

Strategic State Workforce Investment Plan

for

Title I of the Workforce Investment Act of 1998, the Wagner-Peyser Act, and for Wagner-Peyser Agricultural Outreach

State of Texas

for Program Years 2012–2016

Section I

Texas Workforce Solutions

The Texas Workforce Commission (TWC), in partnership with 28 Local Workforce Development Boards (Boards), forms Texas Workforce Solutions, which is available to employers, workers, job seekers, and youth throughout the state. Texas Workforce Solutions provides vital workforce development tools that help workers find and keep good jobs, and help employers hire the skilled workers they need to grow their businesses. Through One-Stop Centers (i.e., Workforce Solutions Offices) across the state and in collaboration with workforce partners, including community colleges, adult basic education providers, local independent school districts, economic development groups, and other state agencies, Texas Workforce Solutions provides innovative services to support employers and workers. Collaboration and coordination across these agencies and local entities plays a critical role in the success of the Texas workforce system.

Texas Workforce Commission Vision

Texans will view TWC, the Boards, and their partners as a quality supplier of workforce solutions that contributes to economic prosperity.

Texas Workforce Commission Mission

To promote and support an effective workforce system that offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

GOVERNOR'S VISION

Our world-class workforce system enables Texas to compete successfully in the global market.

Texas has been named as America's Top State for Business 2012 in CNBC's sixth-annual study and has never finished below second. The state added more new jobs over the past year than anywhere else in the country, with Texas' unemployment rate remaining more than a full point below the national average. According to *USA Today*, Texas has moved past New York as the nation's second-largest economy, and the *Wall Street Journal* has credited the state's low taxes and employer-friendly environment with helping make Texas the job creation capital of the nation. Texas was recently named the Best State To Do Business by *CEO Magazine* for the eighth year in a row.

Texas has recorded strong job growth numbers, adding over 280,000 jobs in the last year despite the challenges of the national recession. The resiliency of Texas is due to a strong economic foundation. Texas is on many top lists for the best places to live and find employment. In November 2011, *Forbes* listed Texas as the best state for job growth over the next five years. Texas was also one of the last states to enter the recession and one of first states to recover and expand.

The following statewide benchmarks issued by the Office of the Governor, and incorporated into TWC's strategic plan, guide the overall strategic direction of TWC. These benchmarks will be accomplished through an integrated approach between TWC and other state agencies.

Education—Public Schools

Priority Goal

To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans by:

- ensuring that students graduate from high school and have the skills necessary to pursue any option, including attending a university, a two-year institution, or other postsecondary training; serving in the military; or entering the workforce;
- ensuring students learn English, math, science, and social studies skills at the appropriate grade level through graduation; and
- demonstrating exemplary performance in foundation subjects.

Benchmarks

- Percentage of recent high school graduates enrolled at a Texas college or university
- Number of prekindergarten-age students served through Texas School Ready!

Education—Higher Education

Priority Goal

To prepare individuals for a changing economy and workforce by:

- providing an affordable, accessible, and quality system of higher education; and
- furthering the development and application of knowledge through teaching, research, and commercialization.

Benchmark

Percentage of nursing graduates employed or enrolled in nursing graduate programs in Texas

Health and Human Services

Priority Goal

To promote the health, responsibility, and self-sufficiency of individuals and families by:

- making public assistance available to those most in need through an efficient and effective system, while reducing fraud;
- restructuring Medicaid funding to optimize investments in health care and reduce the number of uninsured Texans through private insurance coverage;
- enhancing the infrastructure necessary to improve the quality and value of health care through better care management and performance improvement incentives;
- continuing to create partnerships with local communities, advocacy groups, and the private and for-profit sectors;
- investing state funds in Texas research initiatives that develop cures for cancer;
- addressing the root causes of social and human service needs to develop self-sufficiency of the customer through contract standards with not-for-profit organizations; and
- facilitating the seamless exchange of health information among state agencies to support the quality, continuity, and efficiency of health care delivered to customers in multiple state programs.

Benchmarks

- Percentage of Texans receiving Temporary Assistance for Needy Families (TANF) cash assistance

- Percentage of adult welfare participants in job training who enter employment

Economic Development

Priority Goal

To provide an attractive economic climate for current and emerging industries and market Texas as a premier business expansion and tourist destination that fosters economic opportunity, job creation, and capital investment by:

- promoting a favorable business climate and a fair system to fund necessary state services;
- addressing transportation needs;
- maintaining economic competitiveness as a key priority in setting state policy; and
- developing a well-trained, educated, and productive workforce.

Benchmarks

- Number of employees in targeted industry sectors
- Number of new nongovernment, nonfarm jobs created
- Texas unemployment rate
- Number of Texans receiving job training services

General Government

Priority Goal

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- supporting effective, efficient, and accountable state government operations;
- ensuring that the state's bonds attain the highest possible bond rating; and
- conservatively managing the state's debt.

Benchmarks

- Ratio of federal dollars received to federal tax dollars paid
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format

THE STATE OF TEXAS ECONOMY

As one of the largest economies in the country, Texas is home to a multitude of companies from all industries and has one of the largest workforces in the nation. With this dynamic, diverse, and multifaceted economy, Texas is better equipped to weather a national recession than other states and has already seen good progress toward a rebounding economy. Job growth and sales tax collections—both from business and consumer purchases as well as automobile sales—signal that the Texas economy has emerged from the recent national recession.

Another indicator that the state's economy has been comparatively healthy is the U.S. Census Bureau report that Texas added more people (421,000) than any other state from 2010 to 2011. Although Texas has only 8 percent of the nation's population, the state added nearly 19 percent of the nation's population growth for the year.

By December 2011, as our economy rebounded more quickly than the United States as a whole, Texas employers replaced all 427,600 jobs shed during the recession, and Texas employers continue to add jobs. Nationally, through June 2012, only 44 percent of recession-affected jobs have been recovered. In 2011, the Texas real gross domestic product (GDP) grew by 2.4 percent compared with 1.6 percent GDP growth for the nation.

Jobs

In June 2012, the United States added 163,000 nonfarm jobs, and the U.S. unemployment rate was 8.3 percent. Between June 2011 and June 2012, U.S. total nonfarm employment increased 1.4 percent. Texas' total nonfarm employment increased by 12,900 jobs during June 2012. Between June 2011 and June 2012, Texas' total nonfarm employment increased by 2.2 percent.

The Texas unemployment rate has been at or below the national rate for 66 consecutive months.

Housing

Thus far, Texas has weathered the national real estate crunch without significant damage to property values. In June 2012, a total of 6,725 building permits for single-family homes were issued—a 16 percent increase over permits issued in June 2011. In June 2012, sales of existing single-family homes increased by 6 percent from the previous month, to a total of 24,501. Home sales were 12 percent higher than in June 2011. In Texas, the median price for existing single-family homes is \$165,900, 8 percent higher than it was a year ago.

Consumer Confidence Index

The U.S. *Consumer Confidence Index* was 65.0 in June 2012. The Texas region's consumer confidence index was 92.7 in July 2012, up 2.8 percent from June 2012, and 17.5 percent higher than one year ago.

Oil and Natural Gas

Oil and natural gas production tax collections in the first eight months of Fiscal Year 2012 (FY' 12) were 55 percent higher than during the same period in 2011. After reaching a record-high closing price of \$145.29 in July 2008, then falling to a low of \$33.98 during February 2009, crude oil futures reached a settle price of \$96.81 on May 9, 2012.

The price of natural gas futures reached a summer 2008 high of \$13.58 then fell to a low of \$2.51 in September 2009. Subsequently, the price rebounded through the end of 2009 but has trended downward since then, closing at \$2.47 on May 9, 2012.

Although low gas prices can harm one sector of the economy, they are a boon to others. Manufacturing plants that use natural gas have been relocating to Texas to take advantage of this abundance of cheap energy. This diversification and adaptability is paramount to Texas' success.

TWC has provided intense support in the prominent oil and gas sector to address workforce needs in Eagle Ford Shale and the Permian Basin. Since its discovery in 2008, Eagle Ford Shale has already accounted for a nearly \$1.3 billion impact on Texas' gross state product, supported 12,601 full-time jobs, and accounted for an additional \$2.9 billion in total economic output

impact. By conservative estimates, shale activity is expected to account for nearly \$11.6 billion in gross state product and \$21.6 billion in total economic output impact, and support close to 67,971 full-time jobs by 2020.

Exports

Texas has been ranked the top exporting state in 2011 for the 10th year in a row, according to data released by the U.S. Department of Commerce, a sign of Texas' continued role as a leader in the global marketplace. Texas' exports in 2011 totaled more than \$249.8 billion, up 20.7 percent from \$206.9 billion in 2010, outperforming overall U.S. exports, which grew by 15.8 percent in 2011. The state's top export recipients were Mexico, Canada, China, Brazil, and the Netherlands, which imported, respectively, \$86.6 billion, \$21.9 billion, \$10.9 billion, \$9.9 billion, and \$9.0 billion in Texas-manufactured goods. Texas' top exporting industries in 2011 were petroleum and coal products, chemicals, computer and electronic products, nonelectrical machinery, and transportation equipment.

Industry Clusters

The governor's Texas Industry Cluster Initiative identified specific industries that have been targeted as crucial to the future of the Texas economy. The clusters are a concentration of businesses and industries in a geographic region that are interconnected by the markets they serve, the products they produce, their suppliers, trade associations, and the educational institutions from which their employees or prospective employees receive training. While located in close proximity, these industry clusters are economic in nature and not geographically bound.

TWC has continued to support industry clusters, making Texas better positioned to compete nationally and internationally for the jobs of the 21st century. By focusing on these clusters, Texas will be able to maximize its limited resources to enhance specific regional workforce and economic conditions and to develop plans of action to bring new jobs to Texas. Other industries link to the target clusters and also will benefit from this approach, as success in these core clusters increases long-term competitiveness and regional prosperity in other industries.

Texas' target industry clusters are as follows:

Advanced Technologies and Manufacturing, including the following four subclusters:

- Nanotechnology and Materials
- Micro-electromechanical Systems
- Semiconductor Manufacturing
- Automotive Manufacturing

Aerospace and Defense

Biotechnology and Life Sciences

Information and Computer Technology, including the following three subclusters:

- Communications Equipment
- Computing Equipment and Semiconductors

- Information Technology

Petroleum Refining and Chemical Products

Energy, including the following three subclusters:

- Oil and Gas Production
- Power Generation and Transmission
- Manufactured Energy Systems

In addition to supporting industry sector workforce strategies addressing the governor's industry clusters, which continue to sustain higher-than-average employment growth over time, TWC drives and encourages various industry sector strategies for workforce development in other high-growth and high-demand industries or industry clusters identified by Boards or regions.

Regional Sectors

Texas in Focus: A Statewide View of Opportunities, issued by the Texas Comptroller of Public Accounts, highlights economic development issues unique to the various regions of the state. Texas is fortunate to have strong regions within the state, which have their own unique identity and economic strengths. These individual regions and the partnerships and collaborations between them keep the Texas economy diversified and active.

The Alamo region stretching across south-central Texas benefits from rising employment in education and health services, with solid support from tourism, the military, and a large petroleum-related manufacturing presence. This area has a young and majority Hispanic population, and its growth should generally mirror the state's growth in the next five years.

The Central Texas region supports an economy grounded in agriculture and mining, the military, advanced manufacturing, and a burgeoning health care and biotechnology industry. The population in this region is younger than that of the state and the nation, and the economic outlook for this region is very favorable.

The Gulf Coast region is situated along and near Texas' upper coast. It is a populous and prosperous area, home to major energy companies, four of the nation's busiest ports, and world-class medical facilities. Energy, manufacturing, health care, and transportation will help keep it strong in the future. Its diverse industrial mix makes it a linchpin of the Texas economy. The region is one of Texas' most-populous areas, anchored by Houston, the state's largest city. It is a prosperous area as well, with average personal income exceeding the state's by 24 percent.

The South Texas region borders Mexico and the Gulf Coast. The region's population and economy are expanding rapidly, with above-average job growth fueled in part by a burgeoning health sector and significant improvements in education. The region is also home to six of the state's top 25 natural gas fields. The South Texas population is predominately Hispanic, relatively young, and growing faster than that of the state.

The Texas High Plains region is a vast 41-county area stretching from the Panhandle to the South Plains. This region is the state's breadbasket and an energy giant. Still largely rural, the region is growing and changing, with new industries, new challenges, and new opportunities.

The Upper East Texas region stretches from the piney woods bordering Arkansas and Louisiana to the energetic eastern fringe of the Dallas/Fort Worth Metroplex. Its varied landscape is echoed in the mosaic of industries fueling its growth. Agricultural enterprises, food processing, transportation, and related manufacturing and services traditionally have anchored the Upper East Texas economy—however, fields such as finance and professional and business services are becoming increasingly important.

Texas' Upper Rio Grande region consists of six counties in the state's westernmost area. It is a hard but beautiful land supported by military spending, manufacturing, agriculture, and the tourism dollars of visitors attracted by two national parks and several state parks. The region also serves as an important international trade corridor between Mexico and the United States. As with the rest of the nation, the region's future economic growth will be characterized by a shift from goods' production to service industries. The region's population is relatively young and predominately Hispanic with nearly all of its residents living in or near El Paso.

Regional Planning

TWC approaches regional planning as a mechanism that allows Boards to address ever-changing labor markets and identify innovative ways to respond to the needs of interdependent and interconnected businesses, industries, labor pools, and training provider networks. Through regional coordination, Boards can engage strategic partners to develop and implement regionally aligned workforce development priorities and streamlined service-delivery models, thereby creating a customer-focused and friendly system that can best attract businesses to—and retain businesses within—the region. Regional planning is also expected to lead to greater efficiencies by reducing duplication and maximizing financial and human resources.

TWC continues to emphasize regional planning and alignment of services for the future and to encourage Boards to coordinate strategic planning. Where useful and practical, Boards are encouraged to share and cooperate in the development or analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies; identification of targeted high-growth or emerging industries; and prioritization or targeting of high-growth, high-demand occupations for which Boards direct their training resources.

Regional Cooperation

TWC will encourage the Boards to collaborate not only in planning, but in information sharing and service delivery. Local workforce development area (workforce area) boundaries must not be barriers to available services for Texas workforce system customers, including employers, job seekers, or training providers in close geographical proximity to multiple workforce areas. Realizing that people live, work, and commute across workforce area boundaries, Boards must ensure access to and transferability of services for their customers.

TWC also will clarify and simplify policies and procedures, where possible, to assist in improving service for workforce system customers. For example, TWC will continue to seek opportunities to streamline the Eligible Training Provider application processes to facilitate training provider participation, to ensure customer service across workforce area boundaries, and to increase the availability of quality training providers to meet the needs of Texas employers and workers.

In addition, TWC encourages all workforce areas of the state to consider regional efforts such as tracking child care attendance and expenditures, joint procurement or purchasing, and other efforts to provide workforce solutions in light of diminishing resources. To stay abreast of employers' rapidly changing needs for skilled workers, Boards within the same labor market area must work together to realize the benefits of providing just-in-time services, maximizing resources, and avoiding duplication.

SKILLS

TWC recognizes the value of skills training to Texas employers. As economic development efforts become more influenced by a global economy, a well-trained workforce can be the pivotal factor between retaining and attracting businesses to Texas and losing jobs to other states or countries. With new emerging occupations and an aging workforce, specific skills and attributes are sought by employers in Texas. For a well-rounded, productive employee, Texas employers look for a combination of soft skills and technical skills.

Demographic Shifts

From 2000 to 2010, Texas' population increased by almost five million people, representing a 20.6 percent increase. The components of change include natural increase (births/deaths) and net migration (in/out migration). In recent years, natural increase and net migration have contributed almost equally to Texas' growth. Natural increase is much more predictable and stable than net migration and net migration tends to fluctuate with economic factors.

Increasingly, the urban areas of the state are seeing their populations skyrocket. Austin, Houston, Dallas/Fort Worth, and their surrounding suburbs have seen their populations increase between 25 and 81 percent. In contrast, there has been a shift of people leaving areas of West Texas and the Panhandle.

According to the U.S. Census Bureau's latest information, Texas has an estimated population of 25,674,681. Overall, Texas has an almost equal male to female ratio with 50.4% females and 49.6% males. A breakdown of the population by age indicates:

Age	Percent of Population
24 and Under	37.6%
25 to 34	14.4%
35 to 44	13.7%
45 to 54	13.7%
55 to 64	10.4%
65 and Over	10.4%

The U.S. Census Bureau analysis indicates that Texas has a unique situation where multiple generations are in the workforce at the same time.

Employers across Texas indicate that their baby boomer workers (those age 48 to 66) are not retiring—for now. However, employers say they still worry about an impending worker shortage once older workers decide to retire. Meanwhile, people in their 30s and 40s have been flooding into the Lone Star State in such huge numbers that the largest generation of workers in Texas is now from that demographic. Still, when the boomer cohort begins large-scale retirement from their primary jobs, the numerical labor shortage is likely to be larger than any experienced during previous generational transitions.

A breakdown of the Texas population by race indicates:

Race	Percent of Population
White non-Hispanic	44.8%
Hispanic or Latino	38.1%
Black	12.2%
Asian	4.0%
American Indian	1.0%

If current trends continue Texas will see an increasing Hispanic population. Hispanics have accounted for 65 percent of Texas’ growth since 2000. The majority of Hispanics are under 15 years old, while the majority of non-Hispanic whites are between 45 and 54 years old. Nearly seven out of every 10 children under age one are minorities. At current growth rates, Hispanics will become the majority population in Texas by 2021.

Of concern to employers is the number of high school dropouts in Texas. All statistical studies agree that the percentage of high school dropouts in Texas is too high. A further challenge is that the percentage of dropouts among African American and Hispanic students is higher than all other racial groups. TWC recognizes these challenges in education for the job seekers in Texas, coupled with the future loss of tenured employees due to the retirement of the baby boomer generation, and is working with community colleges, high schools, and apprenticeship programs to create a network to train and prepare the current and future generations of Texas workers.

Soft Skills

Employers today are looking for workers with good communication and critical-thinking skills. While these skills might sound basic, finding an employee that can understand a problem, determine a solution, and then articulate the steps to solve it is crucial.

Jobs requiring the human touch will continue to be in demand. It is especially difficult to outsource or relocate those jobs that require direct personal interaction, such as home health care aide, or that require direct physical manipulation of materials, as with plumbers and electricians. The move to an information-driven economy to meet the demand for high-technology and high-touch jobs will open opportunities in the knowledge industry for those with the education,

intelligence, and enthusiasm to perform in it. Innovation and ingenuity spawned by amassing intellectual capital helps drive economic development in the state.

Texas is one of the largest states in the nation and has an extremely diverse workforce. Employees in Texas are expected to be able to work in diverse settings. This includes multiple ethnicities, races, genders, and ages all working together for the betterment of their company. Increasingly, there are more women, more Hispanics and Asians, and more young workers entering the workforce. With these changing demographics, Texas employers are adapting their labor approaches to best use this new influx of talent.

Technical Skills

Texas employees possessing quality technical skills and knowledge are critical for economic growth in the state. More employers are making a college degree the minimum requirement and some type of degree is required for half of all job openings. As more companies embrace technology, the demand for science, technology, engineering, and math (STEM) degrees also increases. The top five projected STEM occupations for growth are registered nurse, accountant/auditor, computer systems analyst, computer support specialist, and software engineer. All of these occupations require at least an associate's degree and have starting pay ranges from \$31,000 to \$113,000.

In addition to degrees, Texas employers are also looking for practical technical knowledge. With the baby boomer generation nearing retirement, there is a challenge for Texas employers to find new workers to fill those positions while not losing productivity. TWC has committed to assisting employers with this challenge not only with Workforce Investment Act (WIA)–funded training, but also through the use of the Skills Development Fund, which provides customized training for the employer through a local community or technical college. TWC focuses on businesses in high-growth, high-demand industry sectors and actively works to address the training needs in those sectors. The Texas workforce system strives to be the first place businesses go for workforce solutions.

The direct link between education and skill-level attainment to earnings is a reality—the difference in vocational preparation and level of expertise can mean more than \$1 million in earnings over a 40-year working life span. Apprenticeship programs demonstrate that increased on-the-job training and related classroom instruction have a strong correlation with increased earnings. In the electrical trade, a first-year apprentice can earn about \$10 per hour with benefits, which is 50 percent of a journeyworker's salary. By the fourth year, earnings can reach up to \$18 per hour, plus full benefits. As job skill levels increase, so do salaries. Workers without some specialized knowledge or skill are likely to suffer real declining wages, and the returns to unskilled workers will continue to decline relative to skilled workers. While this has been true for many decades, there is an increasing wage difference emerging between those with marketable skills and those without. Without mastery of a specialized knowledge, skill, or ability, a worker's ability to command a higher wage and career advancement is diminished.

Workforce and staffing professionals listen very carefully to business leaders and other industry stakeholders to ensure a clear understanding of the skills needed by various employers, and then work to ensure that relevant occupational training is available for job seekers to acquire those

skills. A full array of training options is used by the workforce system to ensure that a skilled workforce is available, including short-term training, vocational training, customized training, and on-the-job training, all of which are designed to assist employers. To ensure the future of strong, self-sufficient families who add to the qualified workers in the labor pool, Texas youth and adults must be prepared with the knowledge, skills, and abilities necessary to make the transition from education and training into meaningful, challenging, and productive career paths.

Skill and Education Gaps

There is no doubt that postsecondary education pays. An analysis of occupations and educational requirements in Texas reveals that a Texan with a bachelor's degree can earn more over a lifetime than someone who holds a job that requires only brief on-the-job training—the kinds of jobs generally available to those with high school diplomas. The same research also shows greater lifetime earnings for those achieving an associate's degree. The earnings differential is affected by a number of factors such as field of study, institution attended, and costs incurred.

Employers and educators agree that additional education and/or training after high school is important for every student. Better educated citizens are good for society, and the added knowledge will be critical to labor market success. A four-year college degree in a field of study with good job prospects is one option, but not the only one. Many two-year degree programs offer good job prospects and above-average wages, including programs in health care, computer technology, skilled construction trades, and energy and logistics. The same can be said for a variety of apprenticeship programs and other skilled trades training programs. Any level of advanced training whether through apprenticeship programs, on-the-job skills programs, or technical school training leading to certification in a field of work, or associate's degrees and bachelor's degrees in fields that are in high-demand occupations, can lead to higher pay.

The *Wall Street Journal* recently reported a survey by the consulting firm, Deloitte, which found that over 80 percent of manufacturers reported a shortage of skilled production workers. Vocational and technical training that leads to industry-recognized credentials or certificates position job seekers for successful careers in skilled trades such as welders, electricians, pipefitters, machinists, and nurses.

Baby boomers will soon retire in record numbers. Some industries in Texas are calling this the “Great Shift Change.” In lower-skill occupations, no significant reduction in output is anticipated when less-experienced workers replace retiring boomers. Job openings at the low end of the skill spectrum will not stay vacant very long because there is no shortage of people who meet the minimum requirements for these jobs, which demand routine manual tasks and little cognitive knowledge. New hires should not take long to become proficient at these jobs because the required tasks can be mastered after a short demonstration, and the pace of work and the work activities are set for them by workflow design (e.g., customer-initiated orders at fast-food establishments).

However, when workers at the high end of the skills-based occupational employment hierarchy retire, they will be harder to replace. Occupations involving complex nonroutine cognitive knowledge, abstract thinking, independent judgment, or intricate and nonroutine manual skills

(e.g., surgeons, systems analysts) are more at risk of shortages. The same is true for many middle-skill jobs that do not require a degree, but do require a high level of training, skills, and problem-solving ability. The supply of individuals with the requisite education, training, know-how, and proficiencies is far smaller. While employers may treat turnover (due to retirement or other causes) in low-skill occupations as a trivial matter, they are likely to want to retain the services of their hard-to-replace senior knowledge workers who add significant value.

Two issues that create challenges in meeting the education and training needs of Texans are capacity and funding. In many areas, education and training institutions are at capacity and have no opportunity to expand to increase enrollments. In addition, as always, limited funds for education and training present a challenge in assisting all who could benefit.

Meeting the Needs

TWC is aware of these changing demographics and skills gaps, and has devised programs to meet the needs of the changing workforce. Through Workforce Solutions Offices, TWC connects job seekers to training resources to prepare them to reenter the workforce. With an integrated workforce system, TWC strives to create a seamless approach that will seem effortless to employers. We understand that an employer might not care which funding source or program is covering the service they are receiving. By creating specific Business Services Units (BSUs) at each Board, the workforce system has a group of dedicated people to meet employer needs and present employers with services in ways that are beneficial and easy to understand. BSUs are the direct business advocates of the Boards and often have strong ties to the local business communities. Furthermore, with Boards being partially composed of local business leaders, TWC has a continuous flow of current and relevant information from employers. Board members are able to shape local policies and procedures to best fit their own local situations.

Texas is committed to an integrated system of education, training, skills development, and employment services for all residents.

STATE STRATEGIES

The state's workforce system is a complex and comprises numerous programs, services, and initiatives administered by state agencies and Boards, the Texas Workforce Investment Council (TWIC), independent school districts, and community and technical colleges and local adult education providers. System partners are responsible for the delivery of over 20 workforce education and training programs and related services, and education programs that support career preparation and advancement.

The system is interrelated because the programs and agencies serve either a common customer or are charged with achieving similar employment and education outcomes for their targeted customer groups. Therefore, the planning process was designed to identify and focus upon systemic issues that affect multiple parts of the system—either programs or agencies—and that address broad, or big picture, workforce issues. TWIC and its system partners completed a year-long planning process, culminating with the development of the new system strategic plan,

Advancing Texas. Because the system strategic plan focuses on issues that cross agencies and programs, it fulfills a unique and complementary role in the workforce system and does not duplicate the purpose or scope of other agency or program plans.

Eight priority issues were identified that will be addressed by system partners during the six-year plan period. In identifying these issues, TWIC examined both program and participant outcomes that are critical to Texas' workforce and competitiveness, and the critical issues and interdependencies that cross agencies. The most recent update of the plan was approved by the governor in May 2012. A full version of *Advancing Texas* is available at: http://governor.state.tx.us/files/twic/Advancing_Texas.pdf

TWC Strategies

In an environment of increased demand for workforce development services, TWC is focused on helping Texans find employment. Texas Workforce Solutions continues to cultivate emerging industries, support existing businesses, and enhance the skills development of the Texas workforce, taking advantage of strategic opportunities provided by swift economic change. As we look to the next five years, we are dedicated to leading an integrated workforce system that meets the needs of employers and workers and helps Texans prosper.

TWC's economic development efforts align with the governor's economic strategies by allocating resources to support vital industry clusters. The agency proactively supports STEM education and training efforts, in an effort to ensure that the future workforce is equipped with the knowledge and skills that are in demand by Texas employers. TWC also is committed to supporting the job growth in Texas' diverse industries. Energy remains a vital industry in Texas as demonstrated by the economic activity in the Eagle Ford Shale region and the recovery and growth of employment in the Permian Basin region. Other areas of the state are on a path to economic opportunity in manufacturing, information technology, and health care, all of which require a highly skilled workforce.

Recently, TWC has partnered with the Office of the Governor in creating small business forums across the state. These forums present an opportunity for TWC to connect to small business owners and listen to their concerns and ideas. The forums also provide a chance for TWC representatives and Board staff to assist businesses by introducing new programs or explaining updates to existing programs. These forums have been very successful and have occurred in all corners of the state.

TWC provides services and programs for U.S. armed service members returning from Iraq and Afghanistan. The Texas Veterans Leadership Program employs peer mentors called Veterans Resource and Referral Specialists to direct returning veterans to resources and services that can help them reenter civilian life and the civilian workforce. Services provided include job search and employment assistance and identification of education and training resources. Veterans receive preference for jobs posted on TWC's online job matching website, WorkInTexas.com. In addition, TWC's College Credit for Heroes initiative seeks to assist veterans by developing a methodology for them to receive college credit for experience and training earned during military service.

Leveraging Resources

TWC is a diligent and responsible steward of available public resources. The Unemployment Compensation Trust Fund is in good condition through an efficient bond strategy to keep employer taxes predictable and stable. TWC continues to seek ways to effectively leverage state and federal funding options to improve current programs and provide additional services

Congress has continued to annually fund workforce programs at reduced levels. TWC, Boards, and Workforce Solutions Offices throughout the state must find ways to continue to fund services and programs for employers, job seekers, and workers with less federal support. On April 5, 2011, the president signed into law a consolidated appropriations act, PL 112-010, which funded the government until September 2011. The act called for a reduction of WIA statewide activity funds from 15 percent to 5 percent. All subsequent funding bills passed for FY' 12 also included this funding reduction. This WIA resource limitation prompted TWC to request a waiver of the requirement to provide additional assistance to workforce areas with high concentrations of eligible youth.

To provide needed services, TWC consistently leverages multiple funding sources. Federal funds make up the vast majority (85 percent) of TWC's budget. The remaining 15 percent comes from other state sources, primarily the state General Revenue Fund. TWC receives federal funds from the U.S. Department of Labor Employment and Training Administration (DOLETA), the U.S. Department of Health and Human Services, and the U.S. Department of Agriculture. Implementing prior consistent state law set out in Texas Labor Code §302.061 and §302.062, TWC block grants resources from multiple funding streams to workforce areas to administer such programs as WIA, TANF/Choices employment services, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), and subsidized child care under the federal Child Care and Development Fund. By receiving block grants Boards are able to provide integrated services across programs and integrated case management. Boards are given the autonomy to use the block grants as needed, to determine the number of staff needed, the number of Workforce Solutions Offices, etc. to best serve their local workforce area. Crafting a cohesive workforce and welfare reform system means integrating these diverse programs and establishing linkages to facilitate delivery of a full range of services to employers, workers, and job seekers.

Texas is fortunate to have state funding for the Skills Development Fund—one of Texas' premier economic development tools, serving as an incentive to attract new firms to locate in Texas or to help existing companies expand. The Skills Development Fund successfully merges employer needs and local job training opportunities into a winning formula that benefits employers and provides needed skills to workers. Skills grants help incumbent workers upgrade their skills, or help create high-skill, high-wage jobs. The use of these grants for skills development is particularly significant because, unlike formula funding, these funds do not have to be used to serve categorical populations, i.e., the funds truly can target the workers whom employers identify as needing enhanced skills.

DESIRED OUTCOMES

The State of Texas has used a comprehensive system of strategic planning and performance-based budgeting since 1993. Under this system, TWC:

- commits to clear goals and performance targets in the state appropriations act;
- holds Boards accountable for performance in the programs for which they receive funds;
- negotiates WIA performance in the context of a comprehensive workforce development contract with each Board; and
- uses cross-cutting measures that apply to multiple programs, clearly focusing on outcomes and putting people to work.

Program Year 2005 (PY'05) was the first year that Common Measures were implemented under WIA. However, the existing WIA statutory requirements do not allow Common Measures to fully replace the 17 existing performance and customer satisfaction measures. As a result, TWC requested and received a waiver that allowed it to be responsible for only the Common Measures for PY'06.

TWC continues to work with local partners in developing performance reporting systems that provide information about how services impact customer outcomes. Clearer indicators of performance enhance accountability with respect to the effectiveness of the services provided. In this way, the Texas workforce system continues its efforts to be a customer-focused service delivery system.

The move to Common Measures provided two key benefits. First, it addressed a significant barrier to integration. Prior to Common Measures, programs had substantially different measures. This made it more difficult to integrate and manage services. For example, under WIA, outcomes were measured based on a fixed period from exit. However, in Employment Service, outcomes were measured based on a fixed period from the point of entrance.

The second key benefit of Common Measures was to move further away from the use of administrative data as the source of outcome information. Wage records, despite the lag associated with using them, remain the best, most objective source of information for measuring employment-related outcomes. In addition, measures that use wage records are far more efficient than those that depend heavily on administrative data. Staff efforts used to gather data to report outcomes are resources that are not available for the provision of services. While Texas is committed to outcome-based reporting, we are committed to using our valuable resources for serving customers rather than bureaucracy.

Determining the Level of Performance Goals

TWC is strongly committed to measuring success and ensuring accountability. Under this system, for each biennium of the state budget, TWC must establish clear goals and performance targets for the services provided.

The state negotiates the WIA measures with the Boards in the context of a comprehensive workforce development contract, and primarily uses measures that apply to multiple programs

and that focus clearly on meeting employers' needs and putting people to work. For PY'12, TWC embraced DOLETA's regression models to help develop WIA performance targets.

The following charts reflect PY'10, PY'11, and PY'12 year-end performance data:

WIA ADULT PERFORMANCE GOALS

Program/Measure	PY'10 Performance	PY'11 Performance	PY'12 Performance
Entered Employment	65.3%	66.41%	64.6%
Employment Retention	83.2%	81.74%	81.6%
Average Earnings	\$17,323.32	\$15,283.52	\$12,500

WIA DISLOCATED WORKER PERFORMANCE GOALS

Program/Measure	PY'10 Performance	PY'11 Performance	PY'12 Performance
Entered Employment	73.3%	74.91%	71.7%
Employment Retention	88.7%	89.31%	88.3%
Average Earnings	\$17,563.56	\$18,558.62	\$18,235

WIA YOUTH PERFORMANCE GOALS

Program/Measure	PY'10 Performance	PY'11 Performance	PY'12 Performance
Attainment of Degree or Certificate	63.8%	64.08%	63.3%
Placement in Employment or Education	64.8%	65.24%	64.9%
Literacy & Numeracy Gains	47.2%	50.94%	50.5%

WAGNER-PEYSER PERFORMANCE GOALS

Program/Measure	PY'10 Performance	PY'11 Performance	PY'12 Performance
Entered Employment	53.0%	53.0 %	57.0%
Employment Retention	75.0%	75.0%	82.0%
Average Earnings	\$12,800	\$12,800	\$15,000

Common Data Systems To Track Progress

TWC developed a set of automated systems to provide partners the ability to capture a complete set of customer data that supports categorical workforce programs and stores the associated data in a central repository. The Workforce Information System of Texas (TWIST) has one central database. TWIST focuses on reducing staff workload by automating repetitive tasks, reducing

data redundancy, and increasing data integrity. The system includes the functionality for the sharing of data among workforce areas. An added capability provides an interface to WorkInTexas.com, TWC's Unemployment Insurance Division, and the Texas Health and Human Services Commission's automation systems for TANF and SNAP eligibility.

TWIST data elements are more extensive than those that have been or will be required by DOLETA because TWIST supports multiple federal and state programs such as TANF/Choices employment services and SNAP E&T. Moreover, TWIST includes locally customized data elements that assist Boards with managing their unique program design, services, and service delivery system.

One of the reasons that TWC has been so supportive of Common Measures is that TWC views them as a means to help promote system integration. Having one set of measures for all programs greatly reduces the barriers to integration. TWC developed its new Common Measures Performance Reporting System for integrated reporting using the Common Dates of Participation and Exit, regardless of which program(s) was the first or last to provide service to the customer.

Section II

OVERVIEW OF THE TEXAS WORKFORCE SYSTEM

The Texas workforce system comprises the workforce programs and initiatives administered by eight state agencies and 28 Local Workforce Development Boards (Boards). Under the governor's leadership, the eight state agencies with workforce programs collaborate on addressing systemic issues through the State Board—TWIC—or through direct interaction with each other. The Texas Workforce Commission (TWC) is responsible for administering Title I of the Workforce Investment Act (WIA) of 1998, the Employment Service program under the Wagner-Peyser Act and 26 other workforce programs. In accordance with WIA §111(e) and §194(a)(5), and under prior consistent state law, TWIC performs some of the functions of the State Board, while TWC performs others. All strategies described in this plan will be continued for the period covered by this plan.

Texas Workforce Investment Council, the State Board

WIA §111 creates state boards to assist the governor in certain functions such as development and continuous improvement of a statewide system of activities that are carried out through a one-stop delivery system, designation of local workforce development areas (workforce areas), and development and continuous improvement of comprehensive state performance measures to assess system effectiveness.

TWIC was created in 1993 as a strategic advisory body to the governor and the Texas legislature. WIA §111(e) provides that a state may approve an existing qualifying state entity to act as the state workforce investment board. WIA §194(a)(5) provides that a state may designate a state board and assign functions and roles to the state board in accordance with prior state law. Because Texas had implemented its own workforce reform under state law existing prior to the 1998 enactment of WIA, Texas maintains TWIC as the State Board, and retains its existing composition, functions, and roles.

State law authorizes the governor to appoint 14 members with staggered terms, and five ex officio members representing state agencies. Of the 48 contiguous states, Texas is the largest, with 254 counties and an estimated population of 23.5 million. Texas has diverse demographic characteristics and regional economic interests. Governor-appointed members represent a cross section of the state so that divergent voices are heard, and the state benefits from the expertise, creativity, and dedication of the members.

The current membership roster of TWIC is:

Business and Industry Representatives:

- Wes Jurey, Arlington Chamber of Commerce (Chair)
- Mark Dunn, Dunn Construction, LLC
- Matthew Maxfield, Seton Medical Center Harker Heights
- Paul Mayer, Garland Chamber of Commerce

Education Representatives

- Blas Castañeda, Laredo Community College (Retired)
- Carmen Olivas Graham, Desert Wind School
- Larry Jeffus, Educational Consultant and Author
- Joyce Delores Taylor, J's Dynamic Transformations

Labor Representatives

- James Brookes, Texas Carpenter and Millwrights Regional Council
- Robert Cross, Houston Area Plumbing J.A.C.
- Richard Hatfield, Airline Pilots Association (Retired)
- Robert Hawkins, United Association of Plumbers and Pipe Fitters Local 529 (Retired)
- Danny Prosperie, Beaumont Electrical J.A.T.C.

Community-Based Organization Representative

Sharla Hotchkiss, Consultant and Trainer (Vice Chair)

Ex Officio Members Representing State Agencies

- Aaron Demerson, Economic Development and Tourism
- Raymund Paredes, Texas Higher Education Coordinating Board
- Michael L. Williams, Texas Education Agency
- Dr. Kyle L. Janek, Texas Health and Human Services Commission (represents public assistance and rehabilitation services)
- Larry E. Temple, Texas Workforce Commission

Three other state agencies, the Texas Department of Criminal Justice, the Texas Juvenile Justice Department, and the Texas Veterans Commission, also have workforce programs and are active partners and nonvoting participants in TWIC activities.

Prior consistent state law in Texas Government Code, Chapter 2308, charges TWIC with strategic planning, system evaluation, and reporting to the governor and the Texas legislature. State law further sets out the functions and roles of TWIC and directs it to advocate for the development of an integrated workforce development system, recommend to the governor the designation of workforce areas, review Boards' service delivery plans and make recommendations to the governor for their approval, and evaluate the effectiveness of the workforce development system. TWIC annually collects performance data from member agencies and prepares a report card analysis on system effectiveness.

TWIC publishes notices of its meetings in the *Texas Register*; in addition, TWIC sends invitation letters to other agencies and stakeholders. Meetings are held in state office buildings or other facilities accessible to people with disabilities. Meeting minutes are published in TWIC's quarterly briefing books and are available to members of the public upon request.

TWIC conducted a lengthy strategic planning process in which stakeholders were involved in the preparation of the statewide strategic plan, *Advancing Texas*. Participating stakeholders included representatives of employers, labor, and seven agencies that partner in the workforce system, including programs for special populations and education. TWIC conducts quarterly meetings,

and key officials from workforce system partners, including the governor's Office of Economic Development and Tourism, serve on the System Integration Technical Advisory Committee (SITAC), which was established and facilitated by TWIC. SITAC is charged with developing solutions (technical and otherwise) to issues that arise during implementation of the plan. SITAC provides a quarterly forum for collaboration and interagency communication on workforce system issues. SITAC works to remedy barriers to system integration that emerge during implementation of *Advancing Texas* through collaborative problem solving, commitment of resources, and constitution of interagency task groups.

Texas Workforce Commission

The Texas Workforce Commission (TWC) is the state agency charged with overseeing and providing workforce development services to the employers and job seekers of Texas. TWC strengthens the Texas economy by providing the workforce development component of the governor's economic development strategy. Texas boasts an incredibly skilled workforce ready to attract enterprise to the Lone Star State. By focusing on the needs of employers, TWC gives Texas the competitive edge necessary to draw business here.

Three full-time Commissioners lead TWC, each appointed by the governor to represent one of three constituencies: employers, labor, and the public. The Commission holds meetings that are open to the public, and available by audio webcast, to adopt policies and rules for the services that TWC oversees and delivers, and to make final decisions on unemployment compensation disputes. The meeting agendas and minutes are posted on the TWC Website for public review and comment.

Andres Alcantar is chairman and Commissioner Representing the Public of TWC. Governor Rick Perry appointed Alcantar in 2008 and designated him chairman May 1, 2012.

Chairman Alcantar works to implement customized services to meet the needs of Texas' vast array of industries and advance the development of a strong and competitive workforce. He promotes the expansion of industry based partnerships across the state that center on best practices to help workers and businesses achieve success. He encourages strategies that prepare students for postsecondary success at work or in the classroom, focusing on science, technology, engineering, and math (STEM) initiatives as a key component of future workforce competitiveness.

Chairman Alcantar previously served as deputy director of the governor's Budget, Planning, and Policy Division, advising the governor on federal, state, and local issues and providing executive oversight to state boards and commissions. His focus included workforce, economic development, and competitiveness issues.

Ronald G. Congleton is Commissioner Representing Labor for TWC. Governor Perry appointed him to the three-member Commission in October 2003. Governor Perry reappointed him on February 3, 2011. His Commission appointment expires February 1, 2017.

Commissioner Congleton is a U.S. Navy veteran who joined the trucking industry as a driver in 1968 with Consolidated Forwarding then transferred to McLean Trucking in 1970. While with

McLean, he became head steward with Teamsters Local 745 in Dallas where he cultivated his leadership skills. Commissioner Congleton remained head steward with Local 745 when he moved to Yellow Freight Systems in 1986, where he also was a registered hazardous material handler. He remained with Yellow Freight Systems until 1997. Commissioner Congleton was chosen to be president of the 7,500-member Local 745 in 1997 and served in that capacity until his retirement in 2002. Prior to his retirement, he served as the chairman of the Southern Region Grievance Committee for nine southern states and was a member of the National Grievance Committee in Washington, D.C., from 2000 to 2002.

Tom Pauken is Commissioner Representing Employers for the Texas Workforce Commission (TWC), where he has served since being appointed by Governor Rick Perry in March 2008. Commissioner Pauken served as TWC's chairman until April 30, 2012.

He brings decades of public service experience to TWC, having held numerous leadership positions. In 2007, he served as chairman of the governor's Task Force on Appraisal Reform. He served in the White House Counsel's Office under President Reagan, and was appointed by the president to serve as director of ACTION, where he founded the Vietnam Veterans Leadership Program. ACTION is now known as AmeriCorps. Commissioner Pauken also was instrumental in the implementation of First Lady Nancy Reagan's "Just Say No to Drugs" campaign.

TWC is led by its executive director, Larry E. Temple. Mr. Temple is charged with day-to-day operations of TWC including implementation of policies set by the Commission. He also directs the Finance, Human Resources Management and Staff Development, and Business Operations departments. He has experience in the public workforce and welfare systems since 1992 and joined TWC in 1997 as the director of Welfare Reform.

TWC comprises six divisions: External Relations, Regulatory Integrity, Information Technology, Unemployment Insurance and Regulation, Workforce Development, and Civil Rights. These divisions, along with the Office of Employer Initiatives, work together in a seamless integrated fashion that encourages open communication and sharing of data.

External Relations

TWC's External Relations Division includes Communications, Governmental Relations, Labor Market and Career Information, and Conference Planning and Media Services. External Relations serves as the primary point of contact with legislative offices as well as the media. In addition, the division provides planning logistics and implementation support to TWC for conferences, seminars, events, and multimedia services statewide.

The Labor Market and Career Information department improves the way Texans make career and educational decisions by providing useful and reliable information about careers, educational training options, and jobs. The department's products range from the flagship online career information delivery system, Texas CARES Online, to a variety of specialized economic development and regional planning tools.

Regulatory Integrity

The Regulatory Integrity Division supports TWC operations in its administration and enforcement of all regulatory statutes within its jurisdiction, including assisting other divisions in resolving regulatory issues; instituting legal actions, as necessary; enforcing provisions of the Texas Labor Code, Texas Education Code, and other applicable statutes through the appropriate statutory remedies; preventing, detecting, and eliminating program fraud, waste, and abuse; and assisting all TWC employees with ethics questions. A priority of the division is the prevention, detection, and elimination of fraud and abuse in the unemployment insurance (UI) program.

Information Technology

The Information Technology Division develops applications and information systems that support TWC's critical business operations. Department staff works closely with TWC business areas to create and maintain automated applications that best serve their evolving needs. The division also supports the infrastructure, either directly or through contract, required to support TWC systems, including data center operations, networks, personal computers, e-mail, desktop software tools, and print and mail. It is also responsible for information security and the planning, maintenance, and testing of an ongoing disaster recovery program.

Unemployment Insurance and Regulation Division

The Unemployment Insurance and Regulation Division includes UI support services, call center operations, and appellate services. The TWC Tax Department and Unemployment Benefits Services are managed by this division. The division assists employers and claimants with eligibility requirements, benefit extensions and deadlines, and appeal procedures.

Unemployment Benefits Services, funded through employer taxes, provides temporary income to workers who have lost their jobs through no fault of their own. TWC collects unemployment taxes from liable employers and pays unemployment benefits to qualified claimants. TWC has a formal appeal procedure to address claim issues and employers' tax liability, contribution, or reimbursement disputes.

Workforce Development Division

The Workforce Development Division provides oversight, coordination, guidance, planning, technical assistance, and implementation of employment and training activities with a focus on meeting the needs of employers throughout the state of Texas. The division administers programs such as WIA, Wagner-Peyser Employment Service, Choices, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Apprenticeship, Skills Development Fund, Texas Veterans Leadership Program, and Career Schools and Colleges.

The division is organized in a functional model to promote service integration. For example, the Board and Special Initiatives Contracts department has oversight of all Board contracts and serves as the primary point of contact for the Boards. In addition, the Workforce and UI Policy and Program Assistance department provides Boards with technical assistance, and is charged with ensuring the highest level of consistency in policy development across programs to facilitate an integrated approach to service delivery.

Civil Rights Division

The Civil Rights Division provides investigations of employment or housing discrimination complaints, training and technical assistance to public and private entities, personnel policy

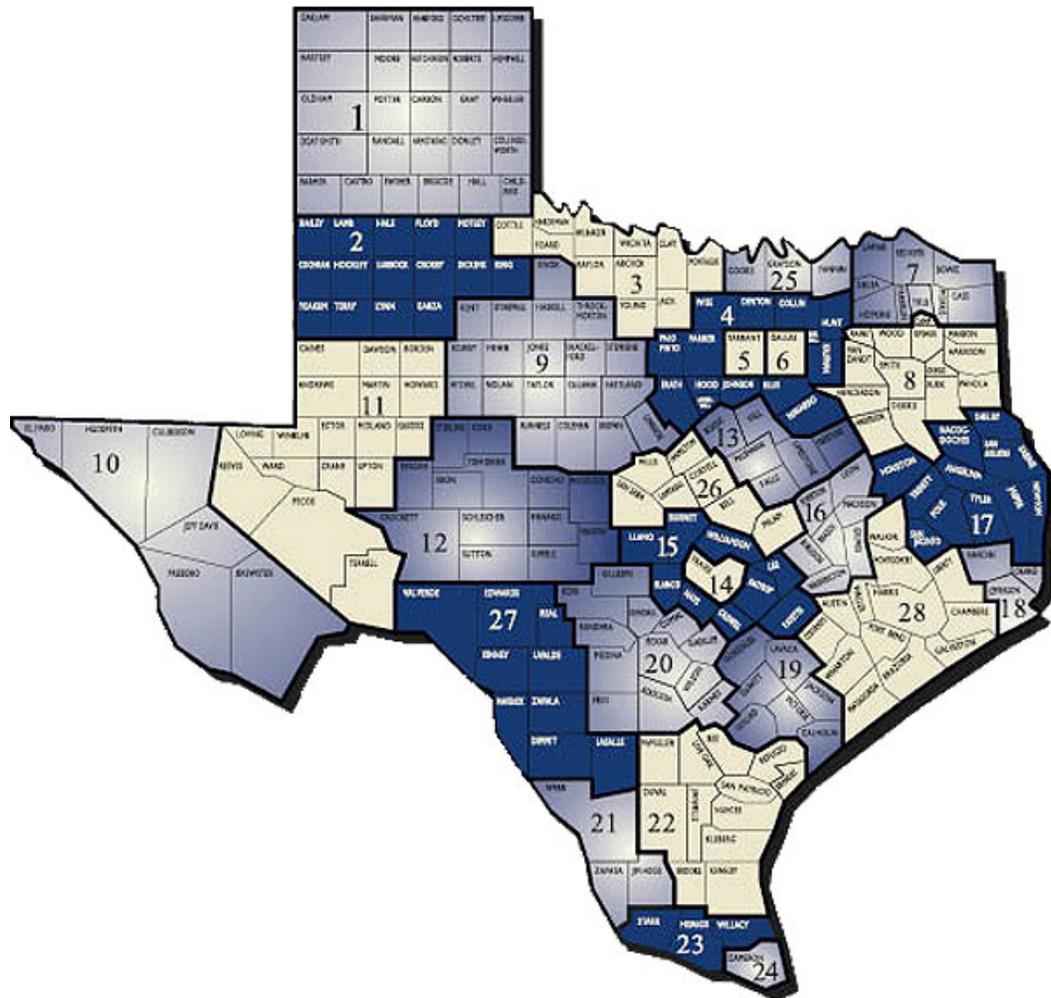
reviews of state agencies and institutions of higher education, and reviews of initial testing conducted by fire departments. The division enforces the Texas Commission on Human Rights Act, and enters into an Annual Worksharing agreement and contract with the U.S. Equal Employment Opportunity Commission (EEOC). EEOC reviews cases for compliance with federal equal employment opportunity statutes. The division also enforces the Texas Fair Housing Act. The U.S. Department of Housing and Urban Development enters into a contract with the division and reviews the housing discrimination complaints.

Office of Employer Initiatives

The primary responsibility of the Office of Employer Initiatives is to provide the leadership and direction within the Texas workforce system to engage employers, business organizations, and the economic development community in the ongoing development of a customer-focused, market-driven workforce system. The office develops cluster-based strategies and industry partnerships, and implements innovative industry-led programs for business recruitment, retention, and growth.

Local Workforce Development Areas

WIA §189(i)(2) provides that a state that has enacted a law providing for the designation of service delivery areas may continue to use such local areas. Therefore, following prior consistent state law, the governor designated the 28 existing workforce areas as local workforce investment areas for purposes of WIA. The following map depicts the 28 workforce areas.



- | | |
|------------------------|-----------------------------|
| 1. Panhandle | 15. Rural Capital |
| 2. South Plains | 16. Brazos Valley |
| 3. North Texas | 17. Deep East Texas |
| 4. North Central Texas | 18. Southeast Texas |
| 5. Tarrant County | 19. Golden Crescent |
| 6. Greater Dallas | 20. Alamo |
| 7. Northeast Texas | 21. South Texas |
| 8. East Texas | 22. Coastal Bend |
| 9. West Central Texas | 23. Lower Rio Grande Valley |
| 10. Upper Rio Grande | 24. Cameron |
| 11. Permian Basin | 25. Texoma |
| 12. Concho Valley | 26. Central Texas |
| 13. Heart of Texas | 27. Middle Rio Grande |
| 14. Capital Area | 28. Gulf Coast |

Under the Texas Government Code, TWIC has the duty to recommend to the governor the redesignation of workforce areas. Moreover, state law allows the governor to redesignate

workforce areas not more than once every two years, and not later than four months before the beginning of the program year.

Local Workforce Development Boards

WIA §117(i) provides that a state may use existing qualifying entities as the local workforce investment boards and youth councils. Texas has exercised authority under prior consistent state law to appoint alternate entities as local workforce investment boards. Texas established the procedure for certifying Boards in 1993. In 1995, the governor and the Texas legislature consolidated employment and training services under the oversight of the Boards. In only four years, TWC successfully facilitated the establishment of 28 Boards, with all Boards operational by January 1, 2000.

Prior consistent state law and rules described the procedure for the formation of a Board and the composition and criteria for the selection of Board members. Texas Government Code §2308.256 provides that Board members be appointed by local chief elected officials (CEOs).

Under Texas law, Boards are composed of representatives of the private sector, organized labor, CBOs, specified agencies, and educational organizations. Of these members, one must have expertise in child care or early childhood development and one board member must be a veteran and have an understanding of the local veterans' population and a willingness to represent the interests and concerns of veterans. Owners of businesses, chief executives, chief operating officers of nongovernmental employers, or other private-sector executives who have substantial management responsibility, must make up a majority of and chair the Board. CEOs select private-sector representatives from nominees submitted by general-purpose business organizations. The nominees must reasonably represent the industrial and demographic composition of the business community. CEOs give primary consideration to private-sector representatives who do not provide workforce training or other such services to the general public.

CEOs also appoint:

- representatives of organized labor—from nominations made by recognized state and local labor federations and CBOs—who constitute not less than 15 percent of the Board's membership;
- representatives of secondary and postsecondary education from nominations made by regional or local public education agencies, public or private vocational education institutions, higher education institutions, and general organizations of such institutions within the workforce development area; and
- representatives of vocational rehabilitation agencies, public assistance agencies, economic development agencies, the public employment service, local literacy councils, and adult basic and continuing education organizations from nominations made by appropriate organizations.

TWC acknowledges the challenge of shaping Board membership to reflect specific industry sectors, and meeting other requirements of the membership application/nominations process. TWC strongly endorses Boards' defining the priority industries in their workforce areas and ensuring that some membership on the Board reflects those industries, including relevant governor's industry clusters.

Regional Efforts

Boards also have been encouraged to collaborate regionally. The **Regional Cooperation Capacity Building for Targeted Industries Program** was a competitive grant available to Boards that agreed to partner with community colleges, regional economic development entities, and businesses in growth industries to:

- develop a coordinated regional plan to identify available resources, including those available through the American Recovery and Reinvestment Act (ARRA) of 2009, with a coordinated action plan to access the resources;
- ascertain employer needs in targeted occupations and determine the associated skill gaps and requirements;
- identify training and curricula needs based on the employer survey and determine if such curricula are available (either at regional community colleges or provided by other community colleges) or must be developed; and
- facilitate sharing of curricula for use by all regional partners.

The following five Boards were competitively selected:

- Workforce Solutions Capital Area
- Workforce Solutions Concho Valley
- Workforce Solutions East Texas
- Workforce Solutions Lower Rio Grande Valley
- Workforce Solutions Permian Basin

Partnerships resulted in coordinated strategies for meeting regional business needs for recruitment of workers for targeted occupations and in assessing and meeting the skills training needs of businesses in regional growth industries. Continuing partnership activities include assessment of the curricula available from all community college partners and the gaps where additional curricula is required to meet regional industry training demands.

The **I-35 Life Sciences Consortium**, a public-private partnership funded by a grant to Workforce Solutions Capital Area, is one example of the selected projects. The consortium was founded in March 2010 to establish a multiregional coordinated strategy for meeting the recruitment and skills training needs of businesses in the life sciences cluster, with an emphasis on health care and bioscience. The consortium represents 46 percent of Texas' residents located in the 51-county region that spans from San Antonio to Dallas/Fort Worth.

The I-35 Life Sciences Consortium includes representatives from chambers of commerce, councils of government, economic development entities, community colleges, health care systems, and Boards.

The consortium conducted industry audits and gap analyses for three identified subregions and convened subregional industry summits to synthesize and validate the results of the audits and gap analyses. In February 2011, the consortium held a conference to:

- discuss the critical workforce challenges and emerging labor needs of the life sciences cluster;

- analyze industry-recommended strategies for supplying the cluster with the talent necessary for continued growth; and
- identify opportunities to act regionally to better align workforce development, economic development, and education investments from San Antonio to Dallas/Fort Worth.

SERVICE DELIVERY

Texas Workforce Solutions consists of TWC, the 28 Boards, their contracted workforce service providers and community partners, and the TWC unemployment benefits Tele-Centers. This network gives customers local access to workforce solutions and statewide services at over 200 Workforce Solutions Offices, six Tele-Centers, and numerous partner locations.

WIA enabled early implementation and reinforced Texas' progress toward integrating services for customers. WIA §194(a)(3) provides that Boards' one-stop partners are defined under prior consistent state law.

Sections 302.021 and 302.062 of the Texas Labor Code outline the employment and training programs that are consolidated under the authority of TWC and the oversight of the Boards. In Texas, prior consistent state law directs the Boards to oversee the following required programs, which are defined as one-stop required partner programs:

- Wagner-Peyser Employment Service (ES);
- Trade Adjustment Assistance;
- TANF/Choices employment services;
- SNAP E&T; and
- Subsidized child care services.

Prior consistent state law also defined the following as required one-stop partner programs. The programs are not under the direct oversight of the Boards; therefore, Boards are required to establish memoranda of understanding (MOUs) with:

- Adult Education;
- Apprenticeship Program;
- National and Community Services Act Program;
- Adult Education and Family Literacy Act (WIA Title II);
- Non-Certificate Postsecondary Career and Technology Training Program;
- Senior Community Service Employment Program; and
- UI Compensation*.

*No MOU is required since UI is administered by TWC.

TWC also recommends that Boards enter into MOUs with the following optional partners:

- Vocational Rehabilitation under WIA Title IV
- Postsecondary Vocational Education under the Carl Perkins Act
- Job Corps under WIA
- Native American Programs under WIA
- Community Development Block Grant
- HUB-Administered Employment and Training Programs

- Migrant and Seasonal Farmworker (MSFW) competitive grantees under WIA

Boards are responsible for strategic planning of the workforce services for employers and job seekers. Boards are encouraged to expand and enhance their network continually by forming partnerships outside of the Workforce Solutions Offices. The following is a list of some of the agencies and services with which Boards may establish additional cooperative relationships:

- Local Boards of Education;
- Local-Level Vocational Education Agencies;
- Community-based Organizations (CBOs);
- Faith-based Organizations (FBOs);
- Texas Department of Housing and Community Affairs;
- Texas Department of Assistive and Rehabilitative Services; and
- Other appropriate agencies and services to expand local networks.

