



**MEETING OF THE  
TEXAS WORKFORCE COMMISSION**

**DATE**

**JUNE 15, 2021**

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TUESDAY, JUNE 15, 2021

CHAIRMAN DANIEL: We're ready. All yours,  
Mr. Townsend.

MR. TOWNSEND: Yeah. Morning, Mr. Chairman,  
commissioners. For the record, Randy Townsend, deputy executive  
director. For the work session this morning, on the development  
of more meaningful performance measures for the Texas workforce  
system, we have a little presentation this meeting. We have  
Courtney Arbour, Reagan Miller, and Adam Leonard available as  
staff resources this morning, and I believe Courtney is going to  
start off with a brief presentation, and we'll take it from  
there.

COMMISSIONER DEMERSON: Randy, are the mics  
all on?

MR. TOWNSEND: The green light's on.

COMMISSIONER DEMERSON: Okay. All right.

MR. TOWNSEND: But [inaudible] broadcast  
[inaudible].

MS. ARBOUR: Okay, I'll start. Good morning,  
Courtney Arbour, workforce division. Commissioners, in May, you  
all asked that we bring information forward about some  
performance measures that you all could consider. We've briefed  
offices on some of these ideas, and we wanted to share them with  
you today in the work session. What we've attempted to do here,  
and we'll go through some slides, is to not only provide you

1 information about some measures that we believe would be good  
2 for the workforce boards as contracted measures, but also  
3 explain some of our statutory requirements and how--what we  
4 believe that you would like to see, or start some conversation  
5 with you about what we think you would like to see in the  
6 measures locally that both meet our compliance requirements and  
7 also measure and help us to tell the story of what it is we do  
8 as a system in a way that makes more sense, sometimes, than some  
9 of the contracted measures that come. So, I'll go ahead and  
10 start by sharing just a little bit about the current landscape  
11 for performance. As you're aware, and we've briefed your staff  
12 on this, commissioners, we have 15--we have a number of required  
13 measures that the boards are responsible for currently. Many of  
14 those are required by Department of Labor. We have a number of  
15 WIOA measures that are defined in statute and regulations, and  
16 they're mostly exit-based. And as you know, there's a  
17 significant lag to some of them because of the way the wage  
18 system works in most states, including Texas. We have three  
19 integrated WIOA measures that are based on the General  
20 Appropriations Act. We have a choices full work rate, which is  
21 actually a TWC-created measure that we contract down to the  
22 boards, and it's a little different, but it meets the  
23 requirements of a TANF federal participation rate. It's not  
24 exact to what the feds require, but it's within what they  
25 expect. We have the claimant reemployment within 10 weeks that

1 the boards are contracted to perform, and I believe you're aware  
2 that's a TWC-created measure. It was done a few years ago. Adam  
3 will talk a little bit more about some of the history on these,  
4 but it was created to help make sure that we put a lot of focus  
5 on making sure that claimants get back to work in a short period  
6 of time. We have number of employers receiving workforce  
7 assistance; that was a TWC-created measure. And I've been  
8 jokingly saying that people at DOL like Adam so much we think  
9 it'll probably become a WIOA mandatory measure, as it has proven  
10 to help the state really focus on services to employers. And  
11 then we have the average number of children served per day,  
12 which is based on a GAA measure. The workforce division is also  
13 responsible for three Wagner-Peyser measures. Those are also  
14 defined in WIOA statute and regulation--five adult ed measures,  
15 WIOA effectiveness in serving employers, which is DOL and  
16 Department of Ed are working on that one; TANF participation  
17 rate, as I mentioned earlier, is in federal statute; and then we  
18 have three to four SNAP and WIOA-based measures that are  
19 underway. So, many of those, as you hear, are either state or  
20 federally required, and while we will always have those  
21 measures, we have some flexibility in how we develop either  
22 other measures, or how we adjust within the requirements under  
23 law and statute to get more meaningful measures in what we  
24 contract. So, when we were looking back at the measures we have  
25 in place currently, we all took a look at the mission, vision,

1 and philosophy of the agency to try to let that and the comments  
2 we've heard from you in past months really drive the way we were  
3 thinking about these recommendations. The mission clearly states  
4 that we want everyone to have the opportunity to achieve and  
5 sustain economic prosperity, so a lot comes with that. You have  
6 to really think about what kind of behaviors you want to incent  
7 and drive when you're thinking about true economic prosperity.  
8 Highlighted there you'll also see that we say we want Texas  
9 forever, a skilled workforce for every employer, a job for every  
10 Texan who wants one. And so we thought about that as we brought  
11 these recommendations. And then last, the flexibility,  
12 innovation, and learning driving responsiveness, and what stuck  
13 out to us there is continuous improvement. Texas has a long  
14 history of adjusting--TWC has a long history of adjusting  
15 measures to try to do what we believe is best for the boards  
16 that's not overly onerous but also drives the kind of behaviors  
17 we wanna see locally, so that they are paying attention and  
18 their contractors are paying attention to those that we, as a  
19 system, say are of value in our philosophy. So, I'm gonna turn  
20 it over to Adam to talk a little bit about how these measures  
21 line up with that, and then what some other good measures may  
22 look like.

23 MR. LEONARD: So, when we think about how  
24 the current measures, as they exist, their strengths and  
25 weaknesses, we've realized that they don't help us communicate

1 some of the most important things about our system. They don't  
2 help us answer questions like how many people found new jobs or  
3 how many employers found new workers. How long did it take them  
4 to find these workers or find these jobs? Are they remaining  
5 employed? Are they staying with the same employer, so that we  
6 know that it's kind of a good--it was a good hire or a good  
7 application? What's happening to their earnings? What are we  
8 doing in terms of setting people up for the future? And then the  
9 other piece of it is is when you look more directly at the way  
10 WIOA was structured and their measures, they basically reward  
11 what I would consider to be a failure in certain circumstances.  
12 So, if we have a person who's already employed and who comes to  
13 us looking either for a new job or for a second job, and who  
14 ultimately gets, shall we say, frustrated, they don't have  
15 success, so they just stop looking and they stay at the old  
16 employer, well, as long as they're still employed in quarter two  
17 after exit and quarter four after exit, WIOA says that's a good  
18 job. I don't think the jobseeker would really think that that  
19 was a very good job, because they came to us looking for some  
20 additional assistance finding either secondary or new  
21 employment. And a lot of that has to do with this idea that they  
22 focus on any employment or any earnings, including that which  
23 you came in with. And so, these are areas that we really felt  
24 needed to be looked at for the future, and so what would we do  
25 to make good measures? Well, good measures would ideally be

1 aligned with the needs of our customers and our systems  
2 priorities being built around the types of services we're  
3 providing. So, the way that we're investing in them and working  
4 with them. We need much more timely and actionable data. The  
5 data that the WIOA measures currently provide is 12 to 18 months  
6 after services conclude. So, you could have been in the program  
7 for a very long time, not necessarily in training, and yet it  
8 still keeps going and going. And as long as you're employed in  
9 quarter two or four, that's considered successful. So, this is  
10 kind of a driving beyond--or faster than your headlights  
11 situation, that by the time we see what's coming, we've already  
12 lost the time you're braking to change direction, because we  
13 have so much lag in there. We also realize that there needs to  
14 be more of a quality component to these measures, so timeliness  
15 is all very well and good, but it should be timely, good  
16 results--timely, quality results, focusing on not just the WIOA  
17 definition of participants, but even those people who are  
18 minimally served. Like, maybe somebody came to us and we taught  
19 them how to use Work in Texas and we taught them how to find  
20 other job boards that are specific to their occupation or  
21 industry, and then the next time they came back to us they were  
22 able to completely self-serve because we had taught them how to  
23 do those things. WIOA doesn't look at that. So, ultimately,  
24 going forward here, what we decided to do is to try to focus on  
25 kind of shorter and medium-term measures to focus on

