studies based on industry clusters and/or sectors, which allow them to target resources more effectively.

The planning guidelines set forth the criteria by which Board plans will be reviewed and recommended for approval to the Governor. At a minimum, plans must include adequate responses to the review criteria. Additional information may be provided and submitted as charts or lists, or in other formats, at the Boards' discretion in order to meet locally determined needs.

C. Submission Requirements

Boards must e-mail their plans, consisting of a narrative section and appendices, to: Board.Plans@twc.state.tx.us. Boards must submit Appendix 7, entitled "Memoranda of Understanding" as a scanned document. **Plans are due no later than July 5, 2006.**

If a Board does not have scanning capability, it may transmit the original signature pages to the Commission in hard copy at the following address:

Ms. Jennifer Jacob
Texas Workforce Commission
101 East 15th Street, Room 440T
Austin, Texas 78778-0001

Boards may submit the plan in either Microsoft Word format or Adobe Portable Document Format (PDF).

It is recommended that Boards submit the plan as a single PDF document created in Adobe Acrobat 6.0 or higher.

By submitting the plan as a single PDF document, Boards can avoid compatibility issues (between different versions of Microsoft Word) that may affect layout, font, and other formatting issues.

D. Fiscal Years 2007–2008 Texas Workforce Development Board Strategic and Operational Planning Guidelines

Strategic Narrative

- a. Describe the mission of the Board.
- b. Identify the Board's strategic goals and objectives established through the strategic planning process.
- c. Describe how the Board identified the current and projected high-growth, high-demand occupations by industry, industry sector, or industry cluster (based on the Board's preference) and the entry-level job skills necessary to obtain the occupations, through the labor market analysis.
- d. Describe the methods used to involve local employers, including small employers (defined as less than 100 employees), in the validation of high-growth, high-demand occupations associated with the high-growth, high-demand industries in the workforce area.
- e. Describe the types of resources available at the local level and how the Board will use these resources to operate more efficiently in light of declining federal resources.

Appendix 1 Elements of System Operation

- a. **System Description** (What do you do? Who are your potential customers, and why will they use your services?)
 1. Describe the service delivery system (e.g., number of contractors, number and type of Texas Workforce Centers, specialized services outside the Texas Workforce Centers, access to customized training, availability of distance learning resources, and services to rural areas).
 2. Describe the number of employers and job seekers to be served and the planned service mix. Include a breakout for the following funding sources: WIA Adult, Dislocated Worker, and Youth; Temporary Assistance for Needy Families (TANF) Choices; Food Stamp Employment and Training (FSE&T); Project Reintegration of Offenders (Project RIO); and Unemployment Insurance (UI). Note: Child care figures are not required because Board contracts currently contain an Average Number of Children Served Per Day performance measure.

3. Describe how the Board plans to devote increased resources to training.
4. Describe how the Board will ensure physical and programmatic accessibility for individuals with disabilities at the Texas Workforce Centers.
5. Describe the role of the youth advisory committees, if appropriate, and any existing subcommittees.
6. Address the education and training needs of individuals with limited English proficiency.

b. Partners and Stakeholders (Who is involved?)

1. List the Board's partners, including educational and economic development entities.
2. Describe what services along the continuum of services will be delivered by each of the partners and how they will be provided.
3. Outline the roles and responsibilities of each partner and the Board's respective roles and responsibilities to the partners.
4. Identify resources contributed by each partner.
5. Describe the Board's working relationships with its partners.
6. Describe how the Board will coordinate employment and training activities with local economic development activities, including the promotion of entrepreneurial skills training and microenterprise services.
7. Describe how the Texas Model (divestiture of responsibility for ES service provision to the local level) is operationalized for ES.
8. Describe how the Board coordinates with the Texas Veterans Commission to provide services to veterans.
9. Describe how the Board coordinates services with adult education programs.
10. Describe how the Board identifies and outreaches training providers who can meet the training needs identified as supportive of employer needs.
11. Describe how the Board facilitates the certification of local training providers through the Eligible Training Provider Certification System.

c. System Structure (How is it done?)

1. Describe the Business Services Unit, its involvement in the planning process, and its functions in supporting an employer-driven system.
2. Describe how the Board markets its products and services by customer (employer, job seeker, and the public).
3. Describe the Board's policies for implementing the Individual Training Account (ITA) system and procedures for ensuring that exceptions to using ITAs are justified.
4. Describe the Board's policies for focusing on short-term versus long-term training needs in a period of diminishing resources.
5. Describe how workforce service information is shared between partners and customers.