TWC also requires Boards to enter into MOUs with the Texas Health and Human Services Commission (HHSC). Although HHSC is an optional one-stop partner, the MOU is required in order to carry out state law requirements regarding the coordinated case management of TANF customers (Texas Human Services Code §31.0128).

Texas Workforce Solutions provide workforce development services that help workers find and keep good jobs, and help employers hire the skilled workers they need to grow their businesses. Texas Workforce Solutions partners include community colleges, adult basic education providers, local independent school districts, economic development groups, businesses and other state agencies. Collaboration and coordination among all partners play a critical role in the success of the Texas workforce system.

Services to Employers

The array of services Boards offer local companies that are expanding or companies that are relocating to the workforce areas includes services designed for recruiting, retention, training, as well as current labor market statistics.

To reach out effectively to employers, Boards have established Business Services Units (BSUs). The BSUs are specifically designed to work with businesses to meet their unique needs. BSUs must intimately know their business community's workforce needs, participate in job fairs and hiring events, help sponsor business or trade seminars, and collaborate extensively with community partners, chambers of commerce, and industry associations. With their in-depth knowledge of TWC services, BSUs can effectively combine services so that the business receives the most-qualified applicants and the job seeker finds the business that is most suited to his or her skill set.

TWIC, in *Advancing Texas*, identified training and the need to increase collaboration between workforce, economic development, and education as a key area of emphasis. Expanding employers' access to training funds for new job growth as well as incumbent worker training and retooling is just one of the Texas workforce system's goals as stated in *Advancing Texas*. *Advancing Texas* includes system goals for improved workforce education programs that build skill competencies to meet both current and future industry-sector skill demands. In crafting

solutions for Texas employers, Boards can train eligible job seekers with WIA funding or can collaborate with a community college using the Skills Development Fund to train incumbent workers.

The office of the Commissioner Representing Employers sponsors Texas Business Conferences, an annual series of 12–15 employer seminars around the state. The seminars present practical, up-to-date information for operating a successful business and managing employees. Topics include: Texas employment law and the basics of hiring; employee policy handbooks; handling unemployment claims; independent contractors; and federal and Texas wage and hour laws.

To prioritize employers' needs and to make the Texas workforce system a valued resource for Texas employers, TWC has designed performance measures to ensure that Boards are meeting the needs of employers. These measures focus on two areas. The first is the effectiveness of Boards at assisting employers with filling vacancies; the second focuses on expediting the return of UI claimants to work to reduce the burden on the state's unemployment trust fund, which could result in a positive impact on Texas employers' UI tax rates. Texas has long been recognized as a leader for its work in this area.

Rapid Response

Rapid response activities are provided as part of a comprehensive workforce development system designed to respond quickly to employer, worker, and community needs when a layoff or plant closure appears imminent. To ensure that Texas is poised to meet the needs of local employers, rapid response-funded activities are part of the Boards' WIA dislocated worker allocation. This method of funding allows for a quicker response to layoffs, as funds are readily available locally. Texas has reserved rapid response funds at the state level for Boards that demonstrate a need for additional assistance.

The rapid response system first seeks to avert layoffs, when possible, while maintaining the capacity to return workers to productive employment as quickly as possible if the layoff is unavoidable. The objectives of rapid response are reemployment on or before the affected worker's last day of work and, upon notification of layoff, the successful transition of dislocated workers to participation in appropriate intensive or training services to facilitate a quick return to work.

At the local level, Boards and their providers coordinate delivery of rapid response services. They are responsible for outreaching employers and representatives of affected workers as well as providing indirect work search services to affected workers. Furthermore, they are responsible for ensuring that affected workers receive information about the comprehensive dislocated worker services available locally, as appropriate.

Workforce Solutions Office staff attempts to obtain the earliest possible indication that a company is laying off workers or closing a facility, so that strategies to avert layoffs may be developed. Layoff notices, including those submitted in compliance with the Worker Adjustment and Retraining Notification Act and Trade Act petitions, are received at the state level. Boards are notified by the next business day of any layoff notices that are received at the state level. Board staff or designated Workforce Solutions Office staff makes the initial contact

with the employer and worker representatives to establish the date and time for an on-site meeting.

After an initial on-site meeting with the employer and employee representatives, an Employee Information Orientation is conducted on-site and on company time. During this orientation, an overview of available services, including additional services that may be conducted on-site is provided. These additional services include workshops or seminars on topics such as the psychology of job loss/stress management, debt/financial management to include negotiation of payment arrangements, job search skills, and labor market information. The Employee Information Orientation also includes information on UI and, if appropriate, Trade Act services.

When a layoff involves large numbers from a single employer, it may be beneficial to establish an on-site career transition center. Therefore, when amicable to company management and labor representatives, an on-site career transition center is advised. Convenience, including distance from the employer to the closest Workforce Solutions Office, work schedules of the workers, and time off allowed by the employer to attend activities must also be considered.

With Texas' integrated workforce service delivery system, TWC and the Boards have multiple employment and training resources at their disposal to craft layoff aversion solutions for employers. For example, Boards may take advantage of WIA "local activity" funds, through the U.S. Department of Labor Employment and Training Administration's (DOLETA) approval of Texas' waiver, and develop incumbent worker programs to help employers address their training needs to help avert a layoff. This training primarily focuses on skill attainment activities.

Rapid response is promoted as a part of the comprehensive system of services to employers. Workforce areas are encouraged to include rapid response staff in their BSUs. Rapid response staff on the BSU teams is able to use the team resources to match the skills of workers being laid off with the skills requirements of companies that are hiring. TWC and the Boards recognize that maintaining a positive relationship with an employer that is conducting a layoff sets the stage for opportunities to assist the company with future staffing needs. The promotional effort showcases both the services available to assist employers once the layoff decision is made, and those available once business situations change and staff needs increase.

Because rapid response services are provided through the local workforce system, opportunities for the affected workers to learn about and access other workforce services in Workforce Solutions Offices are available throughout their participation in rapid response. Rapid response services are offered up to 90 days after the date of layoff. In staggered layoffs, the 90-day limitation may be extended to allow maximum participation in on-site services by the affected workforce. Throughout the 90-day period, the worker's progress toward successful attainment of employment is evaluated. When documented as useful to an individual, services may continue for an additional 30 days. An individual may be referred to intensive or training services, and the referral may occur any time during the individual's 90-day period of rapid response activities.

In 2011, using a DOLETA technical assistance grant, TWC produced the Layoff Aversion Guide. The guide includes early warning strategies for Boards to identify and track vulnerable

businesses and industry sectors, and prefeasibility studies to provide objective evidence as to the likelihood of an employer remaining operational. The guide also offers options for staff to present to businesses including business turnaround services, incumbent worker training, and a shared work unemployment compensation plan. For new staff, the guide serves as an introduction to rapid response by outlining the principles, eligibility, and benefits of rapid response, as well as an overview of the processes and funding streams. The concepts in the guide were presented to Boards in 2011 and are integral to the continued planning of rapid response activities.

TWC has developed policies, automation tools, and a continuum of services for adults, dislocated workers, UI claimants, and other job seekers. These services range from self-directed job search for job seekers with the necessary skills, experience, and abilities to find employment, to staff-managed assistance for job seekers who possess barriers that make finding employment difficult. This continuum of services helps ensure that job seekers most in need are provided access to additional intensive and training services not available under ES.

Job Seeker Services

The Texas workforce system fully integrates WIA core services and ES basic labor exchange services. Customers can access these integrated services in Workforce Solutions Offices. Boards have developed a service delivery model that ranges from self-directed job search for job seekers with the necessary skills, experience, and abilities to find employment with minimal assistance from the workforce system to staff-managed assistance for job seekers who have barriers that make finding employment difficult without assistance, including training or retraining. This continuum of services helps ensure UI claimants and other job seekers most in need are provided access to additional intensive and training services not available under ES.

Customers can use core services in a largely self-directed manner, through resource rooms as well as through WorkInTexas.com, TWC's job matching system. WorkInTexas.com provides extensive matching options based on skills and experience and also links to labor market and career development information. TWC ensures that Wagner-Peyser Act-funded labor exchange activities are provided by merit-based public employees in accordance with DOLETA regulations.

For job seekers requiring minimal levels of staff intervention, Workforce Solutions Office staff is available to facilitate self-help services. Additionally, under the direction of the Board, Workforce Solutions Office staff develops alternative service delivery points in places such as libraries, CBOs, and FBOs, and trains volunteers and staff of other entities to expand the availability of facilitated self-help services.

Workforce Solutions Office staff provides services that include staff assistance with résumé preparation, labor market information, and career guidance services, and also are encouraged to refer job seekers to other programs that they may benefit from including educational services, bonding assistance, and transition assistance for individuals coming out of the military.

Job seekers who are unable to find employment through core or basic labor exchange services may benefit from intensive services to become employed. Intensive services include

comprehensive and specialized assessments, identification of employment barriers, development of employment plans, case management, and short-term prevocational services, such as interviewing skills, communication skills, and professional conduct. Intensive services represent a short-term opportunity to improve the skill levels of eligible job seekers and assist with a more rapid return to the workplace for workers with transferable skills.

When intensive services have proven unsuccessful in returning a job seeker to employment, training may be the solution. Training services include occupational skills training, on-the-job training, programs that combine workplace training with related instruction, skills upgrading and retraining, and adult education and literacy services in combination with training.

SERVICE TO SPECIAL POPULATIONS

Veterans

Texas Workforce Solutions has always provided priority of service to eligible veterans and eligible spouses in all DOL-funded programs. In addition, the Texas legislature mandated priority of service to eligible veterans and eligible spouses in all state-funded workforce services.

In Texas, the Disabled Veterans' Outreach Program (DVOP)/Local Veterans' Employment Representative (LVER) grants are administered by the Texas Veterans Commission (TVC). DVOP and LVER staff are housed in Workforce Solutions Offices with Board workforce service provider staff and ES staff. TWC, TVC, and the Boards work closely to ensure veterans are given priority and the services they have earned.

Texas' job matching system, WorkInTexas.com, provides a number of features specifically targeting services to veterans, including the following:

- A *two-day hold* on all newly created job postings—these jobs are available only to veterans for the first two days they are available to ensure veterans get first review;
- The ability of employers to designate a job posting for *Veteran Applicants Only*;
- Notification to veterans of their priority of service entitlement, by e-mail or mail upon completing registration in WorkInTexas.com;
- A web “widget” that can be placed on any website and that acts as another front door into the existing WorkInTexas.com job matching system, specifically tailored to returning veterans;
- *Flags* that identify veteran job seekers to employers; and
- Several *special job search options* for veterans, including searching for *Veteran Only* postings and federal contractor postings.

Additionally, WorkInTexas.com links with US.jobs to ensure federal contractors' job listings are in compliance with federal jobs under the Veterans Act and to provide veterans with as many quality job opportunities through the state labor exchange as possible.

Texas is home to 1.8 million veterans, including approximately 450,000 Iraq and Afghanistan veterans. Because of the drawdown of soldiers in Afghanistan and Iraq, the number of veterans returning to Texas is skyrocketing. With this large population of veterans, TWC has instituted specific programs designed to meet their needs and is using the newest strategies and initiatives to provide a comprehensive array of services.

Texas Veterans Leadership Program

TWC has implemented a major initiative designed to assist veterans returning from Iraq and Afghanistan. The Texas Veterans Leadership Program (TVLP) leads the state in welcoming veterans home the right way as they transition to civilian life.

TVLP is modeled after the Vietnam Veterans Leadership Program (VVLP), established during the Reagan Administration. VVLP involved successful Vietnam veterans helping fellow veterans who were unemployed or underemployed, or who had lingering problems associated with their Vietnam experience.

TVLP recruits veterans as local Veterans Resource and Referral Specialists (VRRSs) to provide peer-to-peer outreach to veterans of Iraq and Afghanistan with employment and training services. VRRSs are stationed in Workforce Solutions Offices across each workforce area and work closely with Workforce Solutions Office staff and local TVC staff.

College Credit for Heroes

In 2011, seven community colleges were selected to participate in the College Credit for Heroes program. The colleges developed models for awarding college credit by evaluating military training, including testing and prior learning assessments, with the goal of implementing a statewide assessment system for other colleges and training providers. There has been an initial focus on allied health careers, and the program has partnered with the Military Education and Training Campus in San Antonio to provide current active duty service members with accelerated degree plans.

Foster Youth

TWC recognizes that helping foster youth and those aging out of foster care transition to independent living and become successful adults requires much more than addressing their immediate needs for shelter, food, and safety. Intensive and coordinated efforts are required by many agencies and community organizations as well as professionals, community leaders, and concerned volunteers, to provide the support and encouragement that these young people need to become engaged, responsible, and productive adults. A community-wide network of connections and support can provide pathways to lifelong economic well-being and financial success.

TWC has also emphasized to Boards the importance of establishing relationships with local entities serving foster care youth, in particular working with the Texas Department of Family and Protective Services (DFPS) Preparation for Adult Living (PAL) program staff. TWC has recommended that the Boards partner with PAL staff to establish the appropriate processes to refer foster care youth to Workforce Solutions Offices for assistance with their workforce needs.

Texas has a great need to connect youth currently in foster care or aging out of foster care with community resources in order to provide assistance and a system of support as they move to independent living and self-sufficiency. Boards must ensure that:

- eligible foster youth receive priority over all other equally qualified individuals—except eligible veterans—in the receipt of federal and state-funded services; and

- workforce services are prioritized and targeted for youth transitioning out of the foster care system and for former foster youth.

The objectives are to:

- increase the employability of foster youth through education and training;
- arrange for or provide services that will enable foster youth to work;
- match foster youth with potential employers; and
- provide support and transitional services to foster youth in or aging out of foster care and former foster youth.

Since 2004, TWC has funded foster youth transition centers serving both current and former foster youth, ages 14–25 years. In Fiscal Year 2012 (FY'12), TWC funded 14 transition centers statewide. The goal of these transition centers is to address critical life barriers facing youth who have aged out or are close to aging out of the foster care system. The centers are designed to provide foster youth access to education, employment and training services, life skills classes, mentoring opportunities, and appropriate support services through a comprehensive one-stop service delivery system approach. Youth in these centers also receive comprehensive case management services and financial support through PAL. Youth are provided a safe environment where they receive the necessary services to become self-sufficient. This initiative also focuses on assisting foster youth in accessing self-sufficiency training that is geared toward assisting them in becoming self-sufficient by advancing their skills, thus resulting in increased self-esteem and fostering success in transitioning into adulthood. This also enables foster youth to develop strong character and leadership skills, and furthers their education, training, and subsequent employment.

The transition centers provide foster care youth assistance with and access to the following:

- Education
- Employment and Training
- Counseling/Mentoring
- Affordable Housing
- Transportation
- Health Care
- Transitional Medicaid
- Mental Health Care
- Life Skills Training
- Parenting Skills
- Financial Resources
- Community Resources
- Child Care
- Cultural and Personal Identity Information
- Family Violence Resources

Unemployment Insurance Claimants

Recognizing that setting performance expectations can drive behavior, TWC adopted a strategic focus to make UI claimants a priority population and to improve claimant reemployment without

the use of additional funding. The workforce system's focus on this population provides the following benefits:

- A faster return to work;
- Employers with skilled workers who have recent work experience; and
- A positive impact on the UI trust fund.

Texas benefits from the fact the UI program and workforce services are both administered by TWC, allowing close coordination between the two programs. Computer linkages exist between WorkInTexas.com (the workforce job matching system) and the UI automation system. These linkages ensure that UI claimants who are required to register have done so, and that UI claimants comply with their work search requirements. TWC administers the UI work test requirement through an automation linkage between WorkInTexas.com and the UI automation system. This linkage ensures that proper notification is provided when UI claimants fail to comply with their work search requirements, including negative referral results or failure to report to a call-in or to employment. UI claimants who fail the UI work test are held ineligible for benefits until they meet their work test requirements.

TWC has established rules regarding UI claimants' work search requirements. The rules set forth a minimum weekly requirement of three work search contacts. However, recognizing that Boards are more knowledgeable about local labor market information, the rule allows each Board to establish the appropriate number of work search contacts required of UI claimants in their workforce areas. Boards establish the weekly work search requirements by county. They can raise the minimum-required number of weekly work search contacts above three; and in rural counties, Boards can lower the number required.

Workforce Solutions Offices, through their integrated service delivery design, provide access to a wide array of services and programs that assist UI claimants with returning to work. One such service is Rapid Reemployment Service (RRES), known nationally as the Worker Profiling and Reemployment Services program. As part of the RRES program, TWC has developed a DOLETA-approved statistical model that uses claimant characteristics, as well as Board-level economic indicators, to assess the likelihood of a claimant exhausting UI benefits. On a weekly basis, TWC provides each Workforce Solutions Office a list of individuals who have received a first payment of UI benefits and their likely-to-exhaust score. Based upon the score, Boards determine the number of UI claimants who are outreached for services and the type of reemployment services to be provided. At a minimum, claimants called in under the RRES program must receive an orientation and an employment plan.

The Unemployment Compensation for Ex-Service Members (UCX) program is a specific program designed to expedite the rapid reemployment of ex-military personnel. Texas, Georgia, Illinois, and North Carolina were targeted by DOL to participate in the program due to the large number of veterans returning to these states. TWC will develop a statewide task force, partnering with other state and federal agencies, veteran service organizations, CBOs, and FBOs. Employers will be major partners in this effort along with apprenticeship and educational institutions. This program will address the unique issues and challenges of:

- active duty soldiers getting ready to separate from the military;
- National Guard and Army Reserve soldiers coming off of deployment; and

- soldiers who have already separated and are drawing UCX.

Long-Term Unemployed

Although DOLETA defines “long-term unemployed” as someone who has been jobless for 27 weeks or longer, TWC strives to assist and place those individuals before they reach that stage. TWC developed a performance measure that tracks a Board’s success in placing job seekers in employment within 10 weeks of their initial monetary eligibility. Boards ensure success in this measure by providing quality job posting and job developments as well as increased outreach to participants to ensure better applications and quality referrals.

Additionally, TWC operates the Rapid Reemployment Services (RRES) program that connects unemployment benefits claimants who are likely to exhaust their benefits with reemployment services to help them find new employment as quickly as possible. All claimants who are outreached are required to attend an orientation, receive staff assistance with developing an individualized Employment Plan, and are offered other staff-assisted services at a Workforce Solutions office. Other individuals may be outreached and provided the same or other services, but their participation is voluntary.

Another useful strategy is re-engaging claimants after a period of unemployment. Typically, many newly unemployed individuals expect to be reemployed quickly and do not recognize the need for services or training. Often, it might be several weeks before these individuals realize reemployment may not be as easy as anticipated and take advantage of the services provided in the local Workforce Solutions office. By attempting to reengage with these individuals on several occasions, staff are making services available at the point the individuals are ready to receive assistance.

Temporary Assistance for Needy Families

TWC and the Boards are responsible for welfare recipient employment activities delivered in the workforce areas. Texas embraces a *work first* strategy to assist these customers in the transition from dependency to self-sufficiency. TWC also partners with HHSC in various interagency initiatives to coordinate and implement Texas’ welfare reform efforts.

Choices is Texas’ TANF Employment and Training Program that operates under a work first service model. One or both adults in a two-parent household are responsible for meeting the family's mandatory work requirement. From the point of applying for cash assistance from HHSC through the delivery of benefits and employment services, Choices individuals receive a consistent message:

- Government assistance is temporary;
- Texans are responsible for the support of themselves and their families; and
- Employment is the goal.

The Workforce Orientation for Applicants (WOA) is an introduction to Workforce Solutions Office services. TANF applicants are required to attend a WOA as a condition of eligibility, unless exempted by HHSC. Once certified for benefits, TANF recipients must attend an Employment Planning Session (EPS).

During an EPS, Choices staff meets with TANF recipients to introduce them to Choices services, develop an in-depth assessment, and develop a Family Employment Plan. Participation for most recipients will include job readiness activities and job search activities as a means of testing the labor market and locating employment at the earliest opportunity.

Job readiness activities include the following:

- Self-esteem building
- Job search skills
- Labor market information
- Employment goal setting
- Résumé writing
- Interviewing techniques
- General workplace expectations
- Job retention skills

Almost all Choices individuals participate in structured job search activities, with the goal of unsubsidized employment at the earliest opportunity. Recipients are responsible for making a designated number of employer contacts per week. In addition, Workforce Solutions Office staff makes job referrals and provides job development activities to assist recipients in their job search. Applicants who become employed may also be coenrolled in other workforce programs, such as WIA, to receive post-employment services.

Noncustodial Parent Choices

The Noncustodial Parent (NCP) Choices program serves low-income unemployed or underemployed noncustodial parents who are behind on their child support payments and whose children are current or former recipients of public assistance, helping them overcome substantial barriers to employment and career advancement while becoming economically self-sufficient and making consistent child support payments.

The services provided to noncustodial parents mirror the services provided to TANF recipients under Texas' Choices program. The services emphasize work first, providing job referrals and job search assistance, and include:

- job referrals and job development;
- support services;
- short-term training;
- subsidized employment/work experience;
- GED and English as a Second Language (ESL) classes; and
- retention and career advancement assistance.

As with Choices, TWC encourages collaborating with and coenrolling NCPs in other programs when appropriate, such as WIA, to ensure a comprehensive range of services is offered.

Supplemental Nutrition Assistance Program Employment and Training

TWC and the Boards assist Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) recipients by improving their ability to obtain regular employment, increase earnings, and reduce their dependency on public assistance. TWC partners with HHSC

to collect the eligibility status on individuals. HHSC determines eligibility and mandatory or exempt status, and electronically transmits this information to TWC. The support activities provided by these two agencies can substantially boost income and improve family well-being during extended periods of unemployment.

TWC and the Boards provide oversight and planning for integrated workforce services, which are delivered through contracted one-stop providers. One-stop providers operate a variety of SNAP E&T components. Comprehensive services—including job search, training, workfare (i.e., community service), work experience, vocational and basic education components, and support services—are provided to SNAP recipients, who are classified in Texas as:

- Able-Bodied Adults Without Dependents (ABAWDs); or
- General Population (i.e., non-ABAWDs, or those SNAP recipients with families).

SNAP E&T services and WIA services both contain job search and training elements. Workforce Solutions Offices staff are able to integrate these program requirements so that there is not duplication of services. In addition, ABAWDs and the General Population can participate in WIA programs that are not covered under SNAP E&T. For example, on-the-job training is not an allowable SNAP E&T activity, but SNAP E&T recipients can participate in it through WIA services and the use of WIA funds.

Migrant and Seasonal Farmworkers

Texas is one of the top five states with the highest year-round Migrant and Seasonal Farmworker (MSFW) activity. An assessment of the agricultural activity in the state and a detailed description of services provided to agricultural employers and MSFWs is found in the Wagner-Peyser Agricultural Outreach plan in Attachment 1.

Individuals with Limited English Proficiency

With a large and growing Hispanic population, Texas continues to develop innovative strategies to serve individuals with limited English proficiency (LEP). TWC has provided policy guidance and technical assistance to ensure that Boards and workforce service providers provide meaningful access to services for LEP customers. TWC is focusing on linking English literacy training with occupational skills training. This nontraditional approach stresses the integration of both of these services, rather than the traditional linear model often seen.

Additionally, at state, regional, and local events, TWC staff has made numerous presentations on creating more-accessible workforce development services, including the development of an LEP Guide for Workforce Professionals (LEP Guide). The LEP Guide was created to assist workforce, education, and training professionals with planning, developing, and implementing strategies to effectively deliver workforce solutions for the growing LEP workforce in Texas. Boards, Workforce Solutions Offices, and education and training professionals use the LEP Guide's four unique modules as a user-friendly blueprint for enhancing services to LEP customers.

Homeless Individuals

TWC strives to make all services available and has devised specific programs to reach out to the homeless population. With its unique needs and varied skills, this population is most in need of training support services.

Texas entities have consistently applied for and received DOLETA's Homeless Veteran Reintegration Program (HVRP) grants. HVRP grants are programs that expedite the reintegration of eligible homeless veterans into the labor force by providing job placement services, job training, counseling, support services, and other assistance. TWC partners with HVRP grantees to offer a comprehensive source of services for these individuals.

Ex-Offenders

TWC and the Texas Department of Criminal Justice (TDCJ) and Texas Juvenile Justice Department (TJJD) (formerly the Texas Youth Commission) collaborated to enhance and expand data connectivity between criminal justice and workforce systems. Through a nightly automated interface release, TWC receives information on adult ex-offenders and adjudicated youth and services and activities conducted during incarceration. While the specific workforce program known as Project Reintegration of Offenders, i.e., Project RIO, which targeted adult and youth ex-offenders, was eliminated beginning in FY' 11 due to funding constraints, workforce services to these populations continue under universal services. In addition, fidelity bonding is still offered and marketed for certain at-risk job seekers including individuals in this population.

Older Workers

TWC recognizes the importance of continuing to provide services to older individuals seeking employment. With the recent economic downturn and the aging baby boomer population, the older generation also has experienced struggles in the workforce. TWC is committed to providing core, intensive, and training services to all customers, including older individuals based on their current need, education level, and skill sets. Recognizing the unique challenges faced by older workers some Boards have created local job clubs for older workers and specific workshops that address their needs. The Senior Community Service Employment Program is the only program that has been specifically designed for older individuals, but older workers are always offered the full complement of TWC services depending on their own unique situations. Details of specific services offered to older individuals can be found in the Senior Community Service Employment Program State Plan in Attachment 2.

Individuals with Disabilities

TWC ensures the delivery of the full array of one-stop services to people with disabilities—both adults and youth—and provides information to the public, consumers, and employers concerning disability services and issues. Interagency coordination involves working with other agencies and organizations to enhance service delivery to people with disabilities. TWC serves on the Governor's Committee on People with Disabilities. In addition, TWC is a member of several state-level interagency councils and workgroups for people with disabilities, such as the Texas Department of Aging and Disability Services' (DADS) Promoting Independence Advisory Council, the Texas Department of Assistive and Rehabilitative Services' (DARS) Medicaid Infrastructure Grant Advisory Council, and HHSC's House Bill 1230 Workgroup on Transition Services for Youth with Disabilities. Activities include the development of a Texas-specific

comprehensive transition and employment manual for students with disabilities. In addition, MOUs with other state agencies and organizations are developed to identify coordination plans and activities to better serve people with disabilities.

In compliance with 20 CFR §667.275, all Workforce Solutions Offices are compliant with the Americans with Disabilities Act of 1990, as amended. TWC has ensured that its offices are fully accessible so every person can use the available services. Under the Methods of Administration, TWC guarantees that all recipients will comply, and are complying, with the nondiscrimination and equal opportunity provisions of WIA. Furthermore, the TWC Website has recently been updated and all of the pages are now fully web accessible.

Texas Disability Navigator Initiative

TWC implemented the Texas Disability Navigator Initiative when it joined an ongoing national Disability Program Navigator (DPN) initiative in July 2006. The DPN initiative was funded, implemented, piloted, and evaluated by DOLETA in collaboration with the Social Security Administration (SSA). DOLETA began the DPN initiative in 2003 to eliminate barriers in the one-stop career center system, including physical, programmatic, and communication access, in order to promote meaningful and effective participation of job seekers with disabilities in the workforce investment system.

The Texas Disability Navigator Initiative established 14 full-time disability navigators located across the state in urban and rural workforce areas. During 2009, TWC expanded the initiative statewide to include the remaining workforce areas and funded an additional 14 positions.

Disability navigators serve as specialized resources to service delivery staff, employers, and community organizations. Texas' disability navigators serve within their respective workforce areas to:

- build workforce system capacity, train and assist staff, and improve business practices;
- strengthen collaborative relationships for seamless integrated service delivery; and
- provide information and support to employers to increase awareness and capabilities of hiring and retaining people with disabilities.

The focus of the Texas Disability Navigator Initiative is to foster sustainable business practices that improve access to workforce services and work incentives, enhance customer service, and increase employment opportunities for people with disabilities.

After the end of the national DPN initiative, TWC continued the Texas Disability Navigator Initiative and sustained the statewide network of 28 disability navigators to strengthen integration of their functions and activities into local workforce systems.

With the reduction in WIA statewide funds, TWC is transitioning responsibility for funding the local positions and activities to the Boards in October 2012. Boards have flexibility when budgeting workforce area allocations, and TWC encourages Boards to consider a mix of program funds to continue disability navigator positions, activities, and practices established through the initiative.

Youth Services

Texas is committed to an integrated system of education, training, skills development, and employment services for all residents, including youth. This commitment is based upon a belief that career and personal growth requires a commitment to lifelong learning and continued expansion of skills and abilities.

Youth Service Strategies

Consistent with the governor's vision for increasing the academic and future workplace success of youth (as detailed in *Advancing Texas*), Boards develop a comprehensive strategic plan for youth services and an operational youth activities plan for those activities provided under WIA. Boards must conduct an analysis of the needs of youth and resources available for youth, and then determine the most appropriate activities to undertake with the WIA funds to "fill in the local gaps" in youth services.

The Boards are required to design year-round youth programs that provide comprehensive services that enhance participants' academic performance to workplace skills proficiency. Boards are required to follow the WIA definition of eligible youth and all applicable youth requirements. The definition states that a youth must meet certain barriers to employment such as being deficient in basic literacy skills, a school dropout, homeless, a runaway, a foster child, pregnant or a parent, an offender, or an individual who requires additional assistance, as defined locally, to complete an educational program, or to secure and hold employment.

Board's contractors ensure the availability of the 10 required program elements:

- Preparation for postsecondary educational opportunities such as basic skills upgrading, counseling, and assistance in applying for financial aid;
- Strong linkages between academic/occupational learning such as vocational education;
- Preparation for unsubsidized employment such as work experience or participation in Preemployment/Work Maturity, summer employment opportunities, or school Job Clubs;
- Effective linkages with intermediaries with strong job market and employer connections such as Junior Achievement, chambers of commerce, employer associations, etc.;
- Programs leading to completion of secondary school such as basic skills training, preparation for the required high school graduation tests, work experience, and others that serve as "incentives" to help youth complete secondary school;
- Alternative secondary school services such as case management, and support services such as child care and others necessary to continue and progress in such settings;
- Summer employment opportunities that link academic and occupational learning either in a work setting or projects that complement the overall year-round program goals (The summer employment opportunities must not be operated as a stand-alone summer youth program.);
- Work experience in the private for-profit or nonprofit sector;
- Occupational skills training in high-growth, high-demand occupations that will result in unsubsidized employment;
- Leadership development opportunities such as community and service learning projects, mentoring, tutoring, citizenship training, and others;
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, and referrals to such counseling;

- Support services such as transportation assistance, child care, and other such services that will permit a youth to participate successfully in a training program;
- Adult mentoring for a duration of at least 12 months that may occur both during and after program participation; and
- Follow-up services such as adult mentoring, regular contact with a youth's employer including assistance with work-related issues, assistance in securing better-paying jobs, career development, and further education are some of the services that may be provided for a minimum of 12 months.

The majority of the above services may be provided to both in-school and out-of-school youth. Continuous performance review and evaluation, technical assistance, and monitoring ensure that local programs comply with the youth program requirement and the design framework of local youth programs addressed in §664.405 of WIA regulations.

Outreach specialists to the MSFW community coordinate with Boards to inform youth in this targeted group of the many educational, training, and employment opportunities available to them. Informing MSFW youth of local opportunities to complete their secondary education and to prepare for promising employment opportunities is facilitated by locally coordinated services.

Out-of-school youth are a particular concern. Many out-of-school youth are dropouts, which may present a significant employment barrier. WIA requires that Boards expend a minimum of 30 percent of the funds allocated for youth activities on out-of-school youth. However, starting in July 2007, TWC mandated Boards to expend a minimum of 60 percent of the total funding allocated for WIA youth activities on services to out-of-school youth.

Youth who are no longer in the public school system and are seeking to enter the labor market for the first time are inexperienced. Boards must design services at the Workforce Solutions Offices that:

- acknowledge the problems and characteristics of inexperienced job seekers;
- obtain and use information concerning the conditions of employment affecting youth and labor laws restricting their employment;
- develop and maintain effective relationships with schools, colleges, and other training providers; and
- develop employment opportunities with career potential for youth.

Apprenticeship and Job Corps

Boards are required to develop a comprehensive strategic plan reflecting that their Workforce Solutions Offices have incorporated services from all partners authorized by prior consistent state law, as authorized by WIA §194(a)(3), including apprenticeship training programs.

Texas has an Apprenticeship Training Program, which pays part of the cost of job-related classroom instruction for apprenticeship training in programs registered by DOL's Office of Apprenticeship. Texas' Apprenticeship Training Program law and rule supports only DOL-registered apprenticeship training programs. TWC supports the state's Apprenticeship Training Program by using approximately \$1 million in WIA statewide discretionary funds to leverage state general revenue. The Texas legislature has provided approximately \$1 million in general

revenue each year of the current biennium. In State Fiscal Year 2011, 4,172 apprentices were trained under the Apprenticeship Training Program.

In January 2005, TWC adopted new Apprenticeship Training Program rules, including a section to provide the opportunity for Boards to review and comment on applications for apprenticeship training programs. This effort provides for enhanced coordination between Boards and the apprenticeship programs, much to the advantage of employers. Studies have shown that employers that invest in apprenticeship training have lower employee turnover rates, increased employee productivity, enhanced employee problem-solving capabilities and adaptability, and improved employee relations. In apprenticeship training programs, the employer and employee are equally committed to achievement.

Under prior consistent state law listing one-stop partners, as authorized by WIA §194(a)(3), Job Corps—the nation’s largest and most comprehensive residential youth program—was not a required partner in Texas. Our state does, however, encourage Boards to enter into an MOU with Job Corps. Outreach and admission services for the 15 centers in the immediate five-state area are provided by Job Corps contractors whose staff members are often stationed in Workforce Solutions Offices. Core services staff in the Workforce Solutions Offices may inform youth of this training opportunity and refer appropriate candidates to the Job Corps staff. Job Corps provides vocational and educational training services at the residential centers (some of which also provide nonresidential services) that also provide health care, child care services, incentive-based allowances, and counseling.

TRADE ADJUSTMENT ASSISTANCE

Workforce Solutions Offices provide all workforce services, including Trade Adjustment Assistance (TAA) services, in an integrated environment using common data systems. A 2011 analysis of TAA service provision reflects the high level of service integration in Texas Workforce Solutions—86.6 percent of TAA training enrollments were coenrolled in WIA.

TAA is likewise integrated into early intervention services (i.e., rapid response) carried out under WIA. When Texas Workforce Solutions becomes aware of potential dislocations, consideration is always given to whether the dislocation has potential trade implications; if so, assistance is provided to the company, workers, or affected unions to promote Trade petition submission. Additionally, when a petition is independently submitted by one of these groups, the TAA state coordinator conveys the petition to the responsible Board partner to ensure that a rapid response effort is mounted to assist the company and workforce with transition services.

In compliance with Title 20, CFR Part 618, the State of Texas has merit staff stationed in Workforce Solutions Offices across the state for the purposes of providing TAA case management services. Merit staff has been positioned in locations where TAA certification and service provision activity indicated the greatest need. In locations where TAA merit staff is not present, WIA and ES staff provide TAA case management services. The goal of TAA service provision is to assist the customer with securing suitable reemployment as quickly as possible.

The preliminary focus of TAA service provision is to determine the availability of suitable employment, defined as work of an equal skill level or higher, and paying at least 80 percent of the worker's average weekly wage. This is accomplished through an assessment of the worker's transferable skills, knowledge, and abilities and researching both the labor markets within the commuting area and, if the worker is willing to relocate, other labor markets where relocation might be acceptable. If it is determined suitable work is available, Texas Workforce Solutions will provide employment and job search assistance services intended to properly equip the TAA customer to wage and conclude a successful job search campaign.

In the absence of suitable and available employment, Texas Workforce Solutions and the TAA customer will undertake additional assessment activity to determine if TAA training is appropriate. Using vocational exploration resources such as my Skills my Future, CareerOneStop.org, and TWC labor market information, the TAA customer can determine specific occupational goals. Assessment instruments such as Accuplacer, Compass, TABE, TOEFL, and training provider-specific assessment tools allow the customer and Texas Workforce Solutions to determine the viability of proposed training. All training activity supported under TAA must meet the approval criteria set forth in 20 CFR §617.22(a).

ACCOUNTABILITY

TWC is a diligent and responsible steward of available public resources. With an annual budget of approximately \$1.1 billion for workforce development, TWC must be accountable, be strategic with investments, focus on current and future employer skill demands, and recognize those workers with limited skills or who need to completely retool.

TWC supports opportunities to enhance the integrity of workforce services through increased accountability and the elimination of inefficiencies. Tight budget constraints facing federal and state governments make it increasingly important to explore every avenue for integration, aggressively monitor spending, and ensure that employers and job seekers who truly need assistance are being served. TWC looks for every opportunity to strengthen its stewardship of public funds, enhance the Boards' flexibility to provide innovative services, and improve program integrity. Training is made available internally and to Boards on measures they may need to take to enhance their capacity for internal monitoring and accountability.

Performance Evaluation

TWC has successfully crafted a monitoring and performance accountability system that works to maximize results for employers and job seekers using the workforce system. TWC regularly monitors performance results to assist Boards in meeting their performance goals and objectives. Performance accountability and monitoring represent continuing opportunities to bring optimal service to customers.

As a part of the Regulatory Integrity Division, the Performance, Analysis, and Reporting (PAR) department is responsible for all workforce reporting. PAR provides timely, accurate, understandable information and analyses relevant to the performance, accountability, and integrity of the Texas workforce system. PAR's reporting ensures TWC management has the

information necessary to make policy decisions that will help the system meet or exceed performance expectations, thus offering the opportunity for Texas' businesses, residents, and communities to achieve and sustain economic prosperity.

TWC continuously analyzes performance reports and compares actual performance with contract benchmarks. Categorical program data is gathered and relevant reports are generated by Boards and are made available on the TWC Website. A snapshot of each Board's performance data and other key indicators is accessible by state and local staff. Because other data, such as labor market information, is also made available, this data source may be used to develop strategies for system and performance improvement.

TWC Commissioners conduct quarterly performance and expenditure meetings, available by audio webcast, to ensure that Boards are meeting their contractual performance obligations, and that programs administered by TWC are meeting performance expectations. When performance indicates the need for training or technical assistance, TWC initiates both. Using performance measures to manage and monitor contracts allows TWC to emphasize quality.

The Workforce Development Division director conducts monthly performance and expenditure reviews with the division's technical assistance and contract management staff. These reviews of each Board and other grantees ensure that timely corrective actions are taken. Corrective actions serve to ensure:

- Board accountability to employers and job seekers;
- achievement of performance measures;
- adequate returns on investment; and
- support of the state in achieving its goals.

PAR created two tools to analyze and report on Board performance:

- Monthly Performance Report (MPR)
- Performance Overview Dashboard (POD)

MPR is the primary tool for reporting performance information. It contains measures that the federal government, Texas legislature, and TWC require to be reported as well as other useful management measures. MPR provides measure status, quarterly breakout, and historical analysis.

POD provides a graphical representation of performance data from MPR. POD primarily focuses on the formally contracted measures, but also provides facts about each Board's performance. Rather than an in-depth, historical analysis, POD provides an at-a-glance view of performance.

Technical Assistance

Within TWC's Workforce Development Division are specific technical assistance (TA) teams, which provide complex assistance to Boards. The teams support the continuous progress of the Texas workforce system and the continuing integration of workforce and UI services.

Technical assistance can focus on specific program areas, or address general service integration issues, fiscal issues, or other more systemic issues. Teams of specialists conduct reviews and site visits so that expertise in all Board activities is provided. Technical assistance may include:

- program overviews for Board staff with limited experience in program services;
- facilitated planning sessions with a specific focus resulting in a specific action plan;
- observation and feedback to assist Boards in refining service delivery techniques;
- general reviews, including desk reviews, of overall service activity and fiscal accountability;
- provision of up-to-date guidance on policy and best practices;
- responses to specific programmatic questions;
- assistance in accessing, organizing, and interpreting data;
- assistance in the development of a Technical Assistance Plan (TAP); and
- review of service delivery in Workforce Solutions Offices.

Technical assistance is intended to assist Boards in their efforts to meet performance requirements and to ensure fiscal accountability. If technical assistance is unsuccessful and performance improvements fall short of expectations, TWC conforms to TWC Rules Chapter 802, Subchapter G, which addresses nonperformance by a Board.

TWC can impose corrective actions for a Board or grantee's failure to appropriately oversee the delivery of services and ensure the effective and efficient use of funds. TWC can impose an intent to sanction or a level-one, level-two, or level-three sanction as determined by the seriousness of the violation. In each of these situations, the Board or grantee must comply with the terms and conditions of a Corrective Action Plan to resolve the situation in order for the intent or sanction to be removed.

Subrecipient Monitoring

Subrecipient Monitoring (SRM), another department in the Regulatory Integrity Division, provides an effective system of oversight and monitoring for Boards and grantees. This system exists to ensure accountability and appropriate use of federal and state funds administered by TWC for workforce development services and subsidized child care. To ensure that resources are used efficiently and effectively and are protected from waste, fraud, and abuse, SRM performs on-site subrecipient monitoring visits to review financial and programmatic records and observe operations. For example, subrecipient budgets, accounting systems, subrecipient monitoring, procurement, performance measures, and program compliance are just a few of the areas of focus as part of the monitoring review. TWC rules set forth a detailed list of program and fiscal monitoring activities.

Results of the monitoring reviews are detailed in reports that are provided to the subrecipients. The subrecipients' responses to the findings are also documented in the final report. Audit Resolution tracks all monitoring findings and questioned costs and follows up until all issues have been satisfactorily resolved. Audit Resolution staff obtains corrective action documentation from subrecipients to ensure that action taken or planned is sufficient to correct the deficiency. SRM, Audit Resolution, and Workforce Development Division staff meet monthly to review monitoring findings, corrective actions, and resolutions on Board issues.

OPERATING SYSTEMS

As previously mentioned, TWC performs all reporting for Texas Workforce Solutions. To accomplish this, all Boards and workforce service providers use TWC's automated systems for job matching, data collection, case management, and child care. In addition, TWC has developed a financial reporting system used by all Boards. And, the tools and products developed by TWC's Labor Market and Career Information (LMCI) department are available on the Internet for Boards, partners, employers, and job seekers.

Labor Exchange

WorkInTexas.com is Texas' Labor Exchange System as mandated by the Wagner-Peyser Act, and operates in cooperative effort with JobCentral, the National Labor Exchange System. WorkInTexas.com is a comprehensive online job search resource and job matching system developed and maintained by TWC, and provides:

- extensive job matching options based on skills and experience;
- links to labor market and career development information; and
- free, 24-hour-a-day access.

Employers can post jobs, search résumés, recruit candidates, get labor market information, and receive a variety of other services available through a network of Workforce Solutions Offices throughout the state. Individuals seeking a new job, different job, or an additional job can post their résumé, search job listings (including Texas state agency jobs), obtain employer contact information to apply for jobs, get information about the job market, and receive a variety of other services also available through Workforce Solutions Offices throughout the state.

WorkInTexas.com has expanded Texas' capacity to provide workforce services to all customer groups, particularly employers. Over 1.9 million jobs have been posted and filled since its inception in June 2004.

Data Collection/Case Management

The Workforce Information System of Texas (TWIST) is the integrated intake, eligibility, case management, and reporting system for employment and training services. It was designed as a central repository for customer information. TWIST ultimately decreases duplication within and across the Texas workforce system while streamlining the provision of services to customers. It enables Workforce Solutions Office staff to enter intake information for customers only once for multiple employment and training programs and to retrieve it statewide. TWIST also includes interfaces with other automated systems—WorkInTexas.com, the UI benefits system, and the Texas Health and Human Services Commission's system.

The following services are tracked through TWIST: WIA adult, youth, and dislocated worker; TAA; Choices employment services; and SNAP E&T. In addition, Boards can use TWIST to track other grants awarded directly from DOLETA, such as National Emergency Grants, H-1B grants, and state and local initiatives.

Child Care

TWC maintains two automated systems to assist Boards and their child care contractors in tracking subsidized child care services: TWIST and the Child Care Attendance Automation (CCAA) system.

TWIST manages child care eligibility for multiple funding sources with various eligibility requirements. Authorizations for child care services are entered into TWIST and transferred to CCAA to allow parents to record attendance using a swipe card at a point of service device located at the authorized child care facility. Parents also can use an interactive voice response system using the authorized child care provider's phone. Attendance recorded through CCAA is transferred to TWIST on a weekly basis, and TWIST is used to process payments to providers based on the CCAA attendance records.

Financial Reporting

TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocations. All financial transactions are handled through this new online system, and Boards are no longer required to submit paper documents or Excel spreadsheets. CDER has significantly decreased manual processing and greatly improved the reporting of data to all parties.

Quarterly Wage Records

TWC makes extensive use of quarterly wage records both for required and ad hoc reporting. TWC uses Texas wage records and those obtained from other states through the Wage Record Interchange System (WRIS) for required WIA, Wagner-Peyser, and TAA reporting. TWC is not able to use WRIS data for other reporting due to restrictions in the data-sharing agreement, even though this data would be invaluable in evaluation of other programs such as TANF Choices and SNAP E&T. TWC and the Boards all have access to Texas wage records, and TWC also makes the data available to other state agencies as well as various researchers either directly or by performing matches to seed records provided by the external entity.

Labor Market Information

The Texas Rapid Access to Career and Economic Resources (TRACER) Website provides employment statistics to assist job seekers and employers in making informed decisions. TRACER is based on a standardized structure established by America's Labor Market Information System. TWC's LMCI department deployed TRACER2, which has modules that can be tailored for individual users and greater ease of use. LMCI data is available at <http://www.tracer2.com>.

The Wage Information Network (WIN) system is the online portal for all Occupational Employment Statistics wage data that TWC publishes. WIN allows users to examine wage data for an area, or within an industry in an area, and to compare that wage with other areas of the state. More importantly, the data user—not the data—drives the system.

TWC also provides the LMCI *SearchPage*, which is designed to expand the types and sources of data available. The site has every published industry level for each metropolitan statistical area of the state and offers a range of data customized to specific areas.

Understanding the area's labor market involves many facets; however, the two most significant are labor market data and local employer input. Knowledge of the local labor market is so important that evidence of diligent labor market, economic, demographic, placement rate, and training program data analysis is a required part of a Board's plan. To assist each Board in creating a customized labor market plan, TWC's LMCI department developed an Internet-based analysis tool. The Standard Occupational Components for Research and Analysis of Trends in Employment System (SOCRATES, <http://socrates.cdr.state.tx.us>) and other robust tools made available by LMCI were designed to assist local planners in gaining insight into their labor market structure, characteristics, and patterns. Online tools, technical assistance documentation, and staff coaching are available to mentor staff in the organized process, analytical tools, standard targeting methodology, and detailed labor market data necessary to draft a labor market plan.

ATTACHMENT 1

WAGNER-PEYSER AGRICULTURAL OUTREACH PLAN

Texas Agriculture

Texas is the fourth-leading agricultural producing state overall behind California, Iowa, and Illinois. Texas leads the nation in the number of farms and ranches, with 247,000 covering over 130 million acres, and leads the nation in value of farm real estate. In addition, Texas leads the nation in the production of cattle, cotton, hay, sheep, goats, wool, and mohair. In Texas, one out of every seven working Texans is in an agriculture-related job.

Rural lands, including privately owned forest, total 144 million acres, 86 percent of the state's total land area. Twelve percent of Texas' population resides in rural areas and 98.5 percent of Texas farms and ranches are family farms, partnerships, or family-held corporations.

The top 10 commodities in terms of cash receipts are cattle, cotton, milk, broilers, greenhouse and nursery, corn, wheat, timber, grain sorghum, and vegetables. The economic impact of the food and fiber sector totals more than \$100 billion, and cash receipts, including timber, total \$19.8 billion. In addition, Texas totals more than \$6 billion in agricultural exports to foreign countries.

Texas' national rank for selected commodity exports:

- 1 - Cotton and cottonseed, \$1.7 billion
- 2 - Feeds and fodders, \$509 million
- 2 - Peanuts, \$56 million
- 3 - Live animals and meat, \$740 million
- 3 - Hides and skins, \$341 million
- 3 - Animal fats, \$180 million
- 5 - Tree nuts, \$41 million
- 6 - Poultry and poultry products, \$266 million
- 6 - Rice, \$114 million
- 7 - Feed grains, \$836 million
- 8 - Wheat and wheat products, \$603 million
- 13 - Milk and milk products, \$22 million

ASSESSMENT OF NEED

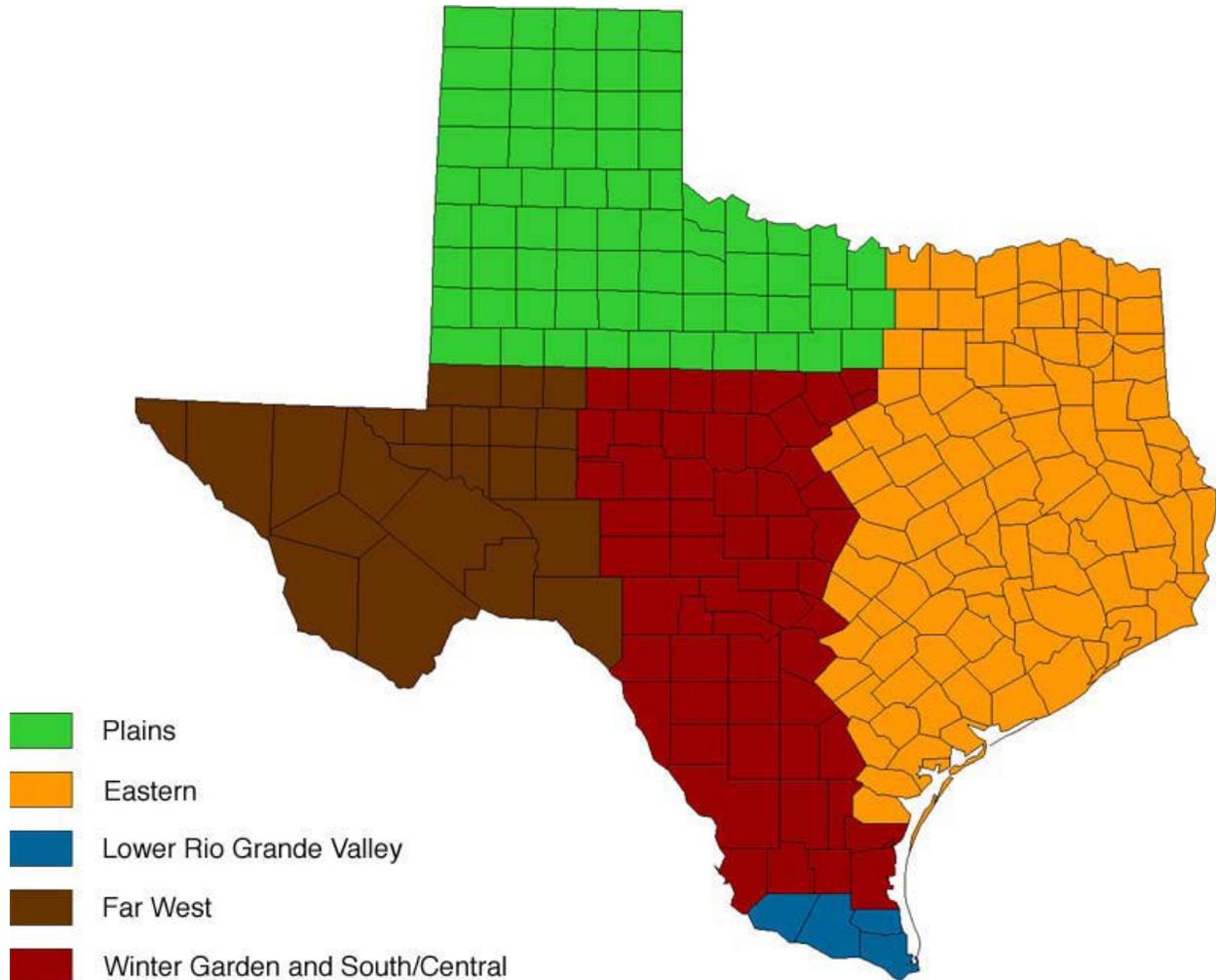
Texas Agricultural Regions

In 2010, Texas ranked seventh in fresh vegetable production, accounting for 3 percent of the U.S. total. Texas fresh vegetable production was valued at \$337 million that same year. The leading counties for vegetable acres harvested were Hidalgo, Starr, and Cameron. Other significant counties were Frio, Uvalde, Duval, Webb, Hale, and Zavala.

Land preparation, planting, irrigating, and harvesting are ongoing activities. Therefore, agricultural employment occurs at numerous locations and at any time during the year. Usually,

employment for farmworkers begins in the Lower Rio Grande Valley region (Lower Rio Grande Valley and Cameron County Workforce Development Boards) and the Winter Garden and South/Central region (Middle Rio Grande Workforce Development Board), and moves northward to the Panhandle as the season continues. Workers who follow this crop pattern may then migrate to other states.

Figure 1. Texas' Primary Growing Regions



Plains – Includes northern Panhandle (Amarillo, north to Oklahoma) and South Plains (Lubbock, south to Big Spring), with vast dry land and center pivot irrigation production (Ogallala Aquifer). The region has clayey soil to the north and generally sandy soil to the south and east. It includes eastward rolling plains along the Red River to I-35 and south to I-20 and Abilene, with dry land production and with some pockets of irrigation. The region varies in elevation from 2,000 to 4,600 feet; in rainfall from 26 inches in the east to 16 inches in the west at the New Mexico border; and in growing seasons from 160 to 240 days. Grains, cotton, and oil seed crops are predominant, but there are major acreages of horticultural crops as well.

Eastern – Includes East Texas and is typified by sandy soil, small farms, and family operations with intensive crop production and numerous cow-calf/pasture operations. It is bordered by I-35 on the west and by Oklahoma and Louisiana on the north and east, and it extends southward to Beaumont and the Upper Gulf Coast and south to Houston, Corpus Christi, and the Coastal Bend region. The Eastern region has good seasonal rains, but irrigation is common. The region has humid summers, a long growing season, and close proximity to rural roadside and major metro markets. Crops for the region include melons, sweet potatoes, peas, sweet corn, peaches, blueberries, potatoes, corn, sorghum, rice, soybeans, and wheat. Other horticultural crops include nursery planting such as shrubs, bulbs, trees (including Christmas trees), annuals, perennials, and roses.

Lower Rio Grande Valley – Major vegetable region in the state; includes the four southernmost counties. The region has alluvial soil and irrigation water from canals or wells along the Rio Grande River. The environment is subtropical, with 340 frost-free days and a wide variety of crops for fresh and processing markets, including citrus and early season vegetables for early market windows, and agronomic crops such as cotton, grains, and sugarcane. The region experiences intensive pest pressures nearly year round.

Far West – Includes Trans Pecos region and west to El Paso, with arid lands in the upper Chihuahuan Desert and desert grasslands. The region has sparse rainfall (10 inches or less) but intensive crop production where irrigation water is available from the Rio Grande and Pecos rivers. Crops include cotton, grains, and intensive vegetable and other horticultural crops on alluvial soil in a high desert environment. Production systems are similar to those in New Mexico and Arizona.

Winter Garden and South/Central – Includes the Winter Garden and Uvalde area. This is an intensive irrigated region west and south of San Antonio and the Hill Country, extending northward to Abilene and southward to the Lower Rio Grande Valley. The region has diversified dry land and irrigated crop production (Edwards Aquifer) inter-dispersed with vast rangeland and beef production areas. Key crops in the region include spinach, melons, cucumbers, cabbage, potatoes, onions, bunching onions, corn, cotton, sorghum, and wheat.

Review of Prior Year's Agricultural Activity in Texas

As noted, Texas regions support a wide variety of agricultural activities. However, data is not collected by a single entity using consistent time frames and methodologies for all types of agricultural activity. For the Program Year 2011 (PY'11) Texas State Plan for Agricultural Services (Plan), TWC has used data that is readily available. Data is limited for some of the agricultural activities (such as producing wheat, grain, and other crops and labor demand production such as cotton ginning). Furthermore, available data sources do not collect production and forecast data based on a federal program year. Therefore, calendar years are used when there is no other data available. TWC is working with the agricultural associations and other sources of data to further improve on the data available for future Plans.

Table 1 summarizes the agronomic crop production statistics for each of Texas' primary growing regions for Calendar Years 2010 and 2011. In past years, regional production statistics for horticultural crops were included in this section; however, those data are not available at this

time. For agronomic crops, the vast acreages of grain and row crops in the high plains and rolling plains make up most of the 10.6 million acres planted in the Plains region. Please note that the 2011 drought was a reason for the substantial decrease in acres harvested. The Eastern region of the state accounted for the bulk of the rest of agronomic crop production in Texas. Agronomic crops are typically less labor intensive as more capital machinery is used in planting and harvesting of the crops as compared to most horticultural crops.

Table 1. Texas Agronomic Crop Production by Region, 2010–2011

<i>Region</i>	<i>Area Planted (in acres) in 2010</i>	<i>Area Planted (in acres) in 2011</i>	<i>Area Harvested (in acres) in 2010</i>	<i>Area Harvested (in acres) in 2011</i>	<i>Main Crops</i>
Lower Rio Grande Valley	565,900	448,200	513,840	446,600	sorghum, cotton
Winter Garden and South/Central	810,600	676,700	545,370	392,500	sorghum, wheat
Plains	10,878,800	10,615,500	7,981,670	6,809,330	cotton, corn, wheat, sorghum, peanuts
Far West	10,000	9,200	7,100	4,300	cotton, alfalfa hay
Eastern	3,575,900	3,561,000	2,588,020	2,694,420	corn, sorghum, rice, soybeans, wheat
Other not Specified	238,800	276,400	91,700	125,650	
State Totals	16,080,000	15,587,000	11,727,700	10,472,800	

Review of the Prior Year’s Agricultural Worker Activity in Texas

The Lower Rio Grande Valley has the most labor intensive production, accounting for the majority of horticultural crops in Texas, followed by the Winter Garden and South/Central region. However, there is production of horticultural crops throughout the state. Table 2 provides data on Texas vegetable production and average monthly labor with crop information for Calendar Years 2010 and 2011. Fruit and vegetable production is typically the most labor intensive of the crops in Texas.