1 accountability, and use longer-term measures conceptually to  
2 help us evaluate the system and communicate effectiveness over  
3 the long run. And ideally, try to develop measures that we  
4 thought were going to positively influence our system and our  
5 partners' behaviors, so that it would--that doing the things  
6 that are in the best interest of the customer are the things  
7 that are going to result in--you know, are gonna reflect well in  
8 the performance so we don't have these weird situations that we  
9 have under WIOA. We do have a lot of experience using measures  
10 to drive change, and here, there are three examples. In 2003, we  
11 had a system where people were asking the question of if we're a  
12 demand-drive system or an employer-drive system, what are we  
13 measuring that matters to employers? We didn't have any service-  
14 -we didn't have any measures to speak of that looked at that,  
15 and so two ideas came to the forefront as the strongest ones and  
16 have had the greatest legs. One has to do with reemploying  
17 claimants rapidly, with the idea that ultimately, that's good  
18 for both the job-seeker and the employer, given the experience  
19 modifier situation. And so, just by creating a measure and  
20 giving the boards responsibility with increasing targets, we  
21 were able to see performance go from, prior to the measure, at  
22 28 percent of people being reemployed in the first year jump to  
23 40 percent being reemployed within 10 weeks, and then the second  
24 year we were at 50 percent. Then we bounced around until the  
25 Great Recession, between 55 and 60 percent. So, we were having a



1 lot of success there, and that's just a matter about creating a  
2 measure with accountability and getting people oriented around  
3 it. Giving them some tools to help them manage it. The same  
4 thing with employers receiving workforce assistance--before we  
5 had those measures, we were serving 30,000 out of about 500,000  
6 employers a year. In the first year, that roughly doubled. In  
7 the second year, it went up 50 percent, which means another  
8 30,000. So, we were up around 91,000 in there. Again, it's all  
9 about communicating what we really want, and building measures  
10 around it. The most recent example of this has to do without  
11 choices for [sounds like] work right, where we were reducing the  
12 administrative burden of tracking people in seats looking for  
13 jobs, and focusing more on the employment outcomes. So, how much  
14 time people actually spent meeting their participation through  
15 subsidized/unsubsidized employment, on-the-job training, or high  
16 school for teens who had not completed it yet. And again, we saw  
17 significant improvements in performance in there, to the point  
18 that in the third year, we had 18 of 28 boards were above 50  
19 percent. We told them in advance that we wanted to get to 50  
20 percent, and we stair-stepped the targets over several years to  
21 get there, so. Ultimately, just as a side there, we talked about  
22 this measure in March, when I was presenting targets that if we  
23 want this program to promote some more innovative activities, we  
24 need to count some of those activities in the measure. And so,  
25 we're looking at that as well, as a separate issue. So, next

1 slide, we're gonna now kinda shift, and Courtney's gonna take it  
2 back over and talk a little bit more about the future landscape,  
3 where we see things going, and some recommendations for  
4 measures.

5 MS. ARBOUR: Okay. On this next slide, it's  
6 a bit redundant to what we've already said. There will be  
7 statute and regulation that drives some of our measures. We work  
8 within and sometimes in addition to those, as Adam just  
9 described, to make sure--or to try and get the performance out  
10 of our system that we'd like to see and that we know benefit  
11 employers and Texans, and with everything that's going on in our  
12 economy now, we are hoping that some of these recommendations  
13 today will resonate. On the next slide, Adam talked a little bit  
14 about--he doesn't use the term "light touch," but that's sort of  
15 the way I talk about it. In our system, we do a lot of program  
16 work, where you case manage and you provide training and support  
17 services. But far more often we are helping people learn how to  
18 look for work, helping people that are looking for their first-  
19 time job fill out applications, answer questions about felonies  
20 and interviews, dress for interviews, understand what employers  
21 are looking for, not just on the technical side, and pointing  
22 them toward technical skill, but also teaching people, often  
23 young people, or those that have been out of the workforce, what  
24 employers really look for when you're in the interview, when you  
25 get the job. And so, we are really thinking of both employers

1 and job--sorry, jobseekers and employers with two types of ways  
2 of thinking now. Some are more light touch and just need some  
3 basic information to get moving. Others need a little more of a  
4 lift. Employers need sometimes more light touch or want light  
5 touch, and then others want a little more help. So, here we talk  
6 about the services for individuals. We'll call these--and these  
7 are all services that are already in existence. They're used in  
8 Work in Texas and [sounds like] Twist [inaudible] by boards  
9 currently. I know that's something that the boards will be  
10 interested to hear, if they're listening to this work session.  
11 But really, we're just categorizing them differently and pulling  
12 those services into a denominator for certain measures. Where  
13 they might fit squarely in one measure, we'll use them as a  
14 denominator for other measures now too. Employment connection  
15 services are those that I was talking about that I always  
16 consider more light touch. Hundreds of thousands of people use  
17 Work in Texas, come to orientations at the workforce centers,  
18 attend hiring events, virtual or in-person, come to events that  
19 even other--you know, community partners come into the one-stops  
20 to recruit for different types of services. And so, people use  
21 the one-stops really as a one-stop. And so, we're looking at the  
22 different services that happen in our interactions with those  
23 customers and considering those employment connection. Helping  
24 people find their new or secondary employment. Others need what  
25 we're calling employability services to really succeed or build

1 a skill. They may need childcare, they may need other support  
2 services or training, whether it's an online learning or it's a  
3 classroom training through one of our eligible training  
4 providers. But this customer group has identified, either  
5 because they didn't quickly go into work or because through our  
6 case management process we recognized they need more help, that  
7 we're looking at this level of service as more of an  
8 employability service. For employers, little--same idea. Some  
9 employers come to us saying they want information about work  
10 opportunity tax credit, maybe bonding; they wanna post their  
11 jobs in Work in Texas, or they're doing a layoff and they need  
12 rapid response help, which means our staff go in and help move  
13 those jobseekers into other opportunities. Other employers, as  
14 you know, come to us for skills development fund or skills for  
15 small business or incumbent worker training through the  
16 workforce boards, but they're looking for something more  
17 substantive than--albeit important--the job pipeline work that  
18 they are often looking for. So, employment connection services  
19 for employers versus workforce employability services--same kind  
20 of category, depending on what the employer says that they need.  
21 And ideally, we are hoping--or what we've been working toward is  
22 building measures with those groups in mind, and try to measure  
23 direct behavior in those ways, so that we're doing more of them,  
24 and then measuring the outcomes of those services provided to  
25 jobseekers and employers, and then using that information to

1 better tell the story of what it is we do, how we do it, how  
2 successful we are, and how those that come through our system  
3 may have a different outcome than those that don't interact with  
4 the workforce system. Albeit some of the work seems small, it's  
5 still meaningful because there are people helping others to get  
6 through whatever they're looking for in their--in this workforce  
7 system. So, we looked at--we're looking at a number of short-  
8 term measures. One is the connection rate--talked a little bit  
9 about connection services. That would be the jobseekers with a  
10 new employment connection or who move to employability services  
11 within a certain period of time. We'd like to start measuring  
12 those who get a job, how quickly they do, and if our system does  
13 a good job of identifying people who may be struggling to find  
14 employment and moving them into a higher level of service.  
15 Honestly, I believe this does go very well in many of our board  
16 areas already, but we don't measure it this way. So, we think  
17 that promoting this as a measure will help to incent more of  
18 that behavior and the type of follow up that our boards do to  
19 help push people into those employability services if they're  
20 not finding success quickly, and finding a job. Number of  
21 employers hiring TWC jobseekers, and then there are a couple of  
22 childcare measures that I'll turn over to Reagan before I pick  
23 up the short-term measures.

