

**TEXAS WORKFORCE DEVELOPMENT BOARD
 PLAN MODIFICATIONS
 GUIDELINES**

SUBMISSION REQUIREMENTS 2

CONTENT REQUIREMENTS 3
 Additional Content..... 3

REVIEW AND APPROVAL 3

TECHNICAL ASSISTANCE..... 3

PLAN MAINTENANCE..... 4

REQUIRED PLAN MODIFICATIONS 4
 Strategic Narrative 4
 Appendix 1. Elements of System Operation..... 6
 Appendix 2. Target Industries, Sectors, and Occupations..... 7
 Appendix 3. Texas Workforce System Strategic Plan: Local Workforce
 Development Board Plan Alignment and Performance..... 22
 Appendix 4. Process Elements 24
 Appendix 5. Signature Page 27
 Appendix 6. Assurances 28
 Appendix 7. Memoranda of Understanding 30
 Appendix 9: Fiscal Years 2007–2008 Texas Workforce Development Board
 Planning Guidelines: Review Criteria 32

RESOURCES 36

SUBMISSION REQUIREMENTS

Board plan modifications are due no later than June 30, 2009.

Boards must:

- Assemble their complete, revised Board plans reflecting the required plan modifications and additional content outlined below into one electronic file in Microsoft Word or PDF format. It is recommended that Boards submit the plan as a single PDF document created in Adobe Acrobat 6.0 or higher, thereby avoiding potential layout, font, and other format compatibility issues.
- Submit all required supporting documentation for the Board plan modifications as attachments to the plans.
- Include the Board's Target Industries List and Target Occupations List, industry or occupational analysis reports, and any other documentation requested for the plan modification as attachments to the plan submission. To assist in identification, include a list of attachments describing each separate file.
- Include a scanned signature page (see Appendix 5), scanned versions of new or revised Memoranda of Understanding (MOUs) (see Appendix 7), and scanned copies of other hard-copy materials that support the modification. If a Board does not have scanning capability, it may submit* original signature pages, MOU copies, or other hard-copy materials to:

Catherine Bingle
Texas Workforce Commission
101 East 15th Street, Room 504F-T
Austin, Texas 78778-0001

- E-mail the complete submission*, preferably as a single zipped file, to Board.Plans@twc.state.tx.us.

*Before submission, please notify Catherine Bingle at (512) 463-9544 or Catherine.Bingle@twc.state.tx.us of the upcoming submission. Receipt of the submission will be acknowledged by e-mail.

CONTENT REQUIREMENTS

Plan modifications must contain, at a minimum, new or modified information described in these guidelines under *Required Plan Modifications*.

Additional Content

In addition to the required plan modification information, Boards may submit additional information in various formats such as charts or lists, as needed. Boards are encouraged to update or revise information in any section of their plans, including providing information on their progress and success in programs and activities set forth in their plans.

Note:

- Negotiating performance targets is a separate process from Board plan modifications. Performance targets are included in the plan modifications by reference.
- Board funding allocations are transmitted to Boards through Workforce Development (WD) Letter. All current Board funding allocations, rescissions, or adjustments are included in the plan modifications by reference.

REVIEW AND APPROVAL

Appendix 9 provides the criteria by which Board plans will be reviewed and recommended for approval to the Governor. Boards must fill in the first column of Appendix 9 indicating the page number on which each requested update or modification appears in the modified plans. Boards may add lines to identify further updates to the plans.

Current Board plans remain in effect through September 30, 2009; the Board plan modification schedule is as follows:

- August 2009—Commission approval
- September 2009—Texas Workforce Investment Council review and recommendation to the Governor for final approval
- October 1, 2009—Approved plan modifications become effective. They remain in effect through September 30, 2010.

TECHNICAL ASSISTANCE

For technical assistance on completing the Board plan modifications, e-mail Board.Plans@twc.state.tx.us.

PLAN MAINTENANCE

When circumstances warrant, Boards may develop and submit Board plan amendments.

As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and Target Occupations List and e-mail the updated lists to Board.Plans@twc.state.tx.us.

Information submitted in the Board plan modifications will be compiled and made available to workforce system partners and other interested parties to promote coordination. Boards must be aware that for Board Contract Year 2010 (BCY'10), the Commission will require Boards to report on implementation of strategies outlined in their plan modifications, including initiatives and training conducted in support of target industries and target occupations.

REQUIRED PLAN MODIFICATIONS

The following sections of the Board plans must be revised or updated, as indicated:

Strategic Narrative

Revise the following sections to reflect the modified industry and occupational targeting and validation outlined in Appendix 2:

- c. Describe how the Board identified its target industries and related Texas Workforce Commission (TWC)/Labor Market and Career Information (LMCI) target industry sectors, including, but not limited to, industries related to the Governor's industry clusters (as reflected in the Board's submitted Target Industries List).
- d. Describe how the Board identified the target occupations for which it will dedicate Workforce Investment Act (WIA) training resources (as reflected in the Board's submitted Target Occupations List).

Update the following section:

- 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 the changing economy.

Add the following new sections:

- f. Describe the strategies and initiatives the Board will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor's industry clusters.

- g. Describe the Board's specific plans for workforce training in support of its target occupations.
- h. Describe the reemployment strategies the Board is employing to meet future workforce needs, particularly in light of the changing economy.
- i. Describe innovations or enhancements to reemployment strategies, services to unemployment insurance (UI) claimants, or related service delivery models that the Board is exploring. Any successes the Board has had with these new or innovative efforts must be identified.
- j. Explain how the Board identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant economic impact. Explain how this information supports the Board's reemployment strategies.

Appendix 1. Elements of System Operation

Update the following section if there have been significant developments in the Board's partnerships with economic development and industry partners, new initiatives, or accomplishments since the last plan modification:

Employer Involvement

- Provide an updated list of the local economic development entities, chambers of commerce, and industry/employer associations that are actively engaged in the workforce system.
 - Describe the relationships and types of interactions these partners have within the workforce system.
- Describe the Board's role in local and regional economic development efforts.
 - Provide a brief description of model projects or best practices the Board is implementing in collaboration with local economic development entities, chambers of commerce, and industry/employer associations.
 - Provide a brief, detailed summary of economic development or labor market projects in which the Board may be participating during the plan modification time frame.

Appendix 2. Target Industries, Sectors, and Occupations

This section provides instructions and suggestions for analyzing and documenting Boards' target industries, TWC/LMCI industry sectors, Governor's industry clusters, and target occupations for the Board plan modifications.