Table 2. Texas Vegetable Production and Average Monthly Labor (Calendar Years 2010–2011)

Crop	Calendar Year 2010			Calendar Year 2011		
	Acreage	Labor	# of Months	Acreage	Labor	# of Months
Citrus (1,000 Boxes)	8,870	5,252	8	10,198	6,038	8
Onions	9,100	1,314	4	11,700	1,689	4
Cucumbers	1,100	963	3	1,200	1,050	3
Cantaloupes	2,700	434	2	2,500	402	2

Crop	Calendar Year 2010			Calendar Year 2011		
	Acreage	Labor	# of Months	Acreage	Labor	# of Months
Watermelons	24,900	930	6	21,000	784	6
Cabbage	7,800	797	9	6,000	613	9
Tomatoes	D	N/A	11	1,347	1,010	11
Spinach Fresh	1,000	240	4	700	168	4
Squash	1,700	516	1	1,800	546	1
Peaches (Tons)	13,000	325	3	4,650	116	3
Carrots	1,300	53	3	1,300	53	3
Sweet Corn	2,700	81	5	2,700	81	5
Pecans (1,000 Pounds)*	70,000	210	3	40,000	120	3
Honeydews	600	67	2	600	67	2
Potatoes	15,900	234	4	18,500	272	4
Sweet Potatoes	1,000	22	3	1,200	26	3
Chili Peppers	5,400	2,025	5	3,800	1,425	5

*Pecans are an alternate year crop; D – disclosure issue to protect privacy; USDA discontinued reporting Texas broccoli, lettuce, and cauliflower acreage beginning in 2010.

Projected Level of Agricultural Activity in Texas for the Coming Year

As seen nationally, some of the areas that historically have had high concentrations of agricultural work have encountered industry reduction relative to other types of work, such as the oil and gas industry, construction, retail, etc. With that, there also has been a shift in the labor market. While some workers and their families who have historically performed agricultural work are now being employed in nonagricultural industries, other workers are struggling to identify transferable skills that will allow them to obtain nonagricultural jobs. A good example is the Eagle Ford Shale boom in the Winter Garden region. Oil and gas employers have a relatively large demand for qualified employees. Yet, they struggle to find qualified applicants because the local MSFW population lacks the proper skills and training.

From the perspective of agricultural employers, the shift in industrial composition has created a challenge for them as well. Although Texas has been designated as an agricultural supply state, many agricultural employers face challenges in obtaining enough laborers to meet their needs. With other employment options available that may be less physically demanding with fewer immigration controls in place, there are not as many agricultural workers as there once were. The state's major citrus growers' associations have expressed concern that the labor shortage is one of their most critical issues.

The 2011 drought in Texas had a negative effect on crops and commodities in parts of the state and on the availability of work for MSFWs. According to Texas AgriLife Extension Service, Texas lost \$7.62 billion in 2011. This number, by far, surpasses the previous record loss of \$4.1 billion in 2006.

Drought losses in 2011 by commodity:

- Livestock - \$3.23 billion
- Lost hay production value - \$750 million
- Cotton - \$2.2 billion
- Corn - \$736 million
- Wheat - \$314 million
- Sorghum - \$385 million

Projected Number of MSFWs in Texas for the Coming Year

TWC’s best estimates are a total of 289,600 MSFWs in the coming year. Although it is not possible to project the number of jobs lost due to natural disasters, the number of MSFWs that reside in Texas should not show a decrease.

In 2012, it is estimated that there will be 12,439 agricultural employers in Texas, based on the North American Industry Classification System (NAICS) codes reported for each employer’s UI tax accounts.

Table 3 lists job postings for agricultural employers in Texas for PY’09 and PY’10.

Table 3 – Wagner-Peyser Act Services to Agricultural Employers

Agricultural Employers	PY’10	PY’11
Job Postings ¹	1,125	1,369
Job Postings with Placements	348	458
Percent Job Postings Filled	30.9%	33.5%
Job Openings	7,098	8,457
Job Openings Filled	2,972	1,910
Percent Job Openings Filled	41.9%	22.6%

Nonagricultural Employers with Entry-Level Requirements²	PY’10	PY’11
Job Postings	176,334	226,061
Job Postings with Placements	49,868	47,244
Percent Job Postings Filled	28.3%	20.9%
Job Openings	363,238	429,107
Job Openings Filled	154,610	118,476
Percent Job Openings Filled	42.6%	27.6%

¹ Number of job postings does not accurately reflect the number of employers because employers may file multiple postings within a year. Each posting may contain multiple job openings.

² Entry-level experience and education requirements have been defined as *no experience required with an education requirement of no greater than a high school diploma or equivalent.*

Statement of Consideration Given to the State Monitor Advocate

This agricultural outreach plan is in line with Texas’ state monitor advocate’s (SMA) recommendations. The SMA contributed to the design, scope, and priorities of this plan and endorses it as a method of continuing to serve and meet the needs of Texas agricultural employers, workers, and industry.

OUTREACH ACTIVITIES

Wagner-Peyser Act Services to MSFWs through Texas Workforce Solutions

Texas is one of the top five states with a high estimated year-round MSFW activity level. DOLETA has designated Texas as a significant MSFW supply state. As a result, Texas operates an outreach program to locate and contact MSFWs who are not being reached by normal Workforce Solutions Office intake procedures. Outreach program staff includes the state monitor advocate and MSFW outreach specialists (outreach specialists) who fill 13 full-time equivalent positions.

The purpose of the MSFW outreach program is to take available services directly to where MSFWs live and work if they are unable to come to the Workforce Solutions Offices. The MSFW outreach program provides the framework necessary for Workforce Solutions Office staff to locate, contact, and enhance the employability of MSFWs in Texas. Outreach specialists may provide services at the point of contact or at the Workforce Solutions Office. If needed services are not available through the Workforce Solutions Office, outreach specialists then make referrals to other agencies and organizations that provide the needed assistance. TWC and Workforce Solutions Offices' goals are to provide quality services to MSFWs and to facilitate access to all services.

Funding Levels

During the last several years, TWC has approved a total of \$254,000 each year for additional ES funding for the MSFW-significant Boards, as well as two areas with large populations. The distribution is provided to Boards with the highest number of MSFWs in the state of Texas, with a distribution based on the relative proportion of the unduplicated count of MSFWs served (i.e., receiving a qualified service) in pertinent Boards from April 2011 to March 2012.

TWC recognizes that the demand for workforce services is increasing for all populations, not only the MSFW population. Dedicating ES funds specifically for MSFW outreach activities can sometimes be a challenge. Therefore, the Texas workforce system is leveraging additional funds to promote and increase program outreach and integration of all Workforce Solutions Offices' programs. The additional funding has enabled the South Plains (Plainview) and the Lower Rio Grande Valley (Mission) Workforce Development Boards to hire more outreach personnel.

Numerical Goals

Outreach specialists will contact a minimum of 16,965 MSFWs during PY' 12. Sixteen (13.0 FTEs) outreach specialists have been assigned to the MSFW-significant and bilingual Workforce Solutions Offices (see Table 4). Cameron County and South Texas workforce areas operate a voluntary MSFW outreach program with three outreach specialists (1.75 FTEs). However, the Workforce Solutions Offices in these two workforce areas are not designated MSFW-significant.

Table 4 – Staffing and Minimum Performance Levels for PY'12

Cameron County Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Brownsville*	0.5	653	130.5	**
Harlingen*	1.0	1305	261.0	**
Board Total	1.5	1,958	391.5	**

Middle Rio Grande Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Eagle Pass	1.0	1,305	261.0	**
Uvalde	1.0	1,305	261.0	**
Carrizo Springs	0.25	326	65.25	**
Crystal City	0.75	979	195.75	**
Board Total	3.0	3,915	783.0	**

Lower Rio Grande Valley Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Edinburg	1.0	1,305	261.0	**
Raymondville	0.5	653	130.5	**
Mission	2.0	2,610	522.0	**
Weslaco	1.0	1,305	261.0	**
Rio Grande City	1.0	1,305	261.0	**
Board Total	5.5	7,178	1,435.5	**

South Texas Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Laredo***	0.25	326	65.25	**
Board Total	0.25	326	65.25	**

South Plains Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Floydada/ Plainview	0.75	979	195.75	**
Muleshoe	0.5	653	130.5	**
Plainview	1.0	1305	261.0	**
Board Total	2.25	2,936	587.25	**

Upper Rio Grande Workforce Development Board

Area/Service Location	Staff	Contacts Per Year	Staff Days Worked	Contacts by other Agencies
Fabens	0.5	663	130.5	**
Board Total	0.5	653	130.5	**

STATEWIDE TOTALS

Staff	Contacts Per Year	Staff Days Worked
Statewide Total	13.00	3,393.0

* Workforce Solutions Office not designated as MSFW-significant, but a voluntary MSFW outreach program is in place to serve MSFWs. ** Currently, there are no contracts in place with other agencies to perform MSFW outreach activities. *** Will conduct outreach only during the peak seasons; (April – August).

Outreach Strategies

Several fundamental realities are characteristic of the challenge facing MSFWs in Texas. Extreme poverty, poor academic preparation, limited English skills, and inadequate job training and readiness, as well as a number of social problems are common. The Texas workforce system’s approach is to focus on those obstacles that interfere with an individual’s ability to acquire and maintain productive employment. Workforce Solutions Offices are working with all partners and establishing community partnerships to meet the needs of local businesses and MSFWs and to provide job seekers with job search workshops, job placement services, referrals, support services, and individual assistance in accessing and using TWC’s self-service systems.

To better serve MSFWs, Board staff and Workforce Solutions Office staff have identified some challenges in working with MSFWs and are developing strategies and sharing best practices to address or minimize the following:

- **Low skills in education/literacy/computers**—Workforce Solutions Office staff in the reception area and resource rooms are trained to identify signs and behaviors that indicate a job seeker cannot access the available services due to education/literacy/language barriers. Workforce Solutions Office staff provides one-on-one assistance to those who need individual service. Workforce Solutions Offices designated as MSFW-significant and bilingual provide Spanish-language brochures and pamphlets covering the services provided
- **Workforce Border Alliance**—Boards throughout the border region joined together to face the challenges of the literacy/language barriers in the border region, a collaboration that has resulted in creative and effective ideas to meet the needs of border residents.
- **Workers lack transportation to the worksites**—Board and Workforce Solutions Office staff work with local community and faith-based organizations and other entities to provide temporary transportation services during peak worker seasons.

- **Child care for field workers**—Workforce Solutions Office staff works with local community and faith-based organizations and other entities to provide temporary child care services during peak worker seasons.
- **Lack of trust in government/social service agencies and changes in local service delivery systems**—Local social service entities sponsor information and services fairs where Workforce Solutions Office staff provides farm workers with information regarding local services that are available to farm workers and their families. These fairs also include entertainment, door prizes, and refreshments donated by participating and sponsoring entities. Other events include employer job fairs.
- **Limited knowledge of social and workforce services**—Workforce Solutions Office staff shares information with MSFWs regarding the services of various entities and provides information through outreach efforts on the full array of services available to MSFWs through the local community, rather than just the services provided by a single entity. Board and Workforce Solutions Office staff engage in developing community partnerships with educational, housing, support services, and community entities.
- **Access to computer information and long distance telephone services**—Boards provide computers in rural areas and colonias in public locations (e.g., county courthouses or libraries) and encourage community and faith-based organizations to assist farm workers with accessing information and services. MSFWs can call Workforce Solutions Offices at toll-free numbers to inquire about or access services.

Year-round outreach activities will be conducted in all MSFW-significant Workforce Solutions Offices. Workforce Solutions Office staff assigned to outreach specialist positions will be familiar with the local labor market and the needs of local MSFWs. To be most effective, outreach specialists will understand the issues unique to MSFWs and will have English and Spanish speaking capability.

Outreach specialists will:

- locate and contact MSFWs to provide information on the services available at Workforce Solutions Offices;
- inform MSFWs of specific job openings available and of their rights and benefits under state and federal employment-related laws;
- assist MSFWs in filing full or partial work registrations/applications, preparing worker complaints, making appointments, and arranging transportation;
- provide information about services available through electronic means and how to access this information;
- identify qualified MSFWs seeking employment, using guidelines of the federal regulations at 20 CFR Part 653. The initial and follow-up outreach contacts will be made to provide needed services and to assist MSFWs in becoming employed or improving their employability;
- contact agricultural and nonagricultural employers, program operators, community- and faith-based organizations, and education and training providers on behalf of MSFWs;

- present information to school students about migrant education programs throughout the state;
- provide advocacy group presentations;
- coordinate with other office partners in serving MSFWs;
- distribute farm workers brochures;
- perform joint outreach and recruitment missions with our NFJP grantee partners;
- attend additional staff training conducted by U.S. Equal Employment Opportunity Commission and DOLETA, Wage & Hour Division;
- present and participate in meetings at the Texas A&M University, Colonias Program Center for Housing and Urban Development Community Centers (this includes the Promotora program);
- solicit jobs, training opportunities, and employment-related services for MSFWs;
- provide agricultural and nonagricultural employers with information, services, and assistance requested relating to labor issues and needs;
- accept job postings while in the field performing outreach activities;
- if there is a job(s) available for referral, refer qualified MSFWs from the MSFW Outreach Log and from previous contacts through follow-up activities; and
- when there are no job openings available for referral of MSFWs to suitable employment, select qualified MSFWs from the MSFW Outreach Log and perform a job development to enhance the MSFWs' applications to include additional occupational skills, transferable occupations, and matching options for nonagricultural jobs.

Based on prior-year performance, for the purposes of obtaining job orders, conducting job developments, and providing assistance in using TWC's WorkInTexas.com, the expected number of agricultural and nonagricultural employers to be contacted through outreach during PY' 12 is 700.

SERVICES FOR MSFW

Workforce Solutions Office staff and outreach specialists have begun a systematic approach to fully integrate and coordinate their efforts in order to provide a universal process for MSFW assistance in Workforce Solutions Offices. The Workforce Solutions Office site manager directs the activities and assignments of TWC's ES staff, ensuring the presence of outreach specialists at Workforce Solutions Offices. Outreach specialists can be scheduled in Workforce Solutions Offices on predetermined days for a specific amount of time. All Workforce Solutions Office staff and outreach specialists identify MSFWs who may benefit from available services and programs and make appropriate referrals to other Workforce Solutions Office staff. Workforce Solutions Office staff and outreach specialists provide MSFWs with information on the services available through the Workforce Solutions Offices, such as:

- how to acquire literacy, basic education, and the workplace skills necessary to meet workplace requirements;
- how to acquire the occupational skills necessary to meet workplace requirements for long-term employment;
- how MSFW youth can acquire the knowledge, skills, and abilities necessary to make the transition into meaningful, challenging, and productive careers;
- how to understand and use the automated self-service delivery system;

- how to access labor market information on existing and emerging high-demand occupations;
- how to access local, state, and nationwide job openings;
- remote and long distance referral accommodation;
- referrals to educational and skills training services; and
- information on and referrals to support services, including subsidized child care, transportation, and financial assistance.

In June 2001, TWC issued guidance in the form of WD Letter 24-01 to ensure that Workforce Solutions Offices provide equal opportunity and access to all federally funded workforce services to individuals with learning, emotional, or behavioral disabilities or with limited English proficiency (LEP). This guidance set forth the requirement that Boards review their written policies concerning discrimination and take appropriate affirmative steps to ensure that contracted workforce service providers and their staff are in compliance with all federal civil rights laws and regulations.

TWC is actively engaged in improving access to labor exchange systems and services through the electronic environment. Workforce Solutions Offices feature automated systems that directly support the multitier delivery of labor exchange activities for employers and job seekers. Workforce Solutions Office reception and resource areas are critical points-of-contact for MSFWs. Workforce Solutions Office staff ensures that appropriate levels of service are provided to MSFWs, including intensive and one-on-one services. In addition, Workforce Solutions Offices have developed alternate public access points in places such as libraries and community and faith-based organizations. Workforce Solutions Office staff trains volunteers and other entity personnel to expand the availability of facilitated self-help services. Workforce Solutions Office staff assistance is available for individuals with limited or non-English speaking abilities.

Performance Indicators Reflecting Equity

Texas met all five equity ratio indicators and met four of the seven minimum service level indicators for PY' 11. TWC will continue to work with Boards to maintain and improve performance for the equity ratio indicators and minimum service level indicators. During the state monitor advocate's monitoring visits in PY' 11, performance for these measures was discussed with Board management, Workforce Solutions Office management, and MSFW outreach staff. Recommendations for improvement and enhanced service delivery to MSFWs have been provided through monitoring reports to the Boards with MSFW-significant Workforce Solutions Offices. Monitoring efforts during PY' 12 will focus on the changes made and performance resulting from actions taken in response to the recommendations.

Meeting the placement-oriented minimum service level indicators for PY' 12 may pose challenges for TWC, as experienced in PY' 11. The following conditions contribute to this challenge:

- Current MSFW minimum service level indicators place MSFW labor supply states, such as Texas, at a disadvantage. The high placement rate of 42.5 percent of registered MSFWs is unrealistic and unattainable, because many MSFWs travel to take jobs in other states.
- Traditionally, MSFWs reside in areas that experience the highest rates of unemployment.

- Many states do not require UI claimants filing interstate claims to register in the local job matching system or to participate in the availability for work requirement through UI.
- Wages are depressed in areas with high unemployment, forcing migration of local workers to other parts of the state and country.
- Traditionally, much of the work performed by MSFWs has been paid on a piece-rate basis. Performance standards are based on placements at an hourly rate, making it difficult to calculate an hourly wage for this pay unit. Placements paid by piece rate are not included in performance calculations. Therefore, reported performance does not accurately reflect all activity in the wages at placement category.

Steps Workforce Solutions Offices can take to increase placements and meet the minimum service level indicators include the following:

- Develop strategies to serve MSFWs by:
 - emphasizing the provision of services that will result in more MSFWs being placed in agricultural and nonagricultural jobs;
 - providing local agricultural peak season plans to ensure not only serving agricultural employers but in engaging in the agricultural sector to create job placement initiatives with emphasis in serving MSFWs;
 - providing information to MSFWs about all available Workforce Solutions Office services; and
 - emphasizing the use of electronic, self-service systems to ensure that MSFWs have an active role in their job search.
- Coordinate with Workforce Solutions Office partners to ensure an effective outreach program—including the use of the existing MOU with MET.
- Promote self-sustaining year-round jobs, using skills development in working with the National Farmworker Jobs Program (NFJP) / Motivation Education and Training, Inc. (MET) promoting self-sufficiency in the agricultural sector (year-round) to include developing curriculums with local community colleges to increase wage gain for workers.

MSFW-Significant Workforce Solutions Office Affirmative Action Plans

DOLETA has identified the Edinburg, McAllen, and Weslaco Workforce Solutions Offices (Lower Rio Grande Valley Workforce Development Board) as representing the top 20 percent of MSFW activity nationally. The McAllen Workforce Solutions Office is no longer in operation and staff has been relocated to the Mission Workforce Solutions Office. Affirmative action plans have been developed and implemented for these Workforce Solutions Offices to ensure that staff continues to reflect the local MSFW population.

The composition of TWC's ES staff at these Workforce Solutions Offices has not significantly changed over the past 10 years. Most are long-term employees who are familiar with the employment issues of MSFWs and are sensitive to their needs. Approximately 70 percent of ES staff in these significant locations have at one time worked in or been involved in agriculture and are familiar with the industry. These employees have traditionally worked closely with outside agencies, organizations, and workforce service providers to coordinate services for MSFWs. They are familiar with ongoing agricultural activities and trends, employment-related issues, and the laws and regulations that protect this population.

Workforce Solutions Office staff continues to provide all workforce services in Spanish, as needed. All ES staff members identify themselves as Spanish speakers, and a significant portion of workforce service provider staff also speaks Spanish.

The staffing in these two sites is at or above parity with the population and civilian labor force, and TWC will continue to monitor staffing. Should the need arise, TWC will contact community-based agencies and MSFW organizations, including the state's NFJP partners, to coordinate efforts to recruit Hispanics and MSFWs for existing vacancies, and TWC will maintain a pool of qualified applicants if vacancies occur.

Coordination with the U.S. Department of Labor's National Farmworker Jobs Program Grantee

TWC entered into a statewide memorandum of understanding (MOU) with Motivation Education and Training, Inc. (MET), on November 1, 2001, and renewed through February 28, 2014. As the DOLETA designated grantee, MET operates NFJP in Texas. This MOU serves to assist in establishing and demonstrating effective outreach coordination and to increase registration activities between MET staff and ES staff.

Given the significant challenges that the agricultural worker presents to the state's workforce system, the ability to share responsibility for this constituency and efficiently use available resources improves our mutual capacities and likelihood of effective customer service. TWC encourages coenrolling MSFW customers in services provided by TWC, the Boards, and MET. This coordination allows for better serving this population while avoiding any duplication of services. The state monitor advocate reviews each Workforce Solutions Office's coenrollment activity in the annual monitoring review of each MSFW-significant Workforce Solutions Office. Some Boards are taking advantage of the opportunities available through coenrollment and partnership in serving the local workforce development area's (workforce area) MSFWs.

The primary benefits of TWC's statewide MOU with MET are as follows:

- The information exchange process is streamlined, which has improved the currency and accuracy of shared information.
- Each organization is better prepared to coordinate actions, including those that may require immediate intervention, in serving MSFWs.
- The Texas workforce system and MET plan to participate in joint outreach and recruitment efforts designed to increase customer identification, immediately expanding the range of available services for MSFWs.
- Awareness among staff from both organizations about emerging issues within the MSFW community has increased.
- A vehicle for the state and MET to periodically review and assess the quality of services to MSFWs.

TWC and the workforce solutions network lead the nation in coenrollments with our NFJP partner and is a model throughout the nation. This unique collaborative has been displayed as an excellent partnership agreement, resulting in the provision of expansive opportunities for MSFW population.

SERVICES FOR AGRICULTURAL EMPLOYERS

Ability of Texas Workforce Solutions to Meet the Needs of Agricultural Employers

To ensure agricultural employers' needs are met through Workforce Solutions Offices, Texas Workforce Solutions will continue to provide key activities in the agricultural referral process, such as:

- integrating services for agricultural employers and workers;
- identifying workers who are job-ready when arriving at the worksite;
- providing Texas employers with information relating to their industry, farmworkers' rights, support service information, etc.;
- engaging in the agricultural employer sector to determine skills-based, short- and long-term employment and training needs on an ongoing basis;
- assisting employers in determining state and local agricultural peak season plans to ensure a steady flow of workers; and
- collaborating and coordinating with the Texas Department of Agriculture, Rural Development, to increase viability and sustainability in the urban and rural areas of state.

To better serve the needs of agricultural employers, Board and Workforce Solutions Office staff are focused on employer issues. Employer services are planned and implemented based on each Board's service delivery plan. A Board's plan details services the Board provides through Workforce Solutions Offices under its direction. Many Workforce Solutions Offices have Business Services Units (BSUs) responsible for local employer contacts and services. The Board plans develop additional strategies and best practices to address the following:

- **Workers lack transportation to worksites**—Board and Workforce Solutions Office staff work with local community- and faith-based organizations and other entities to provide temporary transportation services during peak worker seasons.
- **Limited knowledge of state/federal employment laws and regulations**—Workforce Solutions Office staff hosts forums to educate employers and agricultural crew leaders regarding state/federal laws and regulations.
- **Lack of efficient use of local human resources**—Workforce Solutions Office staff encourages/facilitates communication between growers, such as cooperative groups, on farmworkers' specific needs. One possible source of facilitation is the AgriLIFE County Extension Agent.
- **Lack of skilled workers**—Workforce Solutions Office staff coordinates short-term training on local crops and farming (e.g., forklift certification, food safety, Commercial Driver's License, etc.).
- **Lack of facilities/staff to screen and interview potential farm workers**—Workforce Solutions Office staff provides space in the Workforce Solutions Office to provide agricultural employers with interviewing facilities. Workforce Solutions Office staff also provides intake and referral activities at the growers' locations.

- **Assisting farm labor contractors**—Workforce Solutions Office staff provides forms and instructions for completing crew leader registration and ensures that farm labor contractors' registration cards are current and maintain a crew leader logs in the offices.
- **Housing**—The Agricultural Recruitment System (ARS) requires employers to provide no-cost housing to workers who cannot reasonably return to their place of residence after work each day. This is one of the unique challenges employers face when using ARS, especially in providing housing options suitable for families. TWC participates in MET's Regional Farmworker Housing Summit; MET is the housing grant coordinator for the NFJP grantee under the WIA §167 housing grant for Texas. This regional summit illustrates the collaboration with most, if not all, housing authority municipalities and nonprofits throughout the state of Texas.

Communications and Linkages

TWC has created a variety of communication resources to help all Texas Workforce Solutions partners provide quality service to agricultural businesses and employers. These communication resources help agricultural businesses and employers find solutions to their employment and training needs. TWC provides these information resources in several formats, such as:

- electronic service;
- media and printed information; and
- organizational coordination.

Electronic Service

Electronic service resources provide up-to-date information to agribusiness, rural areas, and colonias through online systems such as TWC's Website and WorkInTexas.com. These systems ensure easy access to information and user-friendly data, and allow communication through public access automation points.

Media and Printed Information

TWC's Agricultural Services Unit (ASU) partners with various agricultural associations to provide educational seminars for agricultural employers, where ASU distributes TWC information on various employment topics. TWC may assist in locating resources and speakers for these educational events.

ASU also produces an annual updated edition of the *Texas Directory of Farm and Ranch Associations*. This publication lists contact information for state organizations with agricultural business interests. This and other information is included on TWC's Website at <http://www.twc.state.tx.us/svcs/agri/directory.pdf>. Additionally, TWC's Website is linked to numerous agriculture-related websites.

Organizational Coordination

ASU, in collaboration with other TWC departments, is a resource for Boards in implementing strategies that increase coordination among federal and state agencies and private organizations. ASU's continued efforts encourage the use of the agricultural recruitment system to link employers needing agricultural labor in Texas with areas of the state in which there is a supply of potential MSFWs. With a cap on the number of H-2B workers allowed to obtain visas and with

the complexity of the H-2A process, the use of the agricultural recruitment system provides an opportunity to meet labor needs without requiring foreign workers. ASU encourages Boards to think of new and innovative ways to serve agricultural employers and engage communities in rural development.

Upon request, ASU will facilitate training programs and provide resources to establish a link between local agricultural employers and the Texas workforce system. In partnership with the Lower Rio Grande Valley, Middle Rio Grande, Upper Rio Grande, and South Plains Workforce Development Boards and TWC's state monitor advocate, ASU's goal is to conduct four Agricultural Employer Forums (Forum) throughout the agriculturally significant areas of the state. These Forums are a cooperative effort between federal and state governments and the private sector to keep the public informed on pertinent issues that impact agricultural employers and workers.

The proposed training forums will cover laws that affect the agricultural sector. Providing education and outreach and sharing information on regulations results in greater compliance by employers and better working conditions for agricultural workers. These proposed forums, depending on the identified need of agricultural associations and employers, may include the following agencies:

- Texas Department of Agriculture
- Internal Revenue Service
- U.S. Social Security Administration
- U.S. Equal Employment Opportunity Commission
- TWC's Civil Rights Division
- U.S. Department of Justice/Office of Special Counsel
- U.S. Department of Labor, Wage and Hour Division
- U.S. Department of Labor, Employment and Training Administration
- U.S. Department of Homeland Security
- U.S. Immigration and Customs Enforcement
- MET, Inc.

The state and regional economic development initiative, along with other resources, serves as an asset in helping MSFWs explore other occupations within and outside the agricultural industry. This initiative allows the analysis of employer needs and the identification of training needs, further providing current and future MSFWs with the skills needed to compete in the job market.

Statewide Activities Related to the Agricultural Workforce

TWC has developed an automated service-delivery system to enhance the referral of workers to agricultural jobs. To benefit employers, agricultural workplace safety information is shared with agricultural workers through the outreach program and Workforce Solutions Offices. TWC coordinates the Agricultural Recruitment System, also known as the Intra/Interstate Clearance System. To assist Workforce Solutions Office staff in meeting employers' needs, a special agricultural job bank is maintained for interstate agricultural job postings. TWC receives job postings asking for qualified workers for a specific employer. This centralized job bank provides Workforce Solutions Office staff with quick access to job postings and provides the opportunity for immediate job matching. Workforce Solutions Office staff:

- identifies workers and screens them based on employer requirements;
- notifies qualified applicants;
- schedules interviews with employers; and
- provides office space when needed.

Workforce Solutions Offices feature automated systems that directly support multi-tiered labor exchange activities. Employers use WorkInTexas.com, TWC's online job matching system, to list available job openings. This process can be self-directed or staff-assisted. Workforce Solutions Office staff assists employers by referring qualified workers.

To assist in providing their labor needs, some employers use the H-2A program for temporary agricultural workers from foreign countries. Texas makes a concerted effort to increase U.S. worker referrals to H-2A job listings. For FY' 12, the Foreign Labor Certification (FLC) program projects 386 job postings for temporary agricultural positions. Through interstate clearance (out-of-state), ASU received 428 orders. The FLC program includes conducting prevailing wage surveys and housing inspections related to these job postings. FLC H-2A job postings for temporary agricultural jobs are entered into WorkInTexas.com. To ensure employers' labor needs are met, Workforce Solutions Office staff works with the job posting match results to ensure qualified job seekers are referred to the job opening. Outreach efforts are used to recruit additional qualified job seekers. Intrastate clearance efforts are used within the state to recruit workers outside the local recruiting area of a job site.

Conclusion

Agricultural employers and MSFWs are critical to the state's workforce, especially in the areas of the state where agriculture is a key industry. Serving the needs of the agricultural industry requires the coordination and cooperation of:

- TWC;
- the Boards;
- the state monitor advocate;
- the state's WIA §167 NFJP grantee;
- various groups representing MSFWs;
- agricultural employer organizations and associations; and
- federal agencies with regulatory responsibilities for enforcing laws relating to agricultural labor.

Together, these partners collaborate and coordinate with the Texas Department of Agriculture, Rural Development, and other local and state rural organizations to increase viability and agricultural sustainability in the urban and rural areas of the state.

Each of these parties has been instrumental in the ongoing work to support agricultural employers and their workers and has been provided with an opportunity to comment on and participate in the development of this Plan.

TWC, in coordination with its partners, will continue working to meet the needs of employers and workers in this key industry.

State Monitor Advocate

This agricultural outreach plan aligns with Texas' state monitor advocate's (SMA) recommendations. The SMA contributed to the design, scope, and priorities of this plan and endorses it as a method of continuing to serve and meet the needs of Texas agricultural employers, workers, and industry.

Public Comment

This agricultural outreach plan was posted for public comment on TWC's website. All Board executive directors were notified and specific invitations to comment were sent to the following agricultural organizations, public agencies, and MSFW groups:

- Texas Department of Agriculture;
- Texas Education Agency;
- Texas Department of Housing and Community Affairs;
- Independent Cattlemen's Association;
- Plains Cotton Growers, Inc.;
- Texas Agricultural Cooperative Council;
- Texas and Oklahoma Watermelon Association;
- Texas and Southwestern Cattle Raisers Association;
- Texas Christmas Tree Growers Association;
- Texas Corn Producers Board;
- Texas Cotton Ginners Association;
- Texas Grain and Feed Association;
- Texas Nursery and Landscape Association;
- Texas Produce Association;
- Texas Citrus Mutual;
- La Union del Pueblo Entero;
- National Center for Farmworker Health, Inc.;
- Sin Fronteras;
- Motivation, Education, & Training:
- Migrant Health Promotions;
- Texas Mentoring and Tutoring;
- Texas A&M Colonias Program;
- Texas A&M University Department of Agricultural Economics;
- Texas AgriLife Extension/AgriLife Research;
- Texas Migrant Interstate Program;
- Education Service Center, Region One; and
- Texas Farm Bureau.

No comments were received on the agricultural outreach plan.

ATTACHMENT 2

SENIOR COMMUNITY EMPLOYMENT SERVICE PROGRAM PLAN

Attached at the end of this plan (beginning on page 157) is the Senior Community Employment Service Program Plan for PY 2012-2015.

ATTACHMENT 3

WORKFORCE INVESTMENT ACT WAIVER REQUESTS

The Texas Workforce Commission (TWC) continually challenges staff to identify federal laws, regulations, and policies that impede successful achievement of workforce development goals.

To make the best use of resources, Texas continues to take advantage of federal waiver opportunities to seek relief from provisions that restrict flexibility and creativity or do not make efficient use of staff time.

Texas has developed waiver requests covering a broad array of workforce issues. These waivers were developed with Local Workforce Development Boards (Boards) and other stakeholders. These waivers (detailed below) requested authority to:

- increase local control of program delivery;
- improve the ability of Boards to respond quickly to changing needs within their areas;
- increase flexibility at the local level to serve business and industry;
- eliminate duplication and streamline administrative processes, allowing more money for services; and
- increase accountability at the state, local, and service provider levels.

All Boards have been notified of waivers and all waivers have been posted for public comment several times. Comments and suggestions from the public have been incorporated into the waiver plans.

TWC requests that Department of Labor Employment and Training Administration (DOLETA) extend Texas' waivers for the period of this plan.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Common Measures and Integrated Performance Waiver**

Statutory and Regulatory Provisions to be Waived

TWC is requesting a waiver to reporting the 17 measures required under WIA §136(b), and the performance measures applicable to Employment Service (ES), veterans' services, and Trade services. The requested waiver is similar to the waiver granted to the State of Pennsylvania in December 2003. TWC will report performance using only the federal Common Measures integrated across the aforementioned programs.

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

Section 136(b) of WIA provides that state performance measures for WIA shall consist of 17 specific core indicators of performance and customer satisfaction. Recently, the DOLETA modified its collection and reporting requirements for WIA to implement the Common Measures. DOLETA was able to replace six of the 17 statutorily required WIA measures with Adult Common Measures because they were essentially modifications of the existing statutory measures. However, DOLETA was not able to simply substitute Youth Common Measures for the seven WIA statutory youth measures. As a result, states are currently required to report 20 measures for WIA even though DOLETA's stated vision for WIA is that states would report the three Adult Common Measures for WIA Adult and WIA Dislocated Worker programs, while the three Youth Common Measures would be used for the WIA Youth program. Texas supports that vision and seeks a waiver to allow it to move toward this model of reporting. Specifically, TWC is requesting a waiver of the current performance measures for WIA, ES, Trade, and DVOP/LVER services. Texas proposes to report integrated outcomes across these programs using the Common Measures exclusively.

Approval of this waiver request will limit duplication of the overwhelming data reporting requirements currently in effect. This will allow TWC to promote integration, improve consistency and reliability of data, and foster greater flexibility when contracting performance measures with the Boards. In addition, limiting performance reporting to the Common Measures will simplify service delivery as well as data collection, reporting, and validation at the local level. Approval of this waiver is the next step in the plan for service and performance integration, building upon the previously approved waiver granting TWC the flexibility to determine which measures to pass down to the Boards.

TWC has reviewed the integrated reporting system that Pennsylvania is using and believes it offers significant advantages over siloed reporting. While similar to DOLETA's original Management Integrated Longitudinal Evaluation system, Pennsylvania's model appears more streamlined.

TWC believes that the work it has already done to implement integrated Common Measures for its state reporting puts it in a position to move to such reporting this year. TWC has been at the leading edge of workforce service innovations for the past 10 years and wishes to continue its leadership through implementation of integrated performance reporting. TWC is requesting permission to pilot the Workforce Investment Streamlined Reporting System (WISPR) system. As an alternative to the new system, Texas would consider using the Pennsylvania reporting model or one recommended by DOLETA.

As a result of this waiver request, the following reports would be impacted as follows:

- WIA – ETA 9090 quarterly report and WIA Standardized Record Data (WIASRD) would be discontinued.
- WIA – ETA 9091 annual report would still be reported but only those portions that are relevant to the Common Measures.
- Trade Act – Trade Act Participant Report would be discontinued.
- ES – All five ETA 9002 quarterly reports would be discontinued (though the 9002E might need to be continued for a few additional quarters).
- Jobs for Veterans Act – All three of the VETS 200 quarterly reports would be discontinued.

The reports being discontinued would, of course, be replaced by the new WISPR.

TWC proposes to fulfill reporting requirements in much the same way as Pennsylvania does for all DOLETA-funded programs. Texas will ensure that customer records continue to be available so that DOLETA can disaggregate the data for its program-based reporting requirements.

Goals

- **Increase integration of services to customers**

Boards are responsible for implementing many federal and state workforce development programs, allowing them the opportunity to integrate service delivery. However, programs are partially driven by how performance is measured. Programs with different measures of success require different means of management. Similarly, the excessive number of performance measures (particularly the continuation of the historic WIA measures with the new Common Measures) compel staff to spend additional time focusing on *program* outcomes—time that could be better used by focusing on the needs of employers and job seekers. Reporting only Common Measures removes that barrier and consequently improves service delivery. The requested waiver will allow for the complete integration of performance reporting across all TWC-administered programs. Boards will be able to respond to the needs of employers and job seekers without the limitations imposed through siloed performance reporting.

- **Increase accountability at the state, local, and service provider levels**

Because Boards are responsible for numerous workforce development programs, co-enrollment of customers in multiple programs is becoming increasingly commonplace. Therefore, TWC believes using integrated performance measures will promote accountability by evaluating Boards through consistent and reliable data.

- **Provide greater flexibility to Boards in designing and implementing one-stop services**

By eliminating program-specific measures and applying Common Measures across all programs, TWC will promote service delivery designs that are based on employer needs rather than siloed program requirements.

- **Improve services to youth and increase focus on out-of-school youth**

As noted, DOLETA has chosen to implement Youth Common Measures with existing statutory WIA Youth measures. This results in 10 youth outcome measures. In addition to being excessive, there are conflicts between the statutory WIA Youth measures and the new Youth Common Measures. Under the historic WIA Youth measures, if a younger youth exits while still in secondary school, the youth is excluded from performance. Under Common Measures, these same youth would be included in performance. The Youth Common Measures encourage states to focus more of their efforts on out-of-school youth. Having the seven statutory WIA Youth measures waived will make it easier for Texas to transition to this new focus.

- **Reduced Administrative Reporting Costs**

DOLETA has indicated that there is some information that does not reflect the needs of the WIA program. Continuing to capture and report this information is an inefficient use of resources. Further, while DOLETA's most-recent set of performance reporting specifications have removed most of the inconsistencies between the reports, nearly a dozen reports are still required.

Further, TWC believes that requiring the use of a unique job seeker identifier across all siloed reports, as well as the use of a Common Date of Exit, will link the reports together more efficiently. Currently, states are required to merge customer data across programs while not receiving the benefits of integration (e.g., reduced reporting). Texas believes that true implementation of Common Measures requires integrated reporting, which Pennsylvania's model provides.

Programmatic Outcomes

This waiver allows administrative relief by removing barriers to co-enrollment and promoting more integrated case management. The new federal Common Measures have a number of advantages over existing performance measures, and TWC strongly supports the concept that programs with similar outcome objectives should be measured in a similar fashion.

In addition, this waiver streamlines administrative processes, allowing TWC to focus the maximum amount of resources on employment outcomes. It will further TWC's implementation of the federal goal to simplify and streamline the performance accountability system. Additional administrative cost savings will be realized when TWC and the Boards are able to discontinue administration of the Customer Satisfaction Surveys and the number of performance reports generated.

TWC has developed and is currently using a set of systemwide performance measures based on the new federal Common Measures. The past year has been spent preparing to implement Common Measures for state reporting purposes and in anticipation of new federal reporting requirements. Further, these measures are being used by the Texas Legislature, across all workforce programs, to evaluate the Texas workforce system.

Individuals Affected by the Waiver

Employers, job seekers, and local staff benefit from the waiver. The removal of siloed performance measures, and the implementation of integrated Common Measures, will allow staff to better focus on the needs of employers, find job seekers to match those needs, and maximize integrated services to achieve the best outcomes. Furthermore, moving to Common Measures will foster increased focus in adult programs on employment, and youth programs on education and skill attainment.

Youth will likely see the most immediate benefits of the waiver. Focusing only on Youth Common Measures will remove a significant barrier to aligning Texas' WIA Youth program with DOLETA's vision of serving primarily out-of-school youth, as well as fostering youths' long-term connections to the workforce system. The hardest-to-serve youth groups, such as MSFW youth and current and former foster care youth, will derive the most benefit from long-term connection to the workforce.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC has a monitoring and performance accountability system that measures results for employers and other customers that use the Texas workforce system. TWC continuously analyzes performance reports and compares actual performance with contract targets. It will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met. Information regarding the new reporting system and the waiver will be shared with the Boards through training and technical assistance, the distribution of policy through Workforce Development Letters (WD Letter), and TWC Quarterly Workforce Forums.

TWC will monitor progress under this waiver by reviewing monthly performance reports, through regularly scheduled conference calls with the Boards' executive directors, and through its monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Board Performance Measures Waiver**

Statutory and Regulatory Provisions to be Waived

TWC is seeking a waiver from WIA §136(c)(1) and a modification of Section 136(h)(1).

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

TWC requests a waiver from WIA §136(c) to allow greater flexibility when contracting performance measures with the Local Workforce Development Boards (Boards). Section 136(b) of WIA provides that state performance measures for WIA shall consist of 17 specific core indicators of performance and customer satisfaction. Section 136(c) provides that local performance measures shall consist of the same core indicators of performance and customer satisfaction as the state.

Specifically, TWC is requesting the flexibility to modify Board performance measures. TWC will continue to track and report the 17 core indicators of performance and customer satisfaction at both the state and Board level. However, TWC may choose not to use all 17 measures in its Board contracts. TWC is interested in developing Board contracted measures that support integration, such as the Federal Common Measures' definitions for entered employment and job retention.

The requirement to contract the 17 core indicators of performance and customer satisfaction to the Boards unnecessarily silos service delivery. TWC believes that as long as programs have different measures of success they will require different means of management.

Federal job training programs seldom define performance measures in a common manner, resulting in confusion and an increased reporting burden at the state and local level. For example, “entered employment” is tracked for many Workforce Solutions Office partner programs; however, the definition and methodology varies among programs. Approval of this waiver would result in Board performance measures with common definitions and methodologies. By promoting a common outcome, service delivery designs for multiple programs can be streamlined. This will help integrate service delivery through the Workforce Solutions Offices.

While this proposed waiver would provide TWC with flexibility in selecting Board performance measures, Section 136(h) continues to provide for sanctions for a Board's failure to meet any of the 17 WIA performance measures. With the approval of this waiver, the 17 performance measures would no longer be contracted to the Boards. However, TWC will continue to apply the sanction provisions at Section 136(h) to the Boards' new contracted measures.

Goals

- **Increase integration of services to customers**
Boards are responsible for implementing many federal and state workforce development programs, allowing them the opportunity to integrate service delivery. However, programs are partially driven by how performance is measured. Programs with different measures of success require different means of management. Rather than focusing on the needs of employers and finding job seekers to fill those needs, staff must focus on the specific outcome expectations of the program that funds the services the customer receives.
- **Increase accountability at the state, local, and service provider levels**
Because Boards are responsible for numerous workforce development programs, co-enrollment of customers in multiple programs is becoming increasingly commonplace. Therefore, TWC believes that the most effective way to evaluate Boards and to promote accountability is to use integrated performance measures.
- **Provide greater flexibility to Boards in designing and implementing one-stop services**
By eliminating program-specific measures and applying integrated performance measures across all programs, TWC will promote service delivery designs that are based on employer needs rather than siloed program requirements.

Programmatic Outcomes

The approval of this waiver would result in the continued administrative relief that would remove barriers to co-enrollment and promote more integrated case management across multiple programs. The new Federal Common Measures have a number of advantages over existing performance measures, and TWC strongly supports the concept that programs with similar outcome objectives should be measured in a similar fashion.

TWC has developed a set of system-wide performance measures based on the new Federal Common Measures. These new measures are used by the Texas Legislature at the beginning of the new fiscal year to evaluate the Texas workforce system. Texas' new measures are system measures applied across all programs. For example, there is a system-wide Entered Employment Rate that is based on an unduplicated list of exiters from all workforce programs (using the federal "soft exit" methodology). These measures make no distinction between customers served by Employment Service, WIA, Temporary Assistance for Needy Families, Supplemental Nutrition Assistance Program, other various state-level programs, or a combination of programs.

Approval of this waiver would continue to allow the streamlining of administrative processes, resulting in maximized resources focused on employment outcomes.

Individuals Affected by the Waiver

Employers, job seekers, incumbent workers, and local staff may benefit from the waiver. The removal of 17 siloed performance measures, and the implementation of more integrated measures, will allow staff to focus on the needs of employers, find job seekers to match those needs, and maximize integrated services to achieve the best outcomes.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC has a monitoring and performance accountability system that measures results for employers and other customers using the Texas workforce system. TWC continuously analyzes performance reports and compares actual performance with contract targets. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met. TWC will monitor progress under this waiver by reviewing monthly performance reports, through regularly scheduled conference calls with Board executive directors, and through its monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Reallocation Waiver**

Statutory and Regulatory Provisions to be Waived:

TWC is seeking a waiver from the provisions of WIA Sections 128(c)(3) and 133(c) and the provisions of 20 C.F.R. §667.160 (regarding reallocation among local areas). This waiver would provide flexibility to TWC in redistributing funds among the local workforce development areas (workforce areas). Upon approval, this waiver will allow, through administrative efficiencies, for the opportunity to further workforce system integration.

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers:

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

TWC requests to continue this waiver of the WIA statutes relating to the redistribution of recaptured local funds and proposes to base the redistribution of WIA funds on TWC's allocation rules (40 TAC §§800.51–800.75). TWC ensures that financial reporting will be consistent with current DOLETA requirements and that federal funds will be effectively managed for maximum service provision and program performance.

Goals

- **Recaptured funds will be redistributed to workforce areas based on factors established by TWC.**

The waiver request also allows TWC to ensure that funds are redistributed to those workforce areas with the greatest need. In doing so, TWC will determine the amounts to be redistributed to workforce areas based on factors such as:

- Requested amount;
 - Demonstrated need for and ability to use additional funds to serve low-income individuals, public assistance recipients, dislocated workers, and unemployment insurance claimants;
 - Demonstrated capacity to expend the formula funds;
 - A Board's established plan for working with at least one of the Governor's industry clusters as specified in the Board's plan; and
 - Performance in the current and prior program years.
- **Facilitates maximum expenditure of recaptured federal funds.**
TWC seeks to redistribute workforce funds to workforce areas that have achieved not only targeted expenditure levels but also established performance targets. Redistributing funds based solely on whether a workforce area achieves its expenditure target does not address performance issues, such as whether the workforce area met employers' needs for a highly skilled and job-ready workforce.

- **Improved administrative efficiencies.**

Approval of this waiver will serve to minimize administrative processes and costs of contracting by using similar redistribution procedures that support workforce system integration.

Programmatic Outcomes

The statutory reallocation requirements can be fulfilled; however, the amount of funds available for reallocation may be so small that it is cost prohibitive. By utilizing TWC's allocation rules for the redistribution of WIA funds, TWC can ensure that federal funds will be more effectively and efficiently managed for maximum service provision and program performance. Approval of this waiver may not result in significantly higher performance outcomes; however, it will provide the opportunity for recaptured funds to be redistributed to workforce areas where the greatest potential impact may be realized. This waiver will streamline administrative practices, which will allow for greater efficiency in meeting the workforce development needs of employers and job seekers. Furthermore, it will enhance the quality of services in those workforce areas that have demonstrated consistent performance outcomes. Approval of this waiver will result in a reduction of unnecessary administrative processes.

Individuals Affected by the Waiver

Workforce areas that provide quality services will have access to additional resources to meet the needs of employers, job seekers, and incumbent workers. In addition, the waiver will allow TWC to continue to promote the cost benefits of improved administrative efficiencies, encouraging the increased leveraging of resources within the workforce areas.

Process for Monitoring Implementation of the Waiver

TWC has a monitoring and performance accountability system that measures results for employers and other customers using the Texas workforce system. TWC continuously analyzes performance reports and compares actual performance with contracted targets. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for WIA services, including those programs created through the use of this waiver. TWC will monitor progress under this waiver by reviewing monthly expenditure and performance reports submitted by the Boards, through regularly scheduled conference calls with Board executive directors, and through its monitoring and performance accountability system.

In June 2006, TWC adopted rules to integrate our deobligation and reallocation policies for all Board administered funds – we established consistent procedures to apply to all workforce funds administered by the Boards, in support of a fully integrated system.

- Deobligations has a multi-level review
 - Expenditures are reviewed on a monthly basis (performance is also considered)
 - If expenditures are trending low, staff provide technical assistance to the Boards
 - Boards are given an opportunity to get expenditures back on track
 - When it becomes clear that the Board will not be able to meet the expenditure benchmark, discussion regarding the possible deobligation occurs and we receive concurrence from the Board ED that they will not be able to use the funds

- Final action is taken in a public meeting of the Commission
- Reallocations has a multi-level review
 - Expenditures are reviewed on a monthly basis (performance is also considered)
 - If expenditures are trending high, staff provide technical assistance to the Boards
 - Boards are given an opportunity to explain why expenditures appear to be high
 - The Board may identify that the numbers of participants to be served is higher than anticipated and additional funds are needed
 - Staff verify through the performance reports that the number of participants is consistent with the Board's explanation of need
 - Final action is taken in a public meeting of the Commission

This process has worked well for a number of years with all Board administered funds. This same process for reallocation would be used for WIA funds upon approval of the waiver.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Local Activity Funds Waiver**

Statutory and Regulatory Provisions To Be Waived

TWC requests a waiver of WIA §134(a)(3).

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

Texas is working hard to develop an employer-driven workforce system. As such, TWC and the Boards are seeking opportunities to develop workforce solutions that address employers' needs for qualified workers. Under this waiver, Boards can design customized solutions to meet the skills needs of the employers in their local workforce development areas. However, these needs are frequently difficult to address with WIA formula funds because of the categorical nature of these funding streams. By allowing Boards to designate up to 10 percent of local Dislocated Worker and up to 10 percent of local Adult funds as Local Activity Funds, DOLETA will provide the Boards with enhanced flexibility to develop an employer-driven system customized to meet local business needs. This will allow Boards greater opportunities to develop and implement innovative service strategies to meet the specific skills demands of business and industry to be competitive in the 21st century economy. Use of these funds for incumbent worker skills training is an important tool as a layoff aversion strategy.

Goals

The ability for Boards to set aside additional formula funds as Local Activity Funds not only increases their flexibility to meet employers' existing skill demand needs, but will enable Boards the flexibility to meet emergent needs. Moreover, the increased flexibility also furthers the reforms initiated through WIA including integrated, seamless service delivery; a demand-driven workforce system; and maximum flexibility in tailoring service delivery and making strategic investment in workforce development activities to meet the needs of state and local economies and labor markets.

By increasing the amount of Local Activity Funds available, a Board can provide more innovative and customized services for layoff aversion by providing incumbent worker training. Texas has had instances of a manufacturer closing an entire line of products, laying off hundreds of workers. With the addition of new skills, especially upgrading technological skills of incumbent workers, employers are able to retain employees and avert a potential layoff. TWC believes many Texans' skills need to be upgraded for them to remain employed and their employers to avoid layoffs and be competitive in the 21st century economy.

Earlier in this State Plan, Texas identified the skills gap that exists with many of its residents, thus creating some difficulty for employers seeking qualified workers to compete in the evolving

global who marketplace. Technology skills are critically needed, especially for those individuals whose native language may not be English. Special projects are needed to close this gap.

TWC will allow Boards to designate up to 10 percent of local Dislocated Worker and up to 10 percent of local Adult funds as Local Activity Funds for incumbent worker training only as part of a layoff aversion strategy. Use of adult funds are restricted to serving incumbent workers and all training delivered under this waiver is restricted to skills attainment activities for the purpose of layoff aversion.

Programmatic Outcomes

Under the requested waiver, Boards will continue to be held accountable for meeting all WIA performance targets. Board performance and expenditures of the formula funds must be satisfactory before the authority to designate any amount of formula funds as Local Activity Funds allowed under the waiver will be granted by the state.

Board requests to TWC to designate formula funds as Local Activity Funds must include a description of the projects, services, and activities that will be provided with these funds, in addition to projected performance outcomes.

TWC's case management and reporting system for employment and training services, The Workforce Information System of Texas (TWIST), is used to track service activity and performance reporting. TWIST will continue to be used for both formula funds and Local Activity Funds. TWC contract managers will utilize TWIST to monitor service levels and performance outcomes.

Individuals Affected by the Waiver

Setting aside funds that may be designated by Boards as Local Activity Funds will benefit employers and incumbent workers. For example, many employers consider WIA services to be overly bureaucratic or process oriented, thus making it unattractive for them to turn to the workforce system for employment assistance. In fact, employers' needs often cannot be addressed by the categorical eligibility requirements in WIA Adult or Dislocated Worker funding. By using Local Activity Funds, Boards will have the added flexibility from statutory requirements placed upon the formula funds, enabling them to better address employers' distinct and emergent needs.

This waiver will afford Boards the opportunity to engage more employers in high-growth, high-demand industry sectors, as the Boards will have strengthened ability to be responsive to employers in tailoring their employment solutions. Additionally, the flexibility will allow Boards to partner with faith-based and community-based organizations, which are often discouraged from working with the workforce system because of complicated eligibility requirements relative to the funding. Furthermore, the waiver will encourage the Boards to partner with more employers, as well as labor and community organizations, to promote universal access to Workforce Solutions Office system services.

The State will ensure that Boards do not dilute services to Adults or Dislocated Workers. Texas intends to meet all required performance measures for Adults and Dislocated Workers.

Processes Used To Monitor the Progress of Implementing the Waiver

TWC's monitoring and performance accountability system measures results for employers and other customers of the Texas workforce system. Moreover, TWC continuously analyzes performance reports and compares actual performance with contract targets. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for WIA services, including services created by the use of the waiver. Further, TWC will monitor progress under the waiver through review of monthly expenditure and performance reports submitted by the Boards and through its monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Rapid Response Waiver**

Statutory and Regulatory Provisions To Be Waived

TWC requests a waiver of WIA § 134(a)(1)(A).

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law

Goals and Expected Programmatic Outcomes of Waiver

TWC requests the waiver to allow the Governor to transfer up to 20 percent of the state's set-aside portion of the Rapid Response funds into the Statewide Activity funds only as part of a layoff aversion strategy for incumbent workers. The state is not seeking to waive its responsibilities related to Rapid Response activities. TWC currently allocates much of the Rapid Response funding to the Local Workforce Development Areas for Boards to use for Rapid Response activities, although a portion is retained by the State for use as additional assistance, when needed. As a result, dislocated workers will still be able to access needed services to reconnect with the local labor force.

The purpose of the waiver is to increase flexibility, thus providing the Texas workforce system with additional opportunities to maximize training services that meet the skill needs of employers and incumbent workers for the jobs of the 21st century.

By allowing a portion of the state's Dislocated Worker Rapid Response funds to be designated for use as WIA Statewide Activity funds, additional flexibility will be gained to ensure that businesses can obtain a qualified workforce and greater numbers of adults will receive training to upgrade their job skills. These funds will only be used as part of a layoff aversion strategy for incumbent worker training. Incumbent workers will achieve the skill levels necessary to support employers continued operations.

Goals

- **Equip workers with relevant job training that leads to high-skill, high-wage occupations**

The waiver will give TWC the flexibility to respond to employer-identified skill needs with a combination of education, employment, and training services. Increased skills will help workers adapt to changes in technology, new operating processes, and changing industry requirements. Boards must ensure that the employer demonstrates a commitment to retaining employees or otherwise providing a tangible benefit to employees who receive incumbent worker training.

- **Provide greater flexibility to TWC in designing and implementing WIA services**

The waiver will give TWC the flexibility to respond quickly to existing and emergent demands in Texas. TWC supports the retention and growth of a competent and competitive

workforce for our state and our nation to remain competitive in the global economy of the 21st century.

Employers selected for participation in incumbent worker training may be selected on factors such as:

- Businesses or industries that provide the greatest positive impact for the region
- Industries that pay family supporting wages and benefits and offer job and training ladders
- Industries that create greater economic spin-off activity, i.e., the multiplier effect
- Businesses that have announced layoffs or have submitted WARN notices.

These goals can be achieved by providing education, training, and other services necessary to upgrade the individual's knowledge, skills and abilities and enhance their employment opportunities, including promoting job retention for incumbent workers.

Programmatic Outcomes

The intent of the waiver is to maximize the flexibility of WIA funding for Texas to develop projects that address employers' specific needs. Greater flexibility in the use of the Rapid Response funds will help ensure that the Texas workforce system can be truly employer driven. It is anticipated that additional employers will turn to the workforce system for customized solutions to their employment and training concerns, since service delivery will be streamlined and less complicated. Texas intends to continue meeting all required performance measures for services to Dislocated Workers.

Description of the Individuals Affected by the Waiver

The additional flexibility afforded under the waiver will permit Texas to design customized solutions to meet the training needs of employers, while enhancing the skill needs of adult and dislocated workers. No dilution of funding for services to dislocated workers would occur, and TWC will ensure that Rapid Response activities are provided to affected employers and workers as required under WIA.

Employees and employers served through this waiver will be offered all available workforce services including referrals to services offered by partner agencies.

Describe the Processes Used to Monitor the Progress of Implementing the Waiver

TWC's monitoring and performance accountability system measures results for employers and other customers of the Texas workforce system. Moreover, TWC continuously analyzes performance reports and compares actual performance with contracted targets. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for WIA services, including services created through the use of the waiver. Furthermore, TWC will monitor progress under the waiver through review of monthly expenditure and performance reports and through its monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Customized Training Waiver**

Statutory Provisions to be Waived

TWC requests a waiver of WIA § 101(8)(c), which defines customized training and requires employers to pay not less than 50% of the cost of the training.