24 MS. MILLER: So, you know, with the action  
25 that you just took authorizing initial job search, we have

1 another really good opportunity to illustrate why it makes sense  
2 to have childcare in a workforce agency. As we talk about  
3 employment connections, this is an opportunity, so when those  
4 folks are coming in applying for childcare, and in that initial  
5 job search period, for the childcare and the workforce staff to  
6 work together to help link and help that customer find good  
7 employment. We've talked a lot about direct connections and  
8 reconnections, because we also provide childcare for a three-  
9 month period if you lose a job. So, all of those workforce  
10 resources that are available to jobseekers should be  
11 deliberately and strategically made available to childcare  
12 parents who are either applying for childcare or who have lost  
13 their job while receiving childcare. This was one of our sunset  
14 recommendations years ago--how do you do a better job of  
15 connecting these two services--and this is a perfect opportunity  
16 as we think about broadening these measures to really focus on  
17 this population as well.

18 MS. ARBOUR: Thanks, Reagan. And I should  
19 add that when we've talked about--all of the measures we're  
20 talking about today, we consider all of the childcare families  
21 as part of the denominator on these measures. We are really  
22 working to ensure that all the services provided to everyone who  
23 walks through the door, including childcare as a subset of that,  
24 is part of our measurement and can be pulled out to see how  
25 those families fare in the services they are receiving through

1 the workforce system also. So, the last short-term measure I'll  
2 mention before I move to some of the medium-term that we've been  
3 considering is a direct connection rate. That's for all  
4 customers. New employment connections between TWC employers  
5 specifically and jobseekers where there was a referral. So, we  
6 wanna look at all of the activity, the outcomes of those who  
7 are--the connections of anybody who is using our services, but  
8 also look specifically at TWC employers and when a referral was  
9 made specifically to that employer, how well does that  
10 connection piece seem to work, which would be a way to judge the  
11 quality of the referrals made, and the quality of the job orders  
12 posted in the system, and how well we're doing at matching those  
13 folks up. A couple of medium-term measures, if you're ready for  
14 me to go on. Maintaining employment connection rate. Adam said  
15 it perfectly earlier. We want these matches to be quality. It's  
16 good to get a job, but most people wanna keep the job and be in  
17 a career--

18 UNIDENTIFIED SPEAKER: Career.

19 MS. ARBOUR: --Commissioner, as you so often  
20 say. So, we're recommending looking at those new employment  
21 connections that are maintained through the next two quarters,  
22 and also to measure against others. In our system, what does  
23 that second quarter look-back look like in comparison to others?

24 MR. LEONARD: I was just gonna say we've  
25 been kind of monitoring this informally for a while using wage

1 records, so what this measure's aligned with, this construct  
2 that would allow us to see whether our connections are lasting  
3 longer than an industry as a whole, or even for some of the  
4 larger employers, as a way to either market kind of our  
5 successes and try to encourage folks to wanna work with us, or  
6 where our performance is lacking, and have conversation with  
7 representatives of those industries to understand what it is  
8 that they're looking for that we're not quite providing in some  
9 of our job-seekers to see if we can improve. So, it's really,  
10 like, the first measure that is kind of tied to objective  
11 reality, to the marketplace, as evidenced by the behavior of  
12 employers and jobseekers.

13 MS. ARBOUR: Okay, thank you. And then  
14 earnings impact--Adam mentioned this also. Looking--if we're  
15 going to look at the connection rate and how long people are  
16 staying with the employer that they were matched with through  
17 our system, what do the earnings look like, particularly those  
18 that are trying to transition to a job. What does the earnings  
19 change look like over time in comparison to where they were  
20 before coming into our system? What were those wages before and  
21 after? And then for those who are trying to be reemployed after  
22 being laid off, then what is the earnings replacement success  
23 that we're having. As we go out and do rapid response activities  
24 with employers and try to help place those laid-off workers in  
25 other jobs, and just frankly even if there is no rapid response



1 activity, we'd like to see how well we're doing in helping  
2 workers get to a level of income that is similar to or higher  
3 than what they had previously. Last, the long-term measures that  
4 we would mention, there is a childcare quality measure that I'll  
5 hand off to Reagan in just a second. But also, we would like--  
6 and Commissioner Demerson, I know you've mentioned this  
7 recently--about looking long-term at outcomes. Chairman, I  
8 believe--actually, I think I've heard all of you say this. We'd  
9 like to see long-term what the outcomes are, not just second  
10 quarter, not just fourth quarter, but what really happens to  
11 people after they've engaged with our system and had some of  
12 these employability services. Did we give them a lift and the  
13 tools to go with the technical skill and transferrable skills  
14 that help them to stay employed for the longer term. So, we'd  
15 like to look at quarter four. We'd like to start with looking at  
16 employment sustainability through four quarters, which we do  
17 now, a version of that. But we'll slice-and-dice it a little  
18 differently, based on all we've said today, and employment  
19 stability. The employers that are--are we working with  
20 employers--and Adam may have some to add to this. But how are we  
21 doing in serving employers, and are they keeping the workforce  
22 that we refer to them and provide job matches for. Looking at  
23 earnings a year after services with us, and as long as one,  
24 three, five years. With the data warehouse and the work that's  
25 happening there, we'll be able to gather information for more--

1 for longer-term study of the outcomes of these customers beyond  
2 what we have currently, which is those quarter two, quarter four  
3 common measures. Reagan, before I hand it back to Adam, are  
4 there any other comments?

5 MS. MILLER: Yeah. And so, you'll also see a  
6 long-term measure on TRS program growth. I'm sure as you know,  
7 there's been some legislation around centralizing Texas Rising  
8 Star assessors, so the measurement of that quality standard  
9 eventually will be centralized in an entity serving statewide.  
10 There's also legislation to potentially make Texas Rising Star  
11 mandatory. But even without that legislation, the commission  
12 already had an emphasis on increasing the number of programs  
13 participating in Texas Rising Star, and on improving the quality  
14 of childcare that all the children that we're serving are able  
15 to participate in. Since 2015, you know, we used to have about  
16 15 percent of our providers as Texas Rising Star; now we're up  
17 to, gosh, probably almost a third, and over 40 percent of the  
18 kids in quality settings. We know that quality helps improve  
19 kindergarten readiness, and that's our future workforce that  
20 we're talking about. So, as we continue to look at improving the  
21 quality of care, setting some deliberate measures to really  
22 gauge our success in increasing the number of quality childcare  
23 providers and kids in care is certainly an area of interest.