The plan modification requires that Boards revise their industry and occupational targeting using information, methods, and tools familiar to Boards, and preserving local flexibility to define priorities in a variety of ways. Documentation will be somewhat more standardized than in the past, in that tools for industry and occupation analysis and targeting must include selected TWC/LMCI labor market analysis tools in order to:

- ensure a minimum of valid, comparable information on target industries and target occupations;
- adequately describe needs and activities statewide;
- identify clear links to the Governor's industry clusters; and
- promote knowledge exchange across the system.

Step 1: Identify the Board's high-growth, high-demand industries, by North American Industry Classification System (NAICS) code, using analysis of industry sectors, clusters, and industries.

To satisfy documentation requirements, the Board must submit:

- TWC/LMCI labor market analysis tool reports showing analysis of key labor market indicators, using at least the two required tools;
- when feasible, additional analyses or reports that the Board has developed and regards as influential in its evaluation and prioritization of industries; and
- a short summary describing which specific analyses—including TWC/LMCI labor market analysis and any other analyses conducted by the Board—were completed and viewed as influential in its evaluation and targeting of industries. The Board must ensure that, where feasible, copies of all referenced sources are included as attachments or Internet links. If a key source cannot be attached or linked, the Board must ensure that the source can be provided upon request.

Several TWC/LMCI labor market analysis tools are available to effectively analyze a local workforce development area (workforce area) with respect to industries, TWC/LMCI industry sectors, and the Governor's industry clusters. Selected tools available on the Standardized Occupational Components for Research and Analysis of Trends in Employment System (SOCRATES) and the Texas Industry Profiles Web site are required or recommended for analyzing and documenting the Board's high-growth, high-demand industries. The tools offer different ways to view industries, TWC/LMCI industry sectors, and the Governor's industry clusters, and the ability to view and manipulate indicators that are useful in ranking the importance of industries.

All of the recommended tools offer ways to save reports during analysis to view choices before adjusting or finalizing them. Several reports may be produced while using any

one tool. Only one final report from each tool is needed to show the Board's final analysis using that particular tool. In addition to the recommended tools, Boards may use other labor market tools, studies, and resources. Any tools that are viewed as influencing the Board's high-growth, high-demand industries profile must be included in the documentation submitted with the Board plan modification, and must be referenced in the short summary of analyses completed.

Identified industries must be identified by a NAICS code in order for the industries to have clear meaning and validity for all Boards, TWC, and stakeholders across the Texas workforce system. TWC offers Boards robust tools and expertise in conducting labor market analysis and local planning processes based on valid industry categories. Local planning efforts may identify industries using lay concepts and labels. These can be brought into the Board's target industries defined in its plan, but they must be best-fitted into an appropriate NAICS-coded industry. A search tool to assist in locating best-fit categories is located at <http://www.texasindustryprofiles.com/apps/lae/indsearch.asp>.

Boards must fully explore the following key types of labor market indicators—available in TWC/LMCI labor market analysis tools for use in evaluating and ranking the relative importance of industries—to determine what criteria they will use in selecting target industries and TWC/LMCI industry sectors:

- Employment (current employment estimates or projected future employment) (#)
- Employment growth rate (growth rate observed over a recent period or projected into the future) (%)
- Wages (average weekly or monthly earnings, minimum annual salary)
- Local industry competitiveness (Location Quotient, Export Jobs, or Greatest Likelihood for Potential Job Opportunities in Shift-Share Analysis)

In some of the tools, the user must choose a period of time on which to base the analysis/projection. A three-year period is useful, ending with the most recent period available. Always use the same quarter for the beginning and ending periods.

Tools in SOCRATES (<http://socrates.cdr.state.tx.us/>)

Although only Shift-Share Analysis is required, if Industry Evaluation is also used, users can complete Steps 1.a through 1.c for each of the two analyses, then complete a compiled report for Step 1.d. The SOCRATES session can be saved and returned to, or can be reset if you need to start over.

1. Shift-Share Analysis (Required)

This tool ranks industry groups (three-digit NAICS code) that have strong employment growth and comparative advantage, based on local versus national shares of employment in the recent past, and allowing the user to choose the period on which the analysis is based. It also provides useful interpretive reports using the Board's own data and specific analyses conducted.

- a. Examine the industry groups shown in the top two categories: Greatest Likelihood for Potential Job Opportunities and Potential Comparative Advantage. These industry groups, and the TWC/LMCI industry sectors of which they are a part, may be good candidates for the Board's target industries.
- b. *View and save the report(s) and analysis narrative(s) for the Shift-Share Analysis showing Greatest Likelihood for Potential Job Opportunities and Potential Comparative Advantage, and include as an attachment to the Board plan modification. These are required reports to be submitted by the Board as documentation of its high-growth, high-demand industries.* The list of industries can be ranked using any of the available indicators of occupational employment demand (current or future employment, growth, growth rate, or job openings, etc.). If the Board feels that there are other rankings that may be useful, it can include them in the Board plan modification submission.
- c. Drill down into any three-digit industry grouping to view the relative size and growth of the component four-digit industries within. Examine the recent and projected employment numbers and growth percentages. Some industries may be of lesser size or growth percentage than others in the group. Click on industries that fit parameters you think are important (using, for example, a minimum employment number or growth percentage) to add these industries to your NAICS list.
- d. At any time, you can click on *What's on my NAICS list* and view a Preliminary Report showing the TWC/LMCI industry sectors and Governor's industry clusters associated with the industries on your list. *Include the Preliminary Report in any final analysis you wish to keep as documentation. The Board must submit the Preliminary Report with its Board plan modification, as documentation of its high-growth, high-demand industries.*

2. Industry Evaluation (Recommended)

This tool provides an alternate way of examining ranked three-digit NAICS industry groups, based on preselected periods of recent and projected short-term and long-term employment growth. It also provides ranking options for a location quotient and average weekly wage, with a user option to weight any of the factors for greater or lesser consideration in the ranking.

- a. Choose the default weights or adjust the weighting. The default weights are the result of a TWC/LMCI historical data study on factors influencing future employment, and are one place to start. They tend to emphasize relative employment numbers and growth, and deemphasize wages with other factors considered equally. You might begin with a simple analysis based on current and future employment, then adjust the weighting to add wages and/or a location quotient. The ranking of industry groups likely will be somewhat different than that obtained in your Shift-Share Analyses. Top-ranked industry groups in the

analysis, or rather the TWC/LMCI industry sectors of which they are a part, may be good candidates for the Board's target TWC/LMCI industry sectors.