Actions Undertaken to Remove State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

Customized training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers. Since 1996, TWC has successfully administered employer driven customized training programs funded through state resources. Customized training focuses on employers' and job seekers' needs while minimizing programmatic and bureaucratic barriers.

TWC oversees two customized training programs: Skills Development Fund and Self-Sufficiency Fund. These programs provide job seekers with the necessary skills to meet the demands of business and industry for skilled employees. TWC directly administers the Skills Development Fund and Self-Sufficiency Fund programs by developing partnerships with employers, public community and technical colleges, community-based organizations, and others. These statewide programs focus on creating new jobs for job seekers and on retraining existing employees according to the employers' needs.

Following the approach TWC uses for administering the Skills Development Fund, Boards pull together employers and training programs to enhance the skills of workers based on the occupational needs of businesses and industries. TWC has extensive experience in working with employers and in designing workforce development programs that meet specific employer needs. However, the current 50 percent employer match requirement limits the ability to market customized training programs to local employers. Local employers too often conclude that the 50 percent match requirement creates costs that outweigh the benefits of participating in a WIA customized training program.

The proposed sliding scale for the employer match will create the necessary flexibility for employers to provide the required match at a rate that more appropriately represents a particular business' or industry's cost benefit ratio of contributing to a match amount to receive skilled employees. Allowing businesses and industries to apply the sliding scale to determine the match amount will increase employer participation in WIA customized training programs at the local level. The sliding scale will answer employers' primary reason for not participating in the customized training. Boards will increase their participation rates for skilled job seekers that received training and found employment. Employers will benefit by having a labor pool with the marketable skills they require.

The proposed employer match sliding scale will range from 10 to 50 percent, based on quality characteristics of the customized training. Quality characteristics will be based on goals of the State Strategic Plan for Workforce Development that adhere to the principles of training workers in high demand, high skill, high wage occupations and industries. TWC will develop the sliding scale and the process by which it will be applied. TWC is committed to ensuring that participants in customized training programs will acquire the skills to meet workplace requirements for long term employment and work toward sustaining employment in high-skill, high wage occupational areas.

The sliding scale will include:

- No less than 10 percent match for employers with 50 or fewer employees;
- No less than 25 percent match for employers with 51-250 employees; and
- For employers with more than 250 employees, the current statutory requirements (50 percent contribution) will apply.

TWC will use the appropriate program fund for the appropriate WIA-eligible population and will provide customized training to individuals age 18 or older with WIA Adult funds and provide priority to low-income individuals when funds are limited. TWC and Boards will provide customized training to dislocated workers with WIA Dislocated Worker funds and will ensure that customized training provided with statewide funds serve WIA eligible individuals.

Goals

- Increase flexibility at the local level to serve business and industry through a value added approach to their specific needs;
- Equip workers with relevant job training with transferable skills that lead to high-skill, high-wage occupations and industries;
- Improve ability of Boards to work with the private sector and respond quickly to changes in their areas; and
- Increase local flexibility for design and control of training programs.

Programmatic Outcomes

- Increase the percentage of employers using customized training as a means to hire and retain skilled workers.
- Increase the percentage of workers trained and hired through customized training programs.
- Although existing data on Board customized training programs is not extensive at this time, it will be used as baseline data to measure progress on outcomes post waiver approval and implementation.

Individuals Impacted by this Waiver

Employers will benefit from the waiver due to the reduced match requirement. This will make customized training a more attractive option for acquiring workers trained to their specifications. The waiver will impact the provision of training services through customized training to Adults, Older Youth and Dislocated Workers eligible for services under WIA. In particular, WIA

eligible individuals with multiple barriers to employment, low basic skills, and English language proficiency stand to benefit the most from customized training.

Trade/NAFTA has impacted workers along the Texas-Mexico Border. Of special concern are the workers formerly in the garment industry and other labor-intensive industries with multiple barriers to employment, in particular, non-English speaking skills. Customized training addresses the specialized needs of job seekers, providing them with the skills necessary to meet employer expectations and the needs of business and industry.

Process To Monitor Progress in Implementing the Waiver

TWC, with input from Boards, employers, and service providers, develops customized training programs. TWC has a successful monitoring and performance accountability system that measures results for job seekers and employers using the Texas Workforce Network. Technical assistance during the implementation phase of the waiver will cover areas such as procurement, contracting and program design. TWC continuously analyzes performance reports and compares actual performance with contract benchmarks. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for all WIA customized training programs. TWC will monitor progress on this waiver by reviewing monthly expenditure and performance reports submitted by Boards and from regularly scheduled conference calls with Board executive directors. Provisions in the contracts for customized training programs address specific performance measures. Notice to Boards would occur via issuance of WD Letter(s), as well as through provision of training and/or technical assistance. These steps would be taken prior to the effective date of the waiver implementation.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Transfer of Funds Between Adult and Dislocated Worker Programs Waiver**

Statutory Regulations to be Waived

TWC requests a waiver of WIA § 133(b)(4) (29 USC §2863(b)(4)) and WIA Regulations at 20 CFR 667.140.

Actions Undertaken to Remove State or Local Statutory Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

With the approval of the governor, Boards may transfer up to 50 percent of a program year allocation for adult employment and training activities, and up to 50 percent of a program year allocation for dislocated worker employment and training activities between the two programs to:

- Improve the ability of Boards to respond to changes within their local areas;
- Increase local control for program delivery;
- Increase employer collaboration between industry need and worker training;
- Increase accountability at the state, local and service provider levels; and
- Provide greater flexibility to Boards in designing and implementing WIA programs.

Boards have exercised their option under the law to transfer funds. By virtue of Texas' size and diverse population, WIA customer needs vary greatly from one geographical area to another. This increased flexibility and control to transfer funds between adult and dislocated workers would allow Boards to better respond to changes within their areas, thus, allowing Boards the ability to most effectively use these limited funds.

The role of the Boards is to plan, oversee and evaluate the delivery of all workforce training and services in their respective areas through Workforce Solutions Offices. Boards would be encouraged to design innovative programs unique to their Board needs and priorities. Programs designed according to the specific needs of Boards result in increased local and service provider accountability. TWC supports the Boards in each of those areas, and provides continued technical assistance and program monitoring. The granting of the waiver will allow Texas to continue to meet the challenges of the future with strong partnerships, employer participation, and the continued support of state and federal leaders.

Individuals Impacted by the Waiver

This waiver will benefit Boards, Workforce Solutions Offices, employers, customers, and service providers. The following are additional impacts of the waiver:

- Program participants will benefit because Boards will have the flexibility to design programs based on local needs and priorities.
- Increased utilization will result in more customers being served.

- Boards will have the flexibility to move funds where they are needed.

Process used to Monitor Progress and Implementing the Waiver

TWC has a successful monitoring and performance accountability system that measures results for job seekers and employers using the Texas Workforce Network. TWC continuously analyzes performance reports and compares actual performance with contract benchmarks. TWC will continue to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for all WIA Adult and Dislocated Worker programs. TWC will monitor progress on this waiver by reviewing monthly expenditure and performance reports submitted by Boards and from regularly scheduled conference calls with Board executive directors. Provisions in the contracts for the programs funded with statewide activity funds address specific performance measures. Notice to Boards would occur via issuance of WD Letter(s), as well as through provision of training and/or technical assistance. These steps would be taken prior to the effective date of the waiver implementation.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
On-the-Job Training Waiver**

Provisions to be Waived

TWC requests a waiver of WIA §101(31)(B).

Actions Undertaken to Remove State or Local Statutory Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

For Texas employers to expand and for new companies to join the Texas business community, bringing with them much-needed jobs, Texas workers must be equipped with the skills necessary to respond to the demands of a market-driven system. To assist low-income and hard-to-serve participants with acquiring the knowledge and skills necessary to fill these jobs, Texas is requesting a waiver of the 50 percent reimbursement rate to employers for providing on-the-job training (OJT) opportunities for adults, dislocated workers, and older youth. Boards will target employers for participation in OJT when OJT is the best means of meeting the needs of the participant and the employer. OJT duration is based upon the local demand occupation for which the participant will be trained, that participant's prior work experience, and the service strategy of the Board. This waiver will allow Boards to provide employers with a reimbursement rate of 50 or 75 percent of the employer match, based on employer size.

To encourage employers to place low-income individuals and hard-to-serve dislocated workers in OJT, Boards will be permitted to offer the following reimbursement rates:

- 75 percent for employers with 250 or fewer employees
- For employers with 251 or more employees, reimbursement will remain at 50 percent.

Boards will be required to apply the waiver on a case-by-case basis based on the employer's circumstances.

Permitting expanded OJT reimbursement rates allows TWC to:

- increase the number of employers using OJT as a means of hiring and retaining a skilled workforce;
- increase the number of workers trained and hired through OJT programs;
- elevate skill levels for workers, resulting in increased worker viability;
- increase responsiveness to private sector labor market issues; and
- increase local-level flexibility to offer business training solutions tailored to respond to a business's specific needs.

Additionally, the waiver allows TWC and Boards to:

- ensure fiscal responsibility by allowing the flexibility of spending funds in a manner that best fits local needs;

- place performance first by ensuring that those who are most in need of services—e.g., low-income adults, recipients of public assistance, dislocated workers, and youth—receive them; and
- spend taxpayer dollars wisely by targeting spending to the greatest need.

Individuals Affected by the Waiver

The waiver is expected to benefit the following:

- WIA eligible individuals, including low-income individuals, recipients of public assistance, dislocated workers, and older youth, by providing job skills and employment opportunities; and
- Employers by making OJT a viable training solution, which will enhance opportunities for both businesses and WIA participants.

Processes Used to Monitor the Progress in Implementing the Waiver

Boards implementing this waiver will be required to develop policies regarding the 75 percent reimbursement rate for OJT. Development of the policies must include input from appropriate stakeholders such as employers, labor organizations, and local economic development organizations. The policies must include employer size criteria and ensure equitability for employers and job seekers. As required by TWC rule, Boards must take such actions in an open meeting. Boards that have previously created policies to implement the on-the-job training waiver, are not required to adopt new policies if their existing policies conform to this waiver.

As required by TWC rule, Boards must monitor their own activities and those of their contract service providers, including for adherence to Board-established policies. Additionally, in accordance with its rules, TWC regularly conducts program monitoring activities to ensure that programs achieve both intended and expected results. As an element of its monitoring activities, TWC reviews relevant records or a sample of the records to ensure compliance with applicable requirements, including Board-established policies.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
High Concentration of Youth Waiver**

Provisions to be Waived

TWC requests a waiver of WIA §129(b)(2)(C) and 20 CFR §665.200(h), which require the provision of additional assistance to workforce areas that have high concentrations of eligible youth.

Actions Undertaken to Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

The reduction to 5 percent in the WIA allotment for PY'12 governor's reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide WIA activities. The current funding level in the governor's reserve is insufficient to cover the cost of providing additional assistance to workforce areas that have high concentrations of eligible youth. With the reduction in the governor's reserve, TWC will provide an additional \$5,566,465 in WIA youth funds to workforce areas. Historically, TWC has provided approximately \$500,000 in support of this required statewide activity, which represented about 5.8 percent of previous governor's reserve funds derived from the WIA youth allotment. With the reduction of the governor's reserve to five percent, maintaining the previous level of commitment would equate to 18 percent of the governor's reserve funds from the WIA youth allotment.

Based on the formula allocation factor that allocates one-third of these funds on the basis of relative number of disadvantaged youth, the funds are already directed at workforce areas with high concentrations of eligible youth. Local Workforce Development Boards (Boards) are now receiving over \$5.2 million in additional WIA youth funds to support enhanced services for eligible youth. Additionally, TWC has increased the expenditure requirement for activities for out-of-school youth from 30 percent to 60 percent, thus ensuring that youth most in need are prioritized within each workforce area's WIA youth allocation.

The state's reduced funds are being used for the following required activities:

- Carrying out statewide rapid response activities;
- Disseminating TWC's list of Eligible Training Providers;
- Conducting evaluations;
- Providing technical assistance to workforce areas;
- Assisting in the establishment and operation of the Workforce Solutions Office delivery system; and
- Operating fiscal and management accountability information systems;

TWC's goal in seeking this waiver is to ensure that the state can prioritize the use of governor's reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Individuals Affected by the Waiver

The waiver will provide TWC with more flexibility in directing governor's reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC will monitor progress and ensure accountability for federal funds in connection with this waiver by reviewing monthly expenditure, performance, and other reports through regular contact with the U.S. Department of Labor Employment and Training Administration's regional office liaisons, and through TWC's monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Extension of Certification Period Waiver**

Provisions to be Waived

TWC requests a waiver of 20 CFR §663.530 that prescribes a time limit on the period of initial eligibility for training providers.

Actions Undertaken to Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

Texas Higher Education Coordinating Board (THECB) approved programs are subject to the THECB Institutional Effectiveness (IE) review process, and as such, have been reviewed and approved by the agency that oversees the program approval, revision, and review process for publicly supported community and technical colleges. The IE review process is a comprehensive approach for verifying the effectiveness of Texas' community and technical colleges in achieving their local and statutory missions. It provides for the systematic use of evaluation results to continuously improve institutional performance and programs. The expected programmatic outcomes of this waiver are:

- Streamlining the application submission and review process of THECB-approved programs which will have a direct impact on selected providers, Boards, and Commission staff;
- Postponing the determination of subsequent eligibility of training providers;
- Providing an opportunity for training providers to re-enroll and be considered as initially eligible providers;
- Enhancing and maintaining a robust Eligible Training Provider List in an effort to provide a variety of training options for eligible participants;
- Facilitating continued participation by providers in rural areas with a relatively small number of available providers and/or training locations;
- Assisting with the provision of a quality workforce for the State of Texas.

Individuals Affected by the Waiver

Eligible Training Provider System (ETPS) stakeholders affected by this request include:

- Training providers with THECB-approved programs that are subject to the IE process, Boards, and TWC would benefit from streamlined subsequent eligibility application requirements, review, and eligibility determination processes.
- WIA participants eligible for training services would have access to a wider variety of training programs.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC implement steps that include, but are not limited to:

- Providing notification of adopted Rule amendments by modifying:
 - policy documents issued through WD Letter(s);

- automated, Internet –based application system application items and error handling requirements; and
 - documents posted in the public view of the automated system;
- Providing information to providers by mail and through the applicable provider associations; and
- Providing training and technical assistance to Board contacts responsible for application and approval.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Incentive Grants Waiver**

Provisions to be Waived

TWC requests a waiver of WIA §134(a)(2)(B)(iii) and 20 CFR §665.200(e) requiring provision of incentive grants to local workforce development areas (workforce areas).

Actions Undertaken to Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

The reduction to five percent in the WIA allotment for PY'12 governor's reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. Historically, TWC has provided approximately \$575,000 for exemplary awards, incentive grants, and performance awards, in support of this required statewide activity. Based on the reduction to 5 percent, maintaining this previous level of commitment would now represent a more significant portion of the Governor's Reserve funds derived from the WIA allotment. The current funding level in the governor's reserve is insufficient to cover the cost of incentive grants to workforce areas. The state's reduced funds are being used to cover the following required activities:

- Carrying out statewide rapid response activities;
- Disseminating TWC's list of eligible providers of training services;
- Conducting evaluations;
- Providing technical assistance to workforce areas;
- Assisting in the establishment and operation of the Workforce Solutions Office delivery system; and
- Operating fiscal and management accountability information systems.

TWC's goal in seeking this waiver is to ensure that the state can prioritize the use of governor's reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Individuals Affected by the Waiver

The waiver will provide TWC with more flexibility in directing governor's reserve funds to those activities that best preserve basic functions of the statewide workforce investment system. There will be no negative impact to participants.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditure, performance, and other reports through regular contact with the DOLETA's regional office liaisons, and through TWC's monitoring and performance accountability system.

**STATE OF TEXAS
WAIVER REQUEST
WORKFORCE INVESTMENT ACT
Older and Out-of-School Youth Waiver**

Provisions to be Waived

TWC requests a waiver of 20 CFR §664.510 on the use of Individual Training Accounts for older and out-of-school youth.

Actions Undertaken to Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the requested waiver. TWC regulations and policy statements are in compliance with current federal law.

Goals and Expected Programmatic Outcomes of Waiver

- Improve youth services through increased customer choice in accessing training opportunities in demand occupations;
- Increase the number of training providers for Older and Out-of-School Youth;
- Provide Boards more flexibility in securing service providers;
- Promote better utilization of service providers in rural areas; and
- Eliminate duplicate processes for service providers.

The number of training providers in workforce areas will increase. Training services for youth will be available in a faster and more efficient manner. Many Boards find it difficult to secure training providers willing to competitively bid to provide training to Older and Out-of-School Youth. When Boards are required to competitively procure training services, the time period for matching training providers to youth who are in need is lengthened considerably. By allowing Boards to utilize eligible training providers that have already been competitively procured, Older and Out-of-School Youth will be able to access training services more quickly. Additionally, youth will be able to choose the training provider they prefer, if there is more than one certified training provide to choose from. TWC will continue to make youth program elements described in WIA § 129(c)2 available.

Individuals Affected by the Waiver

- Older and Out-of-School Youth will benefit because they will be able to select from a list of certified training providers and will receive services more quickly.
- Boards will benefit because they will be able to utilize training providers that have already been competitively procured..
- Training providers will benefit because they will not have to follow two separate procedures to provide training for Adult and Dislocated Workers, which requires certification, and for Older and Out-of-School Youth, which requires competitive bidding.

Processes Used to Monitor the Progress in Implementing the Waiver

TWC will issue a WD Letter that will provide direction to the Boards on the use the of ETPS for Older and Out-of-School Youth; identify the criteria for determining when the use of Individual Training Accounts is appropriate; provide guidance to Boards on how to assist youth in choosing

the appropriate training provider; and provide direction to Boards in modifying their local integrated plan. Progress on the waiver will be monitored through regular dialogue with Boards and training providers.

ATTACHMENT 4

PLAN DEVELOPMENT AND PUBLIC COMMENT

Texas seeks ongoing avenues to solicit input into the development and enhancement of the workforce service delivery system.

TWC has several established mechanisms for communicating with and seeking input from the Boards. TWC regularly consults with the Texas Association of Workforce Boards, an organization composed of Board members and Board staff. In addition, TWC conducts biweekly conference calls to discuss relevant issues with the Boards. Additional conference calls are arranged to provide an opportunity to have an expanded discussion and for TWC to receive input on specific issues.

Texas employers also have multiple opportunities to offer input to TWC regarding the Texas workforce system, including attending the Texas Business Conference and providing feedback directly to TWC:

- TWC's Commissioner Representing Employers hosts the conference, which addresses employer workplace issues, and is held 15 to 17 times a year in communities across the state. Since 1998, the conference has drawn in over 37,000 Texas employers. At each individual conference, Board staff and contractors are invited to participate and interact directly with the attendees.
- The Employer Commissioner's Office solicits feedback from employers through its newsletter, *Texas Business Today*, distributed to over 100,000 employers.

TWC organizes and sponsors an Annual Workforce Conference and Workforce Forums each year, allowing information sharing regarding all aspects of workforce and economic development. Approximately 1,000-1,200 participants attend the conference and approximately 200 participants attend the forums. These events are a valuable tool in promoting ongoing dialogue between TWC, the Boards, and other workforce system partners.

TWC's Commissioner Representing Employers and Commissioner Representing Labor both have toll-free telephone numbers, which encourage the exchange of information regarding workforce issues. TWC's user-friendly Web site, with e-mail links and telephone numbers relating to topics of customer interest, encourages continued exchange of information.

All input was considered in the development of the strategies outlined in this State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act (state plan), as well as in the development of rules and policies.

At TWC's August 14, 2012, public meeting, the draft state plan was approved for public comment and posted on TWC's Web site.

The Board chairs and executive directors were notified of the date that the state plan public comment period would end. The Board executive directors were asked to notify chief elected

officials, Board members, and other stakeholders of the state plan and the dates of its public comment period. In addition, TWC provided notification of the state plan's public comment period to TWIC. The draft state plan was also discussed with the Board executive directors and other Board and contractor staff during a scheduled biweekly conference call.

Public Comments

Two comments were received from Senior Service America, Inc. and Workforce Solutions Brazos Valley.

Senior Service America, Inc., a SCSEP national grantee serving participants in the State of Texas, was proud to participate in the development of the Texas WIA State Plan, specifically the sections related to SCSEP and believe this coordinated effort to develop a plan and appropriate strategies will help meet the needs of SCSEP-eligible participants and their communities.

Workforce Solutions Brazos Valley had comments and suggestions concerning the benchmarks and goals outlined in Section I. The suggestions included adding a benchmark for GED classes and including internet connectivity and partnering with for-profit organizations as goals.

TWC appreciates these suggestions, however these benchmarks and goals were issued by the Office of the Governor and are included in the *2013-2017 Strategic Plan* for TWC and therefore to maintain consistency and a single strategic direction, are included as part of the WIA strategic plan and no changes will be made.

Section III. Integrated Workforce Plan Assurances and Attachments

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the DOL, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurance statements, the legal reference that corresponds to each statement, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification statement at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Department guidance. By checking each box and signing the certification statement, the state is also indicating that its supporting documentation meets all applicable federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the DOL's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

☒	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS	
1.	☒	<p>The state established processes and timelines, consistent with WIA Section 111(g), to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.</p>	<p>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f) 20 CFR 641.325(h)</p>	<p><i>Include a link or copy of a summary of the public comments received.</i></p> <p>Included on page 98.</p>
2.	☒	<p>The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.</p>	<p>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)</p>	
3.	☒	<p>The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.</p>		

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
4.	<input checked="" type="checkbox"/> The state afforded the state monitor advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.108(f)	<input checked="" type="checkbox"/> <i>Include a link or copy of comments received.</i>
5.	<input checked="" type="checkbox"/> In the development of the plan, the state considered the recommendations submitted by the state monitor advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
6.	<input checked="" type="checkbox"/> The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	<i>Include a link or copy of the policy.</i> http://www.twc.state.tx.us/twcinfo/pubcomment.html
7.	<input checked="" type="checkbox"/> Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the state and area agencies on aging, and public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations.	20 CFR 641.325(f) 20 CFR 641.325(h)	<i>Include a link or copy of a summary of the public comments received.</i> Included in Appendix 3.

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	<input checked="" type="checkbox"/> The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	<i>Include links or copies of the policies.</i> http://www.texasworkforce.org/boards/wdletters/wdletters.html http://www.texasworkforce.org/boards/guides/guides.html http://www.texasworkforce.org/boards/tabull/tabull.html
9.	<input checked="" type="checkbox"/> The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	<i>Include a link or copy of the policy.</i> http://www.texasworkforce.org/twcinfo/rules/ch801.pdf http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.257
10	<input checked="" type="checkbox"/> The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	<i>Include a link or copy of the policy.</i> http://info.sos.state.tx.us/pls/pub/readtac\$ext.TacPage?sl=T&app=9&p_dir=N&p_rloc=118649&p_tloc=&p_ploc=1&pg=2&p_tac=&ti=40&pt=22&ch=901&rl=1

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
11	<input checked="" type="checkbox"/> The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	<i>Include a link or copy of the policy.</i> http://info.sos.state.tx.us/pls/pub/readtac\$ext.TacPage?sl=T&app=9&p_dir=N&p_rloc=118649&p_tloc=&p_ploc=1&pg=2&p_tac=&ti=40&pt=22&ch=901&rl=1
12	<input checked="" type="checkbox"/> The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	<i>Include a link or copy of the policy.</i> http://www.texasworkforce.org/twcinfo/rules/ch801.pdf http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.256
13	<input checked="" type="checkbox"/> The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	<i>Include a link or copy of the policy.</i> http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.252
14	<input checked="" type="checkbox"/> Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	<i>Include a link or copy of the policy.</i> http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.002

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
15	<input checked="" type="checkbox"/> Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system.	WIA Sections 111(b), (e) 20 CFR 661.210(c)	<i>Include a link or copy of the policy.</i> N/A
16	<input checked="" type="checkbox"/> When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	
17	<input checked="" type="checkbox"/> The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii) , 122, 134(d)(4) 20 CFR 663.515, 663.535	<i>Include a link or copy of the policy.</i> http://www.texasworkforce.org/twcinfo/rules/ch841.pdf
18	<input checked="" type="checkbox"/> All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
19	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	
20	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	
22	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23	<input checked="" type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	<i>Include a link or copy of the MOUs.</i> N/A

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24. <input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	<i>Include a link or copy of the policy.</i> http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.065
24a <input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)- (ii)	

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
25. <input checked="" type="checkbox"/>	The state established written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B) 20 CFR 661.205(e)	<i>Include a link or copy of the policy.</i> http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.2308.htm#2308.151 <i>TWC Rules Chapter 800.63</i> http://www.texasworkforce.org/twcinfo/rules/ch800.pdf
26. <input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	<i>Include a link or copy of the policy.</i> <i>TWC Rules Chapter 800.63</i> http://www.texasworkforce.org/twcinfo/rules/ch800.pdf
27. <input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	<i>Include a link or copy of the policy.</i> <i>See Attachment B—Located at the end of this document—beginning on page 123.</i> <i>Contract Administration Standards Manual</i> <i>Chapter 4 Procurement Process And Awards</i>

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
28. <input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	<i>Include a link or copy of the policy.</i> http://www.twc.state.tx.us/business/fmgc/fmgc_ch14_pro c.doc
29. <input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	<i>Include a link or copy of the policy.</i> http://www.texasworkforce.org/twcinfo/rules/ch800.pdf
30. <input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer unnecessarily significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
31. <input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 29 USC 49(h), (c) 20 CFR 652.8(b), (c)	

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
32. <input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	<i>Include a link or copy of the policy.</i> http://www.texasworkforce.org/twcinfo/rules/ch800.pdf
33. <input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Department regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR Part 603	<i>Include a link or copy of the policy, if available in the state. Documentation not required.</i> http://www.texasworkforce.org/twcinfo/rules/ch815.pdf <i>Subchapter E</i>
34. <input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	<i>Include a link or copy of the policy.</i> N/A
36. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	<i>Include a link or copy of the policy.</i> N/A
37. <input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	<i>Include a link or copy of the policy.</i> http://www.twc.state.tx.us/twcinfo/rules/ch841.pdf

STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
<p>38. <input checked="" type="checkbox"/> The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies:</p> <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement 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/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	<p>WIA Sections 112(b)(17)(B), 322</p> <p>38 USC Chapter 41</p> <p>20 CFR 1001.120-.125</p> <p>Jobs for Veterans Act, P.L. 107-288</p> <p>38 USC 4215</p> <p>20 CFR 1010.230, 1010.300-.310</p>	<p><i>Include a link or copy of the policy.</i></p> <p>http://www.twc.state.tx.us/twcinfo/rules/ch801.pdf</p> <p>http://www.twc.state.tx.us/boards/wdletters/letters/35-11.pdf</p>

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
<p>39. <input checked="" type="checkbox"/> The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its state monitor advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv)</p> <p>W-P Sections 3(a), (c)(1)-(2)</p> <p>20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p><i>Attach plan for part-time Monitor Advocate, if applicable.</i></p>

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
40. <input checked="" type="checkbox"/>	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with DOL regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	
41. <input checked="" type="checkbox"/>	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	
42. <input checked="" type="checkbox"/>	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of _____ certifies on the _____ day of _____ month in _____ year that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and _____ (insert name of Act that authorizes programs included in State Plan). The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Governor

Date

ATTACHMENT A

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: _____

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of WIA Title I Signatory Official: _____

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of WIA Title I Liaison: _____

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name and Title of State Employment Security Administrator (Signatory Official):

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

As the governor, I certify that for the State/Commonwealth/Territory of _____, the agencies and officials designated above have been duly designated to represent the State/Commonwealth/Territory in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor _____

Signature of Governor _____ Date _____

ATTACHMENT B
CONTRACT ADMINISTRATION STANDARDS MANUAL

Texas Workforce Commission

CONTRACT ADMINISTRATION STANDARDS MANUAL

This manual has been formatted for electronic access. Select a Title below to move to that section of the manual.

We welcome your suggestions for changes in both content and format. Please see the Change Suggestion Form below.

[Table of Contents](#): With links to the related CASM Section

[Change Suggestion Form](#): Your suggestions for changes in content and/or format are most welcome

[Introduction](#): Go to the beginning of the manual

Developed and maintained by
Contract Services Department

January 2001

Revised July 2006

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INTRODUCTION

BACKGROUND

Over the past several years, specific areas of contract administration at the Texas Workforce Commission (Agency), and other state agencies, have been identified by various internal and external sources as needing improvement. Needs identified have included the following:

- Contract administration systems and approaches that could better ensure consistency in Agency-wide contracting practices;
- Better assurance of compliance with and accountability for contract administration statutes, regulations, rules, policies, procedures and standards;
- Processes and procedures that better assure fair and ethical best business practices;
- Enhanced coordination among the various Agency divisions, departments, and sections responsible for contract administration functions and activities;
- Elimination of duplication of effort, overlapping functions and miscommunications;
- An efficient, centralized review and approval process for contracts and structure that better assures consistency in contract instrument formats and content;
- A comprehensive database to capture and share information regarding all Agency contracts and agreements; and
- An automated tracking system for development and status of contracts from inception to contract closeout.

PURPOSE

The Contract Administration Standards Manual (CASM), Version 1.0 begins to address some of the needs identified above. It does so by:

- Recognizing that there are some general standards that can and do apply to all Agency acquisitions;
- Recognizing that there is a common set of standards that can and do apply to the identification of needs, the financing of needs and the need for management approval to commence procurement actions; and
- Recognizing that there is a real difference between acquisition of client services (grants and program contracts) and the acquisition of administrative goods and services (vendor contracts).

A standard, for the purposes of this manual, is defined as “the established and fixed measure used in assessing quality or performance.” They stem from either contract administration requirements imposed by federal and state statutes or regulations, or those business practices considered by the Agency's Contract Services Department (CSD).

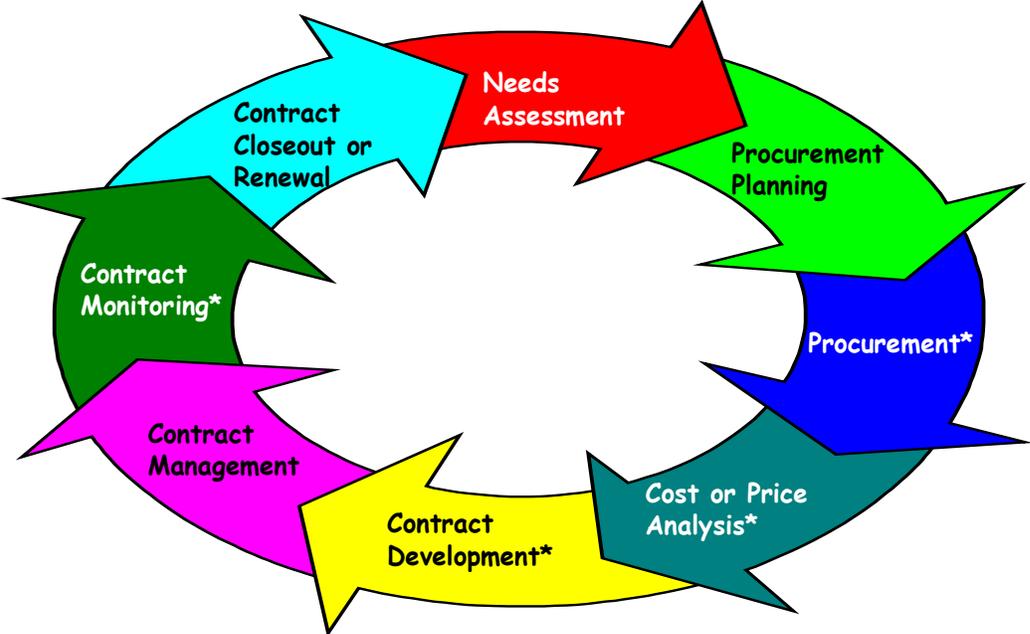
This manual sets forth standards against which the Agency's overall contract administration performance will be measured. It is intended to communicate the Agency's contract administration standards to Agency staff assigned and accountable for contract administration "life cycle" functions and activities. Agency staff who are accountable for, or have specific roles and responsibilities with respect to any phase of the contract administration "life cycle" must comply with these standards and/or the Agency's Procurement (Purchasing) Manual located at <http://intra.twc.state.tx.us/Manuals/Procurement Manual>.

Agency divisions, departments, and sections with contract administration roles and responsibilities are expected to develop, or adapt internal procedures or guidelines to assure compliance with these standards. Management controls and internal processes and procedures must be instituted to facilitate compliance with CASM.

STRUCTURE AND FORMAT

The CASM is structured to follow the contract administration "life cycle," from needs assessment to contract closeout and termination as illustrated in the following figure. The illustration corresponds closely to the CASM Table of Contents.

Contract Administration Life Cycle



*Corresponds to State Auditor's Office Contract Administration Model

Figure 1

Revised July 2006

CHAPTER 4: PROCUREMENT PROCESS and AWARDS

4.1 PROCUREMENT POSTING

STANDARD

4.1.1 Advertising Solicitations

Solicitations shall be adequately advertised and/or otherwise made available to qualified sources, to reach as many potential offerors as possible. Texas Register notices shall be coordinated with the Office of General Counsel. Requests for copies of the solicitation shall be honored to the maximum extent possible.

The solicitation is made through public advertisement. All competitive procurements should be publicized in one or more publications that will reach the intended offeror audience.

The Agency division, department or section responsible for overseeing the solicitation must determine the appropriate method of advertisement considering the following:

- The types of goods or services being procured;
- The geographic area to be served;
- The amount of funds available; and
- Any posting requirements based on amount and funding sources. For instance, procurement notices for all goods and services expected to cost \$25,000 or more must be posted on the Electronic State Business Daily.

The Electronic State Business Daily can be found at the following Internet site:

<http://esbd.tbpc.state.tx.us/1380/sagency.cfm>

The *Texas Register* is published each Friday, 52 times a year. A subscription service is available or issues can be found at most municipal and university libraries and County Clerk's offices.

For more information about the *Texas Register*, you may visit the Texas Secretary of State website at: <http://www.sos.state.tx.us/texreg/index.shtml>

Submission procedures are based on an established schedule for the publication.

Local media should also be considered.

STANDARD

4.1.2 Offeror Conference

Agency staff shall include notice of an offeror conference in solicitation instruments as appropriate.

At an offeror conference, potential respondents to a procurement are invited to a meeting or conference call to be briefed on the objectives of the solicitation, the format for responses (cost and technical), and to have their questions answered. Such a conference facilitates the procurement by allowing potential offerors to make informed decisions on whether or not to prepare a response.

Questions must ultimately be answered in writing. Any oral responses are not binding and attendees must be instructed to submit their questions in writing to receive an official response. The invitation to a conference should be made in the solicitation document and accounted for in the procurement schedule. It can also be made by separate announcement and correspondence if the agency had not planned to hold a conference at the time the solicitation was issued. The latter could potentially necessitate an adjustment to the schedule. Potential offerors must be notified of any schedule changes.

Very shortly after the conference is held, written answers should be distributed and if necessary, an amendment to the solicitation should be prepared and sent to all known potential offerors – everyone who has requested and been sent the solicitation, along with those attending the conference. The amendment should include all clarifying information given at the conference, including responses to questions, and the reason for the amendment.

The purpose of disseminating the conference notes is to be sure that all potential offerors have access to the same information provided by the Agency. Thus, no offeror will be at a disadvantage because the Agency failed to share new information with them.

4.2 RECEIPT of RESPONSES

STANDARD

4.2.1 *Logging and Storage of Responses*

Agency division, department or section staff in charge of receiving responses shall affix to the response package the date and time of receipt and, ensure that responses are stored in a secure location with access limited to designated, authorized staff.

The solicitation screening criteria should state that late responses will be viewed as non-responsive and will not be considered for technical evaluation and award.

Responses should be received according to the solicitation instructions, and the date and time recorded. Unless the solicitation provided for errors on the part of guaranteed delivery services with validation, a letter should then be sent to the offeror returning its response package and explaining why it is not being considered.

There are very limited conditions under which late responses may be accepted. These must be specified in the solicitation. Usually, a late offer will not be considered unless the offer would have been timely submitted, except for action or inaction of an Agency employee directly serving in the procurement process.

Physical security and limited access to the solicitation responses are internal controls to help assure that procurements are not corrupted. Responses should be kept in a secured location with access restricted to the fewest number of staff possible. Agency procurement staff, including involved administrative support should be briefed or oriented regarding their specific roles and responsibilities by the procurement officer or Agency staff in charge of the procurement.

4.3 SCREENING for RESPONSIVENESS

STANDARD

4.3.1 *Screening*

Offers determined to be non-responsive during the screening process shall be eliminated from further consideration.

Documentation of non-responsiveness shall be maintained in the procurement files.

To assess the responsiveness of an offer, Agency staff responsible for screening the solicitation responses, must determine if the requirements stated in the solicitation were followed. If the offer does not meet all screenable requirements, the response may be eliminated from further consideration.

Sometimes, proposal packages may not be complete. The required number of copies might not be submitted or one of the required submissions (e.g., lobbying certification) might be omitted. Such errors or omissions may render a proposal non-responsive. Every offeror should be treated equally, regarding non-responsive proposals. If one offeror is removed from consideration because of an incomplete submission, every offeror with incomplete responses must also be removed from consideration.

The screenable requirements help determine whether the offeror/offer:

- Is legally eligible (including possible minimum licensure or certification) to receive state and/or federal funds;
- Has prepared and submitted the response as specified in the solicitation, and
- Meets all other stated minimum conditions to be considered for further evaluation and possible contract award.

STANDARD

4.3.2 *Notification of Non-responsiveness*

A notification of non-responsiveness shall be sent to an offeror/s, with an explanation as to why the offer was not considered. These notifications shall be retained in the procurement file.

Offerors must be notified of non-responsiveness. Agency staff conducting the procurement are responsible for sending the notification, in accordance with the solicitation and Agency policy and procedures.

4.4 TECHNICAL EVALUATION

STANDARD

4.4.1 *Technical Evaluation and Documentation*

The technical evaluation phase shall be accounted for in the procurement planning process and allotted sufficient time for effective execution. Evaluation documentation shall be completed and maintained in the procurement files.

During the technical evaluation phase of a procurement, Agency staff are responsible for:

- Conducting the evaluation using evaluation scoring instruments developed during the procurement strategy phase of the procurement process; and
- Documenting the evaluation results.

Generally, the more complex the acquisition, the more complex the evaluation needed to select the awardee. The discussion that follows should be used to guide technical evaluations for any major award.

Conducting technical evaluations of solicitation responses is time-consuming and labor-intensive. Responses must often be read and reread. Response narratives are sometimes redundant and read like the text in competing responses. Sometimes the responses present subtle ideas that are not clear or apparent on the first reading. Frequently, technical responses contain internal inconsistencies and contradictions. These factors and others require that diligent reviews be performed by subject matter experts. Enough time must be allocated at this stage to ensure award to the offeror with the best offer.

There should be detailed processes and procedures that describe how the evaluation will be carried out and the criteria that will be used for selection of best offers for possible contract award. The evaluation phase could include:

- The use of initial or “first round” individual and group reviews to evaluate and rate responses;
- The establishment of a zone of competition or competitive range of offerors who will be given an opportunity to respond to concerns about their response orally or in writing, or both, as deemed appropriate by the Agency;
- Determining roles of evaluation team members in the technical response rating/scoring;
- A validation and verification of response information;

- Selection or approval of the recommended responses for final negotiations and possible award; and
- Final negotiations with and award(s) to the contractor(s) selected for contract award/s.

To evaluate an offeror's ability to perform, the evaluation team may use supporting documents such as references, financial statements, independent audits, and other information available to the Agency. Agency staff may also conduct on-site visits, if appropriate, to validate any items in the offer. This process should include involvement of other Agency staff, i.e., Subrecipient Monitoring staff to ensure performance and financial viability.

Examining financial responsibility, including prospective financial condition or managerial ability is appropriate if the criterion is applied consistently to all offers.

The evaluation phase must include formalized documentation of evaluation judgments and scores and must communicate the results to those involved in the next phase of the procurement.

Evaluation results documentation should:

- Support the judgments of individual reviewers as to why they rated a response or response section at a certain level;
- Provide for a specific description of concerns and strengths that can be communicated to fellow reviewers, procurement decision-makers, and offerors (debriefings);
- Where offerors are called upon to modify their responses or to otherwise participate in negotiations, the documentation should provide information on what is needed to overcome deficiencies, weaknesses or uncertainties;
- Present scores in a manner to help decision-makers eliminate some offerors (i.e., establish a competitive range) and to select offerors for award(s); and
- Provide a record that can be used to respond to protests, complaints, debriefings, grievances, or other actions disputing procurement decisions.

The ultimate goal of the procurement is selecting the best offeror(s). If there is information in the response that requires verification and validation, then that step in the process must be conducted and documented, in coordination with appropriate Agency staff. If an evaluator knows that something in the response is deceptive, then they should thoroughly document that fact, and proceed accordingly.

STANDARD

4.4.2 Evaluation Factors

The Agency shall make awards only to responsible offerors who are able to perform successfully under the conditions and criteria established in the solicitation.

In selecting responsible contractors, Agency staff conducting the technical evaluation shall consider the following, as appropriate:

- The criteria established in the procurement solicitation;
- The offeror's understanding of the scope of the service as shown by the proposed planning and organizational approach;
- The availability and competence of experienced professional or technical personnel;
- The availability of necessary facilities and specialized resources;
- The integrity and professional related experience of the offeror based on past performance records and information from objective sources specifically related to the goods or services to be purchased;
- The offeror's proposed method of meeting the specific goods or services delivery requirements;
- The reasonableness of the proposed staff time or labor;
- The appropriateness of staffing (professional, technical, clerical);
- The appropriateness of proposed subcontracting;
- The necessity of proposed travel;
- The offeror's ability to meet or exceed goods or services delivery requirements;
- The ease with which clients can access, obtain and use the goods or services;
- The offeror's ability to obtain adequate financial resources, and
- Past compliance with all applicable laws and regulations, as well contract compliance, i.e., Fair Labor Standards Act, Equal Employment Opportunities regulations and Clean Air and Water requirements, as applicable.

If there is doubt about the offeror's ability to perform, this should be vigorously evaluated, documented and reported. Checks of past performance, verification and validation process must address any identified concerns and the results must be documented and resolved.

STANDARD

4.4.3 *Pre-Award Financial Certification Reviews*

Division directors shall assign responsibility within the division to determine whether a potential contract awardee should have a pre-award financial certification review prior to contract execution. Requests for pre-award financial certification reviews shall be made at the discretion of the division director, based upon established criteria and forwarded to the department assigned the financial analysis function. Such reviews shall be conducted to ensure the financial stability of successful offerors and their ability to meet financial obligations under any contract awarded. Results of pre-award financial certification reviews shall be maintained in the procurement file.

Evaluating the contractor's financial stability and ability to meet obligations is an important part of the contractor selection process. This evaluation must be performed prior to contract execution.

The pre-award financial certification review shall consider the following at a minimum:

- Independently audited financial reports and their timeliness;
- Standard financial ratios to assess liquidity and financial stability (e.g. current ratio);
- The stability of key management personnel; and
- The adequacy of financial control systems in view of the contract to be awarded.

The results of the pre-award financial certification review shall be reported to the requesting division director.

STANDARD

4.4.4 *Evaluation Results*

A technical evaluation report shall be prepared and maintained in the procurement files.

The technical evaluation report should include a brief narrative summary describing the most significant strengths, weaknesses and concerns that were identified for each offeror. These should be drawn from the individual offeror rating sheets prepared by each reviewer. The matrix of ratings for each offeror should be attached as support for the summary report.

This summary is useful to decision makers in helping eliminate certain offerors whose technical deficiencies and weaknesses are extensive and arriving at a competitive range. The summary report is also helpful in preparing for negotiations with the selected offerors.

4.5 TECHNICAL EVALUATION TEAM

STANDARD

4.5.1 *Selection of Members*

Evaluation team members shall be selected by the division director of the division for whom the procurement has been conducted based on needed subject matter expertise and coordinated with CSD.

Documentation of evaluation team assignments shall be maintained in the procurement files.

Technical evaluation of proposals is a complex process. Many skills must be applied when reviewing the service requirements, contract outcomes, cost, funding and financial components. In addition to the need for subject matter experts who fully understand the requirements of the solicitation, evaluators need financial and budgetary knowledge, must be able to critically read and evaluate offers, and be able to document their judgments concisely and clearly.

Division directors initiating procurements are responsible for establishing an evaluation team, as deemed necessary. No team member may have an apparent, real or potential conflict of interest related to the procurement.

Evaluation team assignments should be made in writing. Such documentation alerts the individual reviewers to their obligations and provides a record for the procurement file. Such written assignments should designate a chairperson for the evaluation process.

The chairperson of the evaluation team will be responsible for convening and leading all meetings of reviewers. He/she will be responsible for answering all questions raised by the evaluation team members.

STANDARD

4.5.2 *Team Orientation*

Evaluation team members shall be briefed or oriented prior to commencing service on an evaluation team. Reviewers shall not disclose information, i.e., the number of offers received and names of offerors, nor discuss any contents of solicitation responses other than with fellow reviewers and other Agency staff involved in the procurement process.

Evaluation team members should be oriented before evaluation begins. The orientation should establish the goals and objectives for the evaluation and provides an opportunity to discuss the approach to the technical evaluation of the solicitation responses.

The chairperson usually conducts the briefing, reminding all parties of critical dates and deadlines; reviewing the evaluation factors or criteria, and their relative weights and importance against which responses will be measured; distributes evaluation scoring or rating forms and explains their use; describes how the process will work, including when there will be group or subgroup meetings to discuss ratings; and answers any questions about the solicitation and the evaluation process.

At these briefings, the chair should restate the Agency's rules relating to the ethics of procurement, confidentiality and nondisclosure of information, emphasizing the need for confidentiality, objectivity, and fairness, and the rules regarding actual, real, potential, or apparent conflicts of interest by reviewers.

STANDARD

4.5.3 *Conflict of Interest Nondisclosure Statements*

The evaluation team chairperson in charge of the procurement evaluation shall ensure that team members have no conflict of interest with regard to the procurement. Signed statements by each team member attesting to their freedom from any conflict of interest shall be retained in the procurement file.

The following form meets the requirements of this standard:

TWC Procurements Conflict of Interest/Non-Disclosure Statement

Solicitation No. _____ Title: _____

Evaluators Statement:

I acknowledge that I have been appointed to conduct reviews of responses to the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest and non-disclosure of information obtained during these reviews. I have also been briefed on the conflict of interest rules adopted by the Agency and currently in effect.

I do not have any conflict of interest, personal or organizational, real, apparent or potential, in participating in this procurement. If during the course of reviewing the responses received in response to this solicitation, I become aware of an actual or potential conflict of interest, I will notify the Chair of the evaluation team and seek his/her advice on withdrawing from the team.

Further, I will disclose no information obtained in reviewing responses under this solicitation to anyone not also serving on this evaluation team or otherwise officially involved with this procurement. Specifically, I will not disclose the number of respondents to the solicitation; the names of individuals and organizations that respond; nor will I disclose any information regarding service delivery or cost/pricing submissions of these offerors.

Finally, if anyone outside of the evaluation team or those officially involved with this procurement seeks information about the procurement, I will not supply any information but will instead refer him or her to the chair of the evaluation team.

Name

Signature

Title

Date

4.6 COST and PRICE TECHNICAL ANALYSIS

STANDARD

4.6.1 *Cost or Price Analysis*

A cost/price analysis of solicitation responses shall be conducted by the evaluation team as warranted. Documentation of results of this analysis shall be retained in the procurement file.

Cost Analysis. Cost analysis is used to establish the basis for negotiation of contract prices where price competition is not adequate or is lacking altogether, and where price analysis, by itself, does not ensure the reasonableness of prices. Cost analysis is the review and evaluation, element by element, of the cost estimate and related information supporting an offeror's response. This review includes analysis and evaluation of such things as:

- The supporting data submitted by the offeror;
- The cost elements and budget categories;
- The factors the offeror considered in projections to develop the estimate of costs;
- The effect of current market practices on future costs;
- The costs for individual cost components;
- Whether proposed costs are in accordance with the cost principles;
- Whether data has been consistently presented; and
- Whether there are any regulatory or contract limitations on types of costs proposed.

A significant goal of the cost analysis process is to determine the allowability of proposed costs. Allowability is measured by the following:

- Necessity - A cost is necessary if it is needed for the proper and efficient administration of the contract goals and objectives;
- Reasonableness - In making judgments about reasonableness of costs, both in type and amount, the reviewer needs to have a clear understanding of the technical requirements of the contract; and
- Allocability - Costs may be allocable to a contract either as direct or indirect costs. A direct cost is any cost that can be identified specifically with a particular specific cost objective. An indirect cost is any cost not directly identified with a single cost objective, but is identified with two or more final cost objectives or an intermediate cost objective and is allocated accordingly.

Price Analysis. Price is the amount of money the Agency pays a contractor for the delivery of a specific product or the performance of a specific service. Price analysis involves the estimated cost or full price of an item by one offeror compared to the estimated cost or full price of other offerors for similar goods or services.

Many factors and market forces affect price. Competition is clearly a significant factor. The greater or more nearly perfect the competition in the sale of goods or services, the more likely the price will be the “best” price or the fair market price reflecting economic conditions.

A price analysis can include the following:

- Comparisons of proposed prices with discount or rebate schedules;
- Comparisons of prior prices and current proposed prices for same or similar goods or services;
- Use of yardsticks, baselines or parametric relationships to point out apparent, gross differences;
- Comparisons with the Agency's own initial cost/price estimates; and
- Comparisons with competitive published price lists and market determined prices.

In negotiated procurements, especially where technical factors are most important, price competition may be weak. In such instances, comparing the offered prices is not usually sufficient to make an award decision. In such cases a more detailed analysis is needed using past history prices, quantities, production and delivery rates, and similar information.

In sealed bid procurements, it is usually presumed that the lowest priced, responsive bid is fair and reasonable (unless only one bid is received). In such procurements, every bidder is offering the same goods or services at the same time to the same degree of quality. Effective and adequate price competition is operating in this environment to provide assurance of price reasonableness.

Cost/price analyses are important for the following reasons:

- The Agency must always spend public funds prudently;
- There is a limited supply of government-provided and other funds, particularly when this supply is measured against the need or demand; and,
- There is a varying degree of price competition in nearly all procurements for goods and services. In most instances, the Agency is bound to award to the offerors that present the best goods or services at the most favorable prices.

In competitive procurements using an RFP/RFO solicitation, the lowest offer is not necessarily the "best value". Other factors that must be considered are quality in relation to use, ability to deliver on time, and ultimate cost to the taxpayer.

In many instances, procurements for goods or services do not yield effective price competition. This is clearly the case in non-competitive or sole source procurements. Here cost and price analyses are especially important tools because they can compensate for the absence of the positive influences of full and free competition.

Even in procurements that result in several offerors responding to the solicitation, true price competition may not exist. This happens when open enrollment procurements are used. In such cases, Agency procurement staff could perform

detailed cost analysis in addition to price analysis to better ensure that proposed prices are reasonable.

The cost/price aspect of the response evaluation must be documented. Reviewers need notes, comments and other narrative documentation to support their ratings/scores of an offeror's cost proposals. Aspects of the cost analysis are likely to be matters for discussion and negotiation with offerors based on the reviewers' documented notes on errors, weaknesses, deficiencies, concerns or other problems found. Even if formal negotiations will not be held, there will likely be a need to conduct direct cost and price discussions with the offeror/s selected for award. The reviewers' documentation will help guide and facilitate these discussions.

If an offeror files a protest against the award decision, documentation of the concerns identified by the evaluation team with relation to cost and/or goods or services delivery will be necessary to support and defend the Agency's award decision.

Cost/Price analysis documentation can also be used during the contract monitoring and maintenance phases, particularly where the budget is incorporated into the contract. If the cost analysis indicates doubt about some aspect of the proposal, and the offeror is awarded a contract, then this information will be of interest to both contract monitors and managers.

In summary, cost analysis and price analyses are different techniques, but they are not used on an either/or exclusive basis. Both play a role in analyzing offers and help the Agency decide what is a good buy or best value.

STANDARD

4.6.2 *Solicitation Responses that Exceed Monetary Limits*

A solicitation response shall not be considered if the budget or proposed costs/prices exceed the monetary limits established in the solicitation, except where an amendment to the solicitation has been issued.

STANDARD

4.6.3 For Profit Entities

The solicitation technical evaluation team shall review the responses to ensure profits proposed by for-profit entities are fair and reasonable.

A reasonable profit margin is acceptable for Agency contractors that are for-profit organizations.

Profits should be set at levels that provide the desired motivation for participation and efficient performance, but they should not be excessive. In cost reimbursement contracts involving profit, usually the profit is a fixed amount that is negotiated at the time of award. This negotiated amount should not vary during the established contract performance period.

In fixed price contracts, the amount of profit actually realized will vary with the efficiency of the contractor's performance. If the contractor and the Agency negotiated a reasonable price that included a fair profit, it is up to the contractor to perform in such a way that it will earn its full profit. If the contractor performs inefficiently, incurring more and larger costs than originally projected, he/she will potentially lose money. However, if the contractor performs with greater than expected efficiency, a greater profit than originally projected may be realized.

4.7 SUBCONTRACTS

STANDARD

4.7.1 *Subcontractor Evaluation Requirements*

Where allowed by the solicitation and where the use of subcontractors is proposed by the offeror, the technical evaluation team shall review responses to ensure compliance with the Agency's subcontractor requirements, as specified in the solicitation.

Where the proposed use of subcontracts is significant, either in dollar amount or because of the nature of the work covered by the subcontract, it should be clearly identified, described, and justified in the offeror's cost proposal. The technical evaluation team members should then apply either cost or price analysis techniques or both to the subcontractor information.

In such cases, the solicitation should require and the offeror should submit as part of its response a draft, model subcontract or a very detailed description of the proposed subcontract. The subcontractor's cost and price proposal should also be submitted. Subcontractors are subject to the terms and conditions of the contractors. This fact should also be reflected in the proposed subcontract draft.

If subcontracting will be allowed, reviewers should recognize that this may add cost to the contract. Increased cost possibilities include:

- The administration of the subcontracts;
- Monitoring subcontractor work;
- Additional reporting and review requirements;
- Inspection and acceptance of services and other deliverables; and
- Performance of other contract management services.

4.8 NEGOTIATIONS

STANDARD

4.8.1 Conducting Negotiations

Agency staff shall conduct negotiations, as permitted by law and as deemed necessary, to reach agreement and a common understanding of contract essentials, such as goods or service delivery models, performance measures, schedules, costs/prices, and contract terms and conditions, and to secure the most advantageous contract for the Agency. The Agency shall maintain records of the negotiations, including negotiated revisions to proposals, in the Agency's procurement files.

The negotiation process allows the Agency to more completely understand and evaluate the costs/prices and service delivery strategies of the solicitation response. Negotiations may include discussions of any ambiguities or deficiencies in the response, the cost of the work and any other topics related to the offer. Where a competitive range has been established, the Agency must negotiate with each offeror in the competitive range to provide an opportunity to support, clarify, make additional corrections, improve, or revise the offer.

To promote a more favorable outcome for the Agency, the Agency may request, during negotiations, that offeror(s) enhance specific components of their solicitation response.

To enhance the Agency's negotiating position, an offeror usually is not told whether their offer is the only offer being considered. The Agency may tell offerors if other offers are being considered only when this information is pertinent to negotiating.

4.9 AWARDS

STANDARD

4.9.1 Award Decision Making

Agency staff with contract signatory authority shall exercise sound and ethical judgments and base contract awards on documented, objective and unbiased evaluation criteria.

The use of a fair selection process and procedures is critical to promoting competition. When an offeror knows that a solicitation response will be fully and fairly evaluated, he/she will continue to show an interest in the business opportunities offered by the Agency. Conversely, if there is a perception that evaluation criteria are poor, arbitrarily applied, or that the same group of organizations continue to be awarded Agency contracts, then regardless of merit, the desired competitive environment will be adversely affected.

The Agency should award the contract to the offeror who is responsive to the terms of the solicitation and whose offer is most advantageous to the Agency, considering all evaluation factors, criteria and results.

STANDARD

4.9.2 *Procurement Award Notices*

Offerors shall be notified of the procurement award results.
Documentation of award notification shall be maintained in the procurement files.

Agency staff should notify all offerors when the award(s) is/are made.

STANDARD

4.9.3 *Contractor Pre-performance Conference*

The assigned contract manager shall, if appropriate, arrange a pre-award conference with the selected awardee(s) to assure mutual understanding of all contract provisions, contractor responsibilities and liabilities under a contract and to answer any questions.

Agency staff, particularly the assigned contract manager, must be completely familiar with the requirements of the awarded contract and must be sure that the awardee is equally familiar. Depending on a variety of factors, such as whether the awardee has had previous contracts with the Agency or whether there has been change in administrative requirements and expectations, the assigned contract manager should consider arranging a conference with the awardee where pertinent issues can be discussed and any questions can be answered.

4.10 DEBRIEFING and RELEASE of PROCUREMENT INFORMATION

STANDARD

4.10.1 Debriefings

When debriefings are held, Agency staff shall limit discussion with an offeror only to offeror specific information, and the established evaluation criteria and rating/scoring system.

Agency staff conducting the debriefing shall not divulge information about any of the other offerors or their solicitation responses.

Agency staff shall keep one copy of the written debriefing in the procurement files according to the Agency's records retention requirements.

Unsuccessful offerors may receive a debriefing to find out the reasons for non-selection if the debriefing is requested in writing to the Agency's procurement officer within 30 days of the date on which the award notification letter was postmarked. A debriefing is held, if requested, to compare the strengths and weaknesses of the offer submitted to the evaluation criteria used to award a contract.

Agency staff may hold debriefings at anytime after all contract award decisions have occurred. They may be held when the award decision is announced.

A debriefing is not an appeal hearing, nor is it to be used as one.

Official debriefings are always in writing. If an oral debriefing is provided, a written debriefing must always follow it. Providing an oral debriefing upon request does not obligate the Agency to provide an oral debriefing for all unsuccessful offerors.

STANDARD

4.10.2 Release of Procurement Information

Procurement information shall be made available to outside entities by Office of General Counsel staff only.