24 MR. LEONARD: The only thing I would add to  
25 that is it's not just--it's an interesting area for measurement

1 because it tells the story of beyond just the kids we put in  
2 care. So, right now we've been running 120, 130,000 kids today  
3 that we're subsidizing. And as Reagan mentioned, that's 15  
4 percent of the kids in Texas, so what about the other 85  
5 percent? Well those who are going to TRS providers, they are  
6 benefitting. So, we're benefitting--we are impacting far more  
7 than just the families that we directly subsidize with quality  
8 care and helping that broader preparation. So, it's an exciting  
9 area to kind of emphasize in what we do.

10 CHAIRMAN DANIEL: All right, thank you.  
11 Commissioners, any comments or questions for the group?

12 COMMISSIONER ALVAREZ: Great presentation. I  
13 do have a few comments, if that's okay, Mr. Chairman?

14 CHAIRMAN DANIEL: Absolutely.

15 COMMISSIONER ALVAREZ: Adam, I have--so, I  
16 got a couple of things, as you can see from the dais. I have  
17 paperwork everywhere that I have some things that I'm going to  
18 reference that took place, and I'm glad, Reagan, that you  
19 referenced the sunset recommendation in 2015. As you know, a  
20 commissioner, back in October of 2016, made a recommendation  
21 from the dais that we look at the recommendation of what the  
22 sunset advisory committee have brought forth. And so before I  
23 get into that, there are a couple of things that I'd like to  
24 ask, and one of them would be Adam, would it be--would it help  
25 if we could associate occupational codes with wage records?

1 MR. LEONARD: It would be--I mean, we could  
2 look--I'm all about the data, right? So, you know, whatever data  
3 I can get my hands on that's reasonably easy to obtain, we can  
4 do valuable things with. I know that that's been a little bit of  
5 a holy grail within the evaluation of program effectiveness  
6 world, and in fact there was some legislation that kind of  
7 pointed us in that direction a little bit, but it wasn't funded,  
8 so I don't know what the answer is beyond saying that if you  
9 give it to me, I can do some really interesting things with it,  
10 and I know that LMCI can, as well.

11 COMMISSIONER ALVAREZ: So, if I may, the  
12 recommendation sunset advisory committee presented to the Texas  
13 Workforce Commission, as Reagan referenced, recommendation 5.1.  
14 TWC should consider, at a minimum, the financial and other  
15 impacts of employers reporting the additional information based  
16 on their size, overall cost to TWC to collect and analyze the  
17 additional occupational information, limitation in collecting  
18 and analyzing the additional information, and benefits to having  
19 the additional data and potential uses, including matching the  
20 occupations to educational outcomes beyond career schools. So,  
21 this was particularly on the recommendation--on the section of  
22 when we were discussing career schools at the time. The other  
23 thing I'd like to bring out if I may, chairman, on page nine, if  
24 we could go to page nine, since the audience would love to see  
25 that, the two primary service types for employers--Courtney, you

1 referenced here is--you asked us what we would like to see  
2 brought forth, or what we would like to see going forward. I  
3 appreciate the fact that you referenced some of the services  
4 that the boards provide. They do an amazing job of providing  
5 these services, and the relationship that we have with employers  
6 is exceptional. They've done such great work. Personal  
7 experience--yesterday, I had an opportunity to visit with one of  
8 the boards, and we presented a grant--I wanna say a TIP grant--  
9 to Central Texas. And so, with the help of the [inaudible]  
10 educational specialist that wasn't referenced here, and how  
11 we're marketing some of the programs that we have, I think  
12 Charlie [inaudible] does a great job in his office. So, my  
13 question is we would wanna make sure that we are measuring  
14 business services outreach to employers regarding skills  
15 development, TIP, high demand, and apprenticeships to train new  
16 and incumbent workers, as well as the board's outreach  
17 regarding--it's something you didn't reference, but you did kind  
18 of, and that is fidelity bonding, you know? [Inaudible] and now  
19 the apprenticeship tax credit that was just signed by the  
20 governor. I think that's important for our employers to know.  
21 And of course, something that you reference, and that was shared  
22 work as layoff aversions for downsizing services. Those are  
23 important programs I know while Commissioner Demerson was  
24 overseeing the Office of Employer Initiatives, and I know that  
25 during the time of pandemic, with the help of Mayor York, shared

1 services seemed to be something that was very catchy. And so,  
2 just being able to share this with our boards, I think, is  
3 really important. And so, that's what I have to say for page  
4 nine. If we could go to page 10, Mr. Chairman and Commissioner,  
5 on page 10, there's a section, short-term measures. My question  
6 is to all of you--can our existing IT systems capture any of  
7 this data? What about real data? What would we need of any IT  
8 systems, Randy? Would we need anything to upgrade our current  
9 systems now? And again, I'm referencing what you just laid  
10 forth, Adam, and of course, the recommendation by sunset.

11 MR. LEONARD: Well, obviously if you're  
12 getting back to the sunset recommendation for getting  
13 occupational data, there would be IT implications because  
14 there's no field that exists within the wage record structure to  
15 report it, so there would be some work that's under--that would  
16 have to occur there. The remaining--the measures, as we  
17 presented them as ideas, we can operate them with data that  
18 we're currently collecting, without additional significant  
19 change in what the boards have to report. There are ways in the  
20 future where that could get better, with additional information  
21 about hire dates or if we were to be able to use national  
22 directory and new hire data for more than just certain programs.  
23 There are ways we can do that. But otherwise, the data we need  
24 to do this is basically in the data warehouse now, and so it's  
25 just a matter of mining that data, setting up reports, analyzing

1 it, and coming back with recommendations for more detail on how  
2 they work and what we should do as far as setting targets in the  
3 short, medium, and longer-term ranges, so that people have a  
4 sense of where we're going.

5 COMMISSIONER ALVAREZ: Thank you, Adam. So  
6 with that said, Randy, I'm gonna ask for your help on this.  
7 Randy, can we look at or have discussion paper regarding the  
8 collecting and associating occupational data with wage records?  
9 Because I know back in 2015, we did a survey. That was on the  
10 collection of the data that we received of the surveys. The  
11 response was low, but I'd ask if you could look at that for us.

12 MR. TOWNSEND: Let me take a look.

13 COMMISSIONER ALVAREZ: Thank you, Randy. If  
14 I may continue, the same page, on page 10, should there be a  
15 performance target for wage credential gain for parents of  
16 subsidized children? Reagan, great report, and love what you  
17 guys are talking about, and love what Adam has stated in the  
18 past, and that is Adam stated earlier that we are not just  
19 educating our children, but we should also be educating our  
20 parents. So, I love that. It's not just providing these  
21 individuals that are receiving subsidized childcare with a job,  
22 but it's a career, a long-lasting career. I feel personally, by  
23 listening to some of the stakeholder meetings that I've been  
24 involved in, Reagan, that children tend to follow what their  
25 parents do. And so if we see parents succeed in programs that

1 will benefit their livelihood--I'll give you one example. An  
2 apprenticeship program where parents are right away not only  
3 receiving a salary, but also receiving benefits and insurance. I  
4 see there's a huge plus in something like that. We need to  
5 measure the board's performance regarding placing parents  
6 receiving subsidized care into meaningful employment--again,  
7 stressing "meaningful employment--" connection or training. Make  
8 sure not just to place them in low-wage jobs. Nothing wrong with  
9 working at some of the jobs that were referenced by the  
10 commission early, or by you all, but meaningful jobs. These low-  
11 wage jobs, otherwise the families never cycle out of childcare  
12 subsidies--subsidized childcare. Connect parents with  
13 opportunities like registered apprenticeship programs, as I  
14 referenced earlier, where they are working from day one. This  
15 makes room in the system, and again, ultimately, my goal is to  
16 make room in the system that we may be able to help future  
17 families, so that we can get children out of subsidized  
18 childcare. So, those are a few of the comments that I have. Of  
19 course, I'd like to also reference on the sunset report back in  
20 2016 specifically to address childcare, issue four on, again--  
21 issue four on 3.6, the agency measure effectiveness primarily in  
22 terms of the number of people served and average costs, with no  
23 debt analysis of employer outcome or comparisons to  
24 effectiveness of local boards, policy, and management of the  
25 program. So again, Reagan, I appreciate the work that you and



1 your team have done to listen to some of the recommendations  
2 that have come from the office. So, I appreciate that. Randy, I  
3 think I was clear on what I'd like to see on a discussion paper  
4 in the future.