- b. View and save the printable IndEval Report(s) for any analysis you wish to keep as a final documentation (only one report is required). Include the report in the Board plan modification submission.
- c. Drill down into any three-digit industry grouping to view the relative size and growth of the component four-digit industries within. Examine the recent and projected employment numbers and growth percentages. Some industries may be of lesser size or growth percentage than others in the group. Click on industries that fit parameters you think are important (using, for example, a minimum employment number or growth percentage) to add these industries to your NAICS list.
- d. At any time, you can click on *What's on my NAICS list* and view a Preliminary Report showing the TWC/LMCI industry sectors and Governor's industry clusters associated with the industries on your list. Include the Preliminary Report in any final analysis you wish to keep as documentation and in the Board plan modification submission.

Tools at Texas Industry Profiles (<http://www.texasindustryprofiles.com/>)

Only tools that are required or recommended for Step 1 industry analysis are listed here. Many other useful resources and links are available at Texas Industry Profiles.

1. *Economic Base Analysis* Tab → Regional Location Quotients (Required)
 - a. This module is a useful tool for viewing important employment indicators for the Governor's industry clusters, TWC/LMCI industry sectors, and four-digit NAICS industries in total or within industry sectors or clusters. The user defines the periods for analysis, and employment numbers, employment change, location quotient, average earnings, and export jobs are available indicators. Click on header indicators to re-rank the list based on different indicators.
 - b. *Obtain and explore the data within the Full Cluster Report and the Full Sector Report. The Board must include both of these reports in the Board plan modification submission, as documentation of its high-growth, high-demand industries.*
 - c. The user can drill down from the industry sector or cluster level to view data for the four-digit NAICS industry level. Click on header indicators to re-rank the list based on different indicators.
 - d. Boards may include any reports for leading industry sectors and clusters of interest in the Board plan modification submission.

2. *Local Employment Dynamics* Tab → Local Employment Dynamics Industry Focus (Recommended)

Understanding the dynamics of change in a labor market is equally important as noting changes from one time period to another. A joint data venture between TWC and the U.S. Census Bureau called Local Employment Dynamics (LED) provides rich data on employment, new hires, turnover, and other local dynamics. This data is available through two online tools accessible through Texas Industry Profiles. LED Industry Focus provides detailed information on employment change, new hires, growth in hiring, and monthly earnings of new hires for any three-digit NAICS industry in a workforce area. It also provides tables and graphs for the age and gender distribution of employment in each industry.

3. *Local Employment Dynamics* Tab → Local Employment Dynamics Quality Workforce Indicators (Recommended)

This is a related LED Web utility called Quality Workforce Indicators (QWI). LED QWI offers similar information (plus job creation, separations, and turnover information) for the entire workforce area or by industry down to the four-digit NAICS industry level. The LED data in the LED Industry Focus and LED QWI tools is based on UI wage record data, similar to the Quarterly Census of Employment and Wages (QCEW) data used in many TWC/LMCI labor market analysis tools. However, the data definitions for the employment variables in these tools are slightly different, and the time periods for which data is available are a little older. We recommend the use of these resources, especially during the validation phase of your target industries analysis. We also encourage the user to carefully read the descriptions of each variable to better understand the accompanying data.

4. *Economic Base Analysis* Tab → SWAP (Recommended)

This module provides a way to view employment growth projections for four-digit NAICS industries within individual categories of the Governor's industry clusters or the 18 TWC/LMCI industry sectors in a workforce area. The advantage of this tool is that the user can then drill down into occupational employment data with a range of indicators that can be filtered to use in analyzing and targeting occupations.

5. *Economic Base Analysis* Tab → Interactive Shift-Share Analysis (Recommended)

This is the same Shift-Share Analysis tool that is available in SOCRATES (either can be used for Step 1).

Step 2: Identify the Board's target industries and related TWC/LMCI industry sectors and Governor's industry clusters. The Board's target industries must include, but need not be limited to, industries related to the Governor's industry clusters.

Step 2 presumes that the recommended analyses in Step 1 have been completed and that there is a solid understanding of the relative importance of key industries, TWC/LMCI industry sectors, and Governor's industry clusters in the workforce area, based on important labor market indicators. Having explored the impact of using different indicators to describe and rank industries, the Board should have a good idea of its preferred ranking or cutoff criteria for purposes of selecting target industries.

To satisfy documentation requirements, the Board must:

- submit its completed Target Industries List, identifying:
 - the Board's top industries by NAICS code (10 to 15 industries recommended, no more than 20 accepted) and the associated TWC/LMCI industry sectors and Governor's industry clusters; and
 - criteria used in making industry targeting choices, including standardized labor market indicators and local wisdom; and
- describe how local industry, economic development, or other partners were involved in the prioritization or targeting of industries.

Guidelines for Completing the Target Industries List

- **Use the Target Industries List Template (Attachment 2), which allows TWC to ensure that common target industry information is collected from all Boards.**
- The target industries must be identified by a four-digit NAICS code. The associated TWC/LMCI industry sectors (3 to 6 sectors are recommended) must be indicated for each industry.
- If lay industries are used, they must be best-fitted to a four-digit NAICS code; space is provided for explanation of the corresponding lay industry.
- The target industries must include, but need not be limited to, industries related to the Governor's industry clusters. **At least one target industry on the Board's Target Industries List must be associated with one of the Governor's industry clusters.** These corresponding clusters must be indicated where relevant.
- The types of labor market criteria used in making industry targeting choices must be indicated. At least two of the following four types of labor market indicators must be used: ~~Any additional indicators that were used in targeting may also be listed. Space is provided for any additional rationale/explanation.~~
 - Employment (current employment estimates or projected future employment) (#)
 - Employment growth (growth rate observed over a recent period or projected into the future) (%)
 - Wages (average weekly or monthly earnings, minimum annual salary)

- Local industry competitiveness (Location Quotient, Export Jobs, or Greatest Likelihood for Potential Job Opportunities in Shift-Share Analysis)
- **Additional rationale, local wisdom, or other explanation for targeting the industry—including any additional local knowledge that may be available about the importance of target industries in the workforce area—must be included on the Target Industries List. This may include, but need not be limited to, information gained from local or regional labor market or industry studies, industry or economic development partners, or employer surveys.**

Note: As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and/or Target Occupations List, as applicable, and e-mail the updated lists to Board.Plans@twc.state.tx.us. This does not require a further plan modification or amendment.

Step 3: Identify the Board's demand occupations by Standard Occupational Classification (SOC) code, using analysis of occupational employment indicators.