Unless exempt from the Public Information Act, all information in an offer is confidential only until the Agency sends written notification to the successful offeror(s).

Unsuccessful offerors requesting a debriefing are entitled to evaluation results only on their offers and are not entitled, at the debriefing, to any information relating to any other offer. Questions related to these requests should be directed to Office of General Counsel.

4.11 PRE-AWARD LETTERS

STANDARD

4.11.1 Requirements for Pre-Award Letters

Use of pre-award letters shall be justified and pre-approved on a case by case basis, by exception. Pre-award letters shall clearly indicate that any costs incurred by the contractor prior to contract execution are the sole responsibility of the contractor, and shall be acknowledged in writing by the contractor. Documentation of the justification, approval and acknowledgement shall be maintained in the contract files.

Pre-award letters may be used in exceptional cases, to allow commencement of contract related activities and the incurring of expenses, prior to execution of the contract. This provision is not intended to routinely compensate for poor procurement planning. It is intended to accommodate situations that are beyond the control of Agency staff. The use of pre-award letters is discouraged.

The use of pre-award letters may increase the Agency's liability and should be closely monitored by authorized contract initiators.

4.12 PROTESTS

STANDARD

4.12.1 Resolution of Protests

Procurement related and/or award protests shall be expeditiously resolved in accordance with Agency rules.

Since award and implementation of the contract(s) may depend on the disposition of protests, protests should be handled as expeditiously as possible. Agency staff are responsible for making reasonable efforts to keep contractors and potential contractors informed of compliance issues and for resolving issues before adverse action is necessary, whenever possible.

When an offeror is not awarded a contract, that does not constitute grounds for an adverse action hearing however, he/she may use the Agency's protest process to challenge the Agency's award decision. Protests occur when unsuccessful bidders or offerors perceive unfair treatment in the contract award process.

The procedures for filing a protest should be detailed in the procurement solicitation and specify that any individual or organization which submitted a proposal and wants to protest the award of a contract resulting from the competitive procurement must submit the following information to the Agency by certified mail:

- Identification of the specific procurement being protested;
- Grounds for the appeal, including description of any acts or omissions by the Agency which form the basis for the protest;
- Any written information which the protestor believes is relevant to the award protest; and
- The basis for the protestor's interest in the procurement.

The solicitation must also specify that the written protest, including relevant written information, must be received by the Agency within ten (10) business days from the date of the letter giving notice of the proposed award.

The Agency, upon written request, will make available to the protestor all requested documents not exempted from disclosure under Texas and Federal law. The Agency will provide copies of these documents to the protestor upon payment of the fees adopted by the Agency for duplication of records.

The protestor will be provided with an opportunity for an informal meeting with the Agency Deputy Executive Director or designee, and other Agency

representatives to discuss the protest. The Agency may limit the amount of time allocated for the meeting.

Revised July 2006

The Deputy Executive Director or designee will review all written and oral information presented by the protestor and will provide a written decision regarding the protest. This decision will be the final Agency act on procurement protest.

Bid protest procedures will be coordinated by the Office of General Counsel.

State of Texas

Senior Community Service Employment Program State Plan For Program Years 2012–2015 (PY'12–PY'15)

**For the Period
July 1, 2012 to June 30, 2016**

**In Accordance with
Section 503(a) of the Older Americans Act as Amended on October 17, 2006,
Senior Community Service Employment Program regulations
(20 CFR §641.302–365),
Training and Employment Guidance Letter No. 21-11,
and
State Integrated Workforce Plan Requirements for Workforce Investment Act
Title I/Wagner-Peyser Act and Department of Labor Workforce Programs**

Submitted September 2012

**Prepared by
Texas Workforce Commission**

Austin, Texas

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Senior Community Service Employment Program State Plan For Program Years 2012–2015

Section 1. Introduction

Framework

Texas' Senior Community Service Employment Program (SCSEP) State Plan for Program Year 2012 (PY'12) through PY'15 is an attachment to Texas' Strategic State Workforce Investment Plan, in accordance with the U.S. Department of Labor's (DOL's) Training and Employment Guidance Letter No. 21-11, *Requirements for 2012 State Workforce Plans*, and *State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs*.

Program Goals

The goals of SCSEP, which is funded by DOL, are to:

- enable older low-income job seekers to develop the skills and self-confidence to obtain unsubsidized jobs and become financially self-sufficient; and
- provide needed community services at on-the-job, host agency training sites for SCSEP participants to provide meaningful civic engagement and strengthen communities.

SCSEP Entities

In Texas, the Office of the Governor has designated the Texas Workforce Commission (TWC) as the state grantee for SCSEP (see Appendix 1). Using TWC's standard Request for Proposal procurement process, TWC subcontracts the state's portion of the SCSEP grant to Experience Works, a not-for-profit entity that has been TWC's subcontractor since PY'06. Five national grantees currently operating in Texas receive SCSEP grants directly from DOL. They include:

- AARP Foundation (AARP)
- Experience Works (EW)
- National Asian Pacific Center on Aging (NAPCA)
- SER–Jobs for Progress National, Inc. (SER)
- Senior Service America, Inc. (SSAI)

The relationship between the state grantee and national grantees is collaborative, by statute. This state plan seeks to ensure that the state, grantees, Local Workforce Development Boards (Boards), employers, and a variety of social service, economic development, education and training, and other entities collaborate to improve SCSEP services for senior Texans. By assisting participants to gain the skills required for unsubsidized employment, SCSEP enables employers to meet their workforce needs and strengthens the local economy.

SCSEP State Plan Goals

The goals of Texas' SCSEP State Plan are to:

- enhance coordination and integration of SCSEP with the Texas workforce system to maximize the impact of limited workforce resources and ensure that services are customer-friendly;
- increase public and employer awareness about SCSEP, the benefits of hiring older workers, and senior-friendly policies and practices;
- ensure that training and employment strategies are based on local market conditions;
- provide training, employment, and support services to areas, particularly rural areas, and special populations that are most in need of assistance; and
- strengthen services to increase the placement and retention of SCSEP “graduates” in unsubsidized employment.

Involvement of Organizations and Individuals

To lay the groundwork for developing the SCSEP State Plan, TWC began gathering data in February 2012. As shown in Table 1, numerous partners contributed to the development and refinement of the SCSEP State Plan. In March and April 2012, three conference calls were held with the state's subcontractor and national grantees (grantees), the Texas Department of Aging and Disability Services (DADS), and the Texas Workforce Investment Council. Comments on proposed strategies, additional stakeholders to involve in the plan development and review, and additional information on participants, host agencies, service delivery, obstacles, and opportunities to improve services and performance were provided. Boards provided input on proposed coordination strategies. DADS, Texas Health and Human Services Commission (HHSC), and Texas Department of Housing and Community Affairs (TDHCA) each provided data on community needs in all regions of the state. The Texas Department of Assistive and Rehabilitative Services (DARS) and the National Center for Frontier Communities provided additional data. Grantees and the Governor's Committee on People with Disabilities provided comments and edits on the draft plan.

Solicitation and Collection of Public Comments

Texas' Strategic State Workforce Investment Plan, including SCSEP, was posted for public comment for eight days, from August 16, 2012 to August 23, 2012. The 28 Boards were invited to comment on the plan during a conference call on Friday, August 17, 2012. Invitations to comment on the plan were sent to national grantees, the state SCSEP subcontractor, DADS, DARS, TWIC, and the Governor's Committee on People with Disabilities. Appendix 2 contains a list of addressees and copies of the e-mail invitations. Appendix 3 contains public comments received on the SCSEP plan.

Table 1
SCSEP State Plan Partners

Organization/Entity	Provided Input for Draft SCSEP State Plan	Received Link to Draft SCSEP State Plan	Provided Comments on SCSEP State Plan
National SCSEP Grantees in Texas and State Subcontractor	X	X	X
Local Workforce Development Boards	X	X	X
Texas Workforce Investment Council	X	X	X
Texas Department of Aging and Disability Services	X	X	X
Governor's Committee on People with Disabilities	X	X	
Texas Department of Housing and Community Affairs	X		
Area Agencies on Aging		X	
Texas Health and Human Services Commission	X		

Conclusion

For the past 37 years, SCSEP has provided older, low-income Texans with the opportunity to learn new workforce skills and update their skills through hands-on training while providing important services for their communities. Texas' challenge is to continue to improve the effectiveness and efficiency of SCSEP so that more senior Texans can be assisted to obtain and retain unsubsidized jobs. Our economy's success in the future will depend on an adequate supply of trained workers and on ensuring that seniors remain financially independent as long as possible. The State of Texas is committed to meeting this challenge.

Section 2. Labor Market and Workforce Information Analysis

Workforce Demographics

The aging of the baby boom generation, individuals born between 1946 and 1964, is significantly impacting future demographics and the labor force of the United States. By 2020, all of the boomer generation will be in the 55+ age group. Table 2 provides national data on the labor force for 2000, 2010, and projected for 2020. The percent of the labor force in the age groups of 16 to 24 and 25 to 54 is decreasing while the 55-and-older age group is increasing. By 2020, the labor force is projected to increase 6.8 percent, but the 55 and older age group is projected to increase 38 percent.

Table 2. Civilian Labor Force by Age¹

Labor Force Age in Years	Number (in thousands)			% of Labor Force			% Change		
	2000	2010	2020	2000	2010	2020	1990-00	2000-10	2010-20
16+	142,583	153,889	164,360	100.0%	100.0%	100.0%	13.3%	7.9%	6.8%
16 to 24	22,520	20,934	18,330	15.8%	13.6%	11.2%	0.1%	-7.0%	-12.4%
25 to 54	101,394	102,940	104,619	71.1%	66.9%	63.7%	-14.8%	1.5%	1.6%
55+	18,669	30,014	41,411	13.1%	19.5%	25.2%	24.2%	60.8%	38.0%

As shown in Table 2, the general labor participation rate has been decreasing since 2000, as have the participation rates for the 16-to-24 age group and the 25-to-54 age group. However, for individuals age 55+, the participation rate has increased from 32.4 percent in 2000 to 40.2 percent in 2010 and is projected to reach 43.0 percent in 2020.

There are practical and personal reasons why mature workers may increasingly choose to remain in or re-enter the workforce:

- Older individuals are healthier and living longer;
- The trend continues toward defined contribution plans and away from defined benefit pension plans;
- The U.S. Social Security Administration's delay of eligible age for full retirement benefits and decreased benefits for early retirement; and
- The high cost of health insurance combined with a decrease in health benefits.²

For those without retirement pensions, Social Security is insufficient to cover basic living expenses.

¹ Mitra Toossi, *Labor Force Projections to 2020: A More Slowly Growing Workforce*, Monthly Labor Review, January 2012, excerpt from Table 1, page 44.

² Mitra Toossi, "Labor Force Projections to 2016: More Workers in Their Golden Years," Monthly Labor Review, November 2007, pages 40-41.

Additionally, the recent recession has weakened the financial positions of seniors approaching retirement age, with many deciding to continue working to stay afloat financially.

As a result of the nation's changing demographic profile, the median age of the labor force has increased from 39.3 years in 2000 to 41.7 years in 2010, and is expected to increase to 42.8 years in 2020, when baby boomers will be 56 to 74 years of age.³

Texas' labor force, because of its size and diversity, is expected to mirror national trends. Predictions indicate that there will be an inadequate supply of trained workers to meet employers' needs unless older workers are trained, hired, and retained.

Industries Employing the Most Older Workers

The first step in the labor market analysis is to identify industries employing the most workers age 55 and over. Industry titles and codes are based on the North American Industry Classification System (NAICS). Texas industries employing the most female workers age 55 and over from April 2010 through March 2011, as noted in Table 3, are health care and social assistance, and retail trade, and for females age 65 and over, accommodation and food services.

Industries in Texas employing the most male workers age 55 and older during this same period, as noted in Table 4, are manufacturing and retail trade.

Table 3
Average Quarterly Employment by Industry for Older Female Workers in Texas,
April 2010 through March 2011⁴

Industry Sectors	Females 55-64 Yrs	% of Females 55-64 Yrs	Females 65+ Yrs	% of Females 65+ Yrs	Females 55+ Yrs	% of Females 55+ Yrs
All NAICS Sectors	502,579		153,222		655,801	
62 Health Care & Social Assistance	139,341	28%	36,128	24%	175,469	27%
44-45 Retail Trade	67,311	13%	23,407	15%	90,718	14%
52 Finance & Insurance	37,298	7%	7,257	5%	44,555	7%
31-33 Manufacturing	36,756	7%	9,528	6%	46,284	7%
54 Professional, Scientific, & Technical Services	34,069	7%	8,418	5%	42,487	6%
56 Administrative & Support & Waste Management	31,555	6%	10,359	7%	41,914	6%
72 Accommodation & Food Services	30,216	6%	16,419	11%	46,635	7%
42 Wholesale Trade	21,359	4%	6,283	4%	27,642	4%
81 Other Services (exc Public Admin)	19,783	4%	8,847	6%	28,630	4%
48-49 Transportation & Warehousing	15,567	3%	3,157	2%	18,724	3%
23 Construction	14,158	3%	7,974	5%	22,132	3%

³ *Ibid.*, page 60.

⁴ Texas Workforce Solutions, Local Employment Dynamics, Industry Focus: Selecting Top Industries, <http://www.texasindustryprofiles.com/apps/led/IndustryFocus.asp>.

Table 4
Average Quarterly Employment by Industry for Older Male Workers in Texas,
April 2010 through March 2011⁵

Industry Sectors	Males 55-64 Yrs	% of Males 55-64 Yrs	Males 65+ Yrs	% of Males 65+ Yrs	Males 55+ Yrs	% of Males 55+ Yrs
All NAICS Sectors	593,007		182,593		775,600	
31-33 Manufacturing	103,432	17%	22,121	12%	125,553	16%
44-45 Retail Trade	62,994	11%	24,548	13%	87,542	11%
23 Construction	56,681	10%	16,964	9%	73,645	9%
42 Wholesale Trade	52,543	9%	14,008	8%	66,551	9%
54 Professional, Scientific, & Technical Services	45,470	8%	13,617	7%	59,087	8%
48-49 Transportation & Warehousing	41,396	7%	9,306	5%	50,702	7%
56 Administrative & Support & Waste Management	40,821	7%	15,678	9%	56,499	7%
62 Health Care & Social Assistance	35,848	6%	11,430	6%	47,278	6%
21 Mining, Quarrying, & Oil & Gas Extraction	27,004	5%	4,584	3%	31,588	4%
72 Accommodation & Food Services	26,367	4%	16,275	9%	42,642	5%
52 Finance & Insurance	20,297	3%	6,018	3%	26,315	3%
81 Other Services (exc Public Admin.)	18,155	3%	7,868	4%	26,023	3%

Long-Term Projections for Industries and Occupations

High-Growth Industries

The analysis of high-growth industries is based on projected industry growth for the state and for individual local workforce development areas (workforce areas) for 2008–2018 and includes:

- industries adding the most jobs;⁶
- fastest growing industries; and
- industries with the most employment.⁷⁸

Staffing patterns for these industries were reviewed to identify those with the highest levels of employment in occupations suitable for SCSEP participants. Occupation titles and codes are based on the Standard Occupational Classification (SOC) system. The determination of occupational relevance for participants is based on several factors:

- Short-term or moderate-term on-the-job training requirements;

⁵ *Ibid.*

⁶ Industries must have had at least 500 jobs in the workforce area in 2008 to be listed on the fastest growing industries list for a workforce area.

⁷ Specific industries with the most jobs must have at least one percent of the jobs in a specific area

⁸ Texas Workforce Commission. "Texas Long-Term Industry Projections."
<http://www.tracer2.com/publication.asp?PUBLICATIONID=797>.

- Hiring requirements, to ensure that education and experience requirements were attainable by some participants;
- Transferable skill sets;
- Occupations occurring across several industries; and
- Appropriateness of working conditions and job demands for seniors

Senior-friendly work environments were generally identified as having a relatively calm environment, not requiring excessive physical strength or stamina, and having both part-time and full-time jobs available.

The statewide list of high-growth industries relevant for participants was culled further:

- Industries with staffing patterns having few or no relevant occupations for most seniors were deleted—building equipment contractors, computer systems design and related services, architectural and engineering services, and nonresidential building construction;
- The colleges and universities sector was not included on the list, given the overabundance of students competing for jobs in this sector; and
- Industries defined as high-growth in less than one-half of workforce areas are not included on the state list of SCSEP-relevant high-growth industries but are included on workforce area-specific high-growth industry lists.

Table 5 lists 20 high-growth industries that are relevant for participants from a broad, statewide perspective. Industry projections were then reviewed for each workforce area. Comparing state-level and workforce area-level projections highlights the importance of local industry evaluation for generating a meaningful list of targeted industries in large, diverse states like Texas. For example, there are 17 industries that meet the SCSEP-relevant targeted industry criteria, and 32 additional industries that meet the criteria for 13 or fewer workforce areas. Because of regional differences in high-growth industries, grantees will use high-growth industry lists generated at the workforce area level—as well as local wisdom from Boards and other economic development entities—to focus on employers in the most-promising industry sectors in their service areas. Appendices 4, 5, and 6 provide the lists of industries that are relevant for SCSEP participants and are projected to add the most jobs, grow the fastest, or have at least one percent of the workforce area’s jobs. Industry lists may also be compared for groups of Boards comprising an economic region, such as the three Boards in the Dallas-Fort Worth Metroplex (Dallas, Tarrant, and North Central Texas), or that share similar economic characteristics – such as the five Boards in the Rural Workforce Network (Concho Valley, North Texas, Permian Basin, South Plains, and West Central Texas).

High-Growth Occupations

High-growth, high-demand occupations are those occupations that:

- have projected growth rates that exceed the region’s average projected occupational growth rate;
- are projected to add the most jobs in the region;
- are projected to be the fastest-growing occupations in the region⁹; and
- have the most projected annual average job openings.

⁹ Fastest-growing occupations must have had at least 500 or more jobs in the region in 2008.

A review of high-growth occupations projected for 2008–2018 for the 28 workforce areas yields the state list of SCSEP-relevant occupations in Table 6.

Table 5
State List of SCSEP-Relevant High Growth Industries, 2008-2018¹⁰

NAICS Code	NAICS Industry Title	Number of Workforce Areas where Industry is High Growth or Has Substantial Number of Jobs		
		Adding the Most Jobs	Fastest Growing	Having the Most Jobs
7221	Full-Service Restaurants	28	27	28
6211	Offices of Physicians	28	28	27
6216	Home Health Care Services	28	28	25
6111	Elementary & Secondary Schools	27	25	28
7222	Limited-Service Eating Places	27	21	28
9399	Local Government	28	16	28
6231	Nursing Care Facilities	24	23	19
6221	General Medical & Surgical Hospitals	23	20	23
8131	Religious Organizations	24	16	20
4529	Other General Merchandise Stores	26	14	15
6244	Child Day Care Services	27	22	0
4451	Grocery Stores	21	0	26
5221	Depository Credit Intermediation	20	0	27
9299	State Government	23	0	19
6241	Individual & Family Services	14	16	0
6213	Offices of Other Health Practitioners	0	17	0
6233	Community Care Facilities for the Elderly	0	17	0
6212	Offices of Dentists	0	17	0
5617	Services to Buildings & Dwellings	16	0	0
9199	Federal Government	0	0	15

¹⁰ Source: Texas Workforce Commission, TRACER Web site, Industrial & Occupational Projections, <http://www.tracer2.com/?PAGEID=67&SUBID=114>.

Table 6
State List of SCSEP-Relevant High-Growth Occupations, 2008-2018¹¹

SOC Code	Occupation Title	Number of Workforce Areas Where Occupation is High Growth Occupation		
		Adding the Most Jobs	Fastest Growing	Most Annual Openings
31-2011	Home Health Aides	28	28	24
35-3021	Combined Food Preparation & Serving Workers	28	23	28
43-4051	Customer Service Representative	28	17	28
39-9011	Child Care Workers	27	16	28
39-9021	Personal & Home Care Aides	26	28	16
31-1012	Nursing Aides, Orderlies, & Attendants	27	22	17
35-3031	Waiters & Waitresses	27	9	28
41-2031	Retail Salespersons	28	8	28
43-9061	Office Clerks	28	4	28
25-9041	Teacher Assistants	24	16	19
41-2011	Cashiers	27	2	28
45-5081	Stock Clerks & Order Fillers	20	4	26
37-2011	Janitors & Cleaners	9	1	22
43-6014	Secretaries, Except Legal, Medical, & Executive	8	0	14
43-3031	Bookkeeping, Accounting, & Audit Clerks	15	1	4

Fifteen occupations are projected to be high-growth occupations in at least half of the workforce areas. As with industry analyses, high-growth occupations are most relevant when identified specifically for a workforce area. In addition to the 15 occupations listed above, there are an additional 15 SCSEP-relevant occupations projected to be high-growth occupations in one to 12 workforce areas. Appendices 7, 8, and 9 list the SCSEP-relevant occupations projected to add the most jobs, projected to be the fastest growing, and projected to have the most average annual job openings, both statewide and by workforce area.

¹¹ *Ibid.*

Local wisdom will be used to identify additional high-priority occupations as appropriate. Employer input on economic development initiatives, business expansion plans, emerging and evolving occupations, and changing skill needs is invaluable for understanding the labor market.

New and Emerging Occupations

Some of the new and emerging occupations may be relevant for SCSEP participants. Some examples include the following:

- 51-9199.01—Recycling and Reclamation Workers (Recycling and Waste Reduction)
- 47-4099.03—Weatherization Installers/Technicians (Green Construction)
- 49-9081.00—Wind Turbine Service Technician (Renewable Energy Generation).

No labor market information is available yet for these occupations, which require one to 12 months of on-the-job training. Staying in contact with Boards and chambers of commerce will help grantees determine whether there is a local market for these skills and whether some participants may be well suited for these jobs.

SCSEP Participants' Employment Histories and Types of Skills

Although SCSEP participants' employment histories vary considerably, they can be categorized primarily as two groups of individuals:

- Those who need to update their skills and/or learn a few additional skills to become employable again; and
- Those who are most-in-need; have little employment history (such as displaced homemakers); have multiple barriers to overcome; and require extensive hands-on work experience and support services to become employable or *job ready*.

The skills that participants most often bring to the training-employment equation have been acquired formally and informally from years of work, community activities, and raising families.

Participants' skills often include soft skills or personal qualities, such as:

- dependability and loyalty;
- a strong work ethic;
- transferable workplace skills, such as analytical, organizational, interpersonal, and judgment skills; and
- the desire to learn and contribute.

Hard skills that participants often have when they enroll include:

- customer service skills;
- child care skills;
- basic health care skills; and
- conflict resolution skills.

The skills that most SCSEP-eligible individuals lack are technology skills, especially computer, software, and Internet skills. Grantees' training approach is to build on what participants already know and know how to do, support their efforts, and help them develop the confidence to obtain

and retain unsubsidized employment. To address technology skill deficiencies, grantees will seek opportunities for participants to learn computer skills earlier and perhaps more intensively in their community service assignments.

Criteria for Selecting Community Service Assignments and Host Agencies

General Criteria

Community service training assignments are as diverse as the people and locations served. The process of recruiting host agencies and developing community service training assignments is ongoing, requiring staff to balance the following considerations:

- Is the assignment relevant to the participant's skills, abilities, skill gaps, and employment goals?
- Does the assignment provide training for job skills that match local jobs that are in demand?
- Does the assignment offers an opportunity to train for a set of skills that are hard to find in the nonprofit setting?
- Does the host agency provide essential services to the community?
- Does the assignment contribute to a balance between services for the general population and services for the elderly population?

The Chinese Community Center, NAPCA's subcontractor in Houston, has participants that speak many different Asian languages. As a result, NAPCA has an additional criterion for host agencies—their staff must speak the same language as the participant. If participants are bilingual in English, they may be assigned as participant staff and provide valuable assistance with translations for other participants.

Skill-Specific Criteria

Most jobs and careers will require some degree of computer literacy. As a result, grantees strive to ensure that community service assignments provide opportunities for participants to learn, practice, and refine their computer, software, and Internet skills.

Customer service skills are required not only for customer service representatives but for workers in most occupations. SCSEP participants generally are experienced in listening and seeking to assist others, are patient, and have a friendly attitude toward customers and co-workers. Most community service assignments include customer service skills, so participants have an opportunity to display and further refine their skills and sometimes to mentor their host agency co-workers.

To respond to the strong demand for health care workers, grantees can seek to place participants who are interested in nurse assistant, home health aide, or personal and home care aide jobs in a public or nonprofit clinic, hospital, or nursing care facility. Providing services in a health care setting gives participants the opportunity to discover if they are interested in that type of work and work environment. Grantees can work with health care host agencies and potential employers to allay participants' concerns about nurse assistant or home health aide jobs being

too physically demanding; employers may be willing to accommodate participants' desires to do tasks that do not require physical strength. If participants decide they want to work in the health care field, grantees can pay for their training.

Clerical positions are participants' most common job goals, aligning with the high demand across industries for office clerks, secretaries, and bookkeeping clerks. Accordingly, the most common types of community service assignments arranged by grantees are for clerical positions, which provide training in computer and software skills, use of office equipment, answering telephones, maintaining filing systems, handling mail, and generating and distributing correspondence and documents. Bookkeeping-related community service assignments give participants the opportunity to use spreadsheets, databases, and/or specialized accounting software; practice operating 10-key calculators; learn and comply with financial policies, procedures, and regulations; compile reports; and reconcile or report discrepancies found in records.

Participants seeking food service jobs can be placed at senior centers, senior nutrition centers, school cafeterias, Meals on Wheels, Salvation Army, and other organizations to learn or refine the main skills required: food preparation and serving, communicating with customers, and cleaning and organizing the kitchen area.

Host agencies with stores like Goodwill, Salvation Army, or other nonprofit organizations with stores provide participants seeking jobs in retail sales the opportunity to develop their skills for greeting and describing merchandise to customers, preparing sales slips and cashiering, sorting the merchandise, updating displays, stocking and pricing, maintaining sales records, and maintaining the store facility. These organizations and food pantries may also provide on-the-job training for participants who want to develop stock clerk skills: receiving, counting, and recording items; packing and unpacking items; comparing inventory to physical counts of items; storing items orderly and safely; marking items; cleaning and maintaining supplies, equipment, and storage areas; obtaining items from shelves and bins; completing order receipts, and keeping records of stock and orders.

Participants seeking janitorial jobs can be assigned to schools, government offices, and nonprofit organizations to develop these skills—cleaning, especially restrooms, floors, windows; knowing cleaning procedures and following correct procedures for using chemical cleaners; notifying managers when repairs are needed; requisitioning supplies or equipment for cleaning and maintenance; and monitoring building security and safety. Various facilities can serve as host agencies for participants learning or updating their general maintenance worker skills, such as using common hand and power tools, performing routine maintenance, diagnosing basic mechanical problems and how to solve them, cleaning and maintenance, and keeping maintenance records.

Government entities and nonprofit organizations operating child care centers can serve as host agencies for participants seeking child care jobs or wanting to start their own child care businesses. Besides dressing and changing children's diapers, participants will observe and learn more about children's emotional and social development, monitor children's play activities and keep the play area safe, keep records on children's activities and behaviors, communicate with

parents and other caregivers about the children, and teach children healthy personal hygiene habits and behaviors. Participants may also help with meal preparation at these facilities.

Participants may be assigned to schools to learn the skills required to be teacher assistants: organizing and supervising students in classrooms, on the playground, and elsewhere in the facility; tutoring individual students or small groups of students to reinforce concepts presented by teachers; communicating with teachers to coordinate instructional or recreational activities; observing and recording students' performance and progress; and helping children stay safe and learn good safety habits.

Developing or Finding Additional Skills Training Opportunities

Host Agencies

Grantees encourage host agencies to include participants in any skill training opportunities beyond participants' community service assignments that may enhance their employment potential. Additional training opportunities arranged by host agencies have included diverse topics and skills: computer and software use, food service, English as a Second Language (ESL), General Educational Development (GED), case management, advanced teaching skills, curator and research, CPR, customer service, cash register, financial literacy, multigenerational diversity, and "life after SCSEP."

Computer Training

Because of the importance of computer skills for most jobs, grantees will seek opportunities to provide computer training earlier in participants' SCSEP tenure. With an early, short, intensive introduction to a combination of basic keyboarding, computer literacy, software, and/or Internet skills, participants will be able to provide useful services for host agencies much earlier in their community service assignments, and accelerate their learning curve in becoming computer savvy and job ready. In June 2012, EW began piloting the use of mobile computer labs, with five participants using laptops with Teknimedia and JobReady software that are linked with a "hotspot" for Internet access. The training is arranged and facilitated by participant assistants.

Grantees use computer-based training to expand participants' opportunities for specialized training. AARP's WorkSearch and EW's JobReady are online systems offering skills assessment, training courses, testing, and certificates for passing end-of-course tests. Training covers topics such as general workplace skills, life skills (e.g., money management); occupational skills like bookkeeping, computer, and sales skills; and general business skills such as customer service, interpersonal communications, and sales and marketing skills.

Community Colleges and School Districts

Grantees will seek to coordinate with Workforce Solutions Offices to encourage local community colleges and school districts to expand short-term, intensive training in the areas of basic skills, GED preparation, ESL and vocational ESL, computer skills, and specialized skills that are relevant to skill sets in demand by local industries and employers. Despite reduced education budgets, short-term intensive training in the skills and skill sets required by local

employers may be a more cost-effective approach to assisting low-income individuals of all ages to obtain and retain unsubsidized jobs.

In areas where teacher assistant is a high-growth occupation, grantees will seek to arrange with school districts to provide low-cost teacher assistant training to participants that have identified teacher assistant as their job goal.

Participants with Limited English Proficiency

TWC published the *LEP Guide for Workforce Professionals*¹² to assist Boards and contractor staff, as well as education and training professionals, to work with employers to design and deliver effective workforce training for the growing limited English proficiency (LEP) workforce in Texas. TWC will continue to seek and promote training opportunities that combine vocational English with short-term occupational training for LEP individuals, including SCSEP participants.

TWC will explore the availability of industry-focused curricula on sales and service, health care, and manufacturing that were developed by Texas Learns, Texas Education Agency's (TEA's) contracted adult education department. These curricula were specifically designed for adults with little or no English proficiency. TWC will seek to coordinate with Workforce Solutions Offices to encourage community colleges to offer these and other short-term, industry-focused curricula that are relevant to participants' career objectives and local employers' needs.

NAPCA's subcontractor, the Chinese Community Center, faces special language hurdles as well as transportation and scheduling challenges when organizing ESL, GED, and other classes for Asian and Pacific Islander participants who speak diverse languages and come from all parts of Houston. Houston is not only Texas' largest city but it is second only to Los Angeles in square miles. Grantees will brainstorm and discuss options to assist NAPCA in addressing language, transportation, and scheduling barriers for their LEP participants.

Workforce Solutions Offices

A variety of job seeker workshops are offered by Workforce Solutions Offices, including résumés, job search techniques, soft skills, interviewing, communications, and career planning. Some Workforce Solutions Offices also offer computer classes or make their computer rooms available for grantee classes. Job club meetings are held at Workforce Solutions Offices in cities and larger towns. When Workforce Solutions Offices are easily accessible to participants in distance and by transportation, grantees will seek to include job seeker workshops and job clubs in participants' Individual Employment Plans. This may enable grantee staff to provide more job search assistance to participants who are not able to access Workforce Solutions Offices.

Grantees will encourage coenrollment, when possible, of those participants seeking full-time employment so that participants can take advantage of additional training resources besides the core services for all job seekers.

¹²http://www.twc.state.tx.us/boards/guides/lep_guide_all.pdf

Employer-Based Training

Grantees have successfully partnered with employers to pay for skills training. For example, HEB, a regional Texas supermarket chain, has provided cashier training for AARP's participants. Even though there were no cashier job openings at the time, participants already had the knowledge and skills required and were hired when there were job openings. SER arranged with CVS to provide customer service skills training to participants. Other examples are call center training and nurse aide/home health aide/personal care attendant training provided by home health agencies and nursing homes.

Grantees will continue seeking skills training opportunities with employers. If participants are interested in the health care field, grantees can refer them to potential employers such as home health agencies. Once the employer agrees to hire the participant after being trained, and the participant agrees to complete the training, the grantee can arrange to pay for the training. One grantee's policy is to pay for nurse aide or other skills training if participants are willing to continue their regular community service hours and participate in the training after hours.

Grantees may develop relationships with health care employers and recruit interested participants at the employer's request. For example, home health agencies have requested nurse aide candidates, and hospitals have requested assistance with developing a pool of "sitters" who, with little or no training, are hired to stay with their patients after they leave the hospital. An additional route into the health care field is when participants have been LVNs or RNs and have allowed their licenses to expire—often when they started taking care of a spouse or other family member for several years. These participants can provide community services at their host agencies and, after hours, attend license preparation classes so they can reinstate their licenses and exit the program to nursing jobs.

If participants are interested in being security guards, grantees can refer them to an employer, that decides if the company wants to hire and train them. For participants interested in being correctional officers, grantees can refer them to the employer for testing. If the employer wants to hire them, the grantee can assist with support services such as clothing and transportation for the interview, and for up to 12 months after they are hired to assist them in retaining these jobs.

Several grantees plan to arrange more On-the-Job Experience (OJE) agreements with employers as a training-employment-retention strategy. Most grantees have not used OJEs extensively. These private sector internships offer both employers and older job seekers the opportunity to determine, on a trial basis, if the participant, the specific job opening, and company culture are a good match. OJEs are particularly suitable for those participants who have most of the required skills, but need to polish their skills, learn employer-specific technologies and procedures, increase their self-confidence, and ease their transition from training to unsubsidized employment.

Grantees will share—both informally and in structured quarterly grantee conference calls—their successes, challenges, lessons learned, and other insights on additional skills training options.

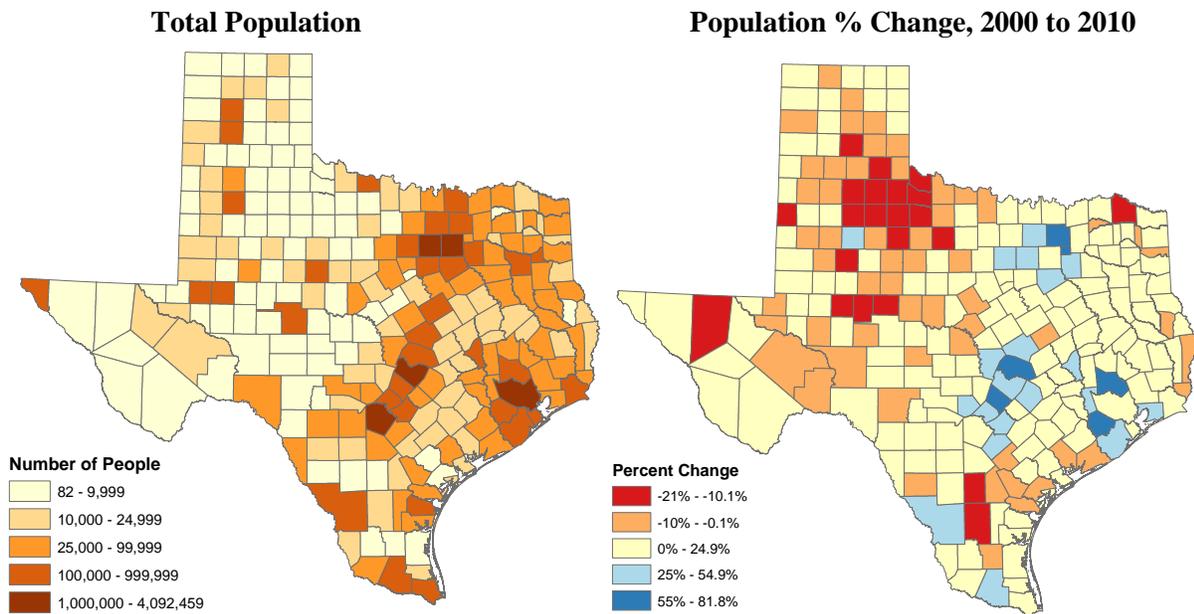
Section 3. The State’s Population and Equitable Distribution

State Population Changes

Texas’ population has increased rapidly since 2005. According to the Texas State Data Center, from 2000 to 2010, Texas’ population increased by 4,293,741, from 20,851,820 to 25,145,561.¹³ Texas had the largest state population increase in the nation and accounted for 15.7 percent of the U.S. population increase during this time period. The state’s population growth rate from 2000 to 2010 was 20.6 percent, the second highest state growth rate. Most of the population increase is occurring in the “Texas Triangle” – Houston, Dallas-Fort Worth, San Antonio, and Austin.

Figure 1 illustrates the population by county in 2010 on the left and the percent population change by county from 2000 to 2010 on the right. The population change map shows the shift away from rural counties, from -0.1 to -21 percent, in the northern and western parts of the state, surrounding Corpus Christi on the Gulf Coast, and Red River County in Northeast Texas. Also shown are the urban and suburban areas where the population increased from 25 to 81.8 percent: counties adjacent to Houston; counties surrounding Dallas; Central Texas, from counties north of Austin to the edge of, but not including, San Antonio; and Laredo and McAllen on the Texas-Mexico border in South Texas.

Figure 1
Population by County, 2010¹⁴



¹³ Lloyd Potter, PhD., *Texas Demographic Characteristics and Trends*, presentation to state agency leadership, February 13, 2012, Austin, Texas, slide 2, Growing States, 2000-2010, based on Census 2000 and Census 2010.

¹⁴ Potter, Slide 12, Total Population by County, 2010, Source: U.S. Census Bureau, 1000 and 2010 P.L. 94-171 Redistricting Data. Maps produced by the Office of the State Demographer.

Figure 2 maps the 2011 Metropolitan Statistical Areas (MSAs) of Texas. Metropolitan counties have a core urban area of over 50,000 population.

Figure 2
2011 Metropolitan Statistical Areas of Texas

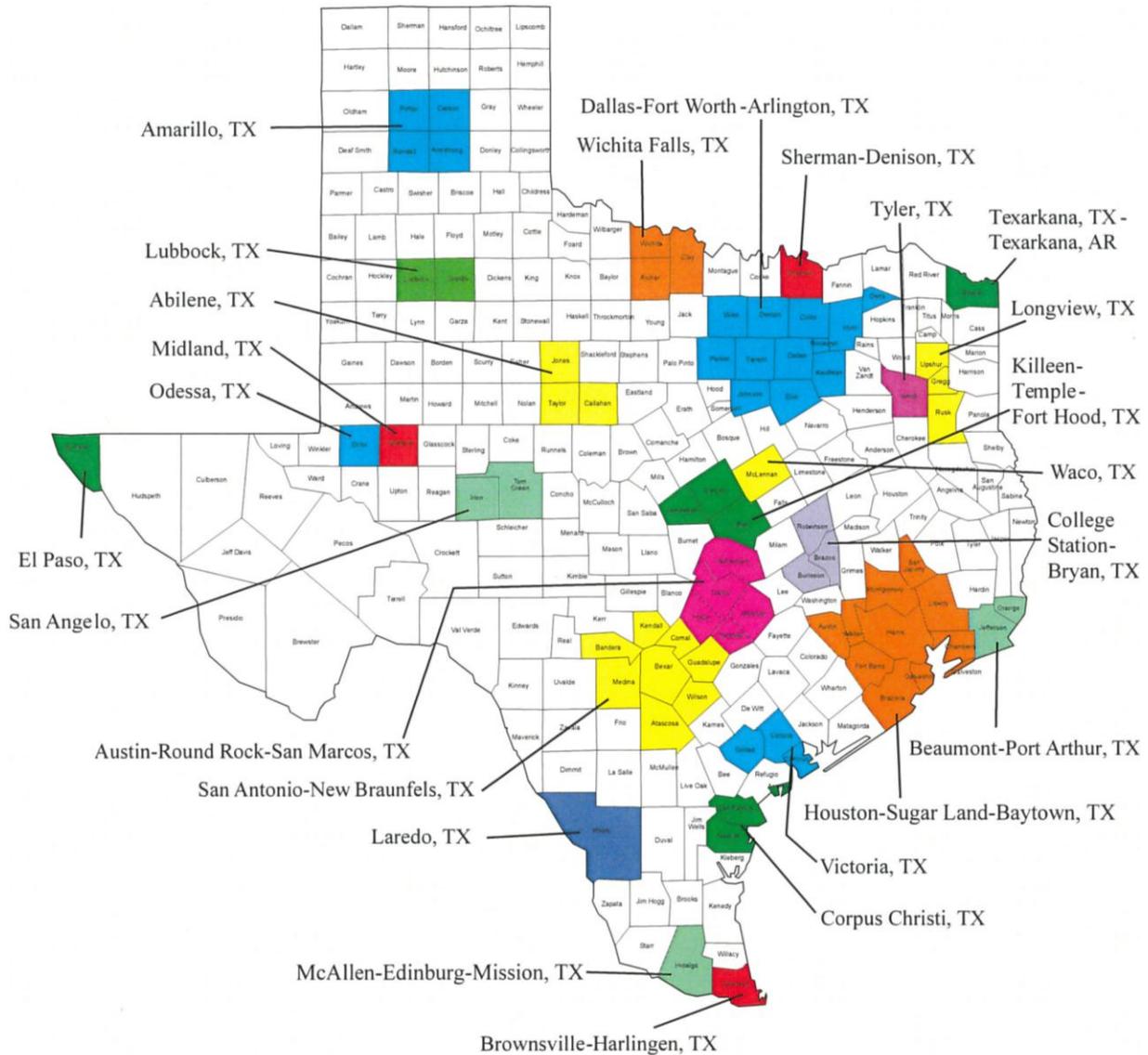


Table 7 compares the proportion of the population ages 55 and older in MSAs with over 200,000 population with micropolitan and rural areas. In micropolitan counties, the largest towns have populations of 10,000 to 50,000 people. The six largest MSAs, except for San Antonio, have a lower proportion of individuals 55 and older than the state average of 20.9 percent. San Antonio, Corpus Christi, Beaumont-Port Arthur, and smaller MSAs continue to have a higher proportion of individuals ages 55 and older. The micropolitan and rural areas have the highest proportion of the 55 and older population: 31.5 percent.

Table 7
Texas Population Ages 55 Years and Older by Geographic Area, 2010 and 2015¹⁵

Geographic Area	2010 Population			2015 Population		
	All Ages	55+ Years	% of 55+	All Ages	55+ Years	% 55+
State of Texas	25,674,614	5,364,246	20.9%	28,352,849	6,403,260	22.6%
Metropolitan Statistical Areas with Populations Exceeding 200,000						
Longview	215,487	59,201	27.5%	226,584	66,324	29.3%
Tyler	210,500	55,852	26.5%	233,642	63,176	27.0%
Beaumont-Port Arthur	386,500	99,595	25.8%	385,041	106,082	27.6%
Amarillo	259,655	61,068	23.5%	273,909	69,684	25.4%
Corpus Christi	427,807	98,960	23.1%	435,882	107,028	24.6%
Waco	238,107	53,697	22.6%	251,597	57,127	22.7%
San Antonio-New Braunfels	2,108,267	475,014	22.5%	2,304,969	564,837	24.5%
Lubbock	278,721	61,100	21.9%	286,327	67,121	23.4%
Brownsville-Harlingen	422,819	88,044	20.8%	463,209	101,238	21.9%
El Paso	781,687	152,011	19.4%	827,010	173,932	21.0%
Houston-Sugar Land-Baytown	6,029,360	1,140,398	18.9%	6,813,038	1,423,447	20.9%
Dallas-Fort Worth-Arlington	6,665,148	1,210,436	18.2%	7,585,534	1,515,889	20.0%
Austin-Round Rock	1,729,197	311,441	18.0%	2,006,954	413,684	20.6%
College Station-Bryan	213,455	36,904	17.3%	226,761	42,756	18.9%
McAllen-Edinburg-Mission	801,565	137,311	17.1%	928,512	166,653	17.9%
Killeen-Temple-Fort Hood	399,450	67,347	16.9%	429,930	79,764	18.6%
Laredo	259,711	38,251	14.7%	291,453	45,676	15.7%
Micropolitan & Rural Areas	2,345,924	739,147	31.5%	2,433,043	815,349	33.5%

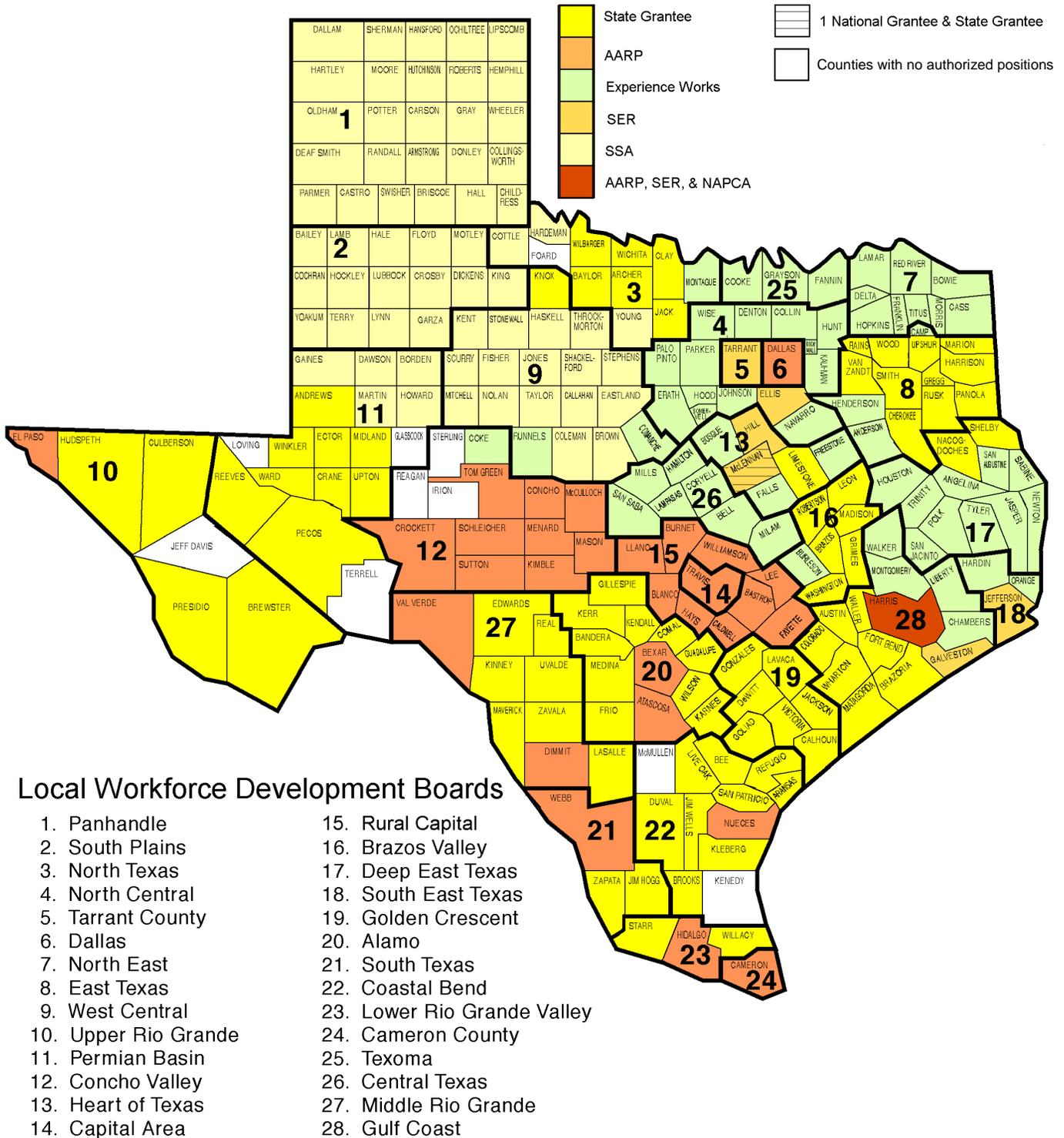
The state's racial and ethnic composition is changing. The greatest changes projected from 2000 to 2020 are the increase in Hispanic populations from 31.8 percent to 44.9 percent and the decrease in the non-Hispanic White population from 53.4 percent to 38.0 percent.¹⁶

Figure 3 illustrates the counties included in grantees' PY'11 service areas and overlays the boundaries of the state's 28 workforce areas.

¹⁵ Source: Texas State Data Center Population Projections Tool, 2000-2007 Migration Scenario, <http://idserportal.utsa.edu/sdc/projections/>

¹⁶ *Ibid.*

Figure 3
PY'11 SCSEP Grantee Service Areas in Texas



Equitable Distribution

The ratio of eligible individuals in each grantee service area to the total eligible population in the state is indicated by the *equitable share* of SCSEP positions in the Equitable Distribution Report. Appendix 10 is the PY'11 SCSEP Equitable Distribution Report, based on the 2000 Census, and reflects a total of 2,509 positions statewide.

Changes in PY'12

The PY'12 Equitable Distribution Report, effective July 1, 2012, is based on the 2010 Census and has a total of 2,494 positions in Texas (see Appendix 11).¹⁷ The equitable share for 200 of the state's 254 counties has changed, reflecting a significant shift of the SCSEP-eligible population from rural to urban counties between 2000 and 2010. Statewide changes in counties' equitable share include the following:

- 171 counties (67.3 percent) are losing positions;
- 29 counties (11.4 percent) are adding positions; and
- 33 counties now have zero equitable share and will have no new enrollments in PY'12.

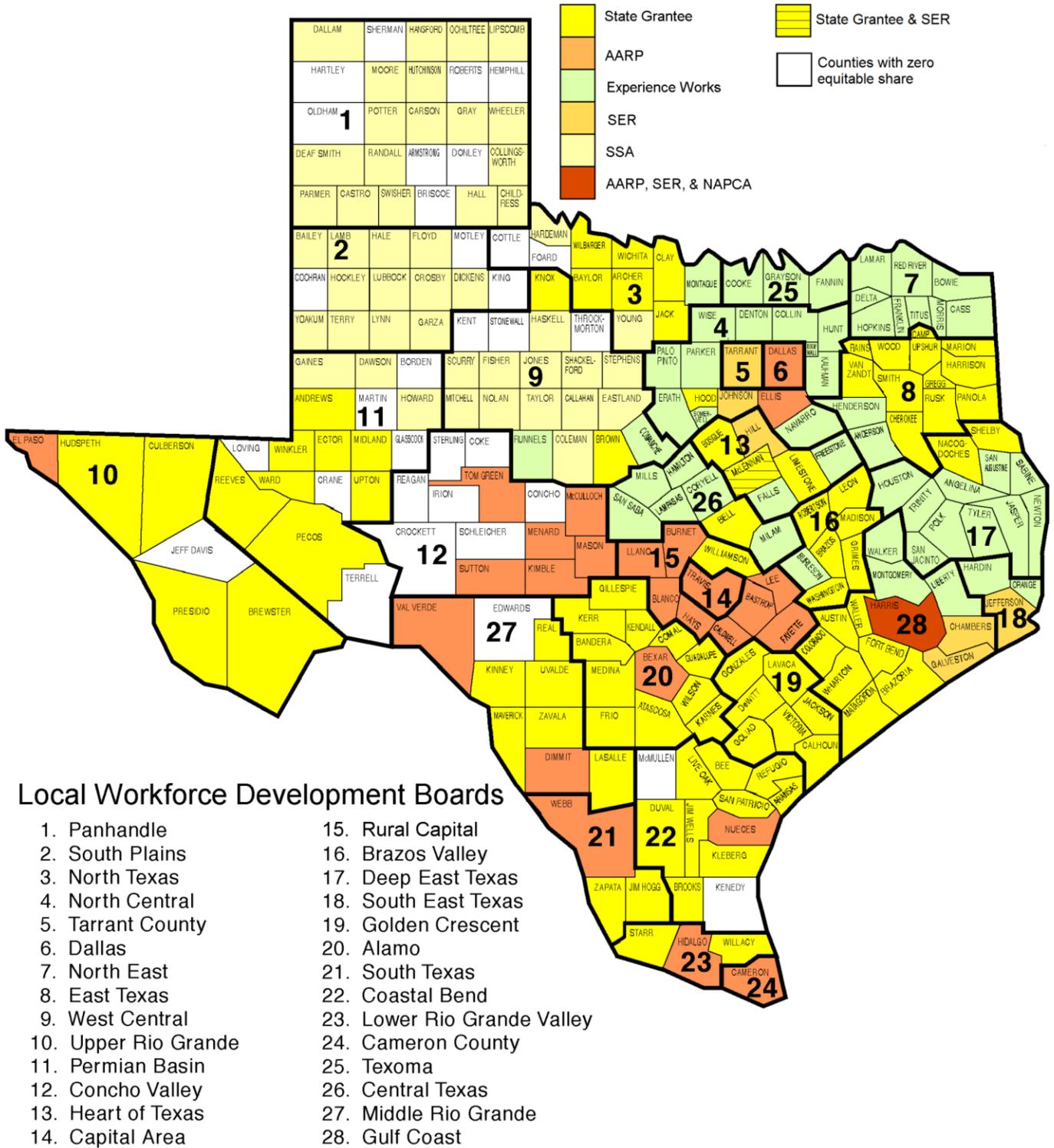
On July 26, 2012, DOL announced the results of the 2012 national SCSEP grantee competition. There are no changes in the national grantees operating in Texas and very minor changes in their service areas due to population shifts according to the 2010 Census. Figure 4 is a map of PY'12 grantee service areas. All grantees will continue to operate SCSEP in PY'11 service areas from July 1, 2012, to September 30, 2012, to allow time for transitioning participants in 11 counties to new grantees and for start-up activities for grantees that will be serving new counties.

Current Distribution

Appendix 12 lists the PY'12 equitable share for counties, grantees' current actual distribution of SCSEP positions by county, and the difference between the two. Several counties were extremely under-served or over-served, largely as a result of two years of extra funding that was over and above the regular SCSEP grants. The goal of both grants with extra funds was to serve as many SCSEP-eligible individuals as possible, focusing on areas with the most need and demand for SCSEP services rather than enrollment based on counties' equitable share. The most under-served counties include El Paso, Hidalgo, Dallas, Montgomery, Collin, Denton, Lubbock, and Starr. The most over-served counties include Tarrant, Jefferson, Harris, McLennan, Nueces, Galveston, Potter, Ellis, Brown, and Webb.

¹⁷ Although the number of SCSEP-eligible seniors is increasing, the number of positions in the state has declined because of the decrease in federal funding.

Figure 4
PY'12 SCSEP Grantee Service Areas in Texas



Equitable Distribution Strategy

Texas grantees have agreed to implement the following strategy to improve the equitable distribution of participants over time:

- Decrease enrollments in over-served counties by:
 - ceasing new enrollments;
 - focusing on assisting participants to find unsubsidized jobs and exit the program; and
 - allowing attrition as participants exit the program to gradually bring down the number served; and
- Increase enrollments in under-served counties by:
 - concentrating outreach and recruitment activities in the most under-served counties; and
 - continuing to recruit and enroll eligible individuals in the remaining under-served counties.

Timeline: Ongoing

The state's goal is to maximize the number of counties and workforce areas with zero balance, where the number of participants in a county equals the number of authorized positions in the county. Additionally, TWC will continue to encourage grantees to maximize service delivery efficiency by exchanging positions and/or counties to:

- eliminate duplication of grantees in counties to the extent possible; and
- further consolidate grantee service areas.

Timeline: Ongoing

Any proposed exchange of positions and counties will be submitted to DOL for approval.

Section 4. Areas and Populations Most in Need of SCSEP Services

Rural Areas

An estimated 18.1 percent of the state’s SCSEP-eligible population is rural. SCSEP’s definition of *rural* is based on Rural Urban Commuting Area (RUCA) codes,¹⁸ defined at the census tract level. The urban/rural distribution of the SCSEP-eligible population in workforce areas and grantee service areas is provided in Tables 8 and 9. Four workforce areas (North East Texas, West Central Texas, Deep East Texas, and Golden Crescent) are mostly rural. One workforce area, Middle Rio Grande, is 100 percent rural. Seventy-seven counties, or almost one-third of the state’s counties, have populations that are 75 percent rural or more. Fifty-eight counties, have 100 percent rural populations. At the opposite end of the spectrum, the populations in three one-county workforce areas (Tarrant, Dallas, and Capital Area) are 100 percent urban.

Rural Service Delivery Challenges and Strategies to Address These Challenges

The sheer size of Texas—268,601 square miles—makes rurality a particularly significant challenge to service providers. The state’s widest east-west expanse is 801 miles, and the maximum north-south distance is 773 miles. The extent of the state’s rurality is also underscored by the fact that 95.7 percent of the state’s land area is rural. Sixty-four counties are classified as frontier counties, a measure based on population density, distance from services/markets, and travel time to services/markets.

Figure 5 maps the rurality of Texas counties’ populations. Rural and mostly rural counties have 75 to 100 percent and 50 to 75 percent rural populations, respectively. Frontier counties, shown as white areas on the map, are the most sparsely settled and isolated areas—and the most difficult to serve.

Grantees’ greatest obstacles to providing SCSEP services in rural areas and assisting participants to find unsubsidized jobs are all related to shortages: of resources, services, and jobs, particularly in more isolated areas.

Lack of Adequate Transportation

Lack of adequate transportation significantly hinders SCSEP service delivery in rural areas. In their annual plans, Area Agencies on Aging (AAAs) have identified transportation as the number one priority need for seniors. The minimal transportation available in small towns is on-demand assistance geared toward persons with disabilities and to taking people to doctor appointments.

¹⁸ RUCA codes were developed by Health Resources and Service Administration’s Office of Rural Health Policy, the U.S. Department of Agriculture’s Economic Research Service, and the Rural Health Research Center in Seattle, Washington. RUCAs use standard Bureau of Census Urbanized Area and Urban Cluster definitions in combination with work commuting information to characterize all of the nation’s census tracts as rural (codes 4-10) or urban (codes 1-3).