6. Describe how job seekers are referred along the continuum of services, including how individuals are referred to training.
7. Describe how the Board works with community colleges, technical colleges, or other training providers to create customized employer training.
8. Describe co-enrollment strategies that maximize resources by integrating service delivery.
9. Describe how the Board facilitates access to services in remote areas, including the use of technology.
10. Describe how the Board coordinates transportation services, including public transportation.

d. Performance and Feedback (When is it complete?)

1. Describe the system, including key milestones, the Board uses to evaluate its performance in meeting its adopted strategic goals and objectives.
2. Evaluate the effectiveness of the Board’s own and other workforce services, activities, and service providers for both youth and adults.
3. Describe how the Board obtains customer feedback.
4. Identify the points in the system where the Board collects customer feedback.
5. Outline how the Board uses customer feedback to ensure continuous improvement to its service delivery strategies and mix.

Appendix 2 List of High-Growth, High-Demand Industry Sectors and Occupations Identified Through Labor Market Analysis

The following information must be provided as Appendix 2:

- A list of high-growth, high-demand industries and the sectors that comprise them, including their corresponding NAICS codes.
- A list of high-growth, high-demand occupations—eligible for WIA-funded training—and their corresponding SOC codes, as identified through the Board’s labor market analysis and based on employer validation and local wisdom. These occupations must be connected to the high-growth, high-demand industries previously identified, or validated through the development of targeted industry cluster or sector studies.
- Identification of the high-growth, high-demand occupations and the occupational career ladder for which training may be provided and supported by WIA funds.

Appendix 3 Statewide Goals and Objectives – Texas Workforce Investment Council

The Texas Workforce Investment Council (Council) is charged under both state and federal law with the responsibility to recommend Board plans and plan modifications to the Governor for approval. The Council reviews each plan to ensure that the local goals

and objectives are consistent with the statewide long-term objectives (LTOs) in the state strategic plan – *Destination 2010: FY 2004-FY 2009 Strategic Plan for the Texas Workforce Development System (Destination 2010)*. In addition, the Council reviews the previous year’s accomplishments to assess the degree to which Boards are effective in achieving state and local goals and objectives. Each Board shall submit information required in the three parts of this appendix.

INSTRUCTIONS

Part 1 – The questions contained in Part 1 are included based on the Council’s recent experiences dealing with employers at its September 2005 meeting. These questions focus on the Board’s performance goals related to three specific areas identified by employers. In addition to the information provided in response to Part 1 of this appendix, the Council will be looking to the Board’s responses in other parts of the plan for those actions, goals, and objectives that focus on employer services and align with objectives included in *Destination 2010*.

Part 2 – Next to the System/Program Long-Term Objectives listed as **Required (R)** in the matrix, the Board will note the page number(s) from the Board’s plan that specifically addresses the objective and demonstrates the connection of local planned activities to the LTO. In the narrative section or appendices of the plan, the Board must state specific strategies and actions that directly address the intended outcome of each required LTO.

Part 3 – Next to the System/Program Long-Term Objectives listed as **Required (R)** in the matrix, the Board will include a brief cumulative description of performance from FY’06. The Board will quantify actual performance numbers where appropriate.

REPORTING REQUIREMENTS

Part 1: In September 2005, the Council hosted an employer roundtable, where a number of employers from across the state were invited to discuss programs and services in the Texas workforce system. While employers commented on a broad range of programs and services, there were several central themes. Three of those themes raised during that discussion follow.

Provide a brief narrative description of the activities that your Board is implementing or plans to implement within the context of *Destination 2010* with regard to the following:

- 1. Increasing both the relevance and responsiveness of programs and services to employers.**
- 2. Enhancing job-matching services to meet the needs for both technical and professional positions, in addition to entry-level positions.**
- 3. “Selling the system” to employers so that more are aware of the workforce system and the programs and services available.**

See the workforce system strategic plan at

<http://www.governor.state.tx.us/divisions/twic/mandate/view>

Parts 2 and 3:

Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (TWDS) Long-Term Objectives				
Required	LTO ID#	SYSTEM LONG-TERM OBJECTIVES	Part 2: Page Number (s) in Plan	Part 3: Performance FY2006
	SI2.0	All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway designed to provide a consistent and universal framework for all system customers and provider information on system projects, services and solutions.	NA	NA
R	CU1.0	Increase system-wide, the number of employers using TWDS products and services.		
R	CU2.0	Employer Customer Satisfaction levels in system programs and services will increase as determined by the combined satisfactory and above satisfactory categories in the Council's System Employer Survey.		
	CU3.0	Increase the percentage of adult education students completing the level enrolled.		
	SC1.0	Achieve job growth increases.		
	SC2.0	Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters that hold long-term strategic relevance to the State.		

Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (TWIC) Long-Term Objectives				
Required	LTO ID#	PROGRAM LONG-TERM OBJECTIVES	Part 2: Page Number (s) in Plan	Part 3: Performance FY2006
	SC3.0	Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training.		
R	SC4.0	Design and implement a methodology and system for identifying and assessing employer needs.		
R	SC5.0	Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers.		
R	SC6.0	Increase the awareness; access rates, participation, and relevance of services to small and mid-size businesses throughout the State.		
	CU3.1	Increase the percentage of adult education students receiving a high school diploma or GED.		
	CU3.2	Increase job placements as a result of STEP mature worker programs and services.		
	CU3.3	Increase academic and future workplace success of youth by increasing the HS graduation and/or certification (GED) rates.		

Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (TWIC) Long-Term Objectives				
Required	LTO ID#	PROGRAM LONG-TERM OBJECTIVES	Part 2: Page Number (s) in Plan	Part 3: Performance FY2006
	CU3.4	Reduce the percentage of student dropouts from public schools between grades 7 and 12.		
	CU3.5	Increase the percentage of exiting secondary students pursuing academic and/or workforce education.		
	CU3.6	Increase TX higher education participation rate.		
	CU3.7	Increase the number of certificates, associates and bachelors degrees awarded annually.		
	CU3.8	Sustain job placements for students exiting post secondary programs.		
	CU3.9	Decrease number of TANF recipients cycling on and off TANF.		
	CU4.0	Increase the percentage of adult offenders placed in jobs prior to release. Increase constructive activity rate for youthful offenders.		
R	CU5.0	Increase the percentage of persons receiving vocational rehabilitation services from the Department of Assistive and Rehabilitative Services (DARS) who remain employed after exiting the program.		

Appendix 4 Process Elements

a. Public Comment

General Information:

Boards must provide local entities and the general public with an opportunity to review and comment on their plans as follows:

- Boards must publish an announcement, at a minimum, via the local news media that the proposed plan is available for public comment. Boards are encouraged to post the announcement on their Web site as well. The announcement must specify the location where the proposed plan can be reviewed.
- Boards are *required* to make a draft of the proposed plan available for a *minimum of 30 days*. It is recommended that Boards publish the proposed plan as early as possible to allow ample time to receive and respond to public comments. **The plan is due to the Commission by July 5, 2006.**
- Boards must outreach and ensure that local entities and the general public—including representatives of business, labor, economic development, and education—receive an appropriate opportunity to comment on the plan and are allowed to submit written comments to the Board.

Instructions:

1. Provide a written description of how the Board's plan was made available for public comment. The description must include:
 - a. date of publication;
 - b. final date of the 30-day comment period;
 - c. name and address of the publication(s) used; and
 - d. date(s) of any public hearings.
2. Provide a written summary of any negative comments about the Board's plan received from Board members, local entities, and the general public. If no negative comments were received, include a statement to that effect.

b. Fiscal Agent

Identify the entity responsible for disbursing the state and federal grant funds provided under this plan.

c. Priority of Service

General Information:

In the past, Boards have been required to submit a declaration of "limited" or "not limited" resources in accordance with 20 C.F.R. §663.600. This declaration establishes whether the Boards must give priority for the distribution of WIA

Adult funds for intensive services and training to recipients of public assistance and other low-income individuals. The use of the terms limited and not limited has led a number of Boards to interpret incorrectly that this requirement means that the Boards are to consider only their WIA allocation when making their declaration. However, as national leaders in implementing a fully integrated workforce system, Texas' Boards have allocations and plan for multiple resources, including federal, state, and private funds, in addition to WIA funds.

Consequently, Boards should consider their ability to serve adults with the combined funding resources available in an integrated system when making their declaration regarding the sufficiency of available funds.

If a Board has sufficient funds available within its workforce area to serve adults needing workforce services, its funds should be classified as "unrestricted." In this case, the Board will not have to determine income eligibility for WIA Adults. If a Board believes that its multiple funding streams are insufficient to serve adults in its workforce area, its funds should be classified as "restricted." If resources are declared restricted, the Board must establish criteria by which priority of service will be applied.