To satisfy documentation requirements, the Board must submit:

- TWC/LMCI labor market analysis tool report(s) showing analysis of key labor market indicators for occupations, using at least the one required tool/report;
- when feasible, any additional analyses or reports that the Board has developed and regards as influential in its evaluation of current and future projected demand for, and targeting of, occupations;
- a short summary describing which specific analyses—including TWC/LMCI labor market analysis and any other analyses conducted by the Board—were completed and viewed as influential in its evaluation and targeting of occupations. The Board must ensure that, where feasible, copies of all referenced sources are included as attachments or Internet links. If a key source cannot be attached or linked, the Board must ensure that it can be provided upon request; and
- **its list of demand occupations (separate from the Board's Target Occupations List—see Step 4). The list, in a format of the Board's choice, must identify all occupations by a valid SOC code.**

Several TWC/LMCI labor market analysis tools are available to effectively analyze a workforce area with respect to occupations for which there is current or future projected demand. Selected tools accessible on the SOCRATES and Texas Industry Profiles Web sites are required or recommended for analyzing and documenting the Board's demand occupations. The tools offer different ways to view occupations, with information on industries, employment, wages, educational/training levels, and other useful indicators important for evaluating, ranking, and targeting occupations.

Some of the recommended tools offer ways to save reports during analysis to view choices before adjusting or finalizing them. Several reports may be produced while using any one tool. Only one final report from each tool is needed to show the Board's final

analysis. In addition to the recommended tools, Boards may use other labor market/occupational analysis tools and resources. Any tools that are viewed as influencing the Board's analysis of occupations must be included in the documentation submitted with the Board plan modification, and must be referred to in the short summary of analyses completed.

It is very important that demand occupations be identified by an SOC code, in order for them to have clear meaning and validity for all Boards, TWC, and stakeholders across the Texas workforce system. TWC offers Boards robust tools and expertise in conducting labor market analysis and local planning processes based on valid industry and occupation categories. Local planning efforts may identify occupations using lay concepts and labels. These can be brought into the Board's target occupations defined in its Board plan, but they must be best-fitted into an appropriate SOC-coded occupation. Two useful search tools to assist in locating best-fit categories are located at http://socrates.cdr.state.tx.us/iSocrates/occprofiles/profile_select.asp and <http://autocoder.lmci.state.tx.us:8080/jc/onetmatch>.

Boards must fully explore the following key types of labor market indicators—available in LMCI tools for use in evaluating and ranking the relative importance of occupations—to identify what criteria they will use in selecting target occupations:

- Employment (current employment estimates or projected future employment) (#)
- Employment growth rate (growth rate observed over a recent period or projected into the future) (%)
- Job openings (projected average annual job openings; openings due to growth) (#)
- Wages (mean, median, entry level, experienced level)
- Preferred educational levels

Tools in SOCRATES (<http://socrates.cdr.state.tx.us/>)

1. Occupational Evaluation (Required)

- a. This module provides a means of reviewing occupations, ranking occupations with individual indicators or multiple indicators using weights, and filtering occupations in a workforce area. Indicators that can be viewed and weighted to make a composite ranking includes recent and projected employment levels; projected employment growth and growth rate; project annual average job openings overall, due to growth, and due to replacement; average wages; and location quotient.
- b. You can choose no weights or the default weights or adjust the weighting for purposes of creating an index ranking indicator that gives relatively more or less importance to different labor market indicators used. The default weights are the result of a TWC/LMCI historical data study on factors influencing future employment. You might also try a simple analysis based on current and future employment, and then adjust the weighting to add in other factors.

- c. The list can be filtered using minimum or maximum average hourly wage and education level preferences. *Filters must not be used on the demand occupations list.*
- d. A well-formatted Rank Orders report displaying useful occupational data and the occupations in the selected rank order can be saved in easy-to-print format. *This report must be submitted by the Board as documentation of its **occupational demand analysis**. ~~occupations list. The report may rank (but not filter) the occupations using any of the available indicators of occupational employment demand (current or future employment, growth, growth rate, or job openings, etc.).~~ Other reports/lists of occupations may also be provided.*
- e. For each occupation, a list of the types of training programs that can lead to the occupation is available, which is useful in researching available training providers that may provide training programs.
- f. **Boards may use the submitted Occupational Evaluation Rank Orders report as submission of their demand occupations list, or they may choose another format for their official demand occupations list, as long as it identifies all occupations by a valid SOC code.**

2. Occupational Profiles (Recommended)

- a. This module provides a means of reviewing, ranking, and filtering occupations in a workforce area based on recent and projected employment levels, projected employment growth and growth rate, projected annual average job openings due to growth and due to replacement, average wage, gender distribution, and typical educational requirements (short, medium, or long-term on-the-job training).
- b. Any preferred data listing can be printed from the Web site or saved as a static Webpage file, although functionality will be lost and tables may not display correctly.
- c. The module also contains a library of occupational profiles summarizing qualifications, working conditions, employment outlook, and training for each occupation. You may also search for occupations by SOC title or keyword to access these occupational profiles.

3. Occupational Wages and Projections (Recommended)

- a. This tool provides a flexible way to view and rank occupations in a workforce area on different individual indicators, with quick-reference comparison data for other workforce areas and the state as a whole, based on recent and projected employment levels, projected employment growth and growth rate, projected annual average job openings, and multiple levels of wage data—entry level and experienced, mean and median, and hourly and annual.

- b. Data can be saved for printing or data manipulation.

Tools at Texas Industry Profiles (<http://www.texasindustryprofiles.com/>)

Only tools that are to be used for occupational analysis in Step 3 are listed here. Many other useful resources and links are available at Texas Industry Profiles.

1. *Occupational Clusters* Tab → Occupational Profiles (Recommended)

This is the same Occupational Profiles module that is available in SOCRATES.

2. *Economic Base Analysis* Tab → SWAP (Recommended)

- a. This module provides a way to view employment growth projections for four-digit NAICS industries within individual categories of the Governor's industry clusters or the 18 TWC/LMCI industry sectors in a workforce area. The advantage of this tool is that the user can then drill down into occupational employment data with a large range of indicators that can be filtered to use in analyzing and targeting occupations. Links to some training and work activities for a given occupation are available.

- b. Any preferred data listing can be printed from the Web site or saved as a spreadsheet for printing or further analysis.

- c. Training programs and work activities for a given occupation can be viewed.

3. *Workforce Supply* Tab → Labor Availability Estimator (Recommended)

- a. This module provides a way to look up occupations within four-digit NAICS industries, along with recent employment data and labor availability estimates for a workforce area.