Table 8
Urban/Rural Distribution of SCSEP-Eligible Population in Workforce Areas¹⁹

Local Workforce Development Area	Urban SCSEP-Eligible Population	Rural SCSEP-Eligible Population	Total SCSEP-Eligible Population	% Rural Population
Statewide	716,088	158,310	874,398	18.1%
Alamo	64,279	9,838	74,117	13.3%
Brazos Valley	5,070	3,029	8,099	37.4%
Cameron County	24,105	950	25,055	3.8%
Capital Area	34,567	0	34,567	0.0%
Central Texas	11,493	2,297	13,790	16.7%
Coastal Bend	33,294	16,879	50,173	33.6%
Concho Valley	4,574	1,824	6,398	28.5%
Dallas	61,179	10	61,189	0.0%
Deep East Texas	636	18,665	19,301	96.7%
East Texas	17,979	15,180	33,159	45.8%
Golden Crescent	3,567	3,610	7,177	50.3%
Gulf Coast	155,241	10,009	165,250	6.1%
Heart of Texas	9,886	3,692	13,578	27.2%
Lower Rio Grande	36,773	4,215	40,988	10.3%
Middle Rio Grande	0	12,662	12,662	100.0%
North Central	36,912	6,426	43,338	14.8%
North East Texas	4,625	8,785	13,410	65.5%
North Texas	5,127	2,719	7,846	34.7%
Panhandle	8,055	6,096	14,151	43.1%
Permian Basin	10,920	5,659	16,579	34.1%
Rural Capital Area	11,305	5,748	17,053	33.7%
South Plains	10,431	4,436	14,867	29.8%
South Texas	15,901	1,218	17,119	7.1%
Southeast Texas	12,522	2,978	15,500	19.2%
Tarrant	83,855	0	83,855	0.0%
Texoma	4,323	2,728	7,051	38.7%
Upper Rio Grande	43,119	1,330	44,449	3.0%
West Central Texas	6,350	7,327	13,677	53.6%

¹⁹Sources: Ratios for each workforce development area using zip code populations from 2010 SF1 100% Census file through American Fact Finder (Table P1), zip-to-ruca code file (www.ers.usda.gov/data/ruralurbancommutingareacodes/), and TWC zip-to-wda crosswalk.

Table 9
Urban/Rural Distribution of SCSEP-Eligible Population in Grantee Service Areas²⁰

PY'11 Grantee Service Area	Urban Population	Rural Population	Total Population	% Rural Population
AARP	414,321	19,705	434,026	4.54%
EW (Federal)	74,372	65,451	139,823	46.81%
NAPCA	100,558	32	100,590	0.03%
SER	213,499	2,800	216,299	1.29%
SSAI	20,723	25,392	46,115	55.06%
EW (State)	68,023	77,821	145,844	53.36%
Total	891,496	191,201	1,082,697	17.66%

Although the majority of SCSEP participants drive their own cars, for those who do not have cars or are no longer able to drive, the lack of transportation poses a significant barrier to SCSEP participation and to finding and retaining unsubsidized employment.

Joblinks notes the important role for workforce development organizations in expanding transportation options.

“Because employment-related trips account for the largest proportion of trips within communities, the agencies that prepare and connect workers with jobs have a large stake in employment transportation planning discussions.”²¹

Strategies that grantees will employ to address rural transportation needs include the following:

- Seek to place participants and rotate participants in community service assignments as close as possible to their residences.
Timeline: Ongoing
- Seek host agency assignments that have transportation resources. Grantees will contact school districts and child care networks/facilities to determine in which rural areas the school bus is a feasible alternative. For example, if community service assignments with a school district or child care facility are feasible and appropriate for participants’ career goals, grantees will seek to negotiate with agencies to enable participants to use the same bus or van transportation provided for children to travel to and from their community service assignments. Faith-based organizations providing community services may be able to serve as host agencies and provide transportation.
Timeline: PY’12—Begin and ongoing

²⁰ Sources: Zip-to-county crosswalk (www.huduser.org/portal/datasets/usps_crosswalk.html), zip-to-ruca code file (www.ers.usda.gov/data/ruralurbancommutingareacodes/), zip code populations from the 2010 SF1 100% Census file through American FactFinder (Table P1), and PY’11 Texas SCSEP Equitable Distribution Report.

²¹ Joblinks Employment Transportation Center and the Community Transportation Association of America, *Employment Transportation Fundamentals*, 2012.

- Become more knowledgeable about state and local transportation planning processes and how to quantify and accurately characterize transportation needs of older individuals, including older job seekers and workers.

Timeline: PY'12—Grantees will research and share information

- Identify any existing collaborations with rural community transportation providers and planners, AAAs and other human service agencies, elected officials, community and faith-based organizations, Texas Department of Transportation (TxDOT), Workforce Solutions Offices, employers, community colleges, and other interested stakeholders that are in the process of identifying area transportation gaps and/or addressing local transportation needs.

Timeline: PY'12—Begin and ongoing

- Where no transportation collaborations exist, identify rural community leaders who are concerned about transportation issues and most likely to champion and support a rural transportation initiative.

Timeline: PY'12—Begin and ongoing

- Explore the feasibility of transportation solutions such as ride share and volunteer driver that have increased the mobility of older adults in rural areas of other states. If successful initiatives appear to be relevant for rural Texas, grantees will research how these efforts were organized lessons learned, and potential funding sources.

Timeline: PY'12—Begin researching effective solutions for senior transportation, ongoing

Limited Access to Computers

A second resource in short supply that hinders rural SCSEP services is access to computers and the Internet. Low-income older job seekers often have weak or no computer skills. These skills are not only required by employers but important for participants to access the Internet, register in WorkInTexas.com and other online job search databases, and develop Internet search skills. Grantees' field staff members, including participant staff, need access to computers for data collection and communications in a state with such extensive rural areas. Improving access to computers in rural areas will increase the amount of computer and online training available for participants.

Strategies that grantees will employ to address rural technology needs include the following:

- Contact local businesses, government, public libraries, and community and faith-based organizations regarding ongoing computer and Internet access for participants on an ongoing basis.

Timeline: PY'12—Begin and ongoing

- Conduct research and contact computer manufacturers such as Dell, IBM, and Apple to inquire whether they or their foundations make low- or no-cost computer donations to organizations.
Timeline: PY'12—Conduct research and inquiries
PY'12-PY'13—If low- or no-cost computers are a possibility, coordinate to submit grant applications
- Explore the use of air cards, “hotspots,” and other methods where cell phone service is available to enable or increase participants’ access to the Internet.
Timeline: PY'12—Experiment with Internet access options, ongoing
- Conduct research on low-cost laptop computers, including those similar to durable laptops being offered to developing countries.
Timeline: PY'12—Begin exploring potential technology solutions, ongoing
- Research foundations to determine which ones have priorities or core values that are compatible with purchasing laptops for hands-on skills training for seniors. TWC will research funding options online and at the University of Texas’ Regional Foundation Library. Grantees and their field staff will inquire about local funding opportunities. When grant opportunities are identified, grantees will share guidelines, identify potential community partners, and seek to structure a funding proposal with broad community support.
Timeline: PY'13—Begin and ongoing

Limited Host Agencies

Many rural areas have few nonprofit organizations and governmental agencies to serve as host agencies for participants. Limited rural transportation options compound the challenges of identifying a sufficient number of host agencies and organizations with diverse skills training opportunities. More host agencies are needed that can provide general office skills training, computer skills training, and job-specific skills training.

Strategies that grantees will employ to increase the number of rural host agencies and the diversity of skills training opportunities for participants include the following:

- Use www.melissadata.com.
Timeline: Ongoing
- Contact chambers of commerce and faith-based and community organizations to find more potential host agencies.
Timeline: Ongoing
- Use Texas Connector to identify nonprofit organizations and agencies addressing priority community needs that might serve as host agencies.
Timeline: PY'12—Begin and ongoing

- Work with local agencies and seek community partners to address local transportation solutions to increase the mobility of participants and their access to host agencies.
Timeline: PY'12—Begin and ongoing

Lack of Specialized Skills Training

All rural communities lack skills training opportunities that are in addition to participants' on-the-job training in their community service assignments. Increasing access to computers and additional computer training opportunities is a top priority. Fortunately, almost all Texas grantees serving rural areas have purchased software or online access to computer and other skills training. AARP and EW have purchased Work Search and JobReady, respectively, which were developed by the National Business Services Alliance and have a variety of online assessments, skills training, and certificates indicating competency levels. As a result, increasing participants' access to laptops, desktop computers, and other technologies such as iPads can broaden participants' skills training opportunities considerably. Training opportunities are generally needed in the fields of health care, sales, customer service, food service, child care, and hospitality. In some workforce areas, training needs include landscaping services, alternative fuel production, and unarmed security.

SER has used several contractors to provide participants with specialized skills training and certificates of completion on a variety of topics and skill areas: financial literacy in English and Spanish, entrepreneurial, food service, clerical, customer service, vocational English, intensive job search, assessing career options, and job readiness training. Additionally, a SER contractor has provided rural participants with mobile computer training.

Grantees will pursue the following strategies to expand opportunities for participants' specialized training:

- Explore all formats and technologies for low-cost additional training in the most important skill areas identified by local employers.
Timeline: Ongoing
- Work with local community colleges and Workforce Solutions Offices to expand low-cost or no-cost skills training tailored to local employers' skill needs.
Timeline: PY'13—Begin and ongoing
- Seek opportunities with local employers to access low-cost or no-cost, short-term skills training. Even when an employer does not have an immediate job opening, participants can attend specialized training for high-growth occupations so that when there are job openings, participants will already have the required skills for these jobs. Two examples of this approach are AARP's securing cashier training for participants at HEB, a regional Texas supermarket chain, and SER's customer service training for participants at CVS Pharmacy.
Timeline: PY'13—Begin and ongoing

- Reach out to more rural employers to survey them about their skill needs; educate them about SCSEP’s on-the-job training; explain how their companies can benefit from hiring trained SCSEP participants; and explore OJE contracts as appropriate.

Timeline: PY’13—Begin and ongoing

Lack of Basic Skills Training

An additional resource that is lacking in most rural areas is basic skills training. Many rural seniors have less than a ninth grade education and need to improve their language and mathematics skills.

Strategies that grantees will use to develop more opportunities for basic skills training include the following:

- Use software and online sources to access basic skills training. AARP’s WorkSearch and EW’s JobReady provide some basic skills training. Teknimedia is a software package purchased by EW and other organizations to provide basic skills training.

Timeline: PY’12—Ongoing

- Contact Workforce Solutions Offices to identify existing basic skills training opportunities in their workforce areas.

Timeline: PY’12—Ongoing

- Explore with local school districts, community colleges, and literacy organizations the possibility of pooling resources to schedule low-cost or no-cost basic skills classes for seniors and other residents in rural communities

Timeline: PY’12—Begin and ongoing

Lack of Jobs

The scarcity of jobs in rural areas makes it more difficult for grantees to assist participants, even if they are “job ready,” to obtain unsubsidized jobs.

Strategies that grantees will use to expand rural participants’ job opportunities include

- Explore feasibility of self-employment with participants. Consult with Workforce Solutions Offices, Small Business Administration, Senior Core of Retired Executives, and other organizations about the most promising types of microenterprise businesses in the workforce area, assessment of an individual’s suitability for self-employment, available local and online resources, including mentoring support, and other feasibility considerations. If feasible, begin a pilot project with a participant or small group of participants in a targeted area.

Timeline: PY’13—Explore feasibility of microenterprise businesses for participants

PY’14—If feasible, initiate pilot project

PY’15—If pilot is successful, consider expanding to other targeted areas, based on local economy and resources; if promising but significant refinements needed, continue refining initial pilot project

- Encourage and assist participants with relocation if necessary. Explore the option of relocation with job ready participants who have been unable to find unsubsidized jobs and grantee staff, if staff concurs that there are no employment options in the participant’s current location. Work closely with participants considering relocation to ensure their relocation options have been thoroughly researched, are feasible, provide the necessary support, and may significantly increase opportunities for participants to obtain unsubsidized employment. This is an option for a very limited number of participants.
Timeline: PY’12—Begin and ongoing when appropriate

For all strategies to meet rural challenges:

Timeline: September 2012—Grantees will share results, challenges, ideas, and opportunities during quarterly grantee conference calls; ongoing

SCSEP-Eligible Population Distribution

The statewide SCSEP-eligible population, individuals who are 55 years and older and whose income is 125 percent or less than the federal poverty level, is estimated to be 874,398. Tables 10 and 11 show the distribution of the SCSEP-eligible population in grantee service areas and workforce areas, respectively.

Table 10
SCSEP-Eligible Population in Grantee Service Areas²²

PY'11 Grantee Service Area	% of SCSEP-Eligible Population
AARP	40.1%
EW (Federal)	12.9%
NAPCA	9.3%
SER	20.0%
SSAI	4.3%
EW (State)	13.5%

²² Source: Used zip-to-county crosswalk (http://www.huduser.org/portal/datasets/usps_crosswalk.html) with DOL’s SCSEP Performance and Results QPR (SPARQ) zip-to-ruca code file.

Table 11
SCSEP-Eligible Population in Workforce Areas²³

Workforce Area	SCSEP-Eligible Population	% of SCSEP-Eligible Population
State	874,398	100.0%
Alamo Area	74,117	8.5%
Brazos Valley	8,099	0.9%
Cameron County	25,055	2.9%
Capital Area	34,567	4.0%
Central Texas	13,790	1.6%
Coastal Bend	50,173	5.7%
Concho Valley	6,398	0.7%
Dallas	61,189	7.0%
Deep East Texas	19,301	2.2%
East Texas	33,159	3.8%
Golden Crescent	7,177	0.8%
Gulf Coast	165,250	18.9%
Heart of Texas	13,578	1.6%
Lower Rio Grande	40,988	4.7%
Middle Rio Grande	12,662	1.4%
North Central	43,338	5.0%
North East Texas	13,410	1.5%
North Texas	7,846	0.9%
Panhandle	14,151	1.6%
Permian Basin	16,579	1.9%
Rural Capital Area	17,053	2.0%
South Plains	14,867	1.7%
South Texas	17,119	2.0%
Southeast Texas	15,500	1.8%
Tarrant	83,855	9.6%
Texoma	7,051	0.8%
Upper Rio Grande	44,449	5.1%
West Central Texas	13,677	1.6%

²³Source: Created ratios for each workforce area using zip code populations from the 2010 SF1 100% Census file through American FactFinder, used with SPARQ zip-to-ruca code file.

Special Populations

One of SCSEP's primary goals is to provide services for eligible individuals who need additional training and employment support services to assist them to overcome significant barriers and obtain unsubsidized jobs. The SCSEP rules, 20 CFR § 641.140, effective October 1, 2010, define *most-in-need participants* as those who are eligible for SCSEP and have at least one of the following characteristics:

- Have a disability or have a serious disability
- Are frail
- Are age 75 or older
- Are age-eligible but do not receive benefits under title II of the Social Security Act
- Reside in areas with persistent unemployment and have severely limited employment prospects
- Have limited English proficiency
- Have low literacy skills
- Reside in rural areas
- Are veterans
- Have low employment prospects
- Have failed to find a job after using title I services under the Workforce Investment Act
- Are homeless or at risk for homelessness.

Additional populations identified in 20 CFR § 641.325(b)(1)-(3) include SCSEP-eligible individuals who:

- have the greatest economic need, or have incomes at or below the federal poverty level;
- are minorities; or
- have the greatest social need, such as having physical or mental disabilities; language barriers; and cultural, social, or geographic isolation, including isolation caused by race or ethnicity, that restricts an individual's ability to perform normal daily tasks or threatens the individual's capacity to live independently.

Participant Recruitment and Selection

General Recruitment Methods

Grantees employ the following general recruitment methods:

- Use word of mouth;
- List SCSEP openings with Workforce Solutions Offices and WorkInTexas.com;
- Advertise in local newspapers, penny saver newspapers, and newsletters, including minority-focused newspapers;
- Distribute brochures, flyers, posters, and fact sheets throughout the community;
- Run public service announcements on local radio and cable networks;
- Participate in radio and television interviews;
- Work with local newspapers to print human interest stories on SCSEP participants and host agencies;

- Make presentations at local civic and faith-based organizations and business meetings;
- Ask host agencies' representatives, existing participants, and local officials to use word of mouth to promote services; and
- Coordinate outreach activities with other local partners, including placing flyers in food bank distribution packets, attending senior health fairs, participating in local job fairs, and visiting senior nutrition sites.

Local Recruitment Partners

Local entities that assist recruitment activities and/or refer applicants to grantees include:

- U.S. Department of Veterans Affairs, Social Security Administration (SSA), U.S. Department of Housing and Urban Development;
- Workforce Solutions Offices;
- AAAs and Aging and Disability Resource Centers (ADRCs);
- Vocational rehabilitation agencies, Supplemental Nutrition Assistance Program benefits offices, local housing authorities, transportation authorities;
- Medical centers, libraries, community colleges, and schools;
- Goodwill, United Way, Community Action Agencies, Salvation Army, and 2-1-1 Texas;
- Food banks, homeless and domestic violence shelters, ex-offender programs, and homeless coalitions;
- Other faith-based and community-based organizations;
- Elected officials, ministers, and county and city agencies.

Focusing on Special Populations

Grantees work with local agencies to target recruitment activities in under-served areas, in areas of higher concentrations of minorities, and to those most-in-need and/or individuals in priority populations. Targeted recruitment efforts are based on census data, local and state demographic data, and Texas population and aging statistics.

Grantees monitor enrollment levels of most-in need populations at least quarterly. Field staff members are trained to profile and manage their territories so they are able to track and plan for exits, plan for adequate recruitment activity to fill vacancies quickly, and seek to ensure that special populations are adequately served.

Recruitment Methods for Special Population Groups

Grantees often need to go beyond traditional recruitment methods to connect with and enroll individuals from special population groups. General outreach strategies for special populations include:

- networking with and providing recruitment brochures to neighborhood and faith-based organizations that serve and advocate for these special population groups; and
- Visiting locations and displaying recruitment brochures and flyers where priority populations may congregate, such as laundries, senior centers, nutrition centers, health clinics, and other health care providers.

In addition to general outreach methods for special populations, grantees use the following recruitment methods to reach specific populations:

- 1) *Veterans and qualified spouses*
 - Networking with local veteran representatives at Workforce Solutions Offices, county judges, senior centers, AAAs, and Health and HHSC
 - Contacting and making presentations to local Veterans of Foreign Wars organizations, veteran medical clinics, and other veteran-related organizations in the community
- 2) *Individuals with disabilities*
 - Networking with DARS, HHSC, SSA, and AAAs
 - Contacting disability navigators or former disability navigators at Workforce Solutions Offices to identify local disability advocates and relevant community organizations serving or supporting people with disabilities
 - Contacting DARS' Centers for Independent Living (located in 27 Texas cities)
- 3) *Individuals who are age 75 and older or are frail*
 - Networking with AAAs, senior centers, local Meals on Wheels programs, county judges, thrift stores, and churches
 - Working with HHSC and SSA
- 4) *Individuals who are age-eligible but not receiving benefits under SSA Title II*

Contacting SSA, HHSC, and Workforce Solutions Offices to identify these individuals
- 5) *Individuals who reside in areas with persistent unemployment and have severely limited employment prospects*

Conducting outreach in counties classified as having persistent unemployment: Willacy, Hidalgo, Starr, Maverick, Zavala, and Presidio along the Rio Grande; Jasper, Newton, and Sabine in Southeast Texas; Matagorda on the Gulf Coast; and Morris in Northeast Texas
- 6) *Individuals with limited English proficiency*
 - Advertising through local ethnic media, such as Spanish language newspapers and radio stations
 - Networking with local churches, Hispanic Chambers of Commerce, restaurants and other businesses that cater to the Hispanic community, and other Hispanic or ethnic community organizations
 - Hiring staff members who speak Spanish or Asian languages to conduct outreach directly
 - Translating recruitment materials into Spanish or Asian languages
- 7) *Individuals with low literacy skills*

Networking with adult literacy providers, community leaders, churches, and other community organizations
- 8) *Individuals who live in rural areas*

Using word of mouth through community leaders and community networks, including current and former participants and host agencies

- 9) *Individuals with low employment prospects*
- Contacting Workforce Solutions Offices, veterans organizations, and other community organizations
 - Visiting community centers and coffee shops
 - Networking with safety net organizations like food banks

- 10) *Individuals who used Workforce Investment Act Title I services but failed to find jobs*
Contacting Workforce Solutions Offices to identify and reach out to these persons

- 11) *Individuals who are homeless or at risk of homelessness*
Networking with local homeless shelters, homeless coalitions, housing authorities, food banks, churches, and Workforce Solutions Offices

Three additional special populations with barriers include individuals with incomes at or below poverty, individuals who are culturally or geographically isolated, and minorities. The outreach methods used by grantees, in addition to traditional efforts, to recruit these individuals are listed below.

- 12) *Individuals with incomes at or below poverty*
- Networking with SSA, HHSC, Workforce Solutions Offices, and AAAs;
 - Contacting churches, food banks, thrift shops, and local housing authorities.

- 13) *Individuals who are socially, geographically, linguistically, or culturally isolated and at risk of not being able to live independently*
These individuals are particularly difficult to reach.

- Seeking referrals through HHSC, DARS, SSA, and Workforce Solutions Offices
- Networking with Meals on Wheels programs for senior, churches, and local community organizations to identify and connect with these individuals
- Talking with roadside businesses in geographically isolated areas to identify where potentially eligible seniors live

- 14) *Individuals who are minorities*
- Using recruitment methods listed for LEP individuals
 - Networking with ministers and leaders at churches with predominantly minority congregations
 - Making presentations at minority agencies, community centers, and chambers of commerce serving minority communities
 - Visiting food banks, restaurants, senior centers, and other organizations in minority neighborhoods
 - Networking with HHSC, SSA, AAAs, and Workforce Solutions Offices

Priority of Service

Priority Sequence

In accordance with 20 CFR § 641.520(c), grantees apply priority of service for enrollment *in the following order*:

- Veterans or qualified spouses who have at least one of the other priority characteristics
- Veterans or qualified spouses who do not possess one of the other priority characteristics
- Individuals who do not qualify as veterans or qualified spouses and who have at least one of the other priority characteristics

Priority Characteristics

As specified in 20 CFR § 641.520(a), the other priority characteristics besides being a veteran or qualified spouse include:

- Are 65 years of age or older;
- Have a disability;
- Have limited English proficiency;
- Have low literacy skills;
- Reside in a rural area;
- Have low employment prospects;
- Have failed to find employment after using services provided through the one-stop delivery system; or
- Are homeless or are at risk for homelessness.

Distribution of Special Populations

The distribution of the rural SCSEP-eligible population in workforce areas and in grantee service areas was provided and mapped in Section 4, Areas and Populations Most In Need of SCSEP Services.

Table 12 provides statewide statistics on special populations that have priority for SCSEP enrollment, as well as statewide SCSEP enrollment statistics for PY'11–PY'12 through Quarter 3. Unless otherwise specified, *eligible population* refers to individuals ages 55 and older who have incomes at or below 125 percent of U.S. Department of Health and Human Services (HHS) Federal Poverty Levels (FPLs). These statistics are presented with the caveat that both the number of SCSEP-eligible individuals who are actually able to work and the number of SCSEP-eligible individuals who are seeking employment are unknown.

Table 12 indicates that grantees have successfully recruited participants from rural areas; minorities in general, especially Blacks or African Americans; and those with incomes at or below the federal poverty level in proportions exceeding those in the SCSEP-eligible population. The proportions of enrolled participants who were LEP, veterans, and Asian/Pacific Islander and American Indian minorities were similar to their proportions in the statewide SCSEP-eligible population.

Table 12
Comparison of 2010 SCSEP-Eligible Population Characteristics with
SCSEP Participant Characteristics in PY'10 and PY'11 through Quarter 3

Priority Population Groups	Statewide Eligible Population	% of Eligible Population	Texas SCSEP Participants	% of Texas SCSEP Participants
Total Population	874,398	100.0%	10,674	100.0%
Female ²⁴	473,096	61.7%	6,817	64.0%
Male ²⁵	293,896	39.3%	3,846	36.0%
Priority Populations				
Are Age 75 & Older ²⁶	212,268	27.7%	906	8.5%
Have Limited English Proficiency	176,218	20.2%	1,903	17.8%
Have <9th Grade Education	686,103	89.4%	1,416	13.3%
Have a Disability ²⁷	390,877	44.7%	1,391	13.0%
Reside in Rural Areas	158,310	18.1%	2,700	25.3%
Are Veterans	87,717	11.4%	1,309	12.3%
Are Homeless (55+) ²⁸	22,500 annually	3.1%–3.8% annually	5,320 at risk or homeless	49.8% at risk or homeless
Have the Greatest Economic Need – Income At or Below the Federal Poverty Level ²⁹	644,431 ³⁰	73.7%	9,350	87.6%
Are Minorities	433,100	57.9%	6,770	63.4%
Hispanic or Latino	290,620	38.9%	3,593	33.7%
Black or African American	114,385	15.3%	2,834	26.6%
Asian and Pacific Islander	17,645	2.4%	270	2.5%
American Indian	3165	0.4%	73	0.7%

²⁴ Total SCSEP-eligible population for gender estimates is 766,992. Percent of eligible population is percent of 766,992.

²⁵ *Ibid.*

²⁶ *Ibid.*

²⁷ Source: DARS used U.S. Census Data Ferret online tool to run the ACS 2010 one-year estimate .

²⁸ Source: Texas Homeless Network, Homeless estimate is percent of 55+ population rather than SCSEP-eligible population, based on 55+ multiplier derived from 2012 Point-In-Time survey.

²⁹ Estimated SCSEP-eligible population is based on percent obtained from Census 2010 5-year ACS PUMS Microdata.

³⁰ Source: 2010 five-year ACS file, Census Web site.

Hispanics were under-represented in Texas' participant population, representing 33.7 percent of Texas participants in comparison with 38.9 percent of the SCSEP-eligible population. Individuals with less than a ninth grade education and individuals with disabilities were also under-represented in the SCSEP participant population as were individuals with disabilities. About 13 percent of Texas participants have less than a ninth grade education, compared to 89 percent of SCSEP-eligible individuals. About 13 percent of participants have disabilities, in comparison to 89 percent of the SCSEP-eligible population. As noted earlier, however, reliable estimates for the number of SCSEP-eligible individuals in these two population groups that are able to work and are seeking employment are not available.

Statewide statistics available for several eligible most-in-need special population groups introduced in the Older Americans Act Amendments of 2006 are not available. Table 13 provides PY'11–PY'12 Quarter 3 enrollment statistics for these participant characteristics.

An additional special population identified in the Older Americans Act Amendments of 2006 is the SCSEP-eligible individuals who have the “greatest social need”—caused by non-economic factors, which include physical and mental disabilities, language barriers, and cultural, social, or geographic isolation. Although there are no unduplicated statistics for those with the greatest social need, the estimates for the proportion of subset categories include SCSEP-eligible individuals:

- with disabilities—44.7 percent;
- with limited English proficiency—20.2 percent;
- experiencing geographic isolation—2.4 percent residing in 64 frontier counties averaging less than seven persons per square mile.

The “Service to Most In Need” performance measure is the average number of special population characteristics per participant and is calculated by dividing the total number of most-in-need characteristics by the number of participants. The statewide most-in-need targets were 2.57 for PY'10 and 2.63 for PY'11. The state's average number of most-in-need characteristics for SCSEP participants for both PY'10 and PY'11 through Quarter 3 was 2.78. The nationwide most-in-need targets were 2.46 for PY'10 and 2.55 for PY'11. Nationwide most-in-need performance was 2.54 in PY'10 and 2.50 in PY'11 through Quarter 3.

Table 13
Additional SCSEP Participants' Special Population Characteristics
PY'10 and PY'11 through Quarter 3³¹

Special Population Characteristics	Texas SCSEP Participants	% of Texas SCSEP Participants
Total Participants	10,674	100.00%
Have low literacy levels	3,828	35.90%
Have low employment prospects	10,283	96.30%
Failed to find a job after using Title I WIA	401	3.80%
Were age 75 years and over when enrolled	568	5.30%
Are displaced homemakers	2,039	19.10%
Receive public assistance	4,315	40.40%
Have severe disabilities	158	1.50%
Are frail	61	0.60%
Are age-eligible but do not have enough work history to receive Social Security Title II	139	1.30%
Have severely limited employment prospects	967	9.10%

³¹Source: U.S. Department of Labor's (DOL's) SPARQ database.

Section 5. Service to Minority Individuals

Minority Recruitment and Enrollment

The Importance of County-Level Data for Large States

Since PY'07, grantees have received annual minority reports generated by Charter Oak Group comparing the incidence of SCSEP-eligible minority populations statewide with the percent of each grantee's minority participants in Texas. TWC was concerned about the accuracy of statewide data in a large state like Texas, in which distributions of different minority groups vary considerably. In 2010, at TWC's request, a special census "run" of county-level minority data for the state was obtained and provided by Charter Oak Group, based on the American Community Survey's three-year estimates for counties with a population of at least 20,000. Although minority data was not available for all Texas counties, there was a wide variation in minority population incidence in grantee service areas in comparison to the statewide minority population incidence. These calculations were shared with Texas grantees and with Charter Oak. The following year, Charter Oak was able to obtain Census minority incidence data for all counties, based on the American Community Survey's five-year estimates. TWC's calculations of minority population incidence again illustrated significant differences in minority population incidence in grantees' service areas in comparison to the statewide incidence of minority populations.

Table 14 compares Census 2010 estimates for the statewide percentage of specific minority populations with the percentage of minorities in Texas grantees' participant population for PY'11 through Quarter 3.

Table 14
Comparison of Census 2010 Minority Percentages of the Eligible Population and Minority Percentages of Participants Statewide, PY'11 through Quarter 3

Population Group	Statewide Eligible Population	% of Eligible Population	Texas SCSEP Participants	% of Texas SCSEP Participants
Total Population	747,925	100.0%	4,041	100.0%
Hispanic or Latino	290,620	38.9%	1,414	35.0%
Black or African American	114,385	15.3%	1,105	27.3%
Asian	17,645	2.4%	270	6.7%
Pacific Islander	0	0.0%	3	0.1%
American Indian	3,165	0.4%	33	0.8%

It appears that the statewide enrollment of all minority populations, except Hispanics, is comparable or exceeds the incidence in Texas' SCSEP-eligible population. However, Table 15 shows how large the range in minority population incidence can be for different grantee service areas. The largest- and smallest-incidence percentages are boldfaced for each minority population group in Texas.

Table 15
Comparison of Census 2010 Statewide Minority Population Percentages
with Minority Population Percentages in Grantees Service Areas

Population Group	Statewide		AARP Counties		EW (Federal) Counties		SER Counties		SSAI Counties		EW (State) Counties	
	Eligible Pop.	% of Eligibles	Eligible Pop.	% of Eligibles	Eligible Pop.	% of Eligibles	Eligible Pop.	% of Eligibles	Eligible Pop.	% of Eligibles	Eligible Pop.	% of Eligibles
Total Population	747,925	100.0%	337,834	100.0%	117,190	100.0%	90,640	100.0%	45,450	100.0%	135,587	100.0%
Minority	433,100	57.9%	247,945	73.4%	31,470	26.9%	45,098	54.2%	18,220	40.1%	71,870	53.0%
Hispanic or Latino	290,620	38.9%	191,293	56.6%	9,835	8.4%	19,093	21.1%	13,800	30.4%	50,152	37.0%
Black or African American	114,385	15.3%	45,241	13.4%	19,960	14.5%	24,879	27.5%	2,915	6.4%	18,073	13.3%
Asian	17,645	2.4%	8,557	2.5%	1,910	1.6%	4,101	4.5%	215	0.5%	1,373	1.0%
Pacific Islander	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
American Indian	3,164	0.4%	1,805	0.5%	0	0.0%	447	0.5%	190	0.4%	207	0.15%

The variation in the percentage of eligible Hispanics across grantee service areas is striking: from 8.4 percent to 56.5 percent. Black or African-American incidence varies from 6.4 percent to 27.5 percent.³² Although the incidence of Asian and American Indians is quite small by comparison, there is still considerable variation across grantees—from 0.5 percent to 4.5 percent for Asians and from 0.15 percent to 0.53 percent for American Indians.

Table 16 compares the minority population percentages for grantee service areas with the percentage of grantees' minority participants:

- Four out of five grantees under-serve Hispanics;
- All five grantees serve a larger proportion of the Black or African-American population and a smaller proportion of the Asian population than incidence levels for their service areas; and
- All five grantees serve a larger proportion of the American Indian population than the incidence levels in their service areas.

³² NAPCA targets the Asian minority population, serves 95% Minorities, and is not included in Tables 17 and 18.

Table 16
Comparison of Minority Population Percentages in Grantee Service Areas
with the Percentage of Grantees' Minority Participants, PY'11 through Quarter 3

Minority Population Groups	Statewide	AARP Counties		EW (Federal) Counties		SER Counties		SSAI Counties		EW (State) Counties	
	% of Eligibles	% of Eligibles	% of Participants	% of Eligibles	% of Participants	% of Eligibles	% of Participants	% of Eligibles	% of Participants	% of Eligibles	% of Participants
Hispanic or Latino	38.9%	56.6%	56.5%	8.4%	5.0%	21.1%	17.4%	30.4%	22.7%	37.0%	30.7%
Black or African American	15.3%	13.4%	25.8%	14.5%	20.1%	27.5%	58.9%	6.4%	9.7%	13.3%	22.4%
Asian	2.4%	2.5%	1.4%	1.6%	0.0%	4.5%	1.8%	0.5%	0.3%	1.0%	0.0%
Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.17%	0.00%	0.00%	0.00%	0.32%	0.00%	0.14%
American Indian	0.42%	0.53%	0.57%	0.32%	1.50%	0.49%	0.53%	0.42%	1.62%	0.15%	0.82%

Minority Outcomes

Grantees strive to ensure that the common measure outcomes—Entered Employment, Employment Retention, and Average Earnings – for minority participants are at least equivalent with those of their non-minority, non-Hispanic, and white counterparts. Charter Oak’s annual minority reports compare the common measures performance of minority participants with non-minority participants. Table 17 shows the most recent analysis of minority participant outcomes. The “Difference” columns represent the difference in the outcomes between minority versus non-minority, Hispanic versus non-Hispanic, and minority racial groups versus White participants.

Table 17
Comparison of Minority Participant Outcomes with Outcomes for
Non-Minority, Non-Hispanic, and White Participants, PY’09

Population Group	% Employed	Difference	% Retained	Difference	Average Earnings	Difference
Minority	56.8%	-0.7%	67.6%	-12.0%	\$8,310	-8.1%
Non-Minority	57.2%		76.8%		\$9,043	
Hispanic	63.4%	14.0%	70.3%	-4.0%	\$8,396	-2.3%
Non-Hispanic	55.6%		73.2%		\$8,593	
Black or African American	55.2%	-5.6%	63.8%	-14.1%	\$7,581	-17.0%
Asian	37.8%	-54.2%	88.2%	17.5%	\$7,693	-15.3%
Pacific Islander	50.0%	-16.6%	33.3%	-118.6%	\$7,200	-23.2%
American Indian	50.0%	-16.6%	75.0%	2.9%	\$11,326	21.7%
White	58.3%	0.0%	72.8%	0.0%	\$8,872	0.0%

Statewide Entered Employment Rate

- Minority participants’ employment rates were very similar to non-minority employment rates;
- Hispanic employment rates were significantly higher than non-Hispanic employment rates;
- Black or African-American participants’ employment rates were about 6 percent lower than white employment rates;
- Asian employment rates were over 50 percent lower than White employment rates; and
- American Indian and Pacific Islander employment rates were lower, but their small denominators skew the employment rates disproportionately.

Statewide Employment Retention Rate

- Minority participants' retention rate lagged non-minorities' retention rate by over ten percent;
- Hispanics' retention rate lagged non-Hispanics' retention rate by less than five percent;
- Black or African American participants' retention rates were almost 15 percent less than white participants;
- Asians' retention rates exceeded those of whites by more than 15 percent;
- American Indian participants' retention rates slightly exceeded those of whites, but the small denominator of four must be kept in mind; and
- Pacific Islanders' retention rates were dramatically lower and were disproportionately impacted by the small denominator of three.

Statewide Average Earnings

- Minority participants' average earnings lagged those of non-minorities by less than ten percent;
- Hispanic average earnings were slightly less than non-Hispanics;
- Black or African American participants' average earnings lagged those of whites by more than 15 percent;
- Asians' average earnings were about 15 percent less than their white counterparts;
- Pacific Islander participants' average earnings were almost 25 percent less than white participants; again, the calculations were based on a small denominator; and
- American Indians' average earnings were over 20 percent more than whites, but the small denominator must be noted.

Individual grantee's PY'09 minority outcomes—Entered Employment, Employment Retention, and Average Earnings—are included in Appendices 13, 14, and 15, respectively.

State Strategies for Improving Minority Outreach and Enrollments

At the state level:

TWC will:

- continue to generate minority population statistics for grantees, based on the specific counties in their service areas rather than the statewide average—for accuracy's sake.
Timeline: Ongoing

Grantees will:

- monitor and share statewide and grantee-specific minority enrollment data and factors/barriers impacting minority recruitment successes and challenges.
Timeline: September 2012—Begin and ongoing

- use Texas grantees' quarterly conference calls to share statewide and grantee-specific factors impacting minority recruitment successes and challenges, share best practices, and brainstorm actions to address the Texas grantee team's minority recruitment/enrollment challenges, particularly with Hispanic enrollments.

Timeline: September 2012—Begin and ongoing

At the local level,

Grantees will:

- ensure that field staff members recognize that the proportion of Hispanic and Asian seniors will continue to increase in Texas.

Timeline: September 2012—Begin and ongoing

- analyze whether their Texas service and field offices are meeting their enrollment targets, geographic areas where recruitment/enrollment performance is strong, and geographic areas where improvement is needed.

Timeline: Ongoing

- identify factors contributing to minority enrollment strengths and factors impeding minority enrollments.

Timeline: Ongoing

- share best practices for minority recruitment and provide technical assistance as needed with grantee's Texas field staff.

Timeline: Ongoing

- where applicable, target outreach to specific under-served minority groups, particularly Hispanics, in counties where they are a larger proportion of the SCSEP-eligible population in the grantee's service area.

Timeline: Ongoing

- when Hispanic enrollments are significantly lower than their incidence in the grantee's service area, ensure that recruitment materials are in Spanish and consider hiring Hispanic staff or using Hispanic participant staff where feasible.

Timeline: November 2012—Begin and ongoing

State Strategies for Improving Minority Outcomes

At the state level:

Grantees will:

- monitor and share statewide and grantee-specific minority outcomes data and factors/barriers impacting minority outcome successes and challenges.

Timeline: September 2012—Begin and ongoing

Note: Monitoring minority outcomes will be greatly enhanced with the next release of InfoSPACE, which will enable grantees to disaggregate core performance measures by any characteristic, such as ethnicity, race, age, and barriers.

- use Texas grantee quarterly conference calls to share statewide and grantee-specific factors impacting minority outcome successes and challenges, share best practices, and brainstorm actions to address Texas grantee team's minority outcome challenges, particularly Black or African American outcomes.

Timeline: September 2012—Begin and ongoing

At the local level:

Grantees will:

- monitor whether their Texas service area and field offices are on track for meeting their outcome performance targets and whether specific minority populations are having outcomes similar to non-minorities.

Timeline: Ongoing

- if possible, analyze outcome data to identify the geographic area(s) where specific minority groups' outcomes are strongest and where minority groups' outcomes are significantly lower.

Timeline: November 2012—Begin and ongoing

- identify factors contributing to minority outcome strengths and factors contributing to lower outcomes for minorities.

Timeline: Ongoing

- share best practices for improving minority outcomes and provide technical assistance as needed with grantee's Texas field staff.

Timeline: Ongoing

- target actions to improve outcomes for specific minority groups in areas where the most improvement is needed.

Timeline: Ongoing

Section 6. Coordination with Other Programs, Initiatives, and Entities

Grantees will pursue both state- and local-level strategies to strengthen partnerships and working relationships in each of the categories below. Statewide communications planned are described in Section 11, Improving SCSEP Services.

Title I WIA Activities, Boards, and Workforce Solutions Offices

At the state-level:

TWC will:

- provide Boards with a list of SCSEP grantees in their respective workforce areas, lead grantee contact information for workforce areas, TWC's Web page links for older job seekers and employers, and a state map illustrating workforce areas and grantee service areas. Information updates will be provided.
Timeline: September 2012 – Begin and ongoing
- provide grantees with a list of the Boards in the grantee service areas, the contact information for Board executive directors, TWC's Web page link to look up Boards and Workforce Solutions Offices, and a state map illustrating workforce areas and grantee service areas. Information updates will be provided.
Timeline: September 2012 – Begin and ongoing
- provide older worker reports from WorkInTexas.com to grantees' field coordinators for the specific workforce areas they serve—to facilitate participant recruitment.
Timeline: September 2012 – Begin and ongoing
- generate a permanent WorkInTexas.com listing for each workforce area for SCSEP participant on-the-job training/community service positions.
Timeline: October 2012—Begin and ongoing
- monitor the status of memoranda of understanding (MOUs) and remind grantees and Boards when MOU expiration dates are within three months. Table 19 lists the current MOUs by workforce area.
Timeline: Ongoing
- encourage grantees and Boards to:
 - review and update Board-grantee MOUs annually.
Timeline: PY 12—Begin and ongoing
 - develop a single umbrella SCSEP MOU for a workforce area. Currently 17 of Texas' 28 Boards have more than one grantee serving their workforce areas.
Timeline: October 2012—Begin and ongoing

Table 18
Status of MOUs between Boards and Grantees

Board	Grantee	MOU in Place	Expiration Date/Status
Alamo	AARP, EW (State)	Y	No expiration date
Brazos Valley	EW (State & Federal)	Y	No expiration date
Cameron County	AARP	Y	No expiration date
Capital Area	AARP	Y	8/31/13
Central Texas	EW/Federal	Y	No expiration date
Coastal Bend	AARP, EW (State)	Y	AARP-No expiration date, EW (State)-9/30/13
Concho Valley	AARP	Y	No expiration date
Dallas County	AARP	Y	No expiration date
Deep East Texas	EW (State & Federal)	Y	No expiration date
East Texas	EW (State & Federal)	Y	No expiration date
Golden Crescent	EW (State)	Y	No expiration date
Gulf Coast	AARP, NAPCA, SER, EW (State & Federal)	Y	No expiration date
Heart of Texas	EW (State & Federal), SER	Y	No expiration date
Lower Rio Grande	AARP, EW (State)	Y	No expiration date
Middle Rio Grande	AARP, EW (State)	Y	No expiration date
North Central Texas	EW (Federal), SER	Y	No expiration date
North East Texas	EW (Federal)	Y	No expiration date
North Texas	SSAI, EW (State & Federal)	Y	No expiration date
Panhandle	SSAI	Y	No expiration date
Permian Basin	EW (State), SSAI	Y	No expiration date
Rural Capital Area	AARP	Y	No expiration date
South East Texas	SER, EW (Federal)	Y	No expiration date
South Plains	SSAI	Y	No expiration date
South Texas	AARP, EW (State)	Y	No expiration date
Tarrant County	SER	Y	No expiration date
Texoma	EW (Federal)	Y	No expiration date
Upper Rio Grande	EW (State), AARP	Y	No expiration date
West Central Texas	SSAI, EW (State & Federal)	Y	No expiration date

- refine MOUs to specify roles and responsibilities for coordination to conduct outreach to employers; improve workforce services to seniors, such as increasing access to low- or no-cost skills training; provide case management services for coenrolled participants; and other joint efforts as appropriate.
Timeline: October 2012—Begin and ongoing
- encourage Boards to:
 - coenroll seniors seeking full-time work with Workforce Investment Act and/or other workforce programs when possible.
Timeline: Ongoing
 - provide for the colocation of participant assistants at Workforce Solutions Offices where feasible. If participant assistants are trained as job developers or job developer assistants, they will be able to assist Workforce Solutions Offices' older job seeker customers to find employment. Currently, 108 participant assistants are colocated and assisting customers at 74 Workforce Solutions Offices in 20 workforce areas.
Timeline: Fall 2012--Begin and ongoing
 - invite Texas grantees to represent older job seekers on Boards where possible.
Timeline: PY'12--Begin and ongoing
- coordinate with Boards, grantees, and other partners to develop and disseminate Silver Toolkit materials, expand web pages, plan National Employee Older Workers Week (NEOWW) activities, and explore additional employer outreach initiatives as described in Section 7, Engaging and Developing Partnerships with Employers.

<i>Timeline: Silver Toolkit.</i>	<i>PY 12—Begin and ongoing</i>
<i>Expanded web pages.</i>	<i>PY 12—Begin and ongoing</i>
<i>NEOWW</i>	<i>PY 13—Begin and ongoing</i>
<i>Senior-friendly employer list</i>	<i>PY 14—Assess feasibility</i>
<i>Annual awards</i>	<i>PY 15—Assess feasibility</i>
- invite Boards and grantees to participate in an annual conference call to discuss coordination and support strategies that will enhance services for senior Texans, maximize limited workforce resources, and be mutually beneficial to both groups.
Timeline: 2013 – Plan and conduct annual Board-grantee conference call, ongoing
- propose sessions on older worker issues and best practices at TWC's Annual Workforce Conference and at TWC's Annual Workforce Forum.
Timeline: Ongoing
- explore funding opportunities for Boards and grantees to provide innovative training in which older job seekers are given preference as trainees.
Timeline: PY'13—Begin and ongoing

At the local-level:

Grantees and Boards will:

- provide information and referrals to the services of Workforce Solutions Offices and SCSEP, respectively.
Timeline: Ongoing
- negotiate community service assignments for participants at Workforce Solutions Offices where feasible. Currently, 143 participants are receiving their on-the-job training and assisting customers at 75 Workforce Solutions Offices in 23 workforce areas. Participants' training positions include greeters and resource assistants, administrative assistants, file/records clerks, custodians, office assistants, job developers, case managers, and computer assistants. Despite substantial workforce system funding cuts, several rural Workforce Solutions Offices were able to remain open because participants were assigned to provide workforce services and get their on-the-job training at those offices.
Timeline: Ongoing
- negotiate for participant staff to be colocated at Workforce Solutions Offices where feasible. Currently, 108 participant assistants are colocated and assisting customers at 74 Workforce Solutions Offices in 20 workforce areas. If participant assistants are trained as job developers or job developer assistants, they will be able to assist Workforce Solutions Offices' older job seeker customers to find employment and enable Workforce Solutions staff to address other customers or service delivery needs.
Timeline: Ongoing
- negotiate to arrange for grantee staff to be colocated at Workforce Solutions Offices to the extent possible. It must also be recognized that colocation may not be feasible, given Boards' limited office space and funding constraints. Currently, 24 grantee staff members are colocated at Workforce Solutions Offices in 16 workforce areas.
Timeline: Ongoing

Grantees will:

- list participant openings and list staff openings in www.WorkInTexas.com.
Timeline: Ongoing
- assist job-ready participants to register online in www.WorkInTexas.com.
Timeline: Ongoing
- include Workforce Solutions Offices' job seeker workshops and job clubs, when feasible, in Individual Employment Plans for participants who live near or have their host agency assignment near a Workforce Solutions Office.
Timeline: Ongoing

- attend Board meetings when feasible.
Timeline: Ongoing
- Provide updates to Boards on SCSEP activities and successes in the workforce area.
Timeline: Ongoing

Boards will:

- provide core workforce services to SCSEP participants and other older job seekers.
Timeline: Ongoing
- provide current and future labor market information on industries, occupations, and skill sets that are most relevant for older job seekers.
Timeline: Ongoing
- advise grantees whether the skills participants are learning in on-the-job training assignments match the skills required by local employers.
Timeline: Ongoing

Activities Carried Out under Other Titles of the Older Americans Act

Grantees will employ the following strategies to promote an ongoing dialog and coordination with DADS and AAAs:

At the state level:

TWC and DADS will:

- share information and resources relevant to senior health, support services, and older job seekers.
Timeline: September 2012—Begin and ongoing bi-monthly or quarterly
- explore opportunities for improving the quality of training and access to training for community-based direct service workers caring for people with disabilities.
Timeline: September 2012—Begin and ongoing
- attend each other's annual conferences, when possible.
Timeline: May-June—DADS' Annual Conference
November--TWC's Annual Conference

TWC will:

- attend AAA's quarterly training meeting
Timeline: December 2012—Begin and ongoing

- invite DADS to participate in SCSEP plan updates.
Timeline: Annually or biannually, ongoing

At the local level:

Grantees will:

- ask to serve on AAAs' Regional Advisory Councils when feasible.
Timeline: PY'13—Begin and ongoing
- attend AAAs' Aging Service Provider quarterly meetings when feasible.
Timeline: PY'13—Begin and ongoing
- if assistance is needed for training and employment services with the deaf and hard of hearing, follow up with DARS' regional specialists to schedule interpreters and other communication access services (www.dars.state.tx.us/services/regional specialist.shtml). TWC has an interagency contract with DARS to provide this service, including sensitivity training, at no charge to TWC, Board, or contractor staff.
Timeline: Ongoing

Public and Private Entities and Programs that Provide Services to Older Americans

At the state level:

TWC will:

- share information on senior-related issues and activities with state-level service and support agencies, such as the United Way and Texas Association of Community Action Agencies.
Timeline: PY'12—Begin and ongoing
- share items of interest with grantees on the employment of people with disabilities and accessible technology from the Office of the Governor's LISTSERVE.
Timeline: PY'12—Begin and ongoing
- network with the Austin office of the Corporation for National and Community Service to become better informed on Senior Corps opportunities, including Foster Grandparents, Senior Companion Program, and Retired Senior Volunteer Program; share information and updates with Texas grantees.
Timeline: PY'12—Begin and ongoing

At the local level:

Grantees will:

- use 2-1-1 and other directories of service and support organizations to identify entities and programs in the community that provide referrals and support services to seniors.
Timeline: Ongoing
- coordinate with local service providers, AAAs, and community stakeholders to assess needs and develop solutions for local transportation services, as discussed previously in Section 4, Areas and Populations Most In Need of SCSEP Services.
Timeline: PY'13—Ongoing
- participate in meetings, as appropriate, with senior service providers, both public and private. For example, NAPCA's subcontractor, the Chinese Community Center, attends monthly United Way meetings and stays in touch with other local service providers.
Timeline: PY'13—Ongoing
- communicate and coordinate with DARS and other members of the local disability community regarding activities, resources, and services for seniors with disabilities in the workforce area.
Timeline: PY'13—Ongoing

Other Education and Training Providers

SSAI has worked with the American Association for Community Colleges to expand education and training opportunities at community colleges for low-income seniors. TWC will seek to build on their important efforts.

At the state level:

TWC will:

- participate in meetings with the Texas Higher Education Coordinating Board (THECB), which oversees community colleges; DARS, which administers vocational rehabilitation programs; Texas Learns, Texas Education Agency's (TEA's) manager of adult and community education grants; and state-level literacy and adult education organizations to discuss needs and resources related to serving older individuals.
Timeline: PY'13—Begin and ongoing
- through TWC's Workforce Business Services department and its contacts with community colleges on behalf of the Skills Development Fund, encourage colleges to offer more short-term skills training courses in high-growth, high-demand occupations and industries that are appropriate for older workers.
Timeline: PY'13—Begin and ongoing

- attend relevant THECB, DARS, TEA, and state-level literacy and ESL meetings and conferences, when possible, to gain more insight into best practices, resources, and opportunities to leverage and expand education, training, and vocational rehabilitation resources for seniors.

Timeline: PY'13—Begin and ongoing

At the local level:

Grantees will:

- continue to use computer, adult basic education (ABE), GED, continuing education, and other targeted training courses at community colleges, taking advantage of course discounts for individuals 55 to 64 years of age and free classes for individuals 65 years of age and older at community colleges. Libraries and community-based organizations also offer ABE, GED, and ESL classes.

Timeline: Ongoing

- work with Boards to encourage community colleges to create short-term education and training programs that are relevant for local targeted industries and high-priority occupations.

Timeline: PY'13—Begin and ongoing

- encourage community colleges to develop education and training programs that are relevant for older people's learning styles, particularly with regard to pace.

Timeline: PY'13—Begin and ongoing

- continue two-way referrals to local vocational rehabilitation programs.

Timeline: Ongoing

Other Labor Market and Job Training Initiatives

The Governor's Texas Industry Cluster Initiative is focusing on advanced technologies and manufacturing, aerospace and defense, biotechnology and life sciences, information and computer technology, petroleum refining and chemical products, and energy clusters. A great deal of research and industry-led discussions have occurred. SCSEP grantees will be seeking connections with these industries and initiatives – to find potential good jobs for older job seekers, including participants, who want to work full-time.

The state's goal will be to ensure—through closer coordination with Boards and Workforce Solutions Offices, economic development entities, community colleges, and other stakeholders—that grantees will be involved in the planning efforts for regional initiatives and grant applications.

Leveraging Resources from Other Key Partners

Grantees rely on a variety of local partnerships and networks to:

- expand recruitment outreach;
- facilitate access to workforce programs and services;
- increase the types and amount of support services available for SCSEP participants and graduates; and
- expand the training opportunities available to participants.

To help eliminate barriers to training, support services are provided through referrals to local organizations or by obtaining services directly from these organizations. Participants have access to food, health care, housing, transportation, legal assistance, tutoring in ABE and ESL, and other services provided by:

- area churches and faith-based organizations;
- Catholic Charities;
- AAAs;
- Salvation Army;
- U.S. Department of Veterans Affairs;
- Workforce Solutions Offices;
- Boards;
- chambers of commerce;
- community colleges;
- community action agencies;
- homeless coalitions;
- TxDOT;
- local transit authorities;
- literacy programs;
- adult learning centers;
- Goodwill; and
- AmeriCorps.

Grantees will seek to build partnerships with the Retired Senior Volunteer Program and the Senior Core of Retired Executives to assist participants whose career objectives are to start their own businesses.

Ensuring SCSEP Is an Active Partner in the One-Stop Delivery System

Several strategies to ensure SCSEP partners with Workforce Solutions Offices were previously mentioned in the earlier subsection, Coordination with Title I WIA Activities, Boards, and Workforce Solutions Offices.

At the state level:

TWC will:

- encourage grantees and Boards to refine MOUs to specify roles and responsibilities for coordination to conduct outreach to employers; improve workforce services to seniors, such as increasing access to low- or no-cost skills training; provide case management services for coenrolled participants; and other joint efforts as appropriate.
Timeline: October 2012—Begin and ongoing
- provide older worker reports from WorkInTexas.com to grantees' field coordinators for the specific workforce areas they serve – to facilitate participant recruitment.
Timeline: September 2012 – Begin and ongoing
- create a permanent WorkInTexas.com listing for each workforce area for SCSEP participant on-the-job training/community service positions.
Timeline: October 2012—Begin and ongoing
- encourage Boards to:
 - coenroll seniors seeking full-time work when possible.
Timeline: Ongoing
 - provide for the colocation of participant assistants at Workforce Solutions Offices where feasible. If participant assistants are trained as job developers or job developer assistants, they will be able to assist Workforce Solutions Offices' older job seeker customers to find employment.
Timeline: Fall 2012—Begin and ongoing
 - invite Texas grantees to represent older job seekers on Boards where possible.
Timeline: Fall 2012—Begin and ongoing
- invite Boards and grantees to participate in an annual conference call to discuss coordination and support strategies that will enhance services for senior Texans, maximize limited workforce resources, and be mutually beneficial to both groups.
Timeline: January 2013 – Begin planning for February 2013 conference call, ongoing

At the local level:

Grantees and Boards will:

- provide information and referrals to the services of Workforce Solutions Offices and SCSEP, respectively.
Timeline: Ongoing
- negotiate community service assignments for participants at Workforce Solutions Offices where feasible.
Timeline: Ongoing

- negotiate for participant staff to be colocated at Workforce Solutions Offices where feasible.
Timeline: Ongoing
- negotiate to arrange for grantee staff to be colocated at Workforce Solutions Offices to the extent possible.
Timeline: Ongoing

Grantees will:

- list all participant openings and staff openings in www.WorkInTexas.com.
Timeline: Ongoing
- assist job-ready participants to register online in www.WorkInTexas.com.
Timeline: Ongoing
- include Workforce Solutions Offices' job seeker workshops and job clubs, when feasible, in Individual Employment Plans for participants who live near or have their host agency assignment near a Workforce Solutions Office.
Timeline: Ongoing
- attend Board meetings when feasible.
Timeline: Ongoing
- provide updates to Boards on SCSEP activities and successes in the workforce area.
Timeline: Ongoing

Boards will:

- provide core workforce services to SCSEP participants and other older job seekers.
Timeline: Ongoing
- provide current and future labor market information on industries, occupations, and skill sets that are most relevant for older job seekers.
Timeline: Ongoing

Section 7. Engaging and Developing Partnerships with Employers

Employer Outreach Staffing

All SCSEP grantees in Texas use local project directors to network with employers, business organizations, and community groups. AARP has also appointed Employment Specialists. SER has a national workforce development coordinator and uses regional coordinators to network with employers. EW's staff at all levels conducts outreach to employers, from EW's state director to participant assistants and participant job developers.

Seeing Employers as Customers

To bridge the divide between the business and education/social service spheres, grantees emphasize their commitment to assisting employers to find and hire workers with the needed skills and qualities. They ask employers to describe the skills, knowledge, attitudes, and qualities they are looking for in new hires. Grantees may also consult with employers about how SCSEP can bypass job application hurdles. Understanding the hiring process helps build relationships over time with private sector employers in local targeted industries. Grantees also promote the qualities possessed by many older job seekers that employers seek:

- Commitment to doing quality work;
- Strong customer service orientation;
- Getting along with other employees;
- Dependability in times of crisis;
- Able to pass a drug test; and
- Consistent, reliable performance.³³

Once employers' needs are defined, staff evaluate whether any area participants have the needed skills and are job-ready. If so, they are able to promote the skills and competence of participants as trained workers who will add value to the company.

³³ University of Indianapolis, Center for Aging and Community, *Gray Matters. Opportunities and Challenges for Indiana's Workforce. Phase II. A Workforce Conundrum*, n.d., p. 10.