5 MR. TOWNSEND: Yes, sir.

6 COMMISSIONER ALVAREZ: And again, these were  
7 just some of the comments that I have regarding the presentation  
8 that was made before us, so good job by all of you. That's the  
9 end of my comments for right now, Mr. Chairman.

10 COMMISSIONER DEMERSON: Mr. Chairman, just a  
11 few. I love the fact that we're doing the development of more  
12 meaningful performance measures for the Texas workforce system.  
13 This allows us to really begin to shape measures. It allows us  
14 to tell a story. I think that's where we're headed. On page two,  
15 Courtney, you had mentioned something in regards to flexibility  
16 and the like. Can you kind of speak a little bit to that  
17 flexibility? Then also, the tri-agency task force was mentioned  
18 here. I know we have legislation coming from there, and that may  
19 mean new measures as well, so kind of briefly touch base, point  
20 on those two things.

21 MS. ARBOUR: Yes, Commissioner, the talk  
22 here about flexibility is trying to read what the statute and  
23 regulation tells us, in light of our mission and vision. And  
24 we've hoped to provide you with some ideas here of how we  
25 exercise the greatest flexibility within the boundaries that

1 they've created. The tri-agency bills do provide some guidance  
2 to all of us to start looking differently at career pathways,  
3 working together for career pathways, coming up with some common  
4 definitions of success among the agencies. And so, we have a  
5 number of different tri-agency workgroups that are working on  
6 different things right now, but this work will start soon with  
7 the data folks and the program people all coming up with some  
8 shared measures or shared definitions of what we believe are of  
9 value. Again, storytelling and also helping to promote the right  
10 services and behaviors.

11                   COMMISSIONER DEMERSON: Good. I love that  
12 "common measures of success" and "common-sense measures." They  
13 really allow us to tell the story. On page five, talks about the  
14 minimum incentive to improve self-service tools if these  
15 individuals are excluded. What's an example of minimum  
16 incentives for individuals? That's on page five. It says,  
17 "Focuses on all types of customers, not just participants.  
18 Minimum incentive to improve self-service to these individuals  
19 are excluded."

20                   MR. LEONARD: If I might, what we were  
21 looking at in there is the sense that we've invested in Work in  
22 Texas, we continue to look for opportunities to improve it  
23 through My Texas Career and such. But under the WIOA measures,  
24 people who purely self-serve receive nothing other than basic  
25 informational services, are not considered part of the programs,

1 they're not included in outcomes. So, if you don't, quote, "get  
2 credit" when these people have success, that isn't reflective of  
3 your system, then what's the incentive to make that system  
4 better, and what's the incentive to work more with employers to  
5 put good jobs into the system so that you get into a positive  
6 feedback loop where people wanna come back, they're able to find  
7 good jobs, employers find good workers; therefore, they give us  
8 more good jobs, et cetera. So, that's really what the idea  
9 behind that statement was.

10 COMMISSIONER DEMERSON: Okay. That makes  
11 sense to me. I mean, that's--you definitely wanna be measuring  
12 all those individuals, and then providing opportunities for them  
13 to take advantage of those resources that are out there.

14 MS. ARBOUR: A good visual for what happens  
15 in our system is like a funnel. There are so many people getting  
16 these basic services, but meaningful services, and then in  
17 performance, what happens is only those that get into this more  
18 narrow type of services that are not exact to the term  
19 employability services we used earlier, the training and support  
20 services, but similar to that. There's a lot of people that are  
21 served and helped, but the measures tend to cut those out and  
22 only focus on the smaller group that gets level two type  
23 services. And the idea here, like Adam just said, is to help  
24 measure both, so that even those that are looking for light  
25 touch, if they don't get into a job quickly, that we start

1 building systems that identify that and help them move into the  
2 other--and do the other level of service.

3 COMMISSIONER DEMERSON: Yeah, and that's a  
4 point--I remember coming from a trip in the valley, and I was at  
5 one of the border checkpoints coming in, and a trooper kind of  
6 asked where you work, and I gave my card, the workforce  
7 commission, and he referred back to the fact that his start of  
8 his career was with the Texas Workforce Solutions office there  
9 in the valley, and look at where he is at this particular point.  
10 But had fond memories of that being his first point of contact.  
11 Not sure if he would have narrowed down into that smaller  
12 funnel; probably not a touchpoint that was there, and look at  
13 where he is at this particular point. So, that's important, for  
14 us to do that as well. Adam, you kind of talked about providing  
15 timely actionable information you can't monitor or improve if it  
16 takes 12 to 18 months to get data. Somebody kind of talked about  
17 that, and so that's--kind of talk a little bit about that, or  
18 anything we can do to get that data quickly.

19 MR. LEONARD: Sure. So, the federal  
20 measures, by focusing on quarters two and four after exit,  
21 meaning you're waiting [inaudible] quarters two and four after  
22 exit before you actually kind of have the opportunity to know  
23 whether you have success on those measures. And again, as we  
24 talked about, you could have that person doing job search for  
25 five years, and as long as they're employed in quarters two and

1 four after exit, that's considered good. So, you don't kind of  
2 have visibility on the fact that you might have a population of  
3 people who are kind of languishing in the system. And so, you  
4 have that lag. The other part of the lag is kind of worse,  
5 because you go, well, quarter two, that sounds like six months,  
6 right? Well, because of the way that the scheduling was set up  
7 by the feds for reporting, which is based on when employers  
8 filed paper wage records back in 2000, they assume that it takes  
9 seven months and change before data for a quarter of wages  
10 becomes what we call mature--complete. And we've been monitoring  
11 this in Texas, and since I wanna say somewhere in the 2011 to  
12 '13 range, we've been 99 percent complete within 90 days after  
13 the end of the quarter. Which means that we don't have to wait.  
14 For our measures, we don't have to wait until the feds tell us  
15 it's time to report them. We can go ahead and start running  
16 things a lot faster. So, it's still a 90-day wait to see what  
17 happens, or 75 to 90 days, depending. But that's a heck of a lot  
18 better than 12 to 18 months.

19 COMMISSIONER DEMERSON: Yeah. So, continuous  
20 improvement in that area is something that works.

21 MR. LEONARD: Right.

22 COMMISSIONER DEMERSON: And quite often, we  
23 have a Texas way of doing things, and so let's continue in that  
24 vein.