- b. This is a useful resource for examining occupations within a specific target industry.

- c. Any preferred data listing can be printed from the Web site or saved as a spreadsheet for printing or further analysis.

4. *Economic Base Analysis* Tab → Wage Information Network (Recommended)

Providing data similar to that available in SOCRATES' Occupational Wages and Projections, this tool provides a way to look up, browse, and drill down to industries and occupations in a workforce area to view detailed, recent wage data along with basic recent employment estimates.

Tools at LMCI Tracer (<http://www.tracer2.com/>)

Only tools that are recommended for occupational analysis in Step 3 are listed here. Many other useful resources and links are available at LMCI Tracer.

1. *The Future* Tab → Occupational Profiles (Recommended)

This module provides similar data as the Occupational Evaluation module in SOCRATES.

*Step 4: Identify the Board's target occupations critical to the Board's target industries, for which the Board will dedicate WIA training resources. The Target Occupations List must include, but need not be limited to, occupations related to the **Board's target industries and the Governor's industry clusters.***

WIA training funds provided to customers through Individual Training Accounts (ITAs) will be limited to **programs or training services linked directly to employment opportunities in occupations from** the Board's Target Occupations List or the Statewide Target Occupations List.

Other training funds (e.g., Trade Adjustment Assistance, WIA customized training) are not limited to target occupations, but may be provided to any demand occupation in the workforce area. However, WIA training funded through mechanisms other than ITAs must, to the extent applicable and where appropriate, reflect occupations on the Board's Target Occupations List or the Statewide Target Occupations List.¹

Training for a target or demand occupation must be linked directly to the occupation. The training program may:

- **be occupationally specific, i.e., include all the skills, courses, and preparation required for a specific occupation; or**
- **be a package of skills training or certification that is not necessarily exclusive to one occupation, but is preferred or required.**

Step 4 presumes that the recommended analyses in Step 3 have been completed and that there is a solid understanding of the relative importance of key occupations within the target industries in the workforce area, based on important labor market indicators. Having explored the impact of using different indicators to describe and rank industries and occupations, the Board should have a good idea of its preferred ranking or cutoff criteria for purposes of selecting target occupations.

¹ The Statewide Target Occupations List highlights the critical occupations that support growth within the Governor's industry clusters. **These occupations are likely to be in demand or in a sector with high potential for sustained demand or growth in many workforce areas of the state.**

To satisfy documentation requirements, the Board must:

- submit its completed Target Occupations List, identifying:
 - the Board’s top occupations by six-digit SOC code (20 to 30 target occupations recommended, no more than 40 allowed²) and the associated target industries;
 - criteria used in making occupation targeting choices, including standardized labor market indicators and local wisdom;
 - Eligible Training Provider availability³; and
 - target occupational levels;
- describe how local employers, including small employers (defined as less than 100 employees), were involved in validating projected demand for target occupations. For specific target occupations, identify local wisdom or validation information in the requested column of the Target Occupations List (see the sample language below);
- discuss how the Board assesses target occupations’ entry-level job skills and career ladders for which training may be provided and supported by WIA funds;
- discuss how the Board assesses target occupations against available training programs offered by Eligible Training Providers, and where there are gaps, identifies and pursues potential providers to participate as Eligible Training Providers.

Guidelines for Completing the Target Occupations List

- **Use the Target Occupations List Template (Attachment 2), which allows TWC to ensure that common target occupation information is collected from all Boards.**
- The Board’s target occupations must **include occupations related** to the Board’s target industries, including industries related to the Governor’s industry clusters. **At least one occupation for each of the target industries on the Board’s Target Industries List must be included, including at least one target industry associated with one of the Governor’s industry clusters. If an occupation is relevant to more than one of the Board’s target industries, NAICS codes for each of those target industries must be noted for the occupation.**
- **If on its Target Occupations List a Board includes an occupation that is not associated with one of the Board’s target industries:**
 - **an explanation of this need must be provided in the “Additional Rationale, Local Wisdom, or Comments” section on the Board’s Target Occupations List; and**

² In the event that a Board believes it needs to target more than 40 occupations, the Board must provide appropriate justification for an expanded list.

³ Boards must review Eligible Training Provider availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on a Board’s Target Occupations List, but it is an indication that the Board needs to develop ETP availability for that occupation in its workforce area.

- **the Board must determine whether this need is a reflection of industry dynamics that warrant a change to the Target Industries List or the Target Occupations List. Boards must periodically review and update both lists in response to trends in the workforce area.**
- If lay occupations are used, they must be best-fitted to a six-digit SOC code; space is provided for explanation of the corresponding lay occupations.
- The types of labor market criteria used in making occupational targeting choices must be indicated. At least two of the following types of labor market indicators must be used: ~~Any additional indicators that were used in targeting may also be listed. Space is provided for any additional rationale/explanation (see sample language below).~~
 - Employment (current employment estimates or projected future employment) (#)
 - Employment growth (projected employment growth rate) (%)
 - Job openings (projected average annual job openings; job openings due to growth) (#)
 - Wages (mean, median, entry level, experienced level)
 - Preferred educational levels
- **Additional rationale, local wisdom, or other explanation for targeting the occupation—including any additional local knowledge about the importance of target occupations in the workforce area—must be included on the Target Occupations List. This may include, but need not be limited to, information gained from:**
 - **surveys of employers;**
 - **local or regional labor market or occupational studies; and**
 - **industry, economic development, or professional/occupational organization partners.**
- Indicate whether there is an available Eligible Training Provider for training in the occupation.

Note: As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and/or Target Occupations List, as applicable, and e-mail the updated lists to Board.Plans@twc.state.tx.us. This does not require a further plan modification or amendment.

Sample Language for Local Wisdom or Employer Validation

Local wisdom is an important source of information on target occupations. Language describing these local contributions does not have to be lengthy to explain why the occupation is being targeted. The following is sample language for explaining local wisdom or employer validation. These are only examples; Boards may provide more detailed responses.