Instructions:

Boards must include either statement A or statement B below in their plan to indicate whether total resources are determined to be restricted or unrestricted in their workforce area for FY'07.

A. If declaring restricted resources, include the following statement in the plan:

The Board has established criteria determining that resources in the workforce area are restricted based on limited funds. The Board has established a priority of service policy, maintained at the local level, based on the provisions of 20 C.F.R. §663.600.

A declaration of restricted resources also requires the Board to:

- determine income eligibility for each adult; and
- develop a policy to instruct Texas Workforce Center staff to give service priority to adult recipients of public assistance, low-income individuals, and other individuals who meet WIA Adult eligibility requirements.

B. If declaring unrestricted resources, include the following statement in the plan:

The Board has established criteria determining that resources in the workforce area are unrestricted, and the Board maintains the justification at the local level to substantiate this decision.

WIA regulations provide two examples of circumstances that would substantiate a declaration of unrestricted resources:

- The availability of other funds for providing employment- and training-related services in the workforce area
- The needs of specific groups within the workforce area

Other circumstances that would support a declaration of unrestricted resources include, but are not limited to, the following:

- Co-enrollment of adults in multiple workforce programs
- Use of the flexibility provided through state WIA waivers, such as the ability to transfer any type of WIA formula allocation to Local Activity Funds in order to fund the extensive needs of adults
- Pursuit of alternative funding sources such as federal grants, contributions, and donations
- Leveraging of resources from various community stakeholders

Note: In accordance with the Jobs for Veterans Act of 2002 (38 U.S.C., Chapter 4215), covered persons—including veterans and other eligible persons—must receive priority of service in all programs funded in whole or in part by DOL.

Appendix 5 Signature Page

Include a statement with the plan that acknowledges joint development and submission of the plan and that is signed with an original signature of the Chief Elected Official(s) and the Board Chair.

Appendix 6 Assurances

By signing the statement of approval on the Signature Page, the Board Chair and the Chief Elected Official(s) certify their acceptance of the assurances below. The following assurances are provided to the best of the Board's knowledge at the time such assurances are submitted to the Commission.

Planning

1. The Board has adopted this plan in accordance with the plan requirements in Texas Government Code §2308.304 and WIA §117.
2. The Board has followed Commission guidelines and, in the preparation and submission of this plan, has taken into consideration the applicable program, administrative, performance, and financial requirements of Commission rule §801.17. This plan shall govern the provision of services in the workforce area, as required by Texas Government Code §2308.304.

3. The Board has developed this plan in consultation with local elected officials, the business community, labor organizations, and other partners, as required by §117(d)(1) and §118(b)(7) of WIA.

General

4. The Board is directly responsible for the strategic planning, operational planning, and administration of all workforce training and services funded through allocations to the workforce area, as required by Texas Government Code §2308.302(b). Such responsibilities shall be carried out in accordance with the following Commission rules:

RULE	TOPIC
800	General Administration
801	Local Workforce Development Boards
809	Child Care and Development
811	Choices
813	Food Stamp Employment and Training
815.28	UI Work Search Requirements
823	General Hearings
841	Workforce Investment Act
847	Project RIO Employment Activities and Support Services
849	Employment and Training Services for Dislocated Workers Eligible for Trade Benefits

5. The Board shall carry out its duties and functions under this plan in compliance with the requirements of applicable federal and state statutes, regulations, and other issuances as provided by:
 - Chapters 302 and 306 of the Texas Labor Code;
 - Chapter 2308 of the Texas Government Code;
 - Chapters 31 and 34 of the Texas Human Resources Code;
 - Commission rules;
 - WIA State Plan provisions;
 - Training and Employment Notices, as applicable;
 - Training and Employment Guidance Letters (TEGLs);
 - Workforce Development Letters;
 - Equal Opportunity Letters, as applicable; and
 - any alternative options under WIA and waivers exercised by the state.
6. The Board has developed a business continuity plan to ensure that changes in key staff will not result in a negative impact on service delivery, performance, or administrative functions.

7. The Board will provide for an annual assessment of the language needs of persons with limited English proficiency and ensure that these individuals have access to services, in accordance with TEGL 26-02, issued May 29, 2003.
8. The Board assures that it has a competitive process in place to award grants and contracts, and the Board can identify effective and ineffective providers. The Board further assures that a description of this process is on file and available for review at the Board office. At a minimum, the Board assures that its competitive process meets the requirements of WIA §112(18)(B) and §118(b)(9); Commission rules, Chapter 801, Subchapter C and specifically Commission rule §801.54; and the Commission's Financial Manual for Grants and Contracts.
9. The Board assures that priority of service is provided to covered persons—including veterans and other eligible persons—in programs funded in whole or in part by DOL, in accordance with the Jobs for Veterans Act of 2002 (38 U.S.C., Chapter 4215).