Strategies for Engaging Employers

At the local level:

Grantees will:

- pursue partnerships with employers that:
 - are host agencies that may have job openings for individuals with the same or similar skill requirements;
 - have successfully employed participants;
 - are listed on AARP's National Employer Team, which is committed to hiring seniors;
 - are interested in hiring older workers, based on the *local wisdom* of Boards, business organizations, and others in the community; or
 - are identified in online labor market information as major employers in local targeted industries.

Timeline: PY'12—Begin and ongoing

- publicize the success stories of former participants and the employers that hired them in the local media to help attract other employers to consider hiring older job seekers.

Timeline: PY'12—Begin and ongoing

- attend chamber of commerce and Board meetings and other economic development organizations when possible to:
 - expand their employer networks;
 - find out which employers are hiring; and
 - contact employers to find out the skills and qualities needed to be successful in these jobs.

Timeline: PY'12—Begin and ongoing

At the state level:

TWC will invite input from grantees, Boards, business organizations, and employers to plan and implement several employer outreach initiatives during the next four years:

- develop a modifiable “Silver Toolkit” for employers—with information on the demographic realities of the aging workforce, benefits of hiring older job seekers, the myths versus the facts about older workers, how to attract and retain older workers, self-assessment of an “all-age-friendly” workplace, and other topics to be identified. The kit will also include simple instructions for front-line staff on how to use and integrate the materials and information with other workforce programs.

Timeline: PY'12—Seek input; draft and field test materials

PY'13—Revise materials as appropriate; develop outreach plan; and disseminate electronically to grantees, Boards, business organizations, and other interested parties

- expand the TWC SCSEP Website to include web pages for employers with information on older job seekers. At the same time, expand the SCSEP Web page to include a statewide perspective on SCSEP, add a web page for older job seekers, and possibly a web page for potential host agencies. Stakeholders will be invited to provide input, ideas, and feedback on the website design and contents.

Timeline: PY'12—Redesign SCSEP page for job seekers, create new older job seeker page and new page for employers about older workers

PY'13—Redesign SCSEP page for researchers and policymakers, including statewide SCSEP data, consider creating SCSEP page for host agencies

- coordinate and publicize statewide and local events promoting National Employ Older Workers Week (NEOWW). The goal is for grantees, Boards, and DADS to coordinate a state-level NEOWW event with participation by the governor, other prominent elected officials, state and local workforce executives, business leaders, and other stakeholders. The event could be publicized throughout the Texas workforce system, to the more than 350 chambers of commerce that are members of the Texas Association of Business, and through other media channels. Local events may include holding senior job fairs, hosting other public events honoring older workers, and developing articles and media spots featuring events and older worker stories of interest. Awards for Outstanding Older Workers, Outstanding Host Agencies, and Outstanding Employers could be given at this event.

Timeline: PY'13—Explore options for statewide event. 1st phase of expansion of publicity and events

PY'14—Plan, publicize, and implement statewide event

PY'15—Ongoing statewide event planning and implementation; promote and expand NEOWW activities at the local level

- explore the possibility of developing and publicizing an online statewide list of senior-friendly employers. The concept is to establish criteria for employers that are older-worker-friendly, invite employers to submit assurances that they meet all the criteria, and then publicize this senior-friendly recognition on TWC's Website and in other venues.

Timeline: PY'13—Research the process/criteria, determine feasibility, and recommend whether and how to proceed at the state level

PY'14—If the decision is to implement, establish a steering committee to develop an action plan, including finalizing the criteria and a process for self-attestation, designing a website, and developing a marketing plan to publicize an invitation for employers to participate. Share the action plan with Boards that may be interested in implementing the senior-friendly employer list locally

PY'15—If the decision is to implement, set a goal to have several employers listed by the end of the program year

- explore the possibility of developing annual awards for exemplary employers, outstanding older workers, excellence in media, and outstanding SCSEP-Board collaboration. Consult with EW's awards for large employers, small-to-mid-sized employers, and nonprofit employers could be extended to include nominations from all Texas grantees. Nominations for these awards would be judged by a committee of grantees and Boards.

Timeline: PY'14—Consult with other states and awards programs to research best practices. Gather input from relevant stakeholders, research potential corporate sponsors, and determine feasibility

Decide whether and which awards to implement, establish an advisory committee, and develop an action plan

PY'15—If the decision is to implement, carry out an action plan, culminating in awards at TWC's Annual Workforce Conference or Annual Workforce Forum

- provide Silver Toolkit materials at an information table at Texas Business Conferences and other venues attended by employers.

Timeline: PY'13—Provide selected elements from the Silver Tool Kit, research exhibit/booth possibilities, and offer the kit for Texas Business Conferences beginning in fall PY'13.

Section 8. Avoidance of Disruptions to Participants

Older individuals often feel insecure and vulnerable during times of change. It is imperative that Grantees make every effort to avoid participant disruptions by reassuring participants—and their host agencies—that a change of grantee in a particular area will not affect participants' SCSEP enrollment. Although the schedule for participants' receipt of their paychecks may vary somewhat from grantee to grantee, the mailing and direct deposit of participant paychecks will continue on a regular, dependable schedule.

Changes in Grantee and/or Grantee Service Area

DOL allocates SCSEP-subsidized community service positions to each county using a formula based on the number of individuals ages 55 and older with incomes at or below 125 percent of the federal poverty level in each county. Participants may need to be transferred to a different grantee if grantees agree to trade counties to consolidate their service areas and improve the efficiency of their operations.

National grantee service areas are changed or realigned by DOL. When there is a change of grantee or grantee service area, the state will proactively seek to avoid a disruption in service for participants and host agencies.

Changes in the Number of Positions in a County

Other situations may occur where positions in a county may need to be increased or reduced over time, including these situations:

- Census updates on SCSEP-eligible population in counties, such as occurred in 2012, affect the equitable share, or number of positions allocated to a county; and
- Grantees seek to improve the equitable balance in counties by shifting enrollments from over-served areas to under-served areas.

Strategies to Avoid Participant Disruption

When there is a change in grantee and/or grantee service area, TWC will:

- host a meeting or conference call to develop a transition plan and timetable for:
 - informing participants and host agencies in advance;
 - transferring records;
 - holding orientations for participants and host agencies; and
 - supporting continuity in administrative and programmatic functions.
- attend participant orientations to the extent possible to help reassure participants about the transfer.

When positions need to be shifted from over-served to under-served counties, grantees will:

- Use a gradual approach to redistribute the slots through attrition; and
- Encourage and work intensively to assist job-ready participants in over-served counties to find unsubsidized employment.

Texas grantees will also comply with the 48-month individual participant time limit, effective July 1, 2007, as specified in the Older Americans Act Amendments of 2006. When participants are approaching their durational limits and waivers are not an option, grantees will:

- Begin notifying participants and their host agencies at least six months in advance; and
- Work intensively with durational limit participants to assist them to transition to unsubsidized jobs or to supportive services and programs in their communities after exiting SCSEP.

Section 9. Community Service Needs

Identifying Community Needs

Identifying the community services most needed in local areas enables grantees to recruit host agencies addressing those needs so that participants' community service at their host agencies will assist those individuals who are most in need of assistance.

TWC has obtained statewide data on priority community needs from three state agency partners:

- HHSC—2011 needs requested by callers to the state's 2-1-1 system for each of the 25 Area Information Centers;
- TDHCA—priority needs identified by 35 Community Services Block Grant (CSBG) entities as part of their annual plans;
- DADS—priority needs for seniors identified by each of the 28 AAAs.

Table 19 summarizes the most commonly requested needs for the 2-1-1 system in 2011, which included assistance with paying utility bills and rent; food assistance from Supplemental Nutrition Assistance Program, food pantries, and organizations operating food voucher systems; and Medicaid assistance and public utility assistance offices. Community- and faith-based organizations providing assistance with paying utilities and rent; and organizations operating food banks, food pantries, and food voucher programs are organizations in every grantee's service area that would be strong candidates for host agencies from the community service perspective. Some priority needs will vary with the workforce area. Concho Valley, for example, also had many requests for low-cost or free dental care, homeless shelters, and community clinics. For the Tip of Texas area, which includes Cameron and Lower Rio Grande workforce areas, TANF applications and Medicare Savings were also requested frequently.

The Community Services Block Grant entities' priorities are listed in Table 20. These include housing, employment assistance, health care, utility bill assistance, adult education and training, transportation, and food assistance. Housing authorities, Workforce Solutions Offices, public and nonprofit clinics, GED and job training programs, and organizations providing assistance with paying utility bills, providing low- or no-cost transportation, and food pantries and food voucher programs are all good candidates for needed community services. Each entity has additional priority needs that vary from area to area.

The Area Agencies on Aging priority needs for seniors, listed in Table 21, include transportation, home-delivered meals, legal assistance, congregate meals, coordination of care, information referral, and in-home respite care for caregivers. Additional host agencies could be recruited from public and nonprofit entities that are providing these services or are seeking the "person power" to provide these services.

TWC will share with each grantee the needs identified by the 2-1-1 entities, CSBGs, and AAAs in the grantee's service area. Grantees will also continue to gather input from local government officials and informal networks with colleagues in local organizations and agencies. As a result, grantees will have a wealth of information on community needs in the counties they serve.

Table 19
Priority Needs Based on Requests Received in 2011 by
2-1-1 Area Information Centers (AICs)

Type of Need	No. of AICs Listing as Priority 1-5 Need	No. of AICs Listing as Priority 6-10 Need
Utility Bill Assistance	25	0
Food Stamps	18	2
Food Pantries/Food Vouchers	17	6
Rent Payment Assistance	17	7
Medicaid	11	4
Tax Preparation	4	7
Dental Care	2	8
Housing Authorities	2	5
Prescription Expense Assistance	2	4
TANF Applications	2	2
Money for Gasoline	2	0
Community Clinics	1	10
Homeless Shelters	1	8
Low Income, Subsidized Rental Housing	1	3
Adult Protective Services	1	1
Adult State/Local Health Insurance	1	1
Medicare Savings Program	1	1
Special Needs Registries	1	1
Weatherization Programs	1	0
Tiers Transfer	1	0
Information & Referral	1	0
Benefits Assistance	1	0
Clothing	1	0
Holiday Gifts/Toys	0	7
Medical Transportation	0	6
Child Care Subsidies	0	3
Medicare	0	2
Job Assistance Center	0	2
Women Infants & Children	0	2
Legal Aid	0	2
Immunizations	0	2
Municipal Police	0	1
Fans & Air Conditioners	0	1
Community Shelter	0	1
Physician Referrals	0	1
SSDI Applications	0	1
Social Security Numbers	0	1
Section 8 Housing Voucher	0	1
Family Planning	0	1

Table 20
Priority Needs Identified in Fall 2011
by Community Services Block Grant (CSBG) Entities

Type of Need	No. of CSBGs Listing as Priority Need
Housing	26
Employment Assistance	23
Healthcare	21
Utility Bill Assistance	17
Education & Training - Job Skill Training, GED, ESL	16
Transportation	14
Food Pantries/Vouchers/Support	13
Home Repairs & Weatherization	8
Affordable Childcare	6
Prescription Expense Assistance	5
Health Insurance	3
Economic Development	3
Youth Programs and Services	3
Homelessness Assistance	3
Programs for Seniors	3
Clothing	3
Information & Referrals	2
Financial Literacy	2
Outreach About Available Services	2
Counseling	2
Domestic Violence Survivor Support	2
Street Improvements	1
Crime Awareness	1
Drug Abuse Awareness	1
Lack of Public Parks	1
Gasoline Money	1
Income Tax Preparation	1

Table 21
Priority Needs of Seniors Identified by Area Agencies on Aging (AAAs)

Type of Need	No. of AAAs Listing as Priority Need
Transportation	21
Home Delivered Meals	20
Legal Assistance	15
Congregate Meal	14
Care Coordination	10
Information Referral & Assistance	10
Caregiver Respite Care - In-Home	9
Health Maintenance	8
Legal Awareness	8
Ombudsman	7
Residential Repair	7
Caregiver Support Coordination	6
Area Agency Administration	5
Caregiver Information Services	5
Personal Assistance	5
Emergency Response	4
Evidence-Based Intervention to promote wellness	4
Homemaker	4
Caregiver Education & Training	3
Utility Bill Assistance	3
Adult Day Services	2
Data Management	2
Senior Center Support	2
Community Clinics	1
Food Assistance	1
Health Screening/Monitoring	1
Housing	1
Nutrition Education (Nutrition Services)	1
Participant assessment	1
Rent Assistance	1

Identifying Organizations and Entities Addressing Priority Needs

There are various community resource guides in hard copy and online, including the 2-1-1 Website, that can assist grantees with identifying agencies and organizations addressing specific priority needs and with making referrals to support services and resources needed by participants.

A new and promising online resource will soon be available. Texas Connector is a statewide online database that has been developed by OneStar Foundation. It includes 2-1-1 resources and Guide Star information on nonprofit organizations in Texas. Texas Connector is unique because its mapping tool allows users to:

- Outline an area on an online map—a neighborhood, a county, or cluster of counties;
- Map all the entities and organizations providing services in the outlined area;
- Access basic demographic information about the area;
- Map where specific resources such as food banks or health clinics are located; and
- Print a report with the selected information.

Texas Connector is scheduled to go live in late summer or early fall 2012. It will be an invaluable tool for locating support resources, identifying potential host agencies that address the community's priority needs, and even assisting with recruiting participants.

Section 10. Increasing Entered Employment

Identifying Employment Opportunities with Established Career Ladders

Grantees will:

- research career pathways and ladders using websites such as the National Association of State Directors of Career and Technical Consortium, Career Ladders Handbook, and TWC’s Labor Market and Career Information, specifically *Pathways to Personal Independence*.
Timeline: Ongoing
- consult with Boards and their contractors regarding career ladders and lattices that are relevant for senior Texans in their local communities.
Timeline: PY’12—Begin and ongoing

Placing SCSEP “Graduates” in Industries and Occupations with High Growth or Substantial Employment

Grantees will:

- research labor market information and consult with Boards and their contractors, economic development agencies, chambers of commerce, and local business partners to identify:
 - targeted industries and high-growth occupations appropriate for seniors;
 - local employers that are hiring; and
 - the skills and qualities needed to be successful in these jobs, hiring requirements, application period, starting wages, and hiring protocol.*Timeline: Ongoing*
- strengthen initial assessments of participant skills, knowledge, interests, aptitudes, and qualities to assist participants with defining career objectives that are relevant for the participant’s interests and abilities and local business needs. Assess the participant’s barriers and skill gaps to generate detailed Individual Employment Plans with timelines for on-the-job training, specialized training, and supportive services to address these challenges.
Timeline: Ongoing
- ensure that host agency assignments provide skill training that is relevant for participant career objectives and employer needs.
Timeline: Ongoing

- develop effective relationships with participants and monitor their training progress closely so that grantees can gauge when participants are truly ready to start looking for employment and can intervene or revise Individual Employment Plans, as appropriate, to meet participants' needs. Job readiness is a measure of not only Individual Employment Plan goal attainment but the participant's state of mind. Grantees counsel and monitor participants to promote a motivated attitude. SER even offers a 30-hour course for all participants who have the necessary job skills to ensure they have the confidence and motivation required for a successful job search.

Timeline: Ongoing

- coordinate with Workforce Solutions Offices to provide effective job search preparation and support. All participants are required to register with a Workforce Solutions Office and with WorkInTexas.com, TWC's online employment resource that matches employers with qualified job seekers.

Timeline: Ongoing

- follow-up frequently with participants in on-the-job experience arrangements to ensure that participants have the skills, confidence, and qualities to be successful in the job. Grantees will intervene as needed early on to resolve any obstacles to successful employment.

Timeline: Ongoing

- offer and honor participants' right of refusal of a job if they feel unprepared or unsuited for the job.

Timeline: Ongoing

Employment Retention Support

In addition to the strategies listed above under "Placing Individuals in Industries and Occupations with High Growth or Substantial Employment," grantees will:

- follow up with participants as soon as possible after placement in unsubsidized jobs, so that support services or other needed interventions can be provided as soon as needed to promote retention. Follow-ups must meet DOL's follow-up requirements and also provide feedback on participants' job satisfaction.

Timeline: Ongoing

- follow up with employers to ensure satisfaction with the progress of the placed participant. Ask employers to contact grantees if placed participants need any assistance or intervention to remain, thrive, and advance on the job.

Timeline: Ongoing

Increasing Participant Placements in Unsubsidized Jobs

In addition to the strategies listed above under “Placing SCSEP ‘Graduates’ in Industries and Occupations with High Growth or Substantial Employment,” grantees will implement the following strategies:

- Continue to inform participants and host agencies during initial orientations and throughout participants’ SCSEP tenure that SCSEP is a temporary training program, not an employment program. The goal of SCSEP is for participants to obtain unsubsidized employment.

Timeline: Ongoing

- Use online resources such as job searches, including WorkInTexas.com, RetiredBrains.com, RetirementJobs.com, Seniors4Hire.org, seniorjobbank.org, National Older Worker Career Center’s Senior Environmental Employment (SEE) Program,³⁴ and Workforce50.com.³⁵

Timeline: Ongoing

- Encourage participants to take advantage of online advice to older job seekers, such as AARP.com, Monster.com, and Quintscareer.com. Additional online resources developed by TWC’s nationally recognized Labor Market and Career Information Department include:

- Tips for a Productive Job Search (<http://www.twc.state.tx.us/ui/bnfts/tipsworksearch.pdf>)
- Texas Career Alternatives Resource Evaluation System (Texas CARES) (www.texascaresonline.com) and
- Texas WorkPrep Learning Management System, which includes these online courses: Texas Job Hunter’s Guide (<https://www.texasworkprep.com/jhg.htm>) Succeed at Work (<https://www.texasworkprep.com/saw.htm>) Your Next Job (<https://www.texasworkprep.com/ynj.htm>).

Timeline: Ongoing

Specialized Training Plans

- Pursue low-cost or no-cost computer training for most participants before they report to their community service assignments or early in their assignments. Free or low-cost training is often available at libraries, Workforce Solutions Offices, school districts’ community education programs, Goodwill, and community colleges. AARP’s *WorkSearch* and EW’s *JobReady* provide skills and knowledge training for different occupations; software training that crosses most industries; and testing and certification of skills learned.

Timeline: Ongoing

³⁴ SEE matches experienced seniors with jobs in environmental, conservation, and natural resource programs, including both clerical and professional jobs.

³⁵ Online resources for older job seekers cited in DOL’s Training and Employment Notice 34-07, issued on March 4, 2008, and entitled “Release and Availability of *Current Strategies to Employ and Retain Older Workers* Report.”

- Pursue on-the-job experience agreements with local employers.
Timeline: Ongoing
- Pursue specialized training opportunities through employers in which a job opening is not required. Participants attend training so that when job openings are available, participants will be trained and ready for placement.
Timeline: Ongoing
- Pursue certificate training opportunities for high-growth occupations and industries. For example, EW has had participants take teacher assistant classroom training and then do six-week internships to receive a certificate from a local school district that then hired them.
Timeline: Ongoing
- Identify relevant curricula for short-term training that is free or low-cost and encourage local training providers, such as community colleges or TEA’s Texas Learns (adult education), to offer training in these areas. TWC will explore the involvement of SCSEP participants in pilot training opportunities for these curricula.
Timeline: Ongoing
- Pursue or provide transferable workplace skills training. For example, SER provides 30 hours of training for participants who are close to being job ready, but need a little more self-assurance and motivation. Community colleges and Workforce Solutions Offices will be encouraged to offer more transferable workplace skills courses.
Timeline: Ongoing

How the State Will Work to Ensure the State Subcontractor is Meeting Its Negotiated Entered Employment Performance Target

TWC’s SCSEP grant manager and the EW’s state director will:

- confer at least weekly to discuss a variety of topics, including performance.
Timeline: Ongoing
- confer through scheduled monthly phone calls to review project goals; monitor and discuss performance progress, accomplishments, and concerns; and review the efficacy of strategies related to training, securing unsubsidized employment, and supporting employment retention.
Timeline: September 2012—Begin and ongoing
- take advantage of all technical assistance opportunities—whether face-to-face, online, or through printed materials and media resources—that promote performance improvement as well as the continuous improvement of services provided to senior Texans.
Timeline: As opportunities arise, ongoing

EW's state director will:

- increase performance targets of field coordinators by 5 percent over the DOL-negotiated performance goal.
Timeline: Ongoing

“Entered employment” replaced “placement” as a SCSEP core performance measure in PY’07. The entered employment performance of TWC’s subcontractor has been outstanding, as shown in Table 22 below.

Table 22
State Grantee’s Entered Employment Performance Record

Program Year	Target	Actual	% of Target Achieved
PY'07	34.0%	64.9%	190.9%
PY'08	54.4%	52.4%	96.3%
PY'08-'09 (ARRA)	46.4%	71.2%	153.4%
PY'09	46.4%	58.8%	126.7%
PY-10	55.6%	61.1%	109.9%
PY'11 Quarter 3	57.7%	61.7%	106.9%

TWC and EW's state director are both committed to maintaining a strong entered employment record.

Section 11. Improving SCSEP Services

Improve and Expand Grantee Communications

Texas grantees will increase the frequency of formal collaboration with each other to:

- problem solve and compare alternative solutions to challenges;
- share best practices and performance progress;
- plan and coordinate collaborative activities; and
- explore opportunities for collaboration that are likely to improve or enhance SCSEP services in the state.

The state's size—268,581 square miles—and decreasing budgets make it difficult to plan regularly scheduled face-to-face meetings. Grantees have several strategies to increase and improve communications with each other.

At the state level:

- TWC will schedule and facilitate quarterly grantee conference calls, and additional conference calls as needed, to coordinate and share information.
Timeline: September 2012—Begin and ongoing, following quarterly cycle
- Grantees will schedule face-to-face meetings by *piggybacking* on other meetings as feasible, such as DOL's National SCSEP Business Meetings, TWC's Annual Workforce Conference, or TWC's Annual Workforce Forum.
Timeline: November—TWC's Annual Conference; March-April—TWC's Annual Workforce Forum; and as other opportunities occur
- TWC will explore the feasibility of coordinating with Texas grantees to offer joint statewide training sessions for staff through face-to-face or electronic formats. Example: SPARQ training. Regional or sub-regional (with neighboring states) training may also be possible.
Timeline: September 2012—Identify DOL's planned training topics/formats and whether regional training is an option
October 2012—If Texas grantees seek additional staff training, identify priority topics and preferred training formats
November-December 2012—Investigate feasibility of organizing joint training sessions at the state, sub-regional, and/or regional levels

At the local level:

- Grantees will encourage field staff to connect with other grantees' field staff in the same workforce area to coordinate on efforts to strengthen partnerships with Boards and other entities in the area.
Timeline: Mid- to late-PY 12—Begin and ongoing

At the national or regional level:

- Grantees will be encouraged to schedule face-to-face meetings by piggybacking on other meetings such as DOL's all-grantee meetings, conferences, and regional training sessions.
Timeline: As opportunities occur, ongoing

At all levels:

- Grantees will use www.workforce3one.org to share information and best practices.
Timeline: September 2012—Begin and ongoing
- Grantees will use the SCSEP grantee list-serve, www.googlegroups.com, to seek and share information and best practices.
Timeline: September 2012—Begin and ongoing

Enhance Subcontractor Selection

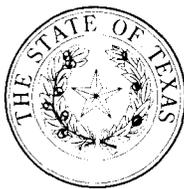
- Grantees will review subcontractors' accomplishments and challenges, monitor, and provide technical assistance as needed.
Timeline: Ongoing
- Grantees will include performance as an important criterion for selecting subcontractors and deciding whether to continue working with subcontractors.
Timeline: Ongoing

**Section 12
Appendices**

Appendix 1

Designation of Responsibility for Development and Submission Of the Senior Community Services Employment Program State Plan

- (a) Cover letter to DOL's Alexandra K. Kielty from Texas Governor Rick Perry**
- (b) Designation statement signed by Diane Rath, Chairperson, Texas Workforce Commission, and Rick Perry, Governor of Texas**



OFFICE OF THE GOVERNOR

RICK PERRY
GOVERNOR

January 31, 2008

Ms. Alexandra K. Kielty
Office of Workforce Investment
Division of Adult Services
U.S. Department of Labor/ETA
200 Constitution Avenue, NW, Room S-4209
Washington, D.C. 20210

Dear Ms. Kielty:

I am designating the Texas Workforce Commission (TWC) as the entity responsible for developing and submitting the State Senior Community Service Employment Program Plans for the State of Texas for 2008 and subsequent years. Enclosed is the required statement, which I have signed along with Diane Rath, TWC Chair and Commissioner Representing the Public.

Sincerely,

A large, stylized handwritten signature of Rick Perry in black ink.

Rick Perry
Governor

RP:bop

Enclosure



OFFICE OF THE GOVERNOR

RICK PERRY
GOVERNOR

As Governor of Texas, I hereby delegate the responsibility for the development and submission of the Senior Community Services Employment Program State Plan to the Texas Workforce Commission. This delegation of State Plan development and submission responsibility is consistent with state law and regulations and is to continue until further notice.

A large, stylized handwritten signature of Rick Perry in black ink.

Rick Perry
Governor of Texas

A handwritten signature of Diane Rath in black ink.

Diane Rath, Chairperson
Texas Workforce Commission

Appendix 2

Stakeholder Invitations to Comment on SCSEP State Plan

(a) List of Addressees

(b) Copies of E-mail Invitations to Comment

List of Addressees

Wes Cowan, Texas State Director, Experience Works

Lynn Harper, Area Manager, AARP Foundation

Eun Jeong Lee, SCSEP National Director, National Asian Pacific Center on Aging

Emma Treviño, SCSEP National Liaison, SER-Jobs for Progress National, Inc.

Christine Garland, National SCSEP Director, Senior Service America, Inc.

Kurt Gore, Texas Workforce Investment Council, Office of the Governor

Betty Ford, former Manager, Area Agencies on Aging Section, Texas Department of Aging and Disability Services

Billy Wooten, Executive Director for Program Operations, Experience Works

Becky Scott, National Liaison for Programs, Experience Works

Christine Takada, President and CEO, National Asian Pacific Center on Aging

Marta Ames, Deputy Director, Senior Service America, Inc.

Lori Conner, Manager, Local Procedure Development and Support, Access & Intake/Area Agencies on Aging Section, Texas Department of Aging and Disability Services

Jeffrey Baum, Assistant National Director, AARP Foundation

Angela English, Executive Director, Texas Governor's Committee on People with Disabilities

Joe Bontke, Chair, Texas Governor's Committee on People with Disabilities

Erin Lawler, Accessibility and Disability Rights Coordinator, Governor's Committee on People with Disabilities

David Hagerla, Director of the Center for Policy and External Relations, Texas Department of Assistive and Rehabilitative Services

Copies of E-Mail Invitations to Comment

From: Donoghue, Beverly
Sent: Monday, August 20, 2012 3:10 PM
To: Wes Cowan (wes_cowan@experienceworks.org); Lynn Harper; Eun Jeong Lee; 'etrevino@ser-national.org'; 'cgarland@ssa-i.org'; Gore, Kurt; Betty Ford (betty.ford@dads.state.tx.us)
Cc: 'billy_wooten@experienceworks.org'; becky_scott@experienceworks.org; christine@napca.org; 'mames@ssa-i.org'; Conner, Lori A (DADS) (Lori.Conner@dads.state.tx.us); Baum, Jeffrey (JBaum@aarp.org)
Subject: Texas Workforce Commission State WIA Plan - Request for Comment

Everyone,

The Texas Workforce Commission has posted the draft SCSEP State Plan for PY 12 - PY 15 on our web site for public comment. The SCSEP Plan is attached after Section III of the State WIA Plan and includes Appendices 1-13. Here is the link:

<http://www.twc.state.tx.us/boards/wia/txwia.html>

If you would like to comment, please submit your comments to **TWC Policy Comments** by **Thursday, August 23, 2012**. You may submit your comments by:

- e-mail -- to TWCPolicyComments@twc.state.tx.us;
- mail -- to TWC Policy Comments, Workforce Policy and Service Delivery, Attn: Workforce Editing, 101 East 15th Street, Room 440T, Austin, Texas 78778; or
- fax -- to (512) 475-3577.

Thanks to each of you for your contributions and suggested edits to the SCSEP State Plan.

Cordially,

Beverly

Beverly Donoghue, Ed.D.
SCSEP State Grant Manager
Texas Workforce Commission
101 E. 15th Street – 252T
Austin, TX 78778-0001
(512) 936-2146

From: Donoghue, Beverly
Sent: Monday, August 20, 2012 3:29 PM
To: aenglish@governor.state.tx.us; joe.bontke@eecoc.gov;
erin.lawler@governor.state.tx.us; david.hagerla@dars.state.tx.us
Subject: SCSEP State Plan - Invitation to Provide Comments

Everyone,

The Texas Workforce Commission has posted for public comment on our web site the *Strategic Workforce Investment Plan for Title I of the Workforce Investment Act (WIA) of 1998 and the Wagner-Peyser Act for Program Year 2012 (PY'12) through PY'16*. The Strategic Plan includes the *Senior Community Service Employment Program (SCSEP) State Plan for PY'12 – PY'15*. The SCSEP Plan is attached after Section III of the WIA Plan and includes Appendices 1-13. Here is the link:

<http://www.twc.state.tx.us/boards/wia/twxia.html>

We invite you and your colleagues to review the *SCSEP State Plan* and provide comments as appropriate. If you would like to comment, please submit your comments to **TWC Policy Comments** by **Thursday, August 23, 2012**. You may submit by:

- e-mail -- to TWCPolicyComments@twc.state.tx.us;
- mail -- to TWC Policy Comments, Workforce Policy and Service Delivery, Attn: Workforce Editing, 101 East 15th Street, Room 440T, Austin, Texas 78778; or
- fax -- to (512) 475-3577.

Thank you for your interest in the SCSEP State Plan and in improving workforce services for low-income senior Texans.

Cordially,

Beverly

Beverly Donoghue, Ed.D.
SCSEP State Grant Manager
Texas Workforce Commission
101 E. 15th Street – 252T
Austin, TX 78778-0001
(512) 936-2146

Appendix 3

Public Comments Received on Senior Community Service Employment Program State Plan

The comment period for Texas' Strategic State Workforce Investment Plan, including the Senior Community Service Employment Program (SCSEP) State Plan as an attachment, was August 16, 2012 to August 23, 2012. The Texas Workforce Commission received the following comment.

Comment: One commenter representing Senior Service America, Inc. (SSAI), a national SCSEP grantee serving senior Texans, "was proud to participate in the development of the Texas WIA State Plan, specifically the sections related to SCSEP. We believe this coordinated effort to develop a plan and appropriate strategies will help meet the needs of SCSEP-eligible participants and their communities."

Response: The Texas Workforce Commission appreciates Senior Service America's support of the plan.

Appendix 4
SCSEP-Relevant Industries Projected to Add the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Titles	Area and Industry Growth Rate, 2008-2018									
		Texas 17.0%	Alamo 20.0%	Brazos 16.7%	Cameron 18.5%	Capital 17.7%	Central 18.2%	Coastal 14.3%	Concho 12.1%	Dallas 14.2%	Deep E 13.2%
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	1
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	1
9399	Local Government	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	1
6244	Child Day Care Services	1	1	1	1	1	1	1	1	1	1
4529	Other General Merchandise Stores	1	1	1	1	1	1	1	1	1	1
6231	Nursing Care Facilities	1	1	1	1		1	1	1		1
8131	Religious Organizations	1		1	1		1	1	1		1
6221	General Medical & Surgical Hospitals	1	1	1	1	1		1	1	1	
9299	State Government	1		1	1	1	1	1	1	1	1
4451	Grocery Stores	1		1	1	1	1	1	1	1	
5221	Depository Credit Intermediation	1	1		1		1		1		1
6213	Offices of Other Health Practitioners		1		1	1		1		1	1
5617	Services to Buildings & Dwellings	1	1	1		1	1	1	1	1	
6241	Individual & Family Services		1		1	1	1	1		1	1
9199	Federal Government, Ex Post Office	1	1		1		1	1	1		
4471	Gasoline Stations				1			1	1		1
7211	Traveler Accommodation		1	1	1	1				1	
4441	Building Material & Supplies Dealers			1	1						1
5614	Business Support Services				1				1		1
5613	Employment Services	1			1	1				1	
4521	Department Stores										
5416	Management & Technical Consulting Services	1				1				1	
6233	Community Care Facilities for the Elderly								1		1
5511	Management of Companies & Enterprises	1	1								
6223	Other Hospitals, Public & Private						1				1
4431	Clothing Stores										
5616	Investigation & Security Services				1	1				1	
7139	Other Amusement & Recreation					1				1	
5242	Insurance Agencies & Brokerages		1		1						
5241	Insurance Carriers		1						1		
5411	Legal Services					1				1	
4238	Machinery & Supply Merchant Wholesalers										
2111	Oil & Gas Extraction	1							1		
5612	Facilities Support Services						1				
4841	General Freight Trucking										
4461	Health & Personal Care Stores										
5311	Lessors of Real Estate			1							
6214	Outpatient Care Centers							1			
4931	Warehousing & Storage										
6212	Offices of Dentists										
5412	Accounting & Bookkeeping Services										
4885	Freight Transportation Arrangement										
6219	Other Ambulatory Health Care Services										
5419	Other Professional & Technical Services										
7223	Special Food Services										
6243	Vocational Rehabilitation Services										

Appendix 4
SCSEP-Relevant Industries Projected to Add the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Titles	Area and Industry Growth Rate, 2008-2018									
		East Tx 14.6%	Golden Cr 8.9%	Gulf Cst 19.4%	Heart 14.3%	Lower R 21.7%	Middle R 19.3%	No Central 19.2%	No East 12.0%	No Tx 13.2%	Panhan 12.7%
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	1
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	1
9399	Local Government	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	1
6244	Child Day Care Services	1	1		1	1	1	1	1	1	1
4529	Other General Merchandise Stores	1		1	1	1	1	1	1		1
6231	Nursing Care Facilities	1	1	1	1		1	1	1	1	1
8131	Religious Organizations	1	1	1	1	1	1	1	1	1	1
6221	General Medical & Surgical Hospitals	1	1	1	1	1	1	1		1	1
9299	State Government	1	1		1	1	1		1	1	1
4451	Grocery Stores	1	1	1	1	1	1	1		1	1
5221	Depository Credit Intermediation	1	1		1		1	1	1	1	1
6213	Offices of Other Health Practitioners		1			1			1	1	1
5617	Services to Buildings & Dwellings	1		1	1			1	1		
6241	Individual & Family Services		1		1	1	1				
9199	Federal Government, Ex Post Office				1	1	1		1	1	
4471	Gasoline Stations		1		1	1				1	1
7211	Traveler Accommodation	1			1	1	1		1		
4441	Building Material & Supplies Dealers	1	1				1		1	1	
5614	Business Support Services				1	1					
5613	Employment Services	1		1		1		1			
4521	Department Stores		1			1	1	1			
5416	Management & Technical Consulting Services	1		1					1		
6233	Community Care Facilities for the Elderly									1	
5511	Management of Companies & Enterprises							1			1
6223	Other Hospitals, Public & Private			1					1		
4431	Clothing Stores					1	1				
5616	Investigation & Security Services										
7139	Other Amusement & Recreation							1			
5242	Insurance Agencies & Brokerages										
5241	Insurance Carriers										
5411	Legal Services	1									
4238	Machinery & Supply Merchant Wholesalers									1	
2111	Oil & Gas Extraction			1							
5612	Facilities Support Services						1				
4841	General Freight Trucking										
4461	Health & Personal Care Stores					1			1		
5311	Lessors of Real Estate										
6214	Outpatient Care Centers						1				
4931	Warehousing & Storage										
6212	Offices of Dentists										
5412	Accounting & Bookkeeping Services		1								
4885	Freight Transportation Arrangement										
6219	Other Ambulatory Health Care Services						1				
5419	Other Professional & Technical Services										
7223	Special Food Services										
6243	Vocational Rehabilitation Services										

Appendix 4
SCSEP-Relevant Industries Projected to Add the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Titles	Area and Industry Growth Rate, 2008-2018									Total Workforce Areas
		Permian 11.7%	Rural C 19.3%	So East 11.1%	So Plains 13.2%	So Tx 21.1%	Tarrant 17.3%	Texoma 11.9%	Upper R 15.9%	W Central 12.5%	
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	28
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	28
9399	Local Government	1	1	1	1	1	1	1	1	1	28
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	28
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	28
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	28
6244	Child Day Care Services	1	1	1	1	1	1	1	1	1	27
4529	Other General Merchandise Stores	1	1	1	1	1	1	1	1	1	26
6231	Nursing Care Facilities	1	1	1	1	1	1	1	1	1	24
8131	Religious Organizations	1	1	1	1	1	1	1	1	1	24
6221	General Medical & Surgical Hospitals	1	1	1	1	1	1	1	1	1	23
9299	State Government	1	1	1	1	1	1	1	1	1	23
4451	Grocery Stores	1	1	1	1	1	1	1	1	1	22
5221	Depository Credit Intermediation	1	1	1	1	1	1	1	1	1	20
6213	Offices of Other Health Practitioners	1	1	1	1	1	1	1	1	1	16
5617	Services to Buildings & Dwellings	1	1	1	1	1	1	1	1	1	16
6241	Individual & Family Services	1	1	1	1	1	1	1	1	1	14
9199	Federal Government, Ex Post Office	1	1	1	1	1	1	1	1	1	14
4471	Gasoline Stations	1	1	1	1	1	1	1	1	1	12
7211	Traveler Accommodation	1	1	1	1	1	1	1	1	1	11
4441	Building Material & Supplies Dealers	1	1	1	1	1	1	1	1	1	10
5614	Business Support Services	1	1	1	1	1	1	1	1	1	10
5613	Employment Services	1	1	1	1	1	1	1	1	1	9
4521	Department Stores	1	1	1	1	1	1	1	1	1	8
5416	Management & Technical Consulting Services	1	1	1	1	1	1	1	1	1	6
6233	Community Care Facilities for the Elderly	1	1	1	1	1	1	1	1	1	6
5511	Management of Companies & Enterprises	1	1	1	1	1	1	1	1	1	6
6223	Other Hospitals, Public & Private	1	1	1	1	1	1	1	1	1	5
4431	Clothing Stores	1	1	1	1	1	1	1	1	1	5
5616	Investigation & Security Services	1	1	1	1	1	1	1	1	1	5
7139	Other Amusement & Recreation	1	1	1	1	1	1	1	1	1	5
5242	Insurance Agencies & Brokerages	1	1	1	1	1	1	1	1	1	3
5241	Insurance Carriers	1	1	1	1	1	1	1	1	1	3
5411	Legal Services	1	1	1	1	1	1	1	1	1	3
4238	Machinery & Supply Merchant Wholesalers	1	1	1	1	1	1	1	1	1	3
2111	Oil & Gas Extraction	1	1	1	1	1	1	1	1	1	3
5612	Facilities Support Services	1	1	1	1	1	1	1	1	1	2
4841	General Freight Trucking	1	1	1	1	1	1	1	1	1	2
4461	Health & Personal Care Stores	1	1	1	1	1	1	1	1	1	2
5311	Lessors of Real Estate	1	1	1	1	1	1	1	1	1	2
6214	Outpatient Care Centers	1	1	1	1	1	1	1	1	1	2
4931	Warehousing & Storage	1	1	1	1	1	1	1	1	1	2
6212	Offices of Dentists	1	1	1	1	1	1	1	1	1	1
5412	Accounting & Bookkeeping Services	1	1	1	1	1	1	1	1	1	1
4885	Freight Transportation Arrangement	1	1	1	1	1	1	1	1	1	1
6219	Other Ambulatory Health Care Services	1	1	1	1	1	1	1	1	1	1
5419	Other Professional & Technical Services	1	1	1	1	1	1	1	1	1	1
7223	Special Food Services	1	1	1	1	1	1	1	1	1	1
6243	Vocational Rehabilitation Services	1	1	1	1	1	1	1	1	1	1

Appendix 5
SCSEP-Relevant Industries Projected to Be the Fastest Growing

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									
		State 17.0%	Alamo 20.0%	Brazos 16.7%	Cameron 18.5%	Capital 17.7%	Central 18.2%	Coastal 14.3%	Concho 12.1%	Dallas 14.2%	Deep E 13.2%
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
7221	Full-Service Restaurants	1		1	1	1	1	1	1	1	1
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
6231	Nursing Care Facilities	1		1	1			1			1
6244	Child Day Care Services			1			1	1	1		1
7222	Limited-Service Eating Places			1	1		1	1	1		1
6221	General Medical & Surgical Hospitals			1	1	1		1	1	1	
6233	Community Care Facilities for the Elderly	1						1	1		1
6212	Offices of Dentists	1			1	1		1	1	1	
6213	Offices of Other Health Practitioners	1	1		1	1		1		1	
6241	Individual & Family Services	1	1		1	1		1		1	
8131	Religious Organizations			1	1		1	1	1		
9399	Local Government			1	1		1	1	1		1
5416	Management & Technical Consulting Services	1	1			1	1	1	1	1	
4529	Other General Merchandise Stores					1	1			1	1
6214	Outpatient Care Centers	1	1			1		1		1	
4441	Building Material & Supplies Dealers			1	1						1
5617	Services to Buildings & Dwellings		1	1	1		1		1		1
5412	Accounting & Bookkeeping Services						1		1		
4461	Health & Personal Care Stores			1	?			1			
5242	Insurance Agencies & Brokerages		1		1				1		1
5616	Investigation & Security Services	1			1	1				1	
5411	Legal Services			1	1		1		1		
7211	Traveler Accommodation		1		1						
9199	Federal Government, Ex Post Office				1		1		1		
5511	Managemnt of Companies & Enterprises										
6219	Other Ambulatory Health Care Services	1	1					1			
6223	Other Hospitals	1	1				1				1
9299	State Government						1				1
5614	Business Support Services										1
5221	Depository Credit Intermediation						1				
7139	Other Amusement & Recreation								1		1
8121	Personal Care Services	1	1				1				
4451	Grocery Stores				1						
5612	Facilities Support Services	1	1				1				
5611	Office Administrative Services					1				1	
6116	Other Schools & Instruction	1				1				1	
4521	Department Stores										
4471	Gasoline Stations								1		
2111	Oil & Gas Extraction								1		
5419	Other Professional & Technical Services			1							
4481	Clothing Stores								1		
6117	Educational Support Services	1	1			1				1	
6239	Other Residential Care Facilities		1								
4931	Warehousing & Storage										
8134	Civic & Social Organizations										
4885	Freight Transportation Arrangement										
5311	Lessors of Real Estate			1			1				
5239	Other Financial Investment Activities					1				1	
5191	Other Information Services					1				1	
4842	Specialized Freight Trucking								1		
6243	Vocational Rehabilitation Services				1						
5313	Activities Related to Real Estate										
5322	Consumer Goods Rental										
8123	Drycleaning & Laundry Services							1			
5613	Employment Services				1						
3371	Household & Institutional Furniture										
4231	Motor Vehicle & Parts Merchant Whslsrs										
5222	Nondepository Credit Intermediation								1		
5312	Offices of Real Estate Agents & Brokers										
8141	Private Households										
4854	School & Employee Bus Transportation	1									
7223	Special Food Services										
7112	Spectator Sports										
4533	Used Merchandise Stores										

Appendix 5
SCSEP-Relevant Industries Projected to Be the Fastest Growing

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									
		East Tx 14.6%	Golden Ct 8.9%	Gulf Cst 19.4%	Heart 14.3%	Lower R 21.7%	Middle R 19.3%	N Central 19.2%	No East 12.0%	No Tx 13.2%	Panhan 12.7%
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	1
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
6231	Nursing Care Facilities	1	1	1	1	1	1	1	1	1	1
6244	Child Day Care Services	1	1			1	1		1	1	1
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1		
6221	General Medical & Surgical Hospitals	1	1		1	1	1			1	1
6233	Community Care Facilities for the Elderly	1		1	1	1		1	1	1	1
6212	Offices of Dentists	1		1	1	1		1			
6213	Offices of Other Health Practitioners	1		1		1		1		1	1
6241	Individual & Family Services	1		1		1	1	1			1
8131	Religious Organizations		1		1	1	1		1	1	
9399	Local Government		1			1	1		1	1	
5416	Management & Technical Consulting Services	1						1			1
4529	Other General Merchandise Stores		1				1	1	1		1
6214	Outpatient Care Centers	1		1		1	1	1			1
4441	Building Material & Supplies Dealers		1		1		1		1	1	
5617	Services to Buildings & Dwellings								1		
5412	Accounting & Bookkeeping Services				1						1
4461	Health & Personal Care Stores								1		
5242	Insurance Agencies & Brokerages									1	
5616	Investigation & Security Services				1	1		1			1
5411	Legal Services				1		1			1	
7211	Traveler Accommodation	1			1	1			1		
9199	Federal Government, Ex Post Office				1		1				
5511	Managemnt of Companies & Enterprises			1	1				1		1
6219	Other Ambulatory Health Care Services	1		1		1	1				
6223	Other Hospitals			1		1			1		
9299	State Government		1			1					
5614	Business Support Services				1						1
5221	Depository Credit Intermediation		1						1	1	
7139	Other Amusement & Recreation										
8121	Personal Care Services			1				1			
4451	Grocery Stores		1			1				1	1
5612	Facilities Support Services	1					1				
5611	Office Administrative Services	1									
6116	Other Schools & Instruction			1				1			
4521	Department Stores		1				1				
4471	Gasoline Stations		1								
2111	Oil & Gas Extraction	1						1			
5419	Other Professional & Technical Services	1								1	
4481	Clothing Stores				1		1				
6117	Educational Support Services										
6239	Other Residential Care Facilities	1									
4931	Warehousing & Storage					1					
8134	Civic & Social Organizations										
4885	Freight Transportation Arrangement						1				
5311	Lessors of Real Estate										
5239	Other Financial Investment Activities										
5191	Other Information Services										
4842	Specialized Freight Trucking										
6243	Vocational Rehabilitation Services										
5313	Activities Related to Real Estate										
5322	Consumer Goods Rental										
8123	Drycleaning & Laundry Services										
5613	Employment Services										
3371	Household & Institutional Furniture									1	
4231	Motor Vehicle & Parts Merchant Whslsrs										
5222	Nondepository Credit Intermediation										
5312	Offices of Real Estate Agents & Brokers										
8141	Private Households							1			
4854	School & Employee Bus Transportation										
7223	Special Food Services										
7112	Spectator Sports										
4533	Used Merchandise Stores							1			

Appendix 5
SCSEP-Relevant Industries Projected to Be the Fastest Growing

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									Total Workforce Areas
		Permian 11.7%	Rural C 19.3%	So East 11.1%	So Plains 13.2%	So Tx 21.1%	Tarrant 17.3%	Texoma 11.9%	Upper R 15.9%	W Central 12.5%	
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	28
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	28
7221	Full-Service Restaurants	1	1	1	1	1	1	1		1	26
6111	Elementary & Secondary Schools	1	1			1	1	1		1	25
6231	Nursing Care Facilities	1	1	1	1	1		1	1	1	22
6244	Child Day Care Services	1	1	1	1	1	1	1	1	1	21
7222	Limited-Service Eating Places		1	1	1	1		1		1	20
6221	General Medical & Surgical Hospitals	1	1	1	1	1			1		10
6233	Community Care Facilities for the Elderly		1		1		1	1	1	1	18
6212	Offices of Dentists		1	1	1		1	1	1	1	18
6213	Offices of Other Health Practitioners	1	1		1		1	1	1		18
6241	Individual & Family Services		1			1	1		1	1	17
8131	Religious Organizations	1		1		1		1		1	17
9399	Local Government			1		1			1	1	16
5416	Management & Technical Consulting Services		1	1		1	1		1		14
4529	Other General Merchandise Stores	1		1		1				1	13
6214	Outpatient Care Centers				1		1				12
4441	Building Material & Supplies Dealers			1		1					10
5617	Services to Buildings & Dwellings	1					1		1		10
5412	Accounting & Bookkeeping Services	1	1	1				1		1	9
4461	Health & Personal Care Stores	1		1	1	1		1		1	9
5242	Insurance Agencies & Brokerages		1		1					1	8
5616	Investigation & Security Services					1					8
5411	Legal Services							1			8
7211	Traveler Accommodation		1							1	8
9199	Federal Government, Ex Post Office	1				1					7
5511	Managemnt of Companies & Enterprises	1		1	1						7
6219	Other Ambulatory Health Care Services								1		7
6223	Other Hospitals							1			7
9299	State Government	1		1				1			7
5614	Business Support Services							1	1	1	6
5221	Depository Credit Intermediation				1	1					6
7139	Other Amusement & Recreation	1			1			1		1	6
8121	Personal Care Services		1		1						6
4451	Grocery Stores									1	6
5612	Facilities Support Services		1								5
5611	Office Administrative Services		1		1						5
6116	Other Schools & Instruction						1				5
4521	Department Stores					1				1	4
4471	Gasoline Stations					1		1			4
2111	Oil & Gas Extraction	1									4
5419	Other Professional & Technical Services								1		4
4481	Clothing Stores										3
6117	Educational Support Services										3
6239	Other Residential Care Facilities	1									3
4931	Warehousing & Storage					1	1				3
8134	Civic & Social Organizations				1				1		2
4885	Freight Transportation Arrangement					1					2
5311	Lessors of Real Estate										2
5239	Other Financial Investment Activities										2
5191	Other Information Services										2
4842	Specialized Freight Trucking				1						2
6243	Vocational Rehabilitation Services								1		2
5313	Activities Related to Real Estate								1		1
5322	Consumer Goods Rental								1		1
8123	Drycleaning & Laundry Services										1
5613	Employment Services										1
3371	Household & Institutional Furniture										1
4231	Motor Vehicle & Parts Merchant Whslrs				1						1
5222	Nondepository Credit Intermediation										1
5312	Offices of Real Estate Agents & Brokers								1		1
8141	Private Households										1
4854	School & Employee Bus Transportation		1								1
7223	Special Food Services	1									1
7112	Spectator Sports						1				1
4533	Used Merchandise Stores										1

Appendix 6
SCSEP-Relevant Industries Projected to Have the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									
		State 17.0%	Alamo 20.0%	Brazos 16.7%	Cameron 18.5%	Capital 17.7%	Central 18.2%	Coastal 14.3%	Concho 12.1%	Dallas 14.2%	Deep E 13.2%
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	1
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	1
9399	Local Government	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
4451	Grocery Stores	1		1	1	1	1	1	1	1	1
5221	Depository Credit Intermediation	1	1		1		1	1	1	1	1
6216	Home Health Care Services	1	1	1	1		1	1	1	1	1
6221	General Medical & Surgical Hospitals	1	1	1	1	1		1	1	1	
8131	Religious Organizations	1	1	1	1		1	1	1		
9299	State Government	1		1		1	1	1	1		1
6231	Nursing Care Facilities		1	1			1	1	1		1
5613	Employment Services	1	1		1	1		1		1	
9199	Federal Government	1	1		1	1	1	1	1	1	
4529	Other General Merchandise Stores	1	1	1				1	1		
6244	Child Day Care Services	1	1		1		1	1			
4521	Department Stores					1		1	1		
5614	Business Support Services		1		1				1	1	1
4841	General Freight Trucking				1					1	
4471	Gasoline Stations							1			
5617	Services to Buildings & Dwellings	1	1			1				1	
7211	Traveler Accommodation		1		1	1		1		1	
4481	Clothing Stores										
5241	Insurance Carriers		1							1	
6241	Individual & Family Services				1						
5511	Management of Companies & Enterprises		1							1	
2111	Oil & Gas Extraction								1		
4234	Commercial Equipmt Merchant Wholesalers					1					
5411	Legal Services					1				1	
5416	Management & Technical Consulting Services					1				1	
5222	Nondepository Credit Intermediation									1	
7139	Other Amusement & Recreation Industries										
5412	Accounting & Bookkeeping Services									1	
4441	Building Material & Supplies Dealers										
5612	Facilities Support Services										
4885	Freight Transportation Arrangement										
5616	Investigation & Security Services									1	
3362	Motor Vehicle Body & Trailer Mfg.										
4931	Warehousing & Storage										

Appendix 6
SCSEP-Relevant Industries Projected to Have the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									
		East Tx 14.6%	Golden Cr 8.9%	Gulf Cst 19.4%	Heart 14.3%	L Rio 21.7%	M Rio 19.3%	N Central 19.2%	No East 12.0%	No Tx 6.5%	Panhan 12.7%
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	1
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	1
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	1
9399	Local Government	1	1	1	1	1	1	1	1	1	1
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	1
4451	Grocery Stores	1	1	1	1	1	1	1	1	1	1
5221	Depository Credit Intermediation	1	1	1	1	1	1	1	1	1	1
6216	Home Health Care Services	1	1	1	1	1	1	1	1	1	1
6221	General Medical & Surgical Hospitals	1	1	1	1	1	1	1	1	1	1
8131	Religious Organizations	1	1	1	1			1	1	1	1
9299	State Government	1	1		1	1	1		1	1	1
6231	Nursing Care Facilities	1	1		1		1	1	1	1	1
5613	Employment Services	1		1	1	1		1		1	
9199	Federal Government				1	1	1		1	1	
4529	Other General Merchandise Stores			1		1	1	1	1		
6244	Child Day Care Services			1		1		1			
4521	Department Stores		1			1	1	1			
5614	Business Support Services					1					
4841	General Freight Trucking					1	1				
4471	Gasoline Stations		1		1						1
5617	Services to Buildings & Dwellings			1				1			
7211	Traveler Accommodation										
4481	Clothing Stores					1					
5241	Insurance Carriers				1						
6241	Individual & Family Services					1					
5511	Management of Companies & Enterprises							1			
2111	Oil & Gas Extraction			1							
4234	Commercial Equipmt Merchant Wholesalers										
5411	Legal Services										
5416	Management & Technical Consulting Services										
5222	Nondepository Credit Intermediation										
7139	Other Amusement & Recreation Industries							1			
5412	Accounting & Bookkeeping Services										
4441	Building Material & Supplies Dealers										
5612	Facilities Support Services						1				
4885	Freight Transportation Arrangement										
5616	Investigation & Security Services										
3362	Motor Vehicle Body & Trailer Mfg.								1		
4931	Warehousing & Storage								1		

Appendix 6
SCSEP-Relevant Industries Projected to Have the Most Jobs

Shaded occupations are projected to add the most jobs in at least 14 workforce areas.

NAICS Code	Industry Title	Area and Industry Growth Rate, 2008-2018									No. of Workforce Areas
		Permian 11.7%	Rural C 19.3%	So East 11.1%	So Plains 13.2%	So Tx 21.1%	Tarrant 17.3%	Texoma 11.9%	Upper R 15.9%	W Central 12.5%	
6111	Elementary & Secondary Schools	1	1	1	1	1	1	1	1	1	28
7221	Full-Service Restaurants	1	1	1	1	1	1	1	1	1	28
7222	Limited-Service Eating Places	1	1	1	1	1	1	1	1	1	28
9399	Local Government	1	1	1	1	1	1	1	1	1	28
6211	Offices of Physicians	1	1	1	1	1	1	1	1	1	28
4451	Grocery Stores	1	1	1	1	1	1	1	1	1	27
5221	Depository Credit Intermediation	1	1	1	1	1	1	1	1	1	26
6216	Home Health Care Services	1		1	1	1		1	1	1	25
6221	General Medical & Surgical Hospitals	1	1	1	1	1	1		1		23
8131	Religious Organizations	1	1	1	1		1	1		1	21
9299	State Government	1		1	1			1	1	1	20
6231	Nursing Care Facilities		1	1	1			1		1	19
5613	Employment Services			1	1	1	1		1		16
9199	Federal Government					1	1		1		15
4529	Other General Merchandise Stores			1	1	1	1		1	1	15
6244	Child Day Care Services	1	1	1	1	1	1		1		14
4521	Department Stores				1	1			1	1	11
5614	Business Support Services				1		1		1		9
4841	General Freight Trucking					1		1	1		7
4471	Gasoline Stations					1		1		1	7
5617	Services to Buildings & Dwellings						1				6
7211	Traveler Accommodation						1				6
4481	Clothing Stores		1			1			1		4
5241	Insurance Carriers							1			4
6241	Individual & Family Services					1					3
5511	Management of Companies & Enterprises										3
2111	Oil & Gas Extraction	1									3
4234	Commercial Equipmt Merchant Wholesalers		1								2
5411	Legal Services										2
5416	Management & Technical Consulting Services										2
5222	Nondepository Credit Intermediation						1				2
7139	Other Amusement & Recreation Industries										1
5412	Accounting & Bookkeeping Services										1
4441	Building Material & Supplies Dealers		1								1
5612	Facilities Support Services										1
4885	Freight Transportation Arrangement					1					1
5616	Investigation & Security Services										1
3362	Motor Vehicle Body & Trailer Mfg.										1
4931	Warehousing & Storage										1

Appendix 7
SCSEP-Relevant Occupations Adding the Most Jobs - 2008-2018

Shaded occupations are projected to add the most jobs in at least 14 WDAs.

Occupation Title	Area and Projected Growth Rate, 2008-2018														
	State 17.0%	Alamo 20.0%	Brazos 16.7%	Cameron 18.5%	Capital 17.7%	Central 18.2%	Coastal 14.3%	Concho 12.1%	Dallas 14.2%	Deep E 13.2%	East Tx 14.6%	Golden Cr 8.9%	Gulf Cst 19.4%	Heart 14.3%	Lower R 21.7%
Combined Food Preparation & Serving Wkrs	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Customer Service Representatives	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Home Health Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Office Clerks, General	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Retail Salespersons	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Waiters & Waitresses	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Cashiers	1	1	1	1	1	1	1	1		1	1	1	1	1	1
Nursing Aides, Orderlies, & Attendants	1	1	1	1		1	1	1	1	1	1	1	1	1	1
Child Care Workers	1	1	1	1	1	1	1	1		1	1	1	1	1	1
Personal & Home Care Aides	1	1	1	1		1	1	1	1	1	1	1	1	1	1
Teacher Assistants	1	1	1	1		1	1	1	1	1	1	1	1	1	1
Stock Clerks & Order Fillers	1	1				1				1	1	1	1		1
Bookkeeping, Accounting, & Auditing Clerks	1	1			1				1		1	1	1		
Landscaping & Groundskeeping Workers	1	1			1	1	1	1	1				1	1	
Exec. Secretaries & Admin. Assistants	1	1	1		1		1		1				1		1
Janitors & Cleaners	1	1	1		1	1							1	1	
Maintenance & Repair Workers, General			1	1	1	1		1	1					1	
Secretaries, ex. Medical, Legal, & Executive		1	1	1	1				1				1		1
Correctional Officers & Jailers						1				1					
Cargo & Freight Agents															
Security Guards									1						
TOTAL	16	17	15	13	14	16	13	13	15	13	13	13	17	14	14

Appendix 7
SCSEP-Relevant Occupations Adding the Most Jobs - 2008-2018

Shaded occupations are projected to add the most jobs in at least 14 WDAs.