25 MR. LEONARD: [Inaudible]

1 COMMISSIONER DEMERSON: And lastly, you guys  
2 talked about the wage data. So, you know, how important that is  
3 to really, again, telling that story of a touchpoint and where a  
4 person is if they participate in the skills development fund  
5 program or any--some of these programs. That may have happened  
6 five, 10 years ago; you have a good story to tell, because they  
7 were probably making X amount at one point, and now they're at  
8 this other level, and a lot of that's a result of some of the  
9 training that's taken place, as all of us at some point, we've  
10 been touched by someone or some training program or something in  
11 that regard that's added to where we are today. And so, I think  
12 measuring this--or taking this information that we have  
13 available allows us to tell a better story in our respective  
14 communities and across the street in the legislative bodies. And  
15 they, in turn, have an opportunity to share that within their  
16 respective districts and the like as well. And so, employers  
17 benefit from that, and employees benefit from all of those. But  
18 thank you for the presentation. I'm glad that we're looking at  
19 measures in a more meaningful way. And again is what I started  
20 with, it allows us to really tell a story. I think going in that  
21 direction is where we need to be headed. Thank you, Mr.  
22 Chairman.

23 CHAIRMAN DANIEL: Sure. So, as I recall,  
24 this project started off--this is in response to the contracts  
25 that boards signed to take various monies from us--WIOA, TANF,

1 childcare, other monies. And we, I guess, recognized at the  
2 time, over my objections--I'm just kidding--that we didn't have  
3 time to do that for the next set of contracts. When would these--  
4 --if we make changes, and I think we should--when would these go  
5 into effect for boards?

6 MR. LEONARD: Some of these, we may be able  
7 to do this year. [Inaudible] continue developing the rest of  
8 them by next year. But this year meaning this coming fall.

9 CHAIRMAN DANIEL: What month do we typically  
10 prepare and sign those contracts?

11 MR. LEONARD: I don't know what month we  
12 normally sign those.

13 MS. ARBOUR: A set of them are in June,  
14 executed in June, and another through the summer, so--

15 MR. TOWNSEND: The WIOA contracts are July 1  
16 start dates, and then the adult ed is also a July 1 start date.  
17 And then typically, the other contracts, the TANF, I believe,  
18 are October 1 start dates.

19 CHAIRMAN DANIEL: Mm-hmm. Okay. So, I think  
20 we probably--you know, we--I'm reluctant to do this, but, you  
21 know, I think we need to be pretty deliberate here and identify  
22 what it is we wanna know. I think you made a tremendous case for  
23 there's 15 or 18 performance measures that really aren't  
24 performance measures. You have to do those things. You have to  
25 pass those things. Because all of the money is tied to those

1 things. And so, any class you took in college pass/fail, I can  
2 make some assumptions about your performance in that class.

3 MR. LEONARD: Oh, my performance in my first  
4 four years of school was not outstanding.

5 CHAIRMAN DANIEL: Well, and there's a lot of  
6 reasons, because you had to get through that.

7 MR. LEONARD: Yeah.

8 CHAIRMAN DANIEL: And so, measures that you  
9 have to get through, you know, I think that there's generally a  
10 lack of enthusiasm for something that you simply have to check a  
11 box off for. That's okay. I don't get terribly excited about  
12 things that I just have to do, except you have to do them. And  
13 so, you know, I think where we can build more meaningful  
14 performance measures, even around those things that we have to  
15 do, I think it better positions particularly the boards to be  
16 able to do some things that they wanna do. And I think on your--  
17 both--all three, your short, intermediate, and longer-term  
18 performance measures, you know, I think you build some things  
19 off of the requirements that if I were a local board functioning  
20 in a more local or regional area, you know, I would say oh, this  
21 would really let me focus my efforts on some things that I  
22 really wanna work on. I would pull one thread from your  
23 presentation--there are many to pull, but the one I would pull  
24 is this notion that no matter what you do with us, we need to  
25 know if that's successful or not. If our front desk person at a



1 board said to you, "Have a nice day," somebody needs to check in  
2 before the end of the day to make sure that, in fact, they had a  
3 nice day. It is that simple. If we are really, truly going to  
4 engage in customer service, if we are going to be a customer  
5 service agency--and I challenge you to tell me how we're not  
6 gonna be a customer service agency--if we're going to be a  
7 customer service agency, we need to measure to the absolute  
8 smallest measurement we can get. But we can't do that in a  
9 burdensome kind of way. The recordkeeping can't overwhelm the  
10 benefits to the people or the benefits to the program. And so, I  
11 think you did a great job of sort of combining together some  
12 ideas with regard to all right, these 18 items have to do. Can't  
13 even touch the money until we do these 18 items. These next--I  
14 lost count--11 items, I think, these next 11 items, these are  
15 things that we really should be doing. These are things that  
16 it's within our power to do or not to do. And so we're gonna  
17 measure these as well, A, because it lets us do our job better,  
18 and B, because it tells a really good story for us. Now, I think  
19 that our local workforce development boards, I think they do a  
20 good job with both client services and employer services. I  
21 separate those out. They're all clients, but let's separate them  
22 out. Yet it would shock no one, I presume, to know that  
23 employers call me consistently to tell me that they can't get  
24 help from their local workforce development board. Now, that's  
25 for two reasons. One, they didn't get what the wanted; I get

1 that. And two, they didn't get what they wanted. That's two  
2 different things, all right? Some things, we just need to be  
3 more forthright about. We can't--we don't do that. And other  
4 things, if we do do that, we should do that thing. And if one of  
5 the things that we do is help people get folks to work at their  
6 business, let's dedicate ourselves to that task. Courtney said a  
7 very important thing, which is that it's a funnel, and we don't  
8 measure what goes into the funnel, we measure what comes out of  
9 the funnel. And you have to start measuring what goes in the  
10 funnel, because what if you're pouring the wrong thing in the  
11 funnel? We would really never even know that. And so, you know,  
12 I think we've got an opportunity here to work with boards. You  
13 know, I think there are appropriate times for a cram-down; this  
14 is not that time. This is a time for us to work through these  
15 with boards and really understand even information that they  
16 might need to know. But more importantly, we need to come to an  
17 understanding about what it is we're trying to do here, and at  
18 what level are we interested in talking about serving people,  
19 okay? So, whether it's job services through the workforce  
20 division, whether it's critical childcare services so that there  
21 can be a workforce division, whatever it is, we need to be sure  
22 we're measuring at the level we need to be. I'm gonna come back  
23 to this point repeatedly, so if you will just stipulate that I'm  
24 gonna come back to this point repeatedly, I don't have to come  
25 back to it repeatedly, which is but whatever we do, you cannot

1 make the recordkeeping for the boards more egregious than the  
2 benefit of the information that they would provide. Always be on  
3 the lookout for that. Because if it takes more time to measure  
4 the thing than the benefit we get from the measure, we really  
5 still haven't measured anything, quite frankly. I don't think  
6 we're in danger of doing this here. I actually think everything  
7 you developed and presented today is completely doable. I think  
8 it's doable immediately. But I think we have a 12-month period  
9 between now and next June to really make these really work for  
10 boards, and let them realize some things out of that as well.  
11 Later, I'm gonna suggest a course of action that I think we  
12 should follow, and I think you'll understand what I'm saying  
13 there. The other thing that I divined from your presentation is  
14 that this agency has way too many silos still to this day, and  
15 part of your job as more senior staff here in the agency is we  
16 must tear down silos. So, we came today to talk about sort of  
17 board performance measures that would go in their contract and  
18 measure how they get their money, but Commissioner Alvarez  
19 surfaced a very good point, which is there's other data we need,  
20 too, and we would capture that simultaneously. And there are  
21 opportunities for boards to report data that would be more  
22 meaningful to TWC than the data we're collecting currently. And  
23 some of that data collection may require new approaches, new  
24 equipment, better attitudes--I don't know, whatever. There's a  
25 lot of things that that might require, and we need to