1. Scott & White Hospital has committed to hiring 20 critical care nurses. We have selected *registered nurse* as a generic title for our Target Occupations List, with the expectation of providing critical care nurse training through Austin Community College.
2. Last year, we placed 90 percent of *LVN/LPN* graduates within 90 days of program completion. We expect continued demand from regional hospitals for *LVNs* and similar placement success.
3. WorkInTexas.com shows 10 job openings for every job applicant specializing as a *physical therapy assistant*. This is consistent with the above-average long-term projections for physical therapy assistants in our region.
4. The City of Lubbock Chamber of Commerce has commitments for three new data centers within the next two years. The Chamber expects these centers to need 75 *customer service representatives* at prevailing wages of greater than \$15 per hour. Half of the new positions will require Spanish language skills.
5. The Exxon/Mobil Baytown refinery will double its capacity over the next five years. It is badly in need of American Welding Society–certified *welders* and *braziers*. Additional training slots are being added at San Jacinto Community College, and the mayor’s office is starting a high school recruiting program.
6. Our region has very high employment concentrations in the advanced manufacturing cluster, and both long-term projections and three area firms have confirmed the need for robotics technicians, which fall under the SOC occupation *electro-mechanical technicians*.
7. A survey conducted by the university’s business research department indicated extensive demand for *medical secretaries*. Vocational training will emphasize computer skills, transcription skills, and medical vocabulary, all of which were reported in the survey as critical skills.
8. The TWC/LMCI 2016 projections show a large number of projected job openings for *private security guards*. Training will include transferable skills that would allow trainees to also work as *corrections officers* if the state expands the local prison, as expected, within the next two years.
9. **This occupation is one of the 20 high-growth, high-demand occupations identified in our Board’s joint labor market study with neighboring Boards. The methodology and data in the report meet the Target Occupations List criteria, addressing wages, current and projected demand, and regional location quotient, along with other factors. We are collaborating with our neighboring Boards on services coordination and joint initiatives that address these target occupations, as well as target occupations specific to our Board that are not**

included in the regional list. The regional study report is attached to our submission.

- 10. Our Board conducted labor market analyses and targeting using the criteria checked at left for the central, heavily urbanized parts and rural parts of our workforce area. This is a target occupation for the rural parts of the workforce area, associated with the rural target industry of _____. The occupation is the third most frequent type of occupational job listing posted through the Board's rural Texas Workforce Centers. Our rural development authority recently designated it an area of focus for employment growth and rural development.**

Appendix 3. Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance

Supplement this portion of the Board's plan with new information.

Background

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 final 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's system strategic plan – Destination 2010: FY 2004–FY 2009 Strategic Plan for the Texas Workforce Development System (Destination 2010). Local boards are required to demonstrate alignment to six of the 22 LTOs contained in the system strategic plan.

In addition, state law charges the Council with reporting annually to the Governor and the Legislature on the implementation of the system strategic plan, and with monitoring the operation of the state's workforce development system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, the Council also reviews local board plans and plan modifications to determine the boards' progress in implementing the strategies that align with the system strategic plan.

Purpose of Current Request

State Fiscal Year (FY) 2009 is the final year of implementation for Destination 2010. During FY 2009, the Council is working with partner agencies to develop the next system strategic plan for Fiscal Years 2010 – 2015. The Council has previously determined that current Board Plans align with the required LTOs in Destination 2010. Since this is the final year of the current system plan, the Council will not request that Boards demonstrate further alignment at this time. However, while not part of the request in this appendix, the Council will review information submitted in response to the Texas Workforce Commission's request for industry and occupational priorities. This corresponds to LTO SC 4.0 in Destination 2010.

In December 2009, the Council will consider approval of a cumulative evaluation report to the Governor and the Legislature on implementation of Destination 2010. The Council requests that Boards provide information with this Board Plan modification for inclusion in this report. The requested information will assist the Council to meet the statutory requirement to assess the degree to which the system was effective in achieving state and local goals and objectives for the six-year timeframe of Destination 2010.

Instructions

Local boards have previously demonstrated alignment to six of the 21 LTOs contained in Destination 2010, the system strategic plan, and reported on annual progress in implementing those strategies. The three questions in this appendix correspond to three

of the six required LTOs. There are two parts to each question. For each question, Boards are asked to provide information on:

- A) the Board's most successful strategies for alignment with the specified LTO, including examples or descriptions of how the Board implemented the strategies, and
- B) the cumulative outcomes or results of implementing those strategies, including TWC performance measures data where appropriate.

In responding to part B of each question, Boards are asked to summarize outcomes and results for the Board Contract Years in which Board Plans have been required to demonstrate alignment to Destination 2010. This timeframe begins with the Board Plans in effect as of October 1, 2005 and goes through the current year. Boards are asked to summarize outcomes and results for the entire period rather than by year. The Council understands that Boards will be able to report only partial information for BCY'09.

Questions Requiring a Local Board Response

1. A) Describe the Board's two most successful strategies for increasing the number of employers accessing programs and services. Include examples or a description to explain how the Board implemented the strategies. Specify how these strategies removed barriers to employer access.

B) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above.

(Corresponds to Long Term Objective CU 1.0)

2. A) Describe the Board's two most successful strategies to increase communication and outreach to employers, thereby achieving increased levels of employer customer satisfaction. Include examples or a description to explain how the Board implemented the strategies.

B) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above, including a description of how the Board measures employer satisfaction.

(Corresponds to Long Term Objective CU 2.0)

3. A) Describe the Board's two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. Include examples or a description to explain how the Board implemented the strategies.

B) Provide cumulative information and data on the outcomes achieved by implementing the strategies described above.

(Corresponds to Long Term Objective SC 4.0)

Appendix 4. Process Elements

a. Public Comment

Supplement this part of the Board's plan with new information describing public comment on the plan modification.

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

- At a minimum, Boards must publish an announcement through the local news media that the proposed plan modification is available for public comment. In addition, Boards also are encouraged to post the announcement on their Web sites. The announcement must specify the location where the proposed plan modification can be reviewed.
- Boards must make a draft of the proposed plan modification available for a *minimum of 30 days*. It is recommended that Boards publish the proposed plan modification as early as possible to allow ample time to receive and respond to public comments. (Note: The plan modifications are due to the Commission no later than June 30, 2009.)
- Boards must outreach local entities and the general public—including representatives of business, labor, economic development, and education—and ensure that they receive an appropriate opportunity to comment on the plan modification and are allowed to submit written comments to the Board.

Include the following information on the public comment process:

- A written description of how the Board's plan modification was made available for public comment, including:
 1. date of publication;
 2. final date of the 30-day comment period;
 3. name and address of the publication(s) used;
 4. date of public hearings;
 5. how representatives of business, labor, economic development, education, and other local entities were outreached to elicit comment on the plan modification;
 6. methods by which the Board plan modification could be viewed/obtained; and
 7. methods by which comments could be submitted.
- Provide a written summary of any comments about the Board's plan modification received from Board members, local entities, and the general public. If no comments were received, include a statement to that effect.

c. Priority of Service

Update this section to show the Board is in compliance with federal rules.