Appendix 7 Memoranda of Understanding

General Information:

The following six required components must be included in each Memorandum of Understanding (MOU) the Board executes:

1. The name of the Board and the partner entity or entities executing the MOU
2. A description of the services to be provided (i.e., a full description of the services and responsibilities of each entity)
3. An explanation of how services and operation costs of the Texas workforce system will be funded
4. The method of referral
5. The duration and process for amending the MOU
6. Any other requirements of interest to the parties signing the MOU

Instructions:

- A. As a requirement for the plan, Boards must affirm that all MOUs are current and have not expired since the last plan submission. At a minimum, the Board must include the expiration date of the executed MOUs for each required partner. A chart has been provided for this purpose (see page 17 of this document).
- B. Boards must submit electronic copies of *new, renewed, or revised* MOUs with *required partners* that have been executed since the submission of the Program Year 2005 modification. Original signature pages must be transmitted to the Commission in hard copy if the Board does not have electronic scanning capability. If the Board has contracts with the partners listed, then an MOU is not required.

Memoranda of Understanding Summary

Required Partner Agency or Program	Expiration Date
WIA Title I – Adult, Dislocated Worker, and Youth Programs	
TANF Choices	
FSE&T	
Child Care Services	
Project RIO	
Trade Act	
Wagner-Peyser Employment and Training, as amended by WIA (includes Migrant and Seasonal Farmworkers)	
Veterans’ Employment and Training Programs, as amended by the Jobs for Veterans Act	
Apprenticeship Programs	
WIA Title II – Adult Education and Family Literacy Act	
National and Community Services Act	
Postsecondary Vocational Education Activities under the Carl D. Perkins Act	
Senior Community Service Employment Program(s)	
Coordinated Choices Case Management with the Texas Health and Human Services Commission	
UI Compensation	
Texas Department of Family and Protective Services	
Optional Partners and Programs	Expiration Date
Vocational rehabilitation programs and services	
Job Corps services under WIA Youth	
Native American programs under WIA	
Community Services Block Grant programs	
Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)	
Texas Department of Housing and Community Affairs or local housing authority	
Community Development Block Grant recipients	
Local education agencies	
Vocational education agencies	

Optional Partners and Programs (continued)	Expiration Date
Fatherhood initiative programs or other child support programs	
Army National Guard employment and training programs	
Texas Youth Commission	
Juvenile Probation Commission	
Texas Department of Criminal Justice	
Migrant and Seasonal Farmworker youth educational services	
Domestic violence intervention programs	
Community-based organizations	
Other Local Partners and Programs	

Resources

The following information is provided to assist Boards in developing their Board plans. These useful tools are recommended but not required.

1. WIA State Plan: http://www.twc.state.tx.us/boards/wia/state_plan/07stateplan.pdf
2. Guidance on conducting a labor market analysis and identifying high-growth, high-demand occupations:
http://www.twc.state.tx.us/boards/board_plan/integratedplan.html
3. Definition of an employer-driven system. An employer-driven system:
 - effectively meets the demands of a real-time global economy, has a strong grasp of state and local economies, and has a daily recognition that effective workforce development will have a significant impact on those economies;
 - actively involves industry leaders, builds strategic partnerships between industry and educational institutions, and ensures that the partnerships create and implement solutions for current and future workforce challenges;
 - values and rewards effective and innovative workforce solutions, rather than the achievement of short-term, process-oriented performance measures;
 - makes strategic investments that leverage other resources to increase the returns on those investments;
 - prepares and immediately mobilizes when shifts and changes occur in state and local economies; and
 - invests training resources to develop the skills and competencies necessary to meet industries' demands and to ensure a steady flow of qualified, job-ready workers.
4. Information on the President's proposed budget and DOL's response:
<http://www.doleta.gov/budget/07bud.cfm>
5. Resource materials from the January 2006 Quarterly Workforce Forum:
<http://www.twc.state.tx.us/events.html>
6. A model cluster study developed by the Upper Rio Grande Workforce Development Board in conjunction with the University of Texas at El Paso:
http://www.twc.state.tx.us/boards/board_plan/upperrio_cluster.pdf.