1 investigate those things. So, we're not gonna look, obviously,  
2 at board contracts in its own silo, and we're gonna look in  
3 terms of data collection in general how the agency uses data.  
4 And the other thing related to that, and it's a personal pet  
5 peeve of mine, so this will be a consistent theme through these  
6 conversations, is this agency silos things into programs. We're  
7 really bad about that, and there's a reason, partly, for that, I  
8 understand, but we've gotta get better organized around larger  
9 things. So, for example, you could easily put skills development  
10 plan and apprenticeship programs in the same theme, meaning that  
11 it's a path to eliminate the middle skills gap that we have in  
12 the state. Those are two tools that we could use to eliminate  
13 the middle skills gap. There are many other tools that we have  
14 and will use for the same thing. But easily so, you could take  
15 the apprenticeship programs and put that in a discussion about  
16 career pathways, because that's a way to enhance your ability to  
17 move up into a career-level [sounds like] force. See, so these  
18 tools that are in our toolbox are gonna get used a lot of  
19 different ways. So, I think that our ability to kind of  
20 understand that this toolbox is multifunctional, as are the  
21 tools, really starts us down that path to start eliminating some  
22 silos. Our data-gathering--gathering?--gathering capabilities  
23 are better than I think we think they are sometimes, but we have  
24 to stay focused on that. I know Adam's group is. I've had  
25 conversations with him about it. I'm confident that we can get

1 this done. But we will run into problems, and so solutions will  
2 have to abound. Someone made the comment about--Adam, Courtney--  
3 somebody made the comment about sort of, you know, how far out  
4 do we start measuring. Well, day one is the first measurement.  
5 Then it occurred to me during the conversation that for the  
6 first meaningful quarter for someone who's in kindergarten and  
7 in childcare, their first meaningful measure will be in quarter  
8 244. So, it's an opportunity for us to understand how far we go.  
9 Now, in quarter 244 from today, I think I can predict with great  
10 certainty I'm probably not going to be a commissioner with this  
11 agency 244 quarters from now. I hope to be retired on an island  
12 somewhere by that time, but we'll see what happens. The point  
13 is, find some evergreen solutions that the next commission, the  
14 next set of commissioners, the person who takes over your  
15 position from you when you finally do retire to that island,  
16 make sure there are things that can lend to the continuity of  
17 TWC. I think you did that. Your presentation reflects that. I  
18 think there's some common goals here that are driving all this,  
19 and I think that's really good. I appreciate your view for the  
20 long term, understanding that we've got some short-term hurdles  
21 that we've gotta do. Last comment on my part before we get  
22 functional here--do not, under any circumstances, let the  
23 perfect be the enemy of the good on this project. Okay?  
24 Courtney, have I ever told you that failure is okay, as long as  
25 you fail forward and fail fast? Yes? I think I have. I think

1 I've told all of y'all that at some point, because it's true.  
2 Failure is rarely embarrassing if you sort of put yourself out  
3 there and say, I'm gonna try something here," and especially if  
4 you have a solution for the people who are impacted by that  
5 failure. We talk about failure as if it's a negative thing, but  
6 sometimes it's a positive thing, because we learn how to  
7 something better for somebody. At the end of the day, I just  
8 need to know that Texans can have confidence in their workforce  
9 commission, that this economy's gonna continue to grow and  
10 present opportunities for them and their families, and that they  
11 can have the job and access to the jobs that they need for their  
12 community to continue to thrive. At the end of the day, that's  
13 what it's really all about, and I think our willingness to take  
14 risks and put ourselves out there to do that, I think we can do  
15 that. Paralysis of analysis is a killer, because you get in that  
16 perfect mentality. We'll start with good. We'll get to great--we  
17 really will. We've just gotta start. And so, we've got some time  
18 to do that. I don't know if there's other comments from my  
19 fellow commissioners. I would just leave it with this--I don't  
20 feel like I have enough information to day to say this is what  
21 needs to happen. What I would suggest is what I'd like to see,  
22 and we'll see what kind of agreement we have--what I'd like to  
23 see is for you to prepare exactly what it is you're gonna do in  
24 terms of this is what we want to specifically add to the board  
25 contracts, what the timetable for that looks like, and then I

1 would include with that, Commissioner Alvarez, with your  
2 permission--Commissioner Alvarez had some data-gathering  
3 requirements that he wanted to add to this sort of exclusive of  
4 the contracts with the boards. I'd like to see the timetable on  
5 that data-gathering exercise, and how that would look. Because I  
6 think there's some benefit to that as well. So, we'll bring that  
7 back around at the appropriate time, to make that actionable.  
8 But that's where I think we are, and I'd certainly welcome any  
9 other comments or questions from my fellow commissioners.

10 COMMISSIONER ALVAREZ: Chairman, I have some  
11 closing remarks. To those that did the presentation today--Adam,  
12 Courtney, and Reagan--looking forward to continue discussions  
13 and improvements in measuring the performances, because this can  
14 only help customers make this great state even better. And of  
15 course, utilizing our tax dollars. One of the things that I will  
16 say, and I know this is something that Adam's mentioned a couple  
17 of times, and I actually--I'm the little Adam of our office,  
18 with the data. And so--that's supposed to be funny, Adam.

19 MR. LEONARD: Well, we have good taste in  
20 cars, right?

21 COMMISSIONER ALVAREZ: And in ties.

22 MR. LEONARD: And in ties.

23 COMMISSIONER ALVAREZ: So, one of the things  
24 that you referenced multiple times is how do you measure  
25 quality. I mean, how do you measure quality? And I can give you

1 an example of something that I'm not sure how we measure it;  
2 maybe you can correct me. But high demand, I'm gonna use the  
3 example of the high demand grant that was awarded in South Texas  
4 for the compTIA certifications. These individuals went through  
5 the course. Are we measuring those individuals after they  
6 graduate, or if they took the course, or if they received the  
7 credential? How do you measure something like that? Personally,  
8 what I've heard from high demand grants that are awarded, TIP  
9 grants, skills development. I'm not sure how we collect the  
10 data, but at the end of the day, what I do hear is that we as an  
11 agency, and the local board, put out a great product. And so, I  
12 agree with the chairman when he references silos. I actually  
13 heard that last night at dinner, how sometimes we as an agency  
14 have been doing this for years. Let me tell you, we have great  
15 boards, we have great people that work for this agency. We have  
16 folks that are in the audience that do great work for this  
17 agency. We should be promoting the great things that we're  
18 doing, and we should allow our boards the opportunities to think  
19 outside the box. We allowed them to do that during the pandemic,  
20 we allowed them to do that during Hurricane Harvey. Let's  
21 continue to allow them to do that. And I will quote from the  
22 chairman--"No one fails." We are not going to go down on you--or  
23 we are--are we going to ridicule you if you fail. We're not--no  
24 one is going to fail for bringing up an idea. And Courtney,  
25 we've worked on something with skills development for the City