1. Designation of Restricted or Unrestricted Funds

Boards must 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 must 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 must be classified as “restricted.” If resources are declared restricted, the Board must establish criteria by which priority of service will be applied.

Boards’ plan modifications must include either statement A or statement B below to indicate whether total resources are determined to be restricted or unrestricted in their workforce area for BCY’10:

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:

- Coenrollment 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 DOL final rule on priority of service (20 C.F.R. Part 1010), eligible persons—including veterans and eligible spouses—must receive priority of service in all programs funded in whole or in part by DOL.

2. Identifying and Informing Eligible Veterans and Eligible Spouses

WD Letter 04-09, issued January 28, 2009, provides guidance to Boards to assist them in complying with statutory requirements and rules related to priority of service, including the U.S. Department of Labor Veterans' Employment and Training Service (DOL-VETS) final rule (20 C.F.R. Part 1010), implementing Priority of Service for Covered Persons (Eligible Veterans and Eligible Spouses) as set forth in the Jobs for Veterans Act, and as specified by the Veterans' Benefits, Health Care, and Information Technology Act of 2006.

To ensure compliance with the DOL rule and WD Letter 04-09, Boards must include the following information in their Board plan modifications:

1. Boards must describe the procedures they have developed and implemented to ensure that eligible veterans and eligible spouses are:
 - identified at the point of entry; and
 - informed of:
 - a. their right to priority of service;
 - b. the full array of employment, training, and placement services available under priority of service; and
 - c. any applicable eligibility requirements for those programs and services.
2. Boards must also describe the process used to identify eligible veterans at the point of entry by allowing individuals to self-identify as eligible veterans.

Appendix 5. Signature Page

Include a statement with the Board plan modification that:

- acknowledges joint development and submission of the plan modification;
- certifies acceptance of the assurances listed in Appendix 6; and
- 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 Officials certify their acceptance of the assurances listed in Appendix 6, to the best of the Board’s knowledge at the time such assurances are submitted to the Commission.

a. 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 WIA §§117(d)(1) and 118(b)(7).

b. 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 Services
811	Choices
813	Food Stamp Employment and Training
815.28	UI Work Search Requirements
823	Integrated Complaints, Hearings, and Appeals
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:
 - Texas Labor Code, Chapters 302 and 306;
 - Texas Government Code, Chapter 2308;
 - Texas Human Resources Code, Chapters 31 and 34;
 - Commission rules;

- WIA State Plan provisions;
 - Training and Employment Notices, as applicable;
 - Training and Employment Guidance Letters (TEGLs);
 - WD Letters;
 - Equal Opportunity Letters, as applicable; and
 - 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, and TEGL 13-05, issued February 2, 2006.
 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 its 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 eligible persons—including eligible veterans and eligible spouses—in programs funded in whole or in part by DOL, in accordance with the DOL final rule on priority of service at 20 C.F.R. Part 1010.

Appendix 7. Memoranda of Understanding

Update MOU information as follows:

The following six required components must be included in each 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. Other requirements of interest to the parties signing the MOU

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 in the following chart.

*Boards must submit an updated copy of the chart showing current MOU expiration dates. Boards must also submit copies (preferably electronic) of **new, renewed, or revised** MOUs with required partners that have been executed since the Board’s modification submitted in 2007. If the Board has contracts with the partners listed, then an MOU does not need to be submitted (the Board must indicate this if applicable).*

Memoranda of Understanding Summary

Required Partner Agency or Program	Expiration Date
WIA Title I – Adult, Dislocated Worker, and Youth Programs	
Temporary Assistance for Needy Families (TANF)/Choices	
Food Stamp Employment and Training (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 Service, as amended by the Jobs for Veterans Act	
Apprenticeship	
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	
Coordinated Choices Case Management with the Texas Health and Human Services Commission	

Unemployment Insurance	
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	
Colleges	
Extension Services	
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	
National Farmworker Jobs Program Grantee	
Domestic violence intervention programs	
Community-based organizations	
Other Local Partners and Programs	

**Appendix 9: Fiscal Years 2007–2008 Texas Workforce Development Board
Planning Guidelines: Review Criteria**

Minimum criteria by which Board plans will be reviewed and recommended for approval to the Governor are shown below.

To assist reviewers in locating relevant items in their plan modifications, Boards must fill in the first column indicating the page number on which each requested update or modification appears in the modified plans. Boards also may include additional lines to identify further updates made to the plans.

	Page #	Y	N
Strategic Narrative			
c. The Board adequately described how it identified its target industries and related TWC/LMCI industry sectors, including, but not limited to, industries related to the Governor’s industry clusters (as reflected in the Board’s submitted Target Industries List).			
Comments:			
d. The Board adequately described how it identified the target occupations for which it will dedicate WIA training resources (as reflected in the Board’s submitted Target Occupations List).			
Comments:			
e. The Board adequately described the types of resources available at the local level and how it will use these resources to operate more efficiently in light of the changing economy.			
Comments:			
f. The Board adequately described the strategies and initiatives it will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters.			
Comments:			
g. The Board adequately described its specific plans for workforce training in support of its target occupations.			
Comments:			
h. The Board adequately described the reemployment strategies it is employing to meet future workforce needs, particularly in light of the changing economy.			
Comments:			

i. The Board described innovations or enhancements to reemployment strategies, services to UI claimants, or related service delivery models that it is exploring, including information on any successes the Board has had with these new or innovative efforts.			
Comments:			
j. The Board adequately explained how it identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant economic impact. The Board adequately explained how this information supports its reemployment strategies.			
Comments:			
Appendix 1. Elements of System Operation			
<u>Employer Involvement.</u> If updated, the Board’s Employer Involvement section adequately described employer involvement in the workforce system and the Board’s role in local and regional economic development efforts.			
Comments:			
Appendix 2. Target Industries, Sectors, and Occupations			
1. The Board adequately identified its high-growth, high-demand industries, by NAICS code, using analysis of industry sectors, clusters, and industries. The Board submitted: <ul style="list-style-type: none"> • TWC/LMCI labor market analysis tool reports showing analysis of key labor market indicators, using at least the two required tools; • when feasible, additional analyses or reports it has developed and regards as influential in its evaluation and prioritization of industries; and • a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of industries. The Board provided copies of all referenced sources as attachments or Internet links, where feasible. 			
Comments:			
2. The Board adequately identified its target industries and related TWC/LMCI industry sectors and Governor’s industry clusters. The target industries include, but are not limited to, industries related to the Governor’s industry clusters: <ul style="list-style-type: none"> • The Board submitted its Target Industries List using the required template (10 to 15 recommended target industries, no more than 20 accepted), providing all required information. • The Board’s target industries are supported by the Board’s provided criteria and rationale, including standard labor market indicators and local wisdom. • The Board described how local industry, economic development, or other partners were involved in the prioritization or targeting of industries. 			
Comments:			