Occupation Title	Area and Projected Growth Rate, 2008-2018														Total WDAs
	Middle R 19.3%	North Central	North East	North Texas	Pan-handle	Permian Basin	Rural Capital	South East	South Plains	South Texas	Tarrant County	Texoma	West Central	Upper Rio	
Combined Food Preparation & Serving Wkrs	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
Customer Service Representatives	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
Home Health Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
Office Clerks, General	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
Retail Salespersons	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
Waiters & Waitresses		1	1	1	1	1	1	1	1	1	1	1	1	1	27
Cashiers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27
Nursing Aides, Orderlies, & Attendants	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27
Child Care Workers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27
Personal & Home Care Aides	1	1	1	1	1	1		1	1	1	1	1	1	1	26
Teacher Assistants	1	1	1	1	1	1	1			1	1	1		1	24
Stock Clerks & Order Fillers	1	1	1	1	1		1	1	1	1	1	1	1	1	20
Bookkeeping, Accounting, & Auditing Clerks		1		1	1	1	1	1	1	1	1				15
Landscaping & Groundskeeping Workers		1									1			1	11
Exec. Secretaries & Admin. Assistants							1		1					1	10
Janitors & Cleaners		1					1				1				9
Maintenance & Repair Workers, General	1										1				9
Secretaries, ex. Medical, Legal, & Executive							1								8
Correctional Officers & Jailers	1							1							4
Cargo & Freight Agents										1					1
Security Guards															1
TOTAL	13	15	12	13	13	12	15	13	13	14	16	12	11	14	

Appendix 8
SCSEP-Relevant Occupations -- Fastest Growing Occupations, 2008-2018

Shaded occupations are projected to be the fastest growing occupations in at least 14 WDAs.

SOC Code	Occupation Title	Area and Projected Growth Rate, 2008-2018														
		State 17.0%	Alamo 20.0%	Brazos 16.7%	Cameron 18.5%	Capital 17.7%	Central 18.2%	Coastal 14.3%	Concho 12.1%	Dallas 14.2%	Deep E 13.2%	East Tx 14.6%	Golden Cr 8.9%	Gulf Cst 19.4%	Heart 14.3%	Lower R 21.7%
31-1011	Home Health Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
39-9021	Personal & Home Care Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
35-3021	Combined Food Preparation & Serving Wkrs			1	1		1	1	1		1	1	1		1	1
31-1012	Nursing Aides, Orderlies, & Attendants			1	1		1	1	1		1	1	1		1	1
43-4051	Customer Service Representatives			1	1			1	1		1		1		1	
25-9041	Teacher Assistants			1	1	1	1		1		1		1		1	
39-9011	Child Care Workers			1			1	1	1		1		1		1	
37-3011	Landscaping & Groundskeeping Workers			1	1		1	1			1				1	
49-9042	Maintenance & Repair Workers			1	1		1		1				1			
35-3031	Waiters & Waitresses				1				1				1			
41-2031	Retail Salespersons								1		1		1			
33-3012	Correctional Officers & Jailers						1				1					
43-9061	Office Clerks, General				1				1				1			
33-9032	Security Guards				1										1	
43-5081	Stock Clerks & Order Fillers											1				
43-3011	Bill & Account Collectors										1					
41-2011	Cashiers								1							
35-3022	Counter Attendants, Cafeteria etc.															
43-3071	Tellers						1									
53-3022	School Bus Drivers														1	
43-3021	Billing & Posting Clerks															
43-3031	Bookkeeping, Accounting, & Audit Clerks															
43-6011	Exec. Secretaries & Admin. Assistants								1							
35-9031	Hosts & Hostesses, Restmnt & Coffee Shop															
43-4081	Hotel, Motel, & Resort Desk Clerks					1										
37-2011	Janitors & Cleaners								1							
43-5011	Cargo & Freight Agents															
39-3031	Ushers, Lobby Attendants, & Ticket Takers															
21-1093	Social & Human Service Assistants															1
31-2022	Physical Therapist Aides	1														

Occupations listed must have had at least 500 jobs in 2008.

Appendix 8
SCSEP-Relevant Occupations -- Fastest Growing Occupations, 2008-2018

Shaded occupations are projected to be the fastest growing occupations in at least 14 WDAs.

SOC Code	Occupation Title	Area and Projected Growth Rate, 2008-2018														Total WDAs
		Middle R 19.3%	No Central 19.2%	No East 12.0%	North Tx 13.2%	Panhan 12.7%	Permian 11.7%	Rural C 19.3%	So East 11.1%	So Plains 13.2%	South Tx 21.1%	Tarrant 17.3%	Texoma 11.9%	Upper R 15.9%	W Central 12.5%	
31-1011	Home Health Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
39-9021	Personal & Home Care Aides	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
35-3021	Combined Food Preparation & Serving Wkrs	1	1	1	1	1	1	1	1	1		1	1	1	23	
31-1012	Nursing Aides, Orderlies, & Attendants	1		1	1	1	1	1	1	1		1	1	1	22	
43-4051	Customer Service Representatives	1		1	1	1			1	1	1		1	1	17	
25-9041	Teacher Assistants	1		1	1	1	1	1			1		1		16	
39-9011	Child Care Workers	1		1	1	1			1	1	1		1		16	
37-3011	Landscaping & Groundskeeping Workers			1	1		1		1					1	1	12
49-9042	Maintenance & Repair Workers	1			1						1		1		1	10
35-3031	Waiters & Waitresses	1		1	1		1				1		1			9
41-2031	Retail Salespersons	1			1				1				1		1	8
33-3012	Correctional Officers & Jailers	1					1						1			5
43-9061	Office Clerks, General	1														4
33-9032	Security Guards					1					1					4
43-5081	Stock Clerks & Order Fillers	1			1										1	4
43-3011	Bill & Account Collectors													1		2
41-2011	Cashiers												1			2
35-3022	Counter Attendants, Cafeteria etc.								1	1						2
43-3071	Tellers			1												2
53-3022	School Bus Drivers															1
43-3021	Billing & Posting Clerks					1										1
43-3031	Bookkeeping, Accounting, & Audit Clerks	1														1
43-6011	Exec. Secretaries & Admin. Assistants															1
35-9031	Hosts & Hostesses, Restrnt & Coffee Shop							1								1
43-4081	Hotel, Motel, & Resort Desk Clerks															1
37-2011	Janitors & Cleaners															1
43-5011	Cargo & Freight Agents										1					1
39-3031	Ushers, Lobby Attendants, & Ticket Takers											1				1
21-1093	Social & Human Service Assistants															1
31-2022	Physical Therapist Aides															0

Occupations listed must have had at least 500 jobs in 2008.

Appendix 9
SCSEP-Relevant Occupations with the Most Projected Annual Average Openings, 2008-2018

Shaded occupations are projected to have most job openings in at least 14 WDAs.

SOC Code	Occupation Title	Area and Projected Growth Rate, 2008-2018														Total WDAs
		Middle R 19.3%	No Central 19.2%	No East 12.0%	No Texas 13.2%	Panhan 12.7%	Permian 11.7%	Rural C 19.3%	So East 11.1%	So Plains 13.2%	So Texas 21.1%	Tarrant 17.3%	Texoma 11.9%	Upper R 15.9%	W Central 12.5%	
41-2011	Cashiers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
39-9011	Child Care Workers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
35-3021	Combined Food Preparation & Serving Workers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
43-4051	Customer Service Representatives	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
43-9061	Office Clerks, General	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
41-2031	Retail Salespersons	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
35-3031	Waiters & Waitresses	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28
45-5081	Stock Clerks & Order Fillers	1	1	1	1	1	1	1	1	1		1	1	1	1	26
31-2011	Home Health Aides	1	1	1	1	1	1		1	1			1	1	1	24
37-2011	Janitors & Cleaners		1	1	1	1		1	1	1	1	1		1		22
25-9041	Teacher Assistants	1	1	1		1		1			1	1	1	1		19
31-1012	Nursing Aides, Orderlies, & Attendants	1		1	1	1				1			1		1	17
39-9021	Personal & Home Care Aides	1			1		1		1	1	1		1			17
43-6014	Secretaries, Except Legal, Medical, & Executive		1					1			1	1		1		14
33-3012	Correctional Officers & Jailers	1				1			1						1	7
43-3031	Bookkeeping, Accounting, & Audit Clerks				1							1				4
43-6011	Exec Secretaries & Admin Assistants															3
33-9032	Security Guards													1		2
49-9042	Maintenance & Repair Workers															1
43-5011	Cargo & Freight Agents										1					1

Appendix 10
SCSEP PY'11 Equitable Distribution Report

County	Distribution Factor	Equitable Share	ES in Whole Nos.	EW (State)	AARP	EW (Federal)	NAPCA	SER	SSAI	Totals	Difference
Anderson County, TX	0.0044	10.9752	11			11				11	0
Andrews County, TX	0.0008	1.9211	2	2						2	0
Angelina County, TX	0.0050	12.6473	13			13				13	0
Aranas County, TX	0.0021	5.3364	5	5						5	0
Archer County, TX	0.0005	1.2985	1	1						1	0
Armstrong County, TX	0.0002	0.5159	1						1	1	0
Atascosa County, TX	0.0026	6.6172	7		6					6	-1
Austin County, TX	0.0018	4.4470	4	4						4	0
Bailey County, TX	0.0007	1.6365	2						2	2	0
Bandera County, TX	0.0013	3.1485	3	3						3	0
Bastrop County, TX	0.0030	7.5777	8		7					7	-1
Baylor County, TX	0.0006	1.4053	1	1						1	0
Bee County, TX	0.0021	5.2653	5	5						5	0
Bell County, TX	0.0087	21.9327	22			22				22	0
Bexar County, TX	0.0623	156.3927	156		156					156	0
Blanco County, TX	0.0006	1.5120	2		1					1	-1
Borden County, TX	0.0000	0.1174	0						1	1	1
Bosque County, TX	0.0019	4.8561	5			5				5	0
Bowie County, TX	0.0060	14.9953	15			15				15	0
Brazoria County, TX	0.0090	22.5197	23	23						23	0
Brazos County, TX	0.0037	9.3209	9	9						9	0
Brewster County, TX	0.0006	1.6009	2	1						1	-1
Briscoe County, TX	0.0002	0.4447	0						1	1	1
Brooks County, TX	0.0012	2.9706	3	3						3	0
Brown County, TX	0.0034	8.5738	9						9	9	0
Burleson County, TX	0.0012	3.0773	3			3				3	0
Burnet County, TX	0.0020	5.0340	5		5					5	0
Caldwell County, TX	0.0022	5.6210	6		5					5	-1
Calhoun County, TX	0.0013	3.3086	3	3						3	0
Callahan County, TX	0.0010	2.5971	3						3	3	0
Cameron County, TX	0.0290	72.6465	73		72					72	-1
Camp County, TX	0.0010	2.5259	3			2				2	-1
Carson County, TX	0.0003	0.8716	1						1	1	0
Cass County, TX	0.0036	9.0541	9			9				9	0
Castro County, TX	0.0006	1.4764	1						2	2	1
Chambers County, TX	0.0013	3.3442	3			3				3	0
Cherokee County, TX	0.0042	10.6551	11	11						11	0
Childress County, TX	0.0006	1.5831	2						2	2	0
Clay County, TX	0.0008	2.0634	2	2						2	0
Cochran County, TX	0.0003	0.7827	1						1	1	0
Coke County, TX	0.0004	1.1029	1			1				1	0
Coleman County, TX	0.0013	3.3797	3						3	3	0
Collin County, TX	0.0072	18.0549	18			18				18	0
Collingsworth County, TX	0.0004	0.9250	1						1	1	0
Colorado County, TX	0.0022	5.4965	5	5						5	0
Comal County, TX	0.0034	8.4138	8	9						9	1
Comanche County, TX	0.0017	4.1802	4			4				4	0
Concho County, TX	0.0004	0.9072	1		1					1	0
Cooke County, TX	0.0020	5.1408	5			5				5	0
Coryell County, TX	0.0019	4.8206	5			5				5	0
Cottle County, TX	0.0003	0.6937	1						1	1	0
Crane County, TX	0.0003	0.6937	1	1						1	0

Appendix 10
SCSEP PY'11 Equitable Distribution Report

County	Distribution Factor	Equitable Share	ES in Whole Nos.	EW (State)	AARP	EW (Federal)	NAPCA	SER	SSAI	Totals	Difference
Crockett County, TX	0.0004	0.8894	1		1					1	0
Crosby County, TX	0.0009	2.2057	2						2	2	0
Culberson County, TX	0.0003	0.7471	1	1						1	0
Dallam County, TX	0.0005	1.2096	1						1	1	0
Dallas County, TX	0.0718	180.1753	180		180					180	0
Dawson County, TX	0.0011	2.7216	3						3	3	0
Deaf Smith County, TX	0.0014	3.4687	3						4	4	1
Delta County, TX	0.0007	1.6721	2			2				2	0
Denton County, TX	0.0070	17.5568	18			17				17	-1
DeWitt County, TX	0.0026	6.5104	7	6						6	-1
Dickens County, TX	0.0004	0.9250	1						1	1	0
Dimmit County, TX	0.0013	3.3086	3		3					3	0
Donley County, TX	0.0004	1.0139	1						1	1	0
Duval County, TX	0.0015	3.8244	4	4						4	0
Eastland County, TX	0.0021	5.3898	5						6	6	1
Ector County, TX	0.0074	18.4996	18	19						19	1
Edwards County, TX	0.0003	0.6582	1	1						1	0
El Paso County, TX	0.0425	106.7284	107		106					106	-1
Ellis County, TX	0.0041	10.1926	10					10		10	0
Erath County, TX	0.0018	4.4292	4			4				4	0
Falls County, TX	0.0021	5.2831	5			5				5	0
Fannin County, TX	0.0027	6.8662	7			7				7	0
Fayette County, TX	0.0023	5.8345	6		6					6	0
Fisher County, TX	0.0005	1.2096	1						1	1	0
Floyd County, TX	0.0008	1.9211	2						2	2	0
Foard County, TX	0.0002	0.6048	1	0						0	-1
Fort Bend County, TX	0.0075	18.8198	19	19						19	0
Franklin County, TX	0.0008	2.0990	2			2				2	0
Freestone County, TX	0.0016	4.0735	4			4				4	0
Frio County, TX	0.0016	4.0735	4	4						4	0
Gaines County, TX	0.0009	2.1879	2						2	2	0
Galveston County, TX	0.0113	28.3542	28					28		28	0
Garza County, TX	0.0005	1.2274	1						2	2	1
Gillespie County, TX	0.0022	5.5143	6	5						5	-1
Glasscock County, TX	0.0001	0.1530	0							0	0
Goliad County, TX	0.0005	1.2274	1	1						1	0
Gonzales County, TX	0.0019	4.7316	5	5						5	0
Gray County, TX	0.0018	4.5893	5						5	5	0
Grayson County, TX	0.0075	18.8376	19			19				19	0
Gregg County, TX	0.0063	15.7780	16	16						16	0
Grimes County, TX	0.0027	6.8128	7	7						7	0
Guadalupe County, TX	0.0036	8.9474	9	9						9	0
Hale County, TX	0.0027	6.8128	7						7	7	0
Hall County, TX	0.0005	1.1740	1						1	1	0
Hamilton County, TX	0.0010	2.6148	3			3				3	0
Hansford County, TX	0.0004	1.0851	1						1	1	0
Hardeman County, TX	0.0005	1.1562	1						1	1	0
Hardin County, TX	0.0027	6.8128	7			7				7	0
Harris County, TX	0.1167	292.8272	293		152		62	79		293	0
Harrison County, TX	0.0041	10.3882	10	10						10	0
Hartley County, TX	0.0004	0.9606	1						1	1	0
Haskell County, TX	0.0008	1.9745	2						2	2	0

Appendix 10
SCSEP PY'11 Equitable Distribution Report

County	Distribution Factor	Equitable Share	ES in Whole Nos.	EW (State)	AARP	EW (Federal)	NAPCA	SER	SSAI	Totals	Difference
Hays County, TX	0.0025	6.2258	6		6					6	0
Hemphill County, TX	0.0002	0.5870	1						1	1	0
Henderson County, TX	0.0065	16.2227	16			16				16	0
Hidalgo County, TX	0.0447	112.1182	112		112					112	0
Hill County, TX	0.0033	8.2359	8					8		8	0
Hockley County, TX	0.0017	4.1980	4						4	4	0
Hood County, TX	0.0019	4.8561	5			5				5	0
Hopkins County, TX	0.0026	6.4037	6			6				6	0
Houston County, TX	0.0025	6.3503	6			6				6	0
Howard County, TX	0.0028	7.1330	7						7	7	0
Hudspeth County, TX	0.0004	0.9606	1	1						1	0
Hunt County, TX	0.0048	12.0247	12			12				12	0
Hutchinson County, TX	0.0012	3.1307	3						3	3	0
Irion County, TX	0.0001	0.3344	0							0	0
Jack County, TX	0.0007	1.8677	2	2						2	0
Jackson County, TX	0.0012	3.0240	3	3						3	0
Jasper County, TX	0.0033	8.3248	8			8				8	0
Jeff Davis County, TX	0.0002	0.5301	1	0						0	-1
Jefferson County, TX	0.0157	39.5073	40					40		40	0
Jim Hogg County, TX	0.0007	1.6721	2	2						2	0
Jim Wells County, TX	0.0037	9.2142	9	9						9	0
Johnson County, TX	0.0054	13.4478	13			13				13	0
Jones County, TX	0.0021	5.2297	5						6	6	1
Karnes County, TX	0.0016	4.0201	4	4						4	0
Kaufman County, TX	0.0040	10.1392	10			10				10	0
Kendall County, TX	0.0012	2.8995	3	3						3	0
Kenedy County, TX	0.0001	0.1316	0	0						0	0
Kent County, TX	0.0001	0.2170	0						1	1	1
Kerr County, TX	0.0035	8.6628	9	9						9	0
Kimble County, TX	0.0005	1.2807	1		1					1	0
King County, TX	0.0000	0.0961	0						1	1	1
Kinney County, TX	0.0004	1.0317	1	1						1	0
Kleberg County, TX	0.0022	5.5499	6	5						5	-1
Knox County, TX	0.0005	1.3341	1	1						1	0
La Salle County, TX	0.0007	1.8500	2	2						2	0
Lamar County, TX	0.0043	10.8863	11			11				11	0
Lamb County, TX	0.0017	4.2158	4						4	4	0
Lampasas County, TX	0.0013	3.3619	3			3				3	0
Lavaca County, TX	0.0026	6.4749	6	6						6	0
Lee County, TX	0.0011	2.7749	3		3					3	0
Leon County, TX	0.0016	4.1090	4	4						4	0
Liberty County, TX	0.0045	11.1709	11			11				11	0
Limestone County, TX	0.0024	6.0302	6	6						6	0
Lipscomb County, TX	0.0003	0.6404	1						1	1	0
Live Oak County, TX	0.0012	2.8995	3	3						3	0
Llano County, TX	0.0016	4.0557	4		4					4	0
Loving County, TX	0.0000	0.0000	0	0						0	0
Lubbock County, TX	0.0115	28.8522	29						28	28	-1
Lynn County, TX	0.0006	1.6009	2						2	2	0
Madison County, TX	0.0011	2.7749	3	3						3	0
Marion County, TX	0.0014	3.4687	3	3						3	0
Martin County, TX	0.0004	0.9606	1						1	1	0

Appendix 10
SCSEP PY'11 Equitable Distribution Report

County	Distribution Factor	Equitable Share	ES in Whole Nos.	EW (State)	AARP	EW (Federal)	NAPCA	SER	SSAI	Totals	Difference
Mason County, TX	0.0004	1.0317	1		1					1	0
Matagorda County, TX	0.0028	7.0085	7	7						7	0
Maverick County, TX	0.0054	13.5367	14	14						14	0
Mc Culloch County, TX	0.0010	2.6148	3		2					2	-1
Mc Lennan County, TX	0.0120	30.0440	30	3				27		30	0
Mc Mullen County, TX	0.0001	0.2099	0	0						0	0
Medina County, TX	0.0023	5.8345	6	6						6	0
Menard County, TX	0.0003	0.8183	1		1					1	0
Midland County, TX	0.0048	12.1315	12	12						12	0
Milam County, TX	0.0022	5.4787	5			5				5	0
Mills County, TX	0.0007	1.8144	2			2				2	0
Mitchell County, TX	0.0011	2.7927	3						3	3	0
Montague County, TX	0.0020	4.9095	5			5				5	0
Montgomery County, TX	0.0096	24.0495	24			24				24	0
Moore County, TX	0.0010	2.4370	2						2	2	0
Morris County, TX	0.0012	3.0240	3			3				3	0
Motley County, TX	0.0002	0.4091	0						1	1	1
Nacogdoches County, TX	0.0038	9.6411	10	10						10	0
Navarro County, TX	0.0036	9.0008	9			9				9	0
Newton County, TX	0.0015	3.7177	4			4				4	0
Nolan County, TX	0.0017	4.1624	4						4	4	0
Nueces County, TX	0.0189	47.5297	48		47					47	-1
Ochiltree County, TX	0.0005	1.2452	1						2	2	1
Oldham County, TX	0.0001	0.3024	0						1	1	1
Orange County, TX	0.0050	12.4694	12			12				12	0
Palo Pinto County, TX	0.0023	5.6922	6			6				6	0
Panola County, TX	0.0022	5.6032	6	5						5	-1
Parker County, TX	0.0034	8.5916	9			9				9	0
Parmer County, TX	0.0007	1.7966	2						2	2	0
Pecos County, TX	0.0014	3.5754	4	3						3	-1
Polk County, TX	0.0040	9.9257	10			10				10	0
Potter County, TX	0.0073	18.3573	18						18	18	0
Presidio County, TX	0.0012	3.0951	3	3						3	0
Rains County, TX	0.0009	2.1701	2	2						2	0
Randall County, TX	0.0030	7.6133	8						8	8	0
Reagan County, TX	0.0002	0.5336	1		0					0	-1
Real County, TX	0.0004	1.0317	1	1						1	0
Red River County, TX	0.0017	4.3225	4			4				4	0
Reeves County, TX	0.0015	3.6999	4	4						4	0
Refugio County, TX	0.0008	1.9745	2	2						2	0
Roberts County, TX	0.0000	0.1174	0						1	1	1
Robertson County, TX	0.0018	4.6249	5	4						4	-1
Rockwall County, TX	0.0012	2.9884	3			3				3	0
Runnels County, TX	0.0015	3.7533	4			4				4	0
Rusk County, TX	0.0041	10.2104	10	10						10	0
Sabine County, TX	0.0014	3.4509	3			3				3	0
San Augustine County, TX	0.0012	3.1129	3			3				3	0
San Jacinto County, TX	0.0023	5.8523	6			6				6	0
San Patricio County, TX	0.0042	10.5127	11	11						11	0
San Saba County, TX	0.0006	1.5476	2			1				1	-1
Schleicher County, TX	0.0003	0.7827	1		1					1	0
Scurry County, TX	0.0013	3.2730	3						4	4	1

Appendix 10
SCSEP PY'11 Equitable Distribution Report

County	Distribution Factor	Equitable Share	ES in Whole Nos.	EW (State)	AARP	EW (Federal)	NAPCA	SER	SSAI	Totals	Difference
Shackelford County, TX	0.0004	0.9250	1						1	1	0
Shelby County, TX	0.0026	6.4749	6	6						6	0
Sherman County, TX	0.0002	0.4447	0						1	1	1
Smith County, TX	0.0102	25.6148	26	26						26	0
Somervell County, TX	0.0004	0.9783	1			1				1	0
Starr County, TX	0.0062	15.5468	16	16						16	0
Stephens County, TX	0.0008	2.0812	2						2	2	0
Sterling County, TX	0.0001	0.2597	0							0	0
Stonewall County, TX	0.0002	0.6048	1						1	1	0
Sutton County, TX	0.0003	0.8183	1		1					1	0
Swisher County, TX	0.0006	1.4586	1						2	2	1
Tarrant County, TX	0.0430	108.0092	108					108		108	0
Taylor County, TX	0.0066	16.5607	17						17	17	0
Terrell County, TX	0.0002	0.4056	0	0						0	0
Terry County, TX	0.0009	2.2413	2						3	3	1
Throckmorton County, TX	0.0002	0.4447	0						1	1	1
Titus County, TX	0.0020	5.0518	5			5				5	0
Tom Green County, TX	0.0052	13.1454	13		13					13	0
Travis County, TX	0.0175	43.9543	44		44					44	0
Trinity County, TX	0.0018	4.3937	4			4				4	0
Tyler County, TX	0.0019	4.7316	5			5				5	0
Upshur County, TX	0.0026	6.4393	6	6						6	0
Upton County, TX	0.0003	0.6937	1	1						1	0
Uvalde County, TX	0.0024	6.0302	6	6						6	0
Val Verde County, TX	0.0043	10.7796	11		11					11	0
Van Zandt County, TX	0.0042	10.5483	11	11						11	0
Victoria County, TX	0.0046	11.4199	11	12						12	1
Walker County, TX	0.0037	9.2676	9			9				9	0
Waller County, TX	0.0015	3.8422	4	4						4	0
Ward County, TX	0.0011	2.6504	3	3						3	0
Washington County, TX	0.0026	6.4393	6	6						6	0
Webb County, TX	0.0134	33.6728	34		33					33	-1
Wharton County, TX	0.0032	7.9691	8	8						8	0
Wheeler County, TX	0.0006	1.5298	2						2	2	0
Wichita County, TX	0.0066	16.6496	17	17						17	0
Wilbarger County, TX	0.0012	2.9172	3	3						3	0
Willacy County, TX	0.0022	5.5855	6	5						5	-1
Williamson County, TX	0.0052	13.0031	13		13					13	0
Wilson County, TX	0.0023	5.7989	6	6						6	0
Winkler County, TX	0.0006	1.5120	2	1						1	-1
Wise County, TX	0.0027	6.7595	7			7				7	0
Wood County, TX	0.0033	8.3248	8	8						8	0
Yoakum County, TX	0.0004	1.0673	1						1	1	0
Young County, TX	0.0017	4.1624	4						4	4	0
Zapata County, TX	0.0011	2.8461	3	3						3	0
Zavala County, TX	0.0015	3.8778	4	4						4	0
TOTALS:	1.0000	2509	2513	511	994	431	62	300	211	2509	0

Appendix 11

PY'12 Equitable Share and Current Distribution of Positions (04/01/12)

County	Equitable Share	State Grantee	National Grantees	Current Distribution of Positions	PY 12 ED Minus Current
Texas	2432	508	1924	2770	338
Anderson County, Texas	8	0	8	7	-1
Andrews County, Texas	2	2	0	0	-2
Angelina County, Texas	10	0	10	11	1
Aransas County, Texas	5	5	0	5	0
Archer County, Texas	1	1	0	0	-1
Armstrong County, Texas	0	0	0	0	0
Atascosa County, Texas	8	8	0	0	-8
Austin County, Texas	3	3	0	0	-3
Bailey County, Texas	1	1	0	1	0
Bandera County, Texas	3	3	0	3	0
Bastrop County, Texas	7	0	7	2	-5
Baylor County, Texas	1	1	0	4	3
Bee County, Texas	4	4	0	8	4
Bell County, Texas	19	19	0	14	-5
Bexar County, Texas	177	0	177	184	7
Blanco County, Texas	1	0	1	3	2
Borden County, Texas	0	0	0	0	0
Bosque County, Texas	3	3	0	1	-2
Bowie County, Texas	11	0	11	9	-2
Brazoria County, Texas	22	22	0	13	-9
Brazos County, Texas	8	8	0	8	0
Brewster County, Texas	2	2	0	2	0
Briscoe County, Texas	0	0	0	3	3
Brooks County, Texas	3	3	0	4	1
Brown County, Texas	6	6	0	25	19
Burleson County, Texas	3	0	3	1	-2
Burnet County, Texas	6	0	6	3	-3
Caldwell County, Texas	5	0	5	1	-4
Calhoun County, Texas	3	3	0	2	-1
Callahan County, Texas	2	0	2	4	2
Cameron County, Texas	81	0	81	76	-5
Camp County, Texas	2	2	0	1	-1
Carson County, Texas	1	0	1	1	0
Cass County, Texas	7	0	7	6	-1
Castro County, Texas	1	0	1	1	0
Chambers County, Texas	3	0	3	1	-2
Cherokee County, Texas	7	7	0	13	6
Childress County, Texas	1	0	1	2	1
Clay County, Texas	2	2	0	4	2
Cochran County, Texas	0	0	0	3	3
Coke County, Texas	0	0	0	0	0
Coleman County, Texas	2	0	2	4	2
Collin County, Texas	28	0	28	15	-13
Collingsworth County, Texas	1	0	1	2	1
Colorado County, Texas	4	4	0	3	-1
Comal County, Texas	9	9	0	3	-6
Comanche County, Texas	3	0	3	3	0
Concho County, Texas	0	0	0	0	0

County	Equitable Share	State Grantee	National Grantees	Current Distribution of Positions	PY 12 ED Minus Current
Cooke County, Texas	4	0	4	8	4
Coryell County, Texas	4	0	4	4	0
Cottle County, Texas	0	0	0	3	3
Crane County, Texas	0	0	0	0	0
Crockett County, Texas	0	0	0	0	0
Crosby County, Texas	1	0	1	1	0
Culberson County, Texas	1	1	0	1	0
Dallam County, Texas	1	0	1	0	-1
Dallas County, Texas	195	0	195	174	-21
Dawson County, Texas	3	0	3	2	-1
Deaf Smith County, Texas	2	0	2	1	-1
Delta County, Texas	1	0	1	2	1
Denton County, Texas	24	0	24	13	-11
DeWitt County, Texas	3	3	0	3	0
Dickens County, Texas	1	0	1	1	0
Dimmit County, Texas	3	0	3	1	-2
Donley County, Texas	0	0	0	2	2
Duval County, Texas	3	3	0	7	4
Eastland County, Texas	5	0	5	7	2
Ector County, Texas	17	17	0	16	-1
Edwards County, Texas	0	0	0	2	2
El Paso County, Texas	107	0	135	95	-12
Ellis County, Texas	10	0	9	28	18
Erath County, Texas	4	0	5	2	-2
Falls County, Texas	5	0	4	46	41
Fannin County, Texas	7	0	5	0	-7
Fayette County, Texas	6	0	4	0	-6
Fisher County, Texas	1	0	1	2	1
Floyd County, Texas	2	0	1	0	-2
Foard County, Texas	0	0	0	1	1
Fort Bend County, Texas	29	29	0	21	-8
Franklin County, Texas	1	0	1	1	0
Freestone County, Texas	3	0	3	4	1
Frio County, Texas	4	4	0	2	-2
Gaines County, Texas	1	0	1	1	0
Galveston County, Texas	26	0	26	49	23
Garza County, Texas	1	0	1	3	2
Gillespie County, Texas	3	3	0	1	-2
Glasscock County, Texas	0	0	0	0	0
Goliad County, Texas	1	1	0	3	2
Gonzales County, Texas	3	3	0	2	-1
Gray County, Texas	3	0	3	6	3
Grayson County, Texas	13	0	13	20	7
Gregg County, Texas	15	15	0	18	3
Grimes County, Texas	3	3	0	5	2
Guadalupe County, Texas	10	10	0	13	3
Hale County, Texas	6	0	6	8	2
Hall County, Texas	1	0	1	1	0
Hamilton County, Texas	1	0	1	0	-1
Hansford County, Texas	1	0	1	0	-1
Hardeman County, Texas	1	0	1	1	0
Hardin County, Texas	6	0	6	4	-2
Harris County, Texas	325	0	325	381	56

County	Equitable Share	State Grantee	National Grantees	Current Distribution of Positions	PY 12 ED Minus Current
Harrison County, Texas	8	8	0	10	2
Hartley County, Texas	0	0	0	0	0
Haskell County, Texas	1	0	1	2	1
Hays County, Texas	8	0	8	2	-6
Hemphill County, Texas	0	0	0	0	0
Henderson County, Texas	13	0	13	14	1
Hidalgo County, Texas	128	0	128	97	-31
Hill County, Texas	6	0	6	8	2
Hockley County, Texas	3	0	3	4	1
Hood County, Texas	5	5	0	6	1
Hopkins County, Texas	4	0	4	6	2
Houston County, Texas	5	0	5	7	2
Howard County, Texas	4	0	4	8	4
Hudspeth County, Texas	1	1	0	3	2
Hunt County, Texas	11	0	11	10	-1
Hutchinson County, Texas	2	0	2	2	0
Irion County, Texas	0	0	0	0	0
Jack County, Texas	1	1	0	2	1
Jackson County, Texas	2	2	0	1	-1
Jasper County, Texas	5	0	5	4	-1
Jeff Davis County, Texas	0	0	0	0	0
Jefferson County, Texas	33	0	33	118	85
Jim Hogg County, Texas	1	1	0	6	5
Jim Wells County, Texas	7	7	0	7	0
Johnson County, Texas	12	0	12	6	-6
Jones County, Texas	3	0	3	4	1
Karnes County, Texas	2	2	0	0	-2
Kaufman County, Texas	7	0	7	12	5
Kendall County, Texas	2	2	0	3	1
Kenedy County, Texas	0	0	0	0	0
Kent County, Texas	0	0	0	0	0
Kerr County, Texas	7	7	0	4	-3
Kimble County, Texas	1	0	1	0	-1
King County, Texas	0	0	0	0	0
Kinney County, Texas	1	1	0	0	-1
Kleberg County, Texas	4	4	0	4	0
Knox County, Texas	1	1	0	3	2
Lamar County, Texas	9	0	9	7	-2
Lamb County, Texas	3	0	3	6	3
Lampasas County, Texas	2	0	2	2	0
La Salle County, Texas	2	2	0	0	-2
Lavaca County, Texas	3	3	0	1	-2
Lee County, Texas	2	0	2	0	-2
Leon County, Texas	3	3	0	2	-1
Liberty County, Texas	9	0	9	7	-2
Limestone County, Texas	3	3	0	8	5
Lipscomb County, Texas	1	0	1	1	0
Live Oak County, Texas	2	2	0	2	0
Llano County, Texas	3	0	3	3	0
Loving County, Texas	0	0	0	0	0
Lubbock County, Texas	25	0	25	15	-10
Lynn County, Texas	1	0	1	2	1
McCulloch County, Texas	2	0	2	0	-2

County	Equitable Share	State Grantee	National Grantees	Current Distribution of Positions	PY 12 ED Minus Current
McLennan County, Texas	24	2	22	76	52
McMullen County, Texas	0	0	0	0	0
Madison County, Texas	2	2	0	0	-2
Marion County, Texas	4	4	0	5	1
Martin County, Texas	0	0	0	0	0
Mason County, Texas	1	0	1	0	-1
Matagorda County, Texas	6	6	0	12	6
Maverick County, Texas	14	14	0	16	2
Medina County, Texas	6	6	0	1	-5
Menard County, Texas	1	0	1	0	-1
Midland County, Texas	12	12	0	18	6
Milam County, Texas	4	0	4	9	5
Mills County, Texas	1	0	1	2	1
Mitchell County, Texas	1	0	1	0	-1
Montague County, Texas	4	0	4	4	0
Montgomery County, Texas	29	0	29	14	-15
Moore County, Texas	1	0	1	2	1
Morris County, Texas	3	0	3	3	0
Motley County, Texas	0	0	0	1	1
Nacogdoches County, Texas	8	8	0	8	0
Navarro County, Texas	6	0	6	10	4
Newton County, Texas	4	0	4	2	-2
Nolan County, Texas	3	0	3	6	3
Nueces County, Texas	45	0	45	71	26
Ochiltree County, Texas	1	0	1	0	-1
Oldham County, Texas	0	0	0	0	0
Orange County, Texas	9	0	9	11	2
Palo Pinto County, Texas	4	0	4	7	3
Panola County, Texas	4	4	0	3	-1
Parker County, Texas	10	0	10	7	-3
Parmer County, Texas	1	0	1	0	-1
Pecos County, Texas	3	3	0	2	-1
Polk County, Texas	11	0	11	13	2
Potter County, Texas	14	14	0	36	22
Presidio County, Texas	2	2	0	6	4
Rains County, Texas	2	2	0	3	1
Randall County, Texas	7	0	7	11	4
Reagan County, Texas	0	0	0	0	0
Real County, Texas	1	1	0	0	-1
Red River County, Texas	3	0	3	1	-2
Reeves County, Texas	3	3	0	3	0
Refugio County, Texas	1	1	0	3	2
Roberts County, Texas	0	0	0	0	0
Robertson County, Texas	3	3	0	2	-1
Rockwall County, Texas	3	0	3	4	1
Runnels County, Texas	3	0	3	2	-1
Rusk County, Texas	7	7	0	6	-1
Sabine County, Texas	3	0	3	3	0
San Augustine County, Texas	4	0	4	1	-3
San Jacinto County, Texas	4	0	4	4	0
San Patricio County, Texas	9	9	0	12	3
San Saba County, Texas	2	0	2	1	-1
Schleicher County, Texas	0	0	0	0	0

County	Equitable Share	State Grantee	National Grantees	Current Distribution of Positions	PY 12 ED Minus Current
Scurry County, Texas	2	0	2	0	-2
Shackelford County, Texas	1	0	1	0	-1
Shelby County, Texas	4	4	0	6	2
Sherman County, Texas	0	0	0	0	0
Smith County, Texas	20	20	0	22	2
Somervell County, Texas	1	0	1	0	-1
Starr County, Texas	16	16	0	6	-10
Stephens County, Texas	2	0	2	1	-1
Sterling County, Texas	0	0	0	0	0
Stonewall County, Texas	0	0	0	1	1
Sutton County, Texas	1	0	1	0	-1
Swisher County, Texas	1	0	1	1	0
Tarrant County, Texas	115	0	115	215	100
Taylor County, Texas	13	0	13	15	2
Terrell County, Texas	0	0	0	1	1
Terry County, Texas	2	0	2	5	3
Throckmorton County, Texas	0	0	0	0	0
Titus County, Texas	3	0	3	5	2
Tom Green County, Texas	13	0	13	6	-7
Travis County, Texas	55	0	55	66	11
Trinity County, Texas	3	0	3	2	-1
Tyler County, Texas	4	0	4	6	2
Upshur County, Texas	4	4	0	6	2
Upton County, Texas	1	1	0	2	1
Uvalde County, Texas	5	5	0	4	-1
Val Verde County, Texas	11	0	11	12	1
Van Zandt County, Texas	8	8	0	10	2
Victoria County, Texas	9	9	0	11	2
Walker County, Texas	4	0	4	4	0
Waller County, Texas	3	3	0	3	0
Ward County, Texas	2	2	0	3	1
Washington County, Texas	5	5	0	4	-1
Webb County, Texas	35	0	35	44	9
Wharton County, Texas	7	7	0	7	0
Wheeler County, Texas	1	0	1	1	0
Wichita County, Texas	13	13	0	14	1
Wilbarger County, Texas	2	2	0	6	4
Willacy County, Texas	8	8	0	10	2
Williamson County, Texas	16	16	0	9	-7
Wilson County, Texas	4	4	0	3	-1
Winkler County, Texas	1	1	0	2	1
Wise County, Texas	5	0	5	5	0
Wood County, Texas	6	6	0	11	5
Yoakum County, Texas	1	0	1	0	-1
Young County, Texas	3	0	3	3	0
Zapata County, Texas	3	3	0	6	3
Zavala County, Texas	3	3	0	0	-3
Totals	2432	508	1924	2770	338

Appendix 12

PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Anderson County, TX	8			8				8
Andrews County, TX	2	2						2
Angelina County, TX	10			10				10
Aransas County, TX	5	5						5
Archer County, TX	1	1						1
Armstrong County, TX	0							0
Atascosa County, TX	8	8						8
Austin County, TX	3	3						3
Bailey County, TX	1						1	1
Bandera County, TX	3	3						3
Bastrop County, TX	7		7					7
Baylor County, TX	1	1						1
Bee County, TX	4	4						4
Bell County, TX	19	19						19
Bexar County, TX	177		177					177
Blanco County, TX	1		1					1
Borden County, TX	0							0
Bosque County, TX	3	3						3
Bowie County, TX	11			11				11
Brazoria County, TX	22	22						22
Brazos County, TX	8	8						8
Brewster County, TX	2	2						2
Briscoe County, TX	0							0
Brooks County, TX	3	3						3
Brown County, TX	6	6						6
Burleson County, TX	3			3				3
Burnet County, TX	6		6					6
Caldwell County, TX	5		5					5
Calhoun County, TX	3	3						3
Callahan County, TX	2						2	2
Cameron County, TX	81		81					81
Camp County, TX	2	2						2
Carson County, TX	1						1	1
Cass County, TX	7			7				7
Castro County, TX	1						1	1
Chambers County, TX	3					3		3
Cherokee County, TX	7	7						7
Childress County, TX	1						1	1
Clay County, TX	2	2						2

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PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Cochran County, TX	0							0
Coke County, TX	0							0
Coleman County, TX	2						2	2
Collin County, TX	28			28				28
Collingsworth County, TX	1						1	1
Colorado County, TX	4	4						4
Comal County, TX	9	9						9
Comanche County, TX	3			3				3
Concho County, TX	0							0
Cooke County, TX	4			4				4
Coryell County, TX	4			4				4
Cottle County, TX	0							0
Crane County, TX	0							0
Crockett County, TX	0							0
Crosby County, TX	1						1	1
Culberson County, TX	1	1						1
Dallam County, TX	1						1	1
Dallas County, TX	195		195					195
Dawson County, TX	3						3	3
Deaf Smith County, TX	2						2	2
Delta County, TX	1			1				1
Denton County, TX	24			24				24
DeWitt County, TX	3	3						3
Dickens County, TX	1						1	1
Dimmit County, TX	3		3					3
Donley County, TX	0							0
Duval County, TX	3	3						3
Eastland County, TX	5						5	5
Ector County, TX	17	17						17
Edwards County, TX	0							0
El Paso County, TX	107		135					135
Ellis County, TX	10		9					9
Erath County, TX	4			5				5
Falls County, TX	5			4				4
Fannin County, TX	7			5				5
Fayette County, TX	6		4					4
Fisher County, TX	1						1	1
Floyd County, TX	2						1	1

Appendix 12

PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Foard County, TX	0							0
Fort Bend County, TX	29	29						29
Franklin County, TX	1			1				1
Freestone County, TX	3			3				3
Frio County, TX	4	4						4
Gaines County, TX	1						1	1
Galveston County, TX	26					26		26
Garza County, TX	1						1	1
Gillespie County, TX	3	3						3
Glasscock County, TX	0							0
Goliad County, TX	1	1						1
Gonzales County, TX	3	3						3
Gray County, TX	3						3	3
Grayson County, TX	13			13				13
Gregg County, TX	15	15						15
Grimes County, TX	3	3						3
Guadalupe County, TX	10	10						10
Hale County, TX	6						6	6
Hall County, TX	1						1	1
Hamilton County, TX	1			1				1
Hansford County, TX	1						1	1
Hardeman County, TX	1						1	1
Hardin County, TX	6			6				6
Harris County, TX	325		200		62	125		387
Harrison County, TX	8	8						8
Hartley County, TX	0							0
Haskell County, TX	1						1	1
Hays County, TX	8		8					8
Hemphill County, TX	0							0
Henderson County, TX	13			13				13
Hidalgo County, TX	128		128					128
Hill County, TX	6					6		6
Hockley County, TX	3						3	3
Hood County, TX	5	5						5
Hopkins County, TX	4			4				4
Houston County, TX	5			5				5
Howard County, TX	4						4	4
Hudspeth County, TX	1	1						1

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PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Hunt County, TX	11			11				11
Hutchinson County, TX	2						2	2
Irion County, TX	0							0
Jack County, TX	1	1						1
Jackson County, TX	2	2						2
Jasper County, TX	5			5				5
Jeff Davis County, TX	0							0
Jefferson County, TX	33					33		33
Jim Hogg County, TX	1	1						1
Jim Wells County, TX	7	7						7
Johnson County, TX	12					12		12
Jones County, TX	3						3	3
Karnes County, TX	2	2						2
Kaufman County, TX	7			7				7
Kendall County, TX	2	2						2
Kenedy County, TX	0							0
Kent County, TX	0							0
Kerr County, TX	7	7						7
Kimble County, TX	1		1					1
King County, TX	0							0
Kinney County, TX	1	1						1
Kleberg County, TX	4	4						4
Knox County, TX	1	1						1
La Salle County, TX	2	2						2
Lamar County, TX	9			9				9
Lamb County, TX	3						3	3
Lampasas County, TX	2			2				2
Lavaca County, TX	3	3						3
Lee County, TX	2		2					2
Leon County, TX	3	3						3
Liberty County, TX	9			9				9
Limestone County, TX	3	3						3
Lipscomb County, TX	1						1	1
Live Oak County, TX	2	2						2
Llano County, TX	3		3					3
Loving County, TX	0							0
Lubbock County, TX	25						25	25
Lynn County, TX	1						1	1

Appendix 12

PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Madison County, TX	2	2						2
Marion County, TX	4	4						4
Martin County, TX	0							0
Mason County, TX	1		1					1
Matagorda County, TX	6	6						6
Maverick County, TX	14	14						14
Mc Culloch County, TX	2		2					2
Mc Lennan County, TX	24	17				7		24
Mc Mullen County, TX	0							0
Medina County, TX	6	6						6
Menard County, TX	1		1					1
Midland County, TX	12	12						12
Milam County, TX	4			4				4
Mills County, TX	1			1				1
Mitchell County, TX	1						1	1
Montague County, TX	4			4				4
Montgomery County, TX	29			29				29
Moore County, TX	1						1	1
Morris County, TX	3			3				3
Motley County, TX	0							0
Nacogdoches County, TX	8	8						8
Navarro County, TX	6			6				6
Newton County, TX	4			4				4
Nolan County, TX	3						3	3
Nueces County, TX	45		45					45
Ochiltree County, TX	1						1	1
Oldham County, TX	0							0
Orange County, TX	9			9				9
Palo Pinto County, TX	4			4				4
Panola County, TX	4	4						4
Parker County, TX	10			10				10
Parmer County, TX	1						1	1
Pecos County, TX	3	3						3
Polk County, TX	11			11				11
Potter County, TX	14						14	14
Presidio County, TX	2	2						2
Rains County, TX	2	2						2
Randall County, TX	7						7	7

Appendix 12

PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Reagan County, TX	0							0
Real County, TX	1	1						1
Red River County, TX	3			3				3
Reeves County, TX	3	3						3
Refugio County, TX	1	1						1
Roberts County, TX	0							0
Robertson County, TX	3	3						3
Rockwall County, TX	3			3				3
Runnels County, TX	3			3				3
Rusk County, TX	7	7						7
Sabine County, TX	3			3				3
San Augustine County, TX	4			4				4
San Jacinto County, TX	4			4				4
San Patricio County, TX	9	9						9
San Saba County, TX	2			2				2
Schleicher County, TX	0							0
Scurry County, TX	2						2	2
Shackelford County, TX	1						1	1
Shelby County, TX	4	4						4
Sherman County, TX	0							0
Smith County, TX	20	20						20
Somervell County, TX	1			1				1
Starr County, TX	16	16						16
Stephens County, TX	2						2	2
Sterling County, TX	0							0
Stonewall County, TX	0							0
Sutton County, TX	1		1					1
Swisher County, TX	1						1	1
Tarrant County, TX	115					115		115
Taylor County, TX	13						13	13
Terrell County, TX	0							0
Terry County, TX	2						2	2
Throckmorton County, TX	0							0
Titus County, TX	3			3				3
Tom Green County, TX	13		13					13
Travis County, TX	55		55					55
Trinity County, TX	3			3				3
Tyler County, TX	4			4				4

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PY'12 Texas Equitable Distribution Report

County	Equit Share	State	AARP	EW	NAPCA	SER	SSA	Totals
Upshur County, TX	4	4						4
Upton County, TX	1	1						1
Uvalde County, TX	5	5						5
Val Verde County, TX	11		11					11
Van Zandt County, TX	8	8						8
Victoria County, TX	9	9						9
Walker County, TX	4			4				4
Waller County, TX	3	3						3
Ward County, TX	2	2						2
Washington County, TX	5	5						5
Webb County, TX	35		35					35
Wharton County, TX	7	7						7
Wheeler County, TX	1						1	1
Wichita County, TX	13	13						13
Wilbarger County, TX	2	2						2
Willacy County, TX	8	8						8
Williamson County, TX	16	16						16
Wilson County, TX	4	4						4
Winkler County, TX	1	1						1
Wise County, TX	5			5				5
Wood County, TX	6	6						6
Yoakum County, TX	1						1	1
Young County, TX	3						3	3
Zapata County, TX	3	3						3
Zavala County, TX	3	3						3
TOTALS:	2410	508	1129	333	62	327	135	2494

Appendix 13
Grantees' PY'09 Minority Entered Employment

Entered Employment by Race

Grantee	Employment Status	White		African American		Asian		Pacific Islander		American Indian	
		Count	%	Count	%	Count	%	Count	%	Count	%
EW (State)	Not Employed	91	38.4%	20	50.0%	0	0.0%	0	0.0%	0	\$0
	Employed	146	61.6%	20	50.0%	0	0.0%	1	100.0%	0	\$0
AARP	Not Employed	181	37.3%	74	38.9%	7	70.0%	1	50.0%	0	\$0
	Employed	304	62.7%	116	61.1%	3	30.0%	1	50.0%	2	\$1
EW (Fed)	Not Employed	87	46.0%	25	52.1%	1	33.3%	1	100.0%	2	\$1
	Employed	102	54.0%	23	47.9%	2	66.7%	0	0.0%	0	\$0
NAPCA	Not Employed	1	100.0%	0	0.0%	15	62.5%	0	0.0%	0	\$0
	Employed	0	0.0%	0	0.0%	9	37.5%	0	0.0%	0	\$0
SER	Not Employed	26	65.0%	19	65.5%	0	0.0%	0	0.0%	0	\$0
	Employed	14	35.0%	10	34.5%	0	0.0%	0	0.0%	0	\$0
SSAI	Not Employed	34	61.8%	4	40.0%	0	0.0%	0	0.0%	0	\$0
	Employed	21	38.2%	6	60.0%	0	0.0%	0	0.0%	0	\$0
Statewide	Not Employed	420	41.7%	142	44.8%	23	62.2%	2	50.0%	2	50.0%
	Employed	587	58.3%	175	55.2%	14	37.8%	2	50.0%	2	50.0%

Entered Employment By Ethnicity

Grantee	Employment Status	Hispanic		Non-Hispanic		Minority		Non-Minority	
		Count	%	Count	%	Count	%	Count	%
EW (State)	Not Employed	42	39.6%	80	43.5%	51	38.6%	60	41.1%
	Employed	64	60.4%	104	56.5%	81	61.4%	86	58.9%
AARP	Not Employed	144	34.0%	129	36.6%	215	39.9%	48	32.0%
	Employed	280	66.0%	223	63.4%	324	60.1%	102	68.0%
EW (Fed)	Not Employed	6	46.2%	111	48.1%	34	53.1%	82	45.8%
	Employed	7	53.8%	120	51.9%	30	46.9%	97	54.2%
NAPCA	Not Employed	0	0.0%	14	58.3%	15	62.5%	1	100.0%
	Employed	0	0.0%	10	41.7%	9	37.5%	0	0.0%
SER	Not Employed	12	54.5%	31	70.5%	30	63.8%	15	68.2%
	Employed	10	45.5%	13	29.5%	17	36.2%	7	31.8%
SSAI	Not Employed	7	63.6%	31	55.4%	11	57.9%	27	58.7%
	Employed	4	36.4%	25	44.6%	8	42.1%	19	41.3%
Statewide	Not Employed	211	36.6%	396	44.4%	356	43.2%	233	42.8%
	Employed	365	63.4%	495	55.6%	469	56.8%	311	57.2%

Appendix 14□

Grantees' PY'09 Minority Employment Retention

Employment Retention by Race

Grantee	Retention Status	White		African American		Asian		Pacific Islander		American Indian	
		Count	%	Count	%	Count	%	Count	%	Count	%
EW (State)	Not Retained	14	8.7%	3	11.1%	0	0.0%	0	0.0%	0	\$0
	Retained	147	91.3%	24	88.9%	0	0.0%	0	0.0%	0	\$0
AARP	Not Retained	122	33.7%	47	42.3%	1	20.0%	1	50.0%	1	\$1
	Retained	240	66.3%	64	57.7%	4	80.0%	1	50.0%	1	\$1
EW (Federal)	Not Retained	37	27.4%	6	28.6%	0	0.0%	1	100.0%	0	\$0
	Retained	98	72.6%	15	71.4%	1	100.0%	0	0.0%	1	\$1
NAPCA	Not Retained	0	0.0%	0	0.0%	1	10.0%	0	0.0%	0	\$0
	Retained	1	100.0%	0	0.0%	9	90.0%	0	0.0%	0	\$0
SER	Not Retained	7	50.0%	3	37.5%	0	0.0%	0	0.0%	0	\$0
	Retained	7	50.0%	5	62.5%	1	100.0%	0	0.0%	0	\$0
SSAI	Not Retained	13	35.1%	4	57.1%	0	0.0%	0	0.0%	0	\$0
	Retained	24	64.9%	3	42.9%	0	0.0%	0	0.0%	1	\$1
Statewide	Not Retained	193	27.2%	63	36.2%	2	11.8%	2	66.7%	1	25.0%
	Retained	517	72.8%	111	63.8%	15	88.2%	1	33.3%	3	75.0%

Employment Retention by Ethnicity

Grantee	Retention Status	Hispanic		Non-Hispanic		Minority		Non-Minority	
		Count	%	Count	%	Count	%	Count	%
EW (State)	Not Retained	8	9.4%	8	7.3%	12	11.4%	5	6.0%
	Retained	77	90.6%	101	92.7%	93	88.6%	78	94.0%
AARP	Not Retained	114	33.6%	83	36.4%	138	37.3%	34	30.4%
	Retained	225	66.4%	145	63.6%	232	62.7%	78	69.6%
EW (Federal)	Not Retained	2	25.0%	40	26.0%	9	33.3%	35	26.5%
	Retained	6	75.0%	114	74.0%	18	66.7%	97	73.5%
NAPCA	Not Retained	0	0.0%	1	9.1%	1	9.1%	0	0.0%
	Retained	1	100.0%	10	90.9%	10	90.9%	0	0.0%
SER	Not Retained	6	50.0%	4	33.3%	8	44.4%	2	40.0%
	Retained	6	50.0%	8	66.7%	10	55.6%	3	60.0%
SSAI	Not Retained	5	55.6%	12	31.6%	9	60.0%	8	26.7%
	Retained	4	44.4%	26	68.4%	6	40.0%	22	73.3%
Statewide	Not Retained	135	29.7%	148	26.8%	177	32.4%	84	23.2%
	Retained	319	70.3%	404	73.2%	369	67.6%	278	76.8%

Appendix 15
Grantees' PY'09 Minority Average Earnings

Average Earnings by Race

Grantee	White			African American			Asian			Pacific Islander			American Indian		
	Count	Mean	Total \$\$	Count	Mean	Total \$\$	Count	Mean	Total \$\$	Count	Mean	Total \$\$	Count	Mean	Total \$\$
EW (State)	117	\$9,593	\$1,122,381	23	\$6,406	\$147,338	0	--		0	--		0	--	
AARP	184	\$9,791	\$1,801,544	48	\$8,725	\$418,800	3	\$9,073	\$27,219	1	\$7,200	\$7,200	1	\$22,248	\$22,248
EW (Federal)	98	\$7,210	\$706,580	14	\$6,502	\$91,028	1	\$8,920	\$8,920	0	--		1	\$6,240	\$6,240
NAPCA	1	\$10,400	\$10,400	0	--		9	\$5,939	\$53,451	0	--		0	--	
SER	3	\$6,500	\$19,500	3	\$4,492	\$13,476	1	\$18,114	\$18,114	0	--		0	--	
SSAI	21	\$4,832	\$101,472	2	\$5,804	\$11,608	0	--		0	--		1	\$5,490	\$5,490
Statewide	424	\$8,872	\$8,872	90		\$7,581	14		\$7,693	1		\$7,200	3		\$11,326

Average Earnings by Ethnicity

Grantee	Hispanic			Non-Hispanic			Minority			Non-Minority		
	Count	Mean	Total \$\$	Count	Mean	Total \$\$	Count	Mean	Total \$\$	Count	Mean	Total \$\$
EW (State)	60	\$7,936	\$476,160	87	\$9,849	\$856,863	75	\$7,381	\$553,575	65	\$11,018	\$716,170
AARP	188	\$8,660	\$1,628,080	102	\$10,312	\$1,051,824	185	\$8,983	\$1,661,855	52	\$11,829	\$615,108
EW (Federal)	6	\$5,993	\$35,958	113	\$7,112	\$803,656	17	\$6,819	\$115,923	97	\$7,184	\$696,848
NAPCA	1	\$10,400	\$10,400	10	\$5,897	\$58,970	10	\$6,385	\$63,850	0	--	\$0
SER	4	\$7,755	\$31,020	4	\$8,208	\$32,832	6	\$7,693	\$46,158	1	\$5,110	\$5,110
SSAI	3	\$6,025	\$18,075	23	\$4,740	\$109,020	4	\$6,663	\$26,652	20	\$4,596	\$91,920
Statewide	262		\$8,396	339		\$8,593	297		\$8,310	235		\$9,043