1 of Pharr, you know, or the outreach specialists, where you  
2 allowed the boards to use TANF funding. We have 11 boards that  
3 are now actually applying to be outreach specialists, from the  
4 seven that were our pilot programs. You got, what, 18 boards of  
5 the 28? Great work. Thank you for allowing the boards to be  
6 flexible. I will tell you something that I noticed that we  
7 didn't discuss, and I think there is a value in discussing it,  
8 because I just recently heard from Jason Shaw, who just--some of  
9 you may have received this email. I know you did, and so did  
10 Kimberly, and your team, Commissioner Demerson. And that is that  
11 we now have a deaf community chamber of commerce, the first in  
12 the country. A registered deaf chamber of commerce--not just in  
13 Texas, but in this country, we now have that, led by Jason Shaw.  
14 I didn't hear anything about VR services in the report, and I'm  
15 not sure if this was the appropriate time for us to hear it, but  
16 I did notice that we didn't talk leveraging VR with any outcomes  
17 of the--

18 MR. LEONARD: The original charge was to  
19 focus on board measures first, but I'll tell you, we absolutely  
20 went into this exercise with the idea that--

21 COMMISSIONER ALVAREZ: Okay.

22 MR. LEONARD: --these measures could also be  
23 applied within VR, and we see VR services as one of those  
24 employability services that we were talking about, because it  
25 does help a person obtain and retain employment, and maintain

1 it. And it can be of value to the employers as well, obviously,  
2 to the degree that you can help that worker function  
3 successfully within the employer's work environment.

4 CHAIRMAN DANIEL: [Inaudible]

5 COMMISSIONER ALVAREZ: So, from discussions  
6 we've had with folks in DOL, Chairman, I will tell you, Chairman  
7 referenced something earlier about shared services, but let's  
8 talk about blended services. We're the only ones that do that in  
9 the country, where we can get someone that works with  
10 apprenticeship and childcare or childcare and adult education  
11 and literacy. What a huge--what a huge marketing tool that is,  
12 for us to be able to do that, where even the folks in Washington  
13 wanna replicate what TWC is doing, and the fact that we're able  
14 to work together and share the ideas that we have. And again, I  
15 agree with the chairman, I think one of the things that I would  
16 recommend for those board members that are listening is that,  
17 you know, we have great executive directors who represent the  
18 workforce solutions. I think we need to do a better job of  
19 blending, sharing our success stories with one another. We have  
20 great work that's been done, and whenever we all go somewhere  
21 and we discuss what TWC services there are, we always talk about  
22 the successes that the various boards have had. So, I just  
23 wanted to say that. And again, thank you for the report that you  
24 all put here. Great report, and we hope that this was helpful,  
25 the recommendations that we made from the dais.

1                   CHAIRMAN DANIEL: Yeah, to their defense,  
2 this was originally solely about board contracts for WIOA and  
3 TANF. We've gone far beyond the confines of that exercise at  
4 this point, and I think that's a good thing. I think there's a  
5 lotta, lotta work for us to do. I'd love to nail down this board  
6 contract issue, particularly as it relates to WIOA and TANF and  
7 childcare funds. We will definitely--I think there's unanimous  
8 interest in picking up the ideas on VR, adult education, and  
9 some other programs, and don't lose sight of--I don't wanna put  
10 words in Commissioner Alvarez's mouth, but you heard two solid  
11 votes, and I bet a third for no more silos, and blend those  
12 programs for the customers when it makes sense for the customer.  
13 Commissioner Demerson?

14                   COMMISSIONER DEMERSON: Yeah, just real  
15 quick, I'll wrap up with good information, awesome opportunities  
16 for us. I know the team's worked hard. I'm looking forward to  
17 the information coming forward. Ed talked about customer  
18 service--I call it legendary customer service. And so, we're  
19 heading in that direction, and also, Commissioner Alvarez, the  
20 blended, and Chairman, you spoke to it, the blended--we call  
21 that "braided resource utilization," you know, and they do that  
22 well with the boards. And this is just gonna take us to even  
23 higher heights, I think, with these measures that we're talking  
24 about. So, thank you guys for the presentation and the  
25 information.

1                   CHAIRMAN DANIEL: All right, let's do this--  
2 we need to see some specific language for board contracts for  
3 the things you surfaced today. We need to see a timetable and a  
4 little better discussion. Commissioner, you asked for a  
5 discussion paper, but I assume that doesn't necessarily have to  
6 take the form of a traditional discussion paper. I'd like to see  
7 a little expanded version of data-gathering, data ability, and  
8 anything surrounding sort of that ability for us to gather data.  
9 Commissioner Alvarez referenced a very specific data-gathering  
10 exercise and with terms of occupational codes and workforce  
11 placement. Anything you think of kinda surrounding those things.  
12 And then a third thing that we haven't really talked about is  
13 sort of how we would move this discussion to adult education,  
14 vocational rehabilitation, and some other programs that we  
15 didn't touch on today. So, we have a little bit of time on all  
16 of this, but let's don't take all the time that we've been  
17 allotted to this. Let's move this through and get this moved  
18 pretty quick. I don't see a reason to set a timeframe here  
19 today. Everybody here is a professional. You'll do a good job  
20 and you'll get back to us soon, I know that. But unless I hear  
21 objection from either of my fellow commissioners, I think that's  
22 probably our best action plan to finish up this conversation  
23 today.

24                   COMMISSIONER DEMERSON: I agree.

25                   CHAIRMAN DANIEL: No objection.

1 COMMISSIONER ALVAREZ: I'm okay with that.

2 CHAIRMAN DANIEL: All right.

3 MR. TOWNSEND: Chairman, could I--just maybe  
4 one point of clarification, as far as your preference in terms  
5 of coming back to you, as far as a conversation about this. Is  
6 it a work session format or Agenda Item? Do you have a  
7 preference on [inaudible]--

8 CHAIRMAN DANIEL: I don't have a preference.

9 MR. TOWNSEND: Okay.

10 COMMISSIONER DEMERSON: Yeah, I think the  
11 briefings that staff provides--

12 MR. TOWNSEND: Okay.

13 COMMISSIONER DEMERSON: --are excellent.

14 MR. TOWNSEND: We'll put together the  
15 information and [inaudible].

16 COMMISSIONER ALVAREZ: Thank you, Randy.

17 CHAIRMAN DANIEL: All right, hey, you know  
18 what, a lot of work went into that, you could tell.

19 COMMISSIONER ALVAREZ: Mm-hmm.

20 CHAIRMAN DANIEL: Really appreciate it. I  
21 think part of me wants to believe that you were already thinking  
22 about this before we started thinking about it, and it kinda  
23 makes me happy, too. So, thank you very much.

24 COMMISSIONER ALVAREZ: Thank you all.

25

1 CHAIRMAN DANIEL: All right, is there any  
2 other item to come before the work session?

3 COMMISSIONER ALVAREZ: None here, Chairman.

4 COMMISSIONER DEMERSON: None.

5 CHAIRMAN DANIEL: I think we probably should  
6 have a motion to adjourn the work session.

7 COMMISSIONER ALVAREZ: Chairman, I move that  
8 we adjourn the work session.

9 COMMISSIONER DEMERSON: I second that  
10 motion.

11 CHAIRMAN DANIEL: It's been moved and  
12 seconded to adjourn the work session; the work session is  
13 adjourned, thank you.

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