<p>3. The Board adequately identified its demand occupations by SOC code, using analysis of occupational employment indicators. The Board submitted:</p> <ul style="list-style-type: none"> • TWC/LMCI labor market analysis tool report(s) showing analysis of key labor market indicators for occupations, using at least the one required tool/report; • when feasible, additional analyses or reports it has developed and regards as influential in its evaluation of current and future projected demand for, and targeting of, occupations; and • a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of occupations. Where feasible, copies of all referenced sources were included as attachments or Internet links. 			
<p>Comments:</p>			
<p>4. The Board adequately identified its target occupations critical to its target industries, including, but not limited to, occupations related to the Governor’s industry clusters, and for which the Board will dedicate WIA training resources:</p> <ul style="list-style-type: none"> • The Board submitted the completed Target Occupations List, identifying its top 20 to 30 occupations (no more than 40 allowed), each by SOC category (6-digit code), and all information required. • The Board’s target occupations are supported by its provided rationale including standard labor market indicators and local wisdom/validation. • The Board described how local employers, including small employers (defined as less than 100 employees) were involved in validating projected demand for target occupations. • The Board discussed how it assesses target occupations’ entry-level job skills and career ladders for which training may be provided and supported by WIA funds. • The Board discussed how it assesses target occupations against available training programs offered by Eligible Training Providers, and where there are gaps, identifies and pursues potential providers to participate as Eligible Training Providers. 			
<p>Comments:</p>			
<p>Appendix 3. Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance</p>			
<p>1. The Board adequately described its two most successful strategies for increasing the number of employers accessing programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.</p>			
<p>Comments:</p>			
<p>2. The Board adequately described its two most successful strategies to increase communication and outreach to employers, thereby increasing employer customer satisfaction. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies, and it included a description of how it measures employer customer satisfaction.</p>			

Comments:			
3. The Board adequately described its two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.			
Comments:			
Appendix 4. Process Elements			
<u>Public Comment</u> . The Board provided the required descriptive information on the public comment process, the process met the requirements, and the Board provided a written summary of any comments received on the plan modification.			
Comments:			
<u>Priority of Service</u> . The Board provided the required information to show that it is in compliance with priority of service regulations, including new requirements on identifying and informing eligible veterans and eligible spouses.			
Comments:			
Appendix 5. Signature Page Appendix 6. Assurances			
The Board provided the required signature page that: <ul style="list-style-type: none"> • acknowledges joint development and submission of the plan modification; • certifies acceptance of the assurances listed in Appendix 6; and • is signed with an original signature of the Chief Elected Official(s) and the Board Chair. 			
Comments:			
Appendix 7. Memoranda of Understanding			
The Board provided an updated copy of the MOU chart showing current MOU expiration dates, along with copies of any new, renewed, or revised MOUs with required partners executed since the Board’s modification was submitted in 2007 (not required if the Board has a contract with the partner—the Board indicated whether this is applicable).			
Comments:			
Additional Modifications or Updates Boards may include additional lines to identify further updates made to the plans, along with the page number in the submission.	Page #		

RESOURCES

The following information highlights essential resources Boards need for developing and modifying their plans.

1. TWC Resource Page on WIA: <http://www.twc.state.tx.us/boards/wia/txwia.html>. Includes the WIA State Plan.
2. TWC Resource Page on Board Planning: http://www.twc.state.tx.us/boards/board_plan/integratedplan.html
3. TWC/LMCI Labor Market Planning and Research Documents: <http://socrates.cdr.state.tx.us/iSocrates/Files/onLineDocs.asp>
4. Industry Sectors—each industry in Texas is assigned to one of the eighteen TWC/LMCI industry sectors fully integrated with NAICS codes. Descriptions of the sectors are found at http://www.texasindustryprofiles.com/apps/locquot/LQ_Docs/Industry%20Sector%200Descriptions%20and%20Keywords.doc. A crosswalk that identifies all recognized industries (NAICS coded) in each sector, with information for corresponding Governor's Industry Clusters, is found at <http://www.texasindustryprofiles.com/PDF/twcClusterReports/MasterIndustrySectorsand4DigitNAICSIndustryDataBase.xls> .
5. NAICS Industry categories and Codes. TWC/LMCI labor market analysis tools use primarily 4-digit level NAICS codes to identify industries. Useful NAICS code lookup and search tools to assist in locating best-fit categories for industries of interest are located at <http://www.texasindustryprofiles.com/apps/lae/indsearch.asp>. —three-digit NAICS industries are useful in analyzing industry groups at a manageable level and are used in many TWC/LMCI industry analysis tools. One-page descriptions of the three-digit groups are available at <http://www.texasindustryprofiles.com/apps/snapshot/index.asp#top>.
6. TWC/LMCI Industry Clusters: TWC has comprehensively mapped the Governor's industry clusters against NAICS codes so they can be used in industry and occupation labor market analysis for applications such as Board planning. A variety of references on the Governor's industry clusters is available at Texas Industry Profiles (<http://www.texasindustryprofiles.com/>). These include a crosswalk that identifies all recognized industries (NAICS coded) in each cluster, with information for corresponding TWC/LMCI industry sectors: <http://www.texasindustryprofiles.com/PDF/twcClusterReports/MasterIndustrySectorsand4DigitNAICSIndustryDataBase.xls>.
7. Guidance on conducting a clusters approach to regional workforce and economic development: TWC/LMCI publication, *Getting Down to Business: A Practitioners Guide to Understanding and Operationalizing a Clusters Approach to Regional*

Workforce and Economic Development:

<http://socrates.cdr.state.tx.us/iSocrates/Files/DowntoBusiness.pdf>

8. WIA Eligible Training Providers:
<http://www.twc.state.tx.us/boards/wia/tpcs/etpc.html>
9. The State Training Inventory is a compilation of Texas education and workforce training providers, their programs, contact information, labor market information, enrollment, and graduation data where available:
<http://www.texasindustryprofiles.com/apps/sti/index.asp>
10. Sites on Texas is a portal to TWC/LMCI tools, and workforce and economic development information and resources:
<http://sitesontexas.extendthereach.com/AllocateOnline.